

# CITY OF COLLEGE PARK, GEORGIA



## ANNUAL FINANCIAL BUDGET

FOR FISCAL YEAR ENDING JUNE 30, 2022



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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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET



**Annual Budget**

**Approved for the fiscal year ending June 30, 2022**

**Mercedes Miller**

Interim City Manager

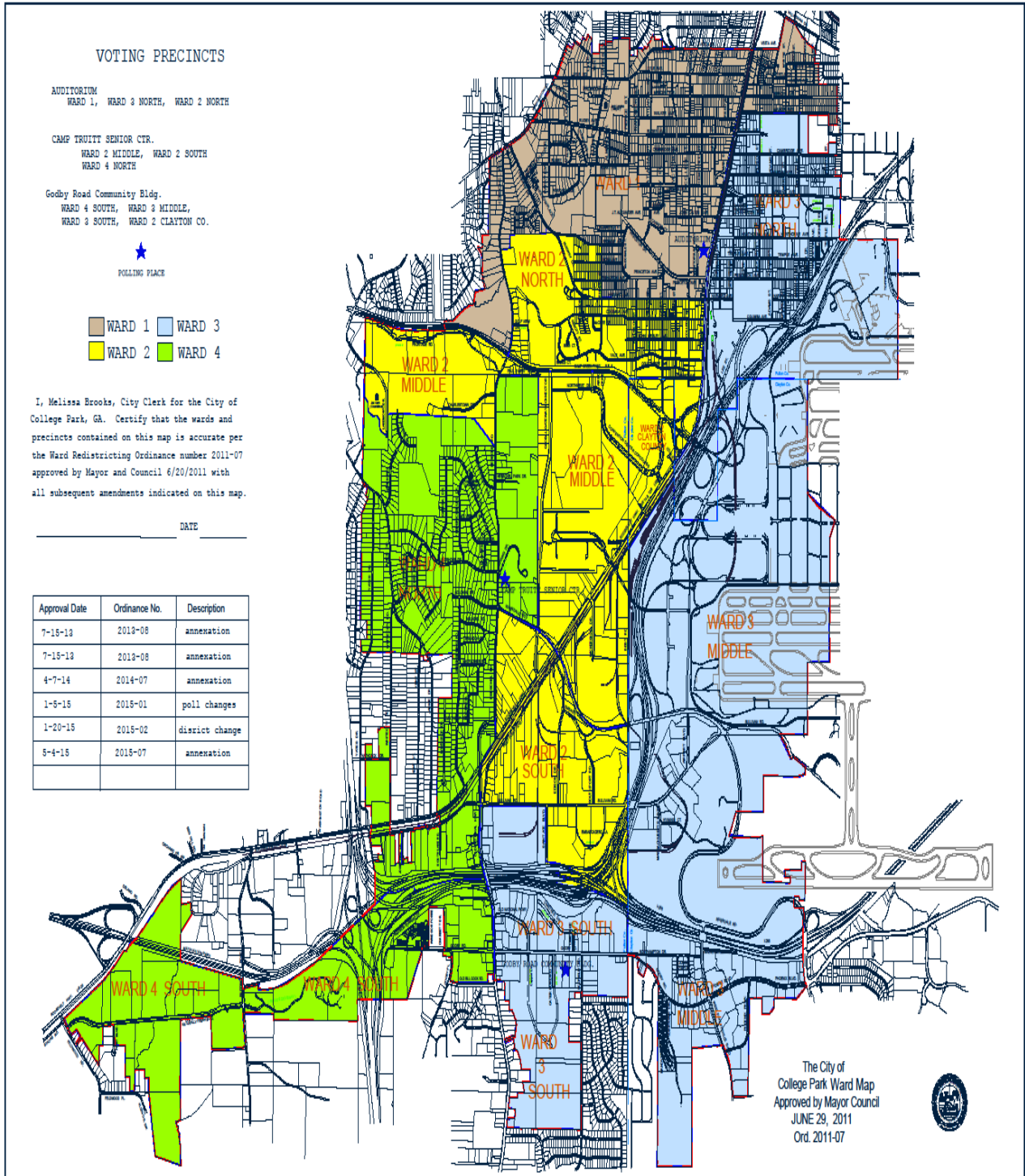
**Althea Philord-Bradley**

Director of Finance and Accounting

**Cleshette Davis**

Budget Analyst

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2022 BUDGET



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation  
Award*

PRESENTED TO

**City of College Park Georgia**

For the Fiscal Year Beginning

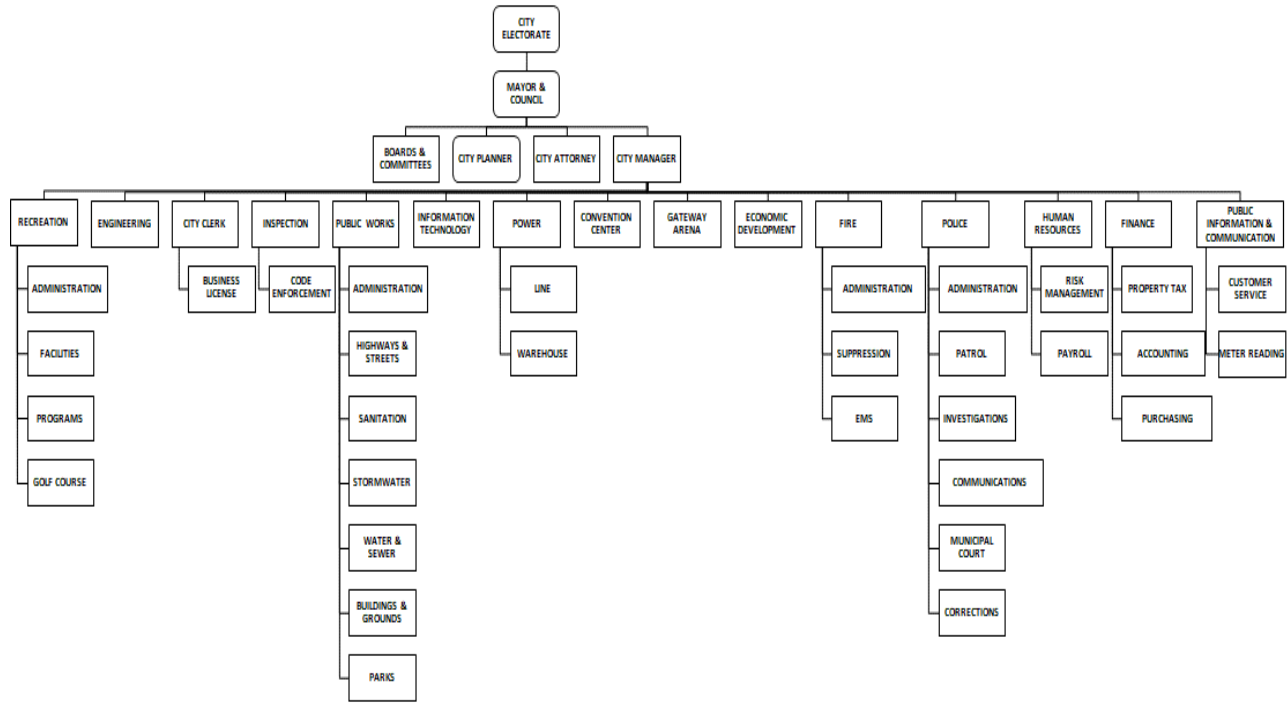
**July 01, 2020**

*Christopher P. Morill*

Executive Director

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

## City of College Park Organization Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 2022 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%

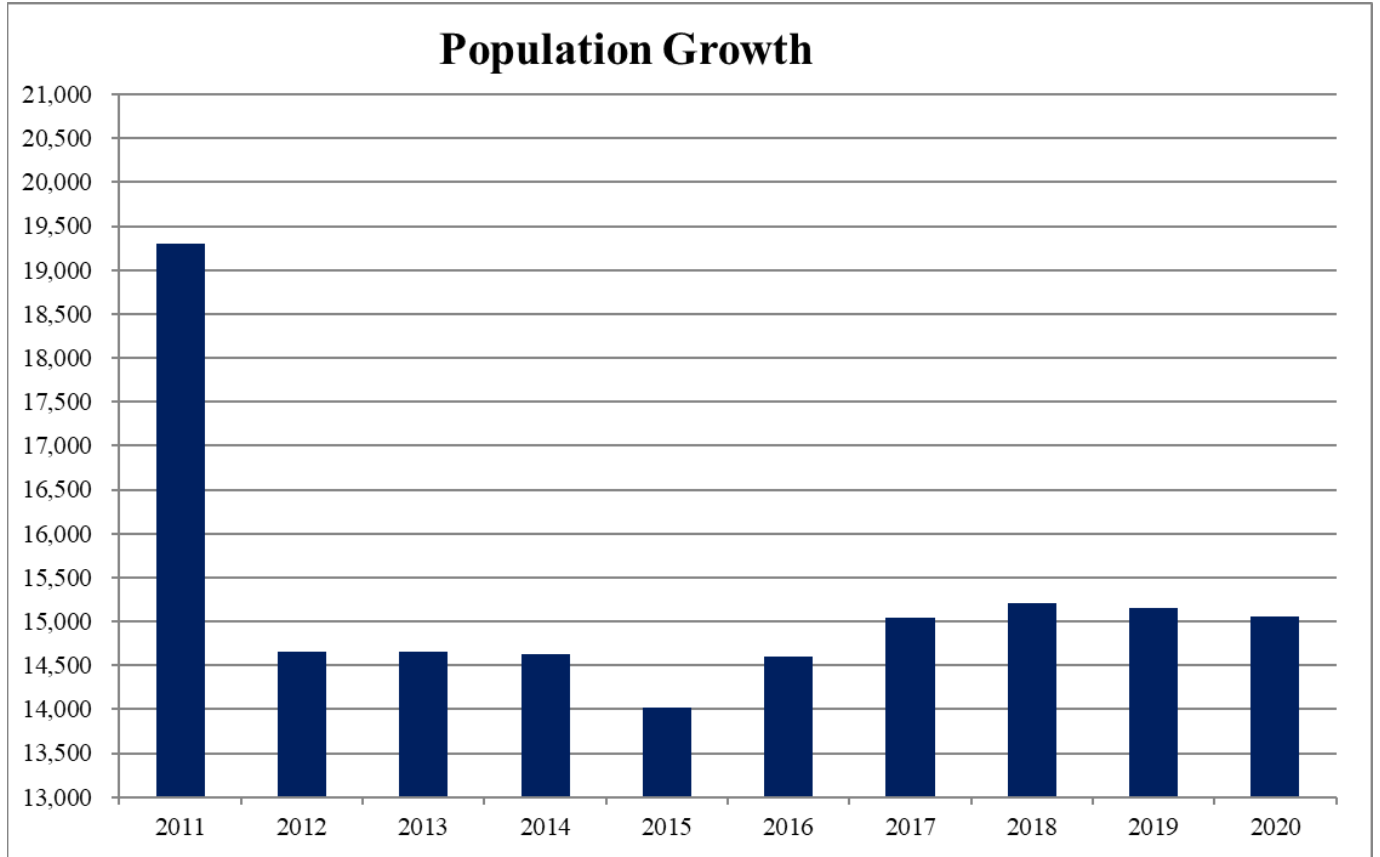


CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**All About College Park, Georgia**

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

**Just the Facts**



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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.

2020

U.S.....	6.7%
Georgia.....	5.3%
College Park.....	4.9%

**Housing Statistics 2020**

Number of Housing Units-----	8,044
Single Family Housing Units-----	30%
Multi-Family Housing Units-----	70%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

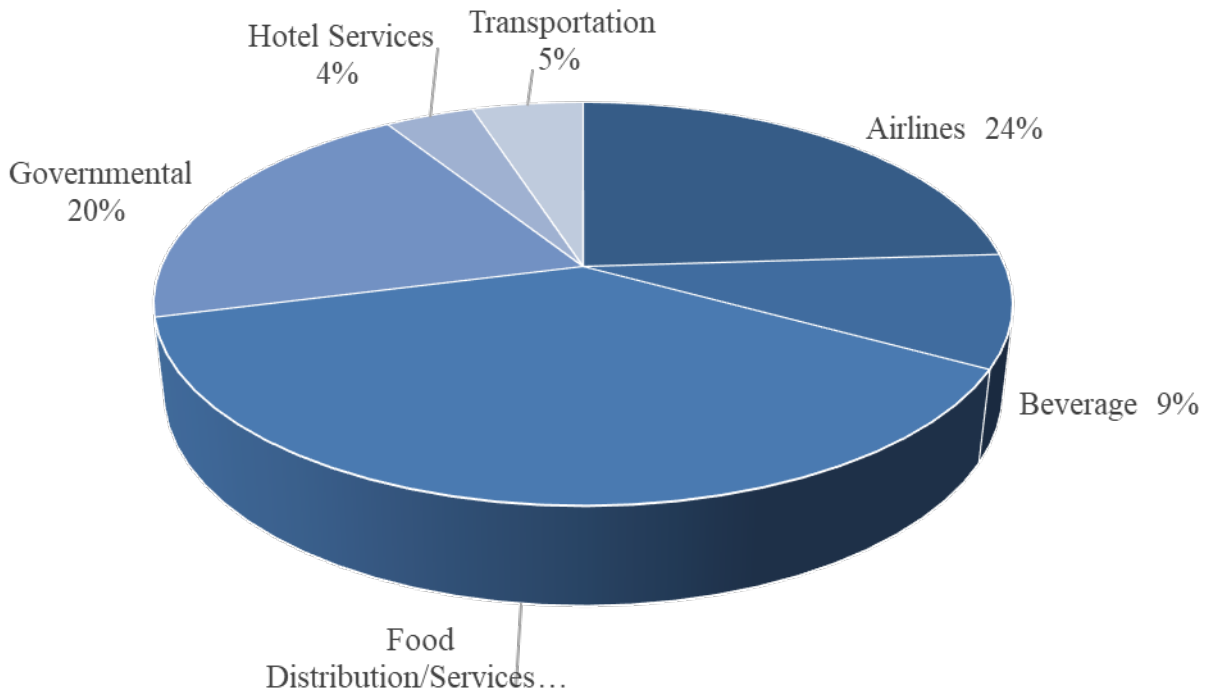
**All About College Park, Georgia**

**Just the Facts**

**Top Ten Employers in College Park, Georgia**

<b>Employers</b>	<b>Employees</b>
1. DAL Global Services, LLC DBA Unifi (1000 TOFFIE TR)	3461
2. Chick-Fil-A Inc	2097
3. Federal Aviation Administration	1450
4. DAL Global Services, LLC DBA Unifi (6000 N TERMINAL PKWY T-04)	1280
5. ABM Aviation Inc	850
6. Sysco Atlanta LLC	825
7. Woodward Academy	642
8. Southwest Airlines Co.	478
9. VXI Global Solutions	299
10. Amazon.com Services, Inc	297

**Industry Profile for College Park, Georgia**



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 2021</b>	
<b>Fire Protection</b>	<b>Police Protection</b>
Fire Stations.....3	Police Stations.....2
Sworn Employees.....70	Sworn Employees...105
Civilian Employees....2	Civilian Employees...44

<b>Highways and Streets</b>	
Miles of Road Maintained.....85	
Traffic Signals.....42	

The City owns and operates a water distribution system.

<b>Water and Sewer 2021 Statistics</b>	
Customer Accounts Served.....2,880	
Miles of Water Lines.....99	
Fire Hydrants.....961	
Water Storage Capacity (Gallons).....3.1	

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**All About College Park, Georgia**

**Just the Facts**

The City owns and operates a retail electric distribution system.

**Electric System 2021 Statistics**

Electric Customers-----8,271

Average Daily Consumption-----937 MWH

**Educational System**

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 2022 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 2022 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 2022 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 arena in College Park, which is home to the Atlanta Hawks new G-League development team and the Atlanta Dream, 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET



July 31, 2021

Honorable Mayor and City Council  
City of College Park  
3667 Main Street, City Hall  
City of College Park, Georgia 30337

Dear Honorable Mayor and City Council:

I am pleased to submit for your review and consideration, the Fiscal Year 2021-2022 Proposed Budget, 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**

Preparing a budget for a full service city always has its share of unknown variables, doing this in the midst of an economic shutdown during a pandemic elevates the task to a new level. It requires reprioritizing and adapting as the economy recovers. With the implementation of the vaccines, we are encouraged that the city will get back to business as usual, establishing protocols, and other factors that ensure safety and health.

**Vision**

The City of College Park aspires to be a destination where people come to raise a family start and grow businesses, live, work and play all in a sustainable and healthy social and physical environment.

The staff has made significant progress fulfilling the Mayor and City Council's vision included in the adopted 2020 Strategic Plan while holding ourselves accountable to our organization Core Values of Service, Respect, Innovation, Integrity, Advancement and Equity and Inclusion

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 BUDGET

We have taken major steps to execute continued efficiencies in the operations in municipal services. This budget is an effort to get us “back on track” to where we were pre-COVID and contains the necessary personnel, operating and capital resources to address a range of operational needs. This budget serves as a policy document, a financial plan, a communications device, and an operations guide, reflecting the policies, goals, programs and service priorities of the City Council and the community

### **Interim City Managers Goal**

- Maintaining emergency response and adequately staffed and trained emergency response services, including neighborhood patrols, crime prevention programs, and emergency personnel. These are vital to protecting College Park’s quality of life and maintaining rapid emergency and safety response times.
- Maintaining streets, roads, and public facilities. Well-maintained streets, roads, parks and recreation centers help protect property values.
- Seek programs that retain, attract, and help expand businesses into College Park, this is important to creating jobs and essential to a vibrant economy.
- Improve performance management, organizational development, and staff career paths
- Modernize position descriptions, Human Resources recruitment and retention practices
- Focus on process improvements to provide a better resident and businesses experience
- Continue to fund needed investment in the City’s infrastructure.
- Build budget from zero to justify and control expenditures while still focusing on achieving the City Council’s goals and providing City services.
- Continue to plan for the future through strategic economic development investments that demonstrate a clear return to the community.
- Maintain a prudent level of financial reserves.

### **Budget Challenges**

College Park offers business and industry the convenience and access that comes with the presence of Hartsfield-Jackson Atlanta International Airport. The last quarter of fiscal year 2020, the World Health Organization (WHO) first declared COVID-19 as a global health emergency and then announced the viral outbreak was officially a pandemic. Since then, the City has been reeling from the effects of the pandemic on its’ local economy. With the injection of federal

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

funds to aid governments and businesses, small and large, the City has dealt with a combination of both highs and lows throughout fiscal year 2021. There were months where the future seemed promising, however, as new variants of the virus emerged, the City is still faced with the challenges impacting travel and tourism.

The City is dependent on the travel and tourism industry to generate car rental and hotel/motel tax revenue. Hotel/Motel and Car Rental tax revenues drastically declined by 88% at the beginning of fiscal year 2021. At the virus' infancy stage hotel occupancy was 38.4%. With the new vaccines and more financial assistance from the federal government, the occupancy rate has increased to 55.4% during fiscal year 2021. As a result tax revenues have slowly begin to tick back upward; we are, however, projecting that revenues will not begin to rebound at an accelerated rate until the end of 2022. The local economy is still progressing and the City anticipates that this will continue thorough out fiscal year 2022.

Conventions and arenas still continue to be significantly impacted by the pandemic. Unfortunately, the City is not anticipating the City's convention center and arena to be at the pre-covid level until mid-2023. With a reliance on large gatherings, the City's Convention Center and Mutil-purpose Arena suffered significant losses during fiscal year 2021. Considering the number one defense in fighting the virus is avoiding large gatherings, companies are finding new ways to conduct trainings. Repeat customers are canceling or no longer booking events at the facilities. As a result, the City is projecting there will be continued losses during fiscal year 2022 as new variants of the virus develop. The City is exploring opportunities to help restructure the method in which business is conducted in order to generate new income and cut cost to soften the blow to the City's overall financial picture.

**Summary of the FY 2021-2022 Budget**

The proposed expenditure budget for FY 2021-2022 is \$132,585,478. This represents an decrease of \$3,706,137 more than the amended FY2020-2021 budget of \$136,291,615.

The slight increase is attributed to a number of variables that both increased and reduced the overall budget in some areas:

1. Funding positions that were previously unfunded in the prior fiscal year (FY2021)
2. Increase of capital equipment requests in the General Fund Budget
3. Anticipates the return of previously furloughed employees on January 1<sup>st</sup>, 2022.

To aid with the loss of revenue from travel and tourism, the FY2021-2022 recommended budget includes a deferral of \$8.7 million in debt obligations. With the assistance of the City's Financial Advisor, management plans to restructure debt, which will provide the City financial relief and allow the City to build up its cash flow for the upcoming years. The refinanced debt will include the deferral of principal payments until the fall of 2024 (FY2025).

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

In addition, the budget is proposed with the American Rescue Plan Act funds previously approved by the Federal Government. The City anticipates that we will receive a total of \$4.7 million over the next 12 months, however we will receive \$2.3 million of the funds in the next 60 days. The General Fund is utilizing \$1,346,019 to finance the FY2021- FY2022 recommended budget. See other budget summary schedules below.

**Expenses**

The College Park budget worksheet format has been structured to address Council’s requests from previous years’ budget meetings. The FY2020 Actual Expenses are presented, 2021 Amended Budget, 2021 Actual Expenses (year to date through June 30, 2021), Percent Used (percentage of 2021 Actual expenses over 2021 Amended Budget). 2022 Department Director Requested, 2022 City Manager Recommended, and Percentage (2022 City Manager Recommended to 2021 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.

	<b>Amended Budget FY2020-2021</b>	<b>Adopted Budget FY2021-2022</b>	<b>Increase/Decrease</b>
General Fund	30,791,532	32,473,296	1,681,764
Confiscated Drugs	10,000	10,000	-
State Drugs	14,000	121,400	107,400
E911 Fund	995,869	952,379	(43,490)
CBDG	420,000	-	(420,000)
Grant Fund	168,283	-	(168,283)
TSPLOST Fund	2,000,000	2,268,247	268,247
GICC Special District	371,650	410,050	38,400
Hospitality Fund	10,174,133	11,242,732	1,068,599
TAD Fund	878,322	340,290	(538,032)
Car Rental Fund	4,286,402	3,571,538	(714,864)
SPLOST Fund	344,000	249,060	(94,940)
Water and Sewer Fund	9,026,305	9,038,468	12,163
Electric Fund	39,724,077	39,507,401	(216,676)
Golf Course Fund	332,935	492,363	159,428
Sanitation Fund	2,596,554	3,204,400	607,846
Convention Center Fund	14,244,150	9,744,264	(4,499,886)
Gateway Arena	6,064,627	6,248,634	184,007
FAA Fund	4,007,141	3,306,000	(701,141)
BIDA Fund	9,036,022	8,462,044	(573,978)
Storm Water Fund	805,613	942,912	137,299
<b>Total</b>	<b>136,291,615</b>	<b>132,585,478</b>	<b>(3,706,137)</b>

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2022 BUDGET

## **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.

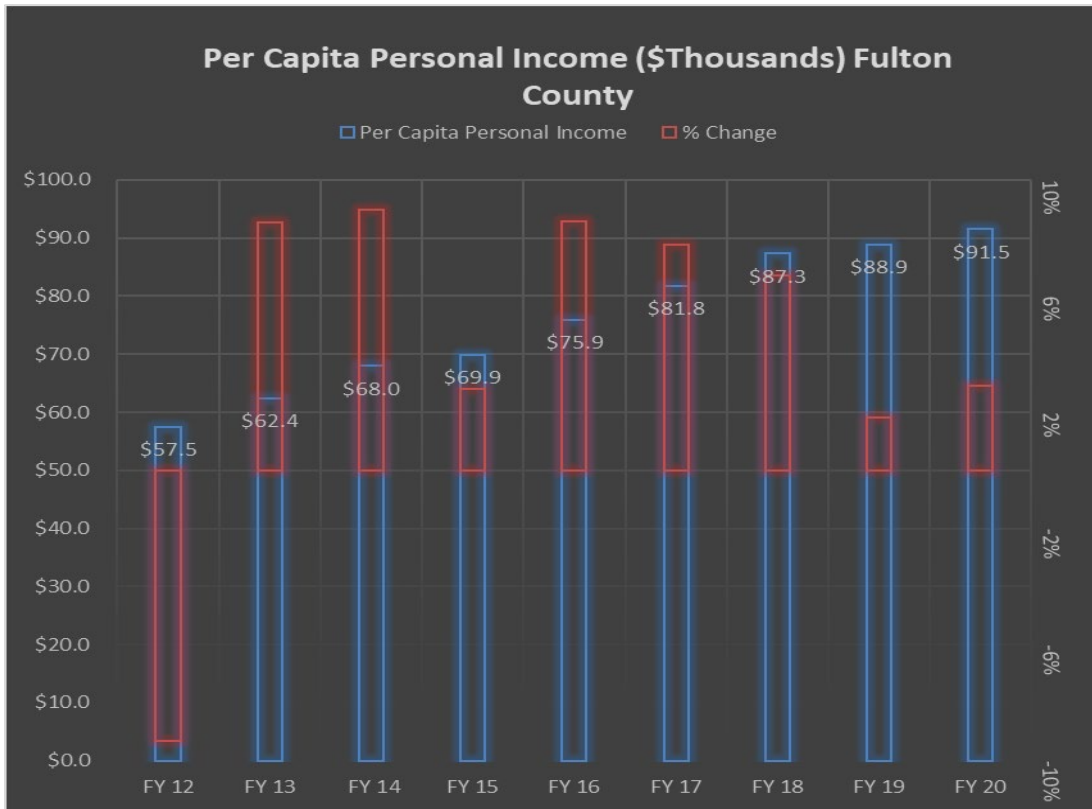
All departments are charged with implementing and maintaining programs and services which support the mission, vision, values and goals of the City. Each department has developed and monitors specific performance measures which allow Mayor, City Council and citizens to more accurately measure outputs and efficiencies accordingly. The Fiscal Year 2021-2022 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.

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2022 BUDGET

## Economic Climate

Despite the pandemic, the housing market is expected to increase in value. The short to mid-term economic outlook anticipated continued growth throughout FY2021-2022.





CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

The Adopted FY 2021-22 General Fund Budget is summarized as follows:

	Mayor & Council Adopted
Revenues	
Taxes	21,339,283
Fee, Licenses & Permits	3,760,000
Charges for Services	376,820
Fines and Forfeitures	625,000
Intergovernmental	1,365,019
Interest	105,500
Other Income	543,470
Operating Transfer In	4,358,204
Total Revenue	32,473,296
Expenditures	
Personal Services *	21,642,927
Operating Expenses **	8,234,161
Materials & Supplies	1,064,694
Capital Outlay	174,500
Cost of Sales	19,000
Non-Operating ***	1,338,014
Total Appropriations	32,473,296

\*Personnel Services include salaries and employee benefits.

