

**CITY OF COLLEGE PARK**  
*GEORGIA*

**ANNUAL  
FINANCIAL BUDGET**

FOR FISCAL YEAR ENDING JUNE 30, 2021



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City of College Park, Georgia  
Mayor and Council



Mayor Bianca Motley Broom



Councilman Ambrose Clay, Ward I



Councilman Derrick Taylor, Ward II



Councilman Ken Allen, Ward III



Councilman Roderick Gay, Ward IV



**Annual Budget**

**Approved for the fiscal year ending June 30, 2021**

**Terrence Moore, ICMA-CM**

City Manager

**Althea Philord-Bradley**

Director of Finance and Accounting

**Cleshette Davis**

Budget Analyst

### VOTING PRECINCTS

AUDITORIUM  
WARD 1, WARD 3 NORTH, WARD 2 NORTH

CAMP TRUITT SENIOR CTR.  
WARD 2 MIDDLE, WARD 2 SOUTH  
WARD 4 NORTH

Godby Road Community Bldg.  
WARD 4 SOUTH, WARD 3 MIDDLE,  
WARD 3 SOUTH, WARD 2 CLAYTON CO.



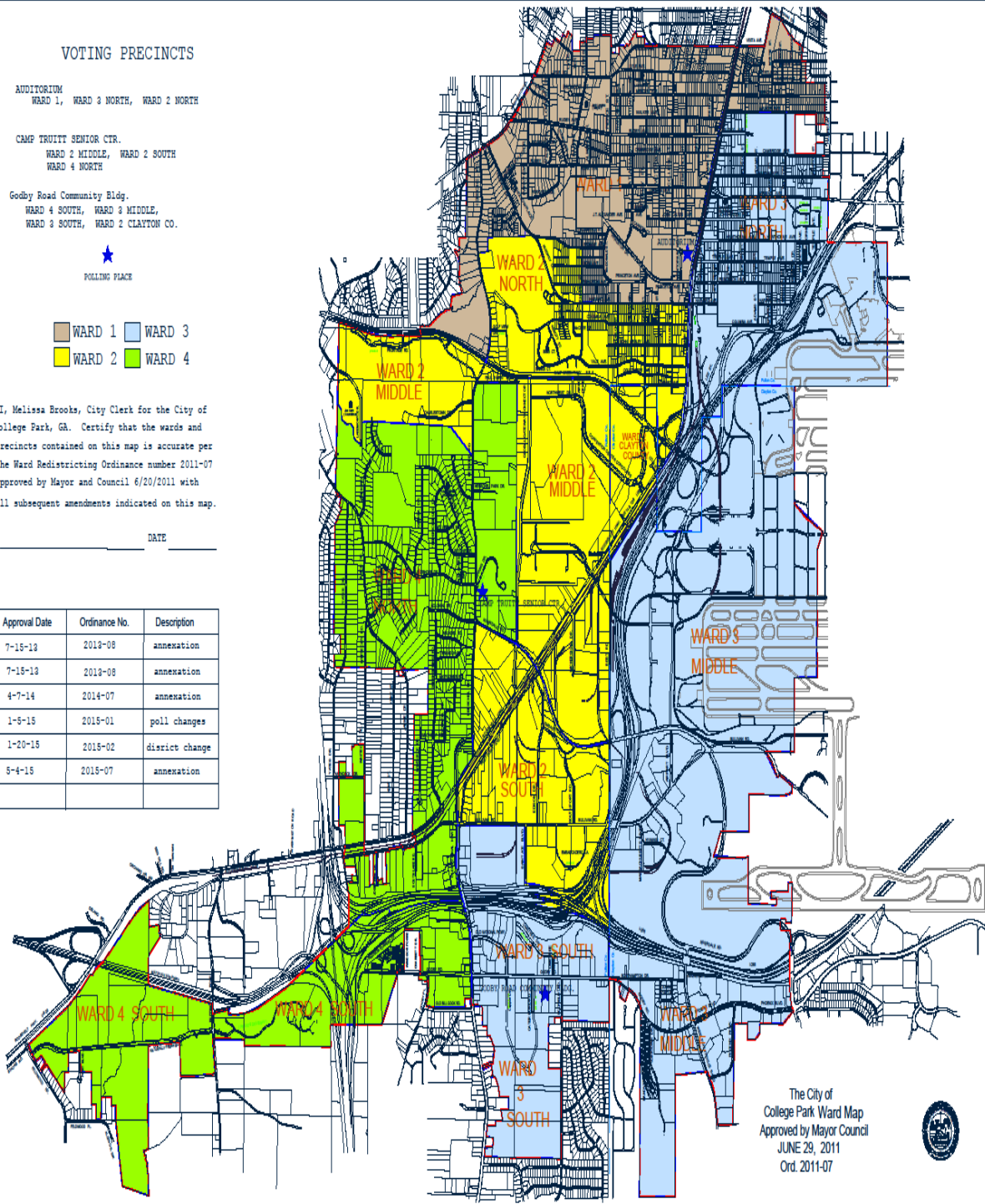
POLLING PLACE

WARD 1
  WARD 3  
 WARD 2
  WARD 4

I, Melissa Brooks, City Clerk for the City of College Park, GA. Certify that the wards and precincts contained on this map is accurate per the Ward Redistricting Ordinance number 2011-07 approved by Mayor and Council 6/20/2011 with all subsequent amendments indicated on this map.

DATE \_\_\_\_\_

Approval Date	Ordinance No.	Description
7-15-13	2013-08	annexation
7-15-13	2013-08	annexation
4-7-14	2014-07	annexation
1-5-15	2015-01	poll changes
1-20-15	2015-02	district change
5-4-15	2015-07	annexation



The City of  
College Park Ward Map  
Approved by Mayor Council  
JUNE 29, 2011  
Ord. 2011-07





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of College Park  
Georgia**

For the Fiscal Year Beginning

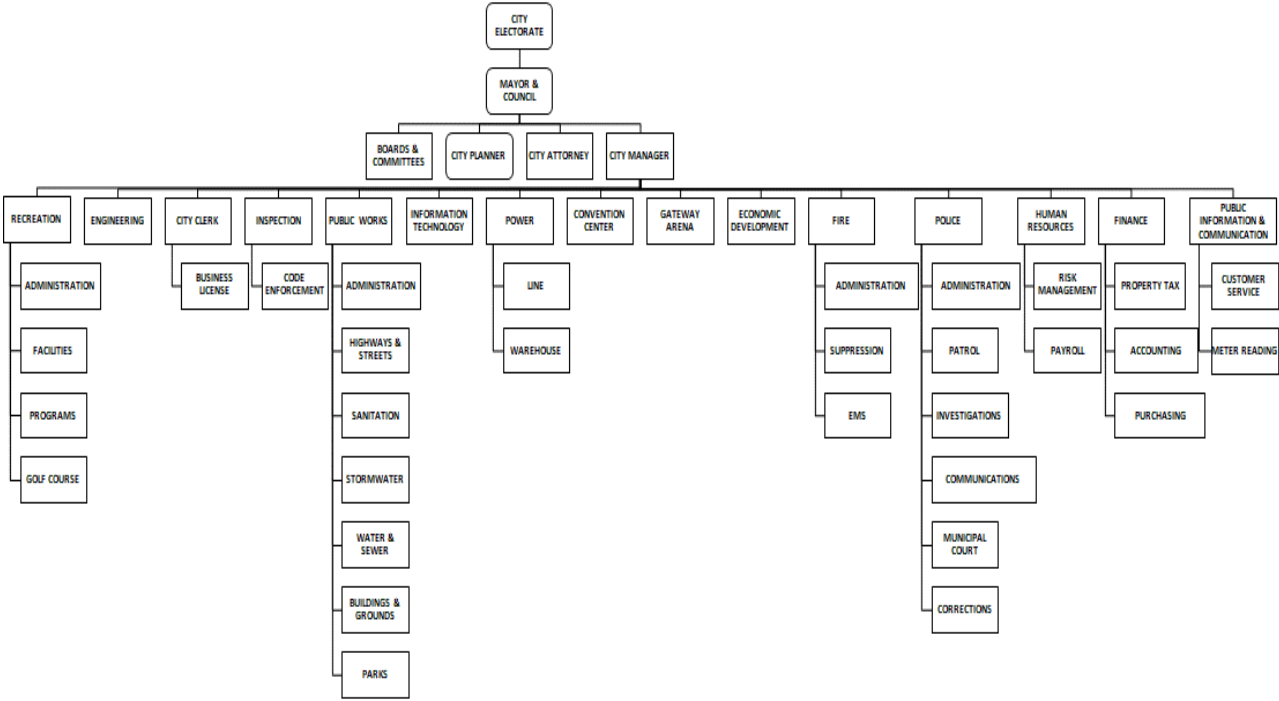
**July 01, 2019**

*Christopher P. Morill*

Executive Director



# City of College Park Organization Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**All About College Park, Georgia**

**Just the Facts**

**Government**

- Chartered on December 16, 1895.
- Originally, College Park was known as Manchester and was renamed by Lula Roper who placed the name in a lottery.
- The affairs of College Park, Georgia are conducted by a Mayor and a Council consisting of four members.
- The daily operations of the city are run by the city manager appointed by and responsible to the mayor and council.

**More Facts**

- The city has 853 properties listed on the National Register of Historic Places by the United States Department of the Interior.
- The College Park Woman’s Club is located in Historic College Park and is one of the oldest in Georgia.
- Also, the east-west streets(avenues) are named for Ivy League institutions and the north-south streets are named for influential College Park residents.

**Geographic Characteristics of College Park, Georgia**

	<b>Land Area</b>	<b>Climate</b>	<b>Topography</b>
Square Miles	12.01 Sq/Miles		
Average Annual Temperature		64 Degrees	
Average Annual Rainfall		4.18 Inches	
Elevation			1,050 Feet

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

All About College Park, Georgia

**Just the Facts**

**Demographics**

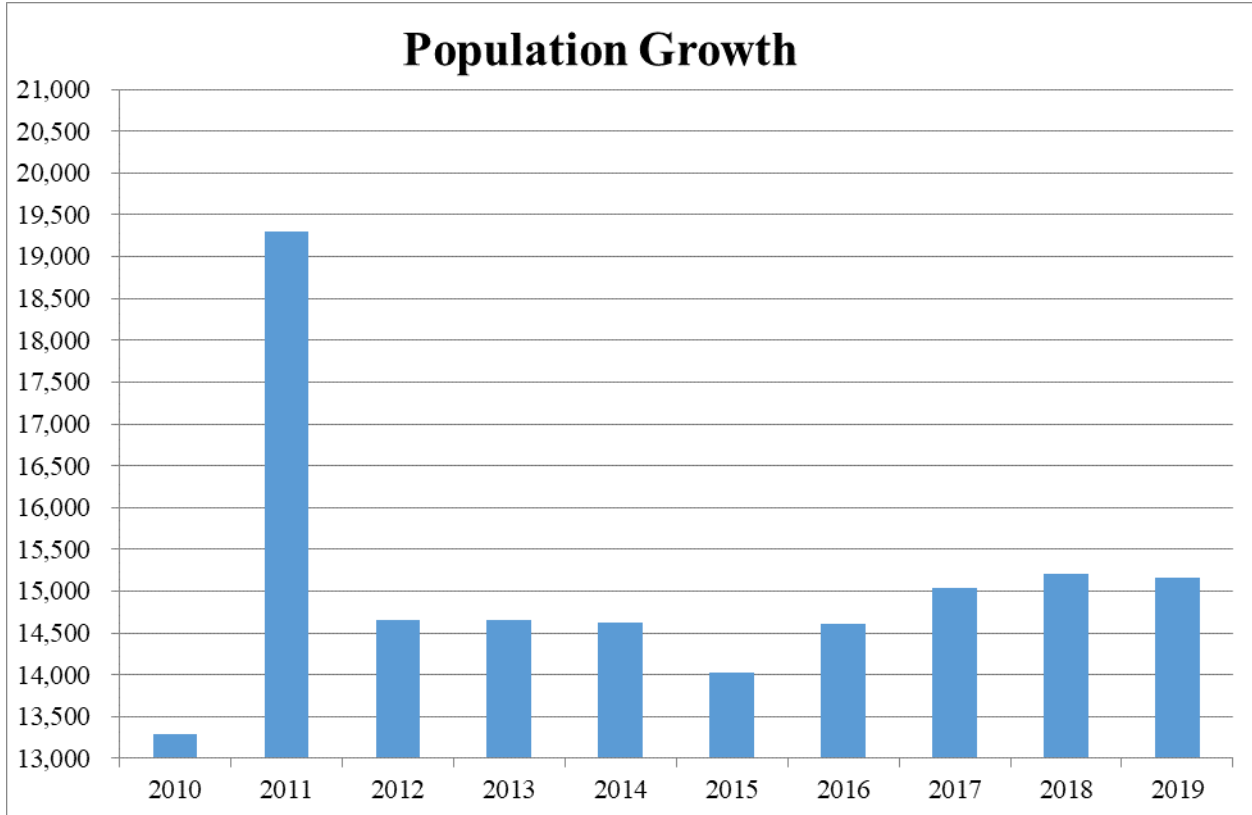
<b>Age, Race &amp; Gender Composition</b>	
Non-Hispanic Black	80%
Non-Hispanic White	15%
Hispanic	4%
Native American	.6%
Asian	.4%
Male	45%
Female	55%
Age 19 & Under	30%
Age 20 - 40	33%
Age 41 - 64	28%
Age 65 +	9%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

The following table depicts information related to the population of College Park, Georgia.

**All About College Park, Georgia**

**Just the Facts**



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**All About College Park, Georgia**

**Just the Facts**

**Economy**

The following information reveals the many economic highlights in College Park, Georgia.

College Park has over 1,700 licensed businesses.

Unemployment within College Park is higher than the state and national rates.

2019

U.S.....	4.7%
Georgia.....	5.3%
College Park.....	9.4%

Housing Statistics 2019

Number of Housing Units-----	7,936
Single Family Housing Units-----	30%
Multi-Family Housing Units-----	70%

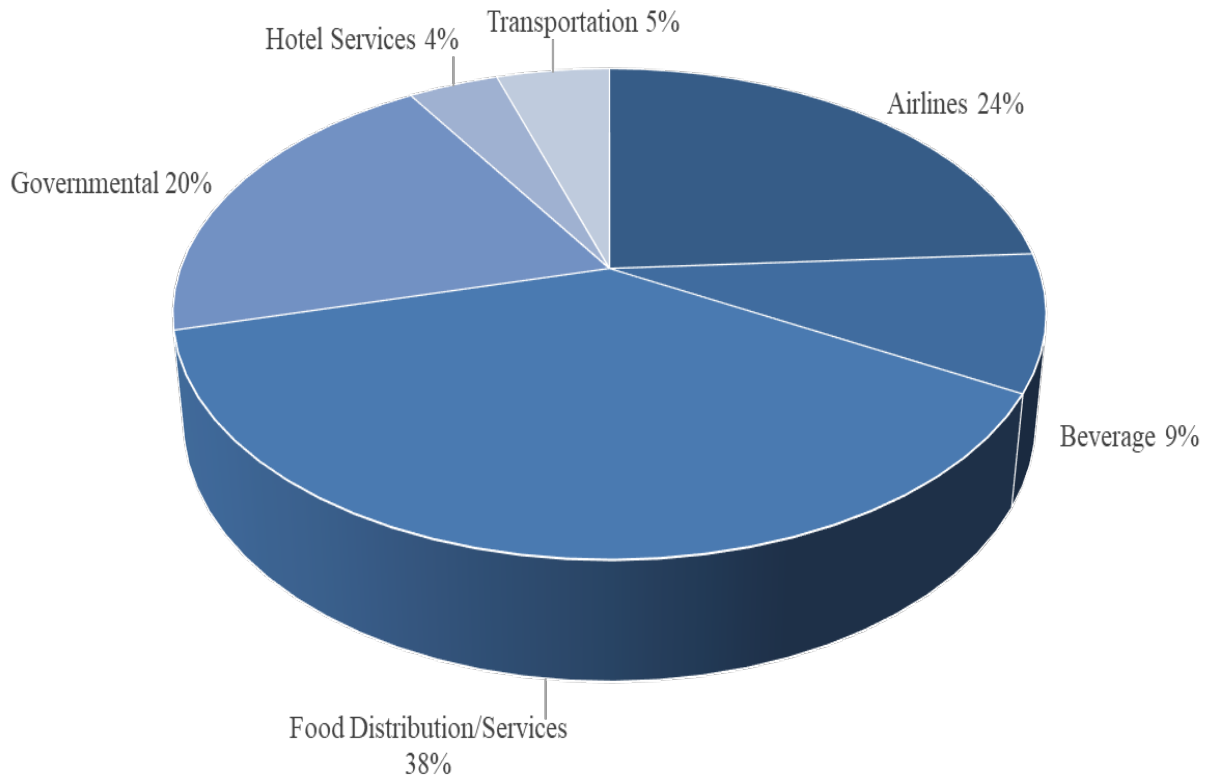
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**All About College Park, Georgia**

**Just the Facts**

<b>Top Ten Employers in College Park, Georgia</b>	
<b>Company</b>	<b>Employees</b>
1. Chick-Fil-A Inc.	1,691
2. Federal Aviation Administration	1,300
3. Sysco Corporation	833
4. Coca-Cola Bottling Co	610
5. Southwest Airlines Co	584
6. Zodiac Services Americas LLC	532
7. ExpressJet Airlines Inc.	355
8. Southeastrans, Inc.	300
9. Logisticare Solutions LLC	296
10. Atlanta Airport Marriott	250

**Industry Profile for College Park, Georgia**



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**All About College Park, Georgia**

**Just the Facts**

**Service Statistics:**

The chart below describes several of the services provided in College Park, Georgia.

<b>Public Safety 2019</b>	
<b>Fire Protection</b>	<b>Police Protection</b>
Fire Stations.....3	Police Stations.....2
Sworn Employees.....70	Sworn Employees...104
Civilian Employees....3	Civilian Employees...51

<b>Highways and Streets</b>	
Miles of Road Maintained.....76	
Traffic Signals.....42	

The City owns and operates a water distribution system.

<b>Water and Sewer 2019 Statistics</b>	
Customer Accounts Served.....2,880	
Miles of Water Lines.....99	
Fire Hydrants.....957	
Water Storage Capacity (Gallons).....1.25 million	

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**All About College Park, Georgia**

**Just the Facts**

The City owns and operates a retail electric distribution system.

<b>Electric System 2019 Statistics</b>	
Electric Customers-----	7,952
Average Daily Consumption-----	792 MWH

<b>Educational System</b>	
Elementary Schools-----	2
Middle Schools-----	0
High School-----	0
Alternative School-----	1
Private School-----	1
Woodard Academy is the largest private school in the continental United States, enrolling students from more than 22 metro counties.	



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

All About College Park, Georgia

**Just the Facts**

<b>Parks, Recreation &amp; Cultural Affairs</b>	
City Park Properties-----	6
City-Owned Golf Course-----	1
Golf Academy-----	1
Recreation Centers-----	3
Gymnastic Center-----	1
Lighted Tennis Courts-----	10
Multi-Purpose Fields-----	6
Football Stadium-----	1
Swimming Pools-----	2
Play Grounds-----	8
Basket Ball/Volley Ball Courts-----	4
Picnic Areas-----	8
City Auditorium-----	1
Georgia International Convention Center-----	1
Library(Fulton County)-----	1
Senior Center-----	1
Health Center-----	1

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**All About College Park, Georgia**

**Just the Facts**

Named one of Atlanta Magazine's "Best Places To Call Home" in April 2003, the City of College Park has become one of the most exciting communities in the greater metropolitan Atlanta area in which to live. A well established community with an individuality all its own, College Park, located near the Hartsfield-Jackson Atlanta International Airport, Interstates I-85 and I-285.

Residents and visitors alike will find that this revitalized City offers the best of Southern hospitality in its city services, local restaurants, lodging accommodations, parks and recreation, and community events.

**Historic Sites**

College Park Auditorium

College Park Historical Society

College Park's Women's Club

Historic College Park Neighborhood  
Association

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Georgia International Convention Center**

The second largest convention facility in Georgia with a total of 400,000 square feet of space featuring Georgia’s largest ballroom at 40,000 square feet, the GICC is “a marvel of form and function,” a new standard of convention in aesthetics, amenities and accommodations.

**Gateway Center Arena @ College Park**

The new arena in College Park, which is home to the Atlanta Hawks new G-League development team, brings a “whole new tone” to metro Atlanta cities along with another partnership with Fox Theater. This facility is known as the Gateway Center Arena @ College Park, and is opened in November 7, 2019. The price tag of this 5000-seat arena is \$44 million. This 98,000-square-foot sports arena is the first of its kind south of I-20 in terms of access and capacity. It host graduations, concerts, and high school and college tournaments.

**For More Information**

If would like more information about College Park, Georgia, please visit the College Park, Georgia website at [www.collegeparkga.com](http://www.collegeparkga.com), call City of College Park 404-767-1537.



July 31, 2020

The Honorable Mayor  
Members of the City Council  
City of College Park, City Hall  
3667 Main Street  
City of College Park, Georgia 30337

Dear Mayor and City Council:

I am pleased to submit for your review and consideration, the Adopted Budget for Fiscal Year 2020-2021, in compliance with provisions of the City of College Park Charter and State of Georgia Statutes. In addition to my detailed discussion regarding the budget, I have included an Executive Summary version.

### **Executive Summary**

The City of College Park has taken major steps to execute continued efficiencies in the operations in municipal services. With new initiatives such as the opening of the new Gateway Arena @College Park, the City continues to strive for efficiencies while maintaining quality service.

1. Fiscal Year 2020-2021 operating budget shows a decrease of \$31,298,228, which is an overall decrease of .24% in expenses. The significant decrease is primarily due to the anticipated loss of revenue because of the current pandemic, COVID-19.
  
2. The proposed budget includes:
  - a. Anticipated increases in employee health care costs.
  - b. Considerations regarding ancillary support for Public Safety staff mobility.

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2021 BUDGET

## **Strategic Goals and Initiatives**

The mission of the City of College Park is “to cultivate a community where businesses, families and individuals can thrive in a safe and diverse environment.” The purpose of this document is to provide Mayor, City Council, citizens and staff with information on performance in order to enhance public transparency, show what we will accomplish using public funds, assist with decision making and enhance the delivery of public services.

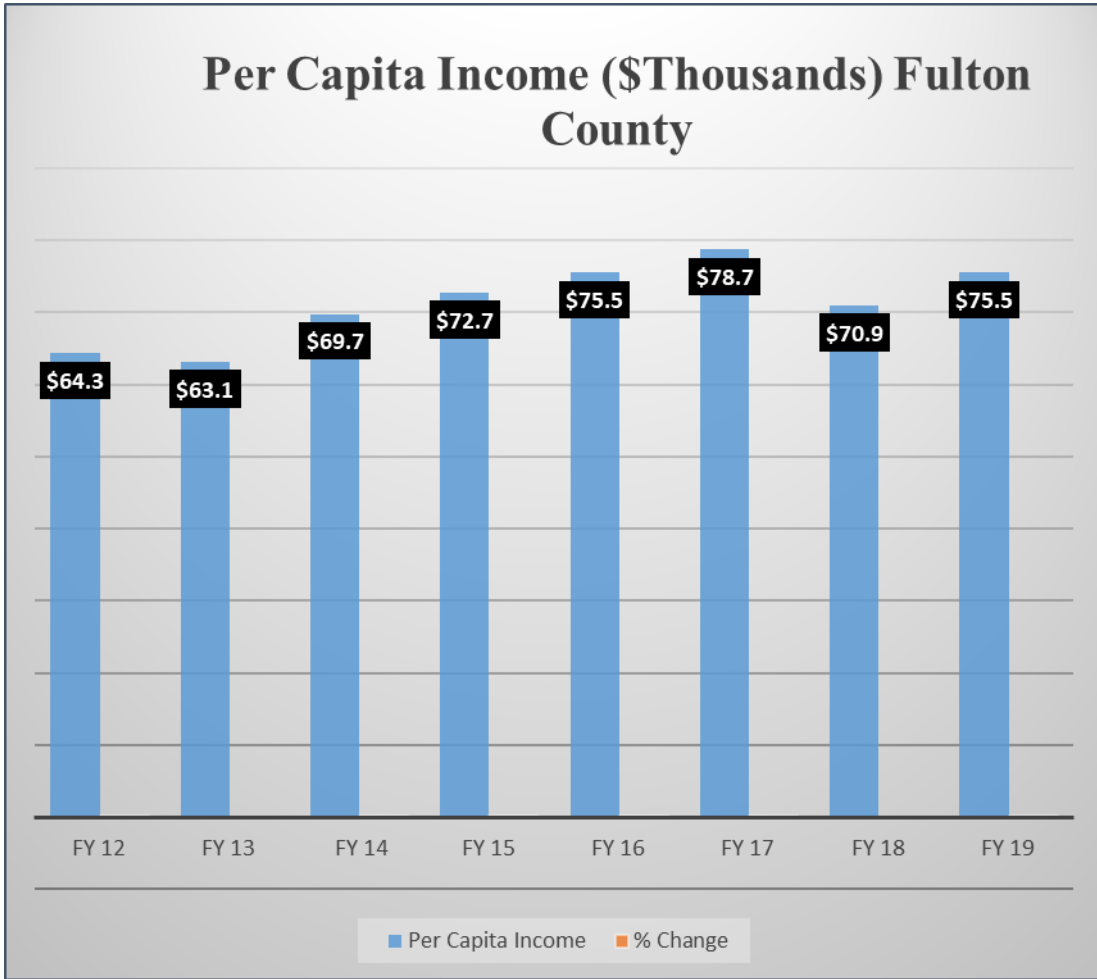
All departments are charged with implementing and maintaining programs and services which support the mission, vision, values and goals of the City. Each department has developed and monitors specific performance measures which allow Mayor, City Council and citizens to more accurately measure outputs and efficiencies accordingly. The Fiscal Year 2020-2021 Proposed Budget works to align the City’s mission, goals and initiatives with spending, and shows the impact on operations the proposed capital projects will have.

The City of College Park has initiated processes to provide for the future, and plan for services, programs and facilities to meet the needs of citizens, visitors and businesses in the community. The budget process likewise addresses both revenues and expenditures for its operating programs for the current year. The five-year Capital Improvement Plan (CIP) is developed to address future needs and project financial trends in order to plan for the long-term requirement for the City, including personnel, equipment, facilities, operations and maintenance.

## **Economic Climate**

As a result of the current COVID-19 National State of Emergency, the local economy is expected to be adversely impacted at least for the first quarter of the new fiscal year.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Summary of the FY 2020-2021 Budget**

The proposed expenditure budget for FY 2020-2021 is \$131,723,874. This represents a .24% decrease or \$31.2 million less than the amended FY2019-2020 budget of \$163,022,102.

**Expenses**

The College Park budget worksheet format has been structured to address Council's requests from previous years' budget meetings. The FY 2019 Actual Expenses are presented, 2020 Amended Budget, 2020 Actual Expenses (year to date through June 30, 2020), Percent Used (percentage of 2020 Actual expenses over 2020 Amended Budget). 2021 Department Director Requested, 2021 City Manager Recommended, and Percentage (2021 City Manager Recommended to 2020 Amended Budget). Also, in response to Council's requests, is a summary for directors and staff with budgets comprised of multiple departments. The College Park Adopted Budget is prepared to conform to the modified accrual accounting basis, which is also used in our accounting system and procedures.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>Amended Budget FY2019-2020</b>	<b>Adopted Budget FY2020-2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change %</b>
General Fund	\$ 34,807,920	\$ 30,281,400	\$ (4,526,520)	(0.15)
Confiscated Drugs	10,000	10,000	-	-
State Drugs	14,000	14,000	-	-
E911 Fund	969,891	875,869	(94,022)	(0.11)
CDBG Fund	402,550	-	(402,550)	-
Grant Fund	327,509	-	(327,509)	-
TSPLOST Fund	2,000,000	2,000,000	-	-
GICC Special District Fund	121,650	371,650	250,000	0.67
Hospitality Fund	14,791,456	10,999,730	(3,791,726)	(0.34)
TAD Fund	234,020	-	(234,020)	-
Car Rental Fund	3,600,300	5,203,902	1,603,602	0.31
SPLOST Fund	425,600	-	(425,600)	-
Water and Sewer Fund	10,705,500	9,026,305	(1,679,195)	(0.19)
Electric Fund	34,454,911	36,893,517	2,438,606	0.07
Golf Course Fund	392,860	249,935	(142,925)	(0.57)
Sanitation Fund	3,370,080	2,596,554	(773,526)	(0.30)
Convention Center Fund	17,749,806	14,244,150	(3,505,656)	(0.25)
Gateway Arena	22,339,406	6,064,627	(16,274,779)	(2.68)
FAA Fund	3,566,423	3,300,600	(265,823)	(0.08)
BIDA Fund	11,743,823	8,786,022	(2,957,801)	(0.34)
Storm Water Fund	994,397	805,613	(188,784)	(0.23)
<b>Total</b>	<b>\$ 163,022,102</b>	<b>\$ 131,723,874</b>	<b>\$ (31,298,228)</b>	<b>(0.24)</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

The Adopted FY 2020-21 General Fund Budget is summarized as follows:

	Mayor & Council Adopted
Revenues	
Taxes	18,647,965
Fee, Licenses & Permits	3,296,505
Charges for Services	387,639
Fines and Forfeitures	900,000
Interest	84,000
Leases & Other Rent	24,875
Other Income	1,826,144
Operating Transfer In	5,001,156
Budget Carryforward	113,116
Total Revenue	30,281,400
Expenditures	
Personal Services *	20,706,930
Operating Expenses **	7,088,975
Materials & Supplies	858,128
Capital Outlay	1,122,900
Cost of Sales	16,850
Debt Service	487,617
Total Appropriations	30,281,400

\*Personnel Services include salaries and employee benefits.

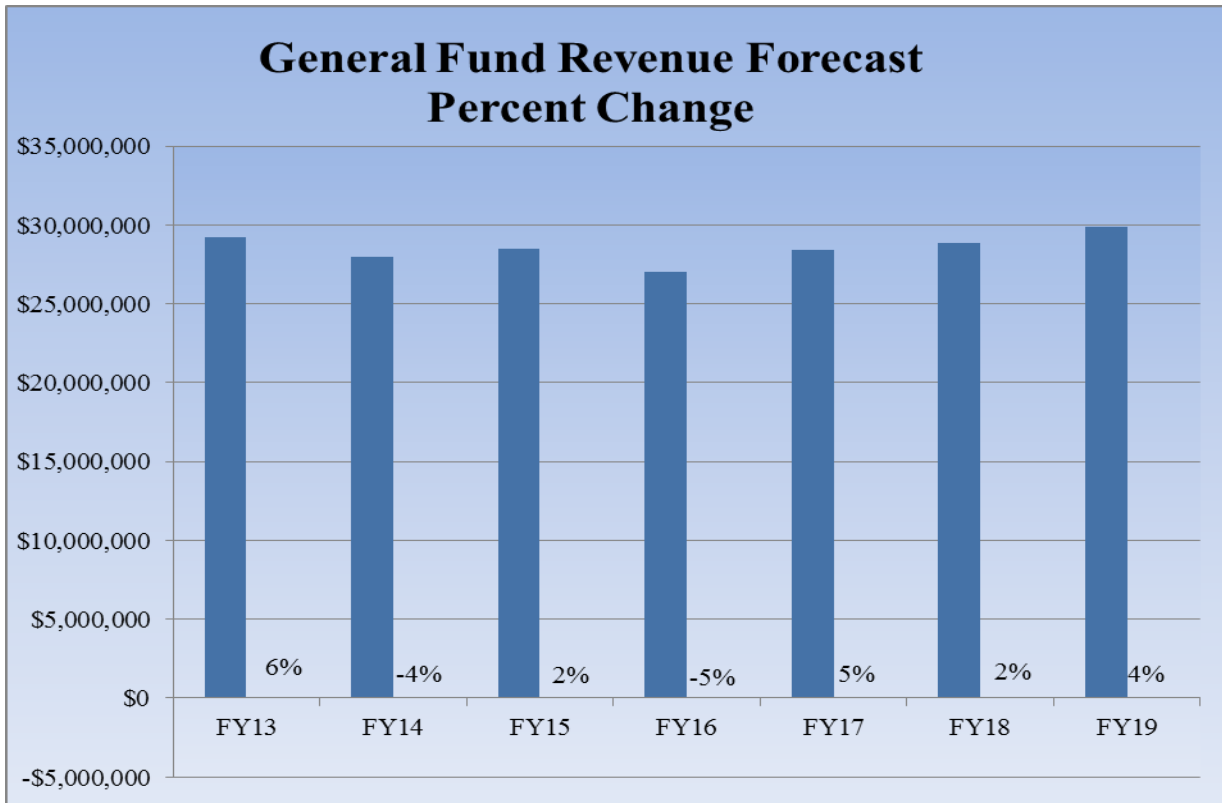
\*\*Operating Expenses include communications/utilities, rentals, repairs and maintenance, training and education, and other services and charges.

\*\*\*Non-Operating Expenses include transfers from the General Fund to the FAA, Main Street and E911 funds.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

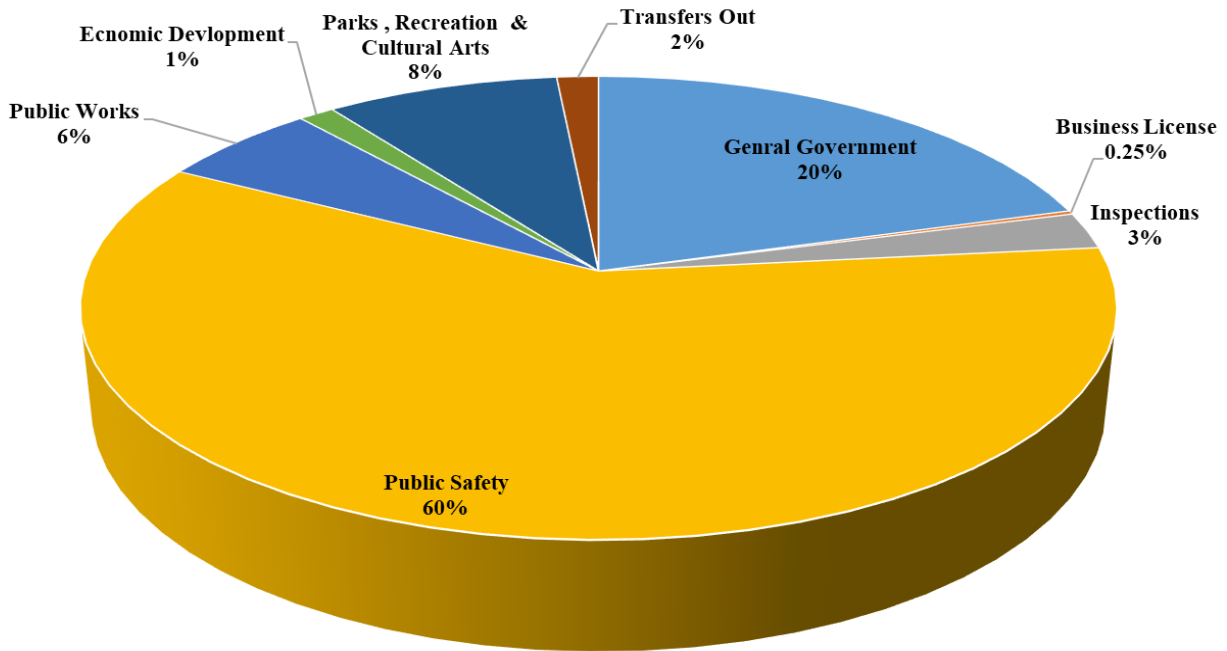
FY 2020-21 General Fund Summary  
Dollars Millions

	Projected FY 20	Proposed FY 21
Beginning	<u>\$23.0</u>	<u>\$21.2</u>
Revenue	31.7	30.2
Expenditures	<u>33.5</u>	<u>30.2</u>
Ending Balance	<u><u>\$21.2</u></u>	<u><u>\$21.2</u></u>
*Req. Unassigned Fund Balance 30%-60%	\$10.1	\$9.1
Unassigned Fund Balance	\$11.2	\$12.1



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**General Fund Expenditure by Function**



The General Fund is a service organization involved with providing services to the entire citizenry; and simply stated, it represents the expenditures for governmental operations. The expenditures, largely personnel services, are susceptible to inflationary increase and the revenues for the upcoming fiscal year will remain constant.

The General Fund unassigned balance shows a slight increase of \$900,000 when FY 2019 -2020 is compared to FY 2020 -2021. The slight increase is primarily due to the reduction of the proposed operating expenditures for FY201. In the past, the fund balance has been used to fund capital improvements and one-time basic services. The City's GASB 54 Fund Balance Policy requires the City to maintain an Unassigned General Fund Balance between 30%-60% based upon annual budgeted expenditures. As of June 30, 2020, the City's unassigned fund balance is 37% of the total proposed General Fund expenditures.

The General Fund has the following transfers: (1) Golf Course of \$35,014 for contractual services and operating expenditures and (2) E911 of \$395,869 for salaries and operating expenditures.

Included in General Fund Revenues is Operating Transfers In–Hospitality Fund in the amount of \$2,526,316. This amount is dedicated to economic development efforts in the City (the costs of the Business Development and Main Street Departments) as well as an appropriation to further

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

the general purposes of the City government. The funds are included in the General Fund Revenues for the following reasons:

- The combination of the Hotel/Motel Tax and the Special District Tax when added to operating revenues from the Georgia International Convention Center (GICC), are more than sufficient to cover all of the debt service on the existing and adopted bonds as well as all other costs.
- The expenditures necessary to continue with the new developments are a valid use of the Hotel/Motel Taxes.

Also included in revenues are operating transfers from Enterprise Funds that represents funds allocated costs for shared computer services, administrative costs, operating expenses and payment in lieu of taxes:

- Car Rental -\$917,500
- Storm Water - \$157,832
- Water Sewer - \$184,326

**REVENUES**

**Ad Valorem (Property Tax)**

The FY 2020-2021 General Fund (Operating Budget) proposes a flat millage rate of 12.619 mills, as adopted during FY 2020-2021.

	<u>2019-2020</u>	<u>2020-2021</u>	% Change <u>+ / (-)</u>
General Fund (mills) (General Operating)	12.619	12.619	0%

The tax rate levied against the City’s new assessed valuation (taking into consideration the application of homestead exemption and the assessment ratio of 40% of taxable value for all properties) is expected to yield an increase for FY 2020-2021 over the amended budget for FY 2019-2020. This anticipated increase of the tax digest is predominantly due to an estimation of the revaluations of existing properties throughout the City.

The City’s total assessed valuation of properties of all types, residential and commercial throughout the City has increased from \$1,091,003,092 in 2019 to \$1,142,278,639 in 2020. Projected Freeport Inventory Tax initiative at 60% will yield a reduction of taxable assessment of \$8,820,600.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

The Flight Equipment Tax, computed on the value of the airplanes and related equipment parked on the airport concourses within College Park's jurisdiction as of January 1st, is projected to increase from \$2,300,000 to \$2,375,000 in the FY 2020-2021 Budget. The collections are based on actual billings for the calendar year 2019. Valuations are self-reported by the airlines to the Department of Revenue and are listed in the Utility Digest. Additional factors that affect the valuation include aging fleets, depreciated values and a decline in the number of airlines with fleets based at the Atlanta airport when not in operation.

The GICC Special District Tax is presently a 20.0 mills tax rate applied to businesses operating in the defined special district. This tax was imposed to recover amounts from the economic benefits enjoyed by these entities provided by the Georgia International Convention Center. All of the tax collections are used to supplement facility-generated revenues and to provide for debt service. This revenue is projected to be \$371,650 in FY2020-2021.

**Ad Valorem (Vehicles)**

The assessed valuation of vehicles has decreased from \$4.61 million in 2019 to \$3.65 million in 2020. The decrease is a result of the new Title Ad Valorem Tax (TAVT) revenue recognition process. The car rental companies remit taxes on their inventory based on an alphabet/ month schedule, i.e. Alamo would submit taxes in January (A-B), Enterprise in March (E-H), Hertz in May.

**Other Revenues**

The local economy has significantly been adversely impacted by the coronavirus pandemic and the City anticipates that this will continue thorough out fiscal year 2021 and 2022. Revenues took a significant blow during the second quarter of the 2020 calendar year. COVID-19 has limited travel and as a result, the tourism and travel industry has been one of the largest casualties of the virus. Several revenue sources such as business license occupation taxes, inspection fees, permits, planning and zoning fees are anticipated to decrease because of the limitations that have been set to help combat the virus.

College Park finalized negotiations with Clayton County for their share of local option sales tax (LOST) during FY 2013-2014. Clayton County LOST distributions to College Park decrease for FY 2020-2021 by \$111,871. Fulton County LOST distributions budgeted amount is estimated to decrease in FY2020-2021 by \$750,578 when compared to FY2019-2020 actuals. Municipalities receive LOST distributions from the County based on eight criteria. The agreement for LOST distributions is for 10 years.

Other projected revenues are expected to decrease in the FY 2020-2021 budget year as compared to the FY 2019–2020 amended budget, primarily due to the anticipated loss of revenue because of the current pandemic, COVID-19.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**EXPENDITURES**

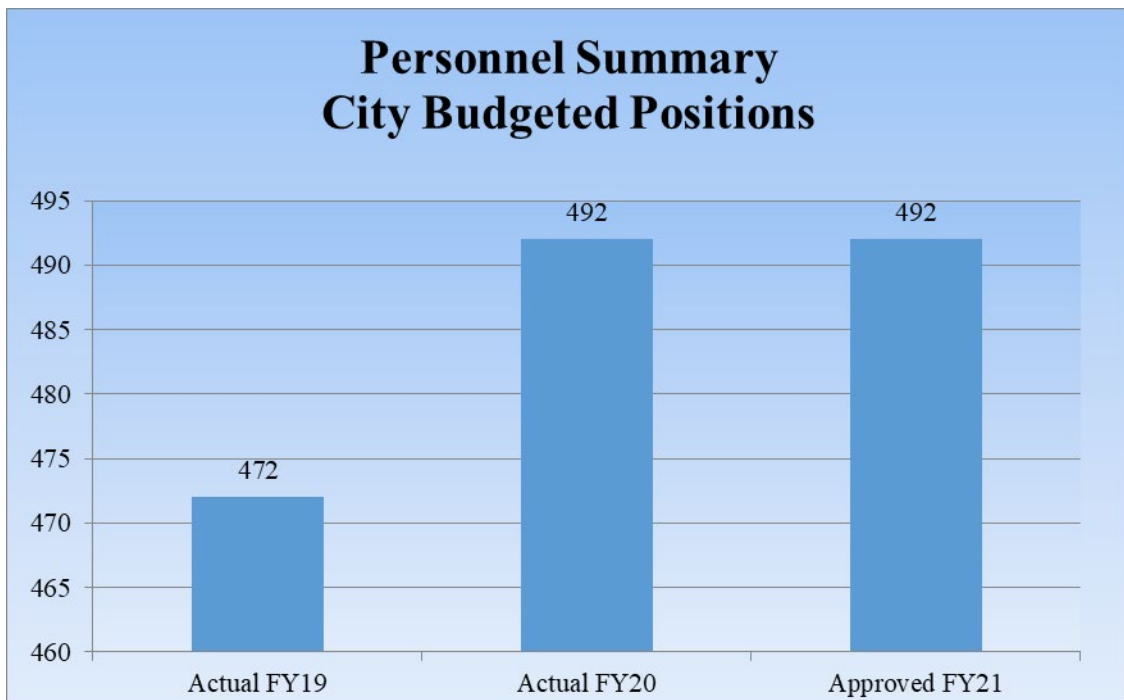
The adopted general fund expenditures budget for FY 2020-21 will be \$4,526,520 less than the amended FY 2019-20 Budget, representing an decrease of .12%. In general, Operating Expenses decreased 12%, Personnel Costs decreased 7%, Materials/Supplies decreased 33%, and Cost of Sales in the General fund decreased by 64% Capital Outlay budget decreased by 17% and Operating Transfers decreased by 42%.

**Personnel Costs**

The Personnel Costs (salaries, wages and employee benefits) in the proposed 2020-2021 Budget Year will equal approximately 68% of the General Fund (Operating Budget) net of Operating Transfers. This budget will sustain the current level of municipal services to the City of College Park.

The total personnel count for the overall budget program (All Funds) for the Adopted FY 2020-2021 is 492 positions. For the General Fund Budget, the total personnel count is 327 positions and reflects a change in personnel count from FY 2019-20. For the Other Funds Budget the total personnel count is 165 positions.

The City’s recommended pension contribution will remain at 20.51% based on the results of the most recent Georgia Municipal Association actuarial computation. For FY 2020-2021, the City will continue its Healthy City Initiative Program for City employees.



**Operating Expenditures**

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

The total cost of operating expenditures reflects a decrease in the FY 2020-2021 Approved General Fund budget of \$2,673,094 compared to the FY 2019-2020 amended budget.

The decrease is comprised of the following object accounts:

Communications/Utilities	(289,030)
Rentals	3,816
Repairs & Maintenance	38,118
Building & Maintenance	(310,000)
Training & Education	(190,466)
Other Services & Charges	(1,925,532)
	<u>(2,673,094)</u>

**Materials and Supplies**

The total cost of Materials and Supplies reflects a decrease in the proposed FY 2020-2021 General Fund budget of \$600,153 than of the FY 2019-2020 amended budget.

**Capital Outlay**

The cost of Capital Outlay decreased from \$319,103 from the Amended FY 2019-2020 General Fund budget of \$1,442,003, the adopted FY 2020-2021 Budget \$1,122,900.

A comprehensive listing and explanation of these Capital Improvement items appropriated under All Funds FY 2020-2021 are provided in the Capital Improvement listing.

It is advisable, as well as extremely important, for a City to undertake and maintain an on-going viable annual capital improvement program yearly because these costs in total are usually the heaviest faced in any budget. Proper scheduling of capital improvement projects, as well as a level appropriation (i.e., an equal dollar allocation each fiscal year), prevents excessive costs in any one budget year.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Capital Outlay Summary by Fund**

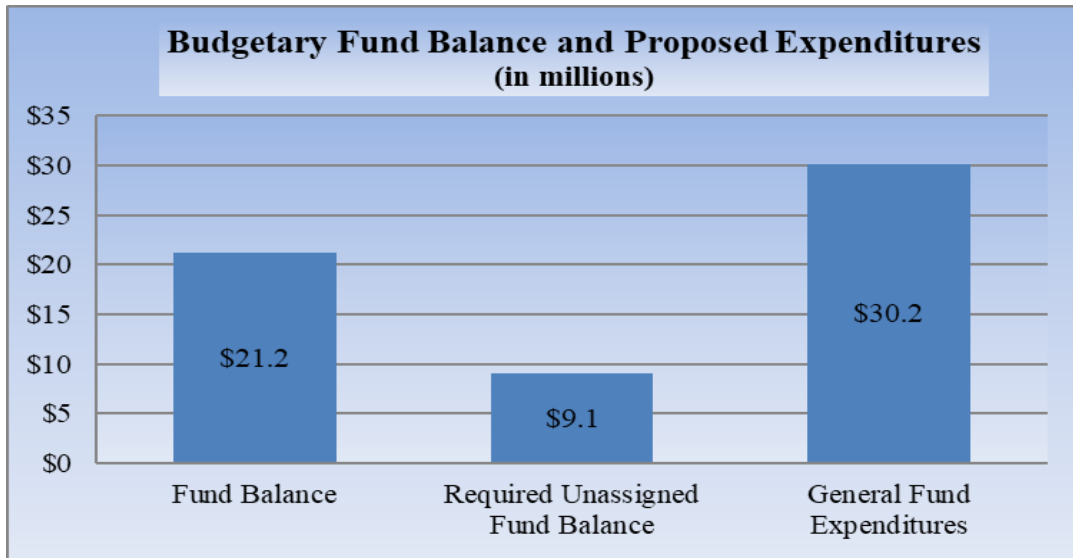
<b>Capital Outlay</b>	<b>Amended Budget FY2019-2020</b>	<b>Proposed Budget FY2020-2021</b>	<b>Increase (Decrease)</b>
General Fund	\$ 1,442,003	\$ 1,122,900	\$ (319,103)
CDBG Fund	402,130	-	-
Grant Fund	221,009		
TSPLOST Fund	2,000,000	2,000,000	-
Water and Sewer Fund	380,000	54,108	(325,892)
Electric Fund	2,032,906	690,500	(1,342,406)
Golf Course Fund	10,000	-	-
Sanitation Fund	376,325	-	-
Convention Center Fund	1,436,431	201,475	(1,234,956)
Gateway Arena	17,576,546	5,000	(17,571,546)
FAA Fund	198,077	216,973	18,896
BIDA Fund	1,034,672	393,709	(640,963)
Storm Water Fund	561,243	-	-
<b>Total</b>	<b>\$ 27,671,342</b>	<b>\$ 4,684,665</b>	<b>\$ (22,986,677)</b>



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**Fund Balance**

The graph below illustrates the Unassigned General Fund Balance and Total General Fund Balance as a percentage of General Fund Expenditures projected for June 30, 2021. The City’s GASB 54 Fund Balance Policy requires the City to maintain an Unassigned General Fund Balance between 30%-60% based upon annual budgeted expenditures. The Unassigned General Fund Balance is at 37%.



**Debt Service**

There is currently no debt service obligation in the General Fund budget.

**Summary**

To summarize the General Fund, the budget basically maintains the current level of municipal services and programs. There is no increase to the millage rate. The FY 2020-2021 Adopted Budget includes a staff increase of one position in the General Fund. The city’s recommend pension contribution has remained the same.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**BUDGET BY FUNCTION  
POWER ENTERPRISE FUND**

Until approximately 1998, College Park was legally limited in the ability to sell or trade this excess generating capacity. However, beginning in 1998, federal and state laws governing such sales changed so that energy could now be traded as a commodity, allowing College Park to more effectively address the excess capacity cost obligation. By selling it to other Municipal Electric Authority of Georgia (MEAG) cities (i.e., Inter-Participant Transfers or IPT's) and into the open market, as well as seeking other opportunities to this asset such as competing for “off-system” competitive loads. This effort continues as evidenced by the agreement in FY 2008 between College Park and two of its sister electric cities for the long-term sale of 21MW of excess capacity.

In order to continue the City's efforts to maximize the opportunities available as a result of excess power supply position, College Park Power has completed or is contemplating the following measures:

- College Park Power in conjunction with MEAG has established the above-mentioned "Municipal Competitive Trust Fund", which is administered by MEAG for the benefit of each MEAG participant. The purpose of this fund is to offset future wholesale power cost increases, which allow each MEAG participant to stabilize rates and become increasingly competitive with surrounding public and private utilities.
- A comprehensive cost of service study was completed based on data collected for Fiscal Year End June 30, 2009 and showed that overall rates are continuing to adequately recover all operating costs plus a reasonable margin. It also showed that College Park Power has some of the lowest rates in the State of Georgia. Georgia's 94 electrical companies participated in a 2014 rate analysis, performed by the Georgia Public Service Commission, which disclosed that College Park Power's winter rates were the 13<sup>th</sup> lowest and their summer rates were the 35<sup>th</sup> lowest in the State.
- The College Park Power has completed transitioning all electric meters and water meters to the advanced stage of remote reading, connections, and disconnections. The process involves a pilot project, full deployment of meters, and a parallel read period. Once completed, College Park Power and the Customer Service Department will have remote access to all meters for real time data and re-reads to expedite customer service needs.
  - All City departments contribute to the revenue stream by paying for their actual costs of electricity. The estimated revenue from Other City Sales is \$450,000 for FY 2020-2021.
  - The Georgia International Convention Center (GICC) power is \$1.37 million for FY 2020-2021.

The Power Fund has included a 4 mil Power Cost Adjustment (PCA) for FY 2020-2021. The increase is required to offset an anticipated increase in power cost to be passed on to the City by

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

MEAG in 2021. The increase in PCA is necessary for the Power Fund to continue to generate sufficient revenues necessary to contribute to cash reserves.

**WATER AND SEWER FUND ENTERPRISE FUND**

The Water and Sewer Fund accounts for all operating and capital cost required to provide efficient water/wastewater services to the public. Revenues are provided from user charges for services and interest on investments.

The City of College Park owns and operates a Water Distribution System and a Sanitary Sewer Conveyance System. The City of East Point provides approximately 3 million gallons of potable water to College Park per day. FY 2020-21 budget reflects a 5% increase in the water rate, which became effective July 1, 2020. The City of Atlanta and Fulton County provides treatment of the City's wastewater. During FY 2009-10, the City of College Park began to purchase an estimated .5 to 1.5 million gallons of potable water per day from the Clayton County Water Authority as a secondary source of water supply.

During FY 2012-13, the City began construction to develop groundwater wells to supplement their existing water supply. Well No. 1 was completed and has a pumping capacity of 70 gallons per minute or 100,000 gallons per day. To treat more than one well with the filters, flows can be blended with finished water. Also, chemical feed capacity can be increased easily to treat up to 300,000 gallons per day at facility. During FY 2017-2018, the City performed exploration for additional water wells and will continue those explorations during FY 2020-2021.

**STORM WATER UTILITY FUND ENTERPRISE FUND**

The Storm Water Fund accounts for the repair and maintenance of the city's storm sewer collection system.

On July 1, 2007, Mayor and Council approved the City of College Park's Storm Water Utility Program. This program allows the City to collect a monthly fee from residential and commercial utility customers for the amount of impervious surface that allows storm water run-off from their property into the City's storm water sewer system. Fees are based on single family units (SFU) and each customer is charged a fixed rate per unit depending upon category. Revenues from this fee are allocated to improve the City's overall storm sewer infrastructure and enhance the existing (CPM) comprehensive preventive maintenance program, construction and general maintenance.

This is the eleventh year of the program and we are addressing infrastructure needs; cost effective design and construction of the necessary improvements; providing leadership through implementation of best management practices (BPMs) that will enhance water quality throughout the City improving the overall quality of life for our citizens. During FY 2019-2020

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

the Storm Water Utility fund will continue making debt service payments on the \$2,000,000 of the funds received from Georgia Environmental Finance Authority. The outstanding loan balance at June 30, 2020 was \$1,261,625. There is no increase in the storm water fee for FY 2020-2021.

**SANITATION ENTERPRISE FUND**

The Sanitation Fund is for residential and commercial trash-pick-up, the City's recycling program, animal control and yard waste curbside pick-up.

In FY2020-2021, the City increased the solid waste collection fee by 10% for the first time since September 2006. The FY2020-2021 solid waste collection fee is \$18.15 from \$16.50 per household or unit. College Park also provides commercial collection within the corporate limits. Revenues collected for providing these services fund operations and capital expenditures within this division.

There is no Capital Expenses recommended for FY 2020-2021 budget.

**CONVENTION CENTER ENTERPRISE FUND**

The Georgia International Convention Center (GICC) opened at its current location in April 2003. The GICC is a premier facility in the Southeast United States, covering 400,000 square feet; which includes a 40,000 square foot ballroom (the largest in the State of Georgia) and a 150,000 square foot exhibition hall.