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

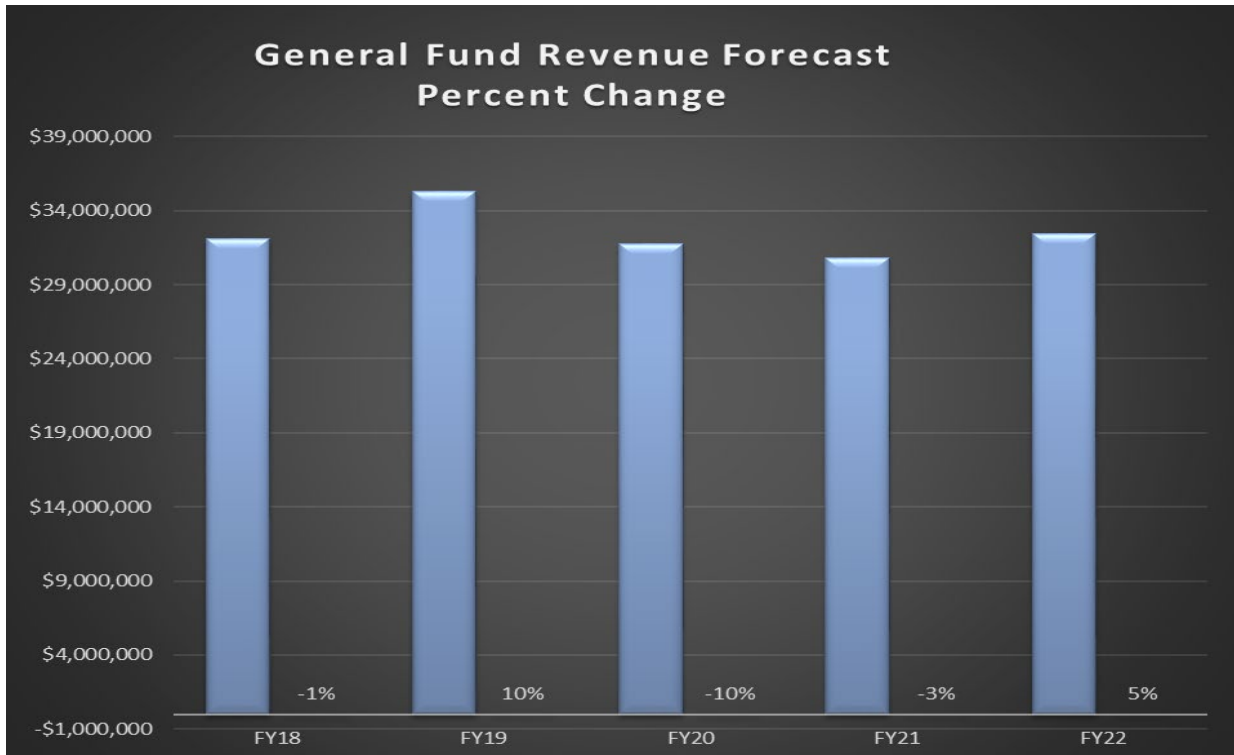
\*\*\*Non-Operating Expenses include Debt Services and Operating Transfers

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

FY 2021-22 General Fund Summary  
Dollars Millions

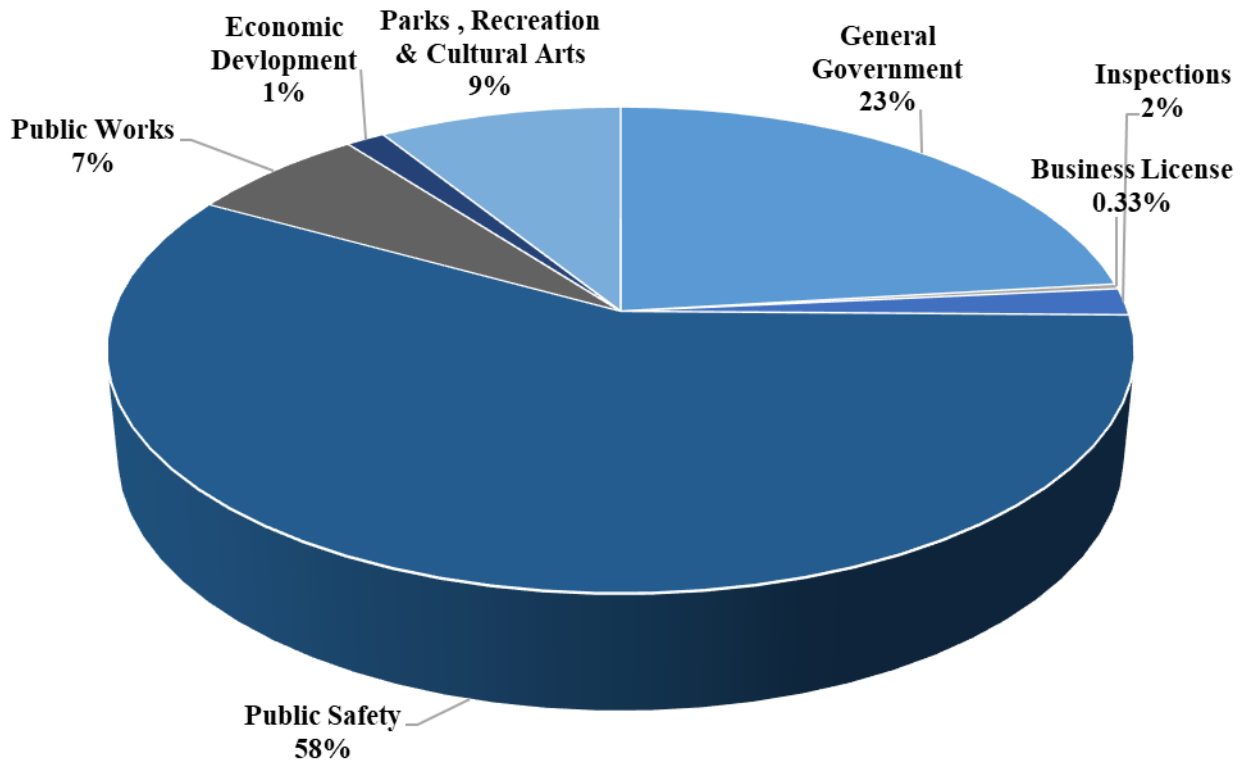
	Projected FY 21	Proposed FY 22
Beginning Fund Balance	<u>\$21.1</u>	<u>\$16.6</u>
Revenue	31.4	32.4
Expenditures	<u>35.9</u>	<u>32.4</u>
Ending Fund Balance	<u><u>\$16.6</u></u>	<u><u>\$16.6</u></u>
Unassigned Fund Balance	\$15.1	\$15.1
*Req. Unassigned Fund Balance 30%-60%	\$8.5	\$9.5

\*Transfers-out are omitted from expenditures to arrive at unassigned fund balance.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**General Fund Expenditure by Function**



**BUDGET BY CATEGORY**

**GENERAL FUND**

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 required unassigned fund balance of 30%-60%, shows a reduction of \$1 million when FY 2021-2022 is compared to FY 2020-2021. 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. As of June 30, 2021, the City's unassigned fund balance \$15,097,782 is 46.5% of the total proposed General Fund expenditures.

The reduction is primarily due to the increase of operating expenditures for FY 2022. Transfers out were omitted from the calculated required fund balance. In FY2021, transfers out were equivalent to \$7,585,609 compared to FY2022 transfers out of \$850,400. In the past, the fund balance has been used to fund capital improvements and one-time basic services. However due

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

to the pandemic, during FY2021, the City had to utilize available General Fund fund balance to aid other internal funds with financial assistance in order to maintain normal operations.

In the FY2021-2022 budget, the General Fund appropriated the following transfers out to: (1) Golf Course of \$271,301 for contractual services and operating expenditures and (2) E911 of \$579,099 for salaries and operating expenditures.

There are however, other funds, which help supplement the General Fund Revenues and reduces city residents' tax liability.

Operating Transfers In–Hospitality Fund in the amount of \$2,767,872. 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 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 - \$132,500
- Storm Water - \$157,832
- FAA - \$1,100,000

**REVENUES**

**Ad Valorem (Property Tax)**

The FY 2021-2022 General Fund (Operating Budget) proposes a flat millage rate of 12.619 mills, as adopted during FY 2020-2021.

	<u>2020-2021</u>	<u>2021-2022</u>	% Change
	12.619	12.619	+/- (-) 0%
General Fund (mills) (General Operating)			

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

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 2020-2021. 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 \$1,142,278,639 in 2020 to \$1,238,243,480 in 2021. Projected Freeport Inventory Tax initiative at 60% will yield a reduction of taxable assessment of \$27,332,160.

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 \$2,375,000 to \$2,569,233 in the FY 2021-2022 Budget. The collections are based on actual billings for the calendar year 2020. 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 \$410,000 in FY2021-2022.

**Ad Valorem (Vehicles)**

The assessed valuation of vehicles has increased from \$3.65 million in 2020 to \$4.28 million in 2021. The increase 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 was significantly adversely impacted by the coronavirus pandemic during the last 3 quarters of the 2020 calendar year. Despite the pandemic's impact on the economy, the City anticipates that during FY2021-2022, revenues will begin to rebound. Nonetheless, certain revenue streams were thoughtfully budgeted conservatively as there remain some uncertainty of when the economy will fully recover from the pandemic.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

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 2021-2022 by \$101,134. Fulton County LOST distributions budgeted amount is estimated to decrease in FY2021-2022 by \$294,815 when compared to FY2020-2021 actuals. The City is remains conservative when projecting future revenues due to the uncertainty of the effects of Covid-19. Municipalities receive LOST distributions from the County based on eight criteria. The agreement for LOST distributions is for 10 years.

**EXPENDITURES**

The adopted general fund expenditures budget for FY 2021-22 will be \$1,681,764 greater than the amended FY 2020-21 Budget, representing an increase of 5%. In general, Operating Expenses increased .01%, Personnel Costs increased .08%, Materials/Supplies increased .09%, and Cost of Sales in the General fund increased by .02% Capital Outlay budget decreased by .63% and Operating Transfers increased by .12%.

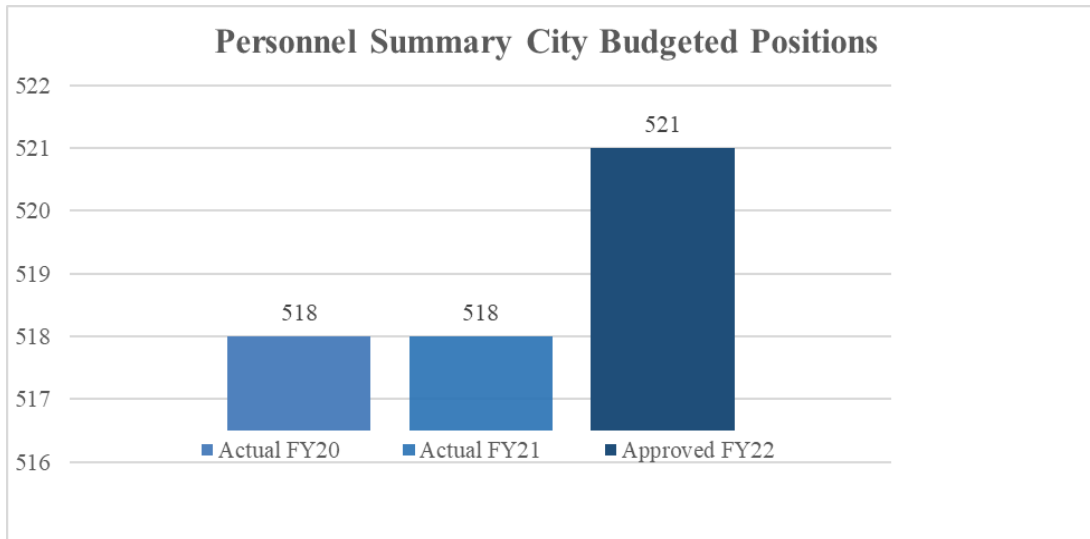
**Personnel Costs**

The Personnel Costs (salaries, wages and employee benefits) in the proposed 2021-2022 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 2021-2022 is 508 positions. For the General Fund Budget, the total personnel count is 335 positions and reflects a change in personnel count from FY 2020-21. For the Other Funds Budget the total personnel count is 173 positions.

The City's recommended pension contribution will increase to 23.99% compared to the prior years 20.51%. This computation is based on the results of the most recent Georgia Municipal Association actuarial report. For FY 2021-2022, the City will continue its Healthy City Initiative Program for City employees.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**



**Operating Expenditures**

The total cost of operating expenditures reflects a increase in the FY 2021-2022 Approved General Fund budget of \$101,481 compared to the FY 2020-2021 amended budget.

The increase is comprised of the following object accounts:

Communications/Utilities	(132,858)
Rentals	19,178
Repairs & Maintenance	288,035
Building & Maintenance	(35,556)
Training & Education	85,466
Other Services & Charges	(122,784)
	<u><u>101,481</u></u>

**Materials and Supplies**

The total cost of Materials and Supplies reflects an increase in the proposed FY 2021-2022 General Fund budget of \$92,565 than of the FY 2020-2021 amended budget.

**Capital Outlay**

The cost of Capital Outlay decreased from \$2,129,346 from the Amended FY 2020-2021 General Fund budget of \$8,348,532, the adopted FY 2021-2022 Budget \$6,219,186.

A comprehensive listing and explanation of these Capital Improvement items appropriated under All Funds FY 2021-2022 are provided in the Capital Improvement listing.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

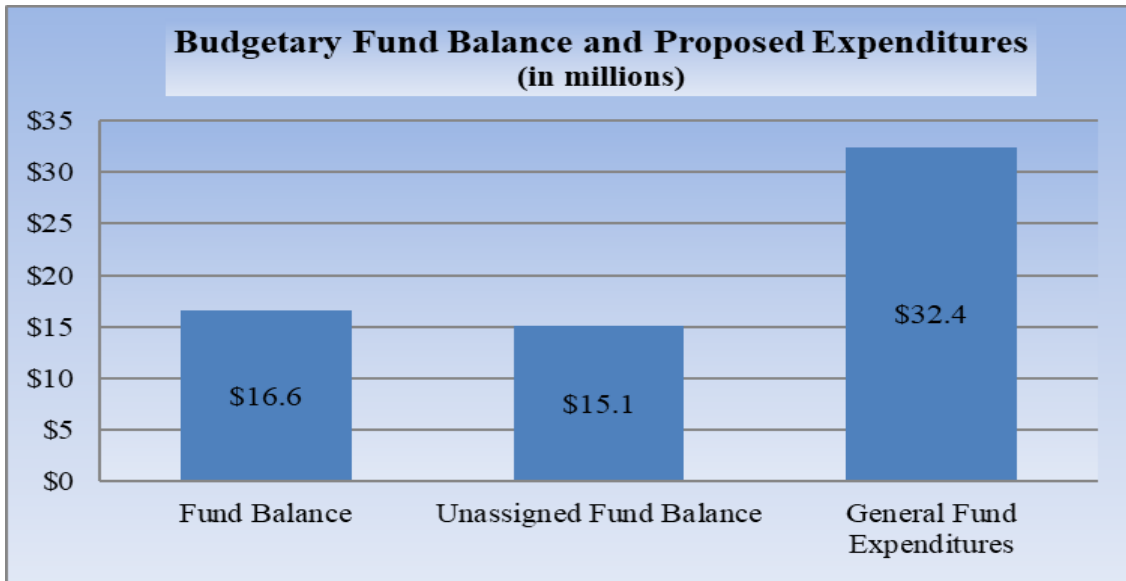
It is advisable, as well as extremely important, for a City to undertake and maintain an on-going viable annual capital improvement program yearly because these costs in total are usually the heaviest faced in any budget. Proper scheduling of capital improvement projects, as well as a level appropriation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

	<b>Amended Budget FY2020-2021</b>	<b>Proposed Budget FY2021-2022</b>	<b>Increase (Decrease)</b>
General Fund	\$ 475,883	\$ 174,500	\$ (301,383)
State Drug Fund	-	107,400	107,400
E911 Services Fund	-	35,000	35,000
CDBG Fund	420,000	-	(420,000)
Grant Fund	103,783	-	(103,783)
TSPLOST Fund	2,000,000	2,268,247	268,247
Water/Sewer Fund	54,108	20,000	(34,108)
Electric Fund	3,521,060	2,661,000	(860,060)
Golf Course Fund	-	35,000	35,000
Sanitation Fund	-	45,000	45,000
Convention Center Fund	201,475	410,000	208,525
Gateway Arena	5,000	-	(5,000)
FAA Fund	923,514	63,039	(860,475)
BIDA Fund	643,709	400,000	(243,709)
<b>Total</b>	<b>\$ 8,348,532</b>	<b>\$ 6,219,186</b>	<b>\$ (2,129,346)</b>

**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, 2022. 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 46.5%.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET



**Debt Service**

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

**Summary**

To summarize the General Fund, the budget maintains the current level of municipal services and programs. There is no increase to the millage rate. The FY 2021-2022 Adopted Budget includes a staff increase of one position in the General Fund. The city's recommend pension contribution has remained the same.

**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.

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2022 BUDGET

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 \$600,000 for FY 2021-2022.
  - The Georgia International Convention Center (GICC) power is \$1.5 million for FY 2021-2022.

### **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 portable water to College Park per day. FY 2021-22 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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

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 2021-2022.

**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 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, 2021 was \$1,165,051. There is no increase in the storm water fee for FY 2021-2022.

**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 FY2021-2022 solid waste collection fee increased to \$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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

There is no Capital Expenses recommended for FY 2021-2022 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 2021-2022 Adopted Budget of \$4,499,886 from the amended budget for FY 2020-2021. The decrease in revenue is primarily due to the impact of the coronavirus pandemic, as limitations are set on the amount of people who can gather in one location. Measurements taken to address challenges caused by COVID-19: Limited total revenue reflects limited operational activity for FY2021-2022.

Adopted Budget expenditures for FY 2021-2022 indicate an overall decrease in personal services, employee benefits, cost of sales, and capital expenditures of \$4,499,886. This decrease is comprised of the following object accounts:

<b>Convention Center-Change in Revenues</b>	Increase/(Decrease)
Sales Food and Beverage	(400,000)
Security	95,000
Parking	(33,000)
Meeting Rooms	(250,000)
Equipment/Electrical Rental	(120,000)
Telecommunications	(20,000)
Audio Visuals	(40,000)
Miscellaneous Income	9,100
Operating Transer In	(802)
Administrative/Hospitality	(3,778,584)
Transfer-GICC	38,400
<b>Total Net Change in Revenue</b>	<b><u>(4,499,886)</u></b>

<b>Convention Center-Change in Expenses</b>	Increase/(Decrease)
Personal Services	(199,182)
Employee Benefits	(60,623)
Cost of Sales	40,375
General Operating Expenses	574,138
Capital Outlay	208,525
Debt Service	(5,063,119)
<b>Total Net Change in Expenses</b>	<b><u>(4,499,886)</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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 \$6,000.

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 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 \$9,036,022 in the Amended FY 2020-2021 to \$8,462,044 in the Adopted FY 2021-2022. The adopted budget reduction is primary due to the decrease in land purchases and the arena debt service obligation due for FY 2021-2022 is less than the previous year. The debt service obligation is captured in the Arena Fund.

**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 2021-2022 is \$492,363.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**SPECIAL REVENUE FUNDS**

**HOSPITALITY FUND**

The total revenue budget for the Hospitality Fund reflects an increase in the FY 2021-2022 budget of \$1,068,599. Although the Hotel/Motel industry has been effected the hardest during the coronavirus pandemic, there is evidence hotels are experiencing increases in room occupancy. This trend is projected to continue throughout FY2022,

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 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 – \$2,767,872

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 – \$2,312,114

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

- Gateway Arena - \$1,274,096

This amount is transferred to cover operational costs.

- 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.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**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 2021-2022 is fund income of Special District Taxes estimated at \$410,050.

**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 community. Its revenue sources are derived as an Operating Transfer In from the General Fund of \$579,099, as well as the projected E911 collections and interest of \$373,280.

**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 2021-2022 have been budgeted upon the settlement of the funding formula litigation. This fund is projected to receive \$3,571,538 in FY 2021-2022. Collections for prior years are as follows:

<b>Fiscal Year</b>	<b>Amount</b>	<b>Fiscal Year</b>	<b>Amount</b>
2012	\$2,668,779	2017	\$3,161,590
2013	\$2,602,801	2018	\$3,511,614
2014	\$2,712,754	2019	\$3,847,611
2015	\$2,921,337	2020	\$4,675,893
2016	\$3,173,391	2021	\$580,470

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.



CITY OF COLLEGE PARK, GEORGIA  
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Projected disbursements from this fund for FY 2021-2022 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 2021-2022.

**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** \$121,400 – This Fund reports the City share of State Drug monies that are confiscated by the City.

**CAPITAL PROJECT FUNDS**

**Special Local Option Sales Tax Fund (SPLOST) Fund** \$249,060 – 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** \$2,268,247- This fund accounts for various Capital Projects for infrastructure throughout the City.

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FISCAL YEAR 2022 BUDGET

**Strategic Goals & Strategies**

The City of College Park’s Strategic Plan was formed to guide the collective efforts of our elected officials, staff, residents, and business leaders who continuously work together to improve the city. It reflects its ‘core values, everyday commitment to excellence, and the hard work of countless staff members, citizens, and stakeholders in our community. As the City built this plan, members of Council and staff, took the opportunity to both reflect upon the City’s long history to chart a well-defined path for the future. It is our hope that this document is one that grows with us and allows us to craft policies, make decisions, and commit investment in line with the city’s vision and mission.

In 2018, the Office of the City Manager, comprised of a group of professional managers and leaders with extensive experience in their respective areas of expertise, embarked on a mission to develop the City of College Park Strategic Plan. This group worked as a strategic planning committee and worked collaboratively with an external professional facilitator to gather qualitative and quantitative information on organizational needs, and subsequently, the needs of citizens, business stakeholders, staff, and elected officials.

The City hosted public meetings related to strategic planning and received input from residents and stakeholders. Elected officials met with all parties involved ensuring alignment of Mayor and City Council directed goals, objectives, and priorities. As strategic planning is an evolving process, both elected and appointed leadership continue to offer updates relative to strategic priorities and resulting direction.

Based on interviews carried out with city residents, businesses, staff and Council, there emerged five distinct “focus areas” that present opportunities for leveraging investment and energy:

- Local Economy and Growth
- Quality of Life
- Transportation and Mobility
- Public Safety and Security
- Governance and Customer Service

Advancements across these focus areas will enable the City to fulfill its mission and move collectively toward achieving its’ common vision. Such advancements will require commitment, intentionality, energy, and investment. Elected officials must be attentive to the cross-cutting and inter-dependent nature of these focus areas as success in each necessarily helps the City achieve

CITY OF COLLEGE PARK, GEORGIA  
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success across the board. With these focus areas in mind, the City of College Park embraces the following five goals, and the objectives enumerated below each.

Individually and in their entirety, these goals and objectives have been embraced by City Council, the Mayor, and the City Manager. Department Heads and every member of the City's staff are charged with the responsibility of working to achieve these goals. These goals will be an essential part of the Performance Management System and will become fully integrated into the appraisal process.

***2020 Adopted Strategic Plan - 5 Year Plan***

***GOAL I: LOCAL ECONOMY AND GROWTH*** - Create and implement a holistic economic development plan that fosters business development throughout Six West, renews the once-thriving economy of Old National and restores Main Street to its former splendor and untapped potential.

***GOAL II: QUALITY OF LIFE*** - Provide opportunities for people to come together, interact with one another, and build relationships through inclusive programs, services, events, and great public gathering places.

***GOAL III: TRANSPORTATION AND MOBILITY*** - Use a Smart Cities approach to planning a comprehensive, clean and quiet transportation network that eases the movement of people, goods and services within the City of College Park, in and out of the Convention Center, to and from the Airport and throughout Metropolitan Atlanta.

***GOAL IV: PUBLIC SAFETY AND SECURITY*** - Deliver leading levels of public safety in which every resident, business person and government official is contributing to the well-being of others.

***GOAL V: GOVERNANCE AND CUSTOMER SERVICE*** - Encourage National, State, Regional and interdepartmental collaborations that result in innovative and cost-effective approaches to exceptional service delivery.

**Implementation**

The city will incorporate several processes and initiatives to help achieve the goals in this strategic plan.

***Implement Internal Cross-Departmental Teams***

Many aspects of the strategic plan are not oriented toward one department within the city. We anticipate forming and supporting many internal teams that will break down traditional silos and

CITY OF COLLEGE PARK, GEORGIA  
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tackle large, cross-functional issues.

*Performance Dashboards*

Goals and objectives will be placed on the City of College Park's website and updated quarterly or more frequently if needed. Doing so will create an important system of accountability for city leaders and staff, while helping ensure slow and steady progress across all goals and city efforts.

Additionally, the Mayor and City Council will encourage and create increased opportunities for citizens to be engaged and involved in the process of implementing this plan. Citizen input and participation is needed to ensure the City's continued growth and prosperity. We are, truly, all in this together

CITY OF COLLEGE PARK, GEORGIA  
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**Long-Term Financial Planning**

The City of College Park has begun preliminary engineering activities for the extension of Rhodes Street. Horizontal and vertical alignments have been established. GDOT has permitted the modifications to the intersection of Camp Creek Parkway and Airport Boulevard allowing the connection of Rhodes Street to a signalized intersection. All construction will be completed on property owned by the Georgia Department of Transportation (GDOT) and the Business and Industrial Development Authority (BIDA). There are no expected constructability issues.

There is a plan to reconstruct Columbia Avenue as an urban boulevard with sidewalks. The construction will occur along the existing roadbed of a former residential street on property owned by BIDA.

Below are the estimated costs for the above mentioned proposed projects:

Rhodes Street estimate of costs is:

- Construction - \$10,269,945
- Materials & Inspection - \$245,000
- Equipment - \$275,000
- Professional Services - \$310,938
- Contingency - \$530,059
- Total - \$11,630,942

The Columbia Avenue estimate of costs is:

- Construction - \$11,250,000
- Materials & Inspection - \$570,000
- Equipment - \$325,000
- Furniture - \$100,000
- Professional Services - \$1,083,561
- Contingency - \$1,557,250
- Total - \$14,885,811

**Major Initiatives**

*Gateway Center*

On last year it was anticipated that the City of College Park would start construction at the Gateway Center on a new dual brand hotel on property (Tru by Hilton / Home2Suites). The dual brand hotel is now under construction and should be completed by late Fall 2022. The dual brand ALOFT RESIDENCE INN closed in FY 2020. This hotel is slated to start construction in June 2022. The hotel is anticipated to have 220 rooms with a full-service restaurant and 10k sq. ft of retail. The value of the project is expected to be north of \$45 million. A 2-acre tract of property at the Gateway Center is almost under contract to build a 30K sq. ft. medical office building. This project should break ground in the 4<sup>th</sup> quarter of 2022 Six West and have a value of nearly \$25 million.

Last year it was anticipated that the development authority would close two major land transactions within the Six West development. The 56-acre residential development is scheduled to close January 30, 2022 and bring in \$8 million that will be used to pay back the electric fund.

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The 3-acre (220 room) hotel development will bring in \$3.6 million and close after Rhodes Street construction is complete. These two transactions will be used to pay back the Power Fund which will pay back to General Fund and be used as Fund Balance. The residential development has a 4-year total buildout that will be valued at \$128 million, and the hotel / restaurant will have a value of \$36 million. The Development Authority is negotiating a major deal in the entertainment district to dispose of 18-acres of BIDA real estate for about \$9 million to construct a golf entertainment project worth approximately \$75 million. It is anticipated that this project will close in FY 2023 and buildout be completed in FY 2024.

Historic Main Street & Downtown

The College Park United Methodist church in cooperation with the Clearly College Park Development Authority is moving forward on a tax-credit project that goes by the name of the ION Arts Project. This development is anticipated to have a development value of \$30 million at buildout. The project is located next to the College Park MARTA station and includes a 61-unit mixed income multi-family development, artist residential lofts, retail, and owner-occupied affordable townhomes. The development authority is disposing of .8 acres of real estate to the project to be used for parking.

Southside

Earlier this year during the second quarter the City of College Park worked with local developer by the name of Somersby to annex 53 acres of property located at 5391 West Fayetteville Road into the City of College Park. The project will have 4k sq. ft. of commercial space, 14k sq. ft of flexible commercial space, 410 multi-family units, and 15 owner-occupied townhomes. The project at buildout will generate \$1.34 million of taxes annually and create 370 construction jobs and 75 permanent jobs. This project closed on December 15, 2021.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**SUMMARY**

There are many numbers, indicators, projections, charts and graphs in the Adopted Fiscal Year 2021-2022 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 2021-2022 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 will increase by 5%. This budget year is projecting a 5% increase in General Fund revenues. The pension contributions increased from 20.51% to 23.99%. Fiscal Year 2021-2022 will also mark the tenth 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 \$132,585,478. As such, the overall Fiscal Year 2021-2022 Adopted Budget is financially sound and delivers quality services our residents have come to expect.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>Amended Budget FY2020-21</b>	<b>Adopted Budget FY2021-2022</b>	<b>Increase (Decrease)</b>	<b>Percent Change %</b>
General Fund	\$ 30,791,532	\$ 32,473,296	\$ 1,681,764	5%
Confiscated Drugs	10,000	10,000	-	-
State Drugs	14,000	121,400	107,400	89%
E911 Fund	995,869	952,379	(43,490)	4%
CDBG	420,000	-	(420,000)	-100%
Grant Fund	168,283	-	(168,283)	-100%
TSPLOST Fund	2,000,000	2,268,247	268,247	12%
GICC Special District Fund	371,650	410,050	38,400	10%
Hospitality Fund	10,174,133	11,242,732	1,068,599	10%
TAD Fund	878,322	340,290	(538,032)	-38%
Car Rental Fund	4,286,402	3,571,538	(714,864)	-17%
SPLOST Fund	344,000	249,060	(94,940)	-28%
Water and Sewer Fund	9,026,305	9,038,468	12,163	1%
Electric Fund	39,724,077	39,507,401	(216,676)	0%
Golf Course Fund	332,935	492,363	159,428	23%
Sanitation Fund	2,596,554	3,204,400	607,846	19%
Convention Center Fund	14,244,150	9,744,264	(4,499,886)	-32%
Gateway Arena	6,064,627	6,248,634	184,007	3%
FAA Fund	4,007,141	3,306,000	(701,141)	-17%
BIDA Fund	9,036,022	8,462,044	(573,978)	-6%
Storm Water Fund	805,613	942,912	137,299	17%
<b>Total</b>	<b>\$ 136,291,615</b>	<b>\$ 132,585,478</b>	<b>\$ (3,706,137)</b>	<b>-2.7%</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

I would like to thank the City staff, especially Director of Accounting and Finance and the Accounting staff, who have put much time and expertise into the development of the proposed budget.

I am confident that by working together with our community, Mayor and Council, and committed staff, we will capitalize on these opportunities and challenges positioning The Great City of College Park to effectively emerge and recover from this global health crisis.

We can get through this together because we are the Great City of College Park.

Sincerely,

A handwritten signature in blue ink that reads "Mercedes Miller". The signature is written in a cursive style and is positioned above the printed name.

Mercedes Miller  
Interim City Manager

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 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 measurable 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 2022 BUDGET

**Fund Structure**

The City utilizes a fund structure as outlined in the accounting regulations that govern units of local government. A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Funds are divided into various types according to the legal restrictions imposed upon them or the uses to which the funds may be placed. The following is the fund structure included in the budget.

**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.

**General Fund**

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.

**Special Revenue Funds**

The Special Revenue Funds account for the proceeds of specific revenue sources, which are legally restricted to expenditures for specific purposes. The following funds are included:

The ***Hotel/Motel Tax Fund***, which is a special revenue fund, 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 restricted by state law and are to be used to fund 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 Tax Fund*** – This fund receives income from taxes collected from the excise tax levied on rental cars in the City. The proceeds of this tax are restricted by state law for the construction of convention centers, public safety, and recreation facilities.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

The **Community Development Block Grant Fund** – This fund is used to report the revenue and expenditures of funds that are being utilized to construct and maintain certain City recreation facilities. These grant funds are restricted by the grantor agency.

The **Grants Fund** – This fund accounts for activities carried out by the City under the terms of various intergovernmental grants. These grant funds are restricted by the various grantor agencies.

The **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.

The **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.

The **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.

The **Newton Estates Improvement Fund** – This fund accounts for revenues and expenditures related to a Special District Tax in the Convention Center area. These funds are restricted by state law.

The **Tax Allocation District Fund** – This fund accounts for the incremental ad valorem real property taxes generated within the Tax Allocation District and restricted for the purpose of carrying out the redevelopment plans to the City’s Downtown and Airport Gateways.

**Capital Projects Funds**

The Capital Projects Funds account for financial resources to be used for the acquisition or construction of capital facilities and equipment. The following funds are included:

The **TSPLOST Fund** – This fund accounts for proceeds of a sales tax levied in Fulton County, which will be used by the City for the exclusive purpose of transportation improvement projects.

The **SPLOST Fund** – 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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:

**Enterprise Funds**

The ***Electric Fund*** accounts for the activities of the City's electric distribution operations. Electrical services are purchased through a cooperative association of municipalities within the state and sold to residents of the City.

The ***Water and Sewer Fund*** accounts for the water and sewer services to the City residents and businesses.

The ***Convention Center Fund*** accounts for the operations of the Georgia International Convention Center.

The ***Redevelopment Authority Fund*** accounts for the 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. The activity of this fund is intended to recover its own costs through development fees, sales of properties, and other charges.

The ***GICC Arena Fund*** accounts for the operations of the City's Georgia International Convention Center multi-purpose arena.

The **Sanitation Fund** – This fund is used to report the collection of revenues to pay for the cost of sanitation services provided to the citizens of College Park.

The **Stormwater Fund** – This fund, which was established during fiscal year 2008, is used to report the collection of revenues to pay for the cost of stormwater management provided to the citizens of College Park.

The **FAA Project Fund** – This 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.

The **Golf Course Fund** – This fund, which was established during fiscal year 2007, is used to report the revenues and expenses generated or incurred through golf course activities.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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. The Municipal Court fund is the only fiduciary fund the City utilizes.

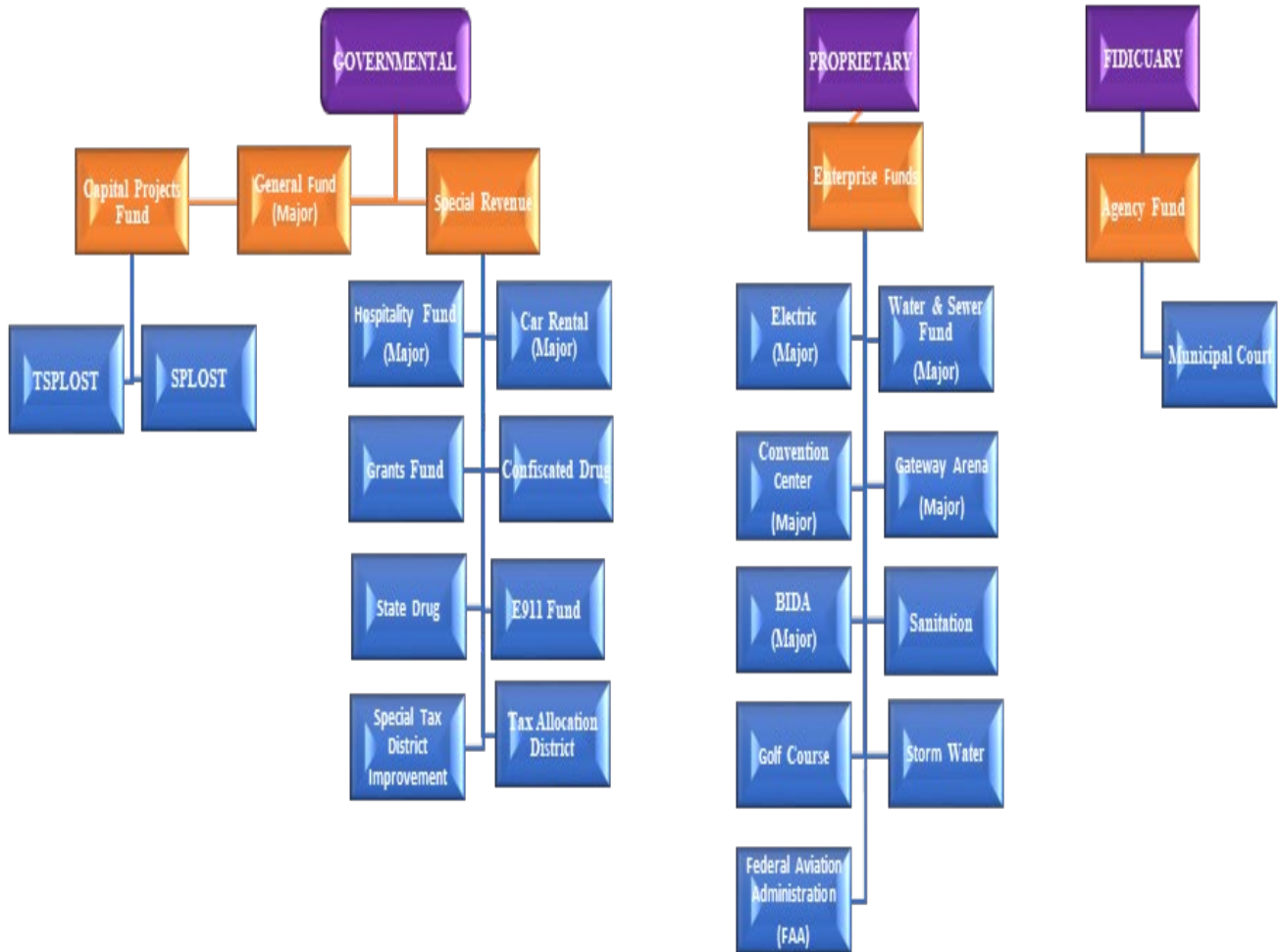
**Agency Fund**

The **Municipal Court** – This fund was established to account for the receipt and disbursement of bonds (posted to secure release of individuals charged with various crimes) and court-ordered fines and fees made on behalf of third parties.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

## Fund Financial Statement

**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.



# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 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

## FISCAL YEAR 2022 BUDGET

### **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 2022 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

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 BUDGET

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,

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 BUDGET

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 in their review of programs. All City services or programs with staff members, are expected to conduct

## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2022 BUDGET

self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are conducted 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).

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 BUDGET

### **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.

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 BUDGET

### **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

# CITY OF COLLEGE PARK, GEORGIA

## FISCAL YEAR 2022 BUDGET

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



## CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2022 BUDGET

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.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

DEPARTMENTS	DESCRIPTION	NUMBER OF UNITS	COST PER UNIT	COUNCIL APPROVED
Engineering	Vehicles - Replace	1	25,000	25,000
<b>Subtotal - Engineering</b>				<b>25,000</b>
Police Investigations	Vehicles - Replace	1	32,500	32,500
<b>Subtotal - Police Investigations</b>				<b>32,500</b>
Police Patrol	Vehicles - Replace	1	92,000	92,000
<b>Subtotal - Police Patrol</b>				<b>92,000</b>
Highways and Streets	Other Equipment - Replace	1	15,000	15,000
<b>Subtotal - Highways and Streets</b>				<b>15,000</b>
Recreation Facilities	Recreation Capitol Project	1	10,000	10,000
<b>Subtotal -Recreation Facilites</b>				<b>10,000</b>
<b>Grand Total - General Fund</b>				<b>174,500</b>
State Drug Funds	Vehicles - New	1	77,000	77,000
	Other Equipment - New	1	30,400	30,400
<b>Subtotal - State Drug Fund</b>				<b>107,400</b>
E911 Services Fund	Other Equipment - Replace	1	35,000	35,000
<b>Subtotal - E911 Services Fund</b>				<b>35,000</b>
T-SPLOST	Capital Improvement	1	2,268,247	2,268,247
<b>Subtotal - T-SPLOST Fund</b>				<b>2,268,247</b>
Water and Sewer Fund	Meters - New	1	20,000	20,000
<b>Subtotal - Water and Sewer Fund</b>				<b>20,000</b>
Electric/Power Fund				
Electric/Line	Capital Improvement Fund	1	150,000	150,000
	Electric Improvements	1	1,695,000	1,695,000
	Other System Improvements	1	620,000	620,000
	Street Lighting	1	170,000	170,000
<b>Subtotal - Electric/Line</b>				<b>2,635,000</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>2,661,000</b>
Golf Course	Other Equipment - New	1	35,000	35,000
<b>Subtotal - Golf Course</b>				<b>35,000</b>
Sanitation	Sanitation Cont. Replace	1	45,000	45,000
<b>Subtotal - Sanitation</b>				<b>45,000</b>
Convention Center	Other Equipment/Replace	1	410,000	410,000
<b>Subtotal - Convention Center</b>				<b>410,000</b>
Federal Aviation Administration (FAA)	Other Equipment - Replace	1	63,039	63,039
<b>Subtotal - FAA</b>				<b>63,039</b>
Business Industrial Development (BIDA)	Land Purchase Cost	1	400,000	400,000
<b>Subtotal -BIDA</b>				<b>400,000</b>
<b>Grand Total - Other Funds</b>				<b>6,044,686</b>
<b>Grand Total - General and Other Funds</b>				<b>6,219,186</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Engineering

**Project Name or Title:** Purchase of New Vehicle

**Project Description:** To Replace 1998 Ford Van

**Project Justification and Impact:** This vehicle is located at Moody's garage and inoperable. This vehicle has been in City service for 23 years.

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

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

**Useful Life:**

**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 2022 BUDGET

**Department/Division:**

Police Investigations

**Project Name or Title:**

Replace CID Vehicle

**Project Description:**

This is a capital improvement project to replace Police CID Vehicle.

**Project Justification and Impact:**

A number of CID vehicles are high mileage, rough condition, involved in a number of accidents, and are in need of replacement. Parts for these replacement vehicles are increasingly costlier to replace because out of manufacturer's warranty.

**Project Costs: \$ 32,500**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$32,500	\$ -	\$ -	\$ -	\$ -	\$32,500

**Useful Life:** 5-7 yrs

**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 2022 BUDGET

**Department/Division:**

Police Patrol

**Project Name or Title:**

Replace Police Vehicles

**Project Description:**

This is a capital improvement project to replace Police Patrol Vehicles.

**Project Justification and Impact:**

A number of Patrol vehicles are high mileage, rough condition, involved in a number of accidents, and are in need of replacement. Parts for these replacement vehicles are increasingly difficult to obtain because they are no longer being manufactured.

**Project Costs: \$92,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$92,000	\$ -	\$ -	\$ -	\$ -	\$92,000

**Useful Life:** 3-5 yrs

**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 2022 BUDGET

**Department/Division:**

Police Patrol

**Project Name or Title:**

Purchase (2) New Vehicles (Take Home Car Program)

**Project Description:**

This is a capital improvement project to purchase new Police Patrol Vehicles for Take Home Car Program.

**Project Justification and Impact:**

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

**Project Costs: \$77,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$77,000	\$ -	\$ -	\$ -	\$ -	\$77,000

**Useful Life:** 7-10 yrs

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

**Funding Source:** State Drug Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Highways & Streets

**Project Name or Title:**

Utility Trailer Replacement  
# 245

**Project Description:** To Transfer Heavy equipment and material to job sites

Project Justification and Impact: This New Utility Trailer will replace the old 1983 Hudson Trailer that is presently in our fleet by minimizing cost associated with repairing old piece equipment.

**Project Costs: \$15,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000

**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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

TSPLOST

**Project Name or Title:**

Capital Projects

**Project Description:**

Various Capital Projects for infrastructure throughout the City.

**Project Justification and Impact:**

Many of the infrastructure components in the City need to be replaced or improved such as roadways and distribution systems.

**Project Costs: \$2,268,247**

<u>Prior Year</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>Total</u>
\$ -	\$2,268,247	\$ -	\$ -	\$ -	\$ -	\$2,268,247

**Useful Life:** 30 years.

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

**Funding Source:** TSPLOST Fund

**Relationship to Other Primary Projects:** None



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</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 2022 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: \$ 150,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ 260,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$1,010,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Distribution Automation System

**Project Description:**

Install automatic transfer switches on the distribution system to restore power to sections not under fault.

**Project Justification and Impact:**

Materials and labor required to install the Distribution Automation to improve reliability of power and power restoration to the customers. Three circuits will be completed in 2021-2022 and two circuits per year afterwards.

**Project Costs: \$ 350,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 350,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$1,150,000

**Useful Life:** 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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Hawthorne Subdivision

**Project Description:**

Install new underground power system and lighting for 300+ new homes.

This project will be in 2 phases, part 1 in 2021-2022 and finishing in 2022-2023.

**Project Justification and Impact:**

This project will result in over 300 extra customers.

**Project Costs: \$ 250,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 500,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

6 West Subdivision

**Project Description:**

Install new underground power system and lighting for 510 new homes planned for the 6 West Development.

This project will be in 2 phases, part 1 in 2021-2022 and finishing in 2022-2023.

**Project Justification and Impact:**

This project will result in over 500 new customers.

**Project Costs: \$ 250,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 500,000

**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 2022 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: \$ 225,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Rhodes Street & 6 West Development

**Project Description:**

Install new underground infrastructure to support the development of the 6 West project. This project will be in 2 phases, part 1 in 2021-2022 and finishing in 2022-2023.

**Project Justification and Impact:**

This project will result in many new commercial customers including at least one hotel.

**Project Costs: \$ 125,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$125,000	\$ -	\$ -	\$ -	\$ -	\$125,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

6 Point Homes on Fairway

**Project Description:**

Install new underground power system and decorative lighting for 24 new homes on Fairway Drive.

**Project Justification and Impact:**

This project will result in over 24 extra customers.

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

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

West Fayetteville Subdivision

**Project Description:**

Install new underground power system and lighting for 300+ new homes with 100+ being completed in 2022.

**Project Justification and Impact:**

This project will result in over 300 extra customers.

**Project Costs: \$ 200,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 200,000	\$150,000	\$150,000	\$ -	\$ -	\$ 500,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Project Diamond Multi Family

**Project Description:**

Install new underground power system for 61+ new apartments with retail on E. Harvard Avenue.

**Project Justification and Impact:**

This project will result in over 61 extra customers.

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

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

EV Charging Stations at the Arena

**Project Description:**

Install (2) Level 2 Dual charging stations at the Arena parking area.

**Project Justification and Impact:**

This project will promote and attract attendees with electric vehicles.

**Project Costs: \$ 20,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Alexander Landing Apartment URD Cable Upgrades

**Project Description:**

Replace deteriorated underground primary cable to apartment complexes.

**Project Justification and Impact:**

Several apartment services, especially those at Alexander Landing, have old and deteriorated underground primary conductor. These installations were made 15 or more years ago and have an exposed neutral that is corroding and has had several repairs made over the years. In order to provide the best reliable service to these apartments, the underground conductor needs replacing.

**Project Costs: \$125,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

**Useful Life:** 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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Traffic Signal Upgrades for Global Gateway and Riverdale Road.

**Project Description:**

Replace existing traffic signals, controls, arms, control loops, and pedestrian buttons.

**Project Justification and Impact:**

This project will provide newer LED traffic signals and better controls and timing for this intersection.

**Project Costs:** \$ 65,000

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Traffic Signal Upgrades for Godby Road & Scofield Road.

**Project Description:**

Replace existing traffic signals, controls, arms, control loops, and pedestrian buttons.

**Project Justification and Impact:**

This project will provide newer LED traffic signals and better controls and timing for this intersection.

**Project Costs: \$ 65,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Traffic Signal Upgrades for Leslie Drive & Main St.

**Project Description:**

Replace existing traffic signals, controls, arms, control loops, and pedestrian buttons.

**Project Justification and Impact:**

This project will provide newer LED traffic signals and better controls and timing for this intersection.

**Project Costs: \$ 85,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 85,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Traffic Signal Upgrades for Riverdale Road and I-85N.

**Project Description:**

Replace existing traffic signals, controls, arms, control loops, and pedestrian buttons.

**Project Justification and Impact:**

This project will provide newer LED traffic signals and better controls and timing for this intersection.

**Project Costs: \$ 65,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

Traffic Signal Upgrades for Riverdale Road and I-85S.

**Project Description:**

Replace existing traffic signals, controls, arms, control loops, and pedestrian buttons.

**Project Justification and Impact:**

This project will provide newer LED traffic signals and better controls and timing for this intersection.

**Project Costs: \$ 65,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

ATL Data Center Completion

**Project Description:**

Complete the power circuits for the expansion of the ATL Data Center.

**Project Justification and Impact:**

This project will result in adding up to 30 MW of power load.

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

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ 2,680,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$2,830,000

**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 2022 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 for improved lighting for parks and streets.

**Project Justification and Impact:**

Required as stock replacements for damaged existing lighting and improved lighting in the City.

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

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$16,000	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$316,000

**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 2022 BUDGET

**Department/Division:**

Power/Line

**Project Name or Title:**

LED Street Lighting Additions

**Project Description:**

Adding additional street lighting to areas throughout the City.

**Project Justification and Impact:**

LED street lighting upgrades are complete. These additional lights will adhere to the City's strategic plan under the security & safety section.

**Project Costs: \$70,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$75,000	\$70,000	\$50,000	\$50,000	\$50,000	\$50,000	\$345,000

**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 2022 BUDGET

**Department/Division:**

Meter Reading

**Project Name or Title:**

Vehicle Unit #521

Replacement

**Project Description:**

Replacement of 10-year-old 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>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</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 2022 BUDGET

**Department/Division:**

Golf Course

**Project Name or Title:** New – Greens Mower with trailer

**Project Description:**

New Item – to replace 20 year old obsolete equipment

**Project Justification and Impact:**

Current Mower we have is 22 years old.

**Project Costs: \$ 35,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$35,000	\$2,000	\$2,000	\$2,000	\$35,000	\$76,000

**Useful Life:**

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

**Funding Source:** Golf Course Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**  
Public Works/Sanitation

**Project Name or Title:**  
Commercial Container Replacement Program

**Project Description:**  
To replace old (3) (4) (6) (8) yard dumpsters.

**Project Justification and Impact:**  
Replacement of worn equipment to maintain a high level of professional service.

**Project Costs: \$45,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 45,000	\$ 40,000	\$ 45,000	\$ 35,000	\$ 40,000	\$ 205,000

**Useful Life:**

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

**Funding Source:** Sanitation Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Convention Center

**Project Name or Title:**

Water Tower Cooling

**Project Description:** This capital improvement item is to provide resources necessary to obtain and maintain client servicing requirements.

**Project Justification and Impact:** The GICC has been operating at its location since April 2003. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the City of College Park.

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

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$110,000	\$	\$	\$ -	\$	\$110,000

**Useful Life:**

5 + years

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

**Funding Source:** Convention Center

**Relationship to Other Primary Projects:** None



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Convention Center

**Project Name or Title:**

CCTV Camera  
Replacement

**Project Description:** This capital improvement item is to provide resources for the purchase/replacement of the original analog cameras and additional wiring at GICC.

**Project Justification and Impact:** The GICC has been operating at its location since April 2003. The existing analog cameras are obsolete and do not provide the resolution needed for public safety and security. This project is in conformity with the Master Plan in maintaining an efficient and safe operating facility for the City of College Park.

**Project Costs: \$300,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$300,000	\$	\$	\$ -	\$	\$300,000

**Useful Life:**

10 + years

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

**Funding Source:** Convention Center

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Federal Aviation Administration

**Project Name or Title:**

WSHP-15 (4<sup>th</sup> Floor) Replacement  
Mammoth M/N: G062VHF1; S/N:93A171122.

**Project Description:**

Purchase a new 5-ton Trane unit model GEVE06041 that would be a more efficient unit to operate.

**Project Justification and Impact:**

The existing unit is the original equipment that was installed in 1992. It's 29 years old and we can no longer locate parts to purchase for necessary repairs.

**Project Costs: \$23,615**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 23,615	\$ -	\$ -	\$ -	\$ -	\$ 23,615

**Useful Life:** 15 years

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

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Federal Aviation Administration

**Project Name or Title:** Installation of (4) roof level rigid anchors  
18 inches high.

**Project Description:** OSHA regulations and International Window Cleaning Association requires the additional roof anchors for better coverage of the building and most importantly safety.

**Project Justification and Impact:** Complying with OSHA regulations and the International Window Cleaning Association.

**Project Costs: \$15,415**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 15,415	\$ -	\$ -	\$ -	\$ -	\$ 15,415

**Useful Life:** 20 years

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

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Federal Aviation Administration

**Project Name or Title:** Main Power Distribution Unit Replacement  
Data Server Room - Project #C

**Project Description:** Replace the main power distribution unit located in the main data server room.

**Project Justification and Impact:** The main power distribution unit is the original equipment that was purchased in 1992. The unit is old/obsolete, and parts are no longer available to purchase for repairs.

**Project Costs:** \$24,009

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$ 24,009	\$ -	\$ -	\$ -	\$ -	\$ 24,009

**Useful Life:** 25 years

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

**Funding Source:** FAA Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Department/Division:**

Business Industrial Development Authority

**Project Name or Title:**

Land Purchase

**Project Description:**

This capital improvement is purchase land.

**Project Justification and Impact:**

The City of College Park purchases land for sale and redevelopment.