The total revenue budget for the GICC reflects a decrease in the FY 2020-2021 Adopted Budget of (\$3,505,656) from the amended budget for FY 2019-2020. The decrease in revenue is primarily due to the impact of the coronavirus pandemic. As it is set to cripple the travel and tourism industry, the GICC had to temporarily shutdown during the 4<sup>th</sup> quarter of FY2020. As limitations are set on the amount of people who can gather in one location, total revenue reflects limited operational activity for FY2020-2021.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

<b>Convention Center-Change in Revenues</b>	Increase/(Decrease)
Sales Food and Beverage	(1,450,000)
Security	(170,000)
Parking	(117,000)
Meeting Rooms	(650,000)
Electrical/Equipment Rental	(225,000)
Telecommunications	(130,000)
Audio Visuals	(85,000)
Interest	1,000
Miscellaneous Income	(45,000)
Operating Transer In	3,779
Administrative/Hospitality	(638,435)
Transfer-GICC	-
<b>Total Net Change in Revenue</b>	<b><u><u>(3,505,656)</u></u></b>

Adopted Budget expenditures for FY 2020-2021 indicate an overall increase in personal services, employee benefits, cost of sales, and capital expenditures of (\$3,505,656). This increase is comprised of the following object accounts:

<b>Convention Center-Change in Expenses</b>	Increase/(Decrease)
Personal Services	(299,448)
Employee Benefits	32,933
Cost of Sales	(1,124,500)
General Operating Expenses	(750,914)
Capital Outlay	(1,369,325)
Debt Service	5,598
<b>Total Net Change in Expenses</b>	<b><u><u>(3,505,656)</u></u></b>

**FEDERAL AVIATION ADMINISTRATION ENTERPRISE FUND**

The Federal Aviation Administration (FAA) Fund is used to account for the lease of office buildings to the General Services Administration of the federal government regional headquarters. This fund also accounts for the operating activities of these buildings as well. Its revenue sources are derived from projected facility rental income of \$3,300,000 and interest income of \$600.

The 2011 FAA Taxable Refunding Revenue Bonds retired in FY 2013-2014 which substantially reduce the expenditures budget for FY 2015-2016. In addition, as per the agreement with the

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

General Services Administration the rental rate for the Phase I Building was renegotiated during FY 2013-2014. In the original agreement, the rental rate was \$17.97 per square foot and was agreed to be reduced to \$7.78 on October 1, 2013, however, the final rental rate was negotiated to \$11.28 per square foot over a ten year period. The 1993 Revenue Bonds were retired in FY 2015. In addition, as per the agreement, the rental rate for the Phase II Building was renegotiated in FY 2015.

**BUSINESS INDUSTRIAL AND DEVELOPMENT AUTHORITY**

The Business Industrial and Development Authority (BIDA) work to encourage business relocation and expansion by offering access to BIDA owned property and BIDA funding initiatives. The purpose of BIDA, according to Georgia Senate Resolution No. 348, is to attain development and promote for the public good, general welfare, trade commerce, and industry and employment opportunities. BIDA revenue sources are derived from sales of land, rental income and property tax income.

BIDA's budget decreased from \$11,743,823 in the Amended FY 2019-2020 to \$8,786,022 in the Adopted FY 2020-2021. The adopted budget reduction is primary due to the decrease in land purchase and the arena debt service obligation due for FY 2020-2021 is less than the previous year.

**GOLF COURSE ENTERPRISE FUND**

The Golf Course Fund is used to report the revenues and expenses generated or incurred through golf course activities. Its revenue sources are derived from fees and equipment rental. The Golf Course operating budget for FY 2020-2021 is \$249,935.

**SPECIAL REVENUE FUNDS**

**HOSPITALITY FUND**

The total revenue budget for the Hospitality Fund reflects a decrease in the FY 2020-2021 budget of \$3,791,726 under the amended budget for FY 2019-2020.

With the passing of the 2% increase in the Hotel/Motel excise tax in FY 2011-12, the City of College Park created a College Park Destination Marketing Organization (CP-DMO), a non-profit, non-sectarian corporation. The general purpose of the CP-DMO is to operate exclusively for the purpose of promoting tourism, attracting groups, conventions and trade shows to the City of College Park's convention venue, local hotels and restaurants.

Mayor and Council ratified the 2% Hotel/Motel tax increase that became effective on July 1, 2011. 1.5 % of the Hotel/Motel tax increase will be used for the CP-DMO and .5% may be used

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

for tourist/convention product development (CP-TPD). A Destination Marketing Organization line item has since been established in the Hospitality Fund budget.

The distribution of these tax collections is as follows:

- General Fund – \$2,526,316

This transfer covers the costs of the Main Street and Business Development departments, as well as the portion of collections not necessary for bond debt or other purposes from funds other than the General Fund.

- GICC – \$6,091,500

This amount is transferred to pay principal and interest on bond debt, as well as to cover operational costs associated with the GICC facility.

- BIDA – \$725,000

This transfer is to cover bond debt payments.

- CP-DMO – \$1,611,933

This amount is distributed to the CP-DMO to promote tourism, conventions, and trade shows by the CP-DMO.

- CP-TPD – \$509,031

This amount is allocated for tourism/convention product development.

**GICC SPECIAL DISTRICT FUND**

This fund is set up to pay the bond interest and principal expenses for the Gateway development (including the GICC) and the Global Gateway Connector infrastructure through a transfer to the GICC fund. A special district tax was established in late 2001 for the entire project in anticipation that the tax revenues generated from new development within the redevelopment area (7.5 mills) would pay the annual debt service. Due to a lack of development, an infusion of funds from the Hospitality Fund will need to occur to make up the balance due on the annual payment. The Automated People Mover (APM) and hotel development opened in this tax district in December 2009. We anticipate that sufficient revenues would be collected to pay the annual debt service. The primary revenue source for the GICC Special District Fund in FY 2020-2021 is fund income of Special District Taxes estimated at \$371,650.

**COMMUNICATIONS (E911) FUND**

The E-911 Fund accounts for monthly user charges on telephone service for operation and maintenance of the E-911 System, as well as for capital equipment purchases. This fund contains the Police Dispatchers as well as E911 Operators and the costs of providing those services to the

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

community. Its revenue sources are derived as an Operating Transfer In from the General Fund of \$395,869, as well as the projected E911 collections and interest of \$480,000.

**CAR RENTAL FUND**

Car rental funds are used to account for revenue and expenditure of taxes collected from the excise tax levied on rental cars in the City.

Car Rental Tax collections for the FY 2020-2021 have been budgeted upon the settlement of the funding formula litigation. This fund is projected to receive \$3,600,000 in FY 2020-2021. Collections for prior years are as follows:

<u>Fiscal Year</u>	<u>Amount</u>	<u>Fiscal Year</u>	<u>Amount</u>
2011	\$2,465,341	2016	\$3,248,789
2012	\$2,543,178	2017	\$3,161,590
2013	\$2,602,801	2018	\$3,700,000
2014	\$2,712,754	2019	\$7,261,065
2015	\$2,921,564	2020	\$4,675,893

The annual allocations are added to the existing fund balance, less expenses for projects. The Car Rental Tax may only be expended for public safety projects, parks and recreation projects, and convention center/tourism uses.

Projected disbursements from this fund for FY 2020-2021 are for costs associated with bonded indebtedness, operating expenditures and recreation and public safety projects.

**GRANT FUNDS**

This fund accounts for activities carried out by the City under the terms of various intergovernmental grants. Numerous federal and state grants comprise the Grants Funds. Most grants require either local match funds or soft (in-kind) contributions. Below are the amounts budgeted for FY 2020-2021.

**Community Development Block Grant (CDBG) Fund \$0** – This Fund reports the grant revenue from the CDBG and the expenditure of those funds.

**Confiscated Drug Funds \$10,000** - This Fund records the proceeds from confiscated drug funds and the expenditures of those funds on police-related operations, supplies and/or capital items.

**State Drug Fund \$14,000** – This Fund reports the City share of State Drug monies that are confiscated by the City.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**CAPITAL PROJECT FUNDS**

**Special Local Option Sales Tax Fund (SPLOST) Fund \$0** – This fund accounts for proceeds of a sales tax levied in Clayton County, which will be used by the City for the exclusive purpose of capital outlay projects.

**TSPLOST Fund \$2,000,000-** This fund accounts for various Capital Projects for infrastructure throughout the City.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Long-Term Financial Planning**

In February 2018, the City of College Park's Business and Industrial Development Authority (BIDA) issued \$35,785,000 in debt for the construction of a multi-purpose arena providing a new source of revenue for the City of College Park. The multipurpose arena will be known as the "Gateway Center @ College Park" and will be adjacent to the existing Georgia International Convention Center. The 5,000-seat arena will house the Atlanta Hawks development team and will host an array of various events such as: concerts, convocations, athletic events, and other programs. Total cost of the approximate 91,990 square foot arena is estimated at \$44.8 million, with the General Fund contributing \$9 million during fiscal year 2018 and the remaining balance funded by newly issued revenue bonds. This project is scheduled for completion in October of 2019 and is estimated to create over 600 jobs.

College Park's BIDA is also scheduled to refinance outstanding debt related to the Automated People Mover System (APM) in the immediate future. In October 2005, the City entered into an agreement with the City of Atlanta to share the cost of building an APM system for the purpose of transporting passengers to and from Hartsfield-Jackson International Airport. The original debt of \$8,000,000 accrued interest until the first payment was due in 2015. As a result, the current outstanding debt is \$10,640,000. The City of Atlanta has agreed to contribute \$3.5 million dollars, which will be applied against the outstanding balance. Coupled with an improved interest rate, the transaction will ultimately result in cost savings of future principal and interest payments.

Future development of the newly acquired property is envisioned as mixed use to exclude residential development to complement what was started south of Camp Creek Parkway at the Gateway Center which is home to our 400,000 sf Georgia International Convention Center, two hotels and a 130,000 of class A office building, now more than 97% leased. On the horizon at the Gateway Center are two additional hotels. The first hotel will be a full service Marriott Renaissance with 220 rooms and it will have retail operations on the first floor. The second hotel will have approximately 200 rooms and be located adjacent to the Renaissance and GICC. An additional office building of about 100,000 sf is also proposed for the Gateway Center area beside the existing Springhill Suites Hotel site. The opportunity to control the property in the surrounding area is important to its future development such that we can maintain a high standard of quality that matches or surpasses what we've already established at the Gateway Center.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**SUMMARY**

There are many numbers, indicators, projections, charts and graphs in the Adopted Fiscal Year 2020-2021 Budget document. This is rightfully so, since this Adopted Budget also reflects College Park's vision and focus on improving the quality of life for our residents, businesses and visitors. This Adopted Budget reflects community values, goals, objectives and ideas, all of which are indicative and consistent with the expectations articulated by Mayor and City Council.

The Fiscal Year 2020-2021 Adopted Budget represents the character of a city whose unique identity distinguishes itself from other geographical areas of Southwest Fulton County and the overall Atlanta Metropolitan Area. City administration began finalizing its recommendations for next year's budget with 58% of the current fiscal year completed, 68% of the approved budget expended, and 77% of anticipated revenues collected. Staff is likewise working to promote and establish an unassigned fund balance that remains healthy.

Total General Fund expenditures are up 12%, as a result of increased personnel services. The pension contributions will remain constant. Fiscal Year 2020-2021 will also mark the ninth consecutive year of administering a performance budget, enabling our ability to again secure recognition from the Government Finance Officers Association of the United States and Canada for best budget format. However, make no mistake that this effort represents a continuous process, as more work is required to truly solidify our belief that we are moving in the right direction.

Total local property tax millage for City operations will result in neutral revenues. Total expenditure appropriation for all funds is recommended to be \$131,723,874. As such, the overall Fiscal Year 2020-2021 Adopted Budget is financially sound and delivers quality services our residents have come to expect.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>Amended Budget FY2019-2020</b>	<b>Adopted Budget FY2020-2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change %</b>
General Fund	\$ 34,807,920	\$ 30,281,400	\$ (4,526,520)	(0.15)
Confiscated Drugs	10,000	10,000	-	-
State Drugs	14,000	14,000	-	-
E911 Fund	969,891	875,869	(94,022)	(0.11)
CDBG Fund	402,550	-	(402,550)	-
Grant Fund	327,509	-	(327,509)	-
TSPLOST Fund	2,000,000	2,000,000	-	-
GICC Special District Fund	121,650	371,650	250,000	0.67
Hospitality Fund	14,791,456	10,999,730	(3,791,726)	(0.34)
TAD Fund	234,020	-	(234,020)	-
Car Rental Fund	3,600,300	5,203,902	1,603,602	0.31
SPLOST Fund	425,600	-	(425,600)	-
Water and Sewer Fund	10,705,500	9,026,305	(1,679,195)	(0.19)
Electric Fund	34,454,911	36,893,517	2,438,606	0.07
Golf Course Fund	392,860	249,935	(142,925)	(0.57)
Sanitation Fund	3,370,080	2,596,554	(773,526)	(0.30)
Convention Center Fund	17,749,806	14,244,150	(3,505,656)	(0.25)
Gateway Arena	22,339,406	6,064,627	(16,274,779)	(2.68)
FAA Fund	3,566,423	3,300,600	(265,823)	(0.08)
BIDA Fund	11,743,823	8,786,022	(2,957,801)	(0.34)
Storm Water Fund	994,397	805,613	(188,784)	(0.23)
<b>Total</b>	<b>\$ 163,022,102</b>	<b>\$ 131,723,874</b>	<b>\$ (31,298,228)</b>	<b>(0.24)</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

The College Park Executive Team looks forward to working with Mayor and City Council during upcoming budget workshops and public hearings, as well as welcomes the opportunity to address questions and concerns respectfully.

In summary, the Fiscal Year 2020-2021 Proposed Budget continues to outline and support the City's good financial position, engages various scale infrastructure improvements, encourages well-managed growth management policies and principles, and is supportive of expanding private/public collaborations and economic development.

I wish to offer a special and very personal thanks to the Director of Finance and Accounting, Althea P. Bradley and the Finance and Accounting staff and to all Department Directors, Supervisors and Section Administrators who contributed invaluable in preparing the budget document. This year's submittal of an enhanced performance-oriented budget will enable us to continue to exercise factually to ascertain how the organization is doing in terms of productivity and how well we are responding to meet goals and objectives. We all must therefore operate on the premise that if you cannot measure output, you cannot improve it. Our efforts to more thoroughly benchmark municipal services, as well as highlight both performance indicators and accomplishments, will direct continuous improvement accordingly. We also hope the City and General Public will avail themselves of the many facts and figures contained in this budget document so that we can better meet the challenges and expectations of our residents and other stakeholders. The City's administration and organization are up to the challenge and we look forward to a very productive year for our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Terrence R. Moore". The signature is fluid and cursive, with a large initial "T" and "M".

Terrence R. Moore, ICMA-CM  
City Manager

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2021 BUDGET

### **BUDGET PROCESS**

#### **Basis of Budgeting**

The City budgets for governmental funds based on the modified accrual basis of accounting. Under this method, revenues (income) are recognized in the period they become measureable and available to finance expenditures of the period and expenditures (expenses) are recorded when incurred with the exception of principal and interest on long term debt, which are recorded when due.

Exceptions to the modified accrual basis of accounting are as follows:

- Encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.
- Grants are considered as revenue when awarded, not when earned.
- Sales and use taxes are considered to be revenue when received rather than when earned.

The budgets for all proprietary funds, which include Enterprise Funds and Internal Service Funds, are prepared using the accrual basis of accounting, with exceptions listed below. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

- Capital outlay is budgeted as expenditure in the year purchased.
- Depreciation is not budgeted.
- Interest capitalized on construction projects is budgeted as interest expense.
- Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.
- Grants obtained for the construction of assets are considered to be revenues, not capital contributions.
- Receipts of long-term receivables are considered to be revenues, not reductions of the receivable.
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.
- Purchases of inventory are considered to be expenditures when purchased, not when sold or used.

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2021 BUDGET

**Fund Financial Statements.** A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City of College Park, like other state and local governments, uses funds accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the City can be divided into three (3) categories: Governmental Funds, Proprietary Funds and Fiduciary Funds.

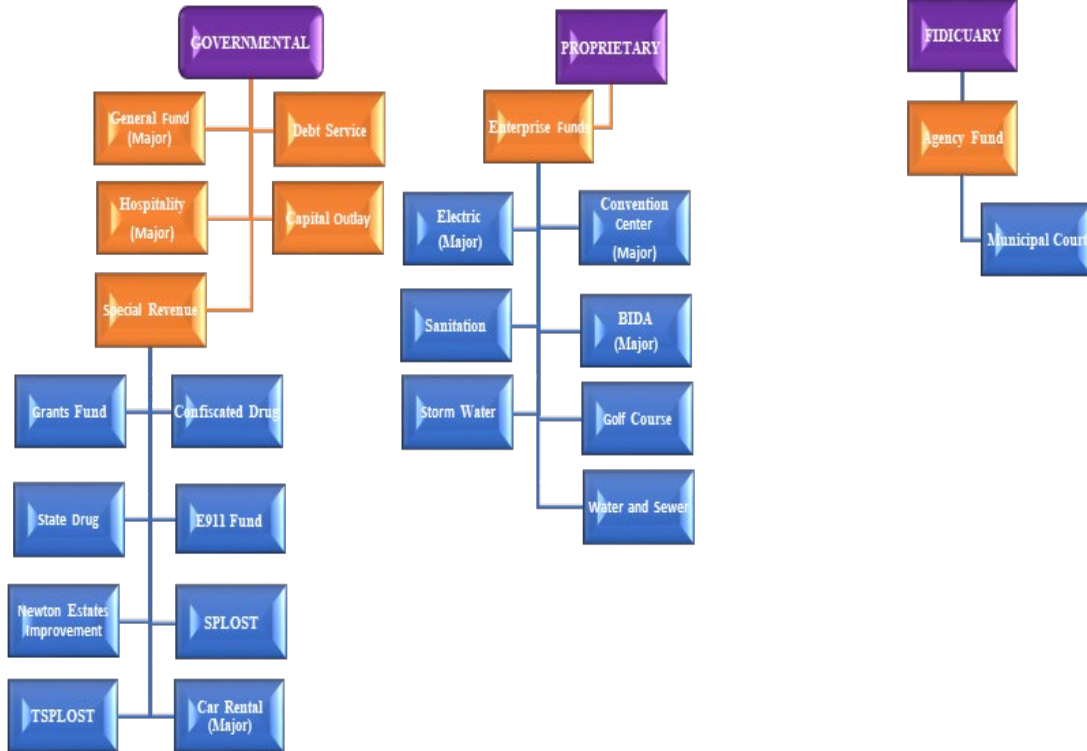
**Governmental Funds.** Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

**Proprietary Funds.** The City's enterprise funds are considered proprietary funds and are used to report the same functions presented as business-type activities in the government-wide financial statements. Proprietary funds provide the same type of information as the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the Electric, Water and Sewer, Convention Center, Redevelopment, FAA projects, Sanitation, Storm Water and Golf Course operations.

**Fiduciary Funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

# Fund Financial Statement





# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2021 BUDGET

### **Budget Definition**

The Budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

A good budget process is characterized by several essential features:

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders

These key characteristics of good budgeting make clear that the budgeting process is not simply an exercise in balancing the budget one year at a time, but strategic in nature, encompassing a financial and operation plan that allocates resources on the basis of identifiable goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

### **Mission of the Budget Process**

The mission of the budget process is to help decision-makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the budget mission allows issues to be addressed that have limited the success of budgeting in the past. The term stakeholder refers to anyone affected by or who has a stake in government. This term stakeholder includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives (whether unions or other agents), businesses, vendors, other governments, and the media.

It is vital that the budget processes include diverse stakeholders. The budget process should accomplish the following:

- Involve stakeholders
- Identify stakeholder issues and concerns
- Obtain stakeholder support for the overall budgeting process
- Achieve stakeholder acceptance of decisions related to goals, services, and resource utilization
- Report to stakeholders on services and resource utilization, and serve generally to enhance the stakeholders' view of government

The importance of this aspect of the budget process cannot be overstated. Regular and frequent reporting is necessary to provide accountability, educate and inform stakeholders, and improve their confidence in the government. Communication and involvement are essential components of every aspect of the budget process.

# CITY OF COLLEGE PARK, GEORGIA

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### **Principles and Elements of the Budget Process**

The budget process consists of four broad principles that stem from the definition and mission previously described. These principles encompass many functions that spread across a governmental organization. They reflect the fact that development of a balanced budget is a political and managerial process that also has financial and technical dimensions. Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these elements and are a way to accomplish the elements. The principles and elements provide a structure to categorize budgetary practices.

- 1) Establish Broad Goals to Guide Government Decision-Making - A government should have broad goals that provide overall direction for the government and serve as a basis for decision making.
  - a) Assess community needs, priorities, challenges and opportunities
  - b) Identify opportunities and challenges for government services, capital assets, and management
  - c) Develop and disseminate broad goals
  
- 2) Develop Approaches to Achieve Goals – A government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
  - a) Adopt financial policies
  - b) Develop programmatic, operating, and capital policies and plans
  - c) Develop programs and services that are consistent with policies and plans
  - d) Develop management strategies
  
- 3) Develop a Budget Consistent with Approaches to Achieve Goals - A financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted.
  - a) Develop a process for preparing and adopting a budget
  - b) Develop and evaluate financial options
  - c) Make choices necessary to adopt a budget
  
- 4) Evaluate Performance and Make Adjustments - Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.
  - a) Monitor, measure, and evaluate performance
  - b) Make adjustments, as needed

### **Budget Roles and Responsibilities**

Traditionally, every City of College Park employee plays a role in the City’s budget — whether in its formulation, preparation, implementation, administration, or evaluation.

The City divisions have **Budget Liaisons** that coordinate the day-to-day budget management within their respective divisions along with the Finance Department. The Budget Liaisons serve as the vital communication link between their City division and the Finance Department on matters related to their

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2021 BUDGET

specific operating and capital budget. Budget Liaisons are responsible for revenue and expenditure forecasts, monthly expenditure and revenue variance analysis, calculating user and indirect cost rates, monitoring the budget, support to the Finance Department in the Comprehensive Annual Financial Report preparation, and preparing budget review materials for the Director of Finance and Accounting, Department Directors, City Manager, Mayor and City Council, media and citizen.

The **Department Directors** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions, and modifying and assembling their program data into a cohesive budget information package.

Traditionally, each Department Director is responsible for evaluating, reviewing, justifying and prioritizing all operating and capital budget requests for their division. Only those requests, that a Department Director believes support the City Manager's work plan, administrative direction, and program objectives are to be submitted to the Finance Department.

The **Finance Department staff** is responsible for preparing the multi-fund short-range and long-range revenue and expenditure forecasts, coordinating with Budget Liaisons in calculating user and indirect cost rates, developing the process and related forms for preparing and monitoring the budget, coordinating the compilation of budget data, analyzing operating and capital budget requests, supporting Finance Department in the Comprehensive Annual Financial Report preparation, asset monitoring, evaluating and summarizing budget requests from divisions and preparing budget review materials for the Director of Finance and Accounting, Department Directors, City Manager, Mayor and City Council, media and citizens.

The **Director of Finance and Accounting and Department Directors** collaborate in developing programmatic, operating, and capital policies and financial plans that help define how the City of College Park will achieve its long-term goals. They are traditionally responsible for reviewing the program operating budget and capital budget requests and working with program managers to develop service recommendations that are consistent with management strategies, and the City's Adopted Financial Policies.

The **City Manager** is responsible for reviewing and submitting a balanced Citywide proposed budget to the Mayor and City Council. Traditionally, from January through March, the City Manager holds weekly meetings with the various Departments, Director of Finance and Accounting and Department Directors to ensure the staff is preparing a proposed budget that address Council's priorities and to provide guidance on key policy issues related to the budget development.

The **Mayor and City Council** set the policy direction for staff related to the forthcoming budget by establishing broad goals for the organization, which serve as a basis for decision-making. The Council reviews key aspects of the City Manager's proposed budget including an examination of the revenue forecast and related assumptions, employee compensation including healthcare and retirement costs, changes to rates and fees, comprehensive financial policies, debt schedules, property tax rate and the capital budget. The budget process culminates in late spring with the Mayor and City Council holding two public budget hearings. The Mayor and City Council are ultimately responsible for the review of the City

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Manager's proposed budget, tentative budget adoption and final adoption of the budget. All Council budget hearings are open to the public for comment.

### **City of College Park's Traditional Budget Process**

City of College Park's budget process is a key aspect of its strategic visioning and planning efforts - allowing the Mayor and City Council and staff the opportunity to reassess goals and objectives and the means for accomplishing them. The Mayor and City Council typically review the City's proposed budget in detail from April through the June adoption; they also traditionally provide input to the City Manager and staff throughout the year in regular Council meetings. In these meetings, the Mayor and City Council members collaborate to establish a mission and broad goals for the community articulate their priorities, discuss relevant issues such as methods of expanding and enhancing public input, and the most recent Economic/Revenue Forecast, and emerging budget, legislative and policy issues.

### **Policy/Strategy Development and Prioritization Process Phase**

In the fall and spring, City Council typically reviews citizen input, Citizen Board feedback, Financial Policies, Economic Trends Analysis, citizen survey results and the most current Financial Forecast. They discuss broad organizational goals, priorities, and constituents' suggestions and expectations for College Park. From this, the Council establishes broad goals and strategic directives, which are the cornerstone for the development of the budget. These broad goals provide the overall direction for College Park and serve as a basis for decision-making. The executive and senior management staff updates City financial policies, plans, programs, and management strategies to define how the City will achieve the broad goals. It is within this framework that the City staff formulates the proposed Program Operating and Capital Budgets.

### **Budget Development and Prioritization Process Phase**

Traditionally, in the early fall, the Capital Improvement Plan (CIP) development begins.

Capital project requests and changes to existing capital projects are reviewed by cross-divisional teams for accurate costing, congruence with City objectives and prioritized using a set of pre-determined criteria. Financing sources are then sought for the highest-ranking projects. The City Manager and Department Directors are involved in this process. The CIP is also developed along with mid-level managers from various City divisions. The staff, when developing their Program Operating Budget plans, closely considers the ongoing operating impacts of current and proposed capital projects. Staff also considers Mayors and City Council's goals and strategic directives as they develop program objectives and work plans for the budget period. The staff also prepares their proposed Program Operating Budgets, which requires that the budget be prepared solely at the existing service operating levels – no modifications are permitted at this stage of the budget development process. The divisional staff is also asked to evaluate their programs and/or positions for possible trade-offs, reductions or eliminations, or service level changes to offset inflation, contractual, compensation, and benefit cost increases. Traditionally any proposed changes in service levels, new programs, population/service growth,

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additional staff, and program trade-offs resulting in service level reductions/increases must be submitted to the Finance and Accounting Department in the preliminary budget.

### **City Management Review and Modification Phase**

Traditionally, in the early winter, the divisions submit their proposed Program Operating Budget and Capital Project Budget requests to the Finance and Accounting Department. The initial multi-faceted review focuses on ascertaining the divisions complied with the Budget Department's budget instructions, reviewing the mathematical accuracy and logic of the divisional base budget, new employee requests and capital project requests. The review also includes a broader assessment of whether the divisional budget proposals address City Council's goals, strategic directives, and program service needs while maintaining a City-wide perspective ensuring the fiscal integrity of the City (not exceeding our forecasted resources/limits).

### **Mayor and City Council Budget Review and Adoption Phase**

In the early spring, the City Manager, Director of Finance and Accounting presents the proposed operating and capital budgets to the Mayor and Council citizens for consideration and further public input. The proposed budget is also communicated to the general public via the City's webpage. The City Manager, Mayor and Council along with the Director of Finance and Accounting and Department Directors holds public work sessions to review each division's proposed budget. This review focuses on how the division's program operating and capital budgets address citizens' priorities and City Council's goals. Additionally, there is a detail review of rates and fees, financial policies and compensation, including benefits. After the Mayor and Council complete their review of the City Manager's Proposed Budget, they recommend their changes to the budget. Next, two required public budget hearings are held and the Mayor and Council adopt the budget consistent with the City Ordinance and State law.

### **Implementing, Monitoring, and Amending the Budget Phase**

In July, the City staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Revenue and expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Members of the Finance and Accounting Department and divisional Budget Liaisons meet every month to review current demographic, economic and financial trends, which may impact the City, and to plan strategy to ensure the City's fiscal integrity. City management are also provided monthly Financial Reports disclosing actual revenue, expenditure, and fund balance performance as compared to the budget plan. These Reports also include updates on the uses of the current year contingency and the budget planning/development for the coming fiscal year. The Mayor and City Council are providing a midyear budget, which highlights the variance of budgeted to actual expenditures for all funds.

College Park's programs and activities are periodically reviewed to determine if they are achieving City Council's goals, accomplishing strategic objectives and making efficient use of limited resources. The City Manager, Finance and Accounting Department and Department Directors provide assistance to staff

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in their review of programs. The staff of every City services or programs are expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a periodic basis by management.

Ongoing monitoring of the City's financial performance is required of all Directors and Managers on a monthly basis. College Park's Program Operating and Capital Budgets are adopted at a division level. The City uses the following as guidance throughout the fiscal year for adjustments to the budgeted amounts (Budget Amendment) and actual amounts (Adjusting Journal Entries). All proposed Budget Transfers and capital projects must be approved by the Department Director, Director of Finance and Accounting, and the City Manager before being submitted to the Mayor and City Council for consideration in a public meeting. If approved by City Council, the transfer is processed in the budget system by the Finance Department.

All Adjusting Journal Entry requests to actual expenditures require a written justification and an explanation of the fiscal impact, which is reviewed and approved by the Finance Department staff before being processed. All amendments to the budget require Mayor and City Council's prior approval at a public meeting before the adjustment can be made by staff. If approved, the transfer is processed in the budget system by the Finance Department staff.

### **Basis of Accounting**

Modified Accrual for revenues means recognizing in the period when they become both measurable and available for finance expenditures of the current period. On the other-hand, for expenditures/expenses are generally recorded when a liability is incurred; however, debt service expenditures related to compensated absences and claims and judgements, are recognized to the extent they are due and payable.

Full Accrual recorded when they are earned(whether or not cash received at the time). For expenditures/expenses are recorded when goods and services are received(whether cash disbursements are made at the time or not).

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### **CAPITAL IMPROVEMENT PROGRAMMING**

#### **INTRODUCTION**

Capital Improvement Programming is a guide toward the efficient and effective provision of public facilities. Programming capital facilities over time can promote better use of the City's limited financial resources and assist in the coordination of public and private development. In addition, the programming process is valuable as a means of coordinating and taking advantage of joint planning and development of facilities where possible. By looking beyond year-to-year budgeting and projecting what, where, when and how capital investments should be made, capital programming enables public organizations to maintain an effective level of service for both the present and future population.

#### **The Capital Improvement Program (CIP)**

The result of this continuing programming process is the Capital Improvement Program - the CIP – which is the City's five-year roadmap for creating, maintaining and funding present and future infrastructure requirements. The Capital Improvement Program addresses the City's needs relating to the acquisition, expansion and rehabilitation of long-lived facilities and systems. The CIP serves as a planning instrument to identify needed capital projects and coordinate the financing and timing of improvements in a way that maximizes the return to the public. It provides a planned and programmed approach to utilizing the City's financial resources in the most responsive and efficient manner to meet its service and facility needs. It serves as a "blueprint" for the future of the community and is a dynamic tool, not a static document.

The underlying strategy of the CIP is to plan for land acquisition, construction and maintenance of public facilities necessary for the safe and efficient provision of public services in accordance with broad policies and objectives adopted in the County's Comprehensive Plan. A critical element of a balanced CIP is the provision of funds to both preserve or enhance existing facilities and provide new assets to respond to changing service needs and community growth. While the program serves as a long range plan, it is reviewed and revised annually based on current circumstances and opportunities. Priorities may be changed due to funding opportunities or circumstances that cause a more rapid deterioration of an asset. Projects may be revised for significant costing variances.

The CIP is primarily a planning document. As such, it is subject to change each year as the needs of the community become more defined and projects move closer to final implementation. The adoption of the Capital Improvement Program is neither a commitment to a particular project nor a limitation to a particular cost. As a basic tool for scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and controlling future debt service requirements. For this reason, the CIP includes some projects where needs have been defined, but specific solutions or funding amounts have not been identified. When adopted, the CIP provides the framework for the City Manager, Mayor and Council with respect to managing bond sales, investment planning and project planning.

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### **What is Capital Improvement Plan (CIP)?**

A Capital Improvement Plan is a comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvement plans are essential to sound infrastructure and long-term financial planning. The annual capital budget is derived from the long-term CIP.

The Capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year CIP is developed and updated annually, including anticipated funding sources. This is done to ensure that the CIP continues to address the City's highest priorities. Capital budget appropriations lapse at the end of the fiscal year, however, they may be re-budgeted by the City Council until the project is complete and capitalized in the accounting fixed asset records.

Three key elements constitute a CIP:

- Relatively high monetary value (at least \$5,000)
- Long life (five years or more)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

A capital project includes one or more of the following items:

- Construction of new facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or parts of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

### **CIP Linkages**

College Park comprehensive capital project planning process has two essential components:

- The Capital Improvement Program (Mid-term Element, 5-10 years)
- The Capital Budget (Short-term Element, 1 year)

The Annual Capital Budget serves to appropriate funds for specific facilities, equipment and improvements. For projects supported by the General Fund (Paydown Projects), the first year included in the CIP reflects the approved annual capital budget funding level. Funding for subsequent years in the



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program are included for planning purposes only and do not receive ultimate expenditure authority until they are eventually incorporated into the annual Capital Budget. In general, General Obligation Bond funded projects and projects supported by other financing, are reflected in the 5-year program as approved for funding and the cash flow required for spending is reflected in each year. The CIP is a “rolling” process and subsequent year items in the CIP are evaluated annually and advanced each fiscal year.

**The CIP Process**

The capital program and budget is the result of an ongoing infrastructure planning process. Infrastructure planning decisions must be made with regard to both existing and new facilities and equipment. For existing facilities, the planning process addresses appropriate capital renewal strategies and repair versus replacement of facilities. New service demands are also considered since they often affect capital facility requirements. The CIP is developed annually using the following Principles of Capital Improvement Planning.

**Principles of Sound Capital Improvement Planning**

The Mayor and Council adopted Comprehensive Master Land Plan. The Capital Improvement Program (CIP) shall execute the goals and objectives of the adopted Comprehensive Plan for College Park, Georgia.

The Capital Improvement Program (CIP) shall execute the goals and objectives of the Mayor and Council adopted Comprehensive Master Plan for College Park.

1. Criteria consistent with the Comprehensive Plan, and with the principles stated herein, shall be established to guide the selection and prioritization of CIP projects.
  
2. The development of the CIP shall be guided by the principles of life cycle planning to ensure that long-term maintenance, renewal and replacement requirements are adequately addressed to protect the County’s investment and maximize the useful life of facilities. The County shall allocate an appropriate amount of its general operating, special revenue, enterprise and other funds to finance ongoing infrastructure maintenance, renewal and replacement of facilities. Facilities are defined to include all fixed installations constructed and/or maintained with public funds, including buildings and structures, utilities and related improvements.
  
3. The CIP shall include the fiscal impact of each project and identify unfunded capital requirements to adequately anticipate resource requirements and capacity to provide services beyond the planning period.
  
4. The CIP shall support the City’s efforts to promote economic vitality and high quality of life. The CIP should recognize the revenue generating and/or cost avoiding value of making public infrastructure

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improvements to spur private reinvestment and revitalization in support of City's land use policy. The CIP shall support the City's efforts to encourage the development of affordable and effective multi-use public facilities as feasible.

5. The CIP shall be developed to provide facilities that are cost effective, consistent with appropriate best practice standards, community standards and expectations of useful life.
6. The City will endeavor to execute the projects as approved and scheduled in the CIP. Value Engineering principles will continue to be applied to appropriate capital projects. Changes in project scope cost and scheduling will be subject to close scrutiny.

### **The CIP Review**

A CIP is reviewed by the City Manager, Director of Finance and Accounting, Department Directors and other staff members. Throughout the fiscal year an in depth analysis of the impact of the Capital Program on cash flow and bonding requirements is conducted, as well as the City's ability to finance, process, design and ultimately maintain projects.

The overall goal of the CIP Review to develop CIP recommendations that:

- ✓ Preserve the past, by investing in the continued upgrade of City's assets and infrastructure;
- ✓ Protect the present with improvements to City's facilities; and
- ✓ Plan for the future.

Projects most often are forwarded to the team by a sponsoring department, which is responsible for their implementation. Being aware that there are always more project proposals submitted than can be funded in the 5 year CIP period, the team conducts an internal project ranking process. The criteria used in this internal ranking include, but are not limited to, public health and safety, federal or state mandates, preservation of the City's existing capital investment, alleviation of overcrowding, demand for services. While project ratings are important in determining recommended priorities, the realities of the City's financial situation are critical to all decisions.

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DEPARTMENTS	DESCRIPTION	NUMBER OF UNITS	COST PER UNIT	COUNCIL APPROVED
Police Administration	Infrastructure	1	100,000	100,000
<b>Subtotal - Police Administration</b>				<b>100,000</b>
Police Investigations	Vehicles - New	1	31,500	31,500
	Vehicles - Replace	1	31,500	31,500
<b>Subtotal - Police Investigations</b>				<b>63,000</b>
Police Patrol	Vehicles - New	1	565,000	565,000
	Vehicles - Replace	1	289,500	289,500
<b>Subtotal - Police Patrol</b>				<b>854,500</b>
Recreation Facilities	Other Equipment - Replace	1	5,400	5,400
<b>Subtotal - Recreation Facilities</b>				<b>5,400</b>
Parks	Recreation Capitol Project	1	100,000	100,000
<b>Subtotal -Parks</b>				<b>100,000</b>
<b>Grand Total - General Fund</b>				<b><u>1,122,900</u></b>
T-SPLOST	Capital Improvement	1	2,000,000	2,000,000
<b>Subtotal - T-SPLOST Fund</b>				<b>2,000,000</b>
Water and Sewer Fund	Vehicles - Replace	1	30,000	30,000
	Other Equipment - Replace	1	24,108	24,108
<b>Subtotal - Water and Sewer Fund</b>				<b>54,108</b>
Electric/Power Fund				
Electric/Line	Vehicle Replace	1	50,000	50,000
	Communications	1	4,500	4,500
	Capital Improvement Fund	1	150,000	150,000
	Electric Improvements	1	265,000	265,000
	Street Lighting	1	195,000	195,000
<b>Subtotal - Electric/Line</b>				<b>664,500</b>
Electric/Meter Reading	Vehicles - Replace	1	26,000	26,000
<b>Subtotal - Electric/Meter Reading</b>				<b>26,000</b>
<b>Total - Electric/Power Fund</b>				<b>690,500</b>
Convention Center	Other Equipment/Replace	1	201,475	201,475
<b>Subtotal - Convention Center</b>				<b>201,475</b>
Gateway Arena	Other Equipment - New	1	5,000	5,000
<b>Subtotal - Gateway Arena</b>				<b>5,000</b>

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Federal Aviation Administration (FAA)	Other Equipment - Replace	1	216,973	216,973
<b>Subtotal - FAA</b>				<b>216,973</b>
Business Industrial Development (BIDA)	Land Purchase Cost	1	393,709	393,709
<b>Subtotal -BIDA</b>				<b>393,709</b>
<b>Grand Total - Other Funds</b>				<b>3,561,765</b>
<b>Grand Total - General and Other Funds</b>				<b>4,684,665</b>

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**Department/Division:**  
Police Administration

**Project Name or Title:** HVAC Unit

**Project Description:** Replace 30 ton HVAC unit, Public Safety building.

**Project Justification and Impact:** Current unit has had several repairs in the last 3-4 years, unit is 14 years old, parts are becoming difficult to obtain, unit is obsolete, and needs to be replaced. Unit has malfunctioned on several occasions during court, creating unhealthy heat issues for court occupants and employees.

**Project Costs: \$100,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$25,600	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000	\$225,600

**Useful Life:** 10-15 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

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**Department/Division:**  
Police Investigations

**Project Name or Title:** CID Vehicle (Take Home)

**Project Description:** This capital improvement project is to purchase new vehicles for the Criminal Investigation Division's proposed take home vehicle project.

**Project Justification and Impact:** Increase life span of vehicles, decreased maintenance costs over time, quicker response to calls for service, force multiplier. Improved employee retention and recruitment.

**Project Costs:** \$31,500

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 31,500	\$ -	\$ -	\$ -	\$ -	\$31,500

**Useful Life:** 10-12  
Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

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**Department/Division:**  
Police Investigations

**Project Name or Title:** Replace CID Vehicle

**Project Description:** This capital improvement project is to replace a vehicle for the Criminal Investigation Division.

**Project Justification and Impact:** Vehicle has high mileage, is in rough condition, out of warranty, and has been involved in an accident in 2018.

**Project Costs:** \$31,500

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$29,500	\$ 31,500	\$63,000	\$31,500	\$31,500	\$31,500	\$189,000

**Useful Life:** 7-10  
Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

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**Department/Division:**

Police Patrol

**Project Name or Title:**

Replace Police Motorcycles

**Project Description:**

This is a capital improvement project to replace police motorcycles.

**Project Justification and Impact:**

Motorcycles to be replaced are high in mileage, in rough condition, and have been involved in a number of accidents. Maintenance costs continue to increase and need to be replaced.

**Project Costs: \$32,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$29,000	\$32,000	\$ -	\$ -	\$ -	\$ -	\$61,000

**Useful Life:** 5-7 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None



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**Department/Division:**

Police Patrol

**Project Name or Title:**

Replace Patrol Vehicles (5)

**Project Description:**

This is a capital improvement project to replace patrol vehicles for the Patrol Division.

**Project Justification and Impact:**

A number of patrol vehicles are high mileage, in rough condition, and involved in a number of accidents and need replacing. Vehicles in this replacement project are no longer being manufactured and parts are decreasingly available.

**Project Costs: \$257,500**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$347,320	\$257,500	\$463,500	\$309,000	\$309,000	\$309,000	\$1,995,320

**Useful Life:** 3-5 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

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**Department/Division:**

Police Patrol

**Project Name or Title:**

Purchase New Patrol Vehicles (10)

**Project Description:**

This is a capital improvement project to obtain new patrol vehicles for police officer take home vehicle program.

**Project Justification and Impact:**

Decreased maintenance costs, increased vehicle longevity, enhanced force multiplier, higher visibility, and improved officer retention/recruitment.

**Project Costs: \$565,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$565,000	\$1,130,000	\$1,130,000	\$ -	\$ -	\$2,825,000

**Useful Life:** 7-10 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

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**Department/Division:**  
Recreation Facilities

**Project Name or Title:** Air Conditioner & Heat Unit Replacement

**Project Description:**

The current AC/heating unit has been repaired multiple times and have been advised that it could go out at any time and needs to be replaced. We have two units on hand at the Conley Recreation Center.

**Project Justification and Impact:**

Justification to replace worn out 17 year-old units with new AC/heating unit. The impact would be to have continued heat and air during operating hours for the programs.

**Project Costs: \$5,400**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 5,400	\$ -	\$ -	\$ -	\$ -	\$ 5,400

**Useful Life:** 15 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

PW/Parks

**Project Name or Title:**

CDBG Sponsored Projects

**Project Description:**

CDBG Sponsored Projects.

**Project Justification and Impact:**

CDBG Sponsored Projects.

**Project Costs: \$ 100,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$100,000	\$ -	\$ -	\$ -	\$ -	\$100,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** N/A

**Funding Source:** General

**Relationship to Other Primary Projects:** N/A

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

TSPLOST

**Project Name or Title:**

Capital Improvement

**Project Description:**

Capital Improvement

**Project Justification and Impact:**

**Project Costs: \$ 2,000,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$2,000,000	\$ -	\$ -	\$ -	\$ -	\$2,000,000

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** N/A

**Funding Source:** TSPLOST

**Relationship to Other Primary Projects:** N/A

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Customer Service/Meter Reading

**Project Name or Title:**

Vehicle Unit#521 Replacement

**Project Description:**

Replacement of 10 year old Ford F-150 Truck.

**Project Justification and Impact:**

This unit is becoming unreliable and requires more maintenance.

**Project Costs: \$ 26,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$26,000

**Useful Life:** 10 - 20 years.

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**  
PW/Water & Sewer

**Project Name or Title:**  
Backhoe Replacement Unit #305

**Project Description:**

**Project Justification and Impact:**

This backhoe is needed for the excavating of pavement and/or soil to reach underground utilities in order to perform necessary repairs. This also includes loading materials and back filling.

**Project Costs: \$ 24,108**

<b><u>Prior Year</u></b>	<b><u>FY2021</u></b>	<b><u>FY2022</u></b>	<b><u>FY2023</u></b>	<b><u>FY2024</u></b>	<b><u>FY2025</u></b>	<b><u>Total</u></b>
\$ -	\$ 24,108	\$ 24,108	\$24,108	\$24,108	\$24,108	\$120,540

**Useful Life:** 10-15 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Water & Sewer Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**  
PW/Water & Sewer

**Project Name or Title:**  
Vehicle Replacement Unit #342

**Project Description:** Vehicle Replacement Unit #342

**Project Justification and Impact:**  
This vehicle is needed to transport work crew and equipment to and from the job site with the 4 x 4 capability of operating in off road situations

**Project Costs: \$30,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$30,000	\$ -	\$ -	\$ -	\$ -	\$30,000

**Useful Life:** 10-15  
years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Water & Sewer Fund

**Relationship to Other Primary Projects:** None



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Private Lighting

**Project Description:**

Customer requested lighting to provide safety and security.

**Project Justification and Impact:**

Leasing of outdoor security lighting provides safety and security to customers and increases off-peak power sales.

**Project Costs: \$10,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$12,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$62,000

**Useful Life:** 15 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Decorative Lighting

**Project Description:**

Stock decorative lighting for replacement of damaged existing lighting and new installations.

**Project Justification and Impact:**

Required as stock replacements for damaged existing lighting and seed stock for developers.

**Project Costs: \$25,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$36,000	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$261,000

**Useful Life:** 10 years.

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Replacement of 2007 International Bucket Truck Unit 545

**Project Description:**

Replace 15 year old vehicle utilized by the power line crews.

**Project Justification and Impact:**

Replacement will reduce maintenance cost and increase reliability & safety.

**Project Costs: \$ 50,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$50,000	\$240,000	\$ -	\$240,000	\$240,000	\$770,000

**Useful Life:** 15 years.

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

LED Lighting Upgrades

**Project Description:**

Upgrades of existing high pressure sodium (HPS) and metal halide street lighting to LED design.

**Project Justification and Impact:**

LED lighting is a more economical light and requires less maintenance. LED is also a whiter light and provides a better spread of coverage. Approximately 60% of the existing HPS fixtures have been replaced with LED.

**Project Costs: \$50,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$275,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$525,000

**Useful Life:** 15 years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Transformers - New and Replacement

**Project Description:**

Transformers used for replacement of in service units due to increased loading, damage, etc.: new units for new customers & expanded service, and spare units to meet in service requirements. This includes pole type and pad mounted units. Pole type units range in size from 10 KVA to 500 KVA. Pad mount units range in size from 25 KVA single phase to 2500 KVA 3-Phase.

**Project Justification and Impact:**

Stock replacement of failed equipment and inventory for new customer projects.

**Project Costs: \$75,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ 370,000	\$75,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,045,000

**Useful Life:** 30 years.

**Estimated Cost Beyond Five Year Program:**

Routine repair and maintenance expenses will be incurred.

**Funding Source:**

Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Hawthorne Subdivision

**Project Description:**

Install new underground power system and lighting for 308 new homes planned for Ward 4.

**Project Justification and Impact:**

This project will result in over 300 extra customers.

**Project Costs: \$ 77,500**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 77,500	\$ -	\$ -	\$ -	\$ -	\$ 77,500

**Useful Life:** 30 years.

**Estimated Cost Beyond Five Year Program:**

Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Lakeshore Drive Decorative Lighting

**Project Description:**

Install 40 new LED post top decorative lights during the Lakeshore Drive sidewalk project.

**Project Justification and Impact:**

This project will enhance the safety and beauty of Lakeshore Drive from Herschel Road to Janice Drive.

**Project Costs: \$110,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$110,000	\$ -	\$ -	\$ -	\$ -	\$110,000

**Useful Life:** 15 years.

**Estimated Cost Beyond Five Year Program:**

Routine repair and maintenance expenses will be incurred.

**Funding Source:**

Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Sheraton Hotel Underground Service

**Project Description:**

Install new underground power system for a new hotel on Hospitality Way.

**Project Justification and Impact:**

This project will add another large power load to the distribution system.

**Project Costs: \$112,500**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 112,500	\$ -	\$ -	\$ -	\$ -	\$ 112,500

**Useful Life:** 30 years.

**Estimated Cost Beyond Five Year Program:**

Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Large Customer Line Extension

**Project Description:**

Install new power system for development of potential large customer(s) that may present opportunities during this fiscal period.

**Project Justification and Impact:**

This project will only be activated if a new large customer presents itself to be served by the City of College Park.

**Project Costs: \$150,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000

**Useful Life:** 30 years.

**Estimated Cost Beyond Five Year Program:**

Routine repair and maintenance expenses will be incurred.

**Funding Source:** Power Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Convention Center

**Project Name or Title:**

Capital Improvement – MEETING MATRIX/DELPHI DIAGRAMS

**Project Description:**

This capital Improvement item is to provide resources necessary to obtain and maintain client servicing requirements. The system will pay for itself through up selling facility and rental services.

**Project Justification and Impact:**

The GICC have not upgraded the Meeting Matrix platform since 2010. The current system licensing is assaulted. This project is scheduled for replacement and is necessary in servicing our clients. Also, this project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the City of College Park in the event of an emergency.

**Project Costs: \$30,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

**Useful Life:** 5+ Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Convention Center Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Convention Center

**Project Name or Title:** Carpet Installation in the Salons

**Project Description:** Replace existing Carpet in the Salons (1-8) with the carpet purchased in the 19/20 budget.

**Project Justification and Impact:** This project will replace the existing carpet that was installed when the building opened in 2003

**Project Costs: \$58,975**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 58,975	\$ -	\$ -	\$ -	\$ -	\$58,975

**Useful Life:** 10+ Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Convention Center Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**  
Convention Center

**Project Name or Title:** HVAC Cooling Tower Repair

**Project Description:** This project will provide resources for the Repairs of the HVAC Cooling Towers for the Central Plant.

**Project Justification and Impact:** The Existing cooling tower is 15+ years old and in need of some large repairs.

**Project Costs:** \$112,500

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 112,500	\$ -	\$ -	\$ -	\$ -	\$112,500

**Useful Life:** 10+ years

**Estimated Cost Beyond Five Year Program:** Routine repair & maintenance expenses will be incurred.

**Funding Source:** Convention Center Fund

**Relationship to other Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

Gateway Center Arena

**Project Name or Title:**

Capital Improvement- Radios

**Project Description:**

Radios are used for quick communication between multiple parties at once. They can be used from long distances

**Project Justification and Impact:**

These radios will be used by all pertinent staff to communicate with each other during games and events in order to increase efficiency.

**Project Costs: \$5,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 5,000	\$ -	\$ -	\$ 10,000	\$ -	\$ 15,000

**Useful Life:** 10 Years

**Estimated Cost Beyond Five Year Program:** Routine repair and maintenance expenses will be incurred.

**Funding Source:** Gateway Arena

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

FAA

**Project Name or Title:** Used 2015 Golf Car

**Project Description:** Used 2015 Yamaha Gas Golf Car

**Project Justification and Impact:** The golf car is primarily used to haul equipment/supplies to all (3) buildings on campus. Maintenance also use the golf car to transport motors, filters, parts, etc. In addition, it's used for snow removal and spreading salt.

**Project Costs: \$5,000**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$5,000	\$ -	\$ -	\$ -	\$ -	\$5,000

**Useful Life:** 10 years

**Estimated Cost Beyond Five Year Program:** Regular maintenance.

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

FAA

**Project Name or Title:** Hydraulic Disappearing Dock Lift  
Replacement

**Project Description:** 7 x 8 Hydraulic Dock Lift is the original equipment installed in 1993

**Project Justification and Impact:** The hydraulic dock lift was designed to help unload freight trucks at the loading dock area and it adjust to the size of trucks. The lift is 27 years old. We can't locate parts or purchase parts to service the lift anymore.

**Project Costs: \$ 18,450**

<b><u>Prior Year</u></b>	<b><u>FY2021</u></b>	<b><u>FY2022</u></b>	<b><u>FY2023</u></b>	<b><u>FY2024</u></b>	<b><u>FY2025</u></b>	<b><u>Total</u></b>
\$ -	\$18,450	\$ -	\$ -	\$ -	\$ -	\$18,450

**Useful Life:** 15 years

**Estimated Cost Beyond Five Year Program:** Regular maintenance and it has a 5 years warranty.

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

FAA

**Project Name or Title:** WSHP-12 Replacement

**Project Description:** Replace WSHP-12 that's located in the ceiling on the First Floor by the HR Department.

**Project Justification and Impact:** WSHP-12 is the original equipment installed in 1992. They normally last for only 10-12 years.

**Project Costs:** \$25,559

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 25,559	\$ -	\$ -	\$ -	\$ -	\$25,559

**Useful Life:** 10-12 years

**Estimated Cost Beyond Five Year Program:** Regular maintenance

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

FAA

**Project Name or Title:** AHU-6 Replacement Proposal

**Project Description:** AHU-6 is the original equipment that was installed in 1992. AHU-6 cools the UPS Room.

**Project Justification and Impact:** AHU-6 is 28 years old. We can't locate parts or purchase parts for this equipment anymore.

**Project Costs: \$27,284**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 27,284	\$ -	\$ -	\$ -	\$ -	\$ 27,284

**Useful Life:** 10-12 years

**Estimated Cost Beyond Five Year Program:** Regular maintenance

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

FAA

**Project Name or Title:** New Lighting System

**Project Description:** Replace a 28 years old lighting control system that's obsolete.

**Project Justification and Impact:** Our present lighting system is old/obsolete. We can't locate parts, purchase parts, or find a company to service the lighting system.

**Project Costs:** \$ 140,680

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 140,680	\$ -	\$ -	\$ -	\$ -	\$140,680

**Useful Life:** 25 years

**Estimated Cost Beyond Five Year Program:** It has a 6 years warranty, after the warranty, it would be minimal.

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Department/Division:**

BIDA

**Project Name or Title:**

Land Purchase

**Project Description:**

Land Purchase Cost.