**Project Costs: \$400,000**

<u>Prior Year</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>FY2026</u>	<u>Total</u>
\$ -	\$400,000	\$ -	\$ -	\$ -	\$ -	\$400,000

**Useful Life:** 20 years.

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

**Funding Source:** BIDA Fund

**Relationship to Other Primary Projects:** None

# CITY OF COLLEGE PARK, GEORGIA

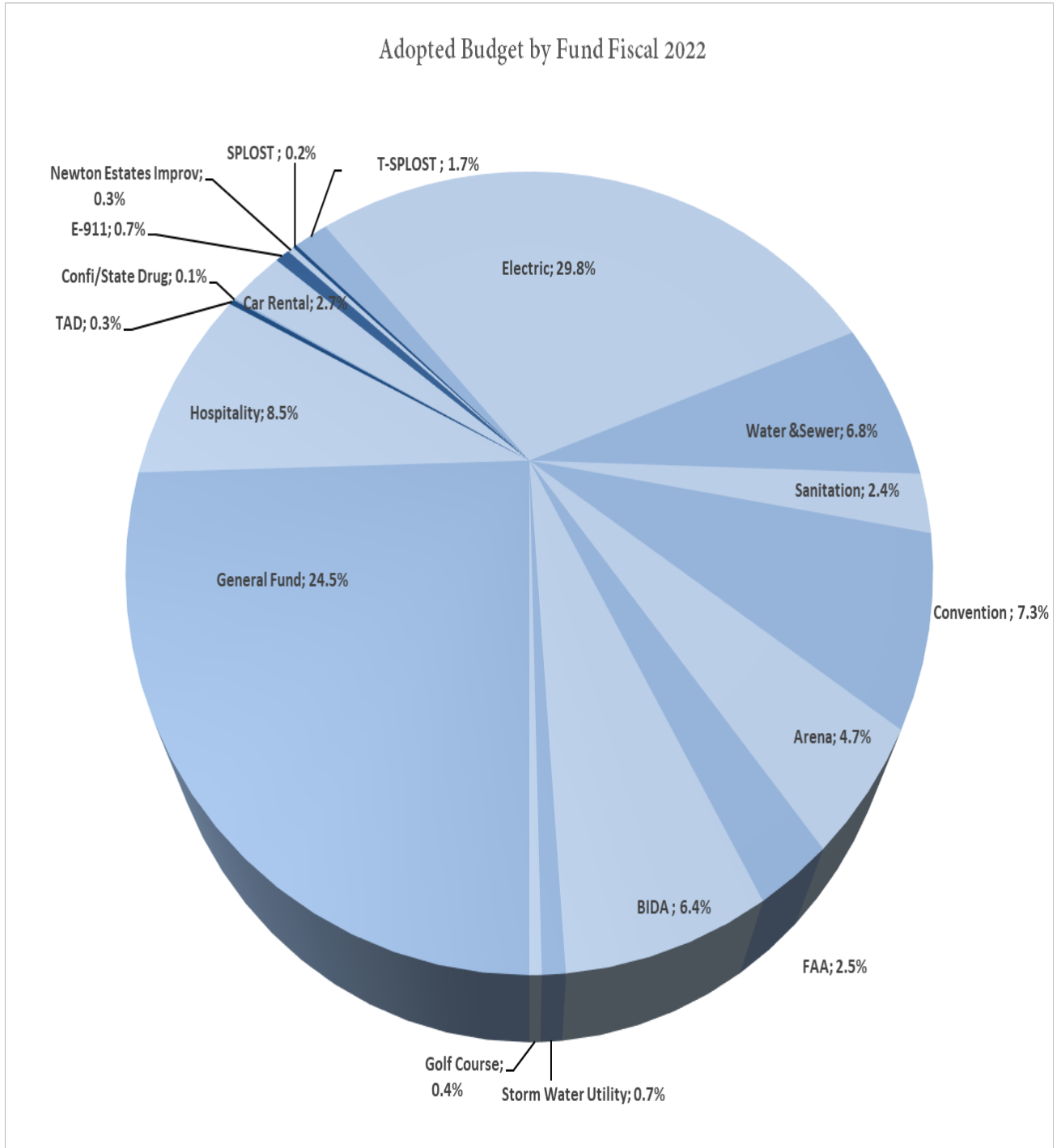
## FISCAL YEAR 2022 BUDGET

TABLE 1  
CITY WIDE ADOPTED BUDGET

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Change 2021 to 2022	Percent Change 2021 to 2022
<b>REVENUES</b>						
General Fund	35,251,838	31,762,070	30,791,532	32,473,296	1,681,764	5.5%
<b>Special Revenue Funds:</b>						
Community Development	674,802	234,843	420,000	-	(420,000)	0.0%
Hospitality	13,508,215	10,310,510	10,174,133	11,242,732	1,068,599	10.5%
TAD (Tax Allocation District)	222,660	234,020	878,322	340,290	(43,990)	-61.3%
Grants	473,470	333,273	168,283	-	(168,283)	-100.0%
Confiscated Drug	-	22,182	10,000	10,000	-	0.0%
State Drug Fund	42,985	-	14,000	121,400	107,400	767.1%
Car Rental	7,278,753	4,675,896	4,286,402	3,571,538	(714,864)	-16.7%
E-911	873,557	371,101	995,869	952,379	(43,490)	-4.4%
Newton Estates Improvement	116,157	149,438	371,650	410,050	38,400	10.3%
SPLOST Fund	248,943	440,285	344,000	249,060	(94,940)	-27.6%
T-SPLOST Fund	2,337,334	2,266,793	2,000,000	2,268,247	268,247	13.4%
Capital Projects Fund	34,458	-	-	-	-	0.0%
<b>Enterprise Funds:</b>						
Electric	28,560,656	29,432,434	39,724,077	39,507,401	(216,676)	-0.5%
Water and Sewer	9,678,107	8,437,253	9,026,305	9,038,468	12,163	0.1%
Sanitation	2,881,441	2,902,577	2,596,554	3,204,400	607,846	23.4%
Convention	16,365,882	15,469,546	14,244,150	9,744,264	(4,499,886)	-31.6%
Arena	9,660,605	8,589,055	6,064,627	6,248,634	184,007	3.0%
FAA	3,237,958	3,324,889	4,007,141	3,306,000	(701,141)	-17.5%
BIDA Redevelopment	3,761,427	5,396,024	9,036,022	8,462,044	(573,978)	-6.4%
Storm Water Utility	913,648	974,932	805,613	942,912	137,299	17.0%
Golf Course	-	401,985	332,935	492,363	159,428	47.9%
<b>TOTAL REVENUES</b>	<b>136,122,896</b>	<b>125,729,106</b>	<b>136,291,615</b>	<b>132,585,478</b>	<b>(3,706,137)</b>	<b>-2.7%</b>
<b>EXPENDITURES</b>						
General Fund	34,277,131	33,509,805	30,791,532	32,473,296	1,681,764	5.5%
<b>Special Revenue Funds:</b>						
Community Development	420,772	390,943	420,000	-	(420,000)	0.0%
Hospitality	12,466,550	14,696,252	10,174,133	11,242,732	1,068,599	10.5%
TAD (Tax Allocation District)	1,857	1,669	878,322	340,290	(43,990)	0.0%
Grants	522,710	284,581	168,283	-	(168,283)	0.0%
Confiscated Drug	10,230	7,056	10,000	10,000	-	0.0%
State Drug Fund	18,610	13,813	14,000	121,400	107,400	767.1%
E-911	855,433	864,137	995,869	952,379	(43,490)	-4.4%
Newton Estates Improvement	105,000	121,650	371,650	410,050	38,400	10.3%
Car Rental	2,824,783	3,592,800	4,286,402	3,571,538	(714,864)	-16.7%
Main Street	115,886	(199)	-	-	-	0.0%
SPLOST Fund	65,477	66,000	344,000	249,060	(94,940)	-27.6%
T-SPLOST Fund	524,712	1,928,459	2,000,000	2,268,247	268,247	13.4%
Capital Projects Fund	-	-	-	-	2,000,000	100.0%
<b>Enterprise Funds:</b>						
Electric	32,374,342	34,033,599	39,724,077	39,507,401	(216,676)	-0.5%
Water and Sewer	9,186,282	9,029,918	9,026,305	9,038,468	12,163	0.1%
Sanitation	2,520,283	3,093,555	2,596,554	3,204,400	607,846	23.4%
Convention	14,362,598	17,297,980	14,244,150	9,744,264	(4,499,886)	-31.6%
Arena	3,567,930	5,810,112	6,064,627	6,248,634	184,007	3.0%
FAA	3,654,068	3,711,635	4,007,141	3,306,000	(701,141)	-17.5%
BIDA Redevelopment	13,033,080	5,429,425	9,036,022	8,462,044	(573,978)	-6.4%
Storm Water Utility	896,192	556,229	805,613	942,912	137,299	17.0%
Golf Course	88,725	431,309	332,935	492,363	159,428	47.9%
<b>TOTAL EXPENSES</b>	<b>131,892,651</b>	<b>134,870,728</b>	<b>136,291,615</b>	<b>132,585,478</b>	<b>(3,706,137)</b>	<b>-2.7%</b>
<b>NET GRAND TOTALS</b>	<b>4,230,246</b>	<b>(9,141,622)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CITY OF COLLEGE PARK, GEORGIA FISCAL YEAR 2022 BUDGET

## GRAPH 1



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

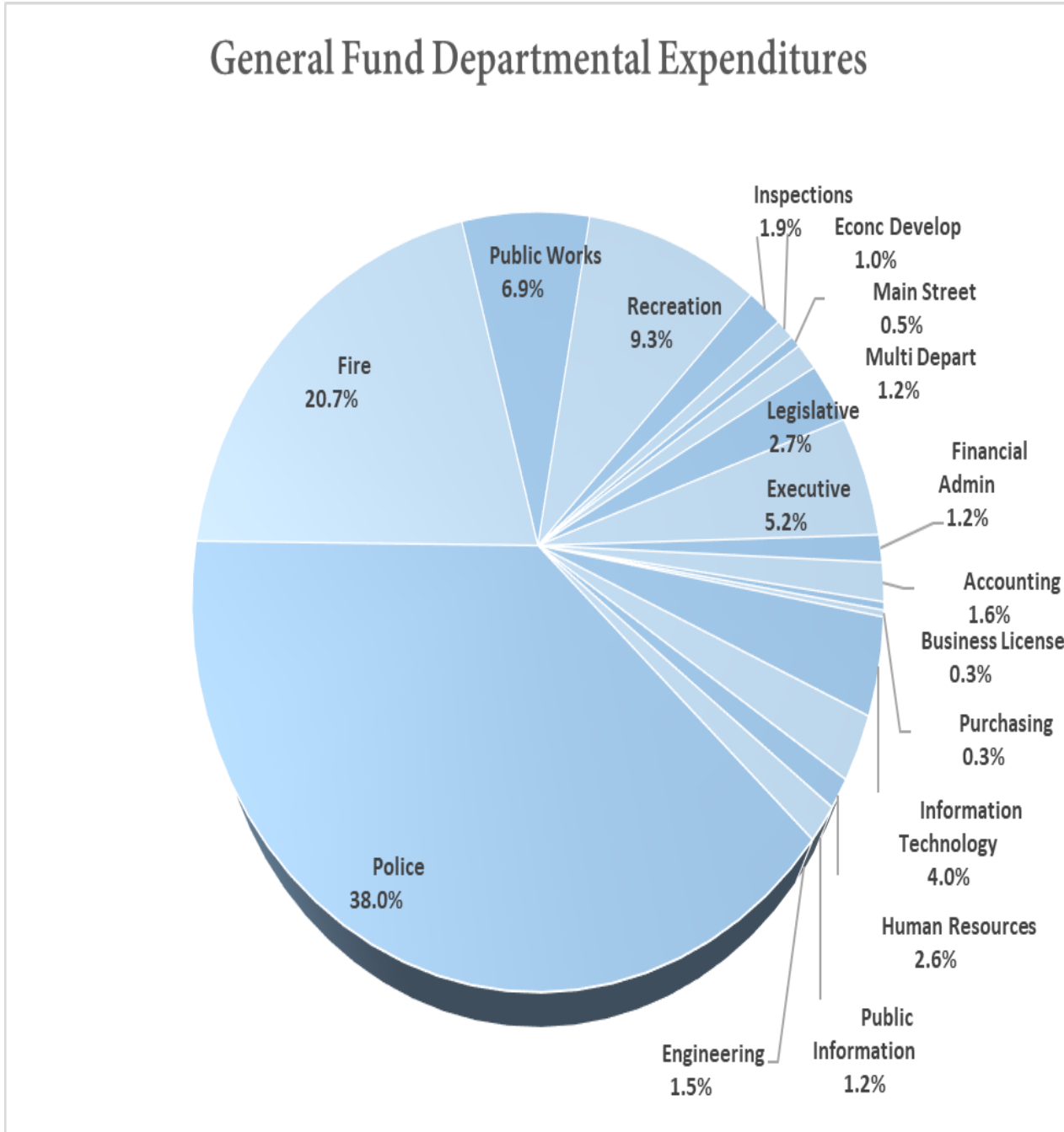
**TABLE 2  
GENERAL FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	21,855,036	20,774,998	\$ 21,319,818	\$ 21,339,283	\$ 19,465	0%
Licenses and Permits	4,154,809	3,739,070	3,786,450	3,760,000	(26,450)	-1%
Fines and Forfeitures	932,046	727,177	594,000	625,000	31,000	5%
Charges for Services	489,349	392,510	387,639	376,820	(10,819)	-3%
Interest	405,105	227,323	2,500	105,500	103,000	0%
Other	1,896,344	558,417	1,244,769	1,908,489	663,720	53%
<b>Total Revenues</b>	<b>29,732,689</b>	<b>26,419,495</b>	<b>27,335,176</b>	<b>28,115,092</b>	<b>779,916</b>	<b>3%</b>
<b>EXPENDITURES</b>						
Legislative	1,003,973	846,517	798,296	840,675	42,379	5%
Executive	2,117,205	2,358,868	1,985,828	1,612,961	(372,867)	-19%
Financial Administration	316,899	347,965	353,425	360,692	7,267	2%
Accounting	509,412	461,128	446,098	499,144	53,046	12%
Business License	77,272	83,505	90,624	106,000	15,376	17%
Purchasing	75,878	82,846	86,875	84,697	(2,178)	-3%
Information Technology	926,667	1,262,514	1,491,729	1,238,249	(253,480)	-17%
Human Resources	581,591	643,260	708,735	817,629	108,894	15%
Public Information	320,961	344,785	341,249	371,611	30,362	9%
Engineering	244,643	268,602	272,042	454,568	182,526	67%
Municipal Court	408,491	456,437	416,206	480,874	64,668	16%
Police Administration	1,773,678	2,045,414	1,922,898	1,922,085	(813)	0%
Police Investigations	1,026,593	1,076,624	1,180,217	1,118,817	(61,400)	-5%
Police Patrol	10,057,986	7,947,349	7,155,072	7,842,735	687,663	10%
Corrections	574,949	440,601	478,890	470,387	(8,503)	-2%
Fire Administration	467,769	653,745	701,891	632,999	(68,892)	-10%
Fire Suppression	5,922,290	6,243,884	5,506,215	5,616,695	110,480	2%
Emergency Medical Services	253,983	273,950	228,493	202,580	(25,913)	-11%
Public Works Administration	64,252	72,949	63,669	65,817	2,148	3%
Highways and Streets	870,715	843,534	671,736	957,401	285,665	43%
Buildings and Grounds	1,005,088	1,065,756	934,889	1,112,262	177,373	19%
Recreation Administration	297,080	304,530	387,634	439,075	51,441	13%
Recreation Programs	1,990,866	1,912,573	1,235,930	1,466,423	230,493	19%
Recreation Facilities	959,018	1,318,425	882,658	991,445	108,787	12%
Parks	199,519	158,776	164,676	-	(164,676)	-100%
Inspections	548,462	439,964	428,526	580,664	152,138	36%
Economic Development	445,288	314,941	338,859	298,806	(40,053)	-12%
Main Street Development	94,789	160,651	147,024	168,267	21,243	14%
Multi Department	14,653	182,636	129,648	381,724	252,076	194%
<b>Debt Service</b>						
Principal payment on capital lease	294,883	429,116	442,024	450,524	8,500	0%
Interest	49,827	58,499	45,593	37,090	(8,503)	0%
<b>Total Expenditures</b>	<b>33,494,681</b>	<b>33,100,342</b>	<b>30,037,649</b>	<b>31,622,896</b>	<b>1,333,174</b>	<b>4%</b>
<b>OTHER FINANCING SOURCES</b>						
Operating transfers in	5,519,149	5,342,575	3,456,356	4,358,204	901,848	26%
Operating transfers out	(782,450)	(409,463)	(753,883)	(850,400)	(96,517)	13%
<b>TOTAL OTHER</b>	<b>4,736,699</b>	<b>4,933,112</b>	<b>2,702,473</b>	<b>3,507,804</b>	<b>805,331</b>	<b>30%</b>
<b>Net change in fund balance</b>	<b>974,707</b>	<b>(1,747,735)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Fund balance (deficit), beginning</b>	<b>22,032,562</b>	<b>23,007,269</b>	<b>21,259,534</b>	<b>21,259,534</b>	<b>-</b>	<b>0%</b>
<b>Fund balance (deficit), end of year</b>	<b>\$ 23,007,269</b>	<b>\$ 21,259,534</b>	<b>\$ 21,259,534</b>	<b>\$ 21,259,534</b>	<b>\$ -</b>	<b>0%</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

GRAPH 2



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**TABLE 3  
COMMUNITY DEVELOPMENT ADOPTED BUDGET**

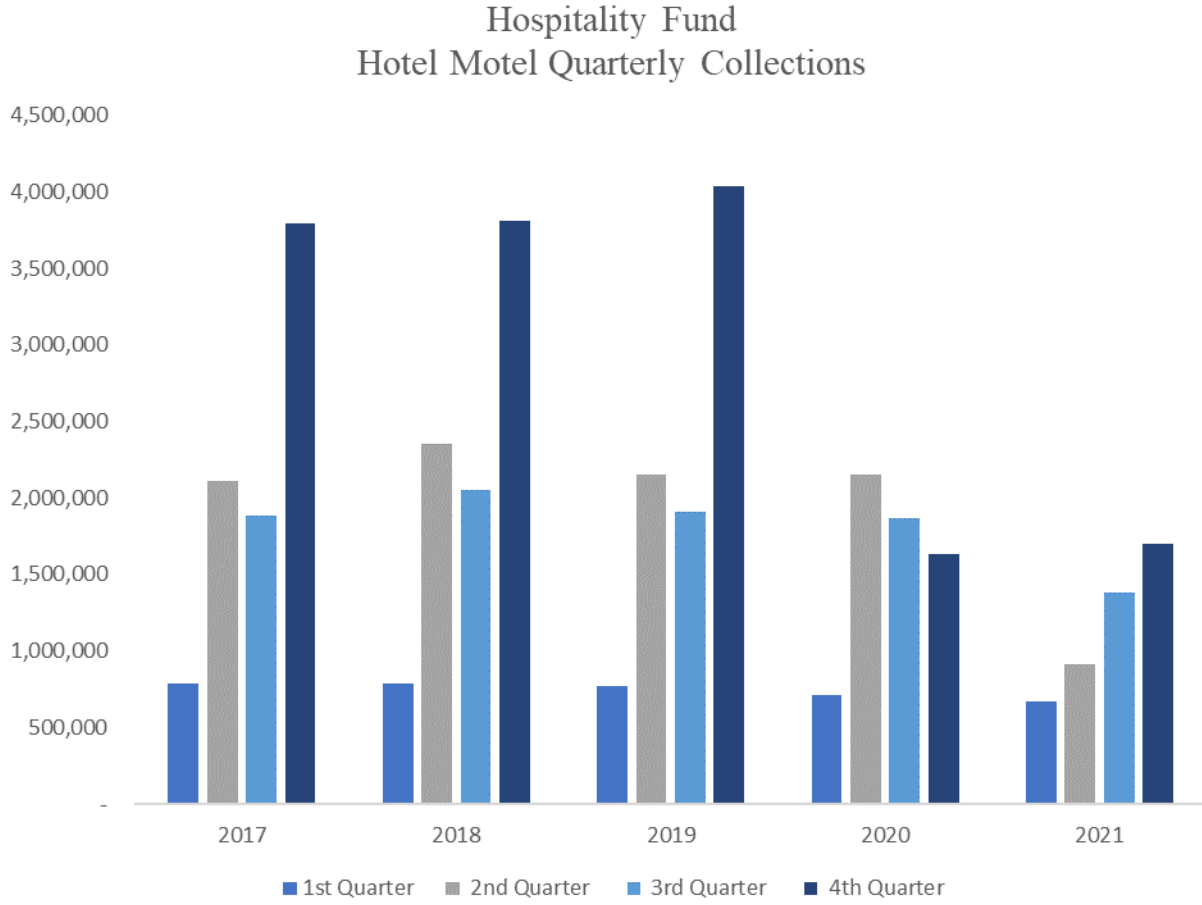
	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Intergovernmental Revenue	454,116	162,487	300,000	-	(300,000)	-100%
Interest Income	-	-	-	-	-	
Operating Transfers In	<u>220,686</u>	<u>72,356</u>	<u>120,000</u>			
<b>Total Revenue</b>	<b>674,802</b>	<b>234,843</b>	<b>420,000</b>	<b>-</b>	<b>(420,000)</b>	<b>-100%</b>
<b>EXPENSES</b>						
Repair & Maintenance	-	-	-	-	-	
Building Maintenance	-	-	-	-	-	
Other Services & Charges	822	120,130	-	-	-	
Capital Outlay	<u>419,950</u>	<u>270,812</u>	<u>420,000</u>	<u>-</u>	<u>-</u>	<u>-100%</u>
<b>Total Expenditures</b>	<b>420,772</b>	<b>390,942</b>	<b>420,000</b>			
Transfer In	-	-	-	-	-	0%
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<b>Net change in fund balance</b>	<b>254,030</b>	<b>(156,099)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Fund balance, beginning of year</b>	<b>(201,922)</b>	<b>52,109</b>	<b>(103,990)</b>	<b>(103,990)</b>	<b>-</b>	<b>0%</b>
<b>Fund balance, end of year</b>	<b>52,109</b>	<b>(103,990)</b>	<b>(103,990)</b>	<b>(103,990)</b>	<b>-</b>	<b>0%</b>

**TABLE 4  
HOSPITALITY FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	13,494,063	10,310,511	8,163,502	11,242,732	3,079,230	38%
Other Income	208	-	-	-	-	
Interest	13,943	-	-	-	-	0%
Budget Carryforward	<u>-</u>	<u>-</u>	<u>2,010,631</u>	<u>-</u>	<u>(2,010,631)</u>	
	<b>13,508,214</b>	<b>10,310,511</b>	<b>10,174,133</b>	<b>11,242,732</b>	<b>3,079,230</b>	<b>11%</b>
<b>EXPENDITURES</b>						
Other Services and Charges	<u>2,532,479</u>	<u>1,801,346</u>	<u>1,458,617</u>	<u>4,163,650</u>	<u>2,705,033</u>	<u>185%</u>
<b>Total Expenditures</b>	<b>2,532,479</b>	<b>1,801,346</b>	<b>1,458,617</b>	<b>4,163,650</b>	<b>2,705,033</b>	<b>185%</b>
Transfer In	-	-	-	-	-	0%
Transfers Out	<u>(9,934,071)</u>	<u>(12,894,907)</u>	<u>(8,715,516)</u>	<u>(7,079,082)</u>	<u>1,636,434</u>	<u>-19%</u>
<b>Net change in fund balance</b>	<b>1,041,664</b>	<b>(4,385,742)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Fund balance (deficit), beginning</b>	<b>5,369,110</b>	<b>6,410,773</b>	<b>2,025,031</b>	<b>2,025,031</b>	<b>-</b>	<b>0%</b>
<b>Fund balance (deficit), ending</b>	<b>6,410,774</b>	<b>2,025,031</b>	<b>2,025,031</b>	<b>2,025,031</b>	<b>-</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**GRAPH 3**



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**TABLE 5**

**CAR RENTAL FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	7,261,065	4,675,896	400,000	1,400,000	1,000,000	0%
Interest	17,688	-	300	-	(300)	0%
Budget Carryforward	-	-	3,886,102	2,171,538		
<b>Total Revenue</b>	<b>7,278,753</b>	<b>4,675,896</b>	<b>4,286,402</b>	<b>3,571,538</b>	<b>999,700</b>	<b>-17%</b>
<b>EXPENDITURES</b>						
Other Services & Charges	6,630	-	7,500	7,500	-	0%
Capital Outlay	539,212	-	-	-	-	0%
Debt Service (Lease)	-	-	-	-	-	0%
<b>Total Expenditures</b>	<b>545,842</b>	<b>-</b>	<b>7,500</b>	<b>7,500</b>	<b>-</b>	<b>0%</b>
Transfer In	-	-	-	-	-	
Transfer Out	(2,278,940)	(3,592,800)	(4,278,902)	(3,564,038)	714,864	-17%
<b>Net change in fund balances</b>	<b>4,453,971</b>	<b>1,083,096</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1%</b>
<b>Fund balance (deficit), beginning</b>	<b>605,071</b>	<b>5,059,041</b>	<b>6,142,137</b>	<b>6,142,137</b>	<b>-</b>	<b>0%</b>
<b>Fund balance (deficit), ending</b>	<b>5,059,041</b>	<b>6,142,137</b>	<b>6,142,137</b>	<b>6,142,137</b>	<b>-</b>	<b>0%</b>

**TABLE 6**

**E-911 FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Other Income	392,309	371,102	480,000	373,280	(106,720)	-22%
Interest	-	-	-	-	-	0%
<b>Total Revenues</b>	<b>392,309</b>	<b>371,102</b>	<b>480,000</b>	<b>373,280</b>	<b>(106,720)</b>	<b>-22%</b>
<b>EXPENDITURES</b>						
Other Services & Charges	855,434	864,139	995,869	952,379	(43,490)	-4%
Transfer In	481,248	-	515,869	579,099	-	1%
Transfer Out	-	-	-	-	-	0%
<b>Net change in fund balance</b>	<b>18,123</b>	<b>(493,037)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Fund balance (deficit), beginning</b>	<b>517,365</b>	<b>535,488</b>	<b>42,451</b>	<b>42,451</b>	<b>-</b>	<b>0%</b>
<b>Fund balance (deficit), ending</b>	<b>535,488</b>	<b>42,451</b>	<b>42,451</b>	<b>42,451</b>	<b>-</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**TABLE 7**

**ELECTRIC FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	397,701	458,274	590,000	450,000	(140,000)	-24%
Charges for Services	27,384,910	28,386,134	35,856,381	38,420,000	2,563,619	7%
Interest	122,062	61,124	35,000	1	(34,999)	-100%
Other Income	315,008	671,516	3,146,560	637,400	(2,509,160)	-80%
Budget Carryforward	-	-	96,136	-	(96,136)	-100%
<b>Total Revenues</b>	<b>28,219,681</b>	<b>29,577,048</b>	<b>39,724,077</b>	<b>39,507,401</b>	<b>(216,676)</b>	<b>-1%</b>
<b>EXPENSES</b>						
Electric	30,700,366	33,067,672	39,608,895	39,307,401	(301,494)	-1%
<b>Total Expenses</b>	<b>30,700,366</b>	<b>33,067,672</b>	<b>39,608,895</b>	<b>39,307,401</b>	<b>(301,494)</b>	<b>-1%</b>
<b>Transfers:</b>						
Transfer In	-	-	-	-	-	0%
Transfer Out	(1,333,003)	(1,110,544)	(115,182)	(200,000)	(84,818)	74%
<b>Change in net assets</b>	<b>(3,813,688)</b>	<b>(4,601,168)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Total net assets, beginning</b>	<b>25,618,080</b>	<b>21,804,392</b>	<b>17,203,224</b>	<b>17,203,224</b>	<b>-</b>	<b>0%</b>
<b>Total net assets, ending</b>	<b>21,804,392</b>	<b>17,203,224</b>	<b>17,203,224</b>	<b>17,203,224</b>	<b>-</b>	<b>0%</b>

**TABLE 8**

**WATER FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	9,662,957	8,414,159	9,024,251	9,038,468	14,217	0%
Interest	15,150	23,094	2,054	-	(2,054)	-100%
Other Income	-	-	-	-	-	0%
<b>Total Revenues</b>	<b>9,678,107</b>	<b>8,437,253</b>	<b>9,026,305</b>	<b>9,038,468</b>	<b>12,163</b>	<b>0%</b>
<b>EXPENSES</b>						
Water	9,110,727	8,954,363	8,841,979	9,038,468	196,489	2%
<b>Total Expenses</b>	<b>9,110,727</b>	<b>8,954,363</b>	<b>8,841,979</b>	<b>9,038,468</b>	<b>196,489</b>	<b>2%</b>
<b>Transfers:</b>						
Transfer In	-	-	-	-	-	0%
Transfer Out	(75,555)	(75,555)	(184,326)	-	184,326	100%
<b>Change in net assets</b>	<b>491,825</b>	<b>(592,665)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Total net assets, beginning</b>	<b>15,381,376</b>	<b>15,873,201</b>	<b>15,280,536</b>	<b>15,280,536</b>	<b>-</b>	<b>0%</b>
<b>Total net assets (deficit), ending</b>	<b>15,873,201</b>	<b>15,280,536</b>	<b>15,280,536</b>	<b>15,280,536</b>	<b>-</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**TABLE 9  
SANITATION FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	2,847,060	2,834,053	2,588,054	3,200,400	612,346	24%
Interest	2	-	-	-	-	0%
Other Income	34,377	68,523	8,500	4,000	(4,500)	-53%
<b>Total Revenue</b>	<b>2,881,439</b>	<b>2,902,576</b>	<b>2,596,554</b>	<b>3,204,400</b>	<b>607,846</b>	<b>23%</b>
<b>EXPENSES</b>						
Sanitation	2,451,051	2,993,553	2,596,554	3,204,400	607,846	-1%
Transfers Out	(69,229)	(100,000)	-	-	-	0%
Change in net assets	361,159	(190,977)	-	-	-	0%
Total net assets (deficit), beginning	(508,521)	(147,362)	(338,339)	(338,339)	-	0%
Total net assets (deficit), ending	(147,362)	(338,339)	(338,339)	(338,339)	-	0%

**TABLE 10  
CONVENTION CENTER FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Sales	8,604,019	7,668,538	7,663,000	6,935,000	(728,000)	-10%
Commissions	255,114	207,739	265,000	225,000	(40,000)	-15%
Interest	10,968	7,883	3,000	3,000	-	0%
Other Income	139,897	127,036	100,000	109,100	9,100	9%
<b>Total Revenue</b>	<b>9,009,998</b>	<b>8,011,196</b>	<b>8,031,000</b>	<b>7,272,100</b>	<b>(758,900)</b>	<b>-9%</b>
<b>EXPENSES</b>						
Convention	14,361,764	13,843,554	14,244,150	9,744,264	(4,499,886)	-32%
Transfers In	7,355,051	7,458,350	6,213,150	2,472,164	(3,740,986)	-60%
Transfer Out	-	(3,454,426)	-	-	-	0%
Change in net assets	2,003,285	(1,828,434)	-	-	-	0%
Total net assets (deficit), beginning	23,564,496	25,567,781	23,739,347	23,739,347	-	0%
Total net assets (deficit), ending	25,567,781	23,739,347	23,739,347	23,739,347	-	0%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**TABLE 11  
GATEWAY ARENA ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	-	-	2,770,000	1,957,000	(813,000)	-29%
Commissions	-	-				
Interest	725,523	127,999	74,808			
Other Income	-	782,689	350,000	150,000	(200,000)	100%
<b>Total Revenue</b>	<u>725,523</u>	<u>910,688</u>	<u>3,194,808</u>	<u>2,107,000</u>	<u>(1,087,808)</u>	<u>-34%</u>
<b>EXPENSES</b>						
Gateway Arena	<u>3,567,931</u>	<u>5,810,112</u>	<u>6,064,627</u>	<u>6,248,634</u>	<u>184,007</u>	<u>3%</u>
Transfers In	8,935,082	7,678,368	2,869,819	4,141,634	-	0%
Transfer Out	-	-	-	-	-	0%
Change in net assets	6,092,674	2,778,944	-	-		0%
Change net assets (deficit), beginning	-	6,092,674	8,871,618	8,871,618	-	0%
Change net assets (deficit), ending	<u>6,092,674</u>	<u>8,871,618</u>	<u>8,871,618</u>	<u>8,871,618</u>	<u>-</u>	<u>0%</u>

**TABLE 12  
FAA FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Increase (Decrease)	Increase (Decrease)
<b>REVENUES</b>						
FAA Facility	3,231,866	3,296,731	3,300,000	3,300,000	-	0%
Other Income	81	21,368	-	-		
Interest	6,010	6,790	600	6,000		
Budget Carryforward	-	-	706,541	-	(706,541)	100%
<b>Total Revenue</b>	<u>3,237,957</u>	<u>3,324,889</u>	<u>4,007,141</u>	<u>3,306,000</u>	<u>(701,141)</u>	<u>-17%</u>
<b>EXPENSES</b>						
FAA	<u>2,554,066</u>	<u>2,573,304</u>	<u>2,907,141</u>	<u>2,206,000</u>	<u>(701,141)</u>	<u>-24%</u>
Transfers In	-	-	-	-	-	0%
Transfer Out	<u>(1,100,000)</u>	<u>(1,138,330)</u>	<u>(1,100,000)</u>	<u>(1,100,000)</u>	<u>-</u>	<u>0%</u>
Change in net assets	(416,109)	(386,745)	-	-	-	0%
Change net assets (deficit), beginning	<u>13,545,923</u>	<u>13,129,814</u>	<u>12,743,069</u>	<u>12,743,069</u>	<u>-</u>	<u>0%</u>
Change net assets (deficit), ending	<u>13,129,814</u>	<u>12,743,069</u>	<u>12,743,069</u>	<u>12,743,069</u>	<u>-</u>	<u>0%</u>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**TABLE 13  
BIDA FUND ADOPTED BUDGET**

	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	609,471	925,683	1,924,266	1,948,147	23,881	1%
Charges for Services		-	3,269,517	3,500,000	230,483	7%
Commissions	881,100	999,168	818,427	920,168	101,741	12%
Interest	1,495	1,393	1,000	1,000	-	0%
Other Income	890,421	1,560,861	388,730	553,729	164,999	100%
<b>Total Revenue</b>	<b>2,382,487</b>	<b>3,487,105</b>	<b>6,401,940</b>	<b>6,923,044</b>	<b>521,104</b>	<b>8%</b>
<b>EXPENSES</b>						
BIDA Arena	5,072,994	5,429,425	9,036,022	8,462,044	(573,978)	-6%
Transfers In	1,378,940	1,908,919	2,634,082	1,539,000	-	0%
Transfer Out	(7,960,082)	-	-	-	-	0%
Change in net assets	(9,271,649)	(33,401)	-	-	-	0%
Change net assets (deficit), beginning	224,739	(9,046,910)	(9,080,311)	(9,080,311)	-	0%
Change net assets (deficit), ending	(9,046,910)	(9,080,311)	(9,080,311)	(9,080,311)	-	0%

**TABLE 14  
STORMWATER UTILITY FUND ADOPTED BUDGET**

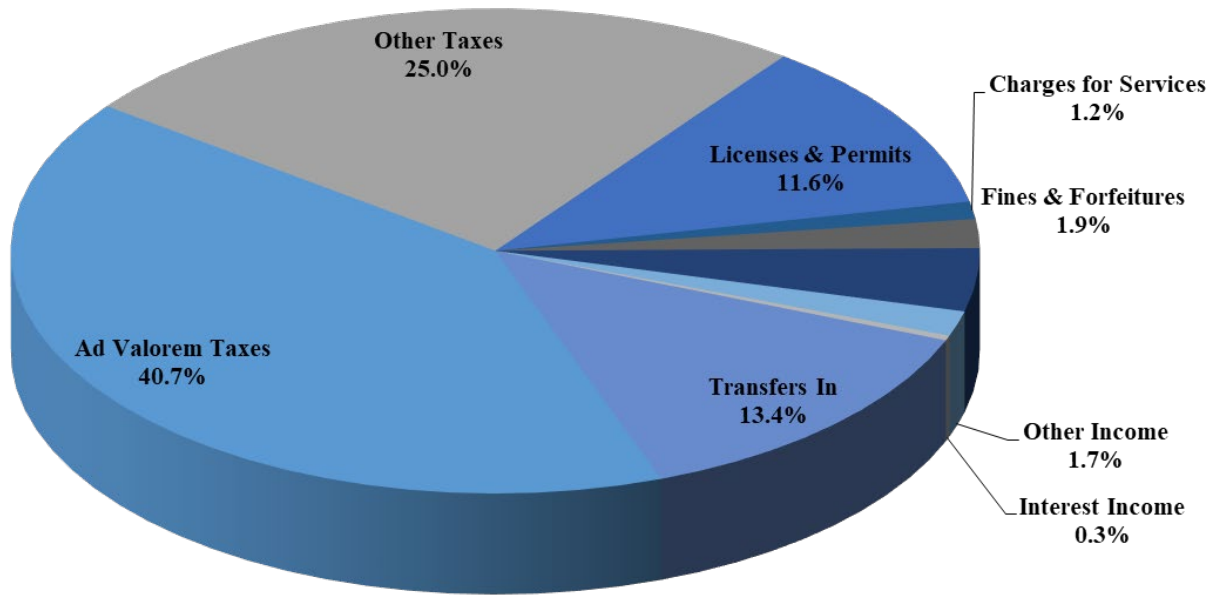
	Actual Fiscal 2019	Actual Fiscal 2020	Amended Fiscal 2021	Adopted Fiscal 2022	Increase (Decrease)	Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	910,332	964,906	805,613	942,912	137,299	17%
Interest	3,316	7,703				0%
Other Income		2,322				0%
<b>Total Revenue</b>	<b>913,648</b>	<b>974,931</b>	<b>805,613</b>	<b>942,912</b>	<b>137,299</b>	<b>17%</b>
<b>EXPENSES</b>						
Storm Water Utility	679,734	556,229	805,613	942,912	137,299	17%
Transfers In	-	-	-	-	-	0%
Transfer Out	(216,456)	-	-	-	-	0%
Change in net assets	17,458	418,702	-	-	-	0%
Change net assets (deficit), beginning	7,782,748	7,800,206	8,218,908	8,218,908	-	0%
Change net assets (deficit), ending	7,800,206	8,218,908	8,218,908	8,218,908	-	0%



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

<b>GENERAL FUND REVENUE REVENUE SUMMARY</b>	<b>2018-2019 ACTUAL</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 AMENDED</b>	<b>2021-2022 ADOPTED</b>	<b>% Change from 2021-22</b>
Ad Valorem Taxes	\$ 13,445,873	\$ 12,858,754	\$ 13,605,730	\$ 13,229,233	-3%
Other Taxes	8,409,164	7,916,244	7,714,088	8,110,050	5%
Licenses & Permits	4,154,809	3,739,070	3,788,450	3,760,000	-1%
Charges for Services	489,349	392,510	387,639	376,820	-3%
Fines & Forfeitures	932,046	727,177	651,500	625,000	-4%
Intergovernmental Revenue	396,975	68,280	640,225	1,365,019	113%
Other Income	834,692	490,137	545,044	543,470	-0.29%
Interest Income	405,105	227,323	2,500	105,500	N/A
Transfers In	5,519,149	5,342,575	3,156,848	4,358,204	38%
Budget Carryforward	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 34,587,163</b>	<b>\$ 31,762,070</b>	<b>\$ 30,492,024</b>	<b>\$ 32,473,296</b>	<b>6.50%</b>

**GENERAL FUND REVENUE SUMMARY FISCAL YEAR 2021-2022**

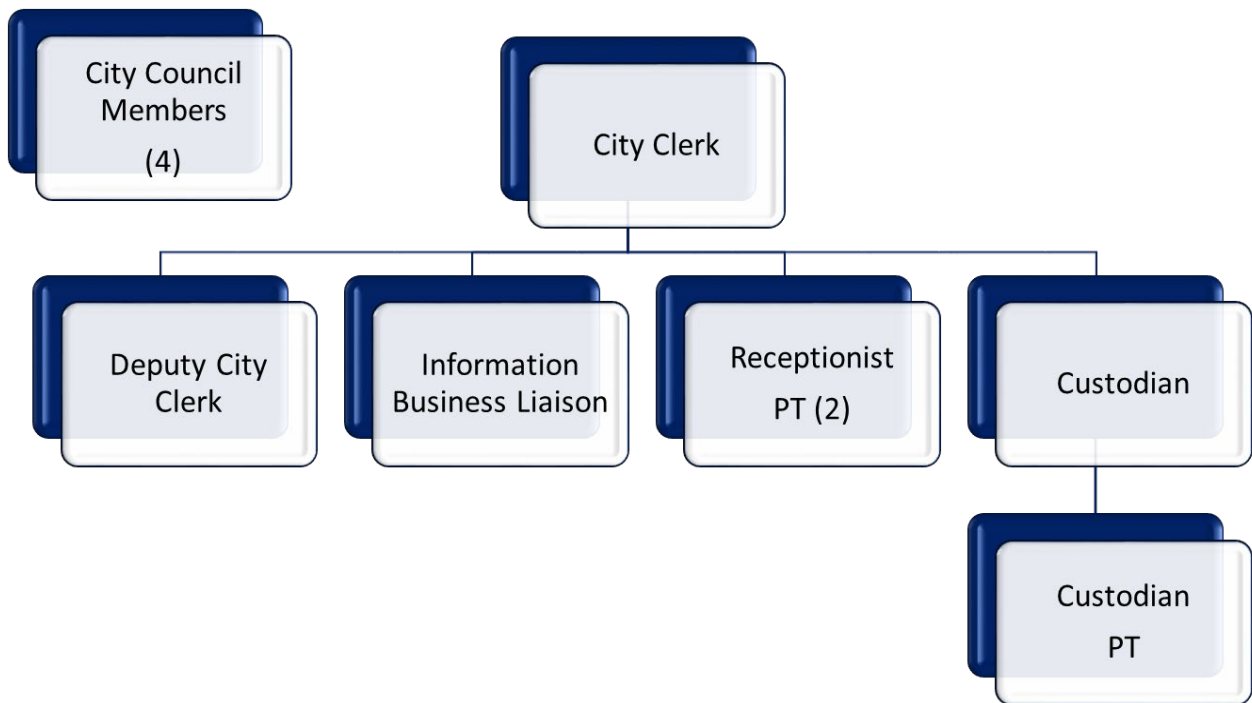


**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**PERSONNEL SUMMARY**

<b>Fund</b>	<b>Department</b>	<b>FY 2019-2020</b>	<b>FY 2020-2021</b>	<b>FY 2021-2022</b>	<b>Difference</b>
		<b>Actual Positions</b>	<b>Actual Positions</b>	<b>Council Adopted</b>	
General	Legislative	11	11	11	0
	Executive	6	6	6	0
	Financial Admin.	3	3	3	0
	Accounting	6	6	5	-1
	Public Information	3	3	3	0
	Business License	1	1	1	0
	Purchasing	1	1	1	0
	Information Technology	10	10	9	-1
	Human Resources	3	3	3	0
	Buildings/Grounds	19	19	21	2
	Engineering	2	2	4	2
	Municipal Court	11	11	11	0
	Police Admin.	15	15	15	0
	Police Patrol	98	98	98	0
	Police Investigations	12	12	12	0
	Corrections (Jail)	6	6	6	0
	Fire Admin.	5	5	6	1
	Fire Suppression	67	67	66	-1
	EMS	1	1	1	0
	Public Works Admin.	2	2	2	0
	Highways/Streets	10	10	10	0
	Parks	2	2	-	-2
	Recreation Admin.	6	6	9	3
	Recreation Programs	25	25	25	0
	Recreation Facilities	7	7	7	0
	Inspection	3	3	3	0
	Main Street	1	1	1	0
Economic Development	3	3	3	0	
<b>Total General Fund</b>		<b>339</b>	<b>339</b>	<b>342</b>	<b>3</b>
Golf Course		6	6	6	0
Power	Line Section	13	13	13	0
Power	Warehouse	1	1	1	0
Power	Meter Reading	3	3	3	0
Power	Customer Service	12	12	12	0
Water and Sewer		18	18	18	0
Sanitation		29	29	29	0
Convention Center		63	63	63	0
Gateway Arena		14	14	14	0
Communications (E911)		17	17	17	0
Storm Water Utility		3	3	3	0
<b>Total Other Funds</b>		<b>179</b>	<b>179</b>	<b>179</b>	<b>0</b>
<b>TOTAL ALL FUNDS</b>		<b>518</b>	<b>518</b>	<b>521</b>	<b>3</b>

# Legislative Office Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Legislative</b>					
Expenditures					
Personnel - Personnel Services	\$ 296,357	\$ 321,308	\$ 336,124	\$ 363,141	8%
Employee B - Employee Benefits	89,545	98,366	115,600	138,596	20%
Communications & Util.	55,009	52,106	59,430	65,576	10%
Repair & Maintenance	12,492	13,204	20,552	17,947	-13%
Building Maintenance	183,885	45,180	71,798	53,000	-26%
Training & Education	58,997	38,318	31,257	39,387	26%
Other Services & Charges	269,597	215,660	121,164	121,328	0%
Materials & Supplies	38,088	62,376	42,371	41,700	-2%
<b>Legislative Expenditure Total</b>	<b>\$ 1,003,971</b>	<b>\$ 846,516</b>	<b>\$ 798,296</b>	<b>\$ 840,675</b>	<b>5%</b>

**Legislative Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>
<b>Full Time Positions:</b>				
Council Members	4	4	4	4
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	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	2
<b>Total Personnel</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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:**

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 21/22 Objectives:**

Implementation of on-line payments/portal for Occupation Taxes.  
Building Upgrades.  
Welcoming Lobby/Receptionist  
Increase Overall Morale for Staff

**Performance Measures**

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

	<b>Estimated 21/22</b>
Number of Open Records processed during the fiscal year	2000
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.



# Executive Office Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Executive</b>					
Expenditures					
Personnel Services	\$ 446,103	\$ 454,338	\$ 476,423	\$ 482,909	1%
Employee Benefits	112,812	123,912	137,651	129,266	-6%
Communications & Util.	12,953	14,467	15,864	21,652	36%
Rentals	5,257	10,962	9,500	18,500	0%
Repair & Maintenance	13,808	21,360	9,201	17,364	89%
Building Maintenance	7	-	-	-	0%
Training & Education	43,070	58,255	24,623	34,420	40%
Other Services & Charges	1,459,568	1,646,854	1,293,666	887,550	-31%
Materials & Supplies	15,026	19,569	16,895	19,800	17%
Cost Of Sales	8,601	9,150	1,500	1,500	0%
<b>Executive Total</b>	<b><u>\$ 2,117,205</u></b>	<b><u>\$ 2,358,868</u></b>	<b><u>\$ 1,985,323</u></b>	<b><u>\$ 1,612,961</u></b>	<b>-19%</b>

**Executive Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Mayor	1	1	1	1
City Manager	1	1	1	1
Assistant City Manager	-	-	-	1
Airport Affairs Director	1	1	1	1
Executive Assistant to Mayor&Council	1	1	1	1
Special Projects Administrator	-	-	1	-
Exec. Asst. to City Manager	1	1	1	1
Exec. Asst. to Mayor & Council	1	1	-	-
<b>Total Personnel</b>	<b><u>6</u></b>	<b><u>6</u></b>	<b><u>6</u></b>	<b><u>6</u></b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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:**

State and local governments are significant players in the U.S. economy. Due to the fiscal impact of COVID-19, state and local governments are expected to face shortfalls for many years. Revenues from taxes and fees from hotels and businesses have plummeted.

**Program Broad Goals:**

Effect a change of culture or repositioning of culture in the City of College Park to foster an environment rooted in caring in the community and get everyone on one accord. Cultural changes begin with extensive community engagement, the identification of core community values and the creation of a community owned vision and blueprint.

**Program 21/22 Objectives:**

Increase revenues to pre-COVID-19 levels of spending to accomplish capital improvement projects and provide employee cost of living and merit increases.

**Performance Measures:**

**Program / Service Outputs: (goods, services, units produced)**  
**Estimated 21/22**

AA bond rating maintained	Yes
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**Prior Year Highlights:**

Implemented COVID-19 related policies, procedures and initiatives relative to testing, maintaining a safe and healthy workplace, C.A.R.E.S. Act funding, and policy implementation.

# Financial Administration Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Finance</b>					
Expenditures					
Personnel Services	\$ 207,070	\$ 207,334	\$ 215,181	\$ 213,987	-1%
Employee Benefits	49,194	62,423	67,143	66,677	-1%
Communications & Util.	5,463	5,435	5,759	12,905	124%
Rentals	-	123	506	240	-53%
Repair & Maintenance	13,173	28,462	14,916	17,281	16%
Training & Education	2,439	1,486	1,450	5,950	310%
Other Services & Charges	29,836	31,849	34,955	33,052	-5%
Materials & Supplies	9,724	10,854	13,515	10,600	-22%
<b>Financial Administration Total</b>	<b>\$ 316,899</b>	<b>\$ 347,965</b>	<b>\$ 353,425</b>	<b>\$ 360,692</b>	<b>2%</b>

**Financial Administration**

<b>Full Time Positions:</b>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
Director of Finance	1	1	1	1
Revenue/Tax Administrator	-	1	1	1
Tax Clerk	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 2022 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:**

It's hard to believe that it has been a year since the pandemic brought the world to a screeching halt. We witnessed revenues such as hotel/motel and car rental tax fall by 80-90%. Business tax receipts and local option sales tax fell by 30%. Positions were frozen and reductions to operating and capital expenses were finalized for FY2020-2021 budget year to prepare for what was to come from the impact of COVID-19. Overall, Citywide the budget was reduced by \$5.7 million when FY2020's amended budget was compared to FY2021 adopted budget. General Fund revenues alone experienced a decrease of \$3.5 million.

Now, after a year, the economy is making a rebound following the federal government's injection of federal funds into the economy. Economists believe the economy is bouncing back quicker than expected, most of the rebound can be attributed to the injection of federal funds to keep the economy stimulated. There are many signs of the V-Shaped recovery. Although the economy continues to improve, the proposed FY2021-2022 budget does not reflect 100% pre-COVID revenue numbers. As a result, we are projecting that City revenues will be at its pre-crisis level by FY2022-2023. Fortunately, the City withstood the storm and has been able to maintain city operating functions throughout the end of FY2020 and FY2021.

**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.

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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Finance Department | Financial Administration**

**Program 21/22 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 21/22**

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

**Program/Service Outcomes: (based on program objectives) Estimated 21/22**

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 20/21**

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

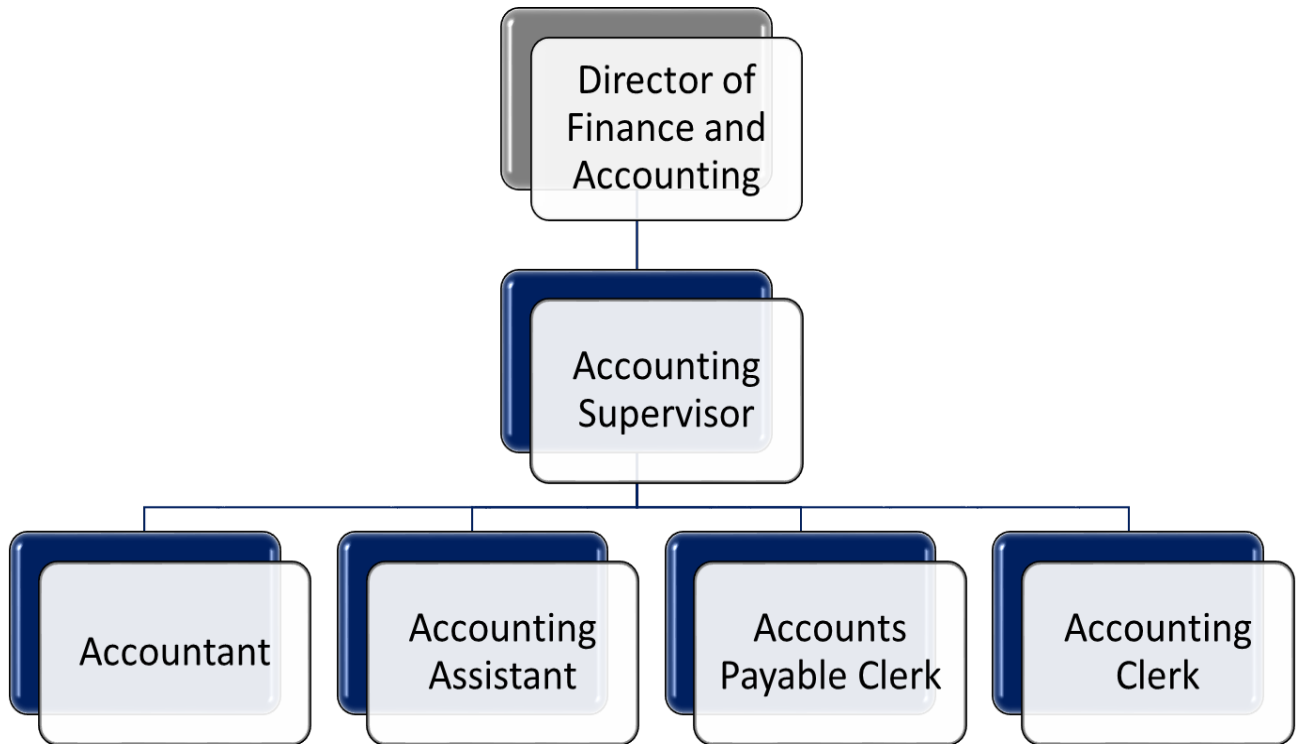
**Program/Service Outcomes: (based on program objectives) Actual 20/21**

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 FY2020/21
- Received the Government Finance Officers Association (GFOA) Comprehensive Annual Financial Reporting Award for the City’s FY2020/21

# Accounting Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Accounting</b>					
Expenditures					
Personnel Services	\$ 228,634	\$ 251,877	\$ 188,682	\$ 252,647	34%
Employee Benefits	34,730	56,044	57,177	91,201	60%
Communications & Util.	10,884	12,244	15,736	8,827	-44%
Rentals	(1,229)	3,427	4,956	4,980	0%
Repair & Maintenance	5,236	1,560	1,701	6,215	265%
Building Maintenance	-	-	300	500	67%
Training & Education	4,285	50	4,110	3,800	-8%
Other Services & Charges	207,255	120,707	156,506	118,824	-24%
Materials & Supplies	19,618	15,218	16,930	12,150	-28%
<b>Accounting Total</b>	<b>\$ 509,412</b>	<b>\$ 461,128</b>	<b>\$ 446,098</b>	<b>\$ 499,144</b>	<b>12%</b>

**Accounting Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Accounting Supervisor	1	1	1	1
Accountant	-	-	1	1
Administrative Assistant	1	1	-	-
Accounting Assistant	1	1	1	1
Accounts Payable Clerk	1	1	1	1
Accounting Clerk	-	-	-	1
<b>Part Time Positions:</b>				
Accounts Payable Clerk	1	1	1	-
Accounting Clerk	1	1	1	-
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>

Accounts Payable Clerk & Accounting Clerk part-time positions reclassified to one full time Accounting Clerk position.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 21/22**

**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.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Finance Department | Accounting**

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 20/21</b>
% of monthly closes within 20 working days of month-end	0%
# of journal entries processed annually	3,578
# of accounts payable checks issued	5,008

<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Actual 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	12/31/2021

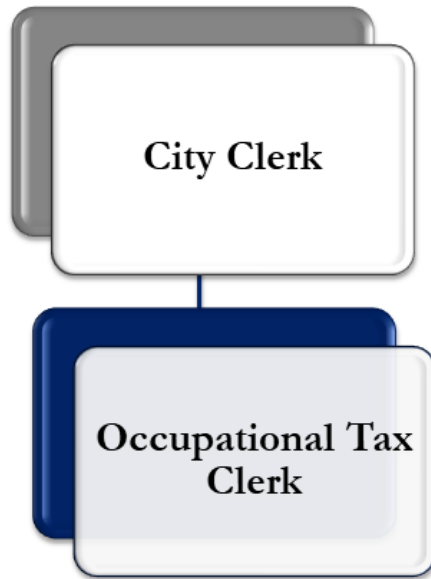
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes
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<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 21/22</b>
% of monthly closes within 20 working 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 21/22</b>
Annual audit and single audit opinions from external auditors are unqualified with an opinion date of December 20 <sup>th</sup> or prior	12/31/2022

Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes
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# Business License Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Business License</b>					
Expenditures					
Personnel Services	\$ 43,066	\$ 42,378	\$ 43,094	\$ 43,009	0%
Employee Benefits	19,605	21,278	26,691	22,009	-18%
Communications & Util.	6,547	6,761	7,652	7,350	-4%
Repair & Maintenance	2,190	2,057	3,414	23,574	0%
Training & Education	450	203	55	1,500	2627%
Other Services & Charges	1,619	2,938	2,543	2,158	-15%
Materials & Supplies	3,795	7,891	7,175	6,400	-11%
<b>Business License Total</b>	<b>\$ 77,272</b>	<b>\$ 83,505</b>	<b>\$ 90,624</b>	<b>\$ 106,000</b>	<b>17%</b>

**Business License Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Occupation 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 2022 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 21/22 Objectives:**

Improve processes by reviewing, refining, best business license practices.

**Performance Measures**

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

Number of active licenses during the fiscal year

**Estimated 21/22**  
2000

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

Direct amount of “face to face” contact with customers

**Estimated 21/22**  
80%

**Performance Measures**

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

Number of active licenses during the fiscal year

**Actual 20/21**  
1142

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

Direct amount of “face to face” contact with customers

**Actual 20/21**  
80%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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.

Safely retrieved and processed taxes/payments during the COVID-19 Pandemic.