**Project Justification and Impact:**

**Project Costs: \$ 393,709**

<u>Prior Year</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Total</u>
\$ -	\$ 393,709	\$ -	\$ -	\$ -	\$ -	\$ 393,709

**Useful Life:** N/A

**Estimated Cost Beyond Five Year Program:** N/A

**Funding Source:** BIDA

**Relationship to Other Primary Projects:** N/A

# CITY OF COLLEGE PARK, GEORGIA

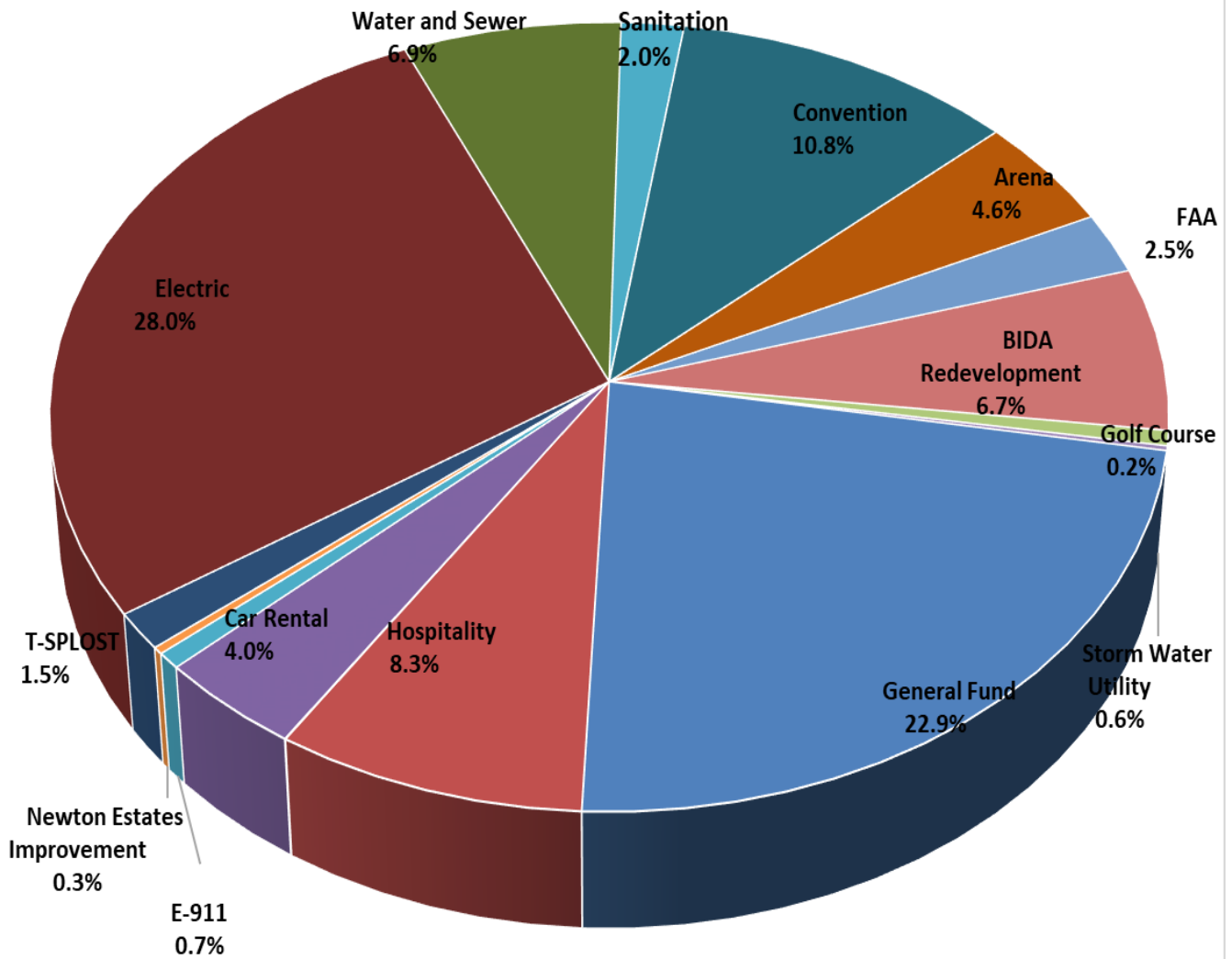
## FISCAL YEAR 2021 BUDGET

TABLE 1  
CITY WIDE ADOPTED BUDGET

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Change 2020 to 2021	Percent Change 2020 to 2021
<b>REVENUES</b>						
General Fund	32,118,879	35,251,838	34,807,920	30,281,400	(4,526,520)	-13.0%
Special Revenue Funds:						
Community Development	75,841	674,802	402,550	-	(402,550)	0.0%
Hospitality	13,702,318	13,508,215	14,791,456	10,999,730	(3,791,726)	-25.6%
TAD (Tax Allocation District)	193,664	222,660	234,020	-	(234,020)	0.0%
Grants	503,787	473,470	327,509	-	(327,509)	0.0%
Confiscated Drug	-	-	10,000	10,000	-	0.0%
State Drug Fund	50,513	42,986	14,000	14,000	-	0.0%
Car Rental	3,700,000	7,278,753	3,600,300	5,203,902	1,603,602	44.5%
Main Street	65,323	-	-	-	-	0.0%
E-911	974,171	873,557	969,891	875,869	(94,022)	-9.7%
Newton Estates Improvement	102,262	116,157	121,650	371,650	250,000	205.5%
SPLOST Fund	235,295	248,943	425,600	-	(425,600)	-100.0%
T-SPLOST Fund	2,224,881	2,337,334	2,000,000	2,000,000	-	100.0%
Capital Projects Fund	52,500	34,458	-	-	-	100.0%
Enterprise Funds:						
Electric	27,465,550	28,682,780	34,454,911	36,893,517	2,438,606	7.1%
Water and Sewer	9,154,868	9,678,107	10,705,500	9,026,305	(1,679,195)	-15.7%
Sanitation	2,910,921	2,881,441	3,370,080	2,596,554	(773,526)	-23.0%
Convention	16,981,240	16,365,884	17,749,806	14,244,150	(3,505,656)	-19.8%
Arena	-	9,660,605	22,339,406	6,064,627	(16,274,779)	-72.9%
FAA	3,274,383	3,237,958	3,566,423	3,300,600	(265,823)	-7.5%
BIDA Redevelopment	13,121,037	3,761,430	11,743,823	8,786,022	(2,957,801)	-25.2%
Storm Water Utility	1,015,078	913,648	994,397	805,613	(188,784)	-19.0%
Golf Course	34,735	-	392,860	249,935	(142,925)	-36.4%
<b>TOTAL REVENUES</b>	<b>127,957,246</b>	<b>136,245,026</b>	<b>163,022,102</b>	<b>131,723,874</b>	<b>(31,298,228)</b>	<b>-19.2%</b>
<b>EXPENDITURES</b>						
General Fund	40,164,422	34,277,132	34,807,920	30,281,400	(4,526,520)	-13.0%
Special Revenue Funds:						
Community Development	387,763	420,772	402,550	-	(402,550)	0.0%
Hospitality	11,259,295	12,466,551	14,791,456	10,999,730	(3,791,726)	-25.6%
TAD (Tax Allocation District)	1,486	1,857	234,020	-	(234,020)	0.0%
Grants	352,139	522,710	327,509	-	(327,509)	0.0%
Confiscated Drug	22,797	10,230	10,000	10,000	-	0.0%
State Drug Fund	22,907	18,610	14,000	14,000	-	0.0%
E-911	978,650	855,434	969,891	875,869	(94,022)	-9.7%
Newton Estates Improvement	105,850	105,000	121,650	371,650	250,000	205.5%
Car Rental	2,831,420	2,824,783	3,600,300	5,203,902	1,603,602	44.5%
Main Street	52,393	115,886	-	-	-	0.0%
SPLOST Fund	1,252,748	65,477	425,600	-	(425,600)	-100.0%
T-SPLOST Fund	-	524,712	2,000,000	2,000,000	-	100.0%
Capital Projects Fund	86,958	-	-	-	-	100.0%
Enterprise Funds:						
Electric	31,479,478	32,496,467	34,454,911	36,893,517	2,438,606	7.1%
Water and Sewer	9,145,009	9,186,282	10,705,500	9,026,305	(1,679,195)	-15.7%
Sanitation	2,507,392	2,520,283	3,370,080	2,596,554	(773,526)	-23.0%
Convention	13,593,308	14,362,598	17,749,806	14,244,150	(3,505,656)	-19.8%
Arena	-	3,567,930	22,339,406	6,064,627	(16,274,779)	-72.9%
FAA	4,321,881	3,654,068	3,566,423	3,300,600	(265,823)	-7.5%
BIDA Redevelopment	6,570,856	13,033,080	11,743,823	8,786,022	(2,957,801)	-25.2%
Storm Water Utility	637,194	896,190	994,397	805,613	(188,784)	-19.0%
Golf Course	79,660	88,725	392,860	249,935	(142,925)	-36.4%
<b>TOTAL EXPENSES</b>	<b>125,853,605</b>	<b>132,014,775</b>	<b>163,022,102</b>	<b>131,723,874</b>	<b>(31,298,228)</b>	<b>-19.2%</b>
<b>NET GRAND TOTALS</b>	<b>2,103,641</b>	<b>4,230,251</b>				

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Adopted Budget By Fund Fiscal 2021**



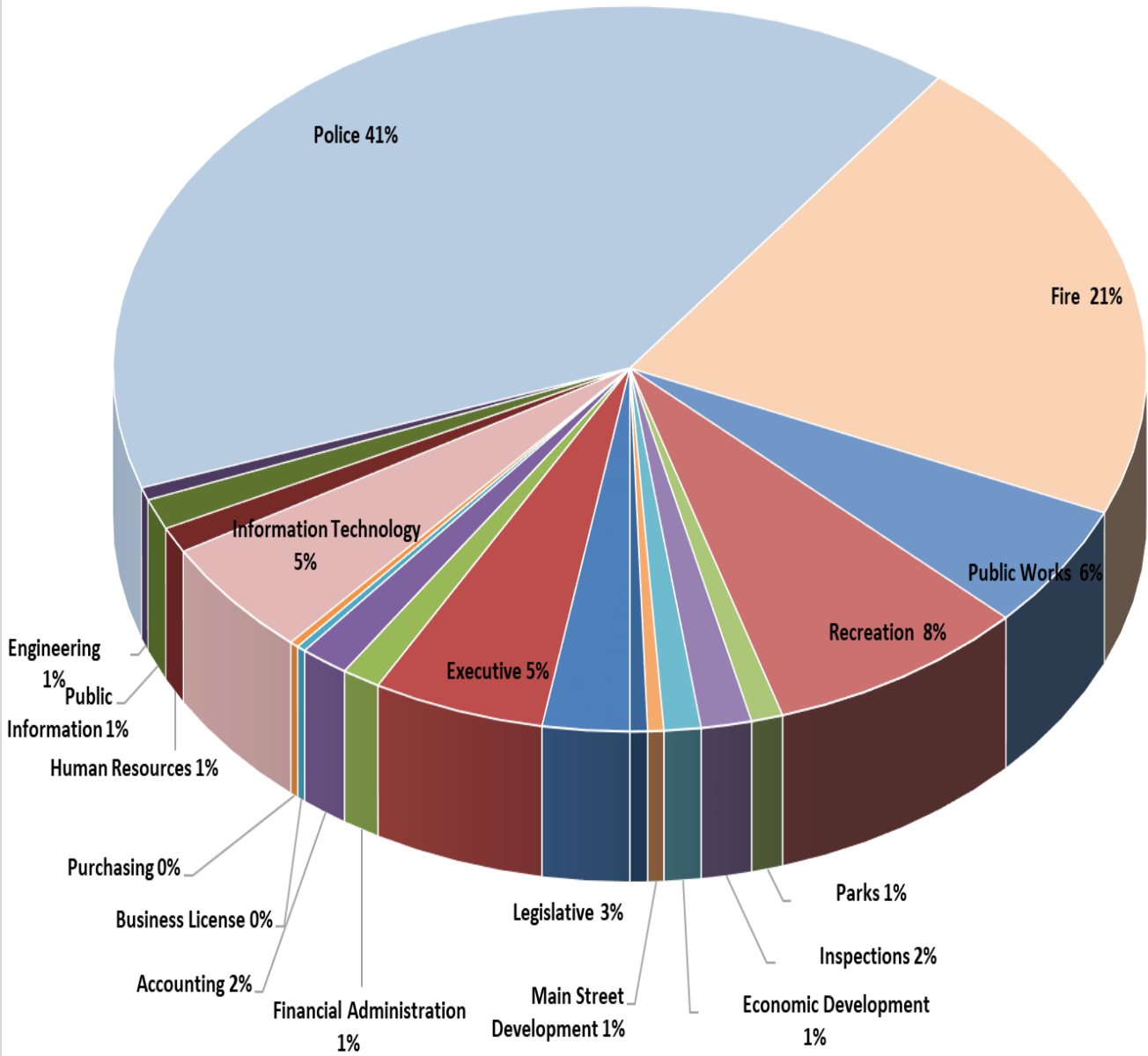
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**TABLE 2  
GENERAL FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	\$ 20,539,512	\$ 21,855,036	\$ 21,068,586	\$ 19,967,965	\$ (1,100,621)	-5%
Licenses and Permits	4,040,851	4,120,632	3,789,202	3,296,505	(492,697)	-13%
Fines and Forfeitures	652,117	910,759	872,798	900,000	27,202	3%
Charges for Services	579,625	489,349	580,000	387,639	(192,361)	-33%
Leases & Other Rent	41,129	28,791	48,669	24,875	(23,794)	-49%
Intergovernment	20,000	396,975	40,071	-	(40,071)	0%
Interest	338,199	405,105	173,185	84,000	(89,185)	0%
Other	1,378,794	1,526,042	597,866	506,144	(91,722)	-15%
<b>Total Revenues</b>	<b>27,590,226</b>	<b>29,732,689</b>	<b>27,170,377</b>	<b>25,167,128</b>	<b>(2,003,249)</b>	<b>-7%</b>
<b>EXPENDITURES</b>						
Legislative	963,137	1,003,974	860,817	798,296	(62,521)	-7%
Executive	2,007,674	2,117,205	2,378,718	1,578,681	(800,037)	-34%
Financial Administration	495,438	316,899	353,488	353,425	(63)	0%
Accounting	486,305	509,052	466,129	446,098	(20,031)	-4%
Business License	63,292	77,272	85,188	81,288	(3,900)	-5%
Purchasing	86,983	75,878	85,306	82,255	(3,051)	-4%
Information Technology	878,942	926,667	1,295,365	1,527,291	231,926	18%
Human Resources	349,934	581,591	653,159	333,998	(319,161)	-49%
Public Information	277,205	320,961	350,190	401,065	50,875	15%
Engineering	611,338	244,643	275,308	167,042	(108,266)	-39%
Municipal Court	424,575	408,491	497,408	416,206	(81,202)	-16%
Police Administration	1,987,594	1,773,678	2,080,129	1,934,729	(145,400)	-7%
Police Investigations	930,450	1,026,593	1,157,639	1,095,695	(61,944)	-5%
Police Patrol	7,774,605	10,057,986	8,304,228	7,982,822	(321,406)	-4%
Corrections	459,386	574,949	455,081	478,890	23,809	5%
Fire Administration	559,325	467,769	663,626	591,346	(72,280)	-11%
Fire Suppression	5,287,809	5,922,290	6,282,296	5,437,087	(845,209)	-13%
Emergency Medical Services	286,556	253,983	295,077	232,293	(62,784)	-21%
E911 Communications	5,487	-	-	-	-	0%
Public Works Administration	67,564	64,252	76,381	52,969	(23,412)	-31%
Highways and Streets	667,471	870,715	858,240	677,970	(180,270)	-21%
Buildings and Grounds	922,095	1,005,088	1,078,896	892,398	(186,498)	-17%
Recreation Administration	201,370	297,080	314,710	203,804	(110,906)	-35%
Recreation Programs	1,675,148	1,990,866	1,957,904	1,472,619	(485,285)	-25%
Recreation Facilities	1,075,368	959,018	1,410,386	724,341	(686,045)	-49%
Parks	331,512	199,519	192,778	290,176	97,398	51%
Inspections	937,270	548,462	460,195	463,526	3,331	1%
Economic Development	503,263	445,288	319,331	338,859	19,528	6%
Main Street Development	33,558	94,789	165,911	147,024	(18,887)	-11%
Multi Departments	47,243	15,013	351,169	160,707	(190,462)	-54%
<b>Debt Service</b>						
Principal payment on capital lease	-	294,883	439,250	442,024	2,774	0%
Interest	-	49,827	58,499	45,593	(12,906)	0%
<b>Total Expenditures</b>	<b>30,397,898</b>	<b>33,494,682</b>	<b>34,222,802</b>	<b>29,850,517</b>	<b>(4,372,285)</b>	<b>-13%</b>
<b>OTHER FINANCING SOURCES</b>						
Operating transfers in	4,528,653	5,519,149	5,342,575	5,001,156	(341,419)	-6%
Operating transfers out	(9,766,524)	(782,450)	(585,118)	(430,883)	154,235	-26%
<b>TOTAL OTHER</b>	<b>(5,237,871)</b>	<b>4,736,699</b>	<b>4,757,457</b>	<b>4,570,273</b>	<b>(187,184)</b>	<b>-4%</b>
<b>Net change in fund balance</b>	<b>(8,045,543)</b>	<b>974,707</b>	<b>(2,294,968)</b>	<b>(113,116)</b>	<b>2,181,852</b>	<b>0%</b>
<b>Fund balance (deficit), beginning,</b>	<b>30,078,105</b>	<b>22,032,562</b>	<b>23,007,269</b>	<b>20,712,301</b>		<b>-10%</b>
<b>Fund balance (deficit), end of year</b>	<b>\$ 22,032,562</b>	<b>\$ 23,007,269</b>	<b>\$ 20,712,301</b>	<b>\$ 20,599,185</b>		<b>-1%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

General Fund Departmental Expenditures



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**TABLE 3  
COMMUNITY DEVELOPMENT ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Intergovernmental Revenue	-	454,116	-	-	-	-100%
Interest Income	3	-	-	-	-	
Operating Transfers In	75,838	220,686				
<b>Total Revenue</b>	<b>75,841</b>	<b>674,802</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100%</b>
<b>EXPENSES</b>						
Repair & Maintenance	3,550	-	-	-	-	
Building Maintenance	4,030	-	-	-	-	
Other Services & Charges	703	822	-	-	-	
Capital Outlay	379,480	419,950	-	-	-	-100%
<b>Total Expenditures</b>	<b>387,763</b>	<b>420,772</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Transfer In	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
<b>Net change in fund balance</b>	<b>(311,922)</b>	<b>254,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Fund balance, beginning of year</b>	<b>110,000</b>	<b>(201,922)</b>	<b>52,108</b>	<b>52,108</b>	<b>-</b>	<b>0%</b>
<b>Fund balance, end of year</b>	<b>(201,922)</b>	<b>52,108</b>	<b>52,108</b>	<b>52,108</b>	<b>-</b>	<b>0%</b>

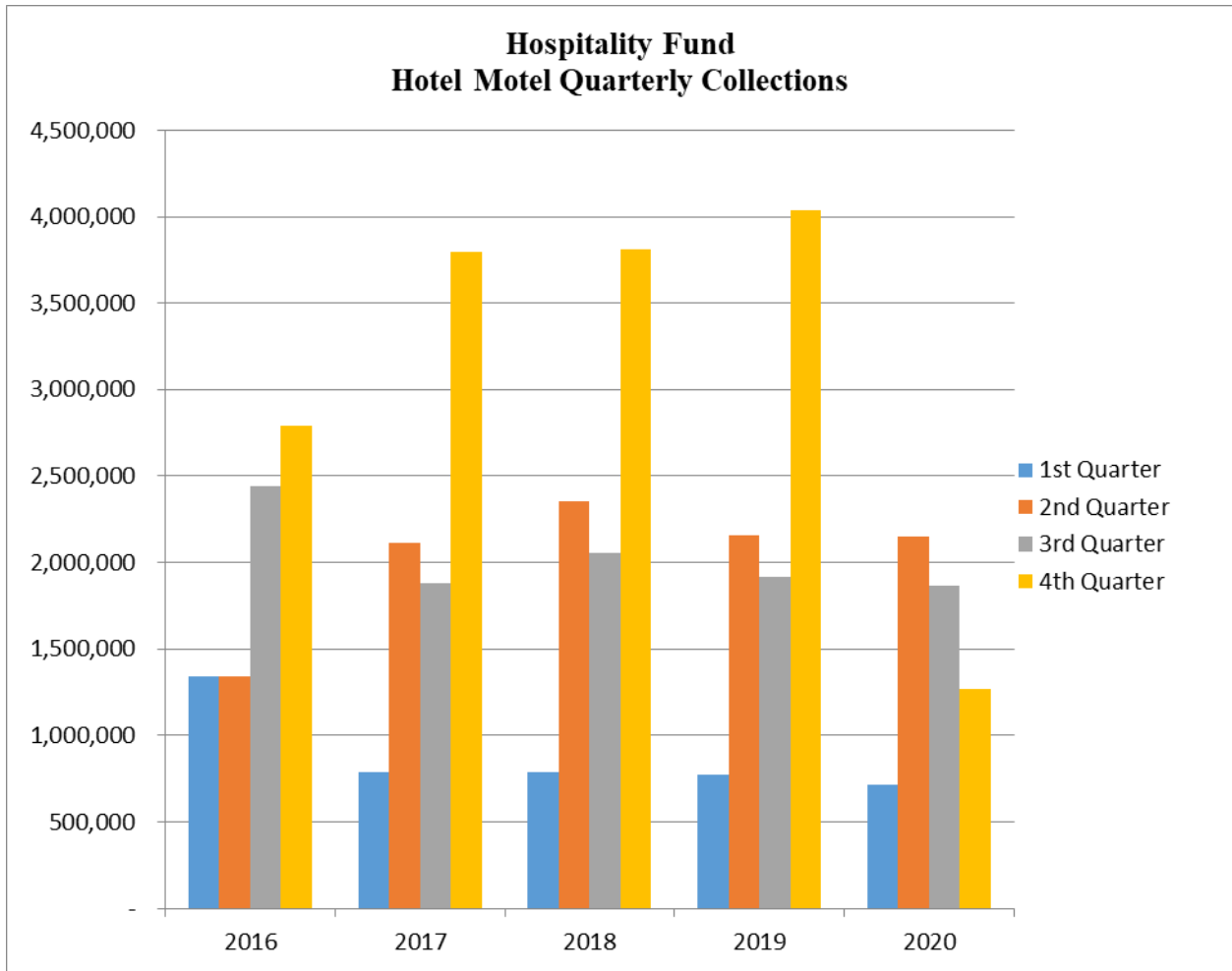
**TABLE 4  
HOSPITALITY FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	13,669,014	13,494,063	10,325,821	10,922,607	596,786	6%
Other Income	33,305	208	33,305	-	-	
Interest	-	13,943	300	-	(300)	-100%
	13,702,318	13,508,215	10,359,426	10,922,607	596,486	5%
<b>EXPENDITURES</b>						
Other Services and Charges	2,463,183	2,532,480	1,896,549	1,656,914	(239,635)	-13%
<b>Total Expenditures</b>	<b>2,463,183</b>	<b>2,532,480</b>	<b>1,896,549</b>	<b>1,656,914</b>	<b>(239,635)</b>	<b>-13%</b>
Transfer In	-	-	-	-	-	0%
Transfers Out	(8,796,112)	(9,934,071)	(12,894,907)	(9,342,816)	3,552,091	-28%
<b>Net change in fund balance</b>	<b>2,443,024</b>	<b>1,041,664</b>	<b>(4,432,030)</b>	<b>(77,123)</b>	<b>4,354,907</b>	
<b>Fund balance (deficit), beginning</b>	<b>2,926,086</b>	<b>5,369,110</b>	<b>6,410,773</b>	<b>1,978,743</b>	<b>(4,432,030)</b>	<b>-69%</b>
<b>Fund balance (deficit), ending</b>	<b>5,369,110</b>	<b>6,410,773</b>	<b>1,978,743</b>	<b>1,978,743</b>	<b>-</b>	<b>0%</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**GRAPH 3**



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**TABLE 5**

**CAR RENTAL FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	200,000	7,261,065	3,600,000	3,600,000	-	0%
Interest	-	17,688	300	300	-	0%
Other	-	-	-	-	-	-
<b>Total Revenue</b>	<b>200,000</b>	<b>7,278,753</b>	<b>3,600,300</b>	<b>3,600,300</b>	<b>-</b>	<b>0%</b>
<b>EXPENDITURES</b>						
Other Services & Charges	7,752	6,631	7,500	7,500	-	0%
Capital Outlay	848,511	539,212	-	-	-	0%
Debt Service (Lease)	172,561	-	-	-	-	0%
<b>Total Expenditures</b>	<b>1,028,823</b>	<b>545,843</b>	<b>7,500</b>	<b>7,500</b>	<b>-</b>	<b>0%</b>
Transfer In	-	-	-	-	-	-
Transfer Out	(1,802,597)	(2,278,940)	(3,592,800)	(5,196,402)	(1,603,602)	45%
<b>Net change in fund balances</b>	<b>(2,631,420)</b>	<b>4,453,970</b>	<b>-</b>	<b>(1,603,602)</b>	<b>(1,603,602)</b>	<b>1%</b>
<b>Fund balance (deficit), beginning</b>	<b>3,236,491</b>	<b>605,071</b>	<b>5,059,041</b>	<b>5,059,041</b>	<b>-</b>	<b>0%</b>
<b>Fund balance (deficit), ending</b>	<b>605,071</b>	<b>5,059,041</b>	<b>5,059,041</b>	<b>3,455,439</b>	<b>(1,603,602)</b>	<b>-32%</b>

**TABLE 6**

**E-911 FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Other Income	504,171	392,309	485,813	480,000	(5,813)	-1%
Interest	-	-	121	-	(121)	100%
<b>Total Revenues</b>	<b>504,171</b>	<b>392,309</b>	<b>485,934</b>	<b>480,000</b>	<b>(5,934)</b>	<b>-1%</b>
<b>EXPENDITURES</b>						
Other Services & Charges	978,650	855,434	969,891	875,869	(94,022)	-10%
Transfer In	470,000	481,248	-	395,869	-	1%
Transfer Out	-	-	-	-	-	0%
<b>Net change in fund balance</b>	<b>(4,479)</b>	<b>18,123</b>	<b>(483,957)</b>	<b>-</b>	<b>483,957</b>	<b>0%</b>
<b>Fund balance (deficit), beginning</b>	<b>521,844</b>	<b>517,365</b>	<b>535,488</b>	<b>51,531</b>	<b>(483,957)</b>	<b>-90%</b>
<b>Fund balance (deficit), ending</b>	<b>517,365</b>	<b>535,488</b>	<b>51,531</b>	<b>51,531</b>	<b>-</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**TABLE 7**

**ELECTRIC FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Fines & Penalties	-	465,001	800,000	590,000	(210,000)	-26%
Charges for Services	26,841,152	27,370,972	31,882,650	35,829,381	3,946,731	12%
Leases & Other Rent	122,704	115,244	128,883	126,000	(2,883)	-2%
Interest	72,855	129,188	61,125	35,000	(26,125)	0%
Other Income	407,606	574,398	392,469	195,000	(197,469)	-50%
Commissions	21,234	27,977	27,172	22,000	(5,172)	0%
<b>Total Revenues</b>	<b>27,465,550</b>	<b>28,682,780</b>	<b>33,292,299</b>	<b>36,797,381</b>	<b>3,505,082</b>	<b>11%</b>
<b>EXPENSES</b>						
Electric	30,261,657	31,163,464	33,954,911	36,778,335	2,823,424	8%
<b>Total Expenses</b>	<b>30,261,657</b>	<b>31,163,464</b>	<b>33,954,911</b>	<b>36,778,335</b>	<b>2,823,424</b>	<b>8%</b>
<b>Transfers:</b>						
Transfer In	-	-	-	-	-	0%
Transfer Out	(1,217,821)	(1,333,003)	(500,000)	(115,182)	384,818	-77%
<b>Change in net assets</b>	<b>(4,013,928)</b>	<b>(3,813,688)</b>	<b>(1,162,612)</b>	<b>(96,136)</b>	<b>1,066,476</b>	<b>0%</b>
<b>Total net assets, beginning</b>	<b>29,632,008</b>	<b>25,618,080</b>	<b>21,804,392</b>	<b>20,641,780</b>	<b>(1,162,612)</b>	<b>-5%</b>
<b>Total net assets, ending</b>	<b>25,618,080</b>	<b>21,804,392</b>	<b>20,641,780</b>	<b>20,545,644</b>	<b>(96,136)</b>	<b>0%</b>

**TABLE 8**

**WATER FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	9,153,084	9,662,957	10,700,000	9,024,251	(1,675,749)	-16%
Interest	-	15,150	3,000	2,054	(946)	-32%
Other Income	1,783	-	2,500	-	(2,500)	-100%
<b>Total Revenues</b>	<b>9,154,868</b>	<b>9,678,107</b>	<b>10,705,500</b>	<b>9,026,305</b>	<b>(1,679,195)</b>	<b>-16%</b>
<b>EXPENSES</b>						
Water	9,145,009	9,110,727	10,629,945	8,841,979	(1,787,966)	-17%
<b>Total Expenses</b>	<b>9,145,009</b>	<b>9,110,727</b>	<b>10,629,945</b>	<b>8,841,979</b>	<b>(1,787,966)</b>	<b>-17%</b>
<b>Transfers:</b>						
Transfer In	-	-	-	-	-	0%
Transfer Out	-	(75,555)	(75,555)	(184,326)	(108,771)	100%
<b>Change in net assets</b>	<b>9,859</b>	<b>491,825</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Total net assets, beginning</b>	<b>15,371,517</b>	<b>15,381,376</b>	<b>15,873,201</b>	<b>15,873,201</b>	<b>-</b>	<b>0%</b>
<b>Total net assets (deficit), ending</b>	<b>15,381,376</b>	<b>15,873,201</b>	<b>15,873,201</b>	<b>15,873,201</b>	<b>-</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**TABLE 9  
SANITATION FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	2,862,262	2,847,060	2,864,218	2,588,054	(276,164)	-10%
Interest	244	2	735	-	(735)	0%
Other Income	48,414	34,379	77,428	8,500	(68,928)	0%
<b>Total Revenue</b>	<b>2,910,921</b>	<b>2,881,441</b>	<b>2,942,381</b>	<b>2,596,554</b>	<b>(345,827)</b>	<b>-12%</b>
<b>EXPENSES</b>						
Sanitation	2,507,392	2,451,054	3,270,080	2,596,554	(673,526)	-1%
Transfers In	-	-	-	-	-	-
Transfers Out	-	(69,229)	(100,000)	-	100,000	0%
Change in net assets	403,529	361,159	(427,699)	-	(427,699)	0%
Total net assets (deficit), beginning	(912,050)	(508,521)	(147,362)	(575,061)	-	290%
Total net assets (deficit), ending	(508,521)	(147,362)	(575,061)	(575,061)	(427,699)	0%

**TABLE 10  
CONVENTION CENTER FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	9,349,449	8,604,019	10,405,000	7,663,000	(2,742,000)	-26%
Commissions	251,755	255,114	350,000	265,000	(85,000)	-24%
Interest	4,866	10,968	2,000	3,000	1,000	50%
Other Income	99,822	140,731	145,000	100,000	(45,000)	-31%
<b>Total Revenue</b>	<b>9,705,893</b>	<b>9,010,833</b>	<b>10,902,000</b>	<b>8,031,000</b>	<b>(2,871,000)</b>	<b>-26%</b>
<b>EXPENSES</b>						
Convention	13,593,308	14,362,598	17,749,806	14,244,150	(3,505,656)	-20%
Transfers In	7,275,347	7,355,051	6,847,806	6,213,150	(634,656)	-9%
Transfer Out	-	-	-	-	-	0%
Change in net assets	3,387,932	2,003,285	-	-	-	0%
Change in net assets (deficit), beginning	20,176,564	23,564,496	25,567,781	25,567,781	-	0%
Change in net assets (deficit), ending	23,564,496	25,567,781	25,567,781	25,567,781	-	0%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**TABLE 11  
GATEWAY ARENA ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar (Decrease)	Percent (Decrease)
<b>REVENUES</b>						
Charges for Services	-	-	3,045,000	2,770,000	(275,000)	-9%
Commissions	-	-	100,000	-	(100,000)	-100%
Interest	-	725,523	128,000	74,808	(53,192)	0%
Other Income	-	-	300,000	350,000	50,000	0%
<b>Total Revenue</b>	<b>-</b>	<b>725,523</b>	<b>3,573,000</b>	<b>3,194,808</b>	<b>(378,192)</b>	<b>-11%</b>
<b>EXPENSES</b>						
Gateway Arena	-	3,567,930	22,339,406	6,064,627	(16,274,779)	-73%
Transfers In	-	8,935,082	18,766,406	2,869,819	(15,896,587)	0%
Transfer Out	-	-	-	-	-	0%
Change in net assets	-	6,092,674	-	-	-	0%
Change in net assets (deficit), beginning	-	-	6,092,674	6,092,674	-	0%
Change in net assets (deficit), ending	-	6,092,674	6,092,674	6,092,674	-	0%

**TABLE 12  
FAA FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
FAA Facility	3,134,933	3,231,866	3,296,732	3,300,000	3,268	0%
Other Income	138,750	81	21,360	-	(21,360)	-100%
Budget Carryforward	-	-	241,541	-	(241,541)	-100%
Interest	701	6,011	6,790	600	(6,190)	100%
<b>Total Revenue</b>	<b>3,274,383</b>	<b>3,237,958</b>	<b>3,566,423</b>	<b>3,300,600</b>	<b>(265,823)</b>	<b>-7%</b>
<b>EXPENSES</b>						
FAA	3,210,261	2,504,511	2,428,093	2,200,600	(227,493)	-9%
Transfers In	-	-	-	-	-	0%
Transfer Out	(1,111,620)	(1,149,557)	(1,138,330)	(1,100,000)	38,330	-3%
Change in net assets	(1,047,498)	(416,109)	-	-	-	0%
Change net assets (deficit), beginning	14,593,421	13,545,923	13,129,814	13,129,814	-	0%
Change net assets (deficit), ending	13,545,923	13,129,814	13,129,814	13,129,814	-	0%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**TABLE 13  
BIDA FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	988,488	609,472	1,852,996	1,924,266	71,270	4%
Charges for Services	-	-	4,312,615	3,269,517	(1,043,098)	-24%
Leases & Other Rent	879,765	881,100	999,168	818,427	(180,741)	0%
Other Income	1,021,915	890,424	1,144,375	388,730	(755,645)	-66%
Intergovernmental	-	-	361,295	-	(361,295)	-100%
Interest	869	1,495	1,441	1,000	(441)	-31%
Budget Carryforward	-	-	581,507	-	(581,507)	100%
<b>Total Revenue</b>	<b>2,891,037</b>	<b>2,382,490</b>	<b>9,253,397</b>	<b>6,401,940</b>	<b>(2,851,457)</b>	<b>-31%</b>
<b>EXPENSES</b>						
<b>BIDA</b>	<b>6,570,856</b>	<b>5,072,998</b>	<b>11,277,726</b>	<b>8,786,022</b>	<b>(2,491,704)</b>	<b>-22%</b>
Transfers In	10,230,000	1,378,940	2,490,426	2,384,082	(106,344)	0%
Transfer Out	-	(7,960,082)	(466,097)	-	466,097	0%
Change in net assets	6,550,181	(9,271,649)	466,097	-	(466,097)	0%
Change net assets (deficit), beginning	(6,325,442)	224,739	(9,046,910)	(8,580,813)	466,097	-5%
Change net assets (deficit), ending	<u>224,739</u>	<u>(9,046,910)</u>	<u>(8,580,813)</u>	<u>(8,580,813)</u>	<u>-</u>	<u>0%</u>

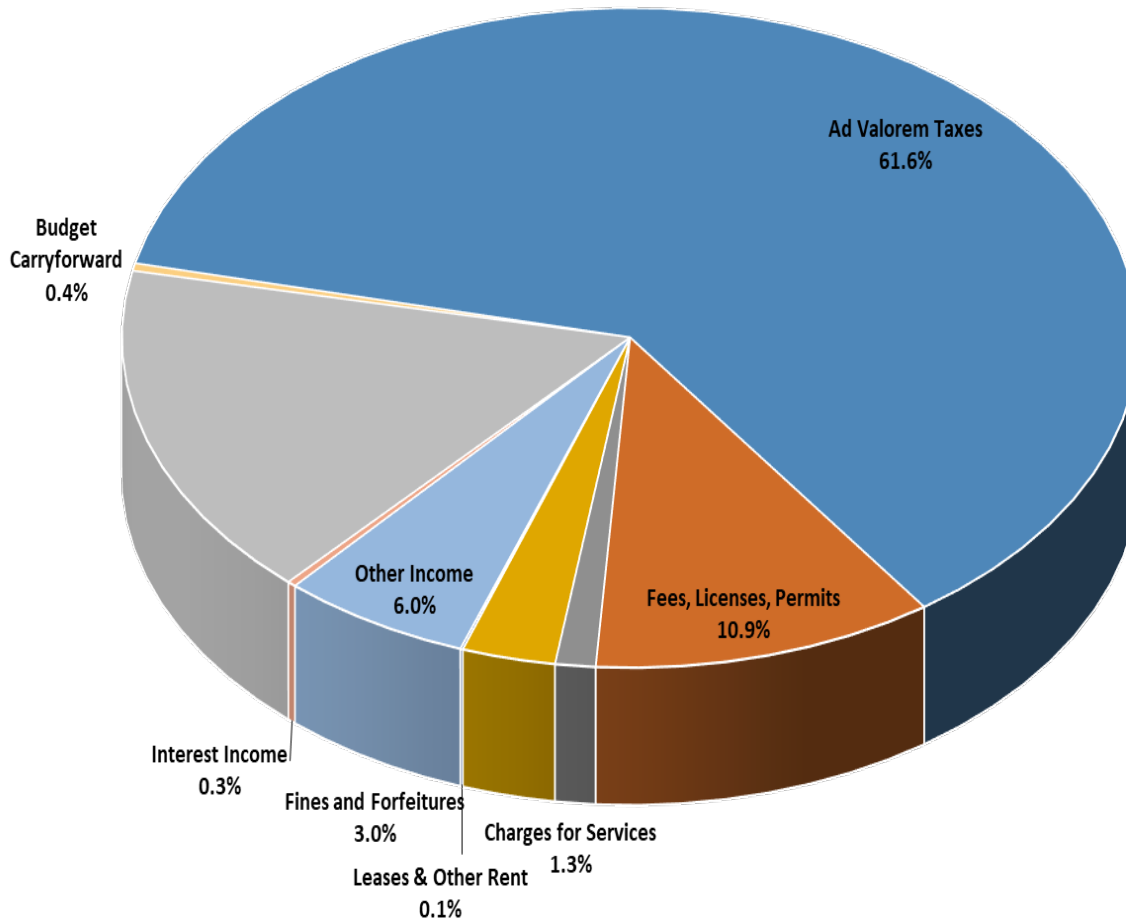
**TABLE 14  
STORMWATER UTILITY FUND ADOPTED BUDGET**

	Actual Fiscal 2018	Actual Fiscal 2019	Amended Fiscal 2020	Adopted Fiscal 2021	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	1,015,078	913,648	994,397	805,613	(188,784)	-19%
<b>Total Revenue</b>	<b>1,015,078</b>	<b>913,648</b>	<b>994,397</b>	<b>805,613</b>	<b>(188,784)</b>	<b>-19%</b>
<b>EXPENSES</b>						
Storm Water Utility	637,194	679,734	994,397	647,781	(346,616)	-1%
Transfers In	-	-	-	-	-	-
Transfers Out	-	(216,456)	-	(157,832)	(157,832)	0%
Change in net assets	377,884	17,458	-	-	-	0%
Total net assets (deficit), beginning	7,404,863	7,782,748	7,800,206	7,800,206	-	0%
Total net assets (deficit), ending	<u>7,782,748</u>	<u>7,800,206</u>	<u>7,800,206</u>	<u>7,800,206</u>	<u>-</u>	<u>0%</u>

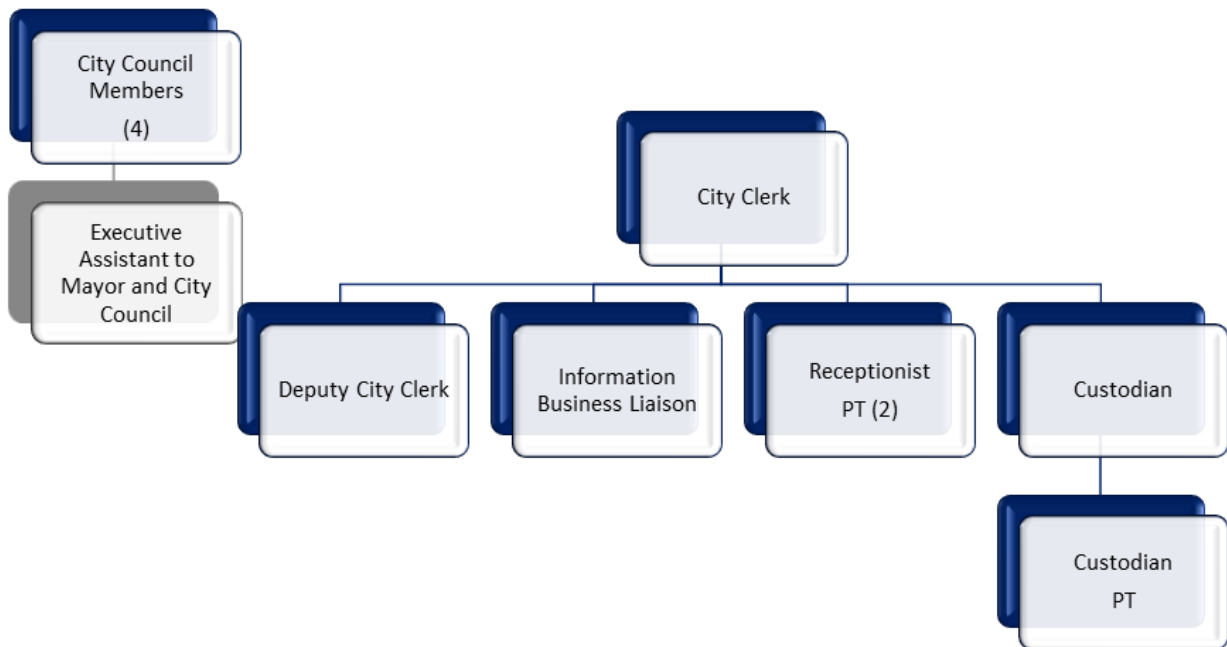
## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2021 BUDGET

GENERAL FUND REVENUE	2017-2018	2018-2019	2019-2020	2020-2021	% of Total General
REVENUE SUMMARY	ACTUAL	ACTUAL	AMENDED	PROPOSED	Fund Revenues
Ad Valorem Taxes	\$ 19,102,266	\$ 20,552,625	\$ 19,746,541	\$ 18,647,965	61.6%
Fees, Licenses, Permits	4,040,851	4,120,632	3,789,202	3,296,505	10.9%
Charges for Services	579,625	489,349	580,000	387,639	1.3%
Fines and Forfeitures	649,617	876,582	872,798	900,000	3.0%
Leases & Other Rent	41,129	28,791	48,669	24,875	0.1%
Intergovernmental Revenue	20,000	396,975	40,071	-	0.0%
Other Income	2,029,139	2,243,989	1,919,911	1,826,144	6.0%
Interest Income	338,199	405,105	173,185	84,000	0.3%
Transfers In	4,528,653	5,519,149	5,342,575	5,001,156	16.5%
Budget Carryforward	-	-	2,294,968	113,116	0.4%
<b>TOTAL REVENUE</b>	<b>\$ 31,329,479</b>	<b>\$ 34,633,197</b>	<b>\$ 34,807,920</b>	<b>\$ 30,281,400</b>	

### GENERAL FUND REVENUE SUMMARY FISCAL YEAR 2020-2021



# Legislative Office Organizational Chart





**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Legislative</b>					
Expenditures					
Personnel - Personnel Services	\$ 332,912	\$ 296,357	\$ 289,408	\$ 347,759	20%
Employee B - Employee Benefits	117,437	89,545	95,183	120,945	27%
Communications & Util.	55,836	55,009	59,518	49,100	-18%
Repair & Maintenance	108	12,492	14,982	18,652	24%
Building Maintenance	95,991	183,885	45,180	71,798	59%
Training & Education	49,236	58,997	62,097	35,307	-43%
Other Services & Charges	247,733	262,637	219,734	97,835	-55%
Materials & Supplies	57,978	38,088	69,215	52,900	-24%
Cost Of Sales	5,906	6,763	5,500	4,000	-27%
<b>Legislative Expenditure Total</b>	<b>\$ 963,137</b>	<b>\$ 1,003,774</b>	<b>\$ 860,817</b>	<b>\$ 798,296</b>	<b>-7%</b>

**Legislative Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Council Members	4	4	4	4
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Assistant to City Clerk	1	-	-	-
Receptionist	1	-	-	-
Information Business Liason	1	1	1	1
Custodian	1	1	1	1
<b>Part Time Positions:</b>				
Custodian	1	1	1	1
Receptionist	-	2	2	2
<b>Total Personnel</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Legislative Department |City Clerk**

**Program Description:**

The City Clerk serves as the Custodian of Records, Election Superintendent, provides support to municipal administration, oversees the issuance of occupation tax certificates, issuance of alcohol licenses, building maintenance, official filer of legal notices and public notices, oversees all aspects of Municipal Election. The City Clerk’s office serves as the official source for Municipal Information.

**Trends:**

Increase in airport businesses due to renovations on concourses B & T.  
Continual improvement in Organizational Processes.  
Create Standard Operating Procedures within the City Clerk’s Office.  
Create a process to eliminate businesses operating without an Occupation Tax Certificate; especially non-profit organizations.

**Program Broad Goals:**

Maintain Open and Responsive Government by encouraging participation in the democratic process and preserving the integrity of elections process. Remain in compliance with the Open Meetings and Open Records laws. Implement on-line payment for Occupation Tax Certificates. Continue to provide a high level of professional customer care to businesses, citizens, and employees.

**Program 20/21 Objectives:**

Implementation of on-line payments for Occupation Taxes.  
Implementation of on-line Open Records Request.

Provide exceptional Customer Service.

Performance Measures

Program/Service Outputs: (goods, services, units produced)

	<b>Estimated 20/21</b>
Number of Open Records processed during the fiscal year	900
Direct amount of “face to face” contact with citizens and customers	50%

Implement improved records management practices amongst the various departments within the City of College Park and ensure compliance.

Implement new and improved method of handling open records request.

Implement new sign in procedure for customers visiting city hall for added security measures.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Legislative Department | City Clerk**

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

**Actual 19/20**

Election – November 5, 2019

# of College Park registered voters	10,642
# of ballots casted in November 6, 2018 Election	3,123
# of ballots casted in December 3, 2019 Runoff	1,489

**Program / Service Outcomes: (based on program objectives)**

**Actual 19/20**

# of open records request processed	900
-------------------------------------	-----

**Prior Year Highlights**

1. Successful implantation of Records Request Program
2. Responded to 900+ open record requests in a timely manner.
3. Successful election process.
4. Cross-trained staff on agenda processes in the City Manager’s Department.
5. Updated the City Clerks’ Webpage – offering more helpful information.

# Executive Office Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Executive</b>					
Expenditures					
Personnel Services	\$ 420,726	\$ 446,103	\$ 457,912	\$ 425,967	-7%
Employee Benefits	108,476	112,812	113,864	106,426	-7%
Communications & Util.	12,738	12,953	14,479	15,034	4%
Rentals	15,078	5,257	17,600	18,500	0%
Repair & Maintenance	7,366	13,808	24,915	16,374	-34%
Building Maintenance	-	7	-	-	0%
Training & Education	32,463	43,070	86,445	50,284	-42%
Other Services & Charges	1,388,436	1,459,568	1,636,908	926,196	-43%
Materials & Supplies	8,892	15,026	26,595	18,400	-31%
Cost Of Sales	13,499	8,601	-	1,500	0%
<b>Executive Total</b>	<b>\$ 2,007,674</b>	<b>\$ 2,117,205</b>	<b>\$ 2,378,718</b>	<b>\$ 1,578,681</b>	<b>-34%</b>

**Executive Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Mayor	1	1	1	1
City Manager	1	1	1	1
Airport Affairs Director	1	1	1	1
Executive Assistant to Mayor&Council	1	1	1	1
Special Projects Administrator	-	-	1	1
Executive Assistant	1	1	1	1
Administrative Assistant/Floater	1	1	-	-
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Executive Division – Office of the City Manager**

**Program Description:**

The Office of the City Manager provides the organizational leadership necessary to ensure the efficient and effective delivery of City services to the citizens of College Park. As chief administrative officer for the City, the City Manager is responsible for implementing the policies and directives of the Mayor and City Council.

**Trends:**

The City of College Park continues its positive momentum in economic development cultivating new business relationships thereby generating sustainable revenue for the city. The city offers global access, a connected workforce, and quality living with-in a 15-mile radius. The opportunity exists for College Park to continue building a strong viable city.

**Program Broad Goals:**

Continued implementation of the College Park Strategic Plan involving all department directors, Executive Team members and City Staff with the goal of realizing a more collaborative and productive workforce and alignment of Mayor and City Council directed goals, objectives and priorities.

**Program 20/21 Objectives:**

1. Continued engagements to direct and facilitate assertive outstanding utility account balance collections, including service disconnections to maximize revenue outcomes, while minimizing expenses to respective water, wastewater and electrical utility enterprise funds, resulting from recent functionality enhancements to advance metering infrastructure.
2. Continued monitoring and analysis of College Park’s portion of revenues associated with the Fulton County Transportation Special Purpose Local Option Sales Tax levy, as well as follow-up considerations regarding applicable capital improvement planning.

**Performance Measures:**

**Program / Service Outputs: (goods, services, units produced)**

**Estimated 20/21**

AA bond rating maintained

Yes

**Prior Year Highlights:**

1. Establishment of a license agreement with the Atlanta Hawks Basketball Club establishing a G-League athletic competition at the Arena @ College Park Gateway Center.
2. Completion of construction of the Arena @ College Park Gateway Center by Choate Construction.
3. Secured approval of a new property management services agreement for operations at the United States Southern Regional Headquarters of the Federal Aviation Administration with Colliers International.

# Financial Administration Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Finance</b>					
Expenditures					
Personnel Services	\$ 184,699	\$ 207,070	\$ 208,017	\$ 210,815	1%
Employee Benefits	42,598	49,194	62,936	67,143	7%
Communications & Util.	4,962	5,463	6,055	8,249	36%
Rentals	-	-	150	156	4%
Repair & Maintenance	12,207	13,173	28,462	20,412	-28%
Training & Education	1,159	2,439	1,900	5,700	200%
Other Services & Charges	239,491	29,836	32,866	29,850	-9%
Materials & Supplies	10,324	9,724	13,102	11,100	-15%
<b>Financial Administration Total</b>	<b>\$ 495,438</b>	<b>\$ 316,899</b>	<b>\$ 353,488</b>	<b>\$ 353,425</b>	<b>0%</b>

**Financial Administration**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Director of Finance	1	1	1	1
Tax Clerk	1	1	1	1
Administrative Assistant	1	-	-	-
Budget Analyst	-	1	1	1
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Finance Department | Financial Administration**

**Program Description:**

The Financial Administration program facilitates Citywide financial planning, manages the City's short-term and long-term debt, coordinates the financing of City projects, and provides City management with current information concerning economic conditions and the potential fiscal impact to College Park. Also, the Finance Department is responsible for the preparation and adoption of the City's annual budget. It coordinates the Citywide development and ongoing monitoring of the operating and capital budgets on behalf of the City Manager. Embodied within this process are assisting City Council with the City's budget public input efforts and assisting other stakeholders with their requests regarding the budget.

**Trends:**

The national and local economy is facing a pandemic, we believe, no one could have predicted for 2020. The corona virus (COVID-19) has threatened the U.S. economy and politicians are scrambling to get ahead of the potential impact before it cripples the economy to its knees. Although there are multiple industries destined to feel the impact of COVID-19, economist everywhere project tourism will face a significant loss. Tourism is essential to the health of the City. The City relies on Tourism dollars to finance multiple funds as well as help reduce the City's dependency of General Fund tax dollars to provide City services. In the face of this pandemic, the proposed budget projects a reduction in multiple revenues across all funds.

The State of Georgia's manufacturing sector will likely experience some disruption in the coming weeks as reduced factory production in China limits the availability of various materials and component parts. Economist have also projected that consumer spending will begin to decrease as many will shift from spending to savings. Consequently, this will cause local governments to experience a reduction in revenues received from local option sales tax due to a decrease in spending. Overall, economic growth in the public sector maybe stymied by revenue shortfalls and reduction of expenditures. It is too early to project the magnitude of this outbreak and what affect it may have on ad valorem taxes. How much of impact it may have on the City of College Park's finances will depend on the length of the pandemic and the damage it leaves in its' trail.

In light of the challenges of local government the City of College Park will positioned itself for economic recovery by limiting expenditures wherever possible.

**Program Broad Goals:**

Prepare strategic forecasts and assist others in developing long-term financial models to prudently manage assets and identify the City's capacity to fund future service and capital needs. Seek optimum financing structure to mitigate debt service costs, while reinforcing our solid standing with credit rating agencies and maintain or improve College Park's excellent bond ratings.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Finance Department | Financial Administration**

Prepare a balanced operating and capital budget. Prepare accurate financial information and distribute it in a timely manner to City Council, citizens, media, financial institutions and internal customers in response to their specific financial needs. Promote increased business acumen and fiscal accountability within the organization.

**Program 20/21 Objectives:**

Improve the efficiency and effectiveness of city wide business processes to ensure management of the City’s resources. Provide decision-makers and citizens with the necessary information to make informed budget and policy decisions. Effectively manage the City’s planned resources to ensure organizational priorities are met.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced) Estimated 20/21**

Budget meets or exceeds all requirements and GFOA reporting excellence benchmarks Yes

**Program/Service Outcomes: (based on program objectives) Estimated 20/21**

Maintain or improve General Obligation Bond rating which contributes to lower cost of debt Moody’s Aaa  
S&P AAA

**Program/Service Outputs: (goods, services, units produced) Actual 19/20**

Budget meets or exceeds all requirements and GFOA reporting excellence benchmarks Yes

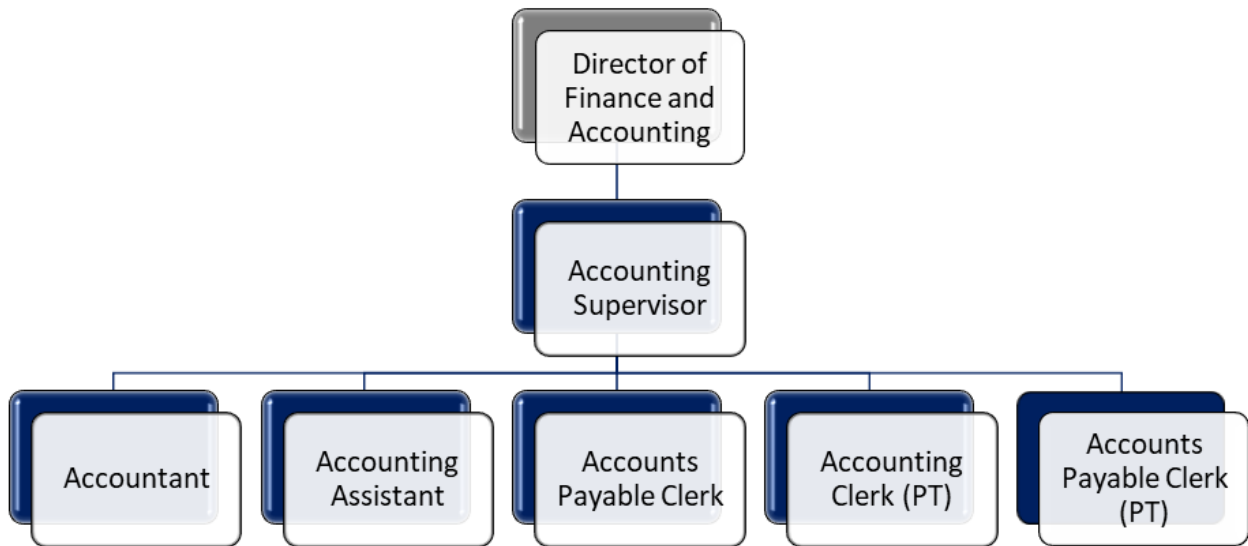
**Program/Service Outcomes: (based on program objectives) Actual 19/20**

Maintain or improve General Obligation Bond rating which contributes to lower cost of debt Moody’s Aaa  
S&P AAA

**Prior Year Highlights:**

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the City’s FY2018/19.
- Bond rating upgrade received due to Financial Policies and 5 Year Capital Improvement Plan

# Accounting Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Accounting</b>					
Expenditures					
Personnel Services	215,517	228,634	\$ 253,946	\$ 254,132	0%
Employee Benefits	48,493	34,730	56,883	57,917	2%
Communications & Util.	11,360	10,884	12,246	6,396	-48%
Rentals	440	(1,229)	3,428	4,956	45%
Repair & Maintenance	1,032	5,236	1,800	1,701	-6%
Building Maintenance	-	-	300	300	0%
Training & Education	2,408	4,285	450	3,800	744%
Other Services & Charges	193,656	207,255	121,031	102,746	-15%
Materials & Supplies	13,398	19,258	16,045	14,150	-12%
<b>Accounting Total</b>	<b>\$ 486,305</b>	<b>\$ 509,052</b>	<b>\$ 466,129</b>	<b>\$ 446,098</b>	<b>-4%</b>

**Accounting Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Accounting Supervisor	1	1	1	1
Accountant	-	-	1	1
Accounting Assistant	1	1	1	1
Accounts Payable Clerk	1	1	1	1
<b>Part Time Positions:</b>				
Accounts Payable Clerk	1	1	1	1
Accounting Clerk	1	1	1	1
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Finance Department | Accounting**

**Program Description:**

The Accounting program maintains the City’s financial systems and fiscal controls over: Property Taxes, Cash and Investments, Accounts Receivables, Fixed Assets, Grants, and Accounts Payable. In addition, the program provides in-house training, guidance and support to City staff related to financial controls, systems, laws and policies and procedures. The program is also responsible for the coordination of the financial statement audit and preparation of the City’s annual financial statements, grant compliance.