# Purchasing Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Purchasing</b>					
Expenditures					
Personnel Services	\$ 53,561	\$ 56,418	\$ 55,792	\$ 55,792	0%
Employee Benefits	10,814	11,954	12,238	14,151	16%
Communications & Util.	4,589	4,835	5,440	4,884	-10%
Repair & Maintenance	3,798	3,530	5,257	3,067	-42%
Training & Education	170	790	1,910	1,310	-31%
Other Services & Charges	1,040	1,704	2,413	2,118	-12%
Materials & Supplies	1,905	3,615	3,825	3,375	-12%
<b>Purchasing Total</b>	<b>\$ 75,878</b>	<b>\$ 82,846</b>	<b>\$ 86,875</b>	<b>\$ 84,697</b>	<b>-3%</b>

**Purchasing Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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 2022 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 21/22 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 2022 BUDGET**

**Purchasing Department**

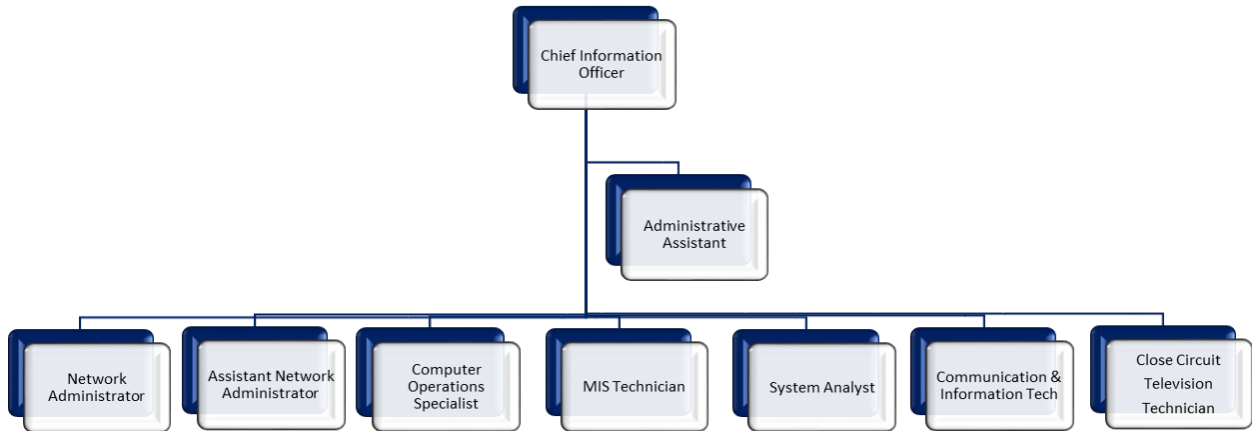
**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 20/21</b>
<b>No. of Purchase Orders processed</b>	<b>609</b>
<b>Purchase Orders</b>	<b>\$13,166,329</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
- Decreased purchase order entries due to Covid-19 Pandemic 1.18% from 2019/2020

# Information Technology Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Information Technology</b>					
Expenditures					
Personnel Services	\$ 487,857	\$ 589,588	\$ 567,518	\$ 509,987	-10%
Employee Benefits	158,287	187,668	208,458	183,438	-12%
Communications & Util.	19,424	22,354	21,545	20,664	-4%
Repair & Maintenance	173,010	380,024	612,726	464,101	-24%
Training & Education	14,228	14,565	14,000	18,500	32%
Other Services & Charges	9,455	15,838	29,349	27,209	-7%
Materials & Supplies	6,632	33,711	38,133	14,350	-62%
Capital Outlay	57,775	18,765	-	-	0%
<b>Information Technology Total</b>	<b>\$ 926,667</b>	<b>\$ 1,262,514</b>	<b>\$ 1,491,729</b>	<b>\$ 1,238,249</b>	<b>-17%</b>

**Information Technology Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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	1	1
Computer Operations Specialists	-	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	1
Communication & Information Tech	1	1	1	1
<b>Total Personnel</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>9</b>

\*GIS CAD Technician position, moved to the Engineering Department.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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
  - CCTV
  - Laserfiche Software
  - SquareRigger

### **Trends:**

We encountered a major issue on our enterprise network, a “Ransomware” attack, last September. We worked diligently to resolve this issue with the appropriate resources. The partnership we have with Kroll is the first step in securing our network. Our server infrastructure is EOL (End of Life) and desperately needs to be upgraded. There are 3 Companies that can provide Disaster Recovery and Security for us. They are as follows: Nutanix, Hp SimpliVity, and Dell VX Rail. H.P. SimpliVity is the desired equipment to make this change. We will have the ability to isolate viruses and recover backup data within minutes. Plans for the upcoming Fiscal year include the continuation of VM-ware upgrades (hardware) and network Storage (SAN). We need to upgrade this equipment to ensure we have the performance and security in our environment. This is no longer a future implementation; we need this immediately. Additional implementation will be to move our current servers to a hosting site for Disaster Recovery/Business Continuity and place the new equipment on premise. Since the addition of the Police technology staff member, I have combined all servers. I would like to continue our second phase of our fiber ring if funding is available. 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. The additional trend is to move our automotive inventory repair software “SquareRigger” to a cloud hosting solution. This will provide greater access to the web portal and a more secure location.

CITY OF COLLEGE PARK, GEORGIA  
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**Information Technology and Telecommunications Department**

**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.

**Program 21/22 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 2017-2022**

**MISSION:** 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%
6. Increase citizen and staff use of ESRI software for greater access relative to operational efficiency. 30%
7. Establish a Video Integration Center for greater access to CCTV cameras to assist Public Safety. 0%

CITY OF COLLEGE PARK, GEORGIA  
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**Information Technology and Telecommunications Department**

**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. Increase citizens involvement in technology for the City of College Park. 30%
4. 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%

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

1. Establish quarterly upgrades of NorthStar and New World Systems for seamless integration to other software packages. 100%
2. Increase citizen's accessibility for instant transactions. 50%
3. Minimize customer issues by providing a more integrated utilities solution. 50%
4. Utilize all entities of eSuites (eBill, eTimesheet, and eHR). 25%
5. Install Microsoft SharePoint for greater department use of documents anywhere, anytime. 10%
6. Establish quarterly lunch/learn classes on new ESRI features/functions for greater integration of interdepartmental collaboration. 0%
7. Move all CCTV Access Control and Genetech video servers to the cloud for greater redundancy and disaster recovery. 25%

**IV. Provide professional development opportunities for all staff:**

1. Provide cross training for technology staff relative to all software applications currently used by the City of College Park. 100%
2. Ensure all IT staff are trained and are kept current with certifications and documents that are relative to our environment. (Network, GIS, CCTV, Microsoft, etc.) 100%
3. 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%

**Information Technology and Telecommunications Department**

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Performance Measures**

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

	<b>Estimated 21/22</b>
1. Move from a physical to virtual infrastructure Cloud/Hosting solution for Disaster Recovery purposes.	80%
	100%
2. Upgrade enterprise email system from exchange to Microsoft 365 for a more feature rich environment	
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.	70%
5. Install Microsoft SharePoint for greater department use of documents anywhere, anytime.	
6. Increase citizens involvement in technology for the City of College Park.	40%
7. Implement city wide fiber ring.	
8. Implement Single Sign On Portal.	
	<b>Estimated 21/22</b>
1. Target 100% savings of Cell phones and telephone bills	50% in progress

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Information Technology and Telecommunications Department**

**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 2021.
- 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.
- Added Wade Ingram, then moved him to Engineering.
- Purchased new laptop tracking and bandwidth connectivity software (NetMotion).
- Purchased new iPhone integration and management software (MaaS 360).
- Purchased new laptops with COVID-19 funds to use for remote work.
- Purchased Temperature Scanner for City Hall and Public Safety from COVID-19 funds.



# Human Resources Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Human Resources</b>					
Expenditures					
Personnel Services	\$ 203,397	\$ 206,268	\$ 192,852	\$ 198,870	3%
Employee Benefits	53,267	57,564	61,772	63,474	3%
Communications & Util.	10,235	10,868	12,812	12,532	-2%
Repair & Maintenance	7,977	11,152	15,822	33,593	112%
Training & Education	123,330	5,720	4,800	18,833	292%
Other Services & Charges	126,390	342,447	404,694	473,487	17%
Materials & Supplies	56,995	9,241	15,983	16,840	5%
<b>Human Resources Total</b>	<b>\$ 581,591</b>	<b>\$ 643,260</b>	<b>\$ 708,735</b>	<b>\$ 817,629</b>	<b>15%</b>

**Human Resources Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Human Resources Director	1	1	1	1
Human Resources Coordinator	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 2022 BUDGET

## HUMAN RESOURCES

**Program Description:** The Office of Human Resources (OHR) serves as a strategic business partner, ensuring that Human Resources' initiatives, policies, and procedures align with the City's leadership's strategic direction. OHR is committed to providing College Park citizens with a diverse, competent, trained, and professional workforce.

The City of College Park is an Equal Opportunity Employer and maintains an alcohol and drug-free workplace. The City of College Park is an organization to work for that provides a competitive benefits package and a stimulating work environment. A variety of services are offered to the City of College Park employees through the Office of Human Resources.

The Office of Human Resources is responsible for Recruitment, Employee Performance Evaluations, Benefits administration, Salary and Wage Administration, Employee Relations, Employee Training and Development, Retirement administration, Personnel Records Retention/Management, and Policy Compliance and Administration.

**Trends:** The demand for transformative, strategic, and collaborative OHR services continues to grow.

Over the next five years, OHR will focus on critical areas that will maximize individual potential, increase organizational capacity, and position the City as an employer of choice.

### **Program Broad Goals:**

#### **Talent Management**

- **Attract:** The City faces a competitive labor market, competing opportunities, and shifting skill demands, as well as regional housing and transportation demands. OHR focuses on proactively sourcing a diverse pool of candidates via social media, developing a new brand for City employment, and promoting programs such as internships, flexible work schedules/ telework, and alternative commute and home loan programs.
- **Develop:** The City faces future talent pipeline challenges as many individuals in critical positions will soon be or already are eligible for retirement. OHR will continue to offer learning and development programs that include classes, leadership development academies, and popular events like Career Development Day and Job Shadowing.

#### **Employee Experience**

- **Creating an Exceptional Employee Experience** that supports both organizational performance and individual satisfaction is an increasing core function for OHR. OHR will continue to create a positive experience, support employee work-life balance through engagement and wellness, and continue to innovate and continuously improve with initiatives like the Employee Customer Service Satisfaction Training, Diversity & Inclusion Training, and Employee Recognition Programs.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

## **HUMAN RESOURCES**

### **OHR Excellence**

- Driving Innovation and Collaborating with Departments on various human capital efforts will remain a focus. Data analytics offerings as an opportunity to anticipate future trends retrospectively and make informed decisions about the workforce OHR will continue to fully leverage the human resources information system and other applications with actionable analytics. Another critical component of OHR Excellence centers on financial stewardship. We will continue to streamline processes that gain efficiencies while meeting organizational/customer needs.

### **Program: 21/22 Objectives:**

#### **Human Resources Strategic Support and Partnership**

Provide responsive and innovative leadership, organizational development, employee communication, financial services, and support services for City employees, departments, community partners, and the public to promote individual and organizational excellence.

#### **Employee Benefits & Wellness**

Provide the City's comprehensive benefits and wellness programs, including communication, customer service, and education to employees, retirees, and family members to attract and retain employees, optimize health and productivity, and promote a healthy and supportive work environment.

#### **Equal Employment Opportunity (EEO), Diversity and Inclusion (D&I)**

Foster and promote an inclusive and equal employment work environment for our staff and the diverse community we serve, promote harassment and discrimination-free workplace, investigates EEO complaints, and provides guidance, training, and resources.

#### **Employee Relations**

Promote a high-quality workforce and collaborative relationships between employees, management, and employee organizations. Serve as a strategic partner while providing guidance, training, and recommendations on managing employee performance and conduct issues, contract interpretations, investigates and resolve complaints at the lowest level, and negotiate timely and fiscally responsible agreements.

#### **Human Resources Information Management**

Provide practical and innovative solutions to technology services, workforce information administration, and equitable classification/compensation of positions through the effective governance and oversight of the City's Human Capital Management systems and programs for departments and employees.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**HUMAN RESOURCES**

**Risk Management**

Ensure and protect financial stability by identifying, assessing, monitoring, mitigating, and managing potential exposures to the City’s assets and promoting safety and well-being through education, training, and compliance for both employees and the public.

**Talent Acquisition**

Provide innovative, responsive, fair, and consistent recruitment and selection services to departments, employees, and job applicants to ensure that the City employs, develops, and retains a qualified and diverse workforce that delivers essential services to the public

**Training and Development**

Create, promote, and foster individual and organizational effectiveness for employees by developing and offering an array of innovative and diverse programs supporting the City’s commitment to employee development, regional partnerships, and organizational enrichment. 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 interns of compensation and benefits.

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual</b>	<b>20/21</b>
# of approved Full-Time Equivalents	<b>362</b>	
# of approved Part-Time Equivalents	<b>47</b>	
# of approved Part-Time Equivalents with Mayor and Council	<b>52</b>	

# PUBLIC INFORMATION OFFICE



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Public Information Office</b>					
Expenditures					
Personnel Services	\$ 163,820	\$ 164,764	\$ 133,968	\$ 195,832	46%
Employee Benefits	48,694	54,896	43,942	58,365	33%
Communications & Util.	6,583	11,665	10,235	8,028	-22%
Repair & Maintenance	4,490	17,118	15,434	4,597	-70%
Training & Education	6,527	2,354	30	1,500	4900%
Other Services & Charges	76,040	79,184	132,640	98,039	-26%
Materials & Supplies	14,806	14,803	5,000	5,250	5%
<b>Public Information Total</b>	<b>\$ 320,960</b>	<b>\$ 344,785</b>	<b>\$ 341,249</b>	<b>\$ 371,611</b>	<b>9%</b>

**Public Information Office Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Director of Communications	1	1	1	1
Media Editor	1	1	1	1
Communications 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 2022 BUDGET

**Public Information Office**

**Program Description:**

The Communications department serves as the initial line of external communications to the general public as well as news media outlets. The overarching goal is to exude a positive, productive City of College Park. This includes highlighting our warm, engaging business excellence, efficient city services, a dedicated posture to reduce crime and promote safety, while endorsing our immensely popular hospitality offerings.

The Director of Communications utilizes multiple means of outreach to connect with the general public and media to illuminate the positive city aspects, including: the collegeparkga.com website, email, City Hall's LED signage on Main Street, cloud outreach, social media (Facebook, Twitter, Flickr, Vimeo, and Instagram) in-person briefings, media contacts, etc.

Additionally, the department has been charged with creating the (business development) marketing platform for the city, including conceptualizing print and electronic 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:**

Before the pandemic, the Communications Office would 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:



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Public Information Office**

- 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.

**Performance Measures**

<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 21/22</b>
# of likes on Facebook, twitter page	(appx 2500 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Public Information Office**

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 (\$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 21/22</b>
Video story creation	50
Press Releases	55
Facebook/Twitter Followers	2500
Newsletters	4

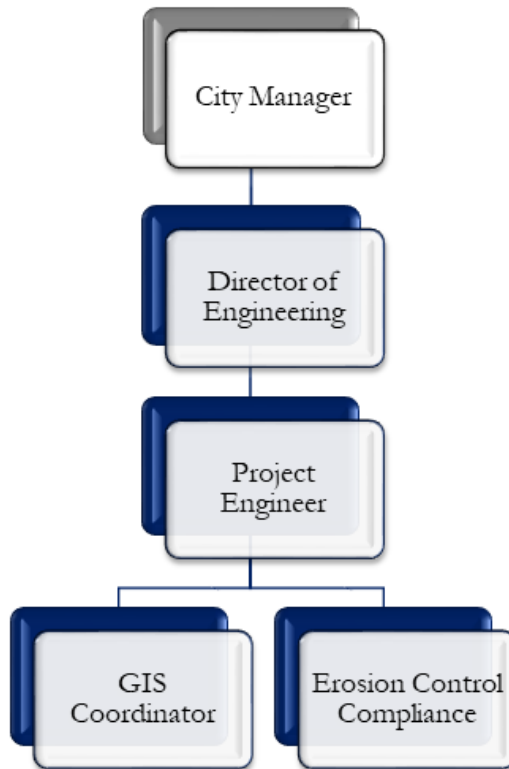
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Public Information Office**

**Program/Service Outcomes: (based on program objectives) Estimated 21/22**

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 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Engineering</b>					
Expenditures					
Personnel Services	\$ 154,613	\$ 48,326	\$ 91,530	\$ 264,166	189%
Employee Benefits	34,369	8,103	22,624	74,720	230%
New Personnel Costs	-	-	-	650	
Communications & Util.	13,083	12,588	14,658	6,311	-57%
Repair & Maintenance	14,673	7,867	6,605	4,879	-26%
Training & Education	595	2,995	2,950	1,500	-49%
Other Services & Charges	19,997	182,575	124,225	70,692	-43%
Materials & Supplies	7,314	6,148	9,450	6,650	-30%
Capital Outlay	-	-	-	25,000	0%
<b>Engineering Total</b>	<b>\$ 244,643</b>	<b>\$ 268,602</b>	<b>\$ 272,042</b>	<b>\$ 454,568</b>	<b>67%</b>

**Engineering Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Engineering Director	1	1	1	1
Project Engineer	-	-	-	1
Erosion Control Compliance	-	-	-	1
GIS/CAD Technician	1	-	-	1
<b>Total Personnel</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>4</b>

\*GIS CAD Technician transferred from Information Technology Department.

\*Project Engineer new position added.

\*Erosion Compliance new position added.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 21/22 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 21-22**  
+300

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

Review site plans with 2 weeks

**Estimated 21-22**  
90%

**Performance Measures**

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

Number of plans submitted during the fiscal year

**Actual 20-21**  
52

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Engineering Department**

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

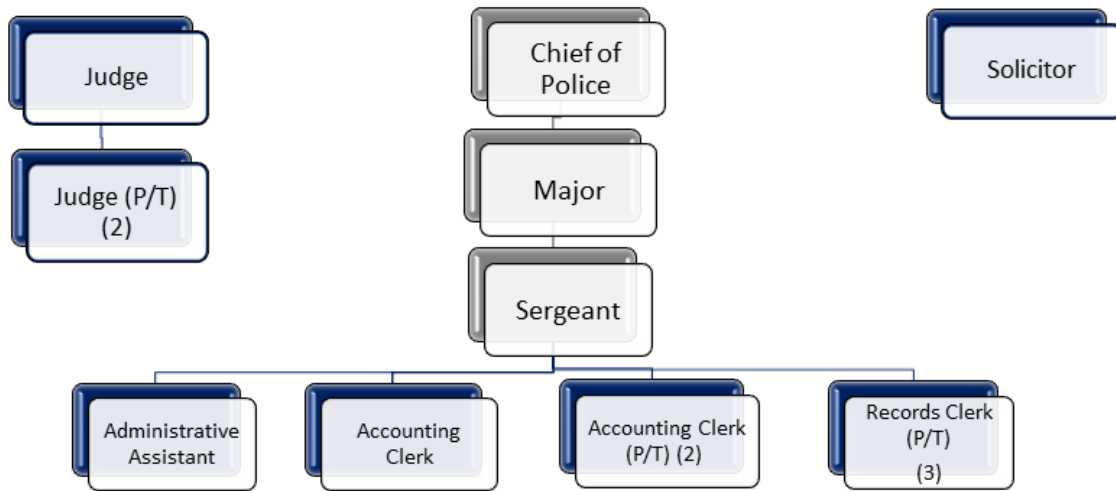
Review site plans within 2 weeks.

**Actual 20-21**  
90%

**Prior Year Highlights:**

- Yorktowne Place Subdivision has restarted on the remaining single-family lots.
- Princeton Village restarted
- Six West roadway entrance and traffic light completed.
- Gateway Office Building II is completed.
- Main Street sidewalk has been designed and is being 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.
- Working on new intersection design at Washington and Rugby Avenues with Georgia Department of Transportation off system funding for traffic safety.

# Municipal Court Organizational Chart





CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Municipal Court</b>					
Expenditures					
Personnel Services	\$ 300,805	\$ 295,189	\$ 270,777	\$ 320,459	16%
Employee Benefits	12,604	14,994	30,504	32,734	7%
Repair & Maintenance	1,020	5,701	8,227	8,332	0%
Training & Education	2,061	1,900	5,900	4,400	-34%
Other Services & Charges	78,941	97,762	90,178	92,349	2%
Materials & Supplies	13,060	12,190	10,620	22,600	53%
Capital Outlay	-	28,700	-	-	0%
<b>Municipal Court Expenditure Total</b>	<b>\$ 408,491</b>	<b>\$ 456,437</b>	<b>\$ 416,206</b>	<b>\$ 480,874</b>	<b>16%</b>

**Municipal Court Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>
<b>Full Time Positions:</b>				
Administrative Assistant	1	1	1	1
Judge	1	1	1	1
Accounting Clerk	1	1	1	1
Solicitor	2	2	2	2
<b>Part Time Positions:</b>				
Accounting Clerk	1	1	1	1
Judge	2	2	2	2
Records Clerk	3	3	3	3
<b>Total Personnel</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 20/21</b>
Court cases handled and citations entered for previous year.	
Court Cases	9,336
Citations	15,246

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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.

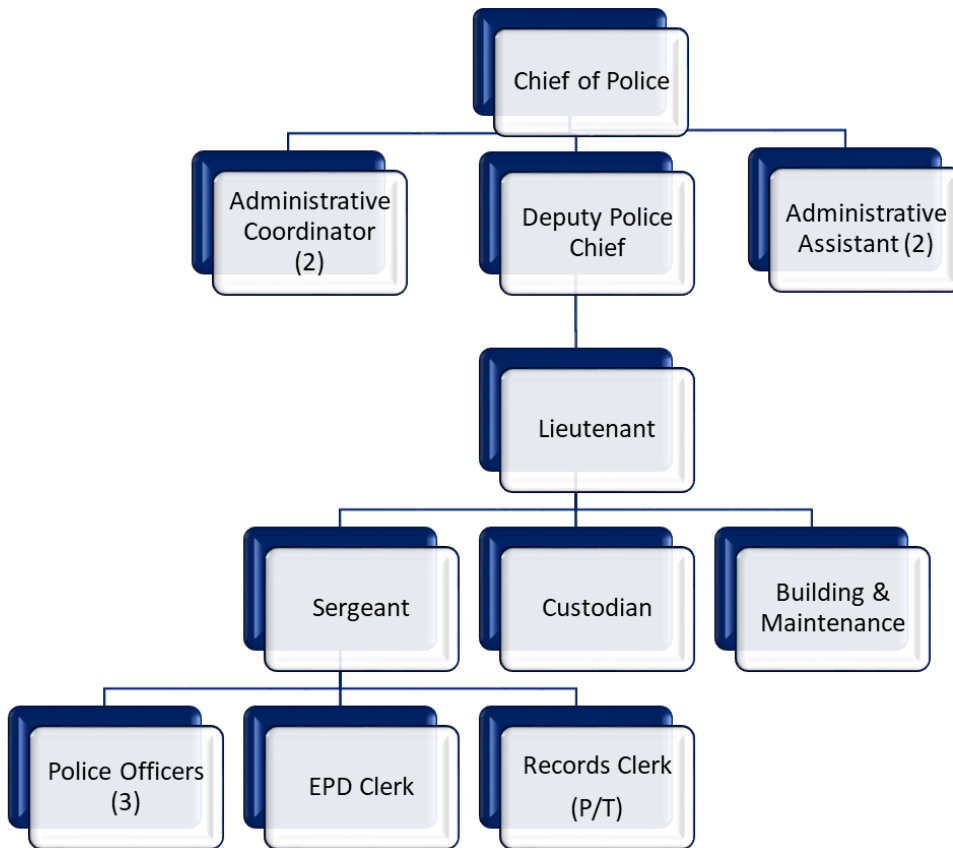
**Prior Year Highlights:**

- 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 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Police Administration</b>					
<b>Expenditures</b>					
Personnel Services	\$ 666,632	\$ 714,782	\$ 702,575	\$ 742,208	6%
Employee Benefits	235,872	279,105	256,700	277,330	8%
Communications & Util.	(69,610)	145,555	193,604	127,001	-34%
Rentals	804	-	-	-	
Repair & Maintenance	34,216	36,602	35,235	35,389	0%
Building Maintenance	121,410	113,136	102,640	87,140	-15%
Training & Education	17,879	16,823	18,675	12,515	-33%
Other Services & Charges	723,554	670,446	472,942	591,794	25%
Materials & Supplies	42,922	68,965	70,527	48,708	-31%
Capital Outlay	-	-	70,000	-	0%
<b>Police Administration Total</b>	<b>\$ 1,773,678</b>	<b>\$ 2,045,414</b>	<b>\$ 1,922,898</b>	<b>\$ 1,922,085</b>	<b>0%</b>

**Police Administration Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>
<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 2022 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**POLICE ADMINISTRATION**

**Performance Measures**

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

	<b>Actual: 20/21</b>
# of community meetings attended	48

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

	<b>Actual: 20/21</b>
Conduct Community Neighborhood Watch meetings, 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
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	College Park 1,323
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**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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**POLICE ADMINISTRATION**

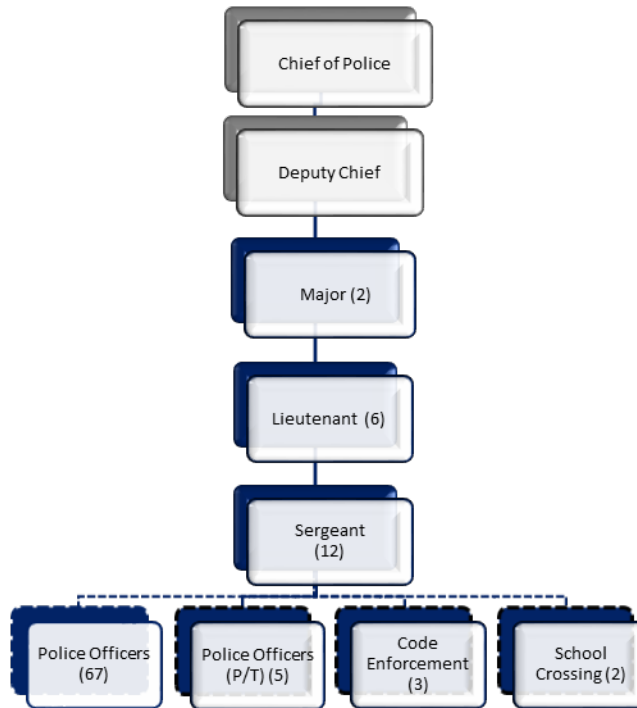
- The Department began tracking open record requests in an effort to assess effectiveness of handling requests and continuous quality improvement of those processes. The demand for filling open record requests has increased significantly over the past several months. Records personnel assets are strained as a result of the increased demand for open record requests fulfillment. All indications are that this trend will continue.

**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 2022 BUDGET

	2019 Actual	2020 Actual	2021 Amended Budget	2022 Adopted	% Change 2021 to 2022
<b>Police Patrol</b>					
<b>Expenditures</b>					
Personnel Services	\$ 4,969,628	\$ 5,042,765	\$ 4,329,834	\$ 4,777,973	10%
Employee Benefits	1,764,227	1,883,285	1,454,687	1,760,696	21%
Communications & Util.	138,912	152,227	147,528	167,020	13%
Repair & Maintenance	331,400	326,021	309,779	349,279	13%
Building Maintenance	2,044	5,690	-	-	0%
Training & Education	21,677	12,350	2,840	24,465	761%
Other Services & Charges	621,768	174,155	410,951	388,256	-6%
Materials & Supplies	325,650	340,955	220,345	283,046	28%
Capital Outlay	1,882,681	9,900	279,108	92,000	0%
Debt Services	198,391	172,561	172,563	172,561	100%
<b>Police Patrol Total</b>	<b>\$10,256,377</b>	<b>\$ 8,119,910</b>	<b>\$ 7,327,635</b>	<b>\$ 8,015,296</b>	<b>9%</b>

**Police Patrol Personnel**

	2019 Actual	2020 Actual	2021 Amended Budget	2022 Adopted
<b>Full Time Positions:</b>				
Major	2	2	2	2
Lieutenant	6	6	6	6
Sergeant	12	12	12	12
Police Officer	67	67	67	67
Code Enforcement	3	3	3	4
<b>Part Time Positions:</b>				
School Crossing Guards	2	2	2	2
Police Officers (Foot Patrol)	5	5	5	5
<b>Total Personnel</b>	<b>97</b>	<b>97</b>	<b>97</b>	<b>98</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 and pandemic 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)**

# of criminal cases charged	<b>Actual: 20/21</b> 12,067
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CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**POLICE PATROL**

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

	<b>Actual: 20/21</b>
# of custodial arrests	2,360
Ensure College Park Uniform Crime Report, Part I crimes are well below (29%) East Point's crime numbers.	<b>East Point</b> 5,190
	<b>College Park</b> 1,491

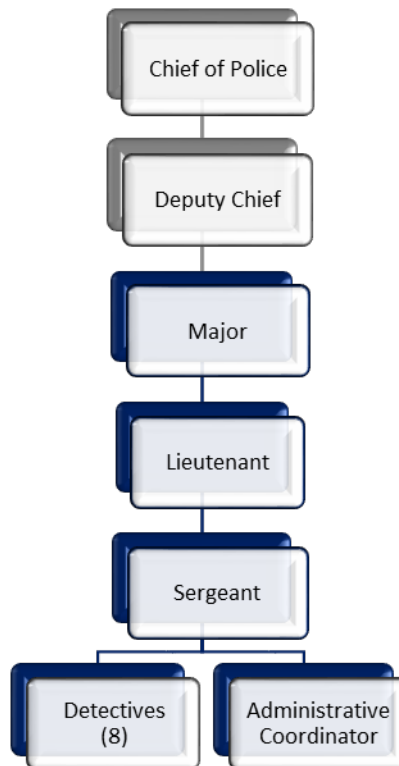
**Prior Year Highlights**

- During 2020, there was a 19% decrease in crime as compared to the prior year.
- 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.

**Goals**

- To continue with the trend of reducing criminal activity, we have set a goal of achieving a 10% reduction in crime for 2021. 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.
- 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.
- Utilize crime reporting and analysis as well as code violations as a means of identifying nuisance businesses and leveraging that data to either encourage compliance or face shutdown. This strategy should further aid in creating a safer community.

# Police Investigations Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Police Investigations</b>					
<b>Expenditures</b>					
Personnel Services	\$ 630,294	\$ 663,738	\$ 686,388	\$ 654,758	-5%
Employee Benefits	244,204	270,373	290,571	261,699	-10%
Communications & Util.	59,987	67,207	85,500	45,240	-47%
Rentals	415	413	-	1,000	0%
Repair & Maintenance	20,644	24,026	30,098	33,729	12%
Training & Education	10,356	3,668	1,080	16,455	1424%
Other Services & Charges	44,045	32,989	41,705	50,926	22%
Materials & Supplies	16,648	14,210	18,875	22,510	19%
Capital Outlay	-	-	26,000	32,500	0%
<b>Police Investigations Total</b>	<b>\$ 1,026,593</b>	<b>\$ 1,076,624</b>	<b>\$ 1,180,217</b>	<b>\$ 1,118,817</b>	<b>-5%</b>

**Police Investigations Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>
<b>Full Time Positions:</b>				
Major	1	1	1	1
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Detectives	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 2022 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 2022 BUDGET

**POLICE INVESTIGATIONS**

**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%

**Program / Service Outcomes: (based on program objectives) FY 21/22**

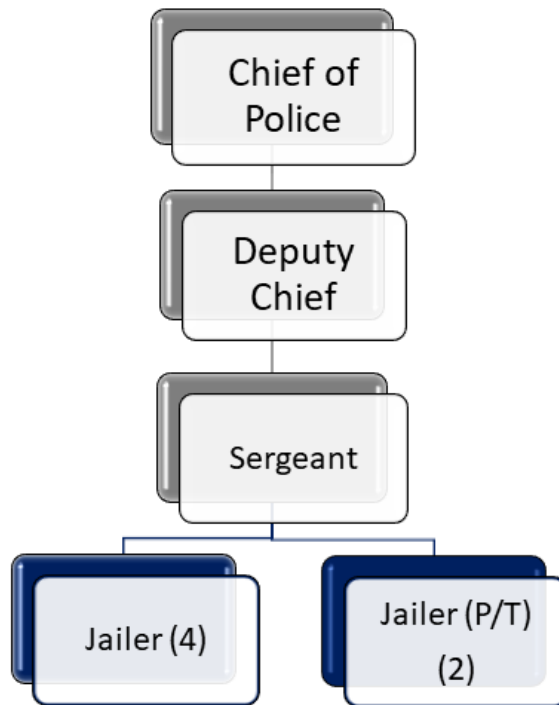
Achieve a 26% clearance rate for property crimes and violent crimes combined. This goal is consistent with the national average. Our overall crime clearance rate is at 43%; a 2% increase over 2017.

**Prior Year Highlights**

- The number of residential burglaries was decreased from 175 the previous year to 146 (a 17% decrease) throughout the city, due to both aggressive patrol efforts and aggressive investigations. We had 57 robbery cases in 2018 compared to 91 in 2017, giving us a 37% decrease. There were 198 motor vehicle theft cases in 2018 compared to 227 in 2016, giving us a 13% decrease.
- There were no reported homicides reported for 2018.
- 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 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Corrections</b>					
<b>Expenditures</b>					
Personnel Services	\$ 181,243	\$ 169,319	\$ 166,722	\$ 162,449	-3%
Employee Benefits	60,799	73,550	74,500	68,850	-8%
Repair & Maintenance	2,518	2,387	9,401	6,051	-36%
Training & Education	64	79	-	-	0%
Other Services & Charges	325,258	189,952	212,667	217,237	2%
Materials & Supplies	5,002	5,277	14,200	15,100	6%
Cost Of Sales	65	37	1,400	700	-50%
<b>Corrections Total</b>	<b>\$ 574,949</b>	<b>\$ 440,601</b>	<b>\$ 478,890</b>	<b>\$ 470,387</b>	<b>-2%</b>

**Corrections Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<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 2022 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>20/21</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>21/22</b>
Continue to reduce prisoner processing time.		30%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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.

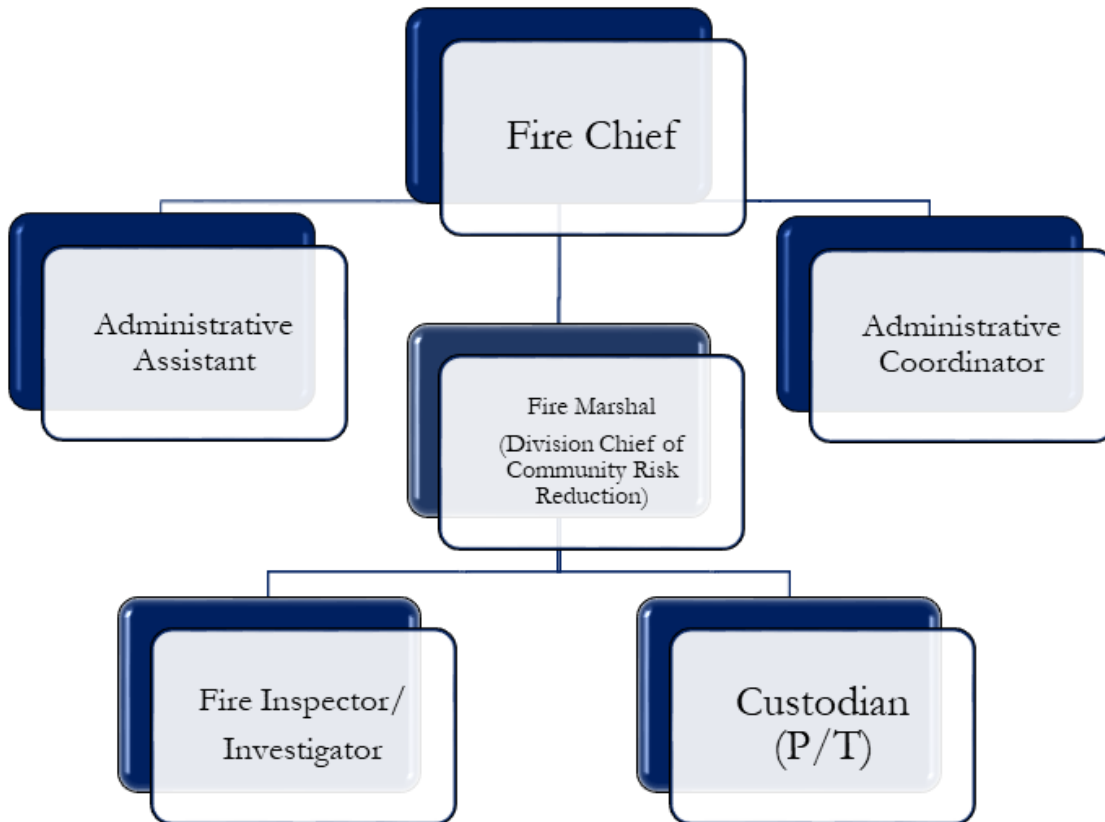
Each jailer was issued a puncture resistant safety vest for improved officer protection.

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 2022 BUDGET

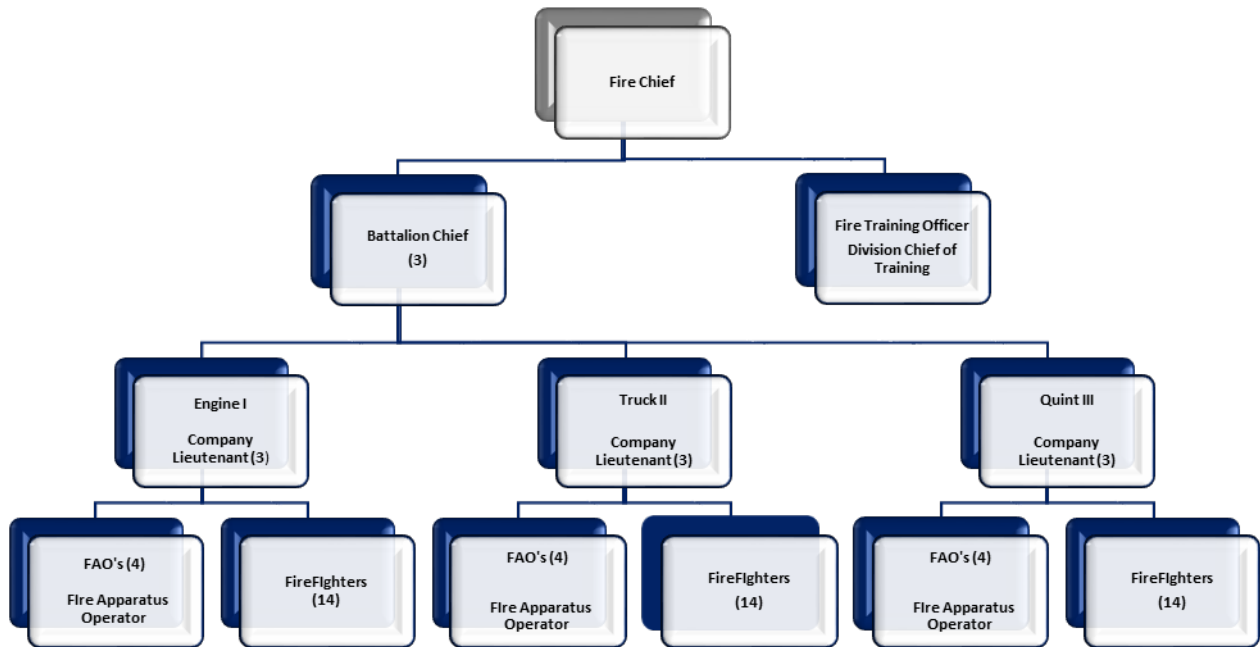
	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Fire Administration</b>					
Expenditures					
Personnel Services	\$ 306,763	\$ 304,015	\$ 284,251	\$ 335,606	15%
Employee Benefits	103,165	104,424	105,626	133,334	21%
Communications & Util.	(37,992)	78,889	123,347	70,702	-74%
Repair & Maintenance	34,775	29,011	37,392	27,053	-38%
Building Maintenance	32,657	40,641	82,470	23,500	-251%
Training & Education	15,513	13,800	3,062	6,932	56%
Other Services & Charges	(7,130)	28,314	36,997	30,872	-20%
Materials & Supplies	18,379	18,428	24,746	5,000	-395%
Cost of Sales	1,639	2,232	4,000	-	0%
Capital Outlay	-	33,991	-	-	0%
<b>Fire Administration Total</b>	<b>\$ 467,768</b>	<b>\$ 653,745</b>	<b>\$ 701,891</b>	<b>\$ 632,999</b>	<b>-10%</b>

**Fire Administration Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 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	1	1
Fire Inspector/Investigator	-	-	-	1
<b>Part Time Positions:</b>				
Records Clerk	1	1	-	-
Custodian	1	1	1	1
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>6</b>

\*Firefighter position reclassified to Fire Inspector position, then transferred to Fire Administration from Fire Suppression Department.

# Fire Suppression Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Fire Suppression</b>					
Expenditures					
Personnel Services	\$ 3,402,820	\$ 3,553,308	\$ 3,689,300	\$ 3,717,384	1%
Employee Benefits	1,336,875	1,443,841	1,346,309	1,411,878	5%
Communications & Util.	51,164	67,036	68,696	84,227	18%
Repair & Maintenance	128,252	125,494	121,108	128,541	6%
Building Maintenance	27	-	-	-	0%
Training & Education	6,307	11,424	8,500	4,000	-113%
Other Services & Charges	117,145	146,893	147,482	169,765	13%
Materials & Supplies	147,325	138,511	122,820	99,900	-23%
Cost of Sales	1,879	1,882	2,000	1,000	-100%
Debt Service	146,319	315,053	315,054	315,053	0%
Capital Outlay	730,495	756,002	-	-	0%
<b>Fire Suppression Total</b>	<b>\$ 6,068,609</b>	<b>\$ 6,559,445</b>	<b>\$ 5,821,269</b>	<b>\$ 5,931,748</b>	<b>2%</b>

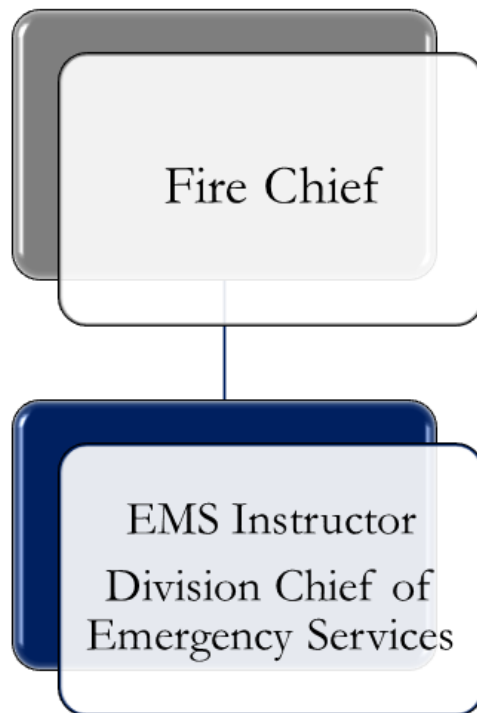
**Fire Suppression Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>
<b>Full Time Positions:</b>				
Battalion Chief	3	3	3	3
Lieutenant	9	9	9	9
Driver Engineer (FAO)	12	12	12	12
Firefighter	42	42	42	41
Fire Training Instructor	1	1	1	1
<b>Total Personnel</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>66</b>

\*Firefighter position reclassified to Fire Inspector position, then transferred to Fire Administration from Fire Suppression Department.



# Emergency Medical Services Organizational Services



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Emergency Medical Services</b>					
Expenditures					
Personnel Services	\$ 58,211	\$ 72,074	\$ 74,846	\$ 73,346	-2%
Employee Benefits	28,679	35,796	31,616	33,392	5%
Communications & Util.	-	2,615	-	-	
Repair & Maintenance	16,642	18,661	15,414	16,015	4%
Training & Education	45,199	46,125	15,044	8,000	-88%
Other Services & Charges	39,913	40,671	32,523	32,827	1%
Materials & Supplies	37,967	58,007	31,800	39,000	18%
Capital Outlay	27,373	-	27,250	-	0%
<b>Emergency Medical Services Total</b>	<b>\$ 253,983</b>	<b>\$ 273,950</b>	<b>\$ 228,493</b>	<b>\$ 202,580</b>	<b>-11%</b>

**Emergency Medical Services Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 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 2022 BUDGET

## **Fire Department**

### **Program Description:**

The purpose of the Fire Department is to reduce the incidence and severity of emergencies. In addition, to provide the highest level of fire and emergency services protection possible. College Park Fire Rescue consists of three (3) primary service areas: Administration that 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 our residents, businesses and visitors. Risk assessment, Emergency management preparedness, and mitigation are primary issues challenging today's fire and emergency service departments. Timely and effective emergency response cannot be achieved without adequate planning and preparedness. Last year, when COVID-19 pandemic struck, the fire service had to change the way we respond to calls and protect ourselves.

### **Program Broad Goals**

#### Office of the Fire Chief/Administration

##### Goals:

1. Revise our Emergency Response Plan for Fire/EMS Operations. Continue to provide a timely and efficient emergency response, with safety as a first priority by keeping all members of our department safe from COVID-19.
2. Filled the position of the Emergency Manager Coordinator, so the city would be better prepared to handle disasters when they occur. Develop a new College Park Emergency Operations plan and guidelines.
3. Improve the department's staffing shortages by creating a Part-Time firefighter program that will fill the department vacancies at a minimum cost.
4. Improve the fire dispatch information from the CAD to our vehicle tablets and laptops. This will allow members of the department to conduct their reports on the scene.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Fire Department**

**Objectives:**

1. Identify the responsibility of the Emergency Manager Coordinator and provide support as needed. Collaborate with the other departments in the city to receive buy in, to support the EMC.
2. Issued tablets to all fire department officers to help improve our communications between divisions in the department.
3. Continue collaborating with Dispatch personnel and work towards improving dispatch process time.
4. Increase the fire department staffing that will allow us to become compliant with the National Fire Protection Agency 1710 (NFPA) standards when responding to structure fires.

**Performance Measures**

1. Develop mutual aid and automatic aid agreements with the sounding municipalities. We should have this completed by August of 2021.
2. Maintain accurate data that captures the time of call and time of dispatch for every incident 90% of the time.
3. Rotate personnel to various shifts that will includes all company officers. This will allow personnel to work with all members of the department.
4. Train 80% of the city employees in CPR. Completed by December 2021.
5. Rotate personnel to various shifts that will includes all company officers. This will allow personnel to work with all members of the department. All supervisors will discuss future events.
6. Update our Standards of Response to form the basis for fiscal planning, resource management, training requirements, and our pre-incident planning process by October 2021.
7. Conduct and evaluate a minimum of one (1) College Park Disaster Preparedness Exercise by December 2021.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Fire Department**

**Fire Suppression**

**Goal**

1. All companies will have the minimum number of personnel assigned to initiate the critical tasks that are outlined in the City of College Parks Standards of Response.

**Objectives**

1. Comply with the validated the Standards of Response.

**Performance Measures**

1. All structural firefighting operations will have a minimum of 22 personnel on scene 100% of the time.
2. Provide training and equipment to ensure all major hazardous materials events will have a minimum of 12 appropriately trained personnel on scene 100% of the time.
3. All EMS incidents will have a minimum of 2 personnel on scene 100% of the time.
4. Explore the cost impact and evaluate the efficacy of the following for potential submission in future budgets: increase the minimum number of on-duty firefighters per shift (work towards NFPA 1710 standards).

**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 via virtual sources. Establish and implement more community- based programs to enhance health awareness and prevention measures.

- Increase health awareness in the community in the wake of the COVID19 pandemic
- Implement Community Para-medicine Program
- Implement an AED awareness program
- Continue employee CPR/AED training program via virtual sources
- Increase Operational involvement in departmental programs

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**Fire Department**

**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 via virtual sources
3. Promote community involvement by promoting the Pulse Point program.
4. Provide timely emergency medical and rescue services.

**Prior Year Highlights**

**THREE YEAR HISTORY OF TRAINING HOURS**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>EMS*</b>	2813	3612	2708

*\*EMS training hour fluctuations were caused by the CORONAVIRUS PANDEMIC.*

**THREE YEAR HISTORY OF TRAINING HOURS**

<b>Year</b>	2018	2019	2020
<b>Fire Training</b>	9216 hours	11,125 hours	6204 hours

*\*Fire training hour fluctuations were caused by the CORONAVIRUS PANDEMIC*

**Training and Support Services**

**Goal:**

1. Assure all member certifications are maintained
2. Increase Strategy and Tactics Training to include a 3<sup>rd</sup> station.
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. Develop virtual training and accountability programs to ensure employees are appropriately trained to safely meet applicable requirements.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**Fire Department**

**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

**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

**Program/Service Output:**

**CPFR THREE YEAR CALL HISTORY**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Fire Calls</b>	1432	1467	1489
<b>EMS Calls</b>	6128	6309	6715
<b>Total Calls</b>	7560	7776	8204

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Fire Department**

**Fire Marshal/Community Risk Reduction**

**Goal:**

Our goal is to streamline the process for individuals or companies wishing to establish businesses in the city. This process will also require coordination and cooperation with the city Inspections Department. The new business will have the ability to schedule certain inspections online, submit plans for approval, and make payments via an electronic means. The goal of the division is an efficient, while safe start-up, that makes them happy they chose College Park as the location for their business.

**Objectives:**

1. Virtual inspections will be an option for many of our lower hazard, lower occupancy businesses. Inspections will be possible using platforms like Zoom, GoToMeetings, and even Facetime. This will not only be more efficient, but safer for everyone. Certain virtual inspections can be conducted by members assigned to Fire & EMS Operations.
2. Documentation of reports, inspections, plan review and other correspondence to be electronic, and available to other city departments.
3. Work with other departments to research guidelines and establish an account/method for tracking money generated by the fire department.
4. Grow our Car Safety Seat Program and establish safe and efficient guidelines for citizens to make a request and have a car seat installed.
5. Fire, Police, and Code Enforcement will develop a program that requires apartment residences be maintained to the highest possible standard. This program will inform residents of the lessor's responsibility to them, as the lessee. With this knowledge, and multiple ways to contact city leaders should this be violated, decreasing the chances of apartment fires.
6. Research and develop fire safety programs that are both in person, as well as virtual. During a time that more children are home alone...fire safety educators must find a way to continue to instill safety in our kids



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**Fire Department**

**Performance Measures:**

1. Work with appropriate College Park departments to streamline our inspection process and increase or proficiency by using new technology.
2. Offering fire safety education classes to citizens in various methods to increase participation. Classes will be offered by traditional methods, as well as being available through video.
3. Convert all fire marshal functions from paper files and documents, to digital form.
4. Increase the database of occupancy fire safety compliance records through an online document management system. All target hazards will report compliance of the buildings fire safety systems.

**Program/Service Output:**

**FIRE AND LIFE SAFETY ACTIVITIES**

<b>Investigations &amp; Inspections 2018-2020</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Investigations (Fire &amp; Code Enforcement)</b>	97	126	68
<b>Inspections (New &amp; Existing Structures)</b>	613	605	318

<b>Plan Reviews 2018-2020</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>New Construction, ADA Life Safety Codes, etc.</b>	220	225	312

<b>Public Education /Fire Safety Education 2018-2020</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Community Presentations, Schools, Fire Prevention Week</b>	47	68	22

<b>Arrests 2018-2020</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Arrests (charges) resulting from arson fires, code violations</b>	14	12	2

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Fire Department**

**Prior Year Highlights**

**Fire Suppression**

Implemented new virtual training platform (Fire Rescue One Academy)  
Strategies and Tactics for Initial Company Officers NFA Class  
Completed Driver Operator II (Aerial Operator Class) (4 new Truck Drivers)  
Administered the Driver Operator I x 2 training, (4 new Engine Drivers)

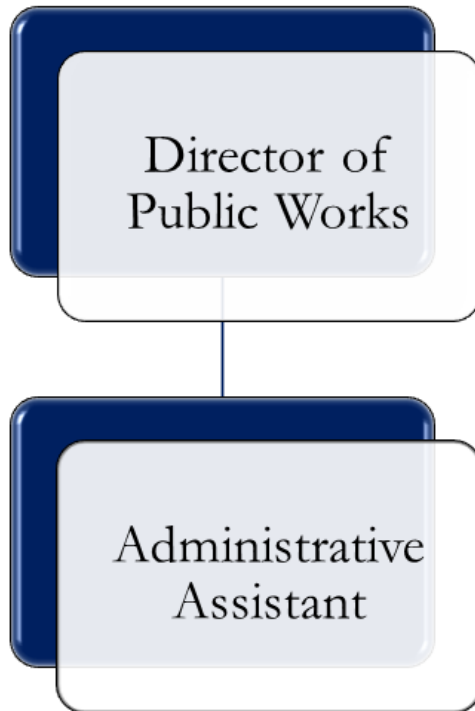
**Emergency Medical Services**

All members in Fire Operations division completed an Emergency Vehicle Operations Course  
2 Firefighters completed training and obtained Paramedic certifications  
4 Members certified in Advanced EMT  
Implemented new virtual training platform (Fire Rescue One Academy)

**Administration**

COVID19 Testing site activated  
Started a Car Seat program, the department distributes and install car new born and infant car seats.  
All Fire Stations Are Safe Havens for mothers who are not able to care for their new born babies. (They can drop their newborns off at the stations) with no questions asked.  
Signed Mutual Aid Agreement with the City of Atlanta  
Signed Mutual Aid Agreement with the South Fulton Cities

# Public Works Administration Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Public Works Administration</b>					
Expenditures					
Personnel Services	\$ 31,902	\$ 35,893	\$ 35,202	\$ 37,221	6%
Employee Benefits	10,863	13,023	9,330	9,702	4%
Communications & Utility	1,198	1,990	3,072	2,540	-17%
Repair & Maintenance	4,190	4,827	5,700	8,160	43%
Training & Education	2,220	1,419	1,950	1,950	0%
Other Services & Charges	12,105	15,238	7,715	3,599	-53%
Materials & Supplies	1,774	560	700	2,645	278%
<b>Public Works Administration Total</b>	<b>\$ 64,252</b>	<b>\$ 72,949</b>	<b>\$ 63,669</b>	<b>\$ 65,817</b>	<b>3%</b>

**Public Works Administration Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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>

\*Position is included in Sanitation Department position count due to funding from Sanitation and Water&Sewer

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 21/22 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 21/22**

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

100%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Public Works / Admin**

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

**Estimated 21/22**

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

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

**Actual 20/21**

Provide leadership and support to the community and address all concerns within a 24 hour period or less.	100%
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**Program/Service Outcomes: (based on program objectives)**

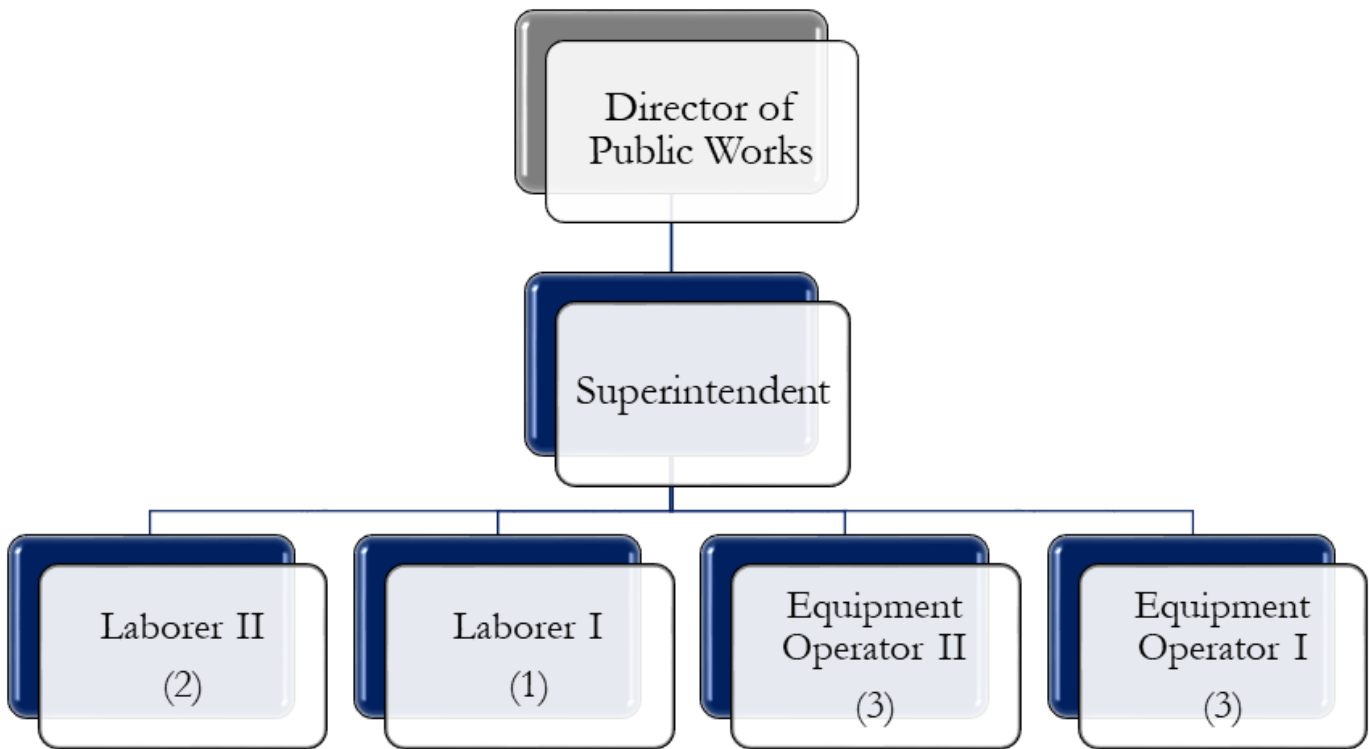
**Actual 20/21**

Coordinate strategic planning and implement Departmental Capital Improvement Projects (CIP)	100%
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**Prior Year Highlights:**