**Trends:**

Accounting has purchased a high speed optical scanner in its effort to place greater emphasis on technology. Scanning will assist in the reduction of paper supply costs. Also, record storage retrieval will be more efficient. Accounting will continue to monitor internal control at the department level to ensure the City assets are properly safeguarded. Accounting is continuing to place emphasis on applying technology for the analysis, compilation and reporting of data. The Accounting staff in collaboration with the City’s financial system software provider, New World Financial Systems is developing programs to enhance the City’s timely and accurate production of financial reports.

**Program Broad Goals:**

Develop and Maintain Integrated Financial Systems. Develop and administer the various financial, operating, and internal control systems to ensure data integrity and ease of financial information tracking. Maintain the City’s accounting and financial reporting systems in conformance with all state and federal laws, Generally Accepted Accounting Principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and standards of the Government Finance Officers Association (GFOA). Be a Financial and Administrative Consultant to Departments – Provide training, advice, tools and support to departmental customers.

**Program 20/21 Objectives:**

Maintain financial systems internal controls to monitor expenditures and program performance on an ongoing basis. Continue to review and collaborate with technical staff to analyze and develop process enhancements by applying current available technology and provide city-wide education to assist with compliance.

**Performance Measures**

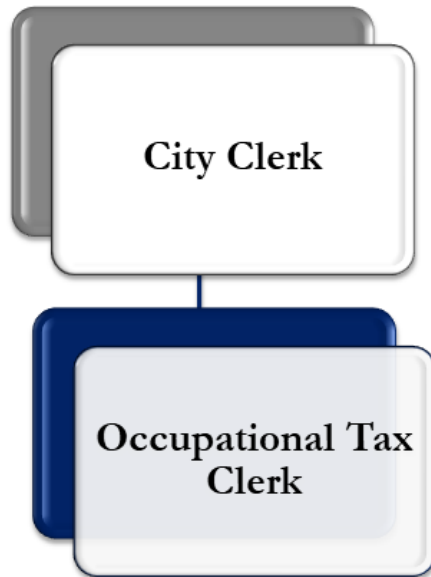
<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 19/20</b>
# of journal entries processed annually	3,578
# of accounts payable checks issued	5,008

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Finance Department | Accounting**

<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Actual 19/20</b>
Annual audit and single audit opinions from external auditors are unqualified with an opinion date of December 20 <sup>th</sup> or prior	12/31/2019
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes
<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 20/21</b>
% of monthly closes within 20 working days of month-end	0%
# of journal entries processed annually	5,000
# of accounts payable checks issued	8,000
<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Estimated 20/21</b>
Annual audit and single audit opinions from external auditors are unqualified with an opinion date of December 20 <sup>th</sup> or prior	12/31/2020
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes

# Business License Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Business License</b>					
Expenditures					
Personnel Services	\$ 34,673	\$ 43,066	\$ 43,327	\$ 43,009	-1%
Employee Benefits	15,931	19,605	21,148	22,725	7%
Communications & Util.	6,424	6,547	5,575	3,052	-45%
Repair & Maintenance	-	2,190	3,818	3,274	0%
Training & Education	(153)	450	1,555	1,555	0%
Other Services & Charges	2,283	1,619	2,365	1,973	-17%
Materials & Supplies	4,135	3,795	7,400	5,700	-23%
<b>Business License Total</b>	<b>\$ 63,292</b>	<b>\$ 77,272</b>	<b>\$ 85,188</b>	<b>\$ 81,288</b>	<b>-5%</b>

**Business License Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Tax Clerk	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Business License | Occupation Tax**

**Program Description:**

The Occupation Tax program maintains business license records and processes occupation tax returns for payment. The program oversees the collection of room occupancy tax, excise tax (mixed drink and wholesale), car rental tax, and liquor license fees.

**Trends:**

The State of Georgia strengthened the requirement to verify a customers' legal right to work in the United States. The resident status of all non-citizens applying for a license have to be verified through the Systematic Alien Verification Entitlements (SAVE) program.

**Program Broad Goals:**

Educate the City of College Park by providing accurate information on obtaining an occupation tax certificate.

**Program 20/21 Objectives:**

Improve processes by reviewing, refining, and updating City ordinances.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Number of active licenses during the fiscal year

**Estimated 20/21**  
2000

**Program/Service Outcomes: (based on program objectives)**

Direct amount of "face to face" contact with customers

**Estimated 20/21**  
80%

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Number of active licenses during the fiscal year

**Actual 19/20**  
1748

**Program/Service Outcomes: (based on program objectives)**

Direct amount of "face to face" contact with customers

**Actual 19/20**  
80%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Business License | Occupation Tax**

**Prior Year Highlights:**

- Successfully issued Occupation Tax Certificates and collected 99% of the tax revenue budgeted.

Strict implementation of providing proof of gross revenue. This requirement must be met in order to renew the occupation tax certificate.

# Purchasing Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Purchasing</b>					
Expenditures					
Personnel Services	\$ 50,653	\$ 53,561	\$ 59,225	\$ 55,792	-6%
Employee Benefits	15,251	10,814	12,066	12,238	1%
Communications & Util.	4,730	4,589	3,642	4,500	24%
Repair & Maintenance	-	3,798	3,500	2,857	-18%
Training & Education	-	170	1,190	1,910	61%
Other Services & Charges	11,591	1,040	1,593	1,783	12%
Materials & Supplies	4,758	1,905	4,090	3,175	-22%
<b>Purchasing Total</b>	<b>\$ 86,983</b>	<b>\$ 75,878</b>	<b>\$ 85,306</b>	<b>\$ 82,255</b>	<b>-4%</b>

**Purchasing Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Purchasing Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## **Purchasing Department**

### **Program Description:**

The Purchasing program is responsible for the timely and best value acquisition and/or facilitation of all materials, services, and construction required by the City and provides assistance to the various contractor administrators throughout the City staff. It analyzes goods and services from many aspects to insure that best value is provided to the City and promotes an open and public procurement process, including seeking environmentally friendly products and opportunities for various small businesses including minority, women-owned and disadvantaged.

### **Trends:**

Public procurement is attempting to use more efficient means of technology where it makes sense to perform the traditional jobs of buying. We have concentrated on increasing our website presence and making our solicitation process more user friendly. Actual on-line bidding presently does not offer the returns to us that would make it a viable solution. We continue to make use of other government agency contracting when appropriate, with the understanding that is not an optimal solution for all situations.

### **Program Broad Goals:**

Education in terms of outreach to our City staff and end users is a key strategic goal of the Purchasing Department. Combining increased meaningful training along with best practices will provide a stronger foundation throughout the City for procurement activity. Establishing a strong and consistent commitment to best value procurements is another strategic goal for Purchasing. By providing the functional expertise to the City to be able to properly solicit and procure using a best procurement methodology (RFP - "request for proposal", RFQ - "request for quotation", RFQC - "request for qualified contractors" or ITB – Invitation to Bid) to determine the most responsive that will yield a better long term result for the City.

The last of the strategic goals for Purchasing is to continue to promote and develop flexible processes and staff that will be capable of improving our processes over time as the City, economy and supply base changes. The ability to not only maintain but lead in such a dynamic change is crucial for the City to succeed in meeting its goods and services requirements.

### **Program 20/21 Objectives:**

Continue to educate and improve the processing time for requisitions so that the goods and services needed by the City staff are available in a timely manner. Improve the solicitation process so that it represents the City's needs for best value procurements in acquiring the multitude of various goods and services the City needs to operate. Continue the seven-year purchasing document retention program, which will continue to lead us to an on-line set of data that will be more accessible to City staff. Continue to provide education to City staff through various means. Continue to update and revise the Purchasing Policy Manual, when required, to adhere to current changes in laws or policy changes.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**Purchasing Department**

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 20/21</b>
<b>No. of Purchase Orders processed</b>	<b>705</b>
<b>Value of Purchase Orders</b>	<b>\$20,962,224</b>
<b>No. of long term contracts in place</b>	<b>N/A</b>

**Prior Year Highlights:**

- Continue to provide training opportunities to various City departments during the year for processing of requisitions.
- Manage and oversee the solicitation process
  - More streamlined solicitation process
  - More vendors solicited
  - More proposals received
- Registered 20 new vendors with the City of College Park
- Increased purchase order entries 8.29% from 2018/2019

**Fleet Administration**

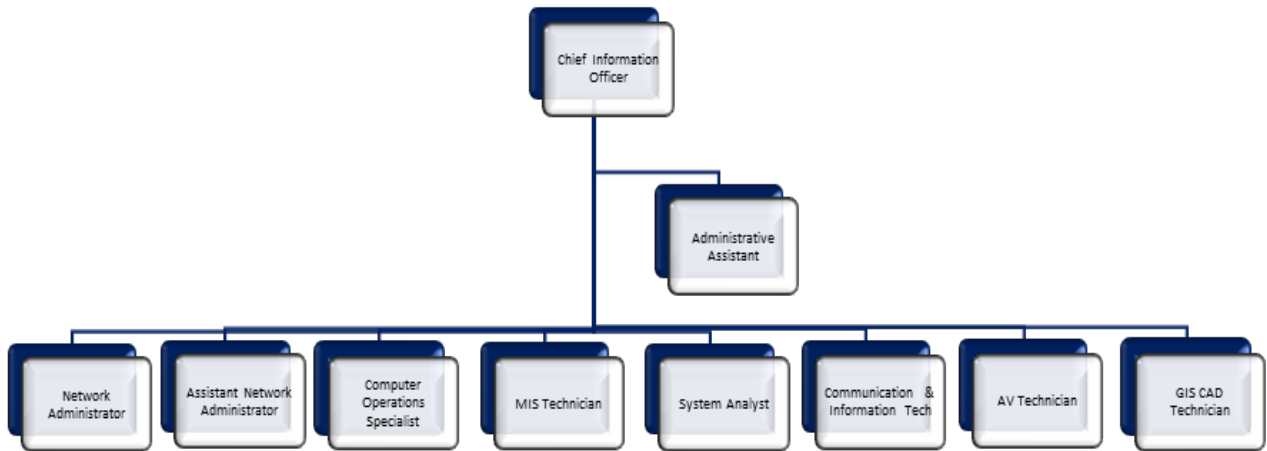
**Program Description:**

The Fleet Administration Division, under the Purchasing Department is responsible for the administrative function(s) for the City fleet vehicles. This includes monitoring State of Georgia Contracts to purchase new vehicles, once the department has placed vehicle(s) on their surplus list. Registering and licensing all vehicles with the Fulton County Tax Commissioners Office to be in compliance with the State of Georgia. In completing this process, the City of College Park takes ownership of the vehicle. Overseeing commissioning or surplus of vehicles. Generate reports of out of service vehicles and determine a period of return to service.

**Prior Year Highlights:**

- Registered the City fleet (198 of 200) vehicles with the state of Georgia.
- Conducted a fall surplus auction, with a return of \$40,000.00 to the City.

# Information Technology Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended</u>		<u>% Change</u>
			<u>Budget</u>	<u>2021 Adopted</u>	<u>2020 to 2021</u>
<b>Information Technology</b>					
Expenditures					
Personnel Services	\$ 397,020	\$ 487,857	\$ 593,289	\$ 568,018	-4%
Employee Benefits	119,238	158,287	203,759	208,458	2%
Communications & Util.	17,725	19,424	23,750	19,905	-16%
Repair & Maintenance	214,374	173,010	267,126	672,311	152%
Training & Education	13,637	14,228	14,852	20,500	38%
Other Services & Charges	10,699	9,455	19,054	24,549	29%
Materials & Supplies	6,963	6,632	34,806	13,550	-61%
Capital Outlay	99,285	57,775	138,729	-	0%
<b>Human Resources Total</b>	<b>\$ 878,942</b>	<b>\$ 926,667</b>	<b>\$ 1,295,365</b>	<b>\$ 1,527,291</b>	<b>18%</b>

**Information Technology Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended</u>	
			<u>Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Chief Information Officer	1	1	1	1
Administrative Assistant	1	1	1	1
Network Administrator	1	1	1	1
Assistant Network Administrator	-	-	1	1
Computer Operations Specialists	1	1	1	1
MIS Technician	1	1	1	1
GIS CAD Technician	-	-	1	1
System Analyst	1	1	1	1
Closed Circuit Television Tech	-	-	1	1
IT Technician	1	1	1	1
<b>Total Personnel</b>	<b>7</b>	<b>7</b>	<b>10</b>	<b>10</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## **Information Technology and Telecommunications Department**

### **Program Description:**

The mission of the Information Technology and Telecommunication (IT) Department is to provide innovative and quality solutions that enhance the functions of the city, citizenship and community as a whole.

The IT Department is responsible for:

- Network Infrastructure
- Application Support
- Desktop and User Support
- Telecommunications Planning and Support
- Citywide Helpdesk
- ESRI/GIS
- CCTV

### **Trends:**

Plans for the upcoming Fiscal year include the continuation of VM-ware upgrades (hardware) and network Storage (SAN). These capital expenses are based on 5 year contracts that are already in place. Future implementation will include the following: Additional implementation will be to move our critical servers to a hosting site for Disaster Recovery/Business Continuity. Since the addition of the Police technology staff member, I have combined all servers. The second phase of our fiber ring will continue based on funding for this project. The second phase will include the following locations (Conley, Brady, Power, Golf Course, Fire Station 2 and 3). This will pave the way to give us greater performance, and control of our bandwidth. The overlay of this fiber will allow us to add city wide Wi-Fi and other Smart City Initiatives. The other initiative is “Smart City” Technology. As local municipalities see the value in citizen engagement technology will play a vital role in bridging the gap between up to date information and city leadership goals/objectives.

### **Program Broad Goals:**

The IT Department strives to continually examine the technology needs of the Mayor and Council, staff and citizens of the City of College Park and to meet those needs in the most cost effective and efficient manner possible. The IT Department will maintain an excellent depth and breadth of knowledge of industry standards and innovations through training and collaborative efforts. The IT Department will function as a unified team through cross-training, regular meetings and cooperation.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Information Technology and Telecommunications Department**

**Program 20/21 Objectives:**

The IT Department objectives include meeting the technology and telecommunication needs of the city's Mayor and Council, staff and citizens. Such support includes, helpdesk service, hardware/software purchasing, contract review, wireless support and acting as a vendor liaison.

Strategic Goals/Objectives for Department of Information Technology 2017-2021

**MISSION:** The mission for The Department of Information Technology is to provide innovative and quality solutions that enhance the functions of the city, citizenship and community as a whole.

**VISION:** To become the premier model for all technology departments locally and regionally while moving our citizen's base to 21<sup>st</sup> century self-services.

I. Provide state-of-the-art technology and infrastructure for staff and administrative use:

1. Move from a physical to virtual infrastructure Cloud/Hosting solution for Disaster Recover purposes. 50%
2. Deploy technology that is in line with "Smart City" concept. 30%
3. Move to a paperless environment by scanning documents to the cloud for historical purposes and going green concept. 0%
4. Upgrade enterprise email system from exchange to Microsoft 365 for a more feature rich environment. 75%
5. Install Wi-Fi Connectivity at several locations citywide to increase citizen's use of technology. 60%

II. Implement a citywide technology-monitoring group (Technology Monitoring/Advisory Committee

1. Allow departments to do collaborative work across the enterprise by learning technology concepts. 50%
2. Help drive technology process and improvements. 30%
3. To increase citizens involvement in technology for the City of College Park. 30%
4. To help increase public safety visibility for the citizens by upgrading the several enterprise systems. 70%
5. Install Single Sign On portal for instant access to information. 0%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Information Technology and Telecommunications Department**

III. Establish Enterprise Resource Planning system to ensure 100% utilization of all modules within enterprise software packages

1. Establish quarterly upgrades of North Star and New World Systems for seamless integration to other software packages. 100%
2. Increase citizen's accessibility for instant transactions. 50%
3. To minimize customer issues by providing a more integrated utilities solution. 25%
4. Utilize all entities of eSuites (eBill, eTimesheet and eHR). 0%
5. Install Microsoft SharePoint for greater department use of documents anywhere anytime. 10%

IV. Provide professional development opportunities for all staff

1. To provide cross training for technology staff relative to all software applications currently used by the City of College Park. 20%
2. To ensure all IT staff are trained and are kept current with certifications and documents that is relative to our environment. 75%
3. To establish communication quarterly to keep the community abreast of the ongoing projects (Develop newsletter) 100%
4. Ensure staff is trained on Microsoft latest version suite of products (Word, Excel, PowerPoint, Access, etc.). 50%
5. Empower technology team members to host training classes for other department staff on a specific platform. 0%

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Estimated 20/21**

1. Move from a physical to virtual infrastructure Cloud/Hosting solution for Disaster Recover purposes. 80%
2. Upgrade enterprise email system from exchange to Microsoft 365 for a more feature rich environment 85% in progress

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Information Technology and Telecommunications Department**

3. Install Wi-Fi Connectivity at several locations citywide to increase citizen's use of technology. 80% needs improvement for better coverage
  
4. Help drive technology process and improvements.
  
5. Install Microsoft SharePoint for greater department use of documents anywhere anytime. 70%
  
6. To increase citizens involvement in technology for the City of College Park.
  
7. Implement city wide fiber ring... 40%
  
8. Implement Single Sign On Portal....

**Estimated 20/21**

1. Target 100% savings of Cell phones and telephone bills 0% in progress

**Prior Year Highlights:**

- Hired new Computer Support Specialist (Title changed to Database Analyst)
- Completed another successful IT week
- Completion of the new email upgrade
- Moving our Domain from (.com) to (.gov) will be finished by June 2020
- Deployed Ad Manger software to manage all active accounts on the network
- Deployed Patch Management software that sends updates to all computers on the network
- Deployed Fall and Winter newsletter highlighting accomplishments and featuring new staff and team member
- Promoted Paul Bennett to Assistant Network Administrator

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Information Technology and Telecommunications Department**

- Added team member Larry Rainey CCTV Technician, our staff increased from (9) to (10) and we also provide support to GICC technician
- Partnered with new vendor Presidio to perform Network Assessment
- Upgraded both enterprise software packages (New World, North Star)
- Supported Public Safety mobile deployments and video surveillance projects through Flock cameras
- Purchased new laptop tracking and bandwidth connectivity software (NetMotion)
- Purchased new iPhone integration and management software (MaaS 360)
- Deployed all 12 “Smart City” receptacles from Mainstreet to Virginia Ave.

# Human Resources Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Human Resources</b>					
Expenditures					
Personnel Services	\$ 141,985	\$ 203,397	\$ 206,068	\$ 192,202	-7%
Employee Benefits	39,103	53,267	59,322	61,772	4%
Communications & Util.	8,780	10,235	10,870	9,392	-14%
Repair & Maintenance	5,265	7,977	11,189	9,572	-14%
Training & Education	12,517	123,330	6,075	7,000	15%
Other Services & Charges	122,832	126,390	346,865	43,010	-88%
Materials & Supplies	19,453	56,995	12,770	11,050	-13%
<b>Human Resources Total</b>	<b>\$ 349,934</b>	<b>\$ 581,591</b>	<b>\$ 653,159</b>	<b>\$ 333,998</b>	<b>-49%</b>

**Human Resources Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Human Resources Director	1	1	1	1
Administrative Assistant	1	1	1	1
Human Resources Specialist	1	1	1	1
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Human Resources**

**Program Description:** The Human Resources office provides guidance and support to all Human Resource (HR) programs, with special emphasis on communicating City Council and organizational goals, planning and managing resources to ensure the accomplishments of such goals, coordinating key projects and management information reports and addressing critical human resources issues and concerns.

**Trends:** A growing customer base relative to retirees, increases in service demands (e.g., public records requests, benefits enrollments), changing employee demographics, evolving and complex employment laws and regulations, civil litigation cases and benefits regulations continue to challenge staff's capacity to address ongoing HR service delivery needs and workplace compliance requirements.

**Program Broad Goals:** Develop and manage a departmental budget and work plans to address City Council, organizational and succession planning goals, as well as other critical operational needs to ensure the delivery of quality and cost effective HR services and policy compliance.

**Program 20/21 Objectives:** Design and execute a citywide succession and workforce development plan for all operating divisions. This will include maintaining a competitive position in the southern region market in terms of compensation and benefits

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
# of approved Full Time and Part Time Equivalents	460
HR Operating Cost as a Percentage of City payroll	0%



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Operational Support and Employee Programs**

**Program Description:** Human Resources Operations and Employee Programs provide guidance and support to all Human Resources (HR) related programs, with emphasis on pre-employment/volunteer services and employee engagement activities. Staff conduct fingerprinting/background checks, process public records, and maintain all personnel and medical employee files. This program also assists in the design and coordination of the employee's wellness programs, and citywide employee recognition efforts including the Years of Service Program.

**Trends:** City budgetary and workforce reductions require employees to stretch resources and maximize productivity, making it more important than ever to recognize outstanding professional performance in formal and informal ways.

**Program Broad Goals:** Continue to recognize and reward employee contributions in accordance with the City Council goals and employee values in a cost effective manner. Develop, implement and coordinate a document management process to establish an electronic records management system.

**Program 20/21 Objectives:** Continue to refine employee recognition programs and develop methods to recognize employees in meaningful ways within fiscal constraints. Continue to maintain compliance in our records retention schedule while transitioning to an electronic records management system.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Actual 19/20**

Annual Employee Programs expenditures	\$20,000
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Annual Employee Programs cost per employee	\$40
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CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Staffing Services/Employee Relations**

**Program Description:** Staffing Services/Employee Relations provides human resource coordination to management and employees at all levels of the organization. This includes the hiring of critical staff, managing employee relations, the implementation of total compensation, and ensuring compliance with employment laws, practices and policies to promote a healthy and productive work environment.

**Trends:** There are increases in workload due to the current budget deficit, implementation of a citywide retirement incentive package, separations, applications, employee reductions and the overall number of employees and retirees served. Employee relations issues and public records requests continue to be complex and time consuming with greater public scrutiny.

**Program Broad Goals:** Ensure compliance with federal, state and City of College Park employment laws and policies, and manage employee relations issues to promote a healthy and productive work environment. Strategically strengthen the quality and diversity of the workforce (“right people in the right jobs”). Provide competitive total compensation for employees, including quality and cost effective health insurance. Manage employee reductions and provide guidance and assistance to the workforce in adjusting to reduced personnel.

**Program 20/21 Objectives:** Fill mission critical positions with the most qualified individuals, retain and develop qualified individuals, develop/refine recruitment and marketing strategies to meet the challenge of a competitive labor market, particularly in areas of leadership, public safety, technology and skilled labor. Implement competitive total compensation practices and programs. Manage executive recruitments on behalf of the City or City Council. Proactively address employee relations, through departments-specific training, to consistent with the City’s values, policies and legal requirements.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Percent of favorable findings by the Equal Employment Opportunity Commission (EEOC) in response to formal complaints filed by employees	100%
Citywide turnover (total)	2%
Citywide turnover (without retirements)	1.5%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Payroll**

**Program Description:** The payroll program develop, implements and maintains time recording and compensation payment processes in compliance with all Federal, State and City regulations.

**Trends:** The primary trend in payroll management is to provide management and employee documentation through paperless automated systems. The payroll department utilizes direct deposit for payroll checks, which resulted in an increase from 85% to 87% of all employees receiving their bi-weekly pay electronically into their personal bank accounts. In keeping up with this trend, the Payroll department utilizes automated Reporting Service to provide historical payroll.

**Program Broad Goals:** Develop and maintain integrated Personnel and Financial Systems – Develop and administer the various financial operating and internal control systems to ensure data integrity and ease of personal services financial information recording. Provide personal services financial information to stakeholders, i.e. citizens, media, financial institutions, and city staff on which they can make informed decisions and judgments about City operations and finances. Develop and implement efficient and effective time recording and payment processes – Ensure employee labor and leave usage is recorded and payroll transactions are processed in a timely, efficient and accurate manner.

**Program 20/21 Objectives:** Continue to maintain all systems for time keeping payroll transactions and record retention in conformance with all State and Federal laws, and City administrative regulations. Complete all payroll processes within the required timeline. Continue to review and collaborate inter-departmentally and with technical staff to analyze and develop process enhancements by applying current available technology. Continue to provide citywide education to assist with compliance.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Number of Payroll checks and direct deposits processed	22,000
Percentage of time Payroll processed bi-weekly payroll by 12 p.m. on pay week Wednesday	100%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Benefits Management**

**Program Description:** The Benefits Management department is responsible for administration of City employee benefits programs in accordance with existing provider’s contracts, plan document provision and city code. Major benefit programs included in this effort are medical and dental, flexible spending, retirement, basic and optional life insurance, deferred compensation, disability and Employee Assistance Program. This department is also responsible for communication of employee benefits matters within the organization and working individually with employees to help them use their benefit program effectively.

**Trends:** Primary universal trend in Benefits Management is the continual increase in the cost of health care services. Such cost increases challenge us to provide benefits as efficiently as possible and to provide benefit plans and programs that emphasize wellness and accountability for health issues. Over the next several years, a large percentage of city employees will become eligible to retire. This will require an increased level of service from Benefits Management to prepare these individual to retire as well as process all necessary pension and medical plan paperwork.

**Program Broad Goals:** Contribute toward employee retention efforts by developing benefit programs that consistently meets the needs of the city and its employees. Manage employee benefit program in accordance with existing contract and plan provisions to the largest extent possible, within budget. Ensure compliance with federal laws and policies related to employee benefit matters included but not limited to HIPAA, COBRA and FLMA. Effectively communicate benefit program provisions and procedures to employees and retirees of the City. Explore and develop cost effective benefit plan improvements and processes.

**Program 20/21 Objectives:** Develop and promote programs that will increase employee wellness, reduce medical claim costs, decrease workplace injuries, and increase productivity through Employee Healthy City Initiative. Develop and implement cost-effective health education and programs that emphasize wellness and individual accountability for health issuers. Work with vendors to maximize value we receive from our contractual relationships (e.g. availability of additional programs, process improvements etc.)

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Number of employees/retirees provided health benefits	385
Annual medical/dental cost per employee/retiree	\$6,240

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Risk Management**

**Program Description:** The Risk Management program coordinates the City’s safety and risk management function, including the procurement of insurance; investigates and adjusts claims in areas of property loss, liability, workers compensation; and unemployment compensation exposures; and assists in the preparation of fiscal impact statements and negotiations in the areas of employee health benefits. This budget is offset by internal service “user rates” charged to City operating departments.

**Program Broad Goals:** Reduce and contain the financial impact of liability and employee accident claims against the City to reduce cost to Taxpayers. Provide employee safety in the workplace through highly visible efforts and programs.

**Program 20/21 Objectives:** Achieve the most cost effective excess insurance program for the premium funding available. Maintain financial health of the Loss Trust Fund. Keep total risk expenditures to less than 2% of overall City operating budget.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Premiums for excess insurance programs	\$540,012
Maintain Risk Management budget to within 2% Of the City’s operating budget	2%

# Public Information Office



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Public Information Office</b>					
Expenditures					
Personnel Services	\$ 140,797	\$ 163,820	\$ 165,332	\$ 196,432	19%
Employee Benefits	43,005	48,694	48,996	57,169	17%
Communications & Util.	6,251	6,583	11,864	6,480	-45%
Repair & Maintenance	-	4,490	17,519	3,684	-79%
Training & Education	6,203	6,527	7,400	-	-100%
Other Services & Charges	70,523	76,040	80,534	132,300	64%
Materials & Supplies	10,425	14,806	18,545	5,000	-73%
<b>Public Information Total</b>	<b>\$ 277,204</b>	<b>\$ 320,961</b>	<b>\$ 350,190</b>	<b>\$ 401,065</b>	<b>15%</b>

**Public Information Office Personnel**

<b>Full Time Positions:</b>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
Director of Communications	1	1	1	1
Media Editor	1	1	1	1
Communications Specialist	-	1	1	1
<b>Total Personnel</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## Public Information Office

### Program Description:

The Communications department serves as the initial line of external communications to general public and media contacts via the new LED signage on Main Street in front of City Hall, via email, the collegeparkga.com website, social media (Facebook, Twitter, Flickr, Vimeo, telephony, in-person briefings, media contacts, etc.

Additionally, the department has been charged with creating the (business development) marketing platform for the city, including conceptualizing the media, managing the production, and tracking the negotiating of ad buys, frequency, budgeting, communicating City Council and organizational goals, planning and managing resources to ensure the accomplishments of such goals, event planning for key projects and addressing critical issues and concerns.

### Trends:

Media conduits, specifically social media outlets have become the norm for successful marketing of ideas or products. Within the Communications office, *information* is treated similarly, due to the belief that disseminated messages are analogous to a packaged product. Our ultimate goal is to reach the target audience. High tech media, including flash pdf newsletters (including video) have proven to be reliable sources for marketing measures. Email, web, facebook, twitter are other business-related social media outlets.

### Program Broad Goals:

The goal of the Communications Office is to create direct and indirect marketing materials to assist the City's Economic Development unit in its quest to attract business and development. Also, the Communications Department seeks to produce an atmosphere for the honest, open flow of information to the general public, citizens, media, and business interests in the city. It is imperative to utilize every resource possible, and to convincingly build the public expectation that the city of College Park is on the cutting edge of technology – social media, video, email, and other external means of communication.

### Program Objectives:

The Communications Office is responsible for keeping the community informed and involved in our city. As a result, the Communications Officer:

- Serves as a point of contact for citizens and the community when they are seeking information or wanting to share a suggestion or concern.
- Works with city departments to promote the positive accomplishments of employees.
- Maintains the city's website.
- Produces publications and marketing materials (ad campaigns).
- Serves as the media's liaison to the city.
- Coordinates media releases for local newspapers/TV/radio/collegeparkga.com/social media.
- Produces video photography to chronicle special events for broadcast on College Park's Comcast TV-23 channel.
- Writes, narrates and programs video segments for College Park TV-23
- Provides guidance for various city departments regarding media inquiries.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**Performance Measures**

<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 20/21</b>
# of readers for local, statewide and national publications	(avg 30,000 per magazine)
# of likes on Facebook, twitter page	(appx 1000 followers)
# of viewers on College Park TV-23/Streaming via web	(up to 5,000 daily)
# of views College Park video-on-demand – Youtube/Vimeo	(appx. 5500 views annually)
# of programs produced for College Park TV-23	(300+ video reports – YTD)
# of press releases/media alerts to be produced	(65+ appx.)
# of print ad campaigns produced	(appx. 4 new campaigns)

**Program/Service Expectations, New Initiatives**

The Communications Office continues to initiate new policies and procedures to ensure ultimate transparency and positive visibility for the City of College Park. In June/July of 2013, the Communications Director spearheaded the installation of streaming video to accompany/mirror/replicate the College Park TV-23 signal. Streaming allows those citizens or individuals interested in staying up-to-date on College Park news and information the ability to watch our government cable channel in real time.

Technological advancements from years 1-4 include a complete overhaul of the city’s [www.collegeparkga.com](http://www.collegeparkga.com) website; new (print) media campaigns, including the hiring of local talent that is instantly accessible so as to reduce delay or expedite rush orders for publication; and the transition from slide based television messages to a high-quality broadcast via the Comcast government television channel. Most recently, the installation of streaming video capability for the city’s The Communications Director singlehandedly performed requests for proposals on each of the aforementioned enhancements, and carried out the finalization of each task while following all requirements of transparency, and keeping the City Manager, Mayor & Council abreast at each crucial period during the processes.

Greater challenges are just over the horizon; a city newsletter, aimed at inside and outside communications is among the new endeavors, and have become policy during the 2012 - 13 fiscal year. Also, program offerings on College Park TV-23, the city’s government television channel will become more varied and broad, with emphasis on helpful documentaries for College Park citizens. Recent developments, specifically, College Park’s new designation as an Opportunity Zone have resulted in a concerted effort to help market the city by developing narrated video stories regarding available land, business incubator programs and positive quality-of-life stories to help attract new corporate interests. Many of the video vignettes have been viewed during engagements for the Airport Area Chamber, the College Park Destination Marketing Organization, various city-supported ribbon cuttings, and professional workshops or out of town Development/Airport Director conferences.

**Prior Year Highlights:** High quality production of marketing videos, new ad campaigns and continued exploration in Youtube.com marketing and PR have highlighted the 2011-12 fiscal year. College Park enjoyed a reduction in cost for video-on-demand by eliminating the proprietary Leightronix service

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

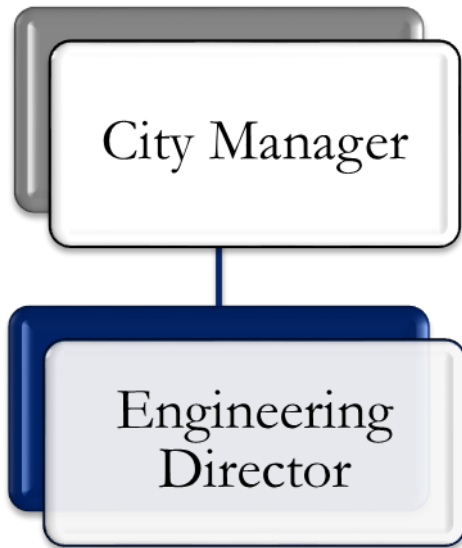
(\$2800 annual contract) for a free version @ [www.Youtube.com/CollegeParkTV23](http://www.Youtube.com/CollegeParkTV23). Expanded reach of video chronicles, with concentration on merging ideas with the Development unit. The city's venture into electronic billboards was a great success. Media coverage included many areas around the I-285 corridor (market-wide) and the Camp Creek/Tuskegee Airman highway.

**Performance Measures (additional)**

<b>Program/Service Outputs: (goods, services, unit produced)</b>	<b>Estimated 20/21</b>
Video story creation	50
Press Releases	55
Facebook/Twitter Followers	2500
Newsletters	4

**Program/Service Outcomes: (based on program objectives)**      **Estimated 20/21**  
Continue to build fans of the city's web page by populating or tweeting new messages across a broad range of issues of great interest to citizens, staff and businesses in College Park. Measurement rated by number of new fans, hits, or responses to request tracker page on collegeparkga.com.

# Engineering Division Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Engineering</b>					
Expenditures					
Personnel Services	\$ 122,261	\$ 154,613	\$ 49,801	\$ 103,850	109%
Employee Benefits	27,149	34,369	8,974	22,274	148%
Communications & Util.	10,943	13,083	12,590	11,208	-11%
Repair & Maintenance	3,805	14,673	8,170	2,855	-65%
Training & Education	6,317	595	5,873	2,950	-50%
Other Services & Charges	130,145	19,997	181,403	14,775	-92%
Materials & Supplies	8,395	7,314	8,497	9,130	7%
Capital Outlay	302,323	-	-	-	0%
<b>Engineering Total</b>	<b>\$ 611,338</b>	<b>\$ 244,643</b>	<b>\$ 275,308</b>	<b>\$ 167,042</b>	<b>-39%</b>

**Engineering Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Engineering Director	1	1	1	1
GIS/CAD Technician	1	1	-	-
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Engineering Department**

**Program Description:**

The Engineering Department provides Technical Services to the Citizens, Mayor, Council, City Manager, Department Heads, Staff and other Government Agencies on the Federal, State, County, and Municipal levels. These technical services include but are not limited to Plan Review, Storm Water Review, Geographic Information Systems (GIS), Records, and Construction Administration to insure compliance with Federal, State, and County, and City rules and regulations.

**Trends:**

Building our Global Gateway to sustain the demands of The World’s Busiest Airport in the world at Hartsfield Jackson Atlanta International Airport with 38 hotels having 6,000 rooms while preserving the small town atmosphere of Historic College Park (Fourth largest Urban Historic District in Georgia after Savannah, Macon, and Atlanta). Providing the best possible customer services by anticipating their desires before they can communicate their request with a quick turnaround in reviewing Site Plans for engineering and storm water issues.

**Program Broad Goals:**

Provide timely review of all Site Plans concerning all Engineering issues. Provide quality and timely inspections. Ensure that the City complies with all mandates of Storm Water Management including National Flood Insurance Program (NFIP), Community Rating System (CRS), and National Discharge Elimination System (NPDES).

**Program 20/21 Objectives:**

Complete all Plan Reviews within 2 weeks. Maintain the CRS rating at 6.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Number of plans to be submitted.

**Estimated 20-21**  
+300

**Program/Service Outcomes: (based on program objectives)**

Review site plans with 2 weeks

**Estimated 20-21**  
90%

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Number of plans submitted during the fiscal year

**Actual 19-20**  
52

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Engineering Department**

**Program/Service Outcomes: (based on program objectives)**

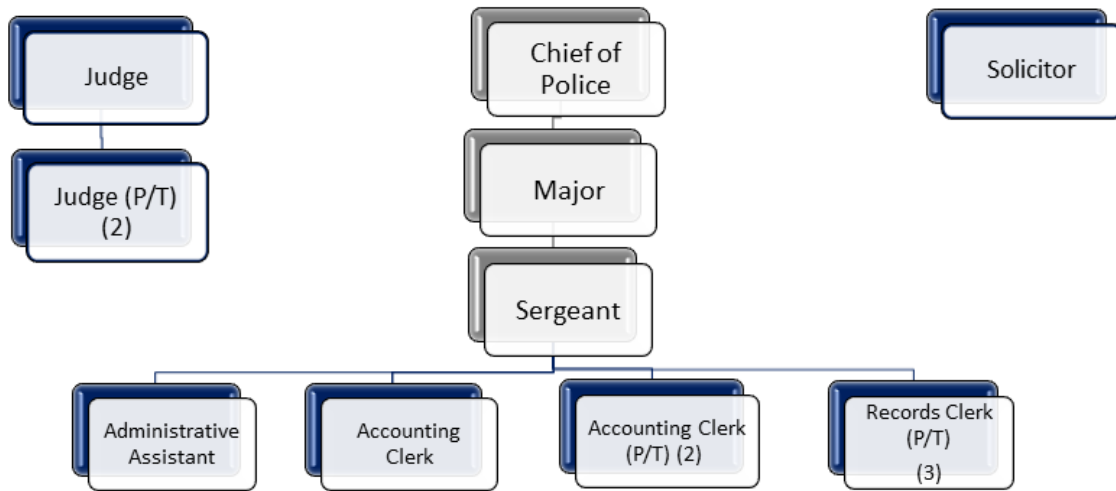
Review site plans within 2 weeks.

**Actual 19/20**  
90%

**Prior Year Highlights:**

- College Park Arena was completed on time and opened November 2019
- AC Hotel was completed November 2019
- Temple Square condominium completed January 2020.
- Yorktowne Place has restarted.
- Princeton Village restarted
- Gateway Office Building II is completed.
- Main Street sidewalk has been designed and is been constructed by Construction 57 using Fulton County Transportation Special Purpose Local Option Sales Tax (FC TSPLOST) Quick Relief funds.
- Federal Emergency Management Agency (1) Community Assisted Visit (first in twenty years), (2) Community Rating System (CRS) Five Year Recertification completed and requests responded.
- Atlanta Department of Aviation parking deck had it topping off in January 23, 2020 and construction will be complete by late summer 2020.
- Working on sidewalk design and construction for Lakeshore Drive.

# Municipal Court Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2020 to 2021
<b>Municipal Court</b>					
Expenditures					
Personnel Services	\$ 294,675	\$ 300,805	\$ 331,362	\$ 270,777	-22%
Employee Benefits	33,133	12,604	18,555	30,504	39%
Repair & Maintenance	880	1,020	5,881	8,227	0%
Training & Education	1,949	2,061	4,605	5,900	22%
Other Services & Charges	82,654	78,941	94,630	90,178	-5%
Materials & Supplies	11,285	13,060	10,375	10,620	2%
Debt Service	-	-	32,000	-	0%
<b>Municipal Court Expenditure Total</b>	<b>\$ 424,575</b>	<b>\$ 408,491</b>	<b>\$ 497,408</b>	<b>\$ 416,206</b>	<b>-16%</b>

**Municipal Court Personnel**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted
<b>Full Time Positions:</b>				
Administrative Assistant	1	1	1	1
Judge	1	1	1	1
Accounting Clerk	1	1	1	1
Solicitor	1	1	1	1
<b>Part Time Positions:</b>				
Accounting Clerk	1	2	2	2
Judge	2	2	2	2
Records Clerk	3	3	3	3
<b>Total Personnel</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**MUNICIPAL COURT**

**Program Description:**

The court division provides equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to all members of society.

**Trends:**

We continue our commitment to discover and utilize alternatives to incarceration while holding offenders accountable. The Court continues to identify our core services and focus our resources on these services in innovative ways to accomplish our mission.

**Program Broad Goals:**

The Court Division provides an efficient program for the representation of indigent criminal defendants to those who are charged with a crime and cannot afford an attorney. Provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect.

Maintain a high quality of customer service and provide annual customer service training to all personnel. Increase efficiency and effectiveness of the court system.

**Program Objectives:**

Acknowledge and enhance the potential of every employee in our organization to contribute to the administration of justice through participation, training, and technology.

Utilize technology to disseminate essential information.

The Court Division provides and improves customer service by developing informational pamphlets and brochures for individuals to resolve vehicle and licensing registration issues that are handled by entities outside the court (DMV, State, DPS, etc.).

Administer specific court calendars to address code enforcement/environmental violations by creating a special environmental court. This project is in line with current trends in addressing these various types of violations.

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 19/20</b>
Court cases handled and citations entered for previous year.	
Court Cases	9,336
Citations	15,246

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**MUNICIPAL COURT**

**Program/Service Outcomes: (based on program objectives)**

\*Provide training for court software for employees.

\*Provide cross training in all software applications to court staff for a more efficient court system.

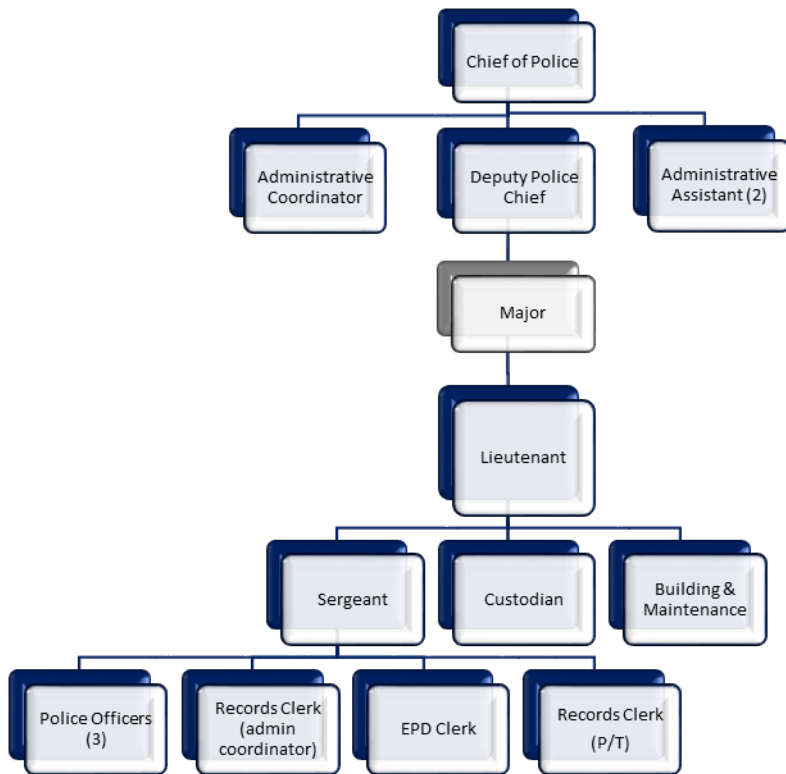
**Prior Year Highlights:**

- The Court Division provides equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to all members of society
- The Court Division re-established two trial court sessions per month to aid in providing a higher adjudication rate.

**Goals**

- Achieve and maintain 100% accuracy with court and citation entries and customer service interaction.
- Achieve and maintain 100% accountability on all monies received, ensuring accurate balancing with receipts.

# Police Administration Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2020 to 2021
<b>Police Administration</b>					
<b>Expenditures</b>					
Personnel Services	\$ 666,157	\$ 666,632	\$ 721,830	\$ 702,575	-3%
Employee Benefits	210,566	235,872	280,855	249,900	-11%
Communications & Util.	6,882	(69,610)	148,992	117,604	-21%
Rentals	-	804	-	-	
Repair & Maintenance	13,407	34,216	46,449	34,035	-27%
Building Maintenance	107,163	121,410	112,156	102,640	-8%
Training & Education	26,844	17,879	21,393	7,175	-66%
Other Services & Charges	893,021	723,554	677,077	574,692	-15%
Materials & Supplies	63,554	42,922	71,377	46,108	-35%
Capital Outlay	-	-	-	100,000	0%
<b>Police Administration Total</b>	<b>\$ 1,987,594</b>	<b>\$ 1,773,678</b>	<b>\$ 2,080,129</b>	<b>\$ 1,934,729</b>	<b>-7%</b>

**Police Administration Personnel**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted
<b>Full Time Positions</b>				
Chief	1	1	1	1
Deputy Chief	1	1	1	1
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Police Officer	3	3	3	3
EDP Tech	1	1	1	1
Administrative Assistant	2	2	2	2
Administrative Coordinator	2	2	2	2
Custodian (Building Maint Specialist)	1	1	1	1
Building Maint Specialist	1	1	1	1
<b>Part Time Positions:</b>				
Clerk	1	1	1	1
<b>Total Personnel</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**POLICE ADMINISTRATION**

**Program Description:**

The Office of the Chief provides the leadership, management, strategic planning and administrative support necessary to ensure the most effective delivery of public safety services and awareness to the community. These include special community functions such as the Citizen Police Academy, National Night Out, Senior Social, citizen and media requests for information and the reporting of newsworthy items of community interest. This office is also responsible for coordination and administration of fiscal control, record keeping, accountability functions and overall oversight of the Department.

**Trends:**

Retaining the open lines of communication with the community remains vital to our public safety mission. Thus, this outreach effort is established as a key objective of the Office of the Chief of Police. Attending community meetings/events and hosting the same are a significant part of CPPD's outreach efforts. Identify and implement strategies, initiatives, staffing needs and assessments to ensure the department continues to meet service demands, monitor crime trends and reduce crime, while being fiscally responsible.

**Program Broad Goals:**

Coordinate the structure of the Police Department for effective and timely services to the community and unity of command. Create positive community partnerships and enhance quality communication with our citizens. In order to continue providing quality law enforcement services to the City of College Park and in order to enhance our services and mitigate concerns of liability claims, focus on ongoing training, such as legal updates and scenario training. Additional elements include enhanced training for supervision, improved documentation, more use of force alternatives and a broader deployment of technical equipment.

**Program Objectives:**

Identify and implement efficient and effective improvements in the Police Department. Continue community outreach efforts through the Citizen Police Academy, National Night Out, Trunk-Or-Treat and other community events. Utilize social media platforms, such as Facebook, Instagram, Nixle, etc., as a method to keep citizens informed and fostering a more comprehensive relationship with the community.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

# of community meetings attended	<b>Actual: 19/20</b> 48
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**Program / Service Outcomes: (based on program objectives)**

Conduct Community Neighborhood Watch meetings,	<b>Actual: 19/20</b>
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CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**POLICE ADMINISTRATION**

Crime Prevention, and Awareness Events. 225

Ensure College Park Uniform Crime Report, Part I crimes are well below (75%) East Point's crime numbers. East Point  
4,143

College Park  
1,323

**Prior Year Highlights**

- The College Park Police Department continues to recruit and hire qualified applicants while maintaining our standards, however retention continues to be an issue not only in this agency but metro wide. The Department is constantly competing in a continually evolving demand market for qualified and/or experienced police officers; some officers leave this agency seeking what appears to be better opportunities elsewhere, and some initiate complete career changes. Recent retirements of several veteran officers have also created a void. The newly adopted pay scale for officers has had some positive impact for retention, however the competitive market place for qualified officers continues to be a challenge.
- During our in-service training period we ensured that all personnel received the training mandated. With us having several instructors within the department, several assisted in the training as well as utilizing online courses hosted by the Georgia Public Safety Training Center. As a result, personnel were exposed to a wide range of knowledge and experiences.
- As we continue to strive to hold ourselves accountable for our actions and instill an atmosphere of fair and equitable discipline, the department entertains all citizen complaints and investigations are conducted when necessary. In doing so, we ensure that the concerned citizens and the involved agency personnel receive fair and impartial treatment.
- The Department obtained State Accreditation in July of 2010 and we are consistently updating and making policy changes to maintain compliance with Accreditation requirements and have undergone an Accreditation update inspection and have been re-accredited.
- The Department began tracking open record requests in an effort to assess effectiveness of handling requests and continuous quality improvement of those processes. The demand for filling open record requests has increased significantly over the past several months. Records personnel assets are strained as a result of the increased demand for open record requests fulfillment. All indications are that this trend will continue.

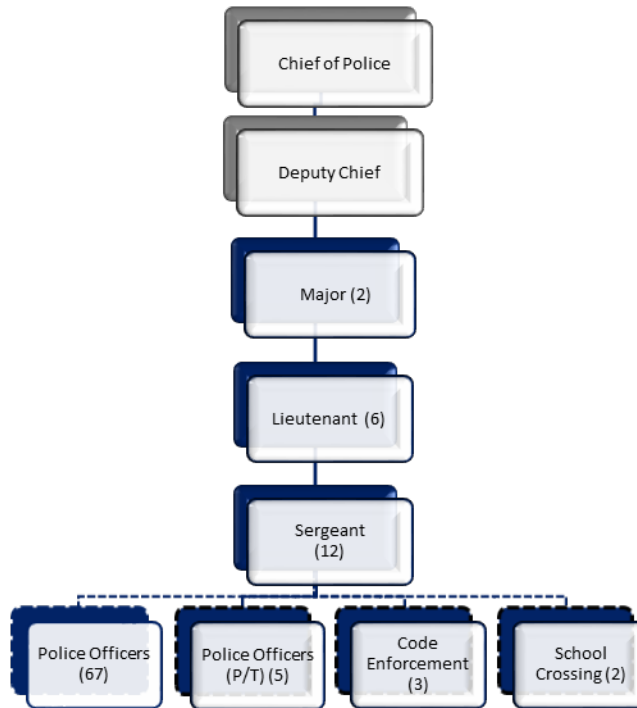
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**POLICE ADMINISTRATION**

**Goals**

- Continue the use of Body Cameras to be used by all officers. This will assist with officer accountability in reviewing critical incidents.
- Continue to integrate the use of tasers. This equipment can aid officers when encountering combative persons where force may be necessary.
- Continue to track open record requests related to police activities and meet state mandated requirements.
- Train in-house driver instructors in order to continuously provide defensive driver and simulator training for departmental employees and expand to other city-wide departments in an effort to reduce motor vehicle accidents.
- Encourage participation in career development and leadership training for management and supervisory staff; FBI LEEDA, FBI Academy, etc.

# Police Patrol Organizational Chart





**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>Police Patrol</b>					
<b>Expenditures</b>					
Personnel Services	\$ 4,665,595	\$ 4,969,628	\$ 5,049,125	\$ 4,496,422	-11%
Employee Benefits	1,663,471	1,764,227	1,747,809	1,638,981	-6%
Communications & Util.	158,368	138,912	167,326	145,464	-13%
Repair & Maintenance	274,448	331,400	300,416	307,179	2%
Building Maintenance	69	2,044	-	-	0%
Training & Education	23,819	21,677	26,685	1,640	-94%
Other Services & Charges	444,117	621,768	441,741	340,251	-23%
Materials & Supplies	233,003	325,650	465,436	198,385	-57%
Capital Outlay	311,713	1,882,681	105,690	854,500	0%
Debt Services	-	198,391	172,600	172,563	100%
<b>Police Patrol Total</b>	<b>\$ 7,774,605</b>	<b>\$ 10,256,378</b>	<b>\$ 8,476,828</b>	<b>\$ 8,155,385</b>	<b>-4%</b>

**Police Patrol Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
<b>Full Time Positions:</b>				
Major	1	2	2	2
Lieutenant	6	6	6	6
Sergeant	9	9	12	12
Police Officer	68	68	67	67
Code Enforcement	-	-	3	3
<b>Part Time Positions:</b>				
School Crossing Guards	2	2	2	2
Police Officers (Foot Patrol)	2	2	5	5
<b>Total Personnel</b>	<b>88</b>	<b>89</b>	<b>97</b>	<b>97</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**POLICE PATROL**

**Program Description:**

The Uniform Patrol Division consists of four Patrol shifts, whose primary responsibility is to deter crime by enforcing state law and city ordinances while responding to calls for service; Traffic, who investigate serious motor vehicle accidents and conduct enforcement of traffic laws; Special Operations, which conducts crime suppression as well as narcotics investigations; and Community Oriented Policing, who act as a liaison between the Police Department and the community. The Police Department also oversees Code Enforcement officers, which enforces code compliance related to property maintenance, business license requirements, and other violations of city ordinance.

**Trends:**

Retaining the open lines of communication with the community remains vital to our public safety mission. Identify and implement strategies, initiatives and staffing needs assessments to ensure the department continues to meet service demands during economic challenges. Continuing to improve the quality of training our personnel receives; we will be better equipped to meet the ever-evolving demand for police accountability and transparency.

**Program Broad Goals:**

Coordinate the structure of the Police Department for effective and timely services to the community and unity of command. Create positive community partnerships and enhance quality communication with our citizens. In order to continue providing quality law enforcement services to the City of College Park and in order to enhance our services and mitigate concerns of liability claims, annual in-service training is conducted. This training focuses on subjects such as high liability topics such as The Use of Force, Sexual Harassment, and Pursuits. In addition, Criminal Procedure, Legal Updates, Search and Seizure, as well as others are covered. Our department continues to host attend FBI LEEDA supervisory courses, which focuses on law enforcement leadership.

**Program Objectives:**

It is the primary objective of the Patrol Division to deter criminal activity throughout the City of College Park. The Patrol Division responds to calls for service, enforces traffic laws, and works diligently to identify persons attempting to commit offences. Through aggressive narcotics investigations, specific directed patrols, and strategic deployment of personnel to hot spot areas, we look to improve upon our accomplishments of years past.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual:</b>	<b>19/20</b>
# of criminal cases charged		15,275

**POLICE PATROL**

CITY OF COLLEGE PARK, GEORGIA  
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**Program / Service Outcomes: (based on program objectives)**

# of custodial arrests	<b>Actual: 19/20</b> 3,340
Ensure College Park Uniform Crime Report, Part I crimes are well below (31%) East Point's crime numbers.	<b>East Point</b> 4,314  <b>College Park</b> 1,323

**Prior Year Highlights**

- From 2015 – 2018, the College Park Police Department had an overall cumulative crime reduction average of 11.3%.
- During 2019 there was an 8% increase in crime compared to 2018 (12% reduction). This is largely due to an increase in motor vehicle related thefts and crimes and changes in the crime reporting standards (NIBRS).
- During our in-service training period we continued to ensure that all personnel received the training mandated. With us having several instructors within the department, several assisted in the training as well as utilizing online courses hosted by the Georgia Public Safety Training Center. As a result, personnel were exposed to a wide range of knowledge and experiences. Personnel have also begun to attend training outside of the traditional venues.
- Officers underwent driver's training on a simulator and behind the wheel on a coned course to improve driver awareness with the long-range goal of reducing vehicular accidents.

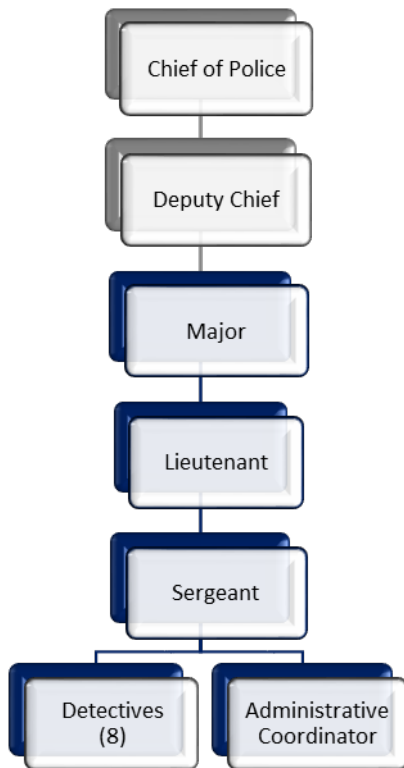
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**POLICE PATROL**

**Goals**

- To continue with the trend of reducing criminal activity, we have set a goal of achieving a 10% reduction in crime for 2020. We will accomplish this by continuing to employ strategies that have proven successful in the past, as well as identify new ones. We will also increase our education efforts of the citizenry, to better insulate them against being victimized.
- The Department is working to leverage technology; via installation of fixed license plate readers throughout the city in hot spots and city gateways. Additionally, in an effort to make school zones safer, deploying speed detection cameras and citing violators.
- We will continue our efforts to better train personnel through encouraged reading, on-line courses, and traditional classroom instruction. We will also identify line level personnel who have demonstrated a desire to advance and proven history of exemplary performance. These individuals will be selected for specialized training in an effort to better prepare them for future leadership roles with our agency. Emphasis on leadership training for Supervisors will continue, utilizing the resources of FBI LEEDA courses as well as Supervision and Management programs through the Georgia Public Safety Training Center.

# Police Investigations Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>Police Investigations</b>					
<b>Expenditures</b>					
Personnel Services	\$ 571,166	\$ 630,294	\$ 692,615	\$ 642,766	-7%
Employee Benefits	224,939	244,204	273,100	249,321	-9%
Communications & Util.	35,635	59,987	67,208	60,000	-11%
Rentals	4,054	415	500	1,000	0%
Repair & Maintenance	22,081	20,644	24,706	22,148	-10%
Training & Education	3,790	10,356	6,630	1,080	-84%
Other Services & Charges	40,898	44,045	36,909	37,505	2%
Materials & Supplies	27,887	16,648	18,471	18,875	2%
Capital Outlay	-	-	37,500	63,000	0%
<b>Police Investigations Total</b>	<b>\$ 930,450</b>	<b>\$ 1,026,593</b>	<b>\$ 1,157,639</b>	<b>\$ 1,095,695</b>	<b>-5%</b>

**Police Investigations Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
<b>Full Time Positions:</b>				
Major	1	1	1	1
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Police Investigators	8	8	8	8
Administrative Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**POLICE INVESTIGATIONS**

**Program Description:**

The Criminal Investigation Division is responsible for the investigation of all manner of crimes; both felony and misdemeanor which occur within the jurisdiction of the City of College Park.

**Trends:**

Crimes involving thefts of and from vehicles have continued to drive our crime statistics. In response, the Criminal Investigations Division continued to implement the Motor Vehicle Theft Unit, who worked closely with the Special Operations Division, the Intelligence Unit (F.I.T.T.), as well as C.I.D. to continue enforcement operations aimed at reducing the number of quality of life issues (prostitution, loitering, etc.), and theft from vehicles throughout the city.

**Program Broad Goals:**

Conduct thorough and complete investigations in a timely manner with an emphasis of targeting repeat offenders in order to exceed Uniform Crime Report clearance rates. Utilize a multi-disciplinary approach to burglary and property crime investigation through intelligence, crime analysis, investigation and crime prevention, in an effort to increase the burglary and property crime clearance rates and obtain a reduction in these same crimes. Use of the Fugitive Intelligence Tactical Team and Motor Vehicle Theft Unit to aid the department in apprehending numerous violent offenders and identify and target offenders responsible for multiple thefts from vehicles throughout our jurisdiction and others. Collaborate with other jurisdictions in a continuous effort to establish a pattern of criminal activity throughout the metro area, thereby compelling the courts to impose stricter sentences. Continue to work with multi-jurisdictions, specifically the Marshal's Office, to reduce property crimes by apprehending multi-jurisdictional offenders, targeting burglars and car thieves. Following apprehension, collaborate with the Fulton and Clayton County District Attorney's Offices to ensure appropriate attention is given to repeat offenders and to influence the participation of Court Watch during scheduled court hearings.

**Program Objectives:**

Exceed the Uniform Crime Report clearance rate for homicide, aggravated assault and robbery. Identify violent crime and property crime trends and concentrate investigative efforts on dangerous repeat offenders and distribute information in a timely manner. Increase the clearance rate in burglary and theft cases by proactively and aggressively investigating crimes, crime trends and repeat offenders with a goal of burglary and theft reduction.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**POLICE INVESTIGATION**

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

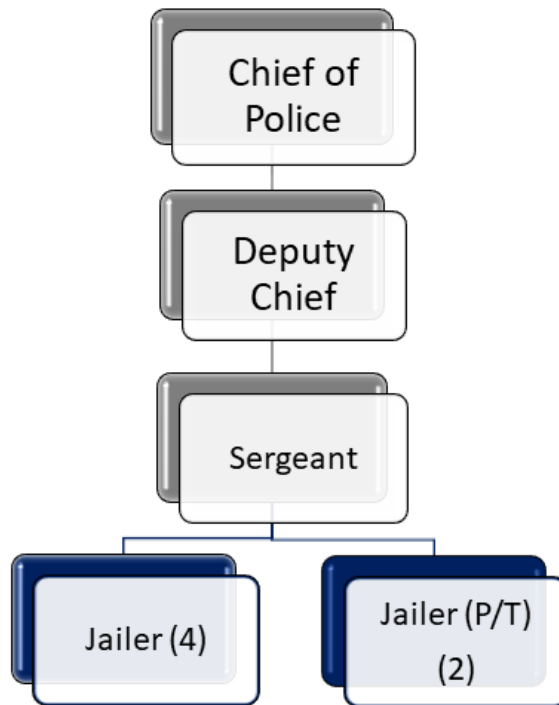
<b>Actual:</b>	<b>2019</b>	<b>2020</b>
# of property crimes	1173	1049
# of violent crimes	231	177
Case clearance rate:	18%	21%

**Prior Year Highlights**

- Aggressive investigations and intelligence information sharing between ourselves and other jurisdictions in our area has resulted in the identification and arrests of several multi-jurisdictional offenders for property crimes, most specifically burglary and motor vehicle theft and illegal business practices.



# Police Corrections Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>Corrections</b>					
<b>Expenditures</b>					
Personnel Services	\$ 175,436	\$ 181,243	\$ 172,331	\$ 178,932	4%
Employee Benefits	62,744	60,799	73,958	68,640	-7%
Repair & Maintenance	2,577	2,518	3,516	5,051	44%
Training & Education	-	64	450	-	-100%
Other Services & Charges	207,567	325,258	191,574	211,367	10%
Materials & Supplies	9,690	5,002	10,252	14,200	39%
Cost Of Sales	1,373	65	3,000	700	-77%
<b>Corrections Total</b>	<b>\$ 459,386</b>	<b>\$ 574,949</b>	<b>\$ 455,081</b>	<b>\$ 478,890</b>	<b>5%</b>

**Corrections Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
<b>Full Time Positions</b>				
Jailer	4	4	4	4
<b>Part Time Positions:</b>				
Jailer	2	2	2	2
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**CORRECTIONS**

**Program Description:**

The Corrections Program provides short-term holding for persons arrested by College Park police officers, prisoner transportation coordination between our jail, the county jails (both Fulton and Clayton) and City Court, and fingerprinting services for City Court and the public.

**Trends:**

Detention continues to be a large volume in the number of bookings, which drives workload activities. The unit is also experiencing more hearings in which our prisoners housed at the East Point city jail have to be brought back to City Court. Current costs are \$65 a day per inmate to house at the East Point city jail.

**Program Broad Goals:**

Provide quality care, custody and control of detainees in a safe environment. We will continue to provide prisoner transportation between East Point city jail, County jails, and City Court, with current law enforcement personnel. Part time jailers will provide prisoner transportation for Special Operations and The Patrol Division conducting investigations where large numbers of arrests will be anticipated. We will also be able to handle the increased court cases by utilizing part time jailers to assist with the managing of the inmates.

**Program Objectives:**

Respond to increased number of prisoner bookings and ensure proper identification and compliance with ongoing training on the fingerprinting system (Live Scan) for all detention officers. Keep Patrol officers on the streets by using part time detention personnel to assist with the processing of inmates during court days and night time special operations. Inmate property will be maintained and released back to them or their designee within 30 days of release from incarceration. Items that inmates fail to reclaim after the 30 days will be either disposed of by destruction or donated to charitable organizations for use, such as clothing and electronic items, particularly cell phones and their accessories.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced)**

	<b>Actual:</b>	<b>19/20</b>
# of bookings performed fiscal year to date		3,407
# of prisoner transports completed fiscal year to date		1,342

**Program / Service Outcomes: (based on program objectives)**

	<b>Estimated:</b>	<b>20/21</b>
Continue to reduce prisoner processing time.		30%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**CORRECTIONS**

**Prior Year Highlights**

The Corrections Division has continued to meet the required guidelines for the State Certification.

Data collection and the efficiency of booking procedures for inmates have improved.

Each jailer was issued a puncture resistant safety vest for improved officer protection.

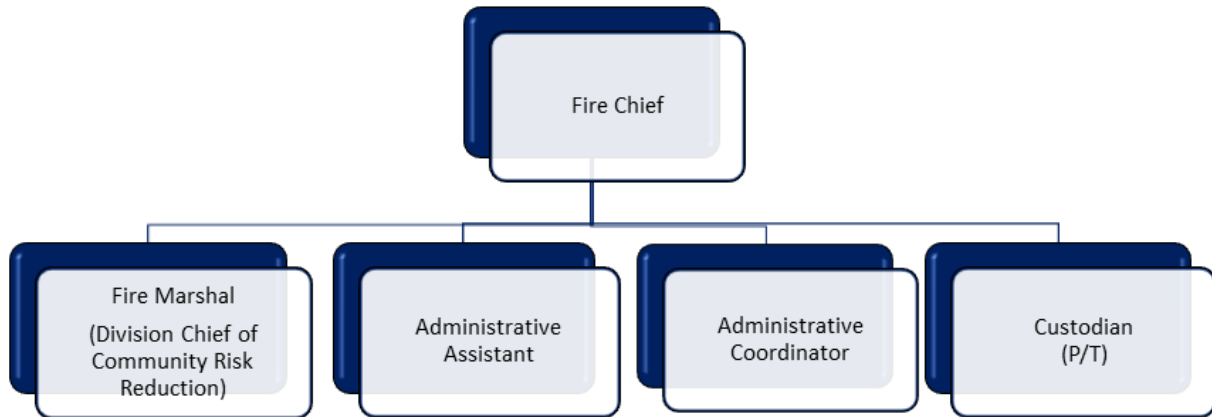
Each jailer is equipped with a Taser for defense purposes with violent arrestees.

**Goals**

Continue to decrease the booking time for inmates processed into our facility.

# Fire Administration Organizational Chart

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET



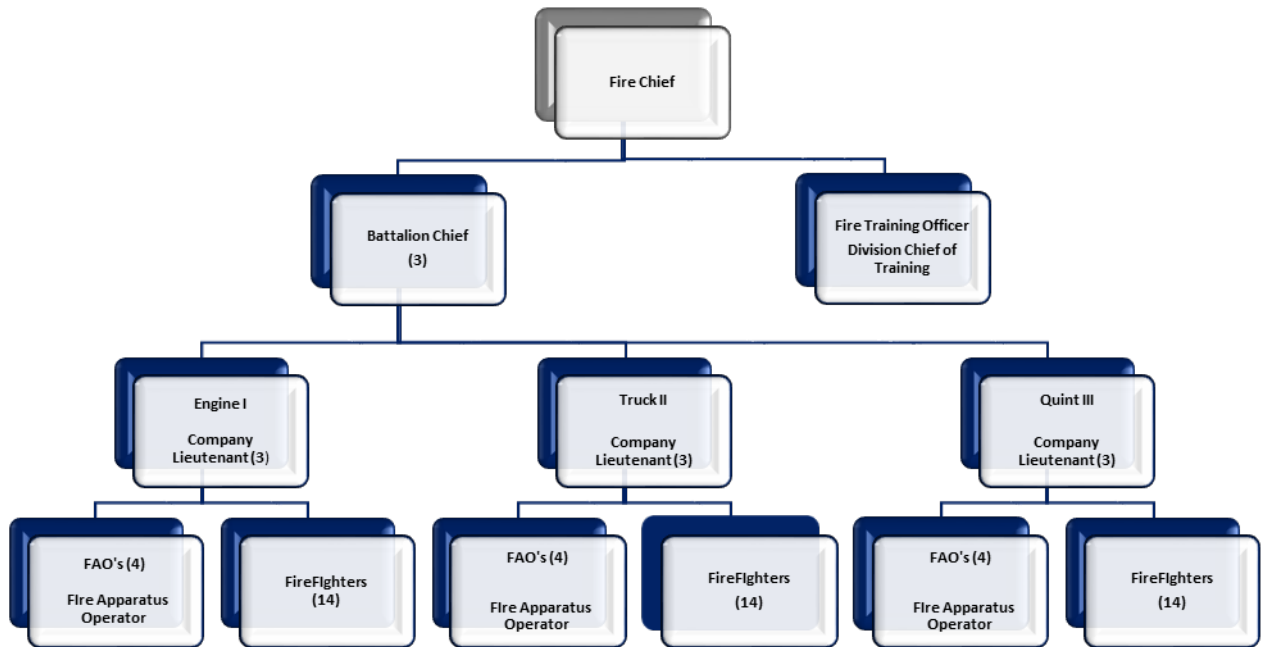
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>Fire Administration</b>					
Expenditures					
Personnel Services	\$ 297,847	\$ 306,763	\$ 306,015	\$ 301,971	-1%
Employee Benefits	103,639	103,165	99,907	109,226	9%
Communications & Util.	10,601	(37,992)	80,974	70,347	-15%
Repair & Maintenance	28,832	34,775	30,459	26,574	-15%
Building Maintenance	49,129	32,657	40,643	37,000	-10%
Training & Education	17,531	15,513	20,702	2,932	-606%
Other Services & Charges	35,132	(7,130)	29,497	24,796	-19%
Materials & Supplies	15,132	18,379	19,196	15,500	-24%
Cost of Sales	1,483	1,639	2,233	3,000	26%
Capital Outlay	-	-	34,000	-	0%
<b>Fire Administration Total</b>	<b>\$ 559,325</b>	<b>\$ 467,768</b>	<b>\$ 663,626</b>	<b>\$ 591,346</b>	<b>-11%</b>

**Fire Administration Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
<b>Full Time Positions:</b>				
Fire Chief	1	1	1	1
Administrative Assistant	1	1	1	1
Fire Marshal	1	1	1	1
Administrative Coordinator	-	-	1	1
<b>Part Time Positions:</b>				
Records Clerk	1	1	-	-
Custodian	1	1	1	1
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

# Fire Suppression Organizational Chart





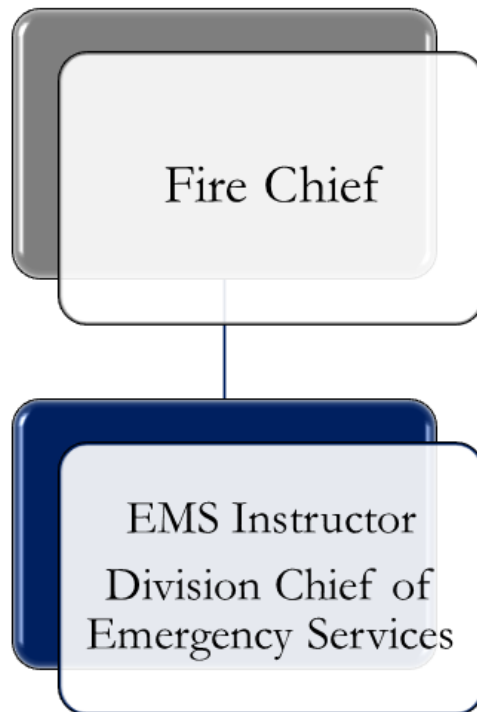
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2019 to 2020
<b>Fire Suppression</b>					
Expenditures					
Personnel Services	\$ 3,391,712	\$ 3,402,820	\$ 3,552,719	\$ 3,635,992	2%
Employee Benefits	1,312,671	1,336,875	1,462,276	1,367,309	-7%
Communications & Util.	28,153	51,164	72,225	68,696	-5%
Repair & Maintenance	155,802	128,252	114,966	86,108	-34%
Building Maintenance	51	27	-	-	0%
Training & Education	10,306	6,307	14,750	12,300	-20%
Other Services & Charges	158,995	117,145	137,048	147,482	7%
Materials & Supplies	141,831	147,325	141,260	117,200	-21%
Cost of Sales	1,077	1,879	2,000	2,000	0%
Debt Service	-	146,319	325,149	315,054	-3%
Capital Outlay	87,210	730,495	785,052	-	0%
<b>Fire Suppression Total</b>	<b>\$ 5,287,809</b>	<b>\$ 6,068,609</b>	<b>\$ 6,607,445</b>	<b>\$ 5,752,141</b>	<b>-13%</b>

**Fire Suppression Personnel**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted
<b>Full Time Positions:</b>				
Battalion Chief	3	3	3	3
Lieutenant	9	9	9	9
Driver Engineer (FAO)	21	12	12	12
Firefighter	37	42	42	42
Fire Training Instructor	0	1	1	1
<b>Total Personnel</b>	<b>70</b>	<b>67</b>	<b>67</b>	<b>67</b>

# Emergency Medical Services Organizational Services



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>Emergency Medical Services</b>					
Expenditures					
Personnel Services	\$ 70,521	\$ 58,211	\$ 75,561	\$ 73,346	-3%
Employee Benefits	46,204	28,679	33,924	30,716	-10%
Communications & Util.	-	-	2,616	-	
Repair & Maintenance	15,428	16,642	21,468	12,464	-72%
Training & Education	54,070	45,199	52,244	31,244	-67%
Other Services & Charges	50,254	39,932	47,903	44,023	-9%
Materials & Supplies	50,079	37,957	58,729	40,500	-45%
Capital Outlay	-	27,373	2,632	-	0%
<b>Emergency Medical Services Total</b>	<b>\$ 286,556</b>	<b>\$ 253,993</b>	<b>\$ 295,077</b>	<b>\$ 232,293</b>	<b>-21%</b>

**Emergency Medical Services Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
<b>Full Time Positions:</b>				
EMS Training Instructor	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## **Fire Department**

### **Program Description:**

The purpose of the Fire Department is to reduce the incidence and severity of emergencies and provide the highest level of fire and emergency services protection possible. College Park Fire Rescue consists of five (3) primary service areas: Administration which includes; (Fire Marshal/Risk Management and the Training Division), Fire Suppression and Emergency Medical Services.

### **Trends**

The overall mission of the fire service is to protect life, property, and natural resources from fire and other emergencies. With increasing demands, the fire service must utilize the best tools, techniques, and training methods to meet the expectations of its residents, businesses and visitors. Risk assessment, preparedness, and mitigation are primary issues challenging today's fire and emergency service departments. Timely and effective emergency response cannot be continually achieved without adequate planning and preparedness. One of the tools that greatly assists the fire service in providing an efficient level of service delivery is geographic information system (GIS) technology. GIS supports planning, preparedness, mitigation, response, and incident management. GIS information can be used to determine resources, staffing, response times, strategies to reduce property damage and loss of lives.

### **Program Broad Goals**

#### Office of the Fire Chief/Administration

##### Goals:

1. Improve the customer service and patient care provided by our department members, for the citizens and visitors of College Park.
2. Increase the fire department staffing that will allow us to become compliant with the National Fire Protection Agency (NFPA) standards when responding to structure fires.
3. Provide an effective, timely and efficient emergency response to all areas in the City of College Park.
4. Revise the City of College Park Emergency Operations plan and guidelines.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## **Fire Department**

### **Objectives:**

1. Continue collaborating with our Communications center dispatch personnel and work towards improving dispatch process times.
2. Assure the fire department has the proper number of personnel to respond to single family residential, strip malls, apartments and hotel fires.
3. Improve the City's ISO rating to a class 1 with proper staffing and automatic aid agreements with the surrounding municipalities.

### **Performance Measures**

1. Coordinate and develop mutual aid and automatic aid agreements with the surrounding municipalities. We should have this completed by August of 2020.
2. Conduct mutual aid training exercises with the airport fire department.
3. Provide all city employees with CPR training. Completed by December 2020.
4. Rotate personnel to various shifts that will include all company officers. This will allow personnel to work with all members of the department. All supervisors will discuss future events.

## **Fire Suppression**

### **Goal**

1. Increase daily staffing to 27 personnel per shift. This will allow the proper number of personnel on shift when members are out sick or on leave. Currently there are 22 members assigned to a shift but with annual, sick, FMLA leave our numbers drop 14 members daily.

### **Objectives**

1. Comply with the NFPA Standards, responding to structure fires.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## **Fire Department**

### **Performance Measures**

1. Must have a minimum of 22 firefighters respond to structure fires 100% of the time. This will help with the improvement of our ISO rating.
2. Suppression personnel will participate in additional community events. Health fairs  
Company level inspections, community meetings.
3. Increase our number of Paramedics within the department. This will allow us to staff all of our apparatus with paramedic to provide advanced life service to the community.

## **Emergency Medical Services (EMS)**

### **Goals**

Improve emergency medical services in our community by providing a higher level of staff training and education opportunities for paramedics and Emergency Medical Technicians. Establish and implement more community-based programs to enhance health awareness and prevention measures.

- Upgrade city defibrillators
- Increase health awareness in the community
- Implement Community Para-medicine Program
- Implement an AED awareness program
- All employee CPR/AED training program
- Increase Operational involvement in departmental programs

### **Performance Measures**

1. Provide emergency medical service, including automatic external defibrillator capability at a minimum, for all calls requiring emergency medical assistance as dictated by the Standards of Response Coverage and College Park Fire Rescue Operating Standards.
2. Continue to offer CPR training to all citizens and businesses in the City of College Park
3. Provide opportunities for community input on medical needs.
4. Provide a higher level of walk-in services to the community.
5. Promote community involvement by promoting the Pulse Point program.
6. Provide timely emergency medical and rescue services.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Fire Department**

**Prior Year Highlights**

**THREE-YEAR HISTORY OF EMS TRAINING HOURS**

	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>EMS*</b>	2104	2813	3612

*\*EMS training hour fluctuations were caused by the need to catch up on recertification.*

**Fire Marshal/Community Risk Reduction**

**Goal:**

Work aggressively to reduce the number of apartment fires in the city.. We will work with the apartment management to develop fire safety programs.

**Objectives:**

1. Improve our Fire Prevention support capability to ensure critical life and fire safety components are included in all levels of our work.
2. Increase the number of smoke alarms we supply to our community.
3. Perform accurate and timely fire safety and enforcement functions to ensure a minimum An acceptable level of compliance with established life safety and fire code standards.
4. Develop company level inspections program to enhance fire safety Inspections throughout the community.

**Performance Measures:**

1. Work with appropriate College Park departments and conduct accurate and timely plan review of all new construction and renovation projects.
2. Provide fire and life safety programs to schools, daycares, and community groups Throughout the city.
3. Conduct comprehensive fire inspections on all City facilities annually to include all City owned and operated buildings, fire stations, and administrative offices.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Fire Department**

**Program/Service Output:**

**FIRE AND LIFE SAFETY ACTIVITIES**

<b>Investigations &amp; Inspections 2017-2019</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Investigations (Fire &amp; Code Enforcement)</b>	<b>103</b>	<b>97</b>	<b>83</b>
<b>Inspections (New &amp; Existing Structures)</b>	<b>603</b>	<b>613</b>	<b>406</b>

<b>Plan Reviews 2017-2019</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>New Construction, ADA Life Safety Codes, etc.</b>	<b>221</b>	<b>220</b>	<b>211</b>

<b>Public Education /Fire Safety Education 2017-2019</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Community Presentations, Schools, Fire Prevention Week</b>	<b>37</b>	<b>46</b>	<b>146</b>

<b>Arrests 2017-2019</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Arrests (charges) resulting from arson fires, code violations</b>	<b>12</b>	<b>14</b>	<b>12</b>

**THREE-YEAR HISTORY OF FIRE TRAINING HOURS**

<b>Year</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Fire Training</b>	<b>11980 hours</b>	<b>9216 hours</b>	<b>5741</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Fire Department**

**Training and Support Services**

**Goal:**

1. Assure all member certifications are maintained
2. Increase Strategy and Tactics Training.
3. Increase participation in outside training opportunities
4. Increase the number of Driver Operators
5. Increase the number of NPQ Evaluator's
6. Officer Development.
7. Increase applicants and work on a plan for retention
8. Increase Pre Fire Plan training
9. Cancer mitigation
10. Health and fitness program
11. Promotional Process and job description revisions to reflect current career path

**Program Objectives:**

1. Ensure 100% of fire department members are trained to a level commensurate with their rank and position
2. Strive to minimize fire ground injuries;
3. Improve health and wellness and fitness for all employees
4. Accountability at all levels
5. Find ways to minimize exposure to hazardous carcinogens
6. Revise Promotional Process

**Performance Measures:**

1. Quarterly written test for basic FF skills
2. Driver Operator quarterly refresher written and practical testing.
3. Conduct exercises with surrounding agencies to familiarize members of the department with their incident command structure and ensure tactical assignments are integrated.
4. Provide an effective wellness program for members of the Department by conducting in-station wellness education sessions a minimum of three times annually and ensure every member is permitted time while on duty to participate in physical fitness activity one hour per shift.
5. Minimum standard testing of hose deployments/water supply operations and basic FF skills on an obstacle course

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Fire Department**

**Program/Service Output:**

**CPFR THREE-YEAR CALL HISTORY**

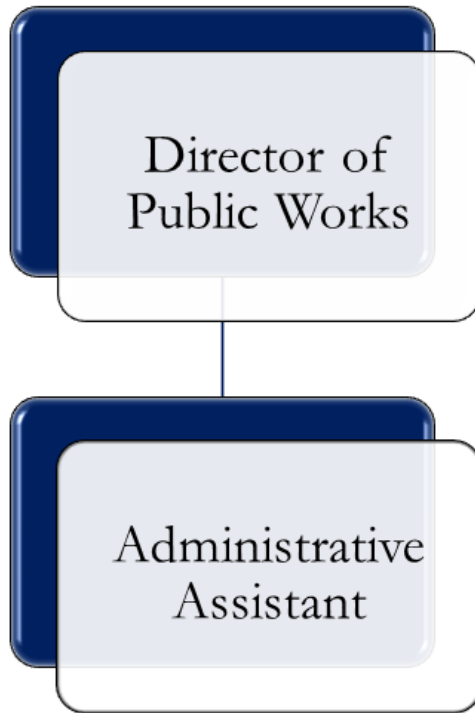
	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Fire Calls</b>	1395	1432	1268
<b>EMS Calls</b>	5468	6128	4861
<b>Total Calls</b>	6863	7560	6129

**Prior Year Highlights**

**Fire Suppression**

1. Purchased New Fire Engine
2. Installed over 500 Smoke Alarms
3. Fire House Updated to Fire House Cloud
4. 7 members trained to install car seats
5. All fire stations are Safe Havens, where parents who are unable to care for their newborn, are able to bring them to the fire stations.
6. Fire stations are used as a Citywide Vehicle Emission Station for city vehicles
7. 7 firefighters received Star of Life Presentation for Save at Chick-fil-A
8. Administered the Driver Operator I x 2 training, (6 new Engine Drivers)
9. Completed the annual Live Fire training at DeKalb County
10. All supervisors completed the Diversity training
11. Terrorism Awareness
12. Signed Mutual Aid Agreement with the South Fulton Cities

# Public Works Administration Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Public Works Administration</b>					
Expenditures					
Personnel Services	\$ 33,710	\$ 31,902	\$ 36,121	\$ 35,202	-3%
Employee Benefits	12,107	10,863	13,089	9,330	-29%
Communications & Utility	1,204	1,198	1,990	3,022	52%
Repair & Maintenance	267	4,190	5,589	200	-96%
Training & Education	1,475	2,220	1,950	1,950	0%
Other Services & Charges	18,100	12,105	16,492	2,815	-83%
Materials & Supplies	701	1,774	1,150	450	-61%
<b>Public Works Administration Total</b>	<b>\$ 67,564</b>	<b>\$ 64,252</b>	<b>\$ 76,381</b>	<b>\$ 52,969</b>	<b>-31%</b>

**Public Works Administration Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Public Works Director	1	1	1	1
Administrative Assistant*	1	1	1	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works / Admin**

**Program Description:**

The Public Works Administration program manages Public Works operational, budget and financial activities. It also provides leadership, direction and customer service support for all Divisions in Public Works. The Administration program coordinates all staffing requests, department contracts, intergovernmental agreements (IGA), policies, procedures (SOP) and long and short term capital improvement projects (CIP).

**Trends:**

The Department of Public Works administrative office provides leadership and administrative support for six very diverse Divisions. Continued challenges for the Department are limited funding and decrease in personnel. To meet these challenges, the Department is adapting new policies and procedures in improving services with limited resources.

**Program Broad Goals:**

Provide leadership and management to ensure the most effective delivery of services by each Division within the Department in support of the City Council's goals. Closely manage the Divisional operating budget to ensure fiscal responsibility. This consists of Monitor Solid Waste, Water & Sewer, Storm Water Utility Enterprise funds and general funded Highways & Streets, Buildings & Grounds and Parks to ensure sufficient long term funding of the Department's services to meet the needs of the community. Coordinate strategic planning and implementation of Departmental Capital Improvement Projects.

**Program 20/21 Objectives:**

Provide necessary resources to the Departments for efficient delivery of service. Coordinate preparation and implementation of the Department's budgets. Closely monitor Division's monthly expenditures/revenues. Coordinate Department's Capital Improvement Projects and contract execution. Coordinate the function of all deliverable services provided by each Division.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Estimated 20/21**

Provide leadership and support to the community and address all concerns within a 24 hour period or less.

100%

**Program/Service Outcomes: (based on program objectives)**

**Estimated 20/21**

Coordinate strategic planning and implement Departmental Capital Improvement Projects (CIP)

100%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works / Admin**

**Program/Service Outputs: (goods, services, units produced)**

**Actual 19/20**

Provide leadership and support to the community and address all concerns within a 24 hour period or less. 100%

**Program/Service Outcomes: (based on program objectives)**

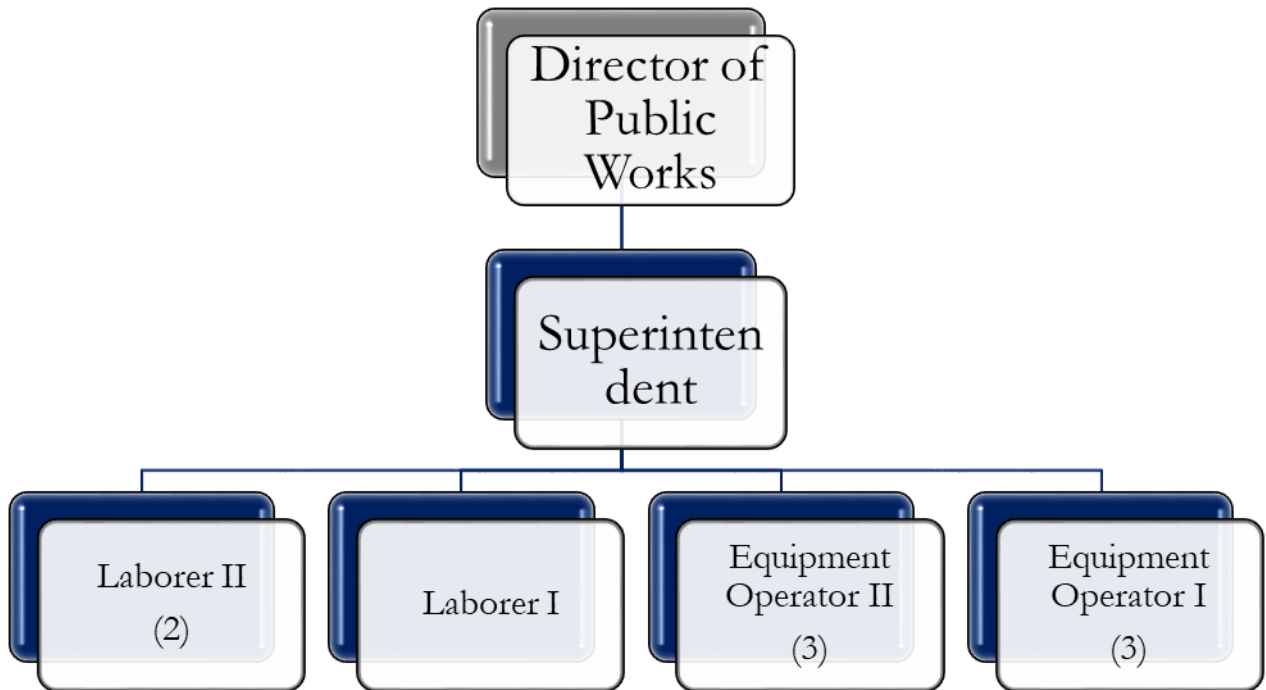
**Actual 19/20**

Coordinate strategic planning and implement Departmental Capital Improvement Projects (CIP) 100%

**Prior Year Highlights:**

- Received \$170,067.91 grant funding through the Georgia Department of Transportation Local Maintenance Improvement Grant to resurface Herschel Road from Camp Creek Parkway to Washington Road.
- Received \$696,873 SPLOST funding to resurface the following streets: Ruby Avenue from College Street to Washington Road, Cambridge Avenue from Napoleon Street to College Street and Ridgeway Avenue from Parkview Drive to Rugby Avenue.
- Initiated new sidewalk installation on Harris Drive.
- Participated in negotiating a new 6 year Water Purchase Agreement between the City of College Park and the City of East Point.
- Completed the City annual MS4 report submitted to the Georgia's Environmental Protection Division.
- Participated in the Smart City installation of electronic monitoring of trash receptacles in the downtown area.
- Arranged for Public Works staff to assist with the African-American Cemetery vegetation overgrowth behind Mount Calvary Missionary Baptist Church. This included the use of goats.
- Initiated the first phase to revise the city's water model study
- Initiated landscape improvements along the Harvard Avenue Alleyway Improvement Project
- Participated in the city's Strategic Plan Meetings.
- Conducted monthly department wide meetings and awarded employees of the month I each division.
- Hosted Public Works Week for the entire department to include lunch and outreach programs to local schools.
- Initiated the annual contract for solid waste disposal.
- Proposed curbside recycling option for Mayor and City Council consideration.
- Initiated the City's On-Demand Contractual Services for water, sewer and storm water infrastructure repairs.

# Highways and Streets Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Highway and Streets</b>					
Expenditures					
Personnel Services	\$ 277,971	\$ 321,381	\$ 299,631	\$ 368,631	23%
Employee Benefits	129,724	148,381	147,780	152,743	3%
Communications & Util.	15,373	21,433	24,232	24,132	0%
Rentals	-	-	-	1,500	
Repair & Maintenance	141,422	214,244	291,557	67,389	-77%
Building Maintenance	2,967	6,400	-	-	0%
Training & Education	165	395	1,000	-	-100%
Other Services & Charges	42,864	30,281	43,300	40,975	-5%
Materials & Supplies	49,583	42,106	50,740	22,600	-55%
Capital Outlay	7,402	86,095	-	-	0%
<b>Highway and Streets Total</b>	<b>\$ 667,471</b>	<b>\$ 870,715</b>	<b>\$ 858,240</b>	<b>\$ 677,970</b>	<b>-21%</b>

**Highway and Streets Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Equipment Operator II	3	3	3	3
Equipment Operator I	3	3	3	3
Laborer II	2	2	2	2
Laborer I	1	1	1	1
<b>Total Personnel</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Highways & Streets Asphalt Operations**

**Program Description:**

The Highways & Streets Asphalt (street maintenance and repair) program is responsible for responding to the Public, the Public Works Director, City Council, the Mayor, and all Internal and External customers in regards to complaints or concerns about problems or deficiencies in relative to the prospective program. The Street Asphalt program protects and maintains the expected service life of an asphalt street by providing asphalt and concrete street maintenance and repair, street resurfacing, street patching of potholes, asphalt street overlaying for deficiencies on all City streets and road ways, and repairing utility cuts as reported by the Water/Sewer Resource. A significant portion of this work is accomplished in support of the Water/Sewer Resource activities that impact the street pavement and concrete. The program daily targets street deficiencies such as potholes, cave-ins, and depressions that are caused by street failure. The program also performs pre and post inspections for the LMIG (Local Maintenance and Improvement Grant Program) and execute the 2020-2021 LMIG schedules in accordance with the State Contract.

**Trends:**

The General workload is increasing due to the increase number of asphalt road deficiencies within the City. Citizen's service request is also increasing due to the number of road deficiencies. As a result of an increase in service, more money will be spent on material for repairs.

**Program Broad Goals:**

Implement and maintain a preventive maintenance program that adequately protects the pavement asset through an aggressive pro-active approach for repair and maintenance on all existing and new road surfaces.

**Program 20/21 Objectives:**

Protect and maintain the expected service life of the City's asphalt streets and pavement through an aggressive preventive maintenance program.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Estimated 20 /21  
98%**

- Respond to 98% of request and or complaints for pothole repairs, cave-ins and road depressions after they are reported within 24 hours.
- Respond to 98% of utility cut repairs after they are reported from internal and or external sources within one (1) week of the report.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**Highways & Streets Asphalt Operations**

**Program/Service Outcomes: (based on program objectives)**

**Estimated 20/21**

**98%**

- Address 98% of request and or complaints for pothole repairs, cave-ins and road depressions after they are reported within 24 hours.
- Address 98% of utility cut repairs after they are reported from internal and or external sources within one (1) week of the report.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Actual 19/20**

**98%**

- Responded to 98% of request and or complaints for pothole repairs, cave -ins and road depressions after they are reported within 24 hours.
- Responded to 98% of utility cut repairs after they are reported from internal and external sources within one (1) week of report.

**Program/Service Outcomes: (based on program objectives)**

**Actual 19/20**

**98%**

- Restored 98% of request and or complaints for pothole repairs, cave –ins and road depressions that were reported within 24 hours.
- Restored 98% of utility cut repairs that were reported from internal and external sources within one (1) week of report.

**Prior Year Highlights:**

- Herschel Road from Camp Creek Pkwy to Washington Road Resurfaced
- Rugby Ave from College Street to Washington Road Resurfaced
- Pierce Street from Lyle Ave to Rugby Ave Resurfaced
- Park Terrace from Rugby Terrace to Cambridge Ave Resurfaced
- College Street from Princeton Ave to Rugby Ave Resurfaced
- Cambridge Ave from Napoleon Street to College Street Resurfaced
- Ridgeway Ave from Parkview Drive to Rugby Ave Resurfaced
- Patched an average of twenty five (25) potholes a month
- Restored an average of five (5) utility cuts and street deficiencies a month
- Respond to all citizens complaints / internal and External
- Install five Speed hump City wide per Councilman’s approval
- Cut down and Removed a total of 6 dead trees city wide

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Highways & Streets Concrete Operations**

**Program Description:**

The Highways & Streets Concrete (sidewalks, curbing and driveway apron maintenance, installation and repair) program is responsible for responding to the Public, the Public Works Director, City Council, the Mayor, and all Internal and External customers in regards to complaints or concerns about problems or deficiencies in relative to the prospective program. The Street Concrete program protects and maintains the expected service life of all concrete structures by providing concrete sidewalk installation, repair and replacement; curbing installation, repair and replacement; driveway apron repair and replacement; ADA ramps installation, repair and replacement; and the construction, maintenance or repair of any and all brick or concrete structures as assigned. A significant portion of this work is accomplished in support of the Water/ Sewer Resource activities that impact the concrete sidewalks, curbing and driveway aprons. The concrete program targets sidewalks and curbing deficiencies such as trip hazards, broken sidewalks, broken curbing and missing curbing on a daily basis.

**Trends:**

The General workload is increasing due to the age of existing sidewalks, tree root intrusion of sidewalks and the preventive maintenance program for sidewalks, curbing and driveway aprons. Citizen's service request is also increasing due to the City's online website for reporting an issue. As a result in an increase in service, more money will be spent on material.

**Program Broad Goals:**

Implement and maintain a preventive maintenance program that adequately protects the concrete assets through an aggressive pro-active approach for repair, maintenance and installation on all existing and new concrete sidewalks, curbing, driveway aprons and all brick or concrete structures as assigned.

**Program 20/21 Objectives:**

Protect and maintain the expected service life of the City's concrete assets such as pavement, sidewalks and curbing through an aggressive preventive maintenance program.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Estimated 20/21  
98%**

- Respond to 98% of request or complaints for sidewalks, curbing and driveway apron deficiencies after they are reported within 24 hours.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**Highways & Streets Concrete Operations**

- Respond to 98% of all complaints regarding brick or concrete structures as they relate to Highways & Streets within the City of College Park after they are reported from an internal or external source within one (2) week of the report.

**Program/Service Outcomes: (based on program objectives)**

**Estimated 20/21**

**100%**

- Address 98% of request or complaints for sidewalks, curbing and driveway apron deficiencies after they are reported within 24 hours.
- Address 98% of all complaints regarding brick or concrete structures as they relate to Highways & Streets within the City of College Park after they are reported from an internal or external source within one (1) week of the report.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Actual 19/20**

**98%**

- Responded to 98% of request and or complaints for sidewalks, curbing and driveway apron deficiencies after they are reported within 24 hours.
- Responded to 98% of all complaints regarding brick or concrete structures as they relate to Highways & Streets within the City of College Park after they are reported from an internal or external source within one (1) week of the report.

**Program/Service Outcomes: (based on program objectives)**

**Actual 19/20**

**98%**

- Restored 98% of request and or complaints for sidewalks, curbing and driveway apron deficiencies after they are reported within 24 hours.
- Restored 98% of all complaints regarding brick or concrete structures as they relate to Highways & Streets within the City of College Park after they are reported from an internal or external source within one (1) week of the report.

**Prior Year Highlights:**

- Replace broken damage sidewalk on Rugby Ave 50 feet of Sidewalk
- Installed 2,100 feet of Sidewalk on Harris Drive.
- Installed 125feet of curbs on Atlanta Street
- Installed 100 feet of curbs on Pierce Street
- Repaired 75 feet of broken sidewalk on East Main Street in front of City hall
- Repaired 50 feet of broken Sidewalk on Walker Ave
- Repaired broken damage curbs and sidewalk City Wide from Utility Cuts

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Highways & Streets Sign Shop Operations**

**Program Description:**

The Highways & Streets Sign Shop program is responsible for responding to the Public, the Public Works Director, City Council, the Mayor, and all Internal and External customers in regards to complaints or concerns about problems or deficiencies in relative to the prospective program. The Streets Sign Shop program repairs, installs and routinely inspects the City's traffic signs and roadway markings for maintenance. The sign shop is also responsible for maintaining the minimum standards of retro reflectivity which is required to maintain compliance with federal regulations. The sign shop also fabricates street signs, specialty signs and decals.

**Trends:**

The Signs and Markings inventory has been increasingly proportionate to the level of growth experienced by the City. As development occurs, lanes of roadway markings and additional signage are added to the inventory. New signs are being fabricated using higher grade sheeting material, which is more durable, last longer in the sunlight, and requires less maintenance. The life span of signs is increasing as this material is used exclusively. Crosswalk markings are lasting longer due to the use of new striping material. As a result, crosswalks may not have to be repainted on an annual basis.

**Program Broad Goals:**

Maintain, repair and install traffic control and street name signs on public roadways. Inspect all traffic signs annually to insure compliance with federal regulations. Fabricate signs for new installations. Maintain the city's roadway striping, pavement messages, crosswalks, and parking stalls.

**Program 20/21 Objectives:**

Maintain the expected service life of the City's street signs and road markings.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Estimated 20/21  
98%**

- Complete a comprehensive inventory of signs in the City, noting locations, type, and condition of each signs at least once per year
- Address identified deficiencies for roadway striping, crosswalks, stop bars and other signage within forty eight (48) hours after it has been identified.
- Maintain traffic signs to a minimum level of retro reflectivity which is required to maintain compliance with federal regulations annually.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**Highways & Streets Sign Shop Operations**

**Program/Service Outcomes: (based on program objectives)**

**Estimated 20/21**

**98%**

- Complete a comprehensive inventory of signs in the City, noting locations, type, and condition of each signs at least once per year at 98%
- Restore identified deficiencies for roadway striping, crosswalks, stop bars and other signage within five (5) days after it has been identified.
- Maintain traffic signs to a minimum level of retro reflectivity which is required to maintain compliance with federal regulations annually at 98%

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

**Actual 19/20**

**98%**

- Restore identified deficiencies for roadway striping, crosswalks, stop bars and other signage within five (5) days after it has been identified at 98%
- Complete a comprehensive inventory of signs in the City, noting locations, type, and condition of each signs at least once per year at 98%
- Maintain traffic signs to a minimum level of retro reflectivity which is required to maintain compliance with federal regulations annually at 98%

**Program/Service Outcomes: (based on program objectives)**

**Actual 19/20**

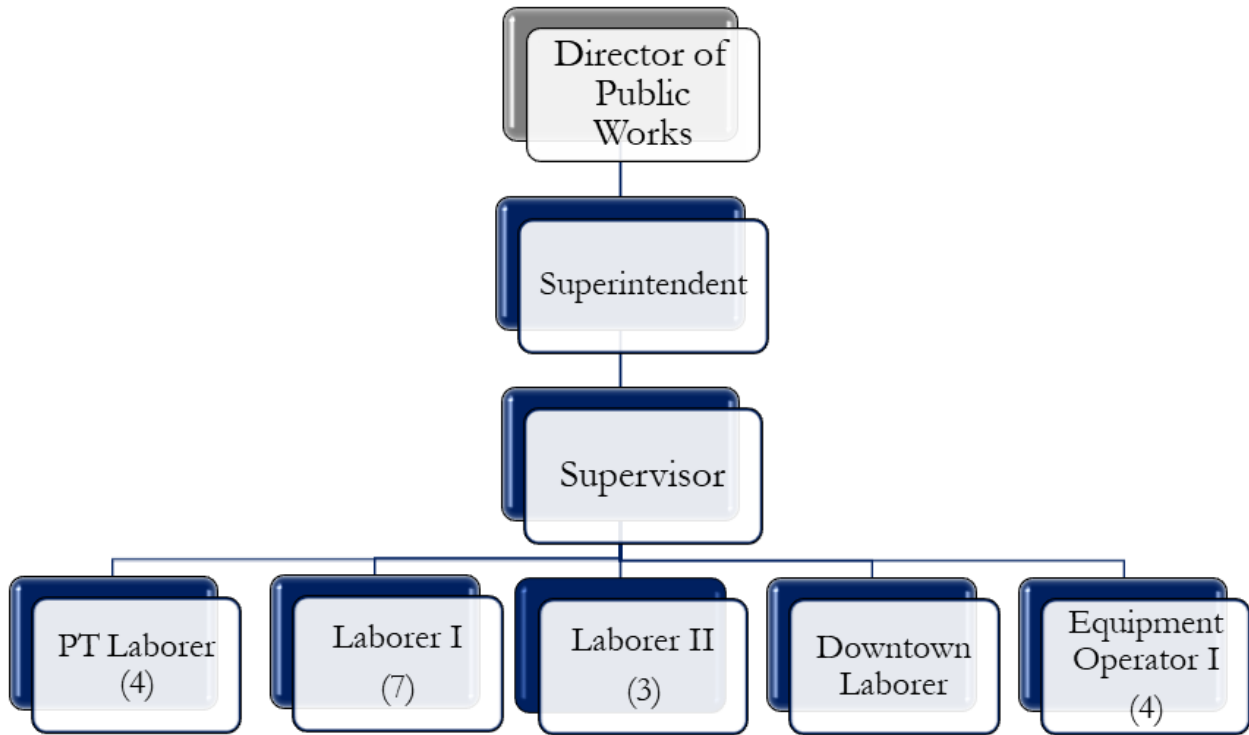
**98%**

- Restored identified deficiencies for roadway striping, crosswalks, stop bars and other signage within five (5) days after it had been identified.40%
- Completed a comprehensive inventory of signs in the City, noting locations, type, and condition of each signs at least once per year at 20%
- Maintained traffic signs to a minimum level of retro reflectivity which is required to maintain compliance with federal regulations annually at 30%

**Prior Year Highlights:**

- Fabricate and Installed 30% of New special signs for internal customers, fire department, police Department, councilman's
- Reestablished identified deficiencies of (3) Stop signs and (12) local signs Citywide concerning citizens/ internal complaints 25%
- Restored or reset street signage at an average of six (6) signs per month
- Fabricated and installed an average of eight-teen (18) signs per year 30%
- Off system striping project City Wide to install handicap cross walk, stop bars, Centerlines, pavement markings, Edge lines.40%
- Install Words symbol Speed hump ahead City wide for five locations

# Buildings and Grounds Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Building and Grounds</b>					
Expenditures					
Personnel Services	\$ 481,383	\$ 509,689	\$ 535,341	\$ 500,250	-7%
Employee Benefits	218,090	243,687	258,972	206,060	-20%
Communications & Util.	4,859	4,071	4,995	4,392	-12%
Repair & Maintenance	75,396	83,264	76,028	55,586	-27%
Building Maintenance	-	14,382	11,200	-	100%
Training & Education	569	785	3,500	1,000	-71%
Other Services & Charges	97,895	74,534	98,832	85,610	-13%
Materials & Supplies	43,904	57,651	39,408	39,500	0%
Capital Outlay	-	17,024	50,620	-	100%
<b>Building and Grounds Total</b>	<b><u>\$ 922,095</u></b>	<b><u>\$ 1,005,088</u></b>	<b><u>\$ 1,078,896</u></b>	<b><u>\$ 892,398</u></b>	<b>-17%</b>

**Building and Grounds**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Supervisor	1	1	1	1
Laborer II	2	2	2	3
Laborer II/Ballfield Tech	1	1	1	1
Equipment Operator II	-	3	3	3
Equipment Operator I	4	1	1	1
Laborer I	2	3	3	3
Downtown Laborer	-	-	-	1
<b>Part Time Positions:</b>				
Laborer I	2	2	4	3
Downtown Laborer	1	1	1	-
Seasonal Positions	3	3	4	4
<b>Total Personnel</b>	<b><u>17</u></b>	<b><u>18</u></b>	<b><u>21</u></b>	<b><u>21</u></b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**BUILDINGS and GROUNDS**

**Program Description:**

The Buildings and Grounds program manages all landscaping and grounds contracts for the City, including detention ponds, sports facilities maintenance, Public Safety Complex and the walking trails maintenance, code enforcement homes, and fertilization and herbicide management. Also, the program generates requisitions for the purchase of materials related to these contracts. In addition, this program provides training for staff in the related fields. The website has FAQ's and citizen complaints are responded to through emails, City hall, administrative staff of Public Works, and Mini Track.

**Trends:**

The continuous additions of new programs, continued training in the services of grass cutting, sidewalk maintenance, tree trimming, and detailed landscaping in designated areas.

**Program Broad Goals:**

Manage all mowing, manicuring, and pesticide city wide. Provide grounds and maintenance in all City Parks, Historical Society, Recreation Centers, and Public Safety Complex. Making necessary plans to maintain Buildings and Grounds Division at the highest standards to ensure the citizens are satisfied.

**Program 20/21 Objectives:**

- Continually evaluate maintenance contracts to ensure compliance of agreements. Also monitor grass cutting and grounds maintenance to ensure time efficiency and professionalism is kept at highest standards.
- Continue working with the City of College Park Courts and the community service workers.
- Continued comprehensive cutting schedule.
- Monitor and control cost associated with Buildings and Grounds daily operations.
- Improve landscaping at Historical Society, Public Safety Complex, and other designated right of ways in the city.
- Increase Annual Color landscapes thru out city.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Pine Straw and mulch landscape beds in all City parks	6
Install seasonal plants in City planters	22
Plant summer flowers in landscape beds city wide	45
Ensure Detention ponds are cut and maintained	9
Landscape revamping in City parks	6

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**BUILDINGS and GROUNDS**

**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Customer Service	100%
Workforce Development	80%
Landscape Maintenance	80%
Effective Schedule Management	100%

**Performance Measures**

**Program/Services Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Wood chips in swing and playground areas in City parks	5
Install seasonal plants in City planters	14
Plant summer flowers in landscape beds city wide	12
Ensure Retention Ponds are cut and maintained	9

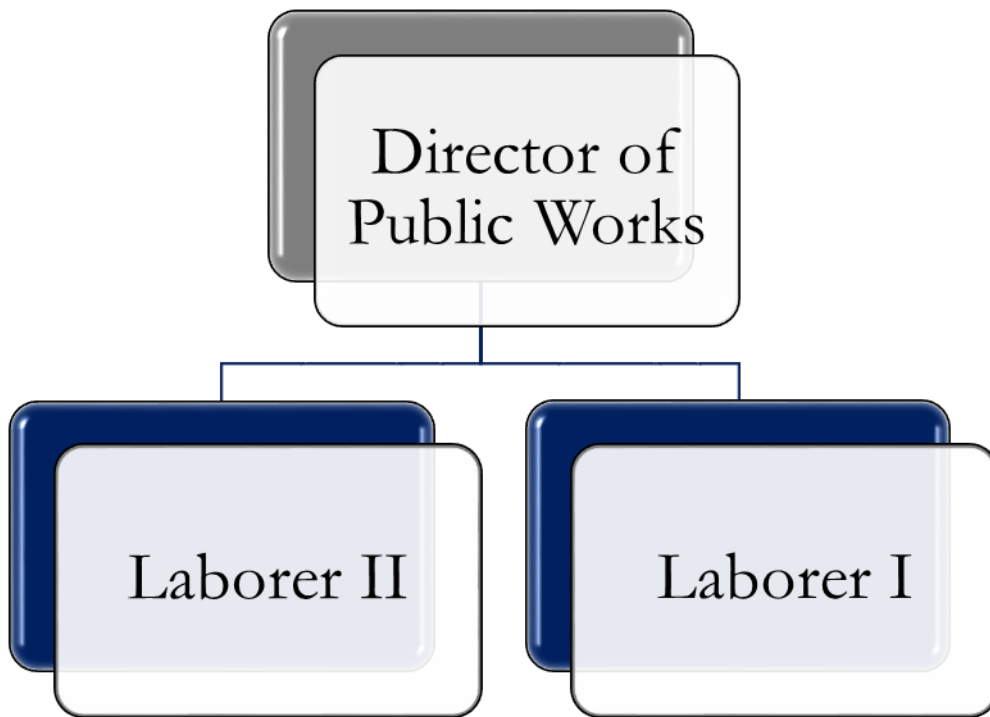
**Program/Service Outcomes: (based on program objectives)**

	<b>Actual 19/20</b>
Customer Service	100%
Workforce Development	80%
Landscape Maintenance	80%
Effective Schedule Management	100%

**Prior Year Highlights:**

- Reconstructed and completed rock island on Winthrop and Green Springs
- Revamped landscape at Winthrop detention pond entrance
- Continued Chemical mowing program to improve ROW
- Installed new compost to annual color beds
- Installed sod along Hershel road sidewalk; Riverdale Rd. to Hwy 29
- Landscape project installed in the Main St. alleyway
- Install pine straw and lanscape rock in the Main St. alleyway
- Installed new planters at Hershel Rd and Hwy 29
- Landscape project installed at Hershel Rd. and Camp Creek Pkwy
- Installed sod at Football fields
- Revamp landscape at Tracy Wyatt Recreation parking lot

# Parks Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Parks</b>					
Expenditures					
Personnel Services	\$ 128,379	\$ 84,294	\$ 94,598	\$ 104,263	10%
Employee Benefits	46,916	34,177	37,019	39,286	6%
Communications & Util.	596	827	500	500	0%
Repair & Maintenance	14,528	22,394	39,900	27,124	-32%
Building Maintenance	-	-	-	1,000	0%
Training & Education	268	221	650	900	38%
Other Services & Charges	23,143	11,314	16,011	9,003	-44%
Materials & Supplies	6,073	4,866	4,100	8,100	98%
Capital Outlay	111,608	41,427	-	100,000	0%
<b>Parks Total</b>	<b>\$ 331,512</b>	<b>\$ 199,519</b>	<b>\$ 192,778</b>	<b>\$ 290,176</b>	<b>51%</b>

**Parks Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Laborer I	1	1	1	1
Laborer II	1	1	1	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**PARKS**

**Program Description:**

The Parks Division provides a comprehensive equipment and ball field maintenance program. Other services performed include park landscape, litter removal, shrub and tree grooming, seasonal planting and removal as needed. The management staff offers direction, leadership, and support for all Parks employees. We also have the community service to help service the downtown areas. We also use a motorized trash dispenser in and around the downtown corridor to police the area.