- Applied for and received \$178,808.36 in grant funding through the Georgia Department of Transportation Local Maintenance Improvement Grant to resurface various streets in the City.
- Severed on the community budget review board to determine cost reduction measures for all City departments.
- Severed on the Atlanta Aerotropolis Community Improvement District Regional Litter Control Initiative committee.
- Completed the City annual MS4 report and Storm Water Management Program for submittal to the Georgia’s Environmental Protection Division.
- Completed updating the city’s water model study.
- Severed on several Strategic Planning Committees in order to improve City services and community participation in the vision and mission of the City.
- Conducted monthly department wide meetings and awarded employees of the month in each division.
- Provide employees with the appropriate COVID-19 personal protective equipment needed in order to continue City services during pandemic.
- Completed the annual contract for solid waste disposal.
- Completed the sanitation services survey.
- Completed 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 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<b>Change 2021 to 2022</b>
<b>Highway and Streets</b>					
Expenditures					
Personnel Services	\$ 321,381	\$ 295,420	\$ 282,388	\$ 341,869	21%
Employee Benefits	148,381	150,244	133,229	145,384	9%
Communications & Util.	21,433	24,232	18,632	31,000	66%
Repair & Maintenance	214,244	287,482	151,256	304,311	101%
Building Maintenance	6,400	-	-	-	0%
Training & Education	395	-	-	-	0%
Other Services & Charges	30,281	43,297	58,653	87,237	49%
Materials & Supplies	42,106	42,859	27,578	32,600	18%
Capital Outlay	86,095	-	-	15,000	0%
<b>Highway and Streets Total</b>	<b>\$ 870,715</b>	<b>\$ 843,534</b>	<b>\$ 671,736</b>	<b>\$ 957,401</b>	<b>43%</b>

**Highway and Streets Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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 2022 BUDGET

**Highways and 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 21/22 Objectives:**

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Highways and Streets – Asphalt Operations**

**Performance Measures**

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

**Estimated 21/22  
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.

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

**Estimated 21/22  
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 20/21  
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 20/21  
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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Highways and Streets – Asphalt Operations**

**Prior Year Highlights:**

- Riverdale Road from Global Gateway to Herschel Road Resurfaced
- 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 Ten (10) potholes a Month City wide
- Restored an average of three (3) 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
- Cut and removed a total of 10 falling tree from the right-of way from storm events City wide

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 21/22 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Highways & Streets – Concrete Operations**

**Performance Measures**

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

**Estimated 21/22  
98%**

- Respond to 98% of request or complaints for sidewalks, curbing and driveway apron deficiencies after they are reported within 24 hours.
- 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 21/22  
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 20/21  
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 20/21  
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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Highways & Streets – Concrete Operations**

**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 2022 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 21/22 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 21/22  
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 twenty four (24) 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 2022 BUDGET

**Highways & Streets – Sign Shop Operations**

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

**Estimated 21/22  
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 20/21  
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 20/21  
98%**

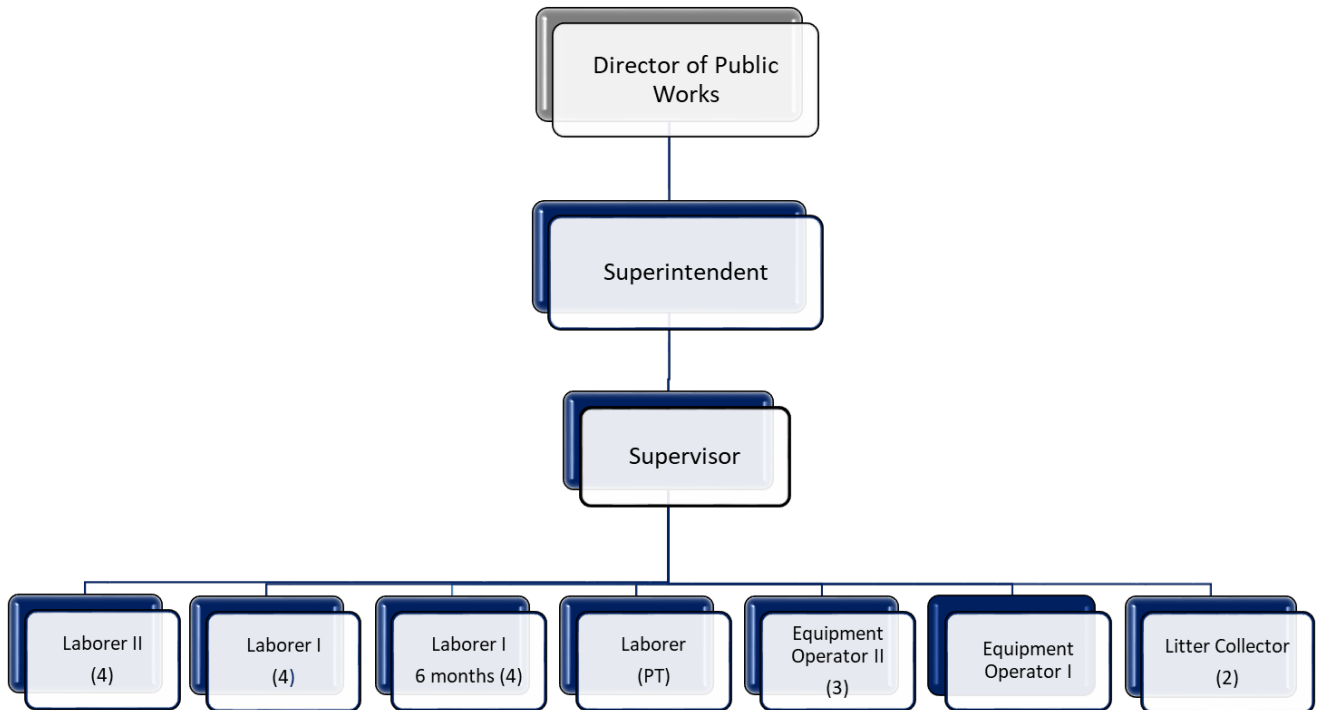
- Restored identified deficiencies for roadway striping, crosswalks, stop bars and other signage within five (5) days after it had been identified.45%
- Completed a comprehensive inventory of signs in the City, noting locations, type, and condition of each signs at least once per year at 20%
- Maintained 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 10% 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 15%
- Restored or reset street signage at an average of four (4) signs per month
- Fabricated and installed an average of (15) signs per year 25%
- Install Words symbol Speed hump ahead City wide for five locations



# Buildings and Grounds Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Building and Grounds</b>					
Expenditures					
Personnel Services	\$ 509,689	\$ 532,584	\$ 491,025	\$ 624,531	27%
Employee Benefits	243,687	258,223	217,610	251,192	15%
Communications & Util.	4,071	4,994	18,838	5,684	-70%
Repair & Maintenance	83,264	74,934	53,538	76,113	42%
Building Maintenance	14,382	11,200	-	1,000	100%
Training & Education	785	2,656	1,000	1,050	5%
Other Services & Charges	74,534	93,880	102,487	111,292	9%
Materials & Supplies	57,651	36,668	50,391	41,400	-18%
Capital Outlay	17,024	50,616	-	-	100%
<b>Building and Grounds Total</b>	<b>\$ 1,005,088</b>	<b>\$ 1,065,756</b>	<b>\$ 934,889</b>	<b>\$ 1,112,262</b>	<b>19%</b>

**Building and Grounds**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Supervisor	1	1	1	1
Laborer II	3	3	3	4
Equipment Operator II	3	3	3	3
Equipment Operator I	1	1	1	1
Laborer I	3	3	3	4
<b>Part Time Positions:</b>				
Litter Collector	2	2	2	2
Laborer	1	1	1	1
Seasonal Positions	4	4	4	4
<b>Total Personnel</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>21</b>

\*Laborer I & II transferred from Parks Department. B&G and Parks Department budget merged in FY2022.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 21/22 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, City parks, 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 21/22</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 2022 BUDGET

**BUILDINGS and GROUNDS**

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

	<b>Estimated 21/22</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 20/21</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

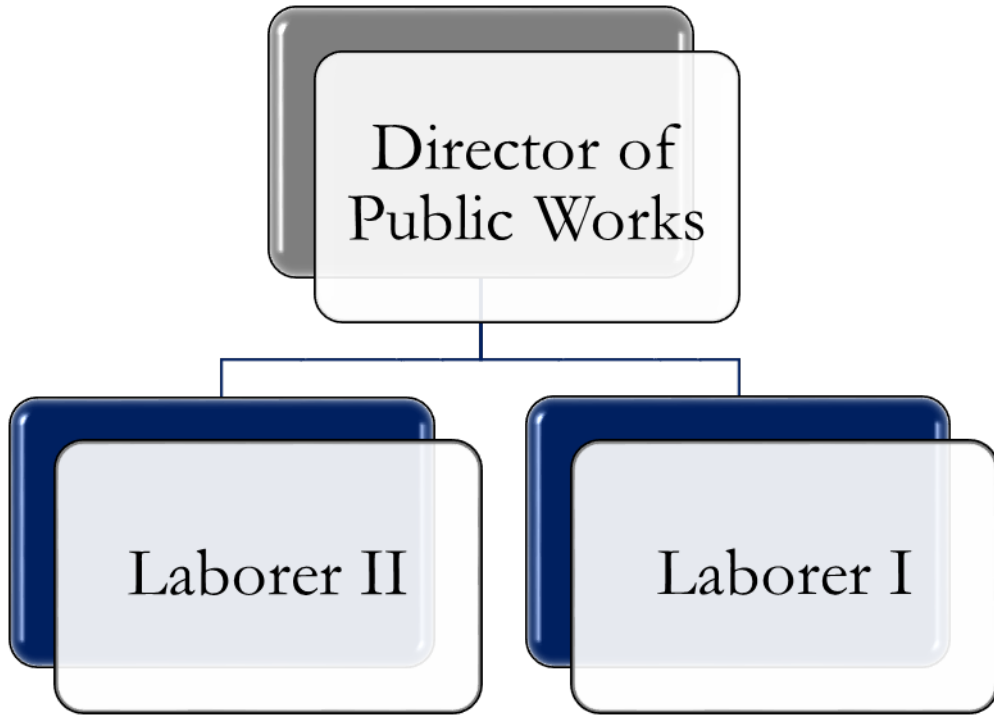
**Program/Service Outcomes: (based on program objectives)**

	<b>Actual 20/21</b>
Customer Service	75%
Workforce Development	50%
Landscape Maintenance	80%
Effective Schedule Management	75%

**Prior Year Highlights:**

- Completed new soccer field at Phillips park
- Continued Chemical mowing program to improve ROW
- Installed new compost to annual color beds.
- Installed new landscape at Zupp Park-By Tennis Courts
- Installed new planters at Red Door Plaza
- Installed trees at Willis Park
- Installed new landscape at Tracy Wyatt Rec center
- Installed new Dogwood trees at City Hall

# Parks Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Parks</b>					
Expenditures					
Personnel Services	\$ 84,294	\$ 77,376	\$ 78,763	\$ -	-100%
Employee Benefits	34,177	37,894	39,286	-	-100%
Communications & Util.	827	-	500	-	-100%
Repair & Maintenance	22,394	37,802	27,124	-	-100%
Building Maintenance	-	-	1,000	-	0%
Training & Education	221	125	900	-	-100%
Other Services & Charges	11,314	2,739	9,003	-	-100%
Materials & Supplies	4,866	2,839	8,100	-	-100%
Capital Outlay	41,427	-	-	-	0%
<b>Parks Total</b>	<b>\$ 199,519</b>	<b>\$ 158,776</b>	<b>\$ 164,676</b>	<b>\$ -</b>	<b>-100%</b>

**Parks Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Laborer I	1	1	1	-
Laborer II	1	1	1	-
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>

\*Laborer I & II transferred to Building & Grounds Department. B&G and Parks Department budget merged in FY2022.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 21/22 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 21/22</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 2022 BUDGET**

**PARKS**

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

	<b>Estimated 21/22</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 20/21</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 20/21</b>
Landscape Maintenance in Parks	100%
Parks Equipment Maintenance	80%
Restroom Management	100%
Drag and Line All Baseball, Football, Soccer and Softball Fields	100%

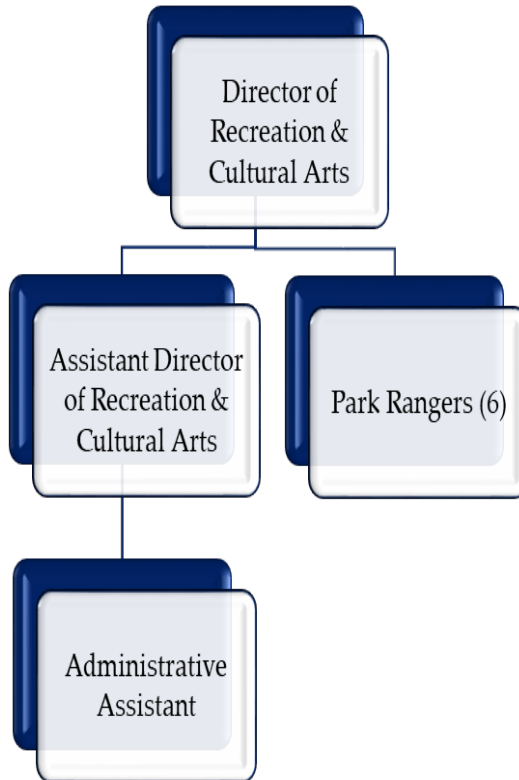
**Prior Year High Lights:**

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



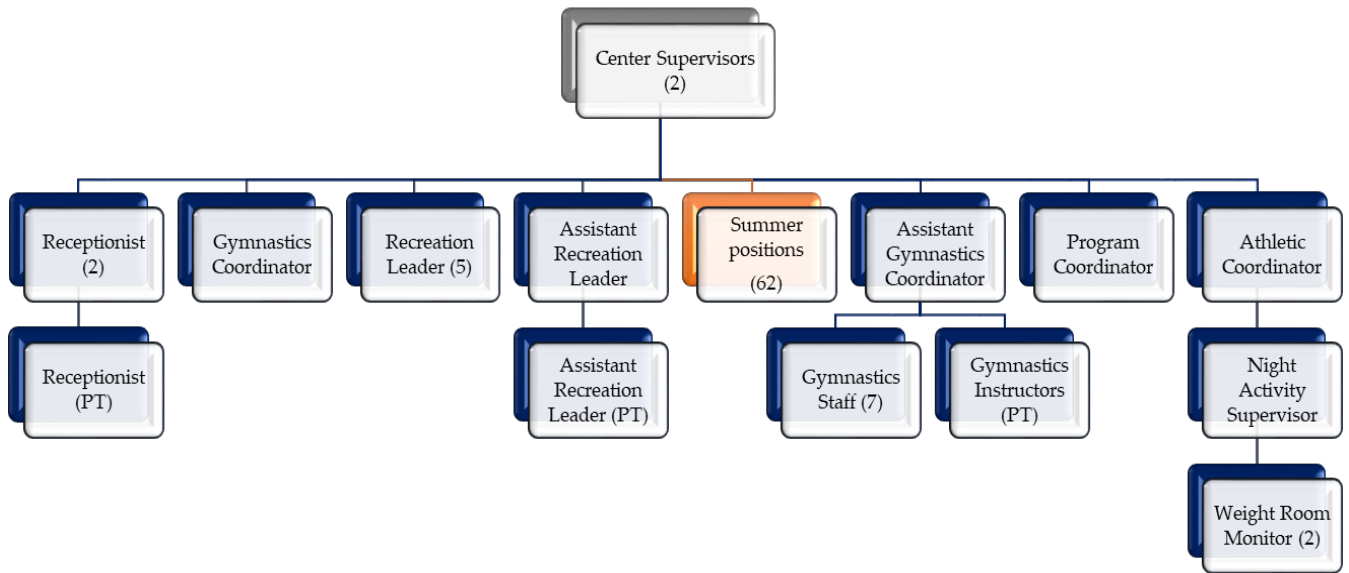
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Recreation Administration</b>					
Expenditures					
Personnel Services	\$ 202,200	\$ 219,266	\$ 253,121	\$ 270,088	6%
Employee Benefits	46,013	33,681	60,414	78,168	23%
Communications & Util.	30,639	20,884	39,858	32,949	-21%
Repair & Maintenance	3,776	3,882	6,700	5,165	0%
Training & Education	3,325	265	-	4,000	0%
Other Services & Charges	6,492	12,278	23,741	37,805	37%
Cost of Sales	828.75	-	-	2,500	0%
Materials & Supplies	3,806	14,275	3,800	8,400	0%
<b>Recreation Administration Total</b>	<b>\$ 297,080</b>	<b>\$ 304,530</b>	<b>\$ 387,634</b>	<b>\$ 439,075</b>	<b>13%</b>

**Recreation Administration Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Director	1	1	1	1
Assistant Director	-	1	1	1
Executive Secretary	1	1	1	1
Park Rangers	-	-	4	6
<b>Total Personnel</b>	<b>2</b>	<b>3</b>	<b>7</b>	<b>9</b>

# Recreation Programs Organizational Chart



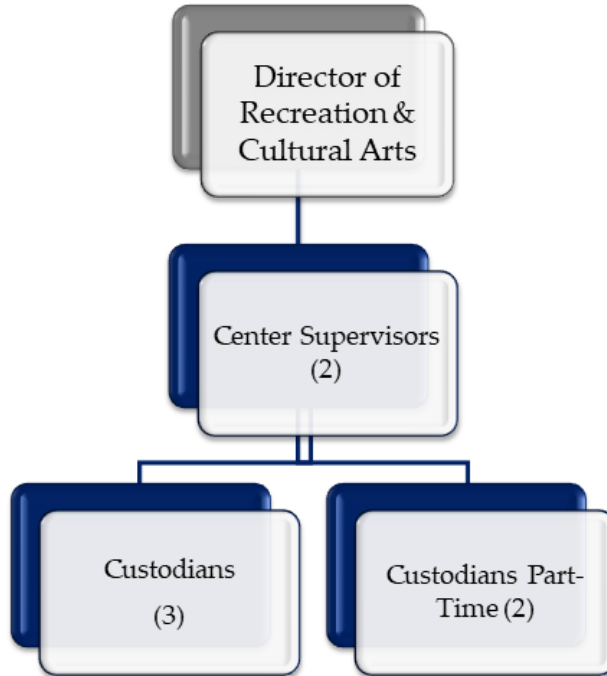
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Recreation Programs</b>					
Expenditures					
Personnel Services	\$ 995,066	\$ 955,415	\$ 564,163	\$ 701,941	20%
Employee Benefits	228,700	253,293	134,211	155,625	14%
Communications & Util.	2,737	-	400	500	0%
Rentals	16,300	12,537	13,000	21,420	39%
Repair & Maintenance	93,292	97,161	69,544	122,503	43%
Building Maintenance	300	8,051	14,700	-	
Training & Education	10,942	9,219	2,958	15,610	81%
Other Services & Charges	430,354	419,477	363,686	269,774	-35%
Materials & Supplies	208,916	131,899	67,618	167,250	60%
Cost of Sales	4,260	14,740	5,650	11,800	52%
Capital Outlay	-	10,780	-	-	0%
<b>Recreation Programs Total</b>	<b>\$ 1,990,866</b>	<b>\$ 1,912,573</b>	<b>\$ 1,235,930</b>	<b>\$ 1,466,423</b>	<b>19%</b>

**Recreation Programs Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>
<b>Full Time Positions:</b>				
Assistant Gymnastic Coordinator	1	1	1	1
Athletic Coordinator	1	1	1	1
Gymnastic Coach	1	1	1	1
Gymnastics Coordinator	1	1	1	1
Program Coordinator	1	1	1	1
Receptionist	2	2	2	2
Recreation Leader	5	5	5	5
<b>Part Time Positions:</b>				
Gymnastic Instructor	1	1	1	1
Gymnastic Staff	7	7	7	7
Receptionist	1	1	1	1
Night Activity Supervisor	1	1	1	1
Weight Room Monitor	2	2	2	2
Assistant Recreation Leader	1	1	1	1
<b>Total Personnel</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

# Recreation Facilities Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Recreation Facilities</b>					
Expenditures					
Personnel Services	\$ 165,475	\$ 171,060	\$ 129,442	\$ 203,525	36%
Employee Benefits	64,677	55,957	49,392	64,313	23%
Communications & Util.	248,367	503,316	355,476	358,444	1%
Rentals	-	618	-	1,000	0%
Repair & Maintenance	7,467	22,192	28,200	31,809	0%
Building Maintenance	243,642	308,390	114,218	188,250	0%
Other Services & Charges	7,965	72,227	13,430	9,104	-48%
Materials & Supplies	153,931	151,530	115,575	125,000	8%
Capital Outlay	67,494	33,137	73,525	10,000	0%
<b>Recreation Facilities Total</b>	<b>\$ 959,018</b>	<b>\$ 1,318,425</b>	<b>\$ 879,258</b>	<b>\$ 991,445</b>	<b>13%</b>

**Recreation Facilities Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Center Director	2	2	2	2
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 2022 BUDGET

**RECREATION AND CULTURAL ARTS**

**Program Description:**

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 2021-22 Objectives:**

Improve by increasing participation in youth and adult recreational & cultural arts programming. Continue to improve and increase the cultural arts activities offered through additional programming 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. Resources to include digital media through online, website, social media, billboard marketing, and including new streaming video outreach for programming through Zoom and other video outlets to reach those citizens who cannot participate in person. To set up standard operating procedures for the department to help set with consistency for staff and centers. Create standard programming contracts and volunteer contracts to have consistency

**Performance Measures**

Survey the participants in the recreational and cultural arts program after each program to receive feedback to help modify and improve the services provided. To have all registration for programming for recreation and cultural arts programming online to streamline and help track enrollment, communicate to participants and create financial reports. Have all staff set goals and evaluate their goals and achievement yearly.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**RECREATION AND CULTURAL ARTS**

**Program Goals and Objectives:**

Continue to offer high quality recreation and cultural arts 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 programming to promote outreach to the community and to collaborate these outreach programs with other departments. Cultural Art programming to include adults and youth.

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 and how it ties to the City's strategic goal of "Quality of Life".

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 senior 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 and look to unique programming to include circus arts, poetry events, feature artist and youth cultural art programming.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**RECREATION AND CULTURAL ARTS**

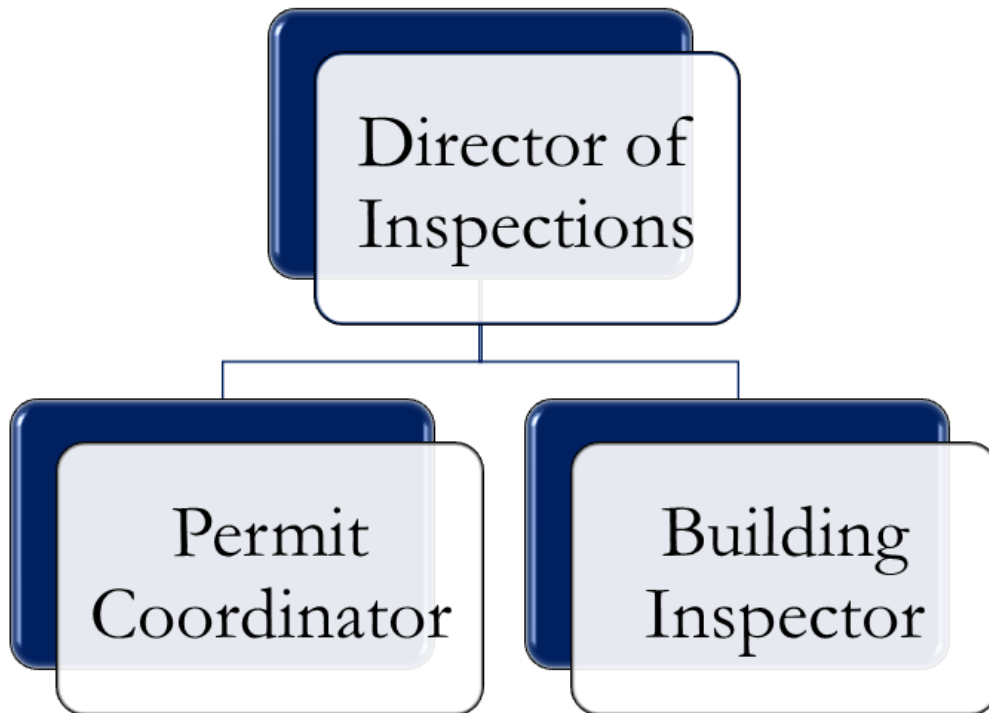
**Prior Year Highlights:**

- 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 interior improvement at the Brady along a new Kompan playground. The parking lot at Brady was resurface.
- Youth basketball continued its dominance with district and state victories.
- Created “pop-up” events in various areas of the community to create more outreach and activity at Brady Center. Events to include a senior drive up Thanksgiving Luncheon. Rekindle event which included a strings band on the lawn and an art walk.
- Volleyball continues to grow and dominated during their season.
- Guitar lessons along with piano lessons thrived at the Wyatt and Conley Centers.
- Hosted a virtual events to include Light Up College Park in December, Santa Drive By and in February Black History Month event.
- Senior Line Dancing class continues to grow and perform at local events.
- Girl Scouts troop remain and has become active again through this year.
- During this year due to COVID-19 programming at all the center was not a typical normal. Programming was limited but did continue at the recreation centers. AT the Hugh C. Conley Recreation Center a variety of programs included use of the weight room, College Park Gymnastics, youth baseball, instructional football, Ferguson Performance Fitness, Ferguson Karate Studio and Cambridge Tutoring Services. The College Park Municipal Golf Course continued to stay open during the pandemic. At Tracey Wyatt Recreation center the computer lab and weight room stayed open with reserving time spots. Girls and boys recreational basketball season highlighted at both the Wyatt and Brady Recreation Center.
- 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 to promote and educate the participants about the genetic disease Cystic Fibrosis.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

- Added new programming at the Auditorium to include circus art, poetry readings and youth speaking events.
- To continue to apply for Community Block Development Grant through Fulton County to continue to improvement to facilities and parks in the City of College Park. Applied for Fulton County Art Grant to look for funding to restoring the College Park Auditorium to highlight the facility and utilize as the Cultural Arts Center for College Park.
- A \$77,000 rock wall was built at the Wyatt Recreation Center donated by 1Climb/Eldorado Wall in partnership with Kai Lightner and Kevin Jorgenson.
- Due to COVID-19 the yearly day camp and pools were not offered.
- A \$ 564,000 award from Fulton County was awarded to the City of College Park to build a Splash Pad at Phillips Park.

# Inspections Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Inspections</b>					
Expenditures					
Personnel Services	\$ 245,297	\$ 192,095	\$ 183,752	\$ 186,557	2%
Employee Benefits	72,193	56,672	59,110	57,596	-3%
Communications & Util.	24,927	20,452	17,304	11,948	-31%
Repair & Maintenance	15,484	17,064	18,283	174,589	855%
Building Maintenance	3,000	5,200	-	-	0%
Training & Education	18,886	10,705	16,950	15,900	-6%
Other Services & Charges	156,312	128,986	121,842	125,074	3%
Materials & Supplies	12,363	8,789	11,285	9,000	-20%
Capital Outlay	-	-	-	-	0%
<b>Purchasing Total</b>	<b>\$ 548,462</b>	<b>\$ 439,964</b>	<b>\$ 428,526</b>	<b>\$ 580,664</b>	<b>36%</b>

**Inspections Personnel**

<b>Full Time Positions:</b>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Council Adopted</u>
Director of Inspections	1	1	1	1
Senior Building Inspector	1	1	1	1
Permit Coordinator	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 2022 BUDGET

**Inspections**

**Program Description:**

The Inspections department increases public awareness on the value of building codes.

**Trends:**

Even with the slow economy, inspections have remained steady on building and all trade permits for Commercial and Residential.

**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 21/22 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

**Estimated 21/22**  
100%

**Performance Measures**

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

Permits Issued

**Actual 20/21**  
1118

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

Direct amount of “face to face” contact with customers

**Actual 20/21**  
80%

**Prior Year Highlights: NA**

# Economic Development Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Economic