**Trends:**

Repairing and maintaining equipment used to cut, trim and maintain the City parks. Ensure the tennis courts and walking trails are clear of debris. Line, drag, and paint six baseball fields, paint two football fields and soccer field. Ensure restrooms at all parks are clean.

**Programs Broad Goals:**

Improve the cleanliness and appearance of all city parks, downtown area, Virginia Avenue corridor, and Old National Highway corridor through the maintenance services. Continue good public relationships with the residence that come to the parks, and keep our parks policed and cleaned. Upkeep of sports facility fields throughout the City of College Park.

**Programs 20/21 Objectives:**

- Maintain landscape beds at the Parks, Public Safety, Historical Society, Auditorium, and the Recreation Centers
- Ensure that the parks are clean of trash and debris.
- Keep planters maintained in the downtown corridor.
- Maintain trash cans throughout the City of College Park.
- Ensure that all parks flower beds are trimmed and cut.
- Maintain the upkeep of the restroom in the parks and sports facilities.
- Ensure sports fields are in great appearance and condition for all sports events.

**Performance Measures**

**Program/Service Output: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Repairing playground equipment in the City parks	5
Cut and trim bushes, shrubs, and trees in the City parks	4
Replace all dead or withered plants in the City parks	50+
Maintain the cleanliness of the playground areas, shelters and bathrooms	25
Empty trash cans -city wide	190
Ensure sports facilities are clean in great condition for sports events	9
Cut, blow and trim all walking trails citywide	5

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**PARKS**

**Programs/Services Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Landscape Maintenance in Parks	100%
Parks Equipment Maintenance	80%
Restroom Management	80%
Drag and Line All Baseball, Football, Soccer and Softball Fields	100%
Police and clean Downtown, Virginia Ave, and Old National Corridor	100%

**Performance Measures**

**Program/Service Output: (goods, services, units produced)**

	<b>Actual 19/20</b>
Repairing playground equipment in the City parks	5
Cut and trim bushes, shrubs, and trees in the City parks	75
Replace all dead or withered plants in the City parks	3
Maintain the cleanliness of the playground areas, shelters and bathrooms	25
Empty trash cans City wide	175

**Programs/Services Outcomes: (based on program objectives)**

	<b>Actual 19/20</b>
Landscape Maintenance in Parks	100%
Parks Equipment Maintenance	80%
Restroom Management	100%
Drag and Line All Baseball, Football, Soccer and Softball Fields	100%

**Prior Year High Lights:**

Completed the following projects

- Installed seasonal flower beds throughout the city parks.
- Installed new landscape at Phillips Park entrance way
- Installed annual beds at entrance of Zupp and Barrett Parks
- Installed New landscape around Zupp Park tennis courts
- Repaired/installed at Phillips Park walkway pavers
- Installed new landscape to Brady Trail entrance at Hershel Rd.
- Design, build and install new Soccer Field at Phillips Park
- Design and installed irrigation system- Phillips Soccer Field
- Install landscape -Carl Harper Memorial Garden at Phillips Park
- New shade trees and ornamentals installed at Sabrina Willis Park
- Install new mulch to all city playground areas

# Recreation Administration Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

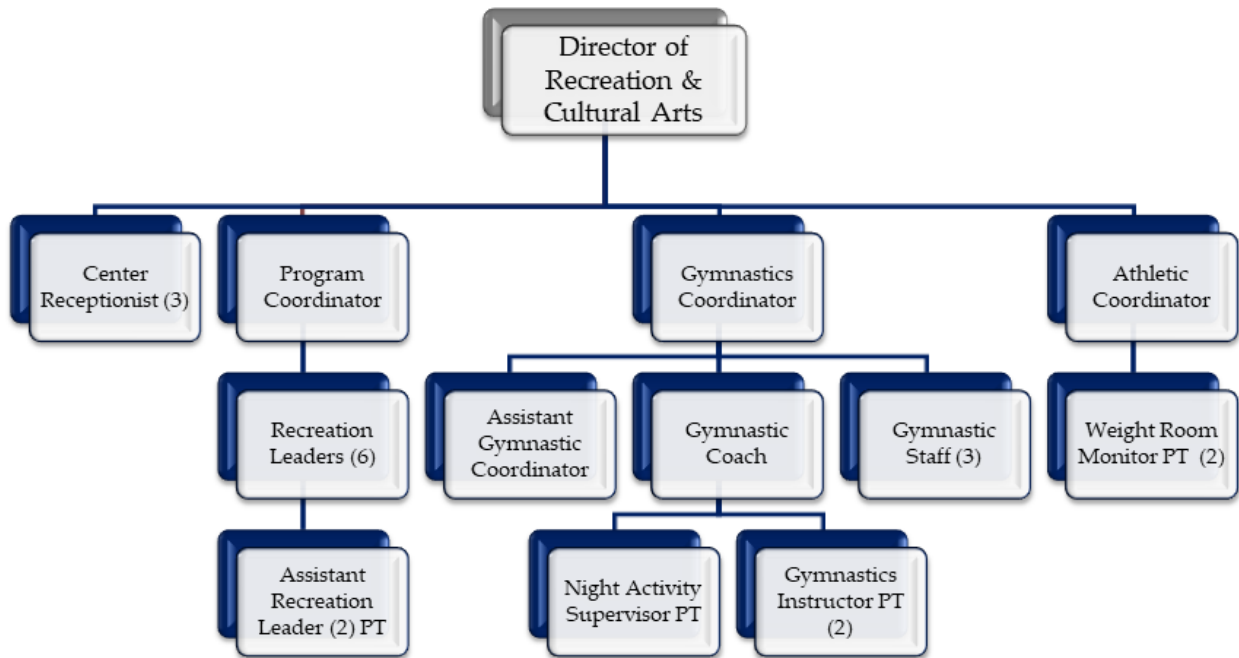
	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2020 to 2021
<b>Recreation Administration</b>					
Expenditures					
Personnel Services	\$ 125,183	\$ 202,200	\$ 219,314	\$ 154,861	-42%
Employee Benefits	25,627	46,013	30,005	34,914	14%
Communications & Util.	28,458	30,639	20,986	4,508	-366%
Repair & Maintenance	5,855	3,776	4,979	-	0%
Training & Education	5,609	3,325	8,475	-	0%
Other Services & Charges	8,200	6,492	15,091	9,521	-59%
Cost of Sales	528.54	829	-	-	0%
Materials & Supplies	1,909	3,806	15,860	-	0%
<b>Recreation Administration Total</b>	<b>\$ 201,370</b>	<b>\$ 297,080</b>	<b>\$ 314,710</b>	<b>\$ 203,804</b>	<b>-35%</b>

**Recreation Administration Personnel**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted
<b>Full Time Positions:</b>				
Director	1	1	1	1
Assistant Director	-	-	1	1
Executive Secretary	1	1	1	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>



# Recreation Programs Organizational Chart



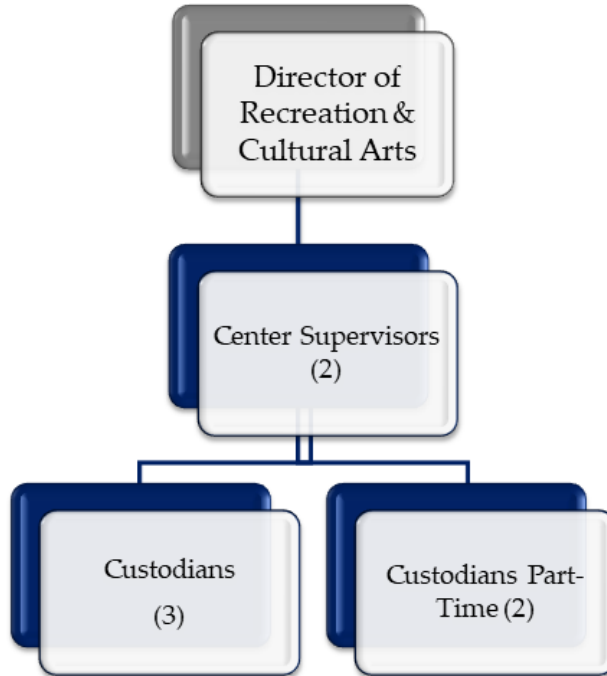
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2020 to 2021
<b>Recreation Programs</b>					
Expenditures					
Personnel Services	\$ 823,331	\$ 995,066	\$ 989,737	\$ 909,459	-9%
Employee Benefits	179,166	228,700	254,008	155,832	-63%
Communications & Util.	648	2,737	-	-	0%
Rentals	17,396	16,300	13,000	13,000	0%
Repair & Maintenance	135,866	93,292	98,404	87,444	-13%
Building Maintenance	-	300	8,052	-	
Training & Education	1,917	10,942	11,098	2,248	-394%
Other Services & Charges	366,936	430,354	422,281	241,986	-75%
Materials & Supplies	148,104	208,916	135,353	57,000	-137%
Cost of Sales	1,783	4,260	15,191	5,650	-169%
Capital Outlay	-	-	10,780	-	0%
<b>Recreation Programs Total</b>	<b>\$ 1,675,148</b>	<b>\$ 1,990,866</b>	<b>\$ 1,957,904</b>	<b>\$ 1,472,619</b>	<b>-25%</b>

**Recreation Programs Personnel**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted
<b>Full Time Positions:</b>				
Athletic Coordinator	1	1	1	1
Program Coordinator	-	1	1	1
Gymnastic Coach	1	1	1	1
Gymnastics Coordinator	1	1	1	1
Gymnastic Staff	3	3	3	3
Recreation Leader	5	5	6	6
Assistant Gymnastic Coordinator	-	1	1	1
Administrative Coordinator	1	-	-	-
Receptionist	2	2	3	3
<b>Part Time Positions:</b>				
Gymnastic Instructor	2	2	2	2
Night Activity Supervisor	2	2	1	1
Weight Room Monitor	2	2	2	2
Assistant Recreation Leader	1	2	2	2
<b>Total Personnel</b>	<b>21</b>	<b>23</b>	<b>24</b>	<b>24</b>

# Recreation Facilities Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2020 to 2021
<b>Recreation Facilities</b>					
Expenditures					
Personnel Services	\$ 155,758	\$ 165,475	\$ 172,691	\$ 172,505	0%
Employee Benefits	58,391	64,677	57,132	61,530	7%
Communications & Util.	493,541	248,367	507,791	346,976	-46%
Rentals	-	-	618	-	0%
Repair & Maintenance	6,183	7,467	22,970	17,700	0%
Building Maintenance	164,745	243,642	331,830	-	0%
Other Services & Charges	14,447	7,965	72,707	9,330	-679%
Materials & Supplies	162,303	153,931	164,647	110,900	-48%
Capital Outlay	19,999	67,494	80,000	5,400	0%
<b>Recreation Facilities Total</b>	<b>\$ 1,075,368</b>	<b>\$ 959,018</b>	<b>\$ 1,410,386</b>	<b>\$ 724,341</b>	<b>-49%</b>

**Recreation Facilities Personnel**

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted
<b>Full Time Positions:</b>				
Center Director	2	2	2	2
Building Maintenance Mechanic	-	-	-	-
Custodian	3	3	3	3
<b>Part Time Positions:</b>				
Custodian	2	2	2	2
<b>Total Personnel</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**RECREATION DEPARTMENTS**

The Department of Recreation and Cultural Arts is committed to building strong vibrant community and improving the quality of life of its citizens through a variety of recreational and cultural arts initiatives. Located in the center of City of College Park's center, the Department promotes and advances the rich history and heritage of its parks and recreational facilities. Lush green space, innovative programming, and inclusiveness and recreation equality are all hallmarks of the Department of Recreation and Cultural Arts. We also offer pavilions at our parks for activities as well as our Historic College Park Auditorium. In addition, the Historic College Park Golf Course offers an added resource to our program.

**Trends:**

The many facilities offer to the City of College Park residents and surrounding community recreational, cultural arts, and community activities.

**Program Broad Goals:**

Enhance the lives of the City of College Park residents through various activities provided within the recreation facilities through programs and cultural arts.

**Program 2020-21 Objectives:**

Improve by increasing participation in youth and adult recreational & cultural arts programing. Continue to improve and increase the cultural arts activities offered through additional programing to provide a broader outreach to the community. Be more innovative in the approach for communicating with the patrons and citizens by using additional resources such as social media, billboard marketing, etc.

**Performance Measures**

Will survey the participants in the recreational and cultural arts program after each program to receive feedback to help modify and improve the services provided.

**Program Goals and Objectives:**

Continue to offer high quality Recreation programs such as Karate, Dance, Zumba, Yoga, Line Dancing, Gymnastics and Aerobics that will create a diverse group of who benefits from the Recreation & Cultural Arts Department.

Will continue to develop, create and improve the Cultural Arts programing to promote outreach to the community.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**RECREATION DEPARTMENTS**

Provide an excellent experience with our golf course for residents and those that travel through the community to enjoy the during business and community event gatherings.

Create more of a community involvement with all of the promotions to bridge the community with the Recreation & Cultural Arts Department.

Educate the community, employees and City Officials of all the benefits recreation & cultural arts has to offer.

Continue the growth of the youth sporting programs to alternative sports (volleyball, flag football, kickball and soccer) as an outlet.

Create more opportunity for the seniors program to offer more for their recreational & cultural arts services and special events.

Outreach to local schools, businesses and social groups within the community to gain more volunteers for our special events.

Continue to develop our community chorale to bring forth their gift of singing to the community by featuring their talents at City and special events.

Continue and grow the Cultural Arts Council by gaining a massive influence of cultural arts projects to enhance the awareness and participation within the city's livelihood of culture.

Grow the Cultural Art within the city.

**Prior Year Highlights:**

- Programs such as Dance, Zumba, Line Dancing and Yoga continued to grow and enhance the programs offered by the recreation department.
- Through Community Development Block Grants, we were able to do significant upgrading to the Brady Recreation Center. The upgrades included facelift of the exterior of Brady along, new exterior lighting, steps, handicap walkways and ramps along with interior design of the restrooms.
- College Park Auditorium has had interior improvements through sound system, lighting and fresh paint.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**RECREATION DEPARTMENTS**

- Senior Citizens Program “Wisdom for All Seasons” at the Tracey Wyatt Recreation Complex continued to thrive and grow.
- Added lighting to playground to creates a safer environment for the playground area.
- Collaborated with ABI Prep School in helping young men from overseas fulfill their dreams of competing in basketball in the United States allowing eight (8) college scholarships were gained to deserving young men. In addition, with the history of this program has produced its first year of graduates from college.
- Continued the book bag and back to school workshop that fed over 1500 people and gave school supplies to over 800. The workshops included were at Wyatt and Conley Centers and included Zupp Park.
- Youth basketball continued its dominance with district and state victories.
- Summer camp and the swimming pool was another success with hosting events at our local parks
- Created “pop-up” parties in various areas of the community to create more outreach and activity at Brady Center.
- Volleyball continues to grow and dominated during their season.
- Guitar lessons along with piano lessons thrived at the Wyatt and Conley Centers.
- Christmas “Toy Drive” was another success in providing toys for over 150 families.
- Back to School Back Pack was another success in providing back packs for children.
- We hosting several new Cultural Arts programs such Jazz in the Heart of College Park, Pop Up Jazz and special events for Black History Month in February.
- Dancing Jewels grew and participated in numerous parades and showcases.
- Senior Line Dancing class continues to grow and perform at local events.
- Girl Scouts troop remain and has become active again through this year.

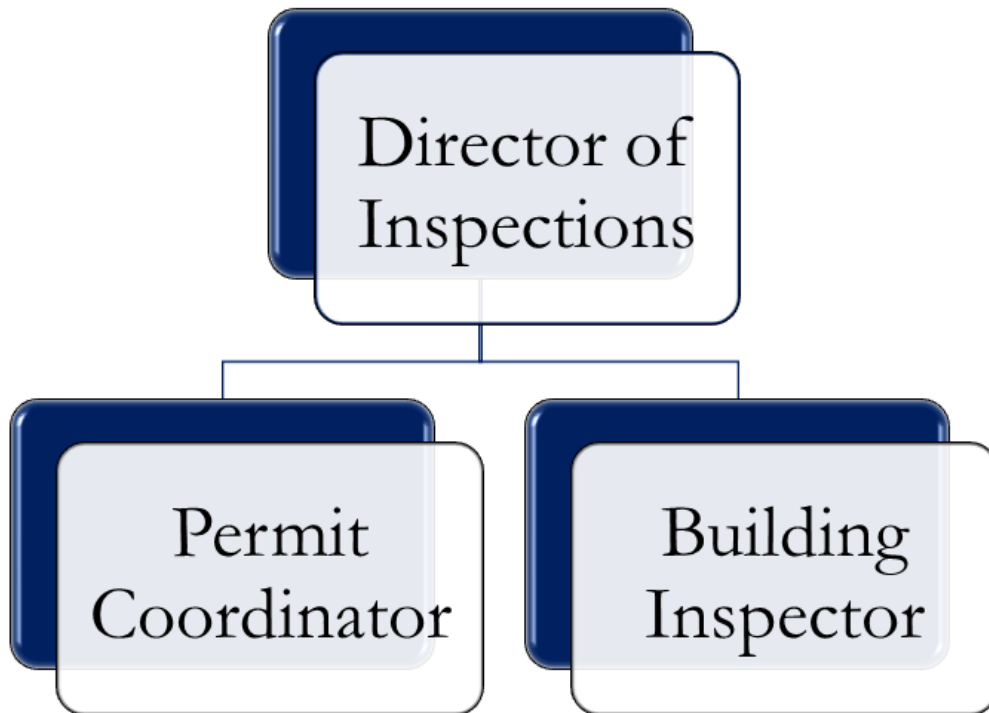
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**RECREATION DEPARTMENTS**

- The Hugh C. Conley Recreation Center offers a variety of programs to include a weight room, ASAP Tutoring program, Men’s Adult Basketball League, Youth Baseball, Favor Track Team, Youth Football and Cheerleading Program, Elite Atlanta Performers, Zumba, StepN2TheBeat Line Dancing, E3D Performance Fitness, Ferguson Performance Fitness, Ferguson Karate Studio, Elevated Places Dance Company, Cambridge Tutoring Services, Young at Heart Senior Adult Leisure, College Park Municipal Golf Course and College Park Gymnastics.
- College Park Tumbleweeds Gymnastics hosted three gymnastics meets in the City of College Park; Tumbles VS Weeds, Donna Stuart Tumbleweeds Invitational and 65 Roses Invitational for Cystic Fibrosis at Woodward Academy to promote and educate the participants about the genetic disease Cystic Fibrosis.
- The Recreation Department continues to partner with Luke Sports Project to offer Charter Middles School basketball and flag football.



# Inspections Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Inspections</b>					
Expenditures					
Personnel Services	\$ 265,505	\$ 245,297	\$ 192,615	\$ 183,752	-5%
Employee Benefits	89,225	72,193	57,563	59,110	3%
Communications & Util.	20,388	24,927	20,455	17,304	-15%
Repair & Maintenance	7,821	15,484	17,534	18,283	4%
Building Maintenance	1,531	3,000	5,200	-	-100%
Training & Education	10,088	18,886	11,950	16,950	42%
Other Services & Charges	532,842	156,312	142,937	156,842	10%
Materials & Supplies	9,870	12,363	11,941	11,285	-5%
Capital Outlay	-	-	-	-	0%
<b>Purchasing Total</b>	<b>\$ 937,270</b>	<b>\$ 548,462</b>	<b>\$ 460,195</b>	<b>\$ 463,526</b>	<b>1%</b>

	<b>Inspections</b>		<b>Personnel</b>	
<b>Full Time Positions:</b>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Council Adopted</u>
Director of Inspections	1	1	1	1
Senior Building Inspector	1	1	1	1
Permit Coordinator	1	1	1	1
Code Enforcement Officer Senior	1	1	-	-
Code Enforcement Officer	1	1	-	-
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Inspections**

**Program Description:**

The Inspections department increases public awareness on the value of building codes. Code Enforcement encourages a safe and healthy environment for the citizens of College Park by enforcing building, zoning, housing and environment ordinances.

**Trends:**

Even with the slow economy, inspections have remained steady on building and all trade permits for Commercial and Residential. Code Enforcement include a higher number of foreclosed and vacant properties that are not being maintained by the bank, holding company, or investor; more residential property owners are using property in deference to the zoning ordinance (renting rooms, using structure for halfway houses, group home settings, or for commercial uses); violations that were once identified and fixed by the owner are now more readily being identified by code enforcement, which increases the number of cases, paperwork, and citations; and enforcement of commercial property (including Apartment complexes) where there may be less capital to perform regular maintenance and upkeep have increased.

**Program Broad Goals:**

To help all citizens and commercial businesses achieve their goals in compliance with the city codes, initiate online applications and payment process for permits, internal hands on training with permit system.

**Program 20/21 Objectives:**

Maintain a high level of customer service and increase training certifications.

**Performance Measures**

**Inspections - Program/Service Outcomes: (based on program objectives)**

Maintain overall case cycle time of 30 days or less	<b>Estimated 20/21</b> 100%
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**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Permits Issued	<b>Actual 19/20</b> 794
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**Program/Service Outcomes: (based on program objectives)**

Direct amount of “face to face” contact with customers	<b>Actual 19/20</b> 80%
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# Economic Development Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Economic Development</b>					
Expenditures					
Personnel Services	\$ 189,692	\$ 201,911	\$ 179,821	\$ 238,637	25%
Employee Benefits	48,040	44,546	43,266	65,392	34%
Communications & Util.	11,011	9,973	11,128	10,962	-2%
Repair & Maintenance	-	3,760	5,102	3,703	-38%
Training & Education	23,678	20,779	33,490	5,600	-498%
Other Services & Charges	221,210	159,313	29,052	14,265	-104%
Materials & Supplies	9,633	5,007	17,472	300	-5724%
<b>Economic Development Total</b>	<b><u>\$ 503,263</u></b>	<b><u>\$ 445,288</u></b>	<b><u>\$ 319,331</u></b>	<b><u>\$ 338,859</u></b>	<b>6%</b>

**Economic Development Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Director of Development	1	1	1	1
Economic Dev. Proj Manager	1	1	1	1
Administrative Asst.	-	-	1	1
<b>Total Personnel</b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>3</u></b>	<b><u>3</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Economic Development Department & BIDA**

**Program Description:**

The Economic Development program is responsible for enhancing the economic well-being and quality of life of the community by providing quality, useful information and responsive, effective services to targeted employers and industries, and attracting revenue and employment generators to the City of College Park.

**Trends:**

The key indicators of performance for Economic Development are the number of jobs created by recruited companies, City of College Park properties sold, and new residential & commercial development.

**Program Broad Goals:**

Support business retention and small business development in order to provide sustainable employment opportunities throughout the city, while expanding and maintaining tax revenue generators, such as hotel/motel tax. Provide high quality, accessible market information on the City of College Park to those seeking to develop or locate business in the city.

Economic Development Department Core Program Areas include the following:

- Business Attraction
- Business Retention & Expansion
- Redevelopment
- Small Business Development
- Community Development

**Program 20/21 Objectives:**

Economic Development will target attainable housing developers, grocers, retail, hospitality and entertainment within our recruitment efforts. We will establish and maintain relationships with local businesses and organizations to leverage the existing business leadership in attraction efforts and to improve communications between government and private sector leaders. We will establish, market, and implement redevelopment strategies & incentives in order to sustain economic vitality, improve the city's image, and promote quality architectural design. We will support small businesses and entrepreneurial activity by encouraging small business mentoring and outreach efforts.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Economic Development Department & BIDA**

**Performance Measures**

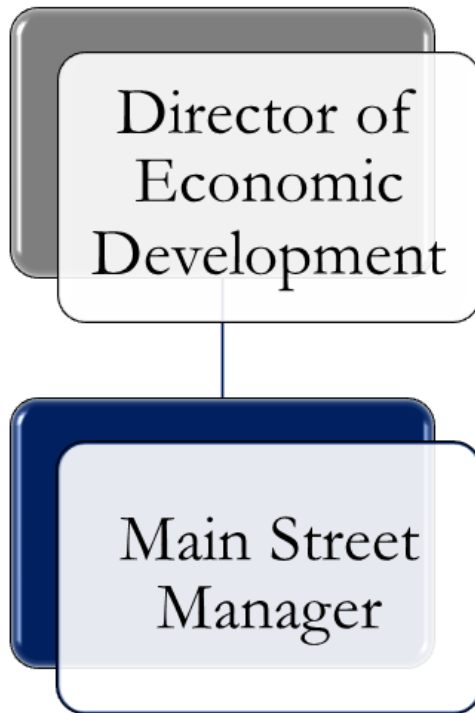
**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Hotel/Motel Avg Occupancy Rate	80 %
# Existing Business Visits	12
Net New Business Licenses Issued	30
Ribbon Cutting Ceremonies	12

**Prior Year Highlights:**

- During 2019-2020, Economic Development completed the masterplan of the Airport City, a 311 acre master planned mixed- use development that will include residential, Class A office, retail, hospitality, and entertainment venues.
- Development of the new Marriott AC Hotel at the Gateway Center, which is part of a new mixed use development at the Gateway Center. This new development will include Class A office, a full service hotel, restaurant and retail.
- Groundbreaking of the Sheraton Hotel at the Gateway Center.
- The Arena @ Gateway Center, a new 100Ksf multipurpose facility was opened and serves as the home court to the WNBA Atlanta Dream; in addition to serving as the home court of the G League Team, The College Park Skyhawks. This facility will also house concerts, collegiate events, convocations, plays and other noteworthy events.

# Main Street Development Organizational Chart





CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Main Street Development</b>					
Expenditures					
Personnel Services	\$ 28,005	\$ 39,162	\$ 60,102	\$ 60,097	100%
Benefits	5,553	8,036	12,652	12,655	100%
Communications & Util.	4,538	4,659	6,589	3,787	-43%
Repair & Maintenance	-	-	30	284	0%
Building Maintenance	8,633	3,460	3,336	1,820	-45%
Training & Education	7,694	10,449	11,152	6,875	-38%
Other Services & Charges	26,513	26,271	69,548	59,056	-15%
Operating Transfers Out	-	-	-	-	0%
Materials & Supplies	5,014	2,753	2,502	2,450	-2%
<b>Main Street Expenditure Total</b>	<b>85,950</b>	<b>94,790</b>	<b>165,911</b>	<b>147,024</b>	<b>-11%</b>

**Main Street Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
Main Street Manager	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Economic Development | Main Street**

**Program Description:**

The Main Street program is responsible for the enhancement and economic well-being of the Main Street and Virginia Avenue business corridor of the College Park community. The Main Street program is responsible for providing useful information to potential, new, and existing businesses. Working directly with the City of College Park's Economic Development Department in attracting revenue and employment generators to the City, and providing effective & responsive services to address issues that may arise in the Main Street and Virginia Avenue area.

**Trends:**

The key indicators for the Main Street program are the number of retail storefronts available for business, number of store fronts occupied with viable businesses, and the percentage of existing businesses retained in the Main Street area.

**Program Broad Goals:**

Recruit target industries to the Main Street area by employing effective and comprehensive marketing strategies, support business retention, and small business development; in order to provide sustainable employment opportunities in the Main Street area. Main Street is responsible for providing high quality, accessible market information on the City of College Park to those seeking to develop or locate business within the city.

Main Street's core program areas include:

- Business attraction
- Business retention & expansion
- Redevelopment
- Small business development

**Program 20/21 Objectives:**

The Main Street program will target retail, hospitality, small office, and residential end users in their recruitment efforts. We will build and maintain relationships with local businesses to leverage the existing business leadership in attraction efforts, and to improve communications between government and private sector leaders. We will establish and implement redevelopment policies and incentives in order to create economic vitality, improve the city's image, and promote quality architectural design. We will support small businesses and entrepreneurial activity by encouraging small business lending through special programs.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Economic Development | Main Street**

**Prior Year Highlights:**

During 2019-2020, the Main Street organization worked with existing property owners and city staff to complete the alley project to address flooding in the alley behind the row of businesses from Harvard Avenue to Columbia Avenue. This city investment will improve the sewage system in this area, current flooding issues for business owners, as well as improve the overall aesthetics of the alley.

The Main Street program continues to work through the College Park Main Street Association to identify viable projects and work the College Park Business and the Industrial Development Authority to facilitate instrumental developments.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Council Adopted	% Change 2020 to 2021
<b>Multi Departmental Costs Total</b>					
Expenditures					
Other Services & Charges	\$ 47,376	\$ 14,458	\$ 335,329	\$ 160,707	-52%
Materials & Supplies	-	195	15,840		
Operating Transfers Out	9,766,524	782,450	585,118	430,883	
Accounting Charges	-	31,359	-	-	0%
<b>Multi Departmental Costs Total</b>	<b>9,813,900</b>	<b>828,462</b>	<b>936,287</b>	<b>591,590</b>	<b>-37%</b>

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Council Adopted	% Change 2020 to 2021
General Fund Total					
Revenue Totals	\$ 31,329,479	\$ 35,283,197	\$ 34,807,920	\$ 30,281,400	
Expenditure Totals	40,164,537	34,308,491	34,807,920	30,281,400	
<b>General Fund Net Revenues/(Expenditures)</b>	<b>\$ (8,835,058)</b>	<b>974,706</b>	<b>-</b>	<b>-</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**SPECIAL REVENUE FUNDS**

**Program Description:**

Special Revenue Funds are used to account and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt services and capital projects.

**Car Rental Fund:**

This fund is used to record the revenue and expenditures of taxes collected from the excise tax levied on rental cars in the City. The proceeds of this tax are restricted by State law for construction of convention centers, public safety and recreation facilities.

**Confiscated Drug Fund:**

This fund accounts for the City's portion of cash condemned by Federal law enforcement officials through drug confiscations at Hartsfield-Jackson International Airport and is used to further general police enforcement activities. These funds are restricted by Federal law. intergovernmental grants.

**State Drug Fund:**

This fund accounts for cash condemned by local law enforcement officials through drug confiscations and is used to further general police enforcement activities. These funds are restricted by State law.

**E911 Fund:**

This fund accounts for the revenues derived from the E911 surcharge levied on all telephones within the City and the payment of expenditures related to that purpose. Police Dispatch is also included in this fund and is financed through an operating transfer in from the General Fund. These funds are restricted by State law.

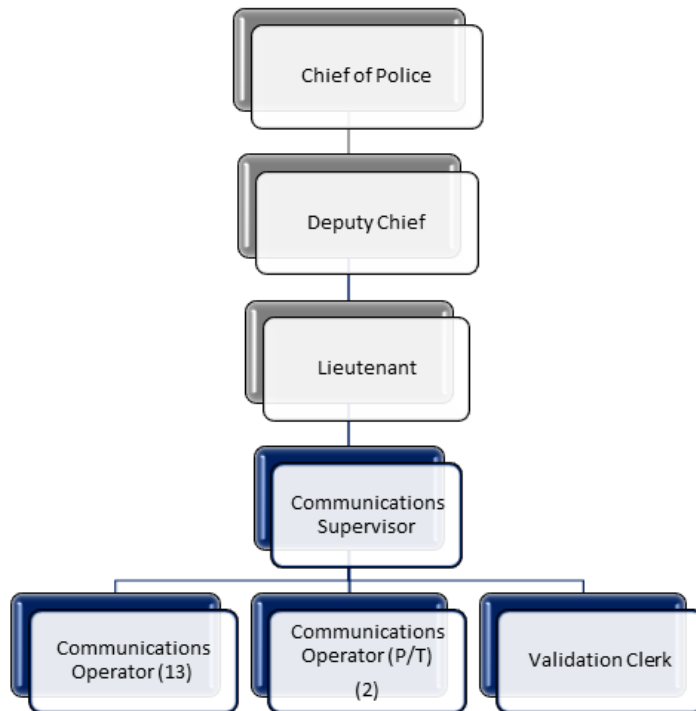
**Newton Estates Improvement Fund:**

This fund accounts for the revenues and expenditures related to a Special District Tax in the Convention Center area. These funds are restricted by State law.

**TSPLOST Fund:**

This funds accounts for the 25% discretionary portion of the tax proceeds in a special revenue fund. Three of the 12 regions in Georgia passed the TSPLOST as part of Transportation Investment Act.

# Police E911 Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>E911 Communications Fund</b>					
Revenue					
Other Income	\$ 504,171	\$ 392,309	\$ 485,813	\$ 480,000	-1%
Interest	-	-	121	-	0%
Operating Transfers In	470,000	481,248	483,957	395,869	-18%
<b>E911 Communications Revenue Total</b>	<b>974,171</b>	<b>873,557</b>	<b>969,891</b>	<b>875,869</b>	<b>-10%</b>
Expenditures					
Personnel Services	521,874	534,408	598,866	517,204	-14%
Employee Benefits	218,304	221,673	235,875	221,566	-6%
Communications & Util.	204,903	66,923	95,859	95,864	0%
Repair & Maintenance	2,109	6,374	4,200	7,254	73%
Building & Maintenance	-	149	-	-	
Training & Education	1,688	3,480	6,430	6,875	7%
Other Services & Charges	23,333	19,598	20,886	22,856	9%
Materials & Supplies	6,438	2,828	7,775	4,250	-45%
Operatig Transfers Out	-	-	-	-	0%
<b>E911 Communications Expenditures</b>	<b>978,648</b>	<b>855,433</b>	<b>969,891</b>	<b>875,869</b>	<b>-10%</b>
<b>E911 Communications Net Revenues/ (Expenditures)</b>	<b>\$ (4,478)</b>	<b>\$ 18,124</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**E911 Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
Full Time Positions:				
Communications Supervisor	1	1	1	1
Communications Shift-Supv				
Communications Operator	13	13	13	13
Vaidation Clerk	1	1	1	1
<b>Part Time Positions:</b>				
Commnications Operator	2	2	2	2
<b>Total Personnel</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

CITY OF COLLEGE PARK, GEORGIA  
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**E911 COMMUNICATIONS**

**Program Description:**

The E911 Communications Center receives all calls for police, fire, and EMS services. Calls are then processed and dispatched to the appropriate unit/s for service. The Communications Center also provides pre-arrival instructions for appropriate EMS calls. They are also the record keepers of GCIC/NCIC entries for persons, guns, vehicles and articles.

**Trends:**

Most E911 Communications Centers are holding themselves to a higher standard to ensure the quickest and most appropriate responses to their citizens and people within their jurisdictions. This is a trend that the College Park E911 Center sees as vital to our public safety mission. Nationally, E911 dispatching is considered one of the most stressful jobs in the nation; we have not been immune to the national trend of high turnover rates. While maintaining staffing levels is a challenge, CPPD strives to select individuals that are most suited for the stressful environment by hiring candidates who have successfully completed a multi-level selection process.

**Program Broad Goals:**

Create positive community awareness, educating them of the appropriate use of E911 versus utilization of non-emergency lines. Provide a positive work environment to reduce stress and subsequently reduce the dispatcher turnover rate. Conduct market salary review and implement adjustments in salary structure. Increase training to provide prompt, accurate and appropriate processing of emergency and non-emergency calls for service. Provide training and resources for 911 personnel to reduce stress and fatigue. Continue to provide educational opportunities in the area of emergency dispatching.

**Program Objectives:**

Maintain a Quality Assurance Program to ensure proper telephone etiquette, EMD and proper information is obtained from caller by communications operators. Continue community outreach efforts to educate the public on the use of 911. Develop a continuing education program for emergency dispatchers. Maintain call processing times as they have an impact on response times.

**Performance Measures**

**Program / Service Outputs: (goods, services, units produced):      Actual 19/20**

Calls Received –	41,521 - 911
Calls Handled –	98,215 - Police 6,682 - Fire/EMS



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**E911 COMMUNICATIONS**

**Program / Service Outcomes: (based on program objectives):**

- Weekly Quality Assurance Reviews
- Attend neighborhood meetings and community events to provide community awareness and education on E911 capabilities and use.
- Monthly reviews of average dispatch time on all calls.

**Prior Year Highlights**

- Inspections were maintained of validation entries in order to ensure accuracy and timely processing. There were no errors during the last year.
- We maintained our adherence to GCIC/NCIC standards set by the State of Georgia. Communications Supervisor ensured that upon hire all sworn officers and dispatch personnel completed a GCIC/NCIC workbook as required.
- E911 Standard Operating Procedures in compliance with accreditation standards were maintained. This was confirmed through the audit process.

**Goals**

- Replacement of the 911 recording system.
- Send Dispatchers to relevant training, including the Dispatch Supervisor, in order increase skill sets and knowledge base.
- Track call taking and response times each week for quality control and improvement.
- Implement a salary tier system similar to those of police officers and fire fighters.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2020 to 2021
<b>Confiscated Drugs Fund</b>					
Revenues					
Budget Carryforward	\$ -	\$ -	\$ 10,000	\$ 10,000	0%
<b>Confiscated Drugs Revenue Total</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>0%</b>
Expenditures					
Rentals	\$ 3,736	\$ -	\$ -	\$ -	0%
Training & Education	3,018	3,156	5,000	5,000	100%
Other Services & Charges	16,043	7,074	1,000	1,000	0%
Materials & Supplies	-	-	4,000	4,000	0%
<b>Confiscated Drugs Expenditure Total</b>	<b>22,797</b>	<b>10,230</b>	<b>10,000</b>	<b>10,000</b>	<b>0%</b>
<b>Confiscated Drugs Net Revenues/ (Expenditures)</b>	<b>\$ (22,797)</b>	<b>\$ (10,230)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	2018 Actual	2019 Actual	2020 Amended Budget	2021 Adopted	% Change 2020 to 2021
<b>State Drugs Fund Revenue</b>					
Revenues					
Other Income	\$ (10,527)	\$ (7,953)	\$ -	\$ -	0%
Intergovernmental	\$ 61,041	\$ 50,487			0%
Interest	-	451	-	-	0%
Budget Carryforward	-	-	14,000	14,000	0%
<b>State Drug Revenue Total</b>	<b>50,514</b>	<b>42,985</b>	<b>14,000</b>	<b>14,000</b>	<b>0%</b>
Expenditures					
Rentals	\$ 9,736	\$ 545	\$ 1,000	\$ -	0%
Training & Education	5,764	1,710	5,000	5,000	100%
Other Services & Charges	7,408	16,355	3,000	4,000	33%
Materials & Supplies	-	-	5,000	5,000	0%
<b>State Drug Expenditure Total</b>	<b>22,907</b>	<b>18,610</b>	<b>14,000</b>	<b>14,000</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Special District Tax Fund</b>					
Revenues					
Taxes	\$ 102,262	\$ 115,894	\$ 121,650	\$ 371,650	206%
Other Income	-	263	-	-	0%
Interest	-	-	-	-	0%
Budget Carryforward	-	-	-	-	0%
<b>Special District Tax Revenue Total</b>	<b>102,262</b>	<b>116,157</b>	<b>121,650</b>	<b>371,650</b>	<b>206%</b>
Expenditures					
Other Services & Charges	-	-	-	-	0%
Operating Transfers Out	105,850	105,000	121,650	371,650	206%
<b>Special District Tax Expenditure Total</b>	<b>105,850</b>	<b>105,000</b>	<b>121,650</b>	<b>371,650</b>	<b>206%</b>
<b>Special District Tax Fund Total</b>	<b>\$ (3,588)</b>	<b>\$ 11,157</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Hospitality Fund</b>					
Revenues					
Taxes	\$13,669,014	\$13,494,063	\$ 10,325,821	\$10,922,607	6%
Other Income	33,305	208	33,305	-	0%
Interest	-	13,943	300	-	-100%
Budget Carryforward	-	-	4,432,030	77,123	0%
<b>Hospitality Revenue Total</b>	<b>13,702,318</b>	<b>13,508,215</b>	<b>14,791,456</b>	<b>10,999,730</b>	<b>-26%</b>
Expenditures					
Other Services & Charges	2,463,181	2,532,479	1,896,549	1,656,914	-13%
Operating Transfers Out	8,796,112	9,934,071	12,894,907	9,342,816	-28%
<b>Hospitality Expenditure Total</b>	<b>11,259,293</b>	<b>12,466,550</b>	<b>14,791,456</b>	<b>10,999,730</b>	<b>-26%</b>
<b>Hospitality Net Revenue/(Expenditures)</b>	<b>\$ 2,443,026</b>	<b>\$ 1,041,665</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Car Rental Tax Fund</b>					
Revenues					
Taxes	\$ 200,000	\$ 7,261,065	\$ 3,600,000	\$ 3,600,000	0%
Interest	-	17,688	300	300	0%
Budget Carryforward	-	-	-	1,603,602	
<b>Car Rental Revenue Total</b>	<b>200,000</b>	<b>7,278,753</b>	<b>3,600,300</b>	<b>5,203,902</b>	<b>45%</b>
Expenditures					
Other Services & Charges	7,751	6,630	7,500	7,500	0%
Operating Transfers Out	1,802,597	2,278,940	3,592,800	5,196,402	45%
Capital Outlay	848,511	539,212	-	-	0%
Debt Service	172,561	-	-	-	0%
<b>Car Rental Expenditure Total</b>	<b>2,831,419</b>	<b>2,824,782</b>	<b>3,600,300</b>	<b>5,203,902</b>	<b>45%</b>
<b>Car Rental Net Revenues/(Expenditures)</b>	<b>\$ (2,631,419)</b>	<b>\$ 4,453,971</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**CAPITAL PROJECTS FUND**

**Program Description:**

The Capital Projects are used to account for financial resources to be used for the acquisition or construction of major capital facilities. Once the asset has been completed, the fund is terminated.

**SPLOST Fund:**

This fund accounts for proceeds of a sales tax levied in Clayton County, which will be used by the City for the exclusion purpose of capital outlay projects.

**TPLOST Fund:**

This funds accounts for the 25% discretionary portion of the tax proceeds in a special revenue fund that can be utilized for capital projects. Three of the 12 regions in Georgia passed the TSPLOST as part of Transportation Investment Act.

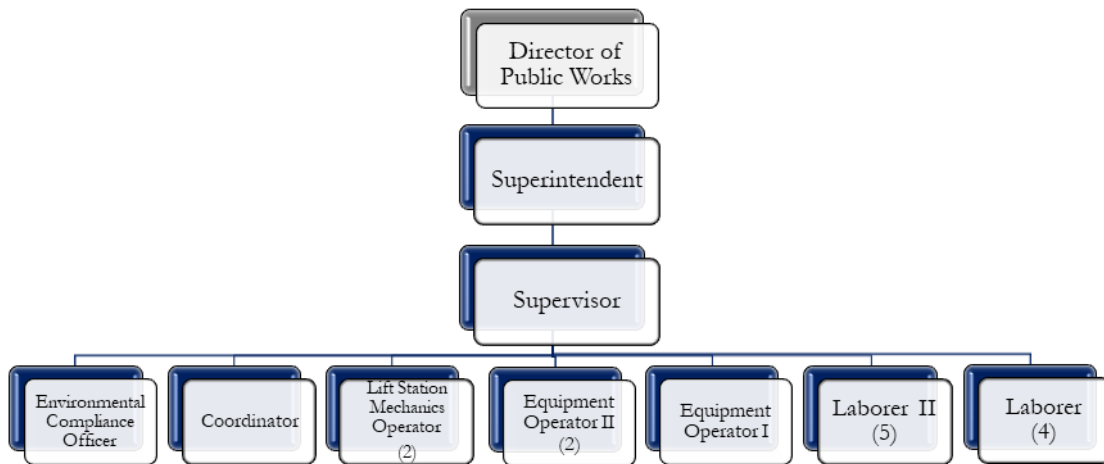
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>SPLOST Fund</b>					
Revenues					
Taxes	\$ 234,739	\$ 248,475	\$ 225,000	\$ -	0%
Interest	556	469	600	-	0%
Operating Transfers	-	-	200,000	-	
<b>SPLOST Revenue Total</b>	<b>235,295</b>	<b>248,943</b>	<b>425,600</b>	<b>-</b>	<b>-100%</b>
Expenditures					
Other Services & Charges	\$ 24,387	\$ 230	\$ 359,600	\$ -	0%
Repair & Maintenance	-	-	\$ 66,000	-	
Capital Outlay	1,228,359	65,247	-	-	100%
<b>SPLOST Expenditure Total</b>	<b>1,252,747</b>	<b>65,477</b>	<b>425,600</b>	<b>-</b>	<b>-100%</b>
<b>SPLOST Net Revenues/Expenditures</b>	<b>\$ (1,017,452)</b>	<b>\$ 183,466</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>335 - TSPLOST Fund</b>					
Revenues					
Operating Transfers In	\$ 52,500	\$ 34,458	\$ -	\$ -	0%
<b>TSPLOST Revenue Total</b>	<b>52,500</b>	<b>34,458</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Expenditures					
Capital Outlay	\$ 86,958	\$ -	\$ -	\$ -	0%
<b>TSPLOST Expenditure Total</b>	<b>86,958</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>0%</b>
<b>TSPLOST Net Revenues/ (Expenditures)</b>	<b>\$ (34,458)</b>	<b>\$ 34,458</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>235- TSPLOST Fund</b>					
Revenues					
Taxes	\$ 2,224,541	\$ 2,336,811	\$ 2,000,000	\$ -	0%
Interest	341	523	-	-	
<b>TSPLOST Revenue Total</b>	<b>2,224,882</b>	<b>2,337,334</b>	<b>2,000,000</b>	<b>-</b>	<b>0%</b>
Expenditures					
Operating Transfers Out	\$ -	\$ 34,458	\$ -	\$ -	0%
Capital Outlay	-	490,254	\$ 2,000,000	-	
<b>TSPLOST Expenditure Total</b>	<b>-</b>	<b>524,712</b>	<b>2,000,000</b>	<b>\$ -</b>	<b>0%</b>
<b>TSPLOST Net Revenues/ (Expenditures)</b>	<b>\$ 2,224,882</b>	<b>\$ 1,812,622</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Water and Sewer Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>Water and Sewer</b>					
Revenues					
Charges For Services	\$ 9,153,084	\$ 9,662,957	\$ 10,700,000	\$ 9,024,251	-19%
Other Income	1,783	-	2,500	-	0%
Interest	-	15,150	3,000	2,054	-46%
<b>Revenue Total</b>	<b>9,154,868</b>	<b>9,678,106</b>	<b>10,705,500</b>	<b>9,026,305</b>	<b>-16%</b>
Expenditures					
Personnel Services	805,445	798,122	866,520	724,139	-20%
Employee Benefits	287,765	234,161	335,201	302,452	-11%
Communications & Util.	119,232	96,429	78,616	82,755	5%
Rentals	8,090	10,833	16,500	8,000	-106%
Repair & Maintenance	529,241	440,912	705,443	558,142	-26%
Building Maintenance	7,906	19,583	5,300	5,000	-6%
Training & Education	18,560	25,056	18,800	23,800	21%
Other Services & Charges	454,686	471,338	1,046,257	696,894	-50%
Materials & Supplies	42,120	53,680	50,760	35,660	-42%
Cost Of Sales	5,761,014	5,837,053	6,091,200	5,300,000	-15%
Operating Transfers Out	-	75,555	75,555	184,326	-100%
Capital Outlay	1,387,188	160,315	380,000	54,108	-602%
Debt Service	785,818	943,825	1,035,348	1,051,029	1%
<b>Water &amp; Sewer Expenditure Total</b>	<b>10,207,065</b>	<b>9,166,863</b>	<b>10,705,500</b>	<b>9,026,305</b>	<b>-16%</b>
<b>Adjustments</b>					
Depreciation Expenses	785,131	799,677	-	-	0%
Capital Outlay	(1,387,188)	(160,315)	-	-	0%
Debt Service	(460,000)	(619,942)	-	-	0%
	<b>(1,062,057)</b>	<b>19,420</b>			<b>0%</b>
<b>Water and Sewer Net Revenues (Expenditures)</b>	<b>\$ 9,860</b>	<b>\$ 491,824</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**Water and Sewer Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
<b>Full Time Positions:</b>				
Public Works Director*	1	1	1	-
Water/Sewer Superintendent	1	1	1	1
Water/Sewer Supervisor	1	1	1	1
Environmental Compliance Coordinator	1	1	1	1
Equipment Operator II	1	1	2	2
Equipment Operator I	1	1	1	1
Lift Station Operator	2	2	2	2
Water/Sewer Coordinator	1	1	1	1
Laborer II	5	5	5	5
Laborer I	4	4	3	4
<b>Total Personnel</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

\*50 % Public Works Director.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division – Water Administration**

**Program Description:**

The Water/Sewer Administration program provides leadership, direction, and support for all the Operations programs including Water Distribution and Wastewater Collection System in the City of College Park. Duties include, but are not limited to; Update standby board at Police Department – Maintain Daily Reports, Submit Monthly reports to Public Works daily and weekly activities (which includes projected activities for upcoming daily/monthly for monthly reports) – Submit daily/bi-weekly attendance and payroll. Prepare Budget – Processing Invoices – Answering incoming calls – Call in locates requested by UPC – Assist in Preparing Agenda Items.

**Trends:**

The Water/Sewer Administration program is responsible for the distribution of an increasing number of work orders; related to operations and phone calls to help rectify customer complaints.

**Program Broad Goals:**

Provide leadership, direction, and management to the Operations program to ensure the delivery of safe, reliable, and efficient services.

**Program 20/21 Objectives:**

Manage the City Water and Wastewater Operations to provide safe/reliable services and maintain compliance with all federal and state requirements. Monitor and update the High Performance Work System, which promotes efficient use of the various disciplines within the Operation’s program.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Phone inquiries processed	9,000
Prepare Work Orders (Customer Service Requests/ Inter-office)	5,000
Prepare Reports (Monthly/Weekly, Leak Detection, Water Loss, Etc.)	12
Prepare Bi-Weekly Payroll	26
Prepare Daily Attendance Log	332
Prepare Invoice’s	1,500
Input Water Meter Information in Harris System	350



CITY OF COLLEGE PARK, GEORGIA  
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**Public Works/Water and Sewer Division – Water Administration**

**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Effective Asset Management	40%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	80%

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Phone inquiries processed	5500
Prepare Work Orders (Customer Service Requests/ Inter-office)	2600
Prepare Reports (Monthly/Weekly, Leak Detection, Water Loss, Etc.)	12
Prepare Bi-Weekly Payroll	26
Prepare Daily Attendance Log	365
Prepare Invoices	900
Input Water Meter Information in Harris System	261

**Program/Service Outcomes: (based on program objectives)**

	<b>Actual 19/20</b>
Effective Asset Management	40%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	80%

**Prior Year Highlights:**

- Filed and organized sanitary sewer reports
- Filed and organized in-house work orders
- Maintained Inventory for office and water/sewer supplies
- Prepared COA Clayton County and Fulton County bills
- Compiles Fulton County Data Flow (Monthly)
- Prepare payroll for Division; gather monthly late accruals for Division
- Prepared Invoices for payment
- Assisted with AMI Infrastructure with Meter endpoint information
- Copied and scanned utility service orders from Customer Service
- Prepared monthly/daily reports for Public Works Director
- Maintenance “temporary hydrant” accounts; set up accounts/ gather monthly reads for billing
- Assist Customer Service on Billing, Rereads, Service Start-Up, Trouble Code Reports, Rereads and Customer Complaints

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division – Water Administration**

- Performed meter and electronic radio transmitter (ERT) change outs associated with the city's AMI Project
- Oversaw the construction of the Virginia Avenue Waterline Replacement Project that consisted of the replacement of a 300 lf of corroded 1½" water main
- Replaced 1,040 ft. of 4" pipe with 8" ductile iron pipe along Roosevelt Highway

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division -Water and Sewer Compliance**

**Program Description:**

The Water/Sewer Compliance Program promotes water conservation to citizens through education and incentives, and maintains compliance with the Georgia Environmental Protection Division (GaEPD) and the Metropolitan North Georgia Water Planning District. This program maintains industrial surcharge and inspections of sewers for: erosion and sewer spill violations, along with issuing Citations for City of College Park ordinance violations. Water/Sewer Compliance Program represents ARC Storm water Task Force, ARC Clearwater Campaign. Water/Sewer Compliance Program also offers Report's (CCR) to GaEPD and College Park Customers, and prepares annual Storm water reports for GaEPD.

**Trends:**

The City will continue to promote and encourage water conservation and grease control to our customers. The City will also continue to meet all of the conservation measures under the Georgia Environmental Protection Division. Also, the City participates in an active toilet rebate program under the guidelines of the Metropolitan North Georgia Water Planning District.

**Program Broad Goals:**

Maintain compliance with the State Conservation program. Promote water conservation, grease control and sewer spills to customers, especially in the context of larger sustainability issues.

**Program 20/21 Objectives:**

Meet or surpass the conservation measures required under the guidelines of the Metropolitan North Georgia Water Planning District and Georgia Environmental Protection division (EPD). Provide information on water conservation best management practices to citizen through public outreach education, workshops, the City's website and literature.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Number of oil and grease traps inspected	28
Number of Streams Inspected for Sewer Spills	10
Number of Manholes Inspected (Troubled Areas)	25
Operation of SCADA and other Controls for the Water Distribution System	Yes

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division -Water and Sewer Compliance**

**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Effective Asset Management	60%
Customer Service	100%
Workforce Development	80%
Financial Viability and Enhanced Communication	90%
<b>Performance Measures</b>	

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Number of oil and grease traps inspected	28
Number of Streams Inspected for Sewer Spills	10
Number of Manholes Inspected (Troubled Areas)	25
Operation of SCADA and other Controls for the Water Distribution System	Yes

**Program/Service Outcomes: (based on program objectives)**

	<b>Actual 19/20</b>
Effective Asset Management	60%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	90%

**Prior Year Highlights:**

- Identified Problem Sewer Areas to Prevent Sewer Spills
- Monthly Grease Control Program by Checking Grease Traps
- Citywide checking of pollution of streams
- Assisted in preparing Stormwater MS4 Report
- Industrial Surcharge and Sanitary Sewer Billing
- Monitoring of the SCADA System
- Monitoring of the Chemical System
- Maintained/ Updated Water Usage Report
- Completed access road construction at (4) locations to provide access to remote sewer manholes
- Provided oversight of the city’s Sanitary Sewer Evaluation Study involving cleaning and CCTV of the sanitary sewer system
- Completed water & sewer service at the new AC Hotel, Sysco Foods and Wally Park

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division – Wastewater Maintenance**

**Program Description:**

Water and Sewer Wastewater Maintenance Program is responsible for the maintenance and operations of the Waste Water Collection System and Sewer Services connections; for residential and commercial customers. The Sewer Collection System services approximately ten (10) square miles with a total of 78.3 miles of sewer mains.

**Trends:**

The Water and Sewer Division has established an aggressive Sanitary Sewer Evaluation Study (SSES); to provide the City with a comprehensive map of its sanitary sewer system while identifying defects and inefficiencies in the system. The results of the SSES will be used to identify portions of the system requiring repairs and/or maintenance to improve the efficiency of the system while reducing the City’s waste water treatment cost.

**Program Broad Goals:**

Operate and maintain Sewer Lift Stations without spills or odor complaints. Meet or surpass all state and federal regulatory requirements. Also, provide safe continuous transport of all wastewater within the City of College Park. Ensure correct sewer line operation conditions to avoid odor complaints. Reduce the number of sewer spill in wastewater collection system.

**Program 20/21 Objectives:**

Operate the sewer Lift Station in an effective and efficient manner; without sewer spills or odor complaints. Provide preventative maintenance and quick responses to operational needs. Reduce odor and chemical costs within the sewer system by evaluating alternative chemicals to control odors.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Sewer Lift Station Maintenance/Repairs	2
High Pressure Cleaned Sanitary Sewer Main (Blockages)	50
Sewer Manholes Located and Repaired	10
Sanitary Sewer Repair/Replacement	300 LF
Sewer Flow Meter for Repair/ Replacement	4

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division – Wastewater Maintenance**

**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Effective Asset Management	30%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	70%
<b>Performance Measures</b>	

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Sewer Lift Station Maintenance/Repairs	5
High Pressure Cleaned Sanitary Sewer Main (Blockages)	40
Sewer Manholes Located and Repaired	4
Sanitary Sewer Repair/Replacement	200 LF
Sewer Flow Meter for Repair/ Replacement	2

**Program/Service Outcomes: (based on program objectives)**

	<b>Actual 19/20</b>
Effective Asset Management	25%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	80%

**Prior Year Highlights:**

- Rebuilt Pump(s) #2, and #4 at the S.E. Lift Station
- Unclogged sanitary sewer mains (CITYWIDE)
- Check problem sanitary sewer mains (CITYWIDE)
- Replaced motor for pump#2 at S.E. Lift Station
- Located 8 manholes, Repaired 2 manholes (CITYWIDE)
- Build temporary road for access to CCTV 11,000 LF of sanitary sewer mains
- SSES Program CCTV sewer mains (CITYWIDE)

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division – Water Distribution Maintenance**

**Program Description:**

The Water Distribution System program provides for maintenance, repair, installation and replacement of the City Water Distribution System. This system has approximately 94.4 miles of water mains, approximately 1,000 fire hydrants, 3,000 water service lines (meters) and approximately 5,000 main line valves. Also, the program is responsible for operations, maintenance, repair and the replacement of the four (4) booster Pump Stations, two (2) Elevated Water Tank sites and 750,000 storage capacities.

**Trends:**

The Water and Sewer Division has established an aggressive replacement of aging water lines through Capital Improvement which will result reduction in emergency main and service line repairs. The rapid growth of development in the City has improved; which allows staff to focus on preventative/productive maintenance and increasing the efficiency of life in the primary equipment. Also, the City has an active Leak Detection Program that has proven beneficial to the City. This program has identified many leaks in the City; which is cost savings. The City is considering the possibility of establishing ground water wells for alternative water use.

**Program Broad Goals:**

Deliver safe and reliable potable water to City water customer’s through the Water Distribution System. Provide proper maintenance for the Distribution System and Production System components to prevent service disruptions. Also, a meter replacement program has been established to increase revenues and water loss accountability.

**Program 20/21 Objectives:**

Minimize service disruptions through preventative maintenance of production equipment and proper underground utility identification and markings. Deliver the highest level of service to customers. Continue with the aggressive meter replacement program to increase revenues and water accountability. Complete budget capital infra-structure improvements.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Water Meter Replacement	130
Leak Detection (Reported Leaks)	10
Fire Hydrant Repair/Replacement	12
Valve Vacuum/Exerciser	24
Valve Insertion	6
Water Main Replacement (LF)	1,348 LF
Elevated Tank Maintenance	2
Water Pump Station Maintenance/Repair	2

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Water and Sewer Division – Water Distribution Maintenance**

**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Effective Asset Management	30%
Customer Service	100%
Workforce Development	80%
Financial Viability and Enhanced Communication	70%

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Water Meter Replacement	100
Leak Detection (Reported Leaks)	0
Fire Hydrant Repair/Replacement	5
Valve Vacuum/Exerciser	12
Valve Insertion	2
Water Main Replacement (LF)	200 LF
Elevated Tank Maintenance	2
Water Pump Station Maintenance/Repair	2

**Program/Service Outcomes: (based on program objectives)**

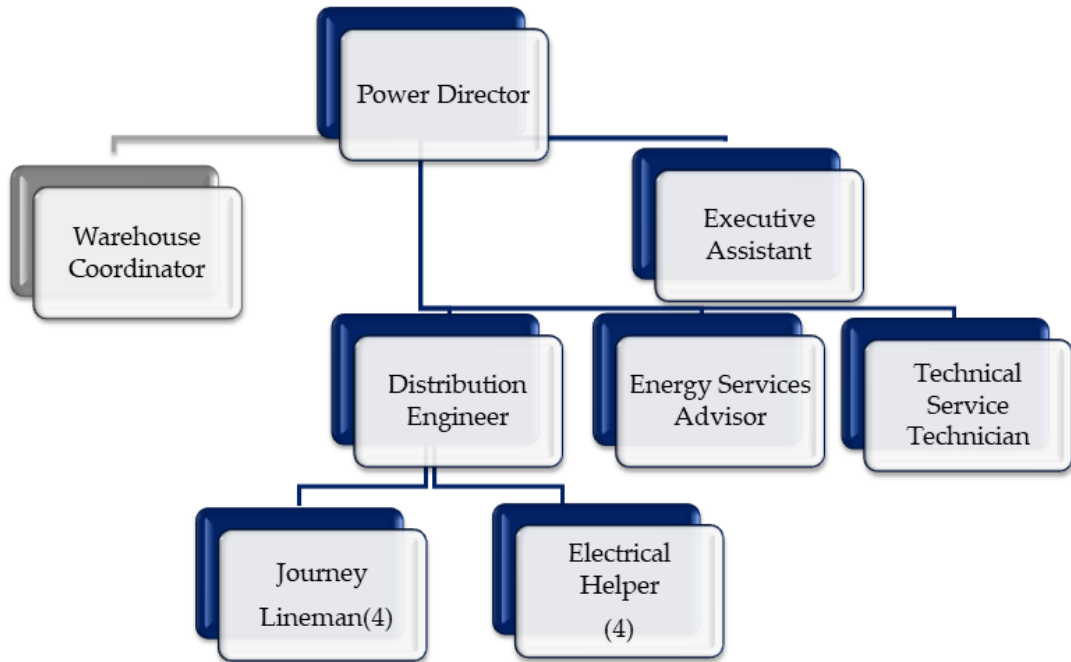
	<b>Actual 19/20</b>
Effective Asset Management	25%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	50%

**Prior Year Highlights:**

- Installed new 8” water main on Roosevelt Highway from Brown Road to Hospitality Way



# Power Line Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Electric Line</b>					
Revenues					
Charges For Services	\$ 26,550,362	\$ 27,384,910	\$ 31,912,634	\$ 35,856,381	12%
Penalties	(200)	397,701	800,000	590,000	-26%
Leases & Other Rent	122,704	115,244	128,883	126,000	-2%
Commissions	21,234	27,977	27,172	22,000	-19%
Other Income	390,526	512,762	362,485	168,000	-54%
Interest	72,855	122,062	61,125	35,000	0%
Budget Carryforward	-	-	1,162,612	96,136	0%
<b>Electric Line Revenue Total</b>	<b>27,157,481</b>	<b>28,560,656</b>	<b>34,454,911</b>	<b>36,893,517</b>	<b>7%</b>
Expenditures					
Personnel Services	754,871	769,061	769,992	759,598	-1%
Employee Benefits	197,395	248,207	285,778	249,215	-13%
Communications & Util.	183,308	152,336	144,506	172,078	19%
Rentals	1,719	543	1,500	3,000	100%
Repair & Maintenance	1,058,940	674,129	655,180	709,350	8%
Building Maintenance	7,805	4,992	800	7,400	825%
Training & Education	54,316	61,009	47,331	59,600	26%
Other Services & Charges	1,108,439	897,162	876,586	1,773,238	102%
Materials & Supplies	134,662	120,713	102,796	150,271	46%
Cost Of Sales	24,332,947	25,490,740	27,589,745	30,801,000	12%
Accounting Charges	-	58,200	625	64,400	0%
Operating Transfers Out	1,217,821	1,333,003	500,000	115,182	-77%
Capital Outlay	1,263,131	2,647,499	2,006,906	664,500	-67%
<b>Electric Line Expenditure</b>	<b>30,315,352</b>	<b>32,457,595</b>	<b>32,981,745</b>	<b>35,528,832</b>	<b>8%</b>
<b>Other Fund Departments (Shown Separately)</b>					
Electric Warehouse	94,841	102,943	133,416	109,781	0%
Electric Meter	202,381	248,436	234,662	255,577	9%
Electric Customer Service	991,602	1,331,000	1,105,088	999,327	-10%
<b>Total</b>	<b>1,288,824</b>	<b>1,682,378</b>	<b>1,473,166</b>	<b>1,364,685</b>	<b>-7%</b>
<b>Adjustments</b>					
Depreciation Expense	830,363	881,868	-	-	0%
Capital Outlay	(1,263,131)	(2,647,499)	-	-	0%
	<b>(432,768)</b>	<b>(1,765,630)</b>			<b>0%</b>
<b>Electric Line Net Revenues/(Expenditures)</b>	<b>\$ (4,013,927)</b>	<b>\$ (3,813,687)</b>	<b>\$ -</b>	<b>\$ -</b>	

**Electric Line Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Power Director	1	1	1	1
Power Superintendent	1	1	-	-
Distribution Engineer	1	1	1	1
Energy Service Advisor	1	1	1	1
Journey Lineman	4	4	4	4
Technical Service Technician	1	1	1	1
Electrical Helper	4	4	4	4
Executive Assistant	1	1	1	1
<b>Total Personnel</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>13</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## **Power Department – Line Division**

**Program Description:** The line division program includes the overall department administration function and is responsible for operational, budget, purchasing, financial, and staffing activities for all divisions of the Power Department. The management staff provides leadership, direction and support for all divisions. Senior staff participates in and interacts with joint agency, MEAG Power, state electric utility agencies, Electric Cities of Georgia, and other professional and industry organizations to maximize the efficiency of the operation and revenue from the sale of excess power to external customers, local utilities, and regional and national power grids.

The line division is responsible for engineering, design, construction, installation, and maintenance of the City's electric power distribution system and traffic signals. This distribution system includes eight power distribution substations, 27 feeder circuits, and approximately 152 miles of overhead and underground line serving approximately 8,000 electric utility customers. There are 42 traffic signals in the City with 24 owned and operated by the Power Department.

**Trends:** Economic conditions continue to influence budget priorities and require vigilant and aggressive budget management to ensure maximum benefit from budgeted expenditures. Annual Power Department projects continue to focus on infrastructure improvements for reliability to its customers.

Commercial customer prospects are increasing and should result in more projected revenue in the near future.

**Program Broad Goals:** Continue to provide clean, reliable power to the citizens and rate payers at economically competitive rates by providing insight and planning necessary to maintain the power distribution system at the highest levels possible while ensuring the citizens and rate payers' dollars are spent wisely and with maximum effect.

**Program 20/21 Objectives:** Complete budgeted capital infrastructure improvements within the fiscal year that include:

- Begin Phase 1 of a distribution automation system
- Replace underground primary conductor at Alexander Landing apartments.
- Install new underground service to the Atlanta West Parking Deck
- Complete the College St. conductor upgrade project.
- Install 35 new decorative lights at the Godby Road widening project
- Upgrade traffic signals at Leslie & Main and at Global Gateway & Riverdale Road
- Continue to upgrade all street lighting to more efficient LED and for better coverage
- Provide underground service and lighting to the proposed 3 new subdivisions
- Provide underground service and switching for the Hospitality Way development
- Upgrade traffic signals at Riverdale Road & Sullivan Road
- Upgrade traffic signals at Godby Road and Scofield Road

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Power Department – Line Division**

- Upgrade traffic signals at Riverdale Road & I85 N

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Complete all projects as planned within the budget constraints. 13

**Estimated 20/21**

**Program/Service Outcomes: (based on program objectives)**

Maintain projects at or below budget projections. 5%

**Estimated 20/21**

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Complete projects as budgeted 12

**Estimated 20/21**

**Program/Service Outcomes: (based on program objectives)**

Maintain projects at or below budget projections 6%

**Estimated 20/21**

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Goals of project completion. 16

**Actual 19/20**

**Program/Service Outcomes: (based on program objectives)**

Maintain projects at or below budget projections 8%

**Actual 19/20**

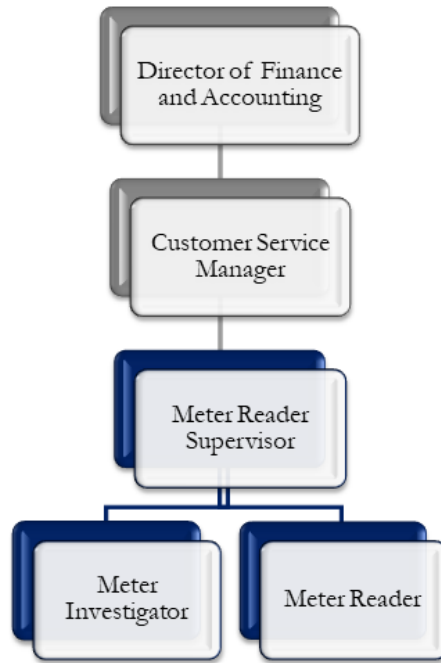
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Power Department – Line Division**

**Prior Year Highlights:**

- Continued replacing existing HPS lights with more efficient LED lighting throughout the City – presently at about 20% completed
- Upgraded the Badgett Park football field lighting with LED fixtures to an average of 55 footcandles
- Upgraded the Bill Evans Field lighting upgrade to LED
- Provided new underground service to the Sysco Foods expansion
- Provided new underground service and lighting for the new Police Precinct
- Provided new underground service to the Gateway Center 2 office building
- Completed the capacitor bank installations on the distribution system for improved power factor
- Completed phase 2 for the Virtual Citadel project for up to 15 MW of capacity
- Completed the underground conduit installation for The Alley project.
- Installed the underground feeder and auto transfer switch to the Multipurpose Arena
- Installed decorative lighting Southampton Road portion of the Godby Road widening project
- Provided new underground service to the AC Choice Marriot Hotel

# Power Meter Reading Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Electric Meter</b>					
Expenditures					
Personnel Services	\$ 113,909	\$ 144,226	\$ 128,599	\$ 124,590	-3%
Employee Benefits	48,083	60,552	48,422	50,341	4%
Communications & Util.	4,772	5,007	2,701	2,100	-22%
Repair & Maintenance	18,735	15,703	20,300	21,151	4%
Training & Education	-	-	1,000	3,500	250%
Other Services & Charges	12,331	13,067	15,459	9,314	-40%
Materials & Supplies	4,551	9,881	18,181	18,581	2%
Capital Outlay	-	-	-	26,000	
<b>Electric Meter Expenditure Total</b>	<b>\$ 202,381</b>	<b>\$ 248,436</b>	<b>\$ 234,662</b>	<b>\$ 255,577</b>	<b>9%</b>

**Electric Meter Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Meter Reader Supervisor	1	1	1	1
Meter Investigator	1	1	1	1
Meter Reader	-	-	1	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Power Department – Meter Division**

**Program Description:** The Customer Service Department’s Meter Division is responsible for accurately reading all electric and water meters in the City for utility billing purposes. In addition, this includes the customers that are outside the City, but receive power from the system. These matters and other primary activities include daily connects and disconnects, completion of miscellaneous work and service orders, “cut-offs” and “cut-ons”, re-reads, meter installation & replacements, and theft of service investigation.

**Trends:** Due to the weak economy, business downsizing, reduced customer base, and other economic pressures, there has been very little change in the total number of electric and power meters being read each month. The installation of the AMI (*Automated Metering Infrastructure*) water/electric meters, to AMR standards, is improving the efficiency of the meter reading process.

**Program Broad Goals:** Ensure the accurate and timely reading of all water and electric meters; complete all work and service orders in a timely manner; work with other departments to quickly identify and correct water meter mechanical and AMI problems and reading errors and reduce the number of water meter re-reads caused by such issues.

**Program 20/21 Objectives:** Maintain a high rate of accuracy at 98% or better; complete all service cut-ons within 24 hours of issue; complete miscellaneous work orders within 2 days of request; complete billing requests and rereads in a timely manner within the billing schedule dates; identify/rectify non-communicating endpoints; investigate power fails and illegal power tampering. Being that the AMI installation has been completed, the activity of the meters (reading/disconnections/reconnections, etc.) will be monitored closer

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Read all meters and completed service orders on a timely basis.

**Estimated 20/21**  
95%

**Program/Service Outcomes: (based on program objectives)**

Completed projects within budget constraints.

**Estimated 20/21**  
5



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Power Department – Meter Division**

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

Read all meters and completed service orders on a timely basis.	<b>Actual 19/20</b> 90%
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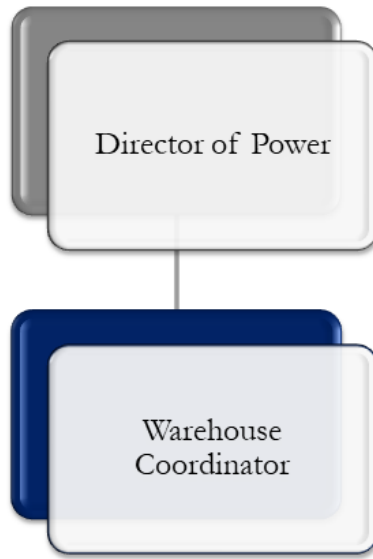
**Program/Service Outcomes: (based on program objectives)**

Completed projects within budget constraints.	<b>Actual 19/20</b> 3
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**Prior Year Highlights:**

- Completed 98% of the AMI installation citywide
- Identified discrepancies with incorrect information on water endpoints
- Identified all of the “non-working” electric meters
- Identified and investigated more theft of services
- Ability to gather all water and electric rereads/data needed for Utility billing to ensure timely statements

# Power Warehouse Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Electric Warehouse</b>					
Expenditures					
Personnel Services	\$ 44,187	\$ 46,821	\$ 49,462	\$ 49,456	0%
Employee Benefits	23,000	21,904	24,276	26,366	9%
Communications & Util.	1,895	2,933	5,124	5,124	0%
Repair & Maintenance	5,421	8,972	11,026	12,810	16%
Building Maintenance	3,707	3,307	2,700	2,700	0%
Training & Education	-	159	400	400	0%
Other Services & Charges	16,020	17,917	13,378	11,775	-12%
Materials & Supplies	611	930	1,050	1,150	0%
Vehicles	-	-	26,000	-	0%
<b>Warehouse Expenditure Total</b>	<b>\$ 94,841</b>	<b>\$ 102,943</b>	<b>\$ 133,416</b>	<b>\$ 109,781</b>	<b>-18%</b>

**Electric Warehouse Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Warehouse Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Power Department – Warehouse Division**

**Program Description:**

The Power Department Warehouse Division program maintains two storage locations, one at the Power Department headquarters location and the other, a remote location at 1060 Forest Parkway. At the 1060 location is housed all the larger power related construction material as well as a limited amount of stored documents and at the headquarters is stored smaller items for both the Power Department and non-power departments. The Warehouse is responsible for bidding, ordering, receiving and stocking all items for the Power Department and certain items used by other non-power department users. Power Department catalog items include office supplies, meters, pole and underground hardware, aerial and underground cable and transformers, and other hardware and equipment used in the construction and maintenance of the power distribution system. Non-power related catalog items include building cleaning supplies, light bulbs, trash bags, batteries, etc. The warehouse program provides monthly use and requisition reports, semi-annual inventories, as well as all shipping and receiving documents to match with purchase orders and invoices.

**Trends:**

With the advent of internet technology, the warehouse has worked with the Power Department to match materials stocked with Power Department work orders, which has helped to add material descriptions and pricing to work orders through an internet based inventory/work order system offered by ECG.

**Program Broad Goals:**

Ensure all bids and RFPs issued by the warehouse comply with current purchasing policies and are closely reviewed for best quality at lowest price; Maintain minimum stock levels on high use items by closely monitoring re-order quantities; Produce accurate and timely monthly reports for accounting and department use; Ensure highest possible level of security and loss prevention.

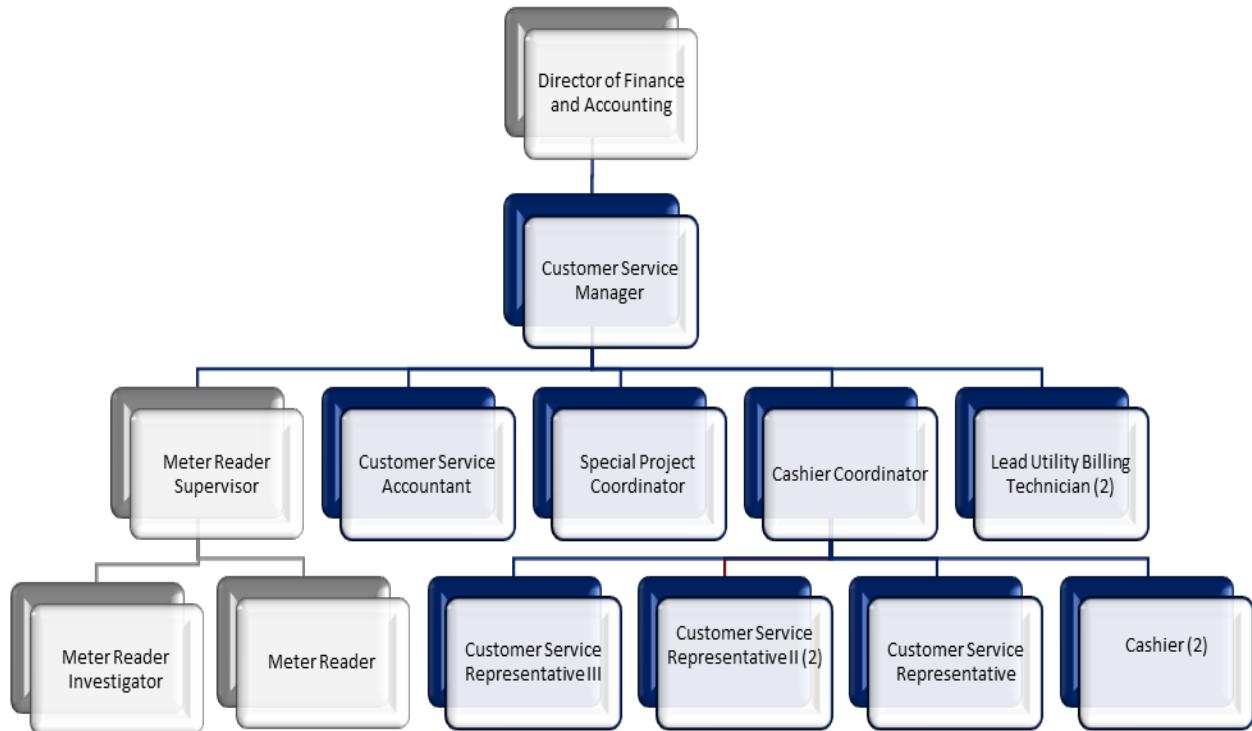
**Program Objectives:**

Continue to reduce the central stores shrinkage loss to below 2.5% of total central stores valuation as reported in the annual fiscal year-end inventory.

**Prior Year Highlights:**

- Prepared monthly reports in a timely manner.
- Performed and prepared the annual inventory report.
- Worked with Power Department to add in-stock material pricing to work orders using the Hiperweb inventory database

# Customer Service Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Electric Customer Service</b>					
Personnel Services	\$ 389,388	\$ 470,208	\$ 472,725	\$ 497,310	5%
Employee Benefits	153,028	191,097	212,190	185,603	-13%
Communications & Util.	25,954	34,758	39,009	43,067	10%
Repair & Maintenance	63,227	25,917	21,558	66,739	210%
Training & Education	8,447	5,737	1,000	3,055	206%
Other Services & Charges	211,486	279,853	233,815	108,758	-53%
Materials & Supplies	84,285	90,618	123,315	87,795	-29%
Accounting Charges	2,595	232,762	1,476	7,000	374%
Capital Outlay	-	-	-	-	
Debt Service	53,193	50	-	-	0%
<b>Customer Service Expenditure Total</b>	<b>\$ 991,602</b>	<b>\$ 1,331,000</b>	<b>\$ 1,105,088</b>	<b>\$ 999,327</b>	<b>-10%</b>

**Customer Service Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Customer Service Manager	1	1	1	1
Customer Service Accountant	1	1	1	1
Cashier Coordinator	1	1	1	1
Lead Utility Billing Technician	-	-	1	1
Utility Billing Technician	1	1	1	1
Special Project Coordinator	-	1	1	1
Customer Service Representative I	1	2	1	1
Customer Service Representative II	2	2	2	2
Customer Service Representative III	1	1	1	1
Utility Clerk/Cashier	2	2	2	2
<b>Part Time Positions:</b>				
Utility Clerk/Cashier	2	-	-	-
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Power Department - Customer Service**

**Program Description:**

The Customer Service Division is responsible for providing accurate and timely billing of the City's electric, water, sewer, storm water, and sanitation services. In accordance with Section 10 of the City's ordinances. In addition, the staff is equipped to assist customers with establishing and disconnecting utility services while responding to billing inquiries and processing payments. These payments include utility bills, property taxes, business licenses, permits and other payments that are remitted to the City. Revenue recovery is a function of this program as well.

**Trends:**

The City's utility customer base had decreased over the past several years because of airport expansion, but has leveled over the past 7 years. With the improvement in the economic environment, recent annexations, coupled with the efforts of the City's Economic Development department, the customer service division expects to service more commercial and residential customers. Simultaneously, the existing and new customers are demanding more online information and improved accuracy in the information that they receive. The partnership with GE and ECG will continue to provide the technology associated with the Automated Meter Infrastructure to meet the customers' needs while providing faster and more reliable information.

**Program Broad Goals:**

To prepare and produce bills that reflect the electric, water, meter, sanitation, storm water services and associated taxes/fees in a more timely and accurate manner; respond to all customer calls and inquiries in a consistent and timely manner with a high level of expertise; process daily cash and electronic payments with a high level of accuracy; increase in-house professionalism by providing employees with the tools and training necessary to empower staff with the knowledge and skills necessary to perform at peak efficiency; stronger customer service performance that could strengthen the relationship the City shares with employees, vendors, customers, citizens and constituents.

**Program 20/21 Objectives:**

To fully utilize the new AMI Utility billing and meter reading technology; To improve the delivery of utility bills in a timely manner; implement more efficient ways to communicate and engage with the Community; implement more sources for customer interactions; continue to process utility billing in a timely manner; recover outstanding debt on utility accounts.

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Bill all Existing and new account	160,000
Total dollars billed	\$50,000.000

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Power Department - Customer Service**

**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 20/21</b>
Utility bills mailed accurately	98%
Utility bills mailed timely	90%
Customer call answered timely	95%
Customer signed up for on-line payment/account access.	2,000
In-House Bill Printing	95%

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Bill all Existing and new accounts	147,278
Total dollars billed	\$25,000.000

**Program/Service Outcomes: (based on program objectives)**

	<b>Actual 19/20</b>
Utility bills mailed accurately	95%
Utility bills mailed timely	85%
Customer call answered timely	90%
Customer signed up for on-line payment/account access.	2,000

**Prior Year Highlights:**

- Improved phone correspondence weekly report (*handling of incoming calls*)
- Improved Customer Service interactions (*social media platform, bill messages, etc.*)
- Improved collections of delinquent and past due accounts; resumed accessing late penalties (*after 2-year delay*)
- Improved Utility Billing process and gathered monthly statistics in a timely manner
- Identified and fixed anomalies found in the field/system with the AMI software (Beacon/OTV)
- Cross train of key personnel complete to allow for continuity of corporate knowledge providing better business processes and efficiency
- Conduct weekly interdepartmental collaboration meetings facilitated by the Customer Service team to address and resolve outstanding technical issues associated with various operating systems
- Initiated Community Engagement (*Holiday Raffles, etc.*)
- Improved Team Building



# Golf Course Organizational Chart



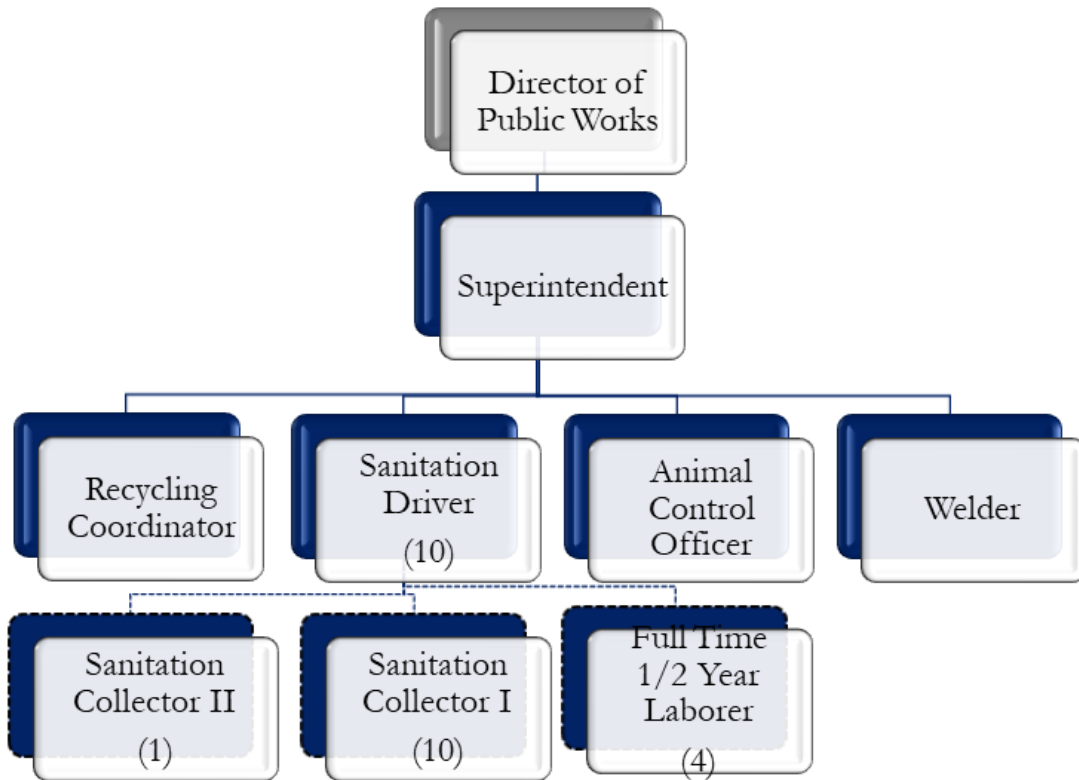
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Golf Course Fund</b>					
Revenues					
Leases & Other Rent	\$ 8,823	\$ -	\$ 12,245	\$ 33,000	169%
Charges For Services	-	-	152,713	129,592	-15%
Other Income	-	-	4,227	8,750	107%
Sales	-	-	24,405	43,579	79%
Operating Transfers In	25,912	-	199,270	35,014	-82%
<b>Golf Course Fund Revenue Total</b>	<b>34,735</b>	<b>-</b>	<b>392,860</b>	<b>249,935</b>	<b>-36%</b>
Expenditures					
Personnel Services	\$ -	\$ -	\$ 147,518.00	\$ 179,951	0%
Employee Benefits	-	-	30,984	38,967	0%
Communications & Utilities	-	-	2,696	6,460	0%
Rentals	-	-	933	-	0%
Repair & Maintenance	38,502	43,821	117,118	5,028	0%
Training & Education	-	-	999	500	0%
Other Services & Charges	-	-	8,451	-	0%
Materials & Supplies	-	-	11,967	6,350	0%
Cost of Sales	-	-	15,907	12,679	0%
Building Maintenance	85	3,831	46,287	-	0%
Capital Outlay	-	-	10,000	-	-100%
<b>Golf Course Fund Expenditure Total</b>	<b>38,587</b>	<b>47,652</b>	<b>392,860</b>	<b>249,935</b>	<b>-36%</b>
<b>Adjustments</b>					
Depreciation Expense	41,073	41,073	-	-	0%
	<b>41,073</b>	<b>41,073</b>			
<b>Golf Course Net Revenues/ (Expenditures)</b>	<b>\$ (44,925)</b>	<b>\$ (88,725)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**Golf Course Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Golf Manager	-	-	1	1
Receptionist	-	-	1	1
Grounds Superintendent	-	-	1	1
Grounds Keeper	-	-	1	1
<b>Part Time Positions:</b>				
Receptionist	-	-	1	1
Grounds Keeper	-	-	1	1
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>

# Sanitation Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>	<b>% Change 2020 to 2021</b>
<b>Sanitation Fund</b>					
Revenues					
Charges for Services	\$ 2,821,472	\$ 2,821,040	\$ 2,864,218	\$ 2,588,054	-10%
Intergovernmental	\$ 40,791	-	-	-	0%
Other Income	48,414	60,398	77,428	8,500	-89%
Interest	244	2	735	-	-100%
Budget Carryforward	-	-	427,699	-	100%
<b>Sanitation Fund Revenue Total</b>	<b>2,910,921</b>	<b>2,881,440</b>	<b>3,370,080</b>	<b>2,596,554</b>	<b>-23%</b>
Expenditures					
Personnel Services	957,856	953,111	1,002,148	939,084	-6%
Employee Benefits	285,768	225,590	410,808	364,618	-11%
Communications & Util.	31,670	21,350	22,164	23,686	7%
Repair & Maintenance	203,027	285,632	394,144	166,967	-58%
Building Maintenance	12,061	7,176	5,700	1,000	-82%
Training & Education	295	819	3,405	3,035	-11%
Other Services & Charges	146,108	125,730	143,688	370,542	158%
Materials & Supplies	122,554	134,327	110,627	78,300	-29%
Cost of Sales	597,172	563,856	737,119	614,000	-17%
Transfers Out	-	69,229	100,000	-	100%
Capital Outlay	82,361	216,185	376,325	-	79%
Debt Service	62,316	62,703	63,952	35,322	-51%
<b>Sanitation Fund Expenditure Total</b>	<b>2,501,187</b>	<b>2,665,707</b>	<b>3,370,080</b>	<b>2,596,554</b>	<b>1%</b>
<b>Audit Adjustments</b>					
Depreciation Expense	147,518	131,066	-	-	
Capital Outlay	(82,361)	(216,185)	-	-	
Debt Service	(58,952)	(60,305)	-	-	
	<b>6,205</b>	<b>(145,425)</b>			
<b>Sanitation Net Revenues/ (Expenditures)</b>	<b>\$ 403,529</b>	<b>361,158</b>	<b>\$ -</b>	<b>\$ -</b>	

**Sanitation Personnel**

	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Amended Budget</b>	<b>2021 Adopted</b>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Recycle Coordinator	1	1	1	1
Sanitation Collector II	1	1	1	1
Sanitation Driver II	10	10	10	10
Welder	-	1	1	1
Animal Control Officer	1	1	1	1
Sanitation Collector I	10	10	10	10
6 Month Collector I	-	-	4	4
<b>Part Time Positions:</b>				
Temporary Laborers	4	4	-	-
<b>Total Personnel</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>29</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Animal Control**

**Program Description:**

The Sanitation Division provides animal control services to the entire City of College Park. The Animal Control Officer maintains and enforces all city and state animal control codes and regulations.

**Trends:**

The number of pet owners in the City.

**Program Goals:**

1. Provide immediate response to calls from CPPD, citizens, and other departments
2. Remove all dead animals from City ROW
3. Maintain law and order dealing with vicious animals
4. Educate citizens on city codes dealing with owning animals

**Performance Measures:**

Maintained Residential and Commercial Route

Citations Issued	29
Live animal pickups	178
Dead animal removal	802

**Prior Year Highlights:**

- Responded to over 2,900 calls for service during and after hours as well as weekends regarding issues with animal control
- Active participant in animal rights
- Held (2) two Potentially Dangerous Dog Registrations
- Found and returned over 123 lost or missing pets to owners

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works /Commercial Collection**

**Program Description:**

The Sanitation Division serves as the only collection service for all commercial and apartment trash in College Park.

**Trends:**

There are many growing businesses throughout the City. With the addition of the new hotels, car rental facilities, and new office buildings in the City, Sanitation has seen growth in our daily routes.

**Program Goals:**

5. To provide prompt and efficient collection service
6. Reduce the number of missed garbage call by 99% yearly
7. Maintain weekly schedule on all commercial routes
8. Collect all large apartments two times a week
9. Maintain, repair, and replace all commercial dumpsters

**Performance Measures:**

<b>Commercial Routes</b>	<b>(Maintained)</b>
Commercial Businesses	100%
Commercial Hand Pickups	100%
City Public Parks	100%
Apartments	100%

**Prior Year Highlights:**

- Provided new containers to all new commercial accounts
- Removed over 12,235.0 tons of trash
- Repaired / Replaced over 89% of worn containers

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works/Recycling Collection**

**Program Description:**

The Sanitation Division provides recycling services to all business that chooses to participate in our recycling program. Sanitation provides 2 recycling drop-off centers throughout the City for the citizens of College Park. We accept cardboard, glass, paper, magazines, newspaper, and plastic at these site. For our commercial customers, we offer free cardboard and paper collection weekly and or bi-weekly.

**Trends:**

There are many growing businesses throughout the City. With the addition of the new hotels, arena, and new office buildings in the City, Sanitation has seen an amazing growth in our commercial businesses wanting to recycle.

**Program Goals:**

10. To provide prompt and efficient collection service
11. Offer recycling service to all businesses
12. Maintain weekly schedule on all recycling routes
13. Educate all commercial and residential customers on the advantages of recycling
14. Maintain, repair, and replace all cardboard dumpsters

**Performance Measures:**

<b>Commercial Routes</b>	<b>(Maintained)</b>
Commercial Businesses	100%
Recycling Hand Pickups	100%
City Recycling Site	100%

**Prior Year Highlights:**

- Removed over 325.3 tons of recycling material
- Held Recycling Day event at public works facility (2) two times a year
- Held annual Household Hazardous Waste Day to recycle electronics

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Public Works /Residential Collection**

**Program Description:**

The Sanitation Division provides backdoor refuse and curbs side yard waste collections to all residential customers in College Park.

**Trends:**

With the housing market turning around the City has experienced much growth bring in a higher demand for services.

**Program Goals:**

15. To provide prompt and efficient collection service
16. Reduce the number of missed garbage call by 99% yearly
17. Maintain weekly schedule on all residential routes
18. Collect all apartment furniture sit-outs

**Performance Measures:**

<b>Residential Routes</b>	<b>(Maintained)</b>
Homes	100%
Commercial Hand Pickups	100%
Illegal Dump Sites	100%

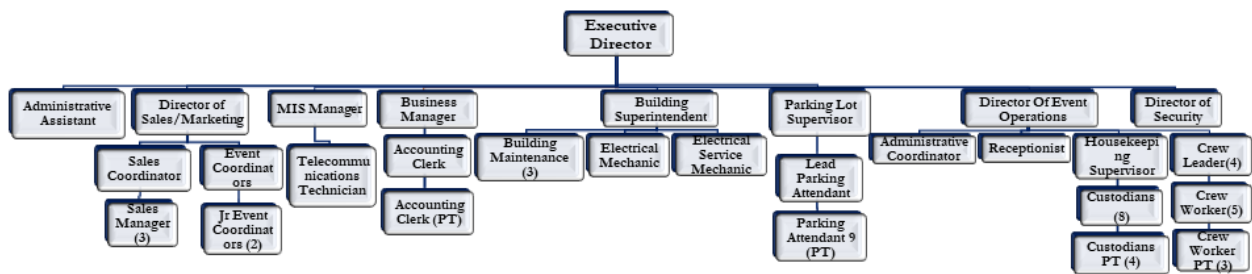
**Prior Year Highlights:**

- Removed over 12,235 tons of trash
- April Cleanup Month
- Cleared (45) illegal dump sites in the City
- Collected over 198,700 cubic yards of leaves throughout the year and during Leaf Season
- Collected over 765.0 tons of sticks and brush throughout the City
- Collect furniture evictions from apartments and around the City



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

# Georgia International Convention Center Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Convention Center</b>					
<b>Revenues</b>					
Charges for Sevices	\$ 9,349,449	\$ 8,604,019	\$ 10,405,000	\$ 7,663,000	-26%
Rentals and Commissions	251,754	255,114	350,000	265,000	-24%
Other Income	99,822	140,729	145,000	100,000	-31%
Interest	4,866	10,968	2,000	3,000	50%
Operating Transfers In	<u>7,275,347</u>	<u>7,355,051</u>	<u>6,847,806</u>	<u>6,213,150</u>	-9%
<b>Convention Center Revenue Total</b>	<b>16,981,239</b>	<b>16,365,882</b>	<b>17,749,806</b>	<b>14,244,150</b>	-20%
<b>Expenditures</b>					
Personnel Services	\$ 2,234,089	\$ 2,358,836	\$ 2,576,613	\$ 2,274,165	-12%
Employee Benefits	604,407	833,293	769,585	802,518	4%
New Personnel Costs	-	-	-	3,000	0%
Communicat - Communications & Util.	1,779,732	1,845,381	1,635,850	1,357,200	-17%
Rentals - Rentals	21,975	23,483	30,000	2,000	-93%
Repair & Maintenance	300,675	451,147	388,102	360,985	-7%
Building Maintenance	308,105	302,174	276,500	226,500	-18%
Training & Education	36,976	43,064	44,887	22,053	-51%
Other Services & Charges	954,765	993,181	949,720	711,132	-25%
Materials & Supplies	272,773	221,732	257,390	151,665	-41%
Cost Of Sales	3,417,180	3,585,211	3,380,000	2,255,500	-33%
Accounting Charges	162,448	161,517	-	-	0%
Capital Outlay	584,367	810,961	1,570,800	201,475	-87%
Debt Service	<u>5,840,392</u>	<u>5,835,289</u>	<u>5,870,359</u>	<u>5,875,957</u>	0%
<b>Convention Center Expenditure Total</b>	<b>16,517,886</b>	<b>17,465,270</b>	<b>17,749,806</b>	<b>14,244,150</b>	-20%
<b>Adjustments</b>					
Depreciation Expense	2,501,233	2,543,281	-	-	
Capital Outlay	(695,812)	(810,952)	-	-	
Debt Service	<u>(4,730,000)</u>	<u>(4,835,000)</u>	-	-	
	<b>(2,924,578)</b>	<b>(3,102,670)</b>			
<b>Convention Center Net Revenues/ (Expenditures)</b>	<b>\$ 3,387,931</b>	<b>\$ 2,003,282</b>	<b>\$ -</b>	<b>\$ -</b>	0%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Convention Center Personnel**

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Actual</b>	<b>Amended Budget</b>	<b>Adopted</b>
<b>Full Time Positions:</b>				
Executive Director	1	1	1	1
Assistant Director	-	-	-	-
Director of Event Operations	1	1	1	1
Director of Marketing and Public Relations	-	-	-	-
Director of Sales/Marketing	1	1	1	1
Director of Security	-	1	1	1
Building Superintendent	1	1	1	1
Sales Coordinator	1	1	1	1
Event Coordinator	3	3	1	1
Business Manager	1	1	1	1
Parking Lot Manager	1	1	1	1
Sales Manager	3	3	3	3
Jr. Event Coordinator	-	-	2	2
Administrative Assistant	1	-	-	-
Office Manager/Special Asst.	1	1	1	1
MIS Technician	-	-	-	-
MIS Manager	1	1	1	1
Operation Supervisor	1	1	1	1
Administrative Coordinator	1	1	1	1
Accounting Clerk	1	1	1	1
Lead Parking Attendant	1	1	1	1
Receptionist	1	1	1	1
Building Maintenance Mechanic	2	3	3	3
Electrical Services Mechanic	1	1	1	1
Telecommunications Technician	1	1	1	1
Electric Mechanic	1	1	1	1
Crew Worker	5	5	5	5
Crew Leader	3	3	4	4
Custodian	7	7	7	7
<b>Part Time Positions:</b>				
Custodian	5	5	5	5
Crew Worker	2	2	2	2
Accounting Clerk	-	-	1	1
Parking Attendant	11	11	11	11
<b>Total Personnel</b>	<b>59</b>	<b>60</b>	<b>62</b>	<b>62</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

## **Georgia International Convention Center**

Georgia's newest and second largest convention center, the GICC is uniquely positioned to offer its guests and clients unprecedented convenience. The world's only convention center directly connected to a major airport, our modern facility embodies the grace and efficiency of flight itself.

The ATL SkyTrain connects the GICC to a major airport; it is just as convenient by car — at the juncture of two major U.S. interstates. The heart of Atlanta is 10 minutes away by rental car or **MARTA train**. And the airport's **Rental Car Center** links to the GICC by the **ATL SkyTrain** automated people mover.

**Gateway Center Arena @ College Park** is now officially open to the public. Operated by the Georgia International Convention Center (GICC) in partnership with The Fox Theatre, the multipurpose sports and entertainment venue serves as home to the College Park Skyhawks, the official NBA G League affiliate of the Atlanta Hawks, and the WNBA's Atlanta Dream, along with a variety of other events.

The City of College Park and the Georgia International Convention Center (GICC) broke ground in February 2018 on College Park's new multipurpose arena. Arena @ College Park Gateway Center, is a sports and entertainment venue projected to bring significant economic impact to the area,

### **Program History:**

In 1983 the city of College Park established the Business and Industrial Development Authority (BIDA) to solicit major hotels and start work on a public assembly facility owned and operated by College Park through BIDA. In 1983, the first Georgia International Convention & Trade Center (GICTC) opened with 136,000 total square feet. In 1993 GICTC opened Phase 2 expansion and changed the name to the Georgia International Convention Center (GICC) with 329,000 square feet, including 5 exhibit halls totaling 120,000 square feet, 35 meeting rooms and 2 ballrooms, and an in-house food and beverage provider Proof of the Pudding.

In 2003, the GICC relocated to a new 400,000 square foot facility with a 40,000 square foot ballroom, Georgia's largest. The facility included 150,000 square feet of exhibition space, 15,000 square feet of flexible meeting space, three executive boardrooms, a VIP Green Room, and a Culinary Arts Center. The new facility is located on Camp Creek Parkway, about ¼ mile from the airport.

2009 marked the opening of the 147-room LEED-certified SpringHill Suites hotel and in 2010 The Atlanta Airport Marriott Gateway opened on the GICC campus. The 403-room convention center hotel features a ballroom and meeting space to supplement the GICC's offerings.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Georgia International Convention Center**

The Renaissance Atlanta Airport Gateway Hotel opened April 2017. The hotel features 204 exquisite rooms, a 3,220 square foot ballroom, meeting space and will be accessible to HJIA.

Construction on the new Marriott AC Hotel to be completed Spring 2020 with 220 guest rooms.

Construction on the Sheraton Hotel with 300 guest room will begin late Summer 2020.

Trends:

**Program 20/21 Objectives:**

Georgia International Convention Center strives to make all of our guests welcome by meeting or exceeding all client requirements. The GICC also works closely with show managers and meeting planners to facilitate a successful event and produce revenue for the City of College Park.

The GICC plays many different roles in the community. By hosting regional and national conventions we generate taxes, individual spending, job creation and major economic impact to our local city, state and region. We also play a pivotal role in the local and state meeting and hospitality market by providing first class space for conventions, meetings, corporate events, fund raisers, banquets, consumer shows and entertainment concerts. The convention center staff strives to maximize the revenue potential of the facility while delivering first-rate customer service.

**Performance Measures**

**Number of Events**

	Actual 17/18	Actual 18/19	Estimate 19/20	Projected 20/21
Number of Events	5,900	6,100	6,400	6,600
Total Attendance	425,000	470,000	525,000	585,000
Ex Hall/Mtg Rm Revenue	\$2,128,799	\$2,400,000	\$2,600,000	\$2,845,000
Food & Beverage	\$5,328,799	\$5,500,000	\$5,500,000	\$6,000,000
Parking Revenue	\$ 807,347	\$ 800,000	\$ 900,000	\$ 950,000

**Booking Accomplishments**

Chick-Fil- A Regional Meeting. Franchise Owners/Operations from across the USA met in 6 waves for 24 consecutive days. The estimated economic impact for this event was 3,700,000.00. Currently working to secure this event for 2020-2023.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Georgia International Convention Center**

Girls Under Amour Association. This is a high school basketball tournament that included the following organizations; Insider Exposure, Zero Gravity Basketball, and contracted under Select Events, LLC Girl Basketball. Historically it is held in conjunction with other organizations at the GWCC. The estimated economic impact for this event was \$1,500,000.00.

RentPath Annual Conference. RentPath is the leading digital marketing solutions company, that empowers millions nationwide to find apartments and houses for rent. Through its brands, RentPath continues to simplify the apartment search experience while driving quality advertiser leads that result in occupancies and a high return on investment. With powerful online and mobile solutions that provide prospective renters with the information and tools they need, RentPath connects consumers with a home that reflects their personal lifestyles. The estimated economic impact for this event is this event is \$800,000.00

Pray's Mill (G3 Conference) the mission of the G3 Conference is to educate, encourage, and equip for the work of ministry and for the glory of God. Their mission is built upon the foundation of the holy Scriptures and upheld by three pillars – gospel, grace, and glory. It is our goal to facilitate people who attend the G3 to reach the neighborhoods and the nations with the gospel. The estimated economic impact for this event was \$1,200,000.00

Federal Emergency Management Agency (FEMA) rented conference space in support of the Staging, Personnel Mobilization to intake first responder supporting Hurricane Dorian. The processing center processed approximately 500+ first responders in support of South Carolina, North Carolina, Georgia and Florida. The approximately revenue was over \$400,000.00.

**ATL Airport District (DMO)**

In 2012 College Park City Council created a Destination Marketing Organization. The mission of the CP-DMO is to generate and stimulate economic impact for the City of College Park by effectively marketing facilities of the community as a preferred tourism, convention and business destination. The DMO's use of funding promotes the GICC and services of the hotels and the attractions within the area.

In 2017, the CP College Park DMO was re-branded as *ATL Airport District*. The brand is bold, contemporary and has improved their ability to sell and market College Park, East Point, and Union City and in 2017, the DMO added Hapeville to their sales efforts.

The mission of the ATL Airport District is to generate economic development for the City of College Park, East Point, Hapeville and Union City by effectively marketing the community as a preferred tourism, convention and meeting destination.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Georgia International Convention Center**

**Key Groups Booked**

**ISA Southern Chapter**

Total Room Nights: 1320

Economic Impact: 1.0 Million

**FreightWaves**

Total Room Nights: 1510

Economic Impact: 1.9 Million

**Chick-fil-A**

Total Room Nights: 3080

Economic Impact: 5.3 Million

**USA Weightlifting**

Total Room Nights: 1155

Economic Impact: 1.0 Million

**CRU Publishing Ltd.**

Total Room Nights: 1326

Economic Impact: 1.8 Million

**Varsity Spirit**

Total Room Nights: 2284

Economic Impact: 2.1 Million

**July 1, 2019 – January 2020**

Sales Leads: **416**

The DMO held their 5th annual meeting with over 250 people in attendance

The theme for tis year was “Let the Revolution Begin” featuring Arrested Development

**Sponsorship**

The GICC continues their agreement with Coca-Cola Refreshments for “Pouring Rights”. The Coca-Cola company will pay the GICC \$100,000 over the next 5 year period with over \$500 per year complimentary products and \$28,000 marketing funds.

We also have a sponsorship with AT&T for \$144,000 for 3 years.

**Accomplishments**

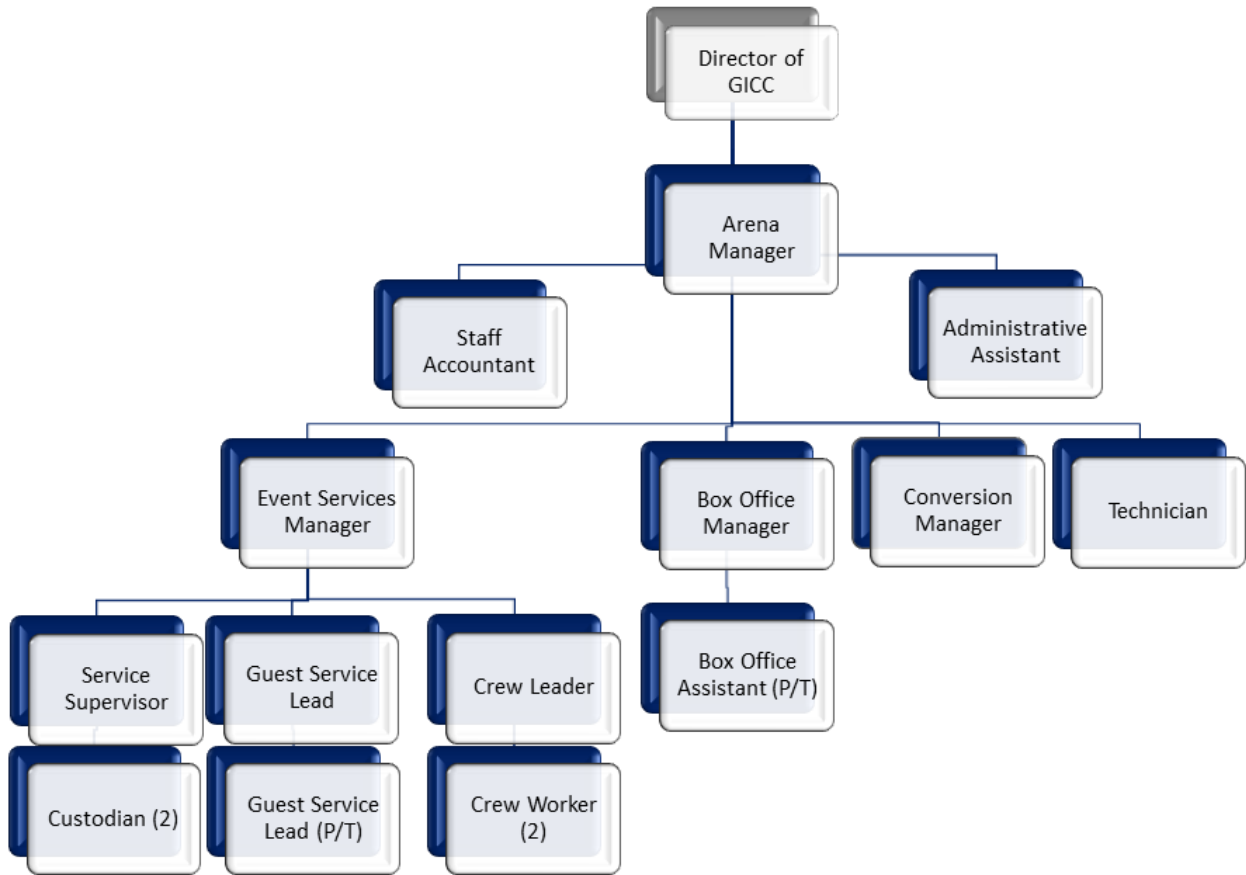
Completed renovation of Ballroom wallcovering

Purchased new carpet for the ballroom with SPLOST money

Mercedes Miller listed in Atlanta Business Chronicle as 100 Leaders in Atlanta Hospitality Industry.

Hired Jason Causey as Convention Center Manager

# Gateway Center Arena Organizational Chart





**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Gateway Arena</b>					
<b>Revenues</b>					
Charges for Services	\$ -	\$ -	\$ 3,045,000	\$ 2,770,000	-9%
Rentals and Commissions	-	-	100,000	-	-100%
Other Income	-	-	300,000	350,000	17%
Interest	-	725,523	128,000	74,808	-42%
Operating Transfers In	-	8,935,082	4,223,942	2,869,819	-32%
Budget Carryforward	-	-	14,542,464	-	-100%
<b>Gateway Arena Revenue Total</b>	<b>-</b>	<b>9,660,605</b>	<b>22,339,406</b>	<b>6,064,627</b>	<b>-73%</b>
<b>Expenditures</b>					
Personnel Services	\$ -	\$ -	\$ 486,885	\$ 682,849	40%
Employee Benefits	-	-	141,292	260,146	84%
Communicat - Communications & Util.	-	-	252,100	435,900	73%
Rentals - Rentals	-	-	5,000	20,000	300%
Repair & Maintenance	-	280	21,134	48,908	131%
Building Maintenance	-	-	11,311	105,000	828%
Training & Education	-	-	6,900	8,785	27%
Other Services & Charges	-	2,330,334	1,904,282	884,831	-54%
Materials & Supplies	-	-	179,682	145,039	-19%
Cost Of Sales	-	-	591,261	598,350	1%
Capital Outlay	-	24,366,206	17,576,546	5,000	-100%
Debt Service	-	1,237,316	1,163,013	2,869,819	147%
<b>Gateway Arena Expenditure Total</b>	<b>-</b>	<b>27,934,137</b>	<b>22,339,406</b>	<b>6,064,627</b>	<b>-73%</b>
<b>Adjustments</b>					
Capital Outlay	-	(24,366,206)	-	-	0%
		<b>(24,366,206)</b>			
<b>Gateway Arena Net Revenues/ (Expenditures)</b>	<b>\$ -</b>	<b>\$ 6,092,674</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

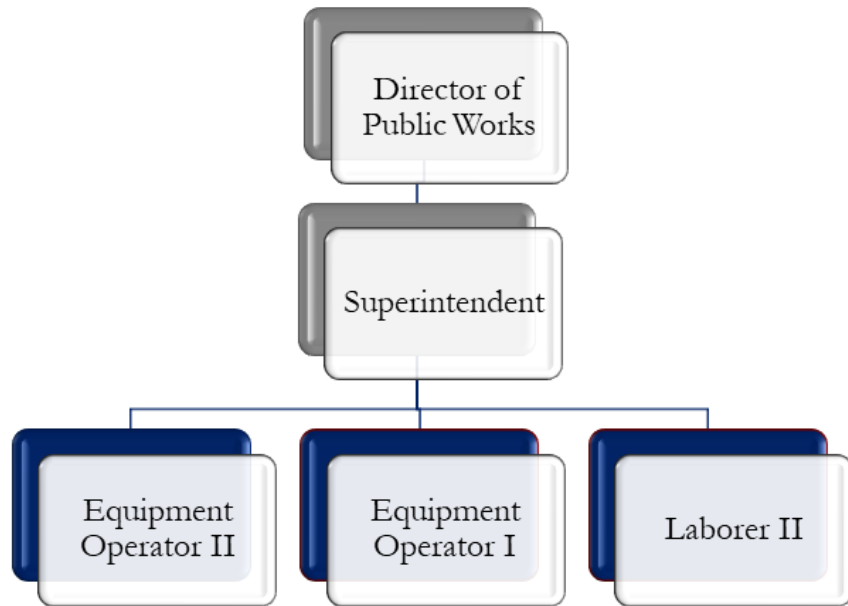
**Gateway Arena Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Arena Manager	-	-	1	1
Administrative Assistant	-	-	1	1
Staff Accountant	-	-	1	1
Service Supervisor	-	-	1	1
Box Office Manager	-	-	1	1
Conversion Manager	-	-	1	1
Event Manager	-	-	1	1
Technician	-	-	1	1
Custodian	-	-	2	2
Crew Leader	-	-	1	1
Crew Worker	-	-	2	2
Guest Service Lead	-	-	1	1
<b>Part Time Positions:</b>				
Guest Service Lead	-	-	1	1
Box Office Assistant	-	-	1	1
<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>16</b>	<b>16</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Federal Aviation Administration</b>					
Revenues					
Leases & Other Rent	\$ 3,134,933	\$ 3,231,866	\$ 3,296,732	\$ 3,300,000	0%
Other Income	138,750	81	21,360	-	
Interest	701	6,011	6,790	600	0%
Operating Transfers In	-	-	241,541	-	0%
<b>Federal Aviation Administration Revenue Total</b>	<b>3,274,383</b>	<b>3,237,958</b>	<b>3,566,423</b>	<b>3,300,600</b>	<b>-7%</b>
Expenditures					
Communications & Util.	775,641	794,861	714,174	725,600	2%
Repair & Maintenance	174,056	162,499	410,233	150,228	-63%
Building Maintenance	64,446	71,425	41,244	59,275	44%
Other Services & Charges	419,680	421,022	437,437	444,524	2%
Cost Of Sales	576,248	596,467	626,928	604,000	-4%
Operating Transfers Out	1,830,778	1,149,557	1,138,330	1,100,000	-1%
Capital Outlay	12,480	96,978	198,077	216,973	52%
Debt Service	12,000	-	-	-	0%
<b>Federal Aviation Administration Expenditure Total</b>	<b>3,865,328</b>	<b>3,292,809</b>	<b>3,566,423</b>	<b>3,300,600</b>	<b>-7%</b>
Adjustments					
Depreciation Expense	469,033	458,237	-	-	
Capital Outlay	(12,480)	(96,978)	-	-	
	<b>456,553</b>	<b>361,259</b>			
<b>Federal Aviation Administration Net Revenues/(Expenditures)</b>	<b>\$ (1,047,498)</b>	<b>\$ (416,110)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Business Ind Develop Authority</b>					
Revenues					
Taxes - PILOT Payments	\$ 1,753,855	\$ 1,427,722	\$ 1,852,996	\$ 1,924,266	4%
Charges For Services	(500)	-	6,500,000	3,269,517	-50%
Leases & Other Rent	879,765	881,100	818,427	818,427	0%
Other Income	1,022,413	890,422	-	388,730	0%
Interest	869	1,495	467	1,000	114%
Operating Transfers In	10,230,000	1,378,940	1,990,426	2,384,082	0%
Budget Carryforward	-	-	581,507	-	0%
<b>Business Ind Develop Authority Revenue Total</b>	<b>13,886,402</b>	<b>4,579,678</b>	<b>11,743,823</b>	<b>8,786,022</b>	<b>-25%</b>
Adjustments					
Taxes - PILOT Payments	(765,367)	(818,251)	-	-	0%
	<b>(765,367)</b>	<b>(818,251)</b>			<b>0%</b>
Expenditures					
Repair & Maintenance	764,713	715,190	520,000	600,000	15%
Training & Education	57,989	99,639	72,753	26,365	-64%
Other Services & Charges	219,972	650,640	363,500	924,000	55%
Materials & Supplies	327	382	10,100	100	-99%
Cost of Sales	-	-	-	-	0%
Operating Transfers Out	-	7,960,082	2,058,433	-	-100%
Capital Outlay	2,651,265	2,322,080	660,572	393,709	0%
Debt Service	8,724,364	6,941,987	8,058,465	6,841,848	-15%
<b>Business Ind Develop Authority Expenditure Total</b>	<b>12,418,630</b>	<b>18,690,000</b>	<b>11,743,823</b>	<b>8,786,022</b>	<b>-25%</b>
Adjustments					
Depreciation Expense	20,159	20,159	-	-	0%
Capital Outlay	(2,647,933)	(2,322,079)	-	-	0%
Debt Service	(3,220,000)	(3,355,000)	-	-	0%
	<b>(5,847,774)</b>	<b>(5,656,920)</b>			<b>0%</b>
<b>Business Ind Develop Authority Net Revenues/(Expenditures)</b>	<b>\$ 6,550,179</b>	<b>\$ (9,271,653)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Stormwater Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>	<u>% Change 2020 to 2021</u>
<b>Storm Water Utility Fund</b>					
Charges for Services	\$ 1,015,078	\$ 910,333	\$ 994,397	\$ 805,613	-19%
Interest	-	3,316	-	-	0%
<b>Storm Water Utility Fund Revenue Total</b>	<b>1,015,078</b>	<b>913,648</b>	<b>994,397</b>	<b>805,613</b>	<b>0%</b>
<b>Expenditures</b>					
Personnel Services	169,499	117,946	102,910	116,836	14%
Employee Benefits	76,154	48,270	42,938	54,434	27%
Communications & Util.	661	1,051	492	1,356	176%
Rental	1,800	2,992	1,800	-	-100%
Repair & Maintenance	51,837	191,194	59,803	39,000	-35%
Training & Education	600	545	800	-	-100%
Other Services & Charges	39,505	11,299	78,129	243,883	212%
Materials & Supplies	6,159	6,224	8,116	5,000	-38%
Operating Transfer Out	-	216,456	-	157,832	0%
Capital Outlay	746,638	194,536	561,243	-	-100%
Debt Service	133,103	133,103	138,166	187,272	36%
<b>Storm Water Utility Fund Expenditure Total</b>	<b>1,225,955</b>	<b>923,616</b>	<b>994,397</b>	<b>805,613</b>	<b>-19%</b>
<b>Audit Adjustments</b>					
Depreciation Expense	246,149	258,087	-	-	0%
Capital Outlay	(746,638)	(194,536)	-	-	0%
Debt Service	(88,272)	(90,976)	-	-	0%
	<b>(588,761)</b>	<b>(27,425)</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Storm Water Utility Fund Net Revenues/(Expenditures)</b>	<b>\$ 377,884</b>	<b>\$ 17,457</b>	<b>\$ -</b>	<b>\$ -</b>	

**Storm Water Utility Personnel**

	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Amended Budget</u>	<u>2021 Adopted</u>
<b>Full Time Positions:</b>				
Equipment Operator II	1	1	1	1
Equipment Operator I	1	1	1	1
Laborer II	1	1	1	1
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Storm Water Utility Division**

**Program Description:** The Storm Water Utility Division provides a comprehensive maintenance program of scheduled and unscheduled, inspections, cleaning, repairing and replacing of storm water structures such as catch basins, headwalls and drop inlets, corroded pipe segments, and herbicide spraying in the gutter line and right of ways to manage weed control. The program allows the city to stay in compliance with federal and state water quality regulations and city codes. Another essential activity performed in the division is creek, channel, and detention pond inspection and maintenance.

**Trends:** An increase in inspection and maintenance of the storm sewer system has proven an affected best management practice. As a result of this more aggressive program we have exceeded this year’s state mandated reporting requirements.

**Program Broad Goals:**

- Comply with the National Pollutant Discharge Elimination System (NPDES) by maintaining the Phase 1 Municipal Storm Water (MS4) permit through drainage structure inspection and maintenance.
- Locate drainage way (floodplain areas) to convey required floodwater through periodic inspection and maintenance.
- Continue a storm sewer box rehabilitation program up-dating old lid with new manhole lid covers. ( with City of College Park on each lid)

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Estimated 20/21</b>
Debris Removal	4 Tons

**Program/Service Outcomes: (based on program objectives)**

	<b>(Inspected)</b>	<b>(Maintained)</b>
Catch Basins / Grates	75%	95%
Ditches	35%	95%
Detention Ponds	9	9
Storm Drain Lines	75 LF	75 LF

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**Storm Water Utility Division**

**Performance Measures**

**Program/Service Outputs: (goods, services, units produced)**

	<b>Actual 19/20</b>
Debris Removal	20.0 Tons

**Program/Service Outcomes: (based on program objectives)**

		<b>Actual 19/20</b>
	Inspected)	(Maintained)
Catch Basins / Grates	85%	95%
Ditches	45%	95%
Detention Ponds	9	9
Storm Drain Lines	100 LF	100 LF

**Prior Year Highlights:**

1. Maintain the Phase I MS4 permit issued by Georgia EPD.
2. Clean all assigned storm grates within two (2) day following rain event.
3. Clean and inspect 75% of catch basins and inlet grates City Wide.
4. Replace (40 feet) of 36inch corrugated metal pipe at Zupp Park Baseball Field
5. Restored the Creek Bed on Lakeshore Drive (100 feet)
6. Repair / replace (12) damage catch basins City Wide.
7. Inspected and Clean (9) detention ponds City Wide
8. Inspected 35% of storm drains Headwall City wide.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2021 BUDGET

### DEBT MANAGEMENT SUMMARY

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. Also, to account for lease purchases from commercial paper loans for shorter-term financing.

All of the long-term debt owed by the City is in the form of Revenue Bonds. Revenue Bonds are repaid with proceeds of revenues paid by users of that service, as opposed to General Obligation Bonds, which are tax supported. By using this form of debt, pressures on the General Fund are minimized.

The City's revenue obligations currently outstanding are the following:

- Series 2013, Civic Center Refunding Bonds
- Series 2016, Civic Center Refunding Bonds
- Series 2013A, 2004 Public Safety Refunding
- Series 2014, Master land Acquisitions
- Series 2014, 2006 Refunding
- Series 2014A, Refunding 2008 Dev Tax Rev Bonds
- Series 2018, APM Revenue Refunding Bonds
- Series 2018, Arena Revenue Bond
- Series 2019A, Refunding Revenue Bonds
- Series 2009 Clean Water Loan - GEFA Loan
- Series 2015, Water Pollution Bonds
- Series 2016 Drinking Water Loan - GEFA Loan
- Series 2011 Sanitary Sewer Loan - GEFA Loan

The City has established a practice of paying for capital projects and capital improvements on a "pay-as-you-go" basis using current revenues whenever possible. However, if a project or improvements cannot be financed within the current revenues, the issuance of long-term debt may be utilized to finance the improvements. The City considers the cost versus the benefits of financing and only when the benefits outweigh the costs is the issuance of debt recommended. The City also attempts to refinance outstanding debt if it is determined that the benefit to the City will be realized by reduced interest expense over the remaining life of the debt.

During FY20, the City refinanced revenue bonds, which were issued for the purpose of refunding the original note for the Gateway Initial Office Project Series 2008A. The initial revenue bonds were issued for the purpose of financing a portion of the cost of acquiring, constructing, and installing an approximately 130,000 gross square foot, four story office building and related parking on site owned by the Authority which is adjacent to Georgia International Convention Center. On September 17, 2019, the City of College Park's Business and Industrial Development Authority (BIDA) issued \$6,100,000, 2.99%. Debt service for the loan is pledged by the full faith and credit of the City and pledged PILOT payments. All

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**DEBT SERVICE SUMMARY**

Description	Original Amount	Interest Rate	Final Maturity	Pledged Source	Purpose	Current Balance
<b><u>BIDA - Convention Center</u></b>						
Series 2013, Civic Ctr Refunding Bonds	\$ 17,090,000	2.01%	9/1/2026	secured by full faith and credit and pledge of the non-ad valorem tax revenues and any other revenue appropriated by the City	Issued for the purpose of refunding a portion of the Series 2001 Bonds for the Multi-use Coliseum Civic Center Facility (GICC)	\$ 9,610,000
Series 2016, Civic Ctr Refunding Bonds	\$ 39,815,000	2.38%	9/1/2036	secured by full faith and credit and pledge of the non-ad valorem tax revenues and any other revenue appropriated by the City	Issued for the purpose of advance refunding a portion of the Series 2005 Revenue Bonds for the Multi-use Coliseum Civic Center Facility (GICC)	\$ 28,390,000
<b><u>BIDA - Redevelopment Authority</u></b>						
Series 2019, Revenue Refunding Bond	\$ 6,100,000	2.99%	2/1/2038	secured by full faith and credit and pledged PILOT payments	Issued for the purpose of advance refunding a portion of the Series 2008 financing for the cost of acquiring, constructing, and installing a 4 story office building and related parking	\$ 5,875,000
Series 2013A, 2004 Public Safety Refunding	\$ 7,960,000	1.91%	9/1/2024	secured by full faith and credit and pledge of the non-ad valorem tax revenues and any other revenue appropriated by the City	Issued for the purpose of refunding a portion of the Public Safety Building Project Bonds(Series 2004)	\$ 4,010,000
Series 2014, Masterland Acquisitions	\$ 4,220,000	3.51%	4/1/2024	secured by full faith and credit and pledge of the non-ad valorem tax revenues and any other revenue appropriated by the City	Issued for the purpose of financing acquisitions of land from the City of Atlanta	\$ 1,860,000
Series 2014, 2006 Refunding	\$ 24,885,000	4%-5%	9/1/2036	secured by full faith and credit and pledge of the non-ad valorem tax revenues and any other revenue appropriated by the City	Issued for the purpose of advance refunding a portion of the Series 2006 Revenue Bonds to finance the acquisition of land for hotel retail and office complex	\$ 21,845,000
Series 2014A, Refunding 2008 Dev Tax Rev Bonds	\$ 37,175,000	4%-4.625%	2/1/2038	secured by full faith and credit and pledged PILOT payments	Issued for the purpose of advance refunding a portion of the Series 2008 Revenue Bonds for the development of the Gateway Project	\$ 33,620,000



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**DEBT SERVICE SUMMARY**

<u>Description</u>	<u>Original Amount</u>	<u>Interest Rate</u>	<u>Final Maturity</u>	<u>Pledged Source</u>	<u>Purpose</u>	<u>Current Balance</u>
Series 2018, APM Revenue Refunding Bonds	\$ 7,460,000	2.95%	6/1/2036	Car Rental Tax Revenue	Issued for the purpose of advance refunding a portion of the Series 2008 Revenue Bonds for the development of the Gateway Project	\$ 7,115,000
Series 2018, Arena Revenue Bond	\$ 35,785,000	3.25%	9/1/2035	Car Rental Tax Revenue, Anticipated Cost \$44M. The project is also funded by a \$9 million transfer from General Fund, Fund Balance.	Issued for the purpose of financing the construction of the Multi-Purpose Arena	\$ 35,785,000
<b><u>Stormwater Fund</u></b>						
2009 Clean Water Loan - GEFA Loan	\$ 5,000,000	3.00%	8/1/2018	secured by pledge of stormwater fund revenues	Issued for the purpose of upgrading the City's stormwater system and municipal golf course	\$ 1,355,379
<b><u>Water &amp; Sewer Fund</u></b>						
Series 2015, Water Pollution Bonds	\$ 8,720,000	2.83%	10/1/2030	secured by pledge of water and sewer fund revenues	Issued for the purpose of financing the cost of water pollution control	\$ 6,410,000
Series 2016 Drinking Water Loan - GEFA Loan	\$ 1,908,516	1.89%	11/1/2038	secured by pledge of water and sewer fund revenues	Drinking Water Improvements	\$ 1,261,625
Series 2011 Sanitary Sewer Loan - GEFA Loan	\$ 2,658,224	3.81%	7/1/2034	secured by pledge of water and sewer fund revenues	Sewer Improvements	\$ 1,811,832
<b>Total debt obligation in form of bonds and notes:</b>	<b><u>198,776,740</u></b>					<b><u>158,948,836</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**SCHEDULE OF DEBT SERVICE REQUIREMENTS**

Description	Loan Amount	Fund	FY 2020-2021 Principal Payment	FY 2020-2021 Interest Payment	FY 2020-2021 Totals
<b><u>BIDA - Convention Center</u></b>					
Series 2013, Civic Ctr Refunding Bonds	\$ 17,090,000	555	1,290,000	180,197	1,470,197
Series 2016, Civic Ctr Refunding Bonds	\$ 39,815,000	555	3,775,000	630,760	4,405,760
<b><u>BIDA - Redevelopment Authority</u></b>					
Series 2019A, Economic Development Tax Rev Bonds	\$ 7,445,000	558	250,000	280,115	530,115
Series 2013A, 2004 Public Safety Refunding	\$ 7,960,000	558	775,000	69,190	844,190
Series 2014, Masterland Acquisitions	\$ 4,220,000	558	440,000	65,286	505,286
Series 2014, 2006 Refunding	\$ 24,885,000	558	930,000	881,073	1,811,073
Series 2014A, Refunding 2008 Dev Tax Rev Bonds	\$ 37,175,000	558	1,265,000	1,425,744	2,690,744
Series 2018, APM Revenue Refunding Bonds	\$ 7,460,000	558	355,000	209,893	564,893
Series 2018, Arena Revenue Bond	\$ 35,785,000	558	1,735,000	1,163,013	2,898,013
<b><u>Stormwater Fund</u></b>					
2009 Clean Water Loan - GEFA Loan	\$ 5,000,000	560	96,574	36,529	133,103
<b><u>Water &amp; Sewer Fund</u></b>					
Series 2015, Water Pollution Bonds	\$ 8,720,000	505	505,000	174,257	679,257
Series 2016 Drinking Water Loan - GEFA Loan	\$ 1,908,516	505	82,601	33,531	116,132
Series 2011 Sanitary Sewer Loan - GEFA Loan	\$ 2,658,224	505	113,284	76,888	190,172
<b>Total Debt Obligation FY2020-2021:</b>			<b>11,612,459</b>	<b>5,226,474</b>	<b>16,838,933</b>

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2021 BUDGET

### SCHEDULE 1

#### City of College Park, Georgia

#### Operating Indicators by Function

#### Last Ten Calendar Years

Function	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Police:</b>										
Physical arrests	2,850	4,645	4,694	3,850	3,862	4,000	4,095	3,731	3,138	3,378
Traffic violations	11,008	23,006	29,032	19,681	12,511	17,988	10,002	12,018	12,378	15,196
<b>Fire:</b>										
Number of fire calls answered	897	1,101	2,012	848	946	971	1,160	1,395	1,432	1,330
Number of rescue calls answered	4,016	3,959	2,012	4,812	4,938	5,385	5,547	5,468	6,128	4,864
Inspections	678	876	2,012	646	947	825	645	603	613	705
<b>Highways and streets</b>										
Streets resurfacing (miles)	0.1	1.5	0.9	1.4	1.3	1.2	0.9	1.4	2.6	2.3
<b>Sanitation</b>										
Refuse collected (tons/yr)	17,176	11,978	16,895	13,042	13,430	13,284	14,503	16,650	13,397	13,124
Recyclables collected (tons/yr)	6,928	6,110	1,438	591.31	569.95	595.00	533.00	594.12	577.00	766.12
<b>Water</b>										
New connections	8	7	5	7	4	8	6	13	7	6
Water main breaks	15	25	25	9	7	15	14	9	7	9
Daily average consumption in gallons	3.5	3	3	3.3	2.8	2.3	3.1	3.1	3.2	3.1
<b>Sewer</b>										
Sanitary sewers (miles)	74	74	74	74	74	74	74	74.25	75	74.25
Number of service connections	2,750	2,800	3,143	3,336	2,570	2,598	2,638	2,687	2,902	2,687
<b>Electric</b>										
Miles of power lines	135	150	152	152	152	152	152	152	152	152
Number of substations	8	8	8	8	8	8	8	8	8	8
Number of service connections	8,000	7,699	7,639	7,613	7,657	7,755	7,720	7,149	7,720	7,952
Daily average consumption in MWH	825	825	764	764.2	776.9	778.2	749	705.2	749	792
<b>Convention Center</b>										
Number of meeting rooms	35	35	36	36	36	36	36	35	35	35
Occupancy	42%	37%	34%	34%	35%	34%	37%	64%	37%	37%
Meeting Rooms Square footage	54,600	54,600	75,000	53,602	56,000	53,602	53,602	72,000	72,000	72,000
Total Square footage	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000

Source: Various College Park City Departments

Note: Indicators not available for recreation, inspections, building and grounds, parks, redevelopment, golf course, and FAA functions.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2021 BUDGET

### SCHEDULE 2 City of College Park, Georgia Capital Asset Statistics by Function Last Ten Fiscal Years

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Function										
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	2
Patrol units	65	65	48	54	54	65	65	39	39	39
Fire stations	2	2	2	2	2	2	2	2	3	3
Sanitation										
Collection Trucks	23	23	23	23	23	20	19	8	8	8
Highways and streets										
Streets (miles)	75.0	75.0	75.0	75.0	75.0	75.0	75.0	71.2	76.0	83.0
Streetlights	2,924	2,924	2,924	2,924	2,924	2,924	2,924	4,500	4,200	3,850
Traffic signals	37	37	37	37	37	37	37	25	42	42
Culture and recreation										
Parks acreage	279	279	279	279	279	279	279	279	229	229
Parks	9	9	9	5	5	5	5	5	5	5
Swimming pools	4	4	4	2	2	2	2	2	2	2
Tennis courts	10	10	10	10	10	10	10	10	10	8
Community centers	3	3	3	3	3	3	3	3	3	3
Water										
Water mains (miles)	94	94	94	94	94	94	94	99	99	99
Fire hydrants	950	950	1,000	956	956	956	956	957	957	957
Number of service connections	2,800	2,800	3,340	3,353	3,353	2,775	2,826	2,880	2,880	2,880
Daily average consumption in gallons (MGD)	3.3	3.3	3.0	3.0	3.0	3.0	3.1	3.1	3.1	3.1
Sewer										
Sanitary sewers (miles)	72.6	74.0	74.0	74.0	74.0	74.0	74.0	74.3	74.3	74.3
Number of service connections	2,800	2,800	3,143	3,143	3,143	2,598	2,638	2,880	2,880	2,687
Electric										
Miles of power lines	135	150	152	152	152	152	152	152	152	152
Number of substations	8	8	8	8	8	8	8	8	8	8
Number of service connections	8,060	7,699	7,639	7,613	7,613	7,755	7,720	7,149	7,900	7,952
Daily average consumption in (MWH)	738.0	825.0	764.0	764.0	764.0	778.0	749.0	705.2	767.0	792.0
Convention Center										
Number of meeting rooms	24	24	36	36	36	36	36	35	35	35
Exhibit Hall square footage	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Occupancy	31%	28%	25%	25%	28%	37%	61%	64%	65%	67%
Total Square footage	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000

Source: Various College Park City Departments

Note: Indicators not available for inspections, building and grounds, parks, redevelopment, golf course, and FAA functions.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**SCHEDULE 3  
City of College Park, Georgia  
Demographic and Economic Statistics Information  
Last Ten Fiscal Years**

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<b>Fiscal Year</b>	<b>Population(1)</b>	<b>Personal</b>	<b>Per Capita</b>	<b>Education</b>		<b>School Enrollment (1)</b>	<b>Unemployment Rate (2)</b>
		<b>Income (amounts in thousands)</b>	<b>Personal Income (1)</b>	<b>Median Age (1)</b>	<b>Level in % completed High School (1)</b>		
2010	13,292	345,106	16,907	30.4	77.1	5,835	10.50%
2011	19,299	353,751	18,330	31.1	81.2	3,695	15.80%
2012	14,649	297,292	19,708	30.7	85.4	4,124	9.60%
2013	14,649	281,656	19,227	31.7	77.1	3,749	9.40%
2014	14,621	250,399	17,126	30.8	83.0	3,949	8.30%
2015	14,019	242,711	17,313	30.9	78.3	3,963	10.10%
2016	14,601	260,657	17,752	31.0	78.6	3,800	7.80%
2017	15,035	293,814	19,542	32.1	76.9	2,611	9.40%
2018	14,959	272,134	18,192	32.1	82.3	3,580	4.01%
2019	15,212	305,609	20,090	31.8	84.1	4,036	9.00%

(1) Source: U.S.Census (available every tenth year)

(2) Source: Georgia Department of Labor

(3) Source: Factfinder.census.gov

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**SCHEDULE 4  
Principal Employers  
Current Year and Ten Years Ago**

<u>Employer</u>	<u>2019</u>			<u>Employer</u>	<u>2010</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage Employment</u>		<u>Employees</u>	<u>Rank</u>	<u>Percentage Employment</u>
Chick Fil A Inc.	1,691	1	26%	Atlanta Southeast Airlines	1,259	1	23%
Federal Aviation Administration	1,300	2	20%	Federal Aviation Administration	1100	2	20%
Sysco Corporation	833	3	13%	Chick Fil A Inc.	757	3	14%
Coca-Cola Bottling Company Co	610	4	9%	Sysco Corporation	603	4	11%
Southwest Airlines Co	584	5	9%	Woodward Academy	504	5	9%
Zodiac Services Americas LLC	358	6	5%	AirTran Airlines	437	6	8%
Express Jet Airlines Inc	355	7	5%	Atlanta Coca-Cola Enterprise	291	7	5%
Southeastrans Inc	300	8	5%	Marriott Hotel	218	8	4%
Logisticare Solutions LLC	296	9	5%	Westin Atlanta Airport Hotel	210	9	4%
Atlanta Airport Marriott	250	10	4%	Zodiac Services Americas	142	10	3%
Total	<u>6,577</u>		<u>100.00%</u>		<u>5,521</u>		<u>100.00%</u>

Sources: College Park Business License Department

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET**

**SCHEDULE 5  
City of College Park, Georgia  
Legal Debt Margin Information  
Last Ten Fiscal Years  
(amounts expressed in thousands)**

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Debt limit	\$ 129,298	\$ 158,381	\$ 151,466	\$ 133,715	\$ 151,996	\$ 217,714	\$ 221,291	\$ 219,307	\$ 224,604	\$ 277,365
Total net debt applicable to limit	-	-	-	-	-	-	-	-	-	-
Legal debt margin	<u>\$ 129,298</u>	<u>\$ 158,381</u>	<u>\$ 151,466</u>	<u>\$ 133,715</u>	<u>\$ 151,996</u>	<u>\$ 217,714</u>	<u>\$ 221,291</u>	<u>\$ 219,307</u>	<u>\$ 224,604</u>	<u>\$ 277,365</u>
Total net debt applicable to the limit as a percentage of debt limit	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

**Legal Debt Margin Calculation for FY2019**

Assessed value	\$ 1,276,478
Add back: exempt real property	<u>1,497,167</u>
Total assessed value	2,773,645
Debt limit (10% of total assessed value)	277,365
Debt applicable to limit	
General obligation bonds	-
Legal debt margin	<u>\$ 277,365</u>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**FINANCIAL PLANNING POLICIES**

**Balanced Budget**

The City of College Park will finance all current on-going expenditures with current recurring revenues. One-time revenue can be used to increase the unassigned fund balance or be used for one-time expenses without impacting service levels. The City of College Park makes every effort to avoid budgetary procedures that balance current expenditures through the obligation of future resources. Any year-end surplus should be directed to the unassigned fund balance and not be used to finance recurring expenses in the following fiscal year. All unencumbered operating budget appropriations lapse at year-end. Encumbered balances are carried over to the following fiscal period and paid from the reserve for encumbrances account. Should it be determined that actual revenues may be less than the adopted budget, the elected body will be notified immediately, procedures put in place to reduce expenditures and a plan implemented to cover the potential loss in revenues. The elected body will also be notified if a deviation from a balanced operating budget is planned.

All Operating Funds are adopted during the annual budget process. Total anticipated revenues and other funding sources available must equal total estimated expenditures for each fund. The legal level of budgetary control is the department level, with the Council being the only body authorized to make amendments to the budget. Revisions that alter the total expenditures of any department or fund must be approved by the Mayor and City Council. Budgets for the governmental funds are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual appropriated budgets are legally adopted for the General Fund, each Special Revenue Fund and each Enterprise Fund. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows.

**Budget Policies**

Expenditures may not exceed the total budget for any department within a fund. Department heads and management personnel are directed to operate within budget limitations. Transfers between departments or funds or an increase in departmental appropriations or authorized positions shall require the approval of the elected body.

Enterprise Fund budgets will be self supporting. Rates charged within such Enterprise budgets will be examined annually to determine their self sufficiency. Every effort will be made to plan for long term price adjustments by suppliers of goods and services to the Enterprise funds.



# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2021 BUDGET

The City of College Park will maintain a budgetary control system and will prepare on a monthly basis a summary report comparing actual revenues, expenditures and encumbrances with budgeted amounts.

The City of College Park will comply with all state laws applicable to budget hearings, public notices, public inspections, and budget adoption.

### **LONG-RANGE PLANNING**

#### **Capital Improvements**

The operating budget will provide for adequate maintenance of capital equipment and facilities. Capital improvements should be financed from current revenues, but may be financed by debt instruments that provide for a pay back period that does not exceed the life of the improvement. Once the City has borrowed for such improvements, debt service becomes a current expense to be covered by recurring revenue.

A five year Capital Improvement Plan for Capital Outlay expenditures greater than \$5,000 will be submitted by each department during the budget process. A five year Capital Improvement Program that determines the cash needs for Capital Projects will be submitted to the Planning Commission and the elected body for approval to determine cash future cash needs. Once the five year Capital Improvement Program is adopted by the elected body, every effort will be made to budget for capital expenditures within the outlined program. Modifications to the Capital Improvement Program will be submitted to the elected body on an annual basis.

The City will seek public and private grants, and other sources of revenue to fund projects included in the Capital Improvement Program.

#### **Cash Management Policy**

Funds for day to day operations, payroll, accounts payable and other immediate cash needs are maintained in Depository accounts. Holding accounts are maintained for investments not needed on an immediate basis. Maturity scheduling is timed according to anticipated needs. Maturity limitations depend on whether the funds being invested are considered short or long term funds.

#### **Cash and Cash Equivalents**

Cash equivalents are short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates. The City of College Park considers all highly liquid investments (including restricted assets) with a maturity of three months or less when purchased to be cash equivalents.

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2021 BUDGET

### **Deposits and Investments**

State statutes authorize the City to invest in obligations of the U.S. Government and agencies of corporations of the U.S. Government; obligations of any state; obligations of any political subdivision of any state; certificates of deposit or time deposits of any national state bank or savings and loan which have deposits insured by the FDIC or FSLIC; prime bankers acceptances; repurchase agreements; and the Local Government Investment Pool of the State of Georgia (“Georgia Fund 1”). Investments are reported at fair value. Short-term investments are reported at cost, which approximates fair value. Securities traded on a national or international exchange are valued at the last reported sales price at current exchange rates. Investments that do not have an established market are reported at estimated fair values.

### **Short-Term Interfund Receivables/Payables**

Activity between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either “due to/from other funds” (i.e., the current portion of interfund loans) or “advances to/from other funds” (i.e., the non-current portion of interfund loans). All other outstanding balances between funds are reported as “due to/from other funds”. Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as “internal balances.” Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in applicable governmental funds to indicate that they are not available for appropriation and are not expendable available financial resources. More information on City Financial Policies is in Investment and Portfolio Policies Section II.

### **ASSET INVENTORY**

On an annual basis all major capital assets are inventoried and the condition of the asset is assessed. Inventory is valued at cost, using the first-in, first-out method. The cost of governmental fund type inventory is recorded as an expenditure when consumed rather than when purchased. Prepaid items are accounted for using the consumption method. A prepaid item is recognized when cash expenditure is made for goods or services that were purchased for consumption, but not consumed as of June 30. Capital Asset schedules are prepared for the Comprehensive Annual Financial Report with the disposition of acquired or disposed of assets noted along with depreciation schedules for major capital items. The City of College Park undertakes and maintains an on-going viable Capital Outlay Program yearly because these costs in total are usually the heaviest in any budget document and the ongoing financial commitment is required to maximize the public’s benefit. Proper scheduling of Capital Outlay, as well as levelized appropriation (i.e., an equal dollar allocation each fiscal year), prevents excessive costs in any one budget year. Capital Outlay appropriations help to maintain the current level of service, updates equipment/service standards and needs, and increases productivity in the work assignment areas.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2021 BUDGET

### **REVENUE POLICIES**

#### **Revenue Diversification**

The City of College Park has a wide variety of revenue streams that fund City General and other operations. The General Fund is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. Property taxes currently comprise approximately one third of General fund revenues. Other Taxes, Grants and contributions make up about half of General Fund Revenues. Charges for services are roughly fifteen per cent of General Fund Revenues and Interest Income accounts for another one to two percent of General Fund Revenues. Other City tax revenues include Car Rental, Hotel-Motel, Sales, Franchise, Insurance Premiums, Alcohol, Mixed Drink, and Real Estate Transfer. The diversity of revenue streams enables the City of College Park to not be overly financially dependent on any one source of revenue. If a downturn is experienced in one area, contingency plans will be implemented to reduce revenues and increase transfers from permissible funding sources until funding levels have stabilized.

The City of College Park has two major governmental funds other than the General: Hospitality and the Car Rental Fund. The Hospitality Fund is a special revenue fund that receives income from the levy of a special district tax as well as a percentage of gross rentals of all hotels operating within the City. Funds are used to pay the debt service on the convention center owned and operated by the City, as well as a portion being dedicated to general governmental administration and services.

The Car Rental Fund is a special revenue fund that is used to record the revenue and expenditure of taxes collected from the excise tax levied on rental cars in the City. The proceeds of this tax are restricted for construction of convention centers, public safety and recreation facilities.

The City of College Park has five major enterprise funds: the Electric, Water and Sewer, Convention Center, FAA Project, and the Redevelopment Authority Fund. The Water and Sewer Fund is established for the furnishing of environmentally sound water and sewer services to the City residents and businesses. The Convention Center Fund is for the operations of the Georgia International Convention Center (GICC). The FAA Project Fund accounts for the lease of office buildings to the General Services Administration of the federal government and used for the FAA regional headquarters. This fund also accounts for the operating activities of these buildings as well. The Redevelopment Authority Fund accounts for the administrative activities of the College Park Business and Industrial Development Authority as well as property acquisitions and sales for the purpose of redeveloping land within the City.

Two non-major governmental funds exist for the City of College Park: special revenue and capital projects funds. The special revenue funds account for revenue sources that are legally restricted to expenditure for specific purposes. The capital projects funds account for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2021 BUDGET

Two non-major governmental funds exist for the City of College Park: special revenue and capital projects funds. The special revenue funds account for revenue sources that are legally restricted to expenditure for specific purposes. The capital projects funds account for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

When both restricted and unrestricted resources are available for use, it is the City's policy to use restricted resources first, then unrestricted resources as they are needed.

### **Fees and Charges**

Inspection, Recreation, Police Fees and Charges are implemented to help offset the burden to the General Fund for services provided. Building Inspection Fees and Permits have been gradually increased in recent years in order to bring the City more up-to-date with neighboring jurisdictions fees and permit charges. Recreation fees are collected to help offset staff and operating expenses. Other fees are charged as permissible by state statute to cover copy and employee expenses. Enterprise Fund Fees and Charges are designed such that each fund is to be wholly self sufficient and require no transfers from the General fund for normal operations. The principal operating revenues of the enterprise funds are charges to customers for sales and services provided. The City also recognizes as revenues the portion of tap fees intended to recover the cost of connecting new customers to the system.

### **Use of One-time and Unpredictable Revenues**

Revenues that are unique to a particular year and considered one-time are not used for ongoing expenditures. Rather, the income is restored to the General and other Enterprise Fund balances to cover any potential future revenue shortfalls. Only major revenue sources that are steady in nature and non-fluctuating are used for budgetary purposes.

## **EXPENDITURE POLICIES**

### **Debt Capacity, Issuance, and Management**

Currently in the General Fund Budget there are no General Obligation Bonds outstanding, however, there are debt service payment on capital lease purchases.

All of the long-term obligations of the City are in the form of Intergovernmental Contract backed Revenue Bonds issued by BIDA. In general, Revenue Bonds are repaid from the revenues paid by users of the service for which the bonds were issued to finance (such as water and sewer revenue bonds), as opposed to General Obligation Bonds, which are tax supported. The outstanding BIDA Revenue Bonds are backed by Intergovernmental Contracts between BIDA and the City pursuant to which the full, faith, and credit of the City and its property taxing authority are pledged to make the contract payments in amounts sufficient to pay the principal and interest of such bonds. The City has historically utilized various excise taxes and sources other than property taxed to make such contract payments.

Bond issues should, generally, be scheduled to level annual debt service requirements so that cash flow requirements are generally level and borrowing costs are minimized. The City will constantly seek to maintain and improve its municipal bond ratings issued by the appropriate nationally recognized rating agencies in New York City. With each bond offering and annually as required, the City will disclose its financial position and fiscal management policies to such rating agencies and the applicable municipal bond insurance companies.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

A summary of the City’s bond ratings for outstanding long-term obligations is as follows:

	<u>BOND RATING</u>	
	Standard &Poor’s	Moody’s
Economic Development Series 2008	AA	Aa3
Economic Development Series 2008A	AA	Aa3
Economic Development Series 2014	AA-	Aa3
Public Safety Series 2013	AA-	Aa3
GICC Series 2013	AA-	Aa3
GICC Series 2005 (refunded 2000:2011-2026 maturities)	AA-	Aa3
GICC Series 2006 (Hotel Project)	AA	Aa3

AAA-Extremely strong capacity to meet financial commitments. AA-/Aa3-Best ability to repay short-term debt. BBB-Adequate capacity to meet its financial commitments. Baa2-High ability or acceptable ability to repay short-term debt. Insured, reflecting the triple rating. Ratings prior to insurance for all GICC issues and Public Safety Series 2004 were S&P A+, Moody’s A2. GICC Series 2005 included a negative outlook that was removed with the GICC Series 2006 issuance.

**Fund Balance**

The Mayor and Council recognize that the maintenance of a fund balance is essential to the preservation of the financial integrity of the City of College Park (the City) and is fiscally advantageous for both the City and the taxpayer. This policy establishes guidance concerning the desired level of fiscal year end fund balance to be maintained by the City and the management of fund balance levels and is applicable only to the General Fund. Fund balance is a measurement of available financial resources defined as the difference between total assets and total liabilities in each fund.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**GASB STATEMENT NO. 54 FUND BALANCE POLICY**

**Purpose**

The Mayor and Council recognize that the maintenance of a fund balance is essential to the preservation of the financial integrity of the City of College Park (the City) and is fiscally advantageous for both the City and the taxpayer. This policy establishes guidance concerning the desired level of fiscal year end fund balance to be maintained by the City and the management of fund balance levels and is applicable only to the General Fund of the City.

Fund balance is a measurement of available financial resources defined as the difference between total assets and total liabilities in each fund.

The Governmental Accounting Standards (GASB) Statement 54 distinguishes fund balance classified based on the relative strength of the constraints that control the purposes for which specific amounts can be spent. Beginning with the most binding constraints, fund balance amounts will be reported in the following classifications:

1. Non spendable Fund Balance – Fund balance reported as “non spendable” represents fund balance associated with inventory, prepaid items, long-term amounts of loans and notes receivable, property held for resale (however, if the use of the proceeds from the collection of receivables or sale of the property is restricted, committed, or assigned, then the receivables or property should be reported in those categories), and corpus of a permanent fund (legally/contractually required to be maintained).
2. Restricted Fund Balance – Fund balance reported as “restricted” represents amounts that can be spent only on the specific purposes stipulated by law or by the external providers of those resources (such as bond resolutions and covenants and SPLOST referendums, E911, and Hotel/Motel Tax Fund).
3. Committed Fund Balance – Fund balance reported as “committed” includes amounts that can be used only for the specific purposes determined by a formal action of the Mayor and Council. The Mayor and Council as the highest level of decision making authority will have the sole authority to commit fund balance. Constraints can be removed or changed only by the Mayor and Council. Actions to constrain resources should occur prior to the end of the City of College Parks fiscal year, though the exact amount may be determined subsequently.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

1. Assigned Fund Balance – Fund balance reported as “assigned” represents amounts intended to be used for specific purposes, but not meeting the criteria to be reported as committed or restricted fund balance. The intent is expressed either by the Mayor and Council or a high level body (budget or finance committee) or individual authorized by the Mayor and Council (i.e., City Manager or Finance Director). Assigned fund balance also includes residual fund balance amounts in the special revenue funds, capital projects funds, and debt service funds. If these funds should have a deficit fund balance, those deficits are required to be reported as unassigned fund balance. The Mayor and Council will have the authority under this policy to assign funds for a particular purpose.
  
2. Unassigned Fund Balance – Fund balance reported as “unassigned” represents the residual classification of fund balance and includes all spendable amounts not contained within the other classifications. The Mayor and Council will strive to maintain an unassigned fund balance in the General Fund of between 30%-60% based upon annual budgeted expenditures. The balance may be drawn down in the event of an unexpected decrease in the property tax digest or a reduction to state funding.

Unassigned fund balance is reported only in the General Fund except in cases of negative fund balances in other governmental funds. If expenditures incurred exceed the amounts that have been restricted, committed, and assigned to a specific purpose and results in a negative residual amount for that specific purpose, amounts assigned to other purposes in that governmental fund are reduced to eliminate the deficit.

When an expenditure is incurred that would qualify as an expenditure of either Restricted or Unrestricted fund balance those expenditures will first be applied to the Restricted Fund Balance category. When expenditures are incurred that would qualify as a use of any of the Unrestricted Fund Balance categories (Committed, Assigned, Unassigned), those expenditures will be applied in the order of Assigned first, then unassigned, and then Committed.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**BUDGET MEETING INFORMATION**

Pursuant to Georgia Code, Section 36-81-5(e), the local government shall publish in a newspaper of general circulation in the local unit a statement advising the residents of the availability of the budget and also give notice of the time and place of the budget meeting (public hearing). The notice may be a displayed advertisement or news article, not displayed in the legal notices section of the paper, and shall be published at least one (1) week before the budget hearing. Said notice and statement appeared in the South Fulton Neighbor Newspaper on May 20, 27, 2020 and June 3, 10, 2020 properly advising the residents that the College Park Fiscal Year 2019-2020 Budget Public Hearing would be held on Monday, June 1, 2020 at 7:30 p.m. and Monday, June 15, 2020 at 7:30 p.m.

Further, in accordance with Section 36-81-5(f) at least one week prior to the adoption of the budget the governing authority (Mayor and City Council) shall conduct a public hearing at which time any persons wishing to be heard on the budget may appear. Again, said public hearing was held Monday, June 1, 2020 and another public hearing for final was held Monday, June 15, 2020 at 7:30 p.m. Per Section 36-81-6, on a date after the conclusion of the hearing the governing authority shall adopt a budget at a public meeting making appropriations for the fiscal year. This public meeting was held Monday, June 15, 2020. Georgia law requires each municipality to operate under an annual balanced budget; and, a municipality may amend its budget during the fiscal year to adapt to changing governmental needs.

Budget workshop sessions were held on April 8, 15, 21, 22, 29 and May 6, 2020 to review each departmental budget, specifically personnel, capital outlay, and any significant proposed expenditure on a departmental expense or contractual service. The updated Five Year Capital Improvement Plan was distributed to Council along with the Fiscal Year 2020-2021 Budget Worksheet Report for the first Public Hearing held June 1, 2020. Mayor and Council adopted the Fiscal Year 2020-2021 Operating Budget and Capital Improvement Budget at the June 15, 2020 Mayor and Council Meeting. The Five Year Capital Improvement Plan will be adopted by the Mayor and Council at the September 23, 2019 Mayor and Council Meeting.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**BUDGET CALENDAR**

**January 6, 2020**

Departmental Access to New World software available to begin implementation of budget process.

**January 6, 2020**

The Human Resources Department submits personnel position and cost packages to the Finance and Accounting Department. Distribution to Department Directors.

**February 3, 2020**

Department Directors submit their completed budget forms for FY2020-2021 to the Finance and Accounting Department for review.

**February 14, 2020**

The Finance and Accounting Department submits Budget to the City Manager.

**February 17, 2020 – March 11, 2020**

The City Manager, Director of Finance and Accounting and other Budget team members meet with Department Directors on their budget request for FY2020-2021.

**March 20, 2020**

Proposed Budget submitted to the Mayor and City Council.

**April 8, 2020 – May 6, 2020**

The City Manager and Department Directors holds a Budget work session with the Mayor and City Council on Preliminary FY2020-2021 Budget. The General Public is welcome to attend.

**May 20, 27, 2020 & June 3, 2020**

Advertise Public Hearings in South Fulton Neighbor Newspaper.

**June 1, 2020**

First Public Hearing on FY2020-2021 Proposed Budget.

**June 15, 2020**

Second Public Hearing on FY2020-2021 Proposed Budget.

**June 15, 2020**

Adopt Budget for FY2020-2021.

**July 1, 2020**

Effective date for Budget FY2020-2021.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Defining Terms**

**A**

**Accrual Basis:** The basis of an accounting under which transactions are recognized when they occur, regardless of when related cash is actually received or spent.

**Adopted Budget:** Appropriation of funds approved by the governing body at the beginning of each fiscal year.

**Ad Valorem Tax:** Tax levied on the assessed value of real and personal property.

**Amended Budget:** The original adopted budget plus any amendments passed as of a certain date.

**Appraised Value:** The anticipated fair market value of property.

**Appropriation:** A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

**Assessed Value:** The value placed on property as a basis for levying taxes. Fulton County assesses real and personal property at forty percent (40%) of the appraised fair market value in accordance with Georgia Law.

**Audit:** An official inspection of an organization's accounts, typically by an independent body.

**B**

**Balanced Budget:** Revenues equal expenses.

**BIDA:** Business Industry Development Authority created to attract development, industry and employment opportunities.

**Bond:** A Certificate of debt issued by a government to finance a capital expenditure or other liability, in which payment of the original investment plus interest is guaranteed by a specified future date.

**Bond Rating:** A system of appraising and rating the investment value of individual bond issues.

**Budget:** A financial plan of operation for a given period consisting of an estimate of proposed expenditures and revenues.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Budget Amendment:** The increase, decrease, or transfer of appropriations requiring the approval of the governing body.

**Budget Calendar:** The schedule of key dates which the city follows in the preparation, adoption, and administration of the budget.

**Budget Message:** A general discussion of the proposed budget, presented in writing as part of the budget document. The message explains current budget issues compared to recent financial history and presents recommendations made by the governing body and City Manager.

**Budget Resolution or Ordinance:** The official enactment by the Board of Commissioners authorizing the appropriation of revenues for specified purposes, functions, or activities during the fiscal year.

C

**CAFR:** Comprehensive Annual Financial Report- a report compiled annually which provides detailed information on an organization's financial status.

**Capital Assets:** See Fixed Assets.

**Capital Budget:** A financial plan of proposed capital expenditures and the means of financing them.

**Capital Expenditures:** Expenses or expenditures for non-consumable items or projects that have a useful life of one year or more and a unit cost of \$5,000 or more.

**Capital Improvement Program (CIP):** A multi-year plan used to identify new and/or additional capital items or projects. The CIP threshold is \$5,000 or more per unit cost.

**Capital Outlay:** Expenditures for the acquisition of capital assets.

**Capital Projects Fund:** Accounts for the acquisition and construction of major capital facilities other than those financed by proprietary funds.

**Car Rental Fund:** A special revenue fund used to record the revenue and expenditure of taxes collected from the excise tax levied on rental cars in College Park, Georgia.

**Cash Reserves:** An account used to indicate that a portion of fund equity is legally restricted for a specific purpose or not available for appropriation or subsequent spending.

**CDBG:** Community Development Block Grant

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2021 BUDGET

**Communications (E911) Fund:** This fund contains the Police Dispatchers as well as E911 Operators and the costs of providing those services to the community.

**Comprehensive Plan:** A long-term plan to control and direct the use and development of property in the city. It is also used to make strategic decisions regarding water and sewage lines, infrastructure, and roads.

**Confiscated Drug Funds:** This fund records the proceeds from confiscated drug funds and expenditures of those funds on Police-related operations, supplies and/or capital items.

**CONRAC:** Consolidated Car Rental Facility.

**Contingency:** Funds set aside to be used on an as needed basis for either a specific purpose or unexpected emergencies.

**Convention Center Fund:** Accounts for the operations of the Georgia International Convention Center.

**D**

**Debt Limit:** The maximum amount of debt that can be legally incurred.

**Debt Service:** Costs associated with the interest, principal, or other expense payments related to bond issues or capital leases.

**Disbursement:** Funds paid out for goods or services received which results in a decrease in net financial resources; also referred to as an expenditure or expense.

**E**

**Encumbrance:** Funds that have been committed for disbursement for a specific purpose.

**Enterprise Funds:** Proprietary Funds used to account for operations that are financed/operated in a manner similar to private business enterprises where the intent of the governing body is to finance/recover the costs of providing certain goods or services to the general public primarily through user charges.

**Expenditures:** Decreases in net financial resources. Expenditures include current operating expenses requiring use of the net current assets, debt service, or capital outlays.

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**Expenses:** Outflows or obligations of assets from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.

**F**

**FAA:** Federal Aviation Administration-an agency charged with regulating air commerce to foster aviation safety, promoting civil aviation and a national system of airports, achieving uses of navigable airspace, and developing and operating a common system of air traffic control and air navigation for both civilian and military aircrafts.

**Fiduciary Fund:** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

**Fines & Forfeitures:** Revenue received from bond forfeitures and authorized fines such as library and parking violation fines.

**G**

**General Fund:** A fund used to account for financial resources and liabilities except those which are required to be accounted for in another fund.

**General Property Tax:** A category of county revenue from taxes levied on property located in or owned by the residents and business of Fulton County. This includes taxes on real and personal property, motor vehicles, mobile homes, intangibles, timber sales, and railroad equipment.

**GICC:** Georgia International Convention Center.

**GICC Special District Fund:** This fund is set up to pay the bond interest and principal expenses for the Gateway Development and the Global Gateway Connector infrastructure through a transfer to the GICC Fund.

**Goal:** A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

**Governmental Fund:** A fund category used to account for a government's governmental-type activities. This category includes four fund types: general fund, special revenue fund, debt service fund, and capital projects fund.

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**Grant:** A contribution of assets from one organization to another to support a particular function or purpose.

**H**

**Homestead Exemption:** A tax relief whereby state law permits local governments to exempt a fixed dollar amount of the appraised value of the qualifying residential.

**Hospitality Fund:** This fund is setup to collect Hotel/Motel and Special District Taxes.

**I**

**Infrastructure:** The basic facilities, equipment, and installations needed for the functioning of a system or organization (e.g., roads, bridges, water/sewer lines, public buildings).

**Interest Income:** Revenue generated from city investments.

**J**

**K**

**L**

**Licenses & Permits:** Fees collected for the issuance of licenses and permits such as business licenses and sign permits.

**M**

**MEAG:** Municipal Electrical Authority of Georgia

**Millage Rate:** The property tax rate which is set by the governing body.

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**Miscellaneous Revenue:** All revenue received, not otherwise classified into another line item, such as interest, concessions, and rental of property/equipment.

**Modified Accrual Basis:** The basis of accounting under which transactions are recognized when they become both measurable and available.

N

O

**Objective:** A defined method to accomplish an established goal.

**Occupation Tax:** Taxes levied on occupations, businesses, trades, and professions.

**Operating Budget:** Plans of current expenditures and the proposed means to finance them. The operating budget contains appropriations for such expenditures as salaries, fringe benefits, supplies, training, utilities, fuel, various services, repair and maintenance, rentals and leases, and capital outlay.

**Operating Expenses:** Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.

P

**Penalties & Interest:** Fees collected for violations or delinquent payments.

**Personal Services:** Costs associated with wages, salaries, retirement and other fringe benefits for City of College Park employees.

**Power Fund:** The City owns and operates an electrical distribution system serving its corporate limits.

**Proprietary Fund:** A fund category used to account for the business type activities within a government. This category includes two fund types: enterprise fund and internal service fund.

Q

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**R**

**Real Property:** Immobile property such as land, natural resources (above and below the ground) and fixed improvements to land.

**Reserves:** Monies set aside and restricted for a specific purpose. Any unspent reserves revert back to the appropriate Fund Balance at year end.

**Revenue:** Income which represents an increase in governmental fund type net current assets.

**Revenue Bond:** A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.

**S**

**Sanitation Fund:** Established for providing solid waste collection services for the citizens of College Park.

**SSES:** Sanitary Sewer Evaluation System.

**SOP:** Standard Operating Procedures.

**Special District Tax:** Tax collections from hotels operating in the legally defined Special District.

**Special Revenue:** A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specific purpose.

**SPLOST:** Special Purpose Local Option Sales Tax-a sales tax imposed in the county for a predetermined period to be used for a specific purpose.

**State Drug Fund:** This fund reports the Grant Income from the Department of Justice Grant for Tri-City Narcotics and the expenditure of those funds.

**Storm Water Utility Fund:** This program allows the City to collect a monthly fee from residential and commercial utility customers for the amount impervious surface that allows storm water run-off from their property to convey into the City's storm sewer system.



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**I**

**Tax Digest:** A listing of all property owners within the city, their property's assessed value, and amount of taxes due.

**Tax Rate Limit:** The maximum legal rate at which a locality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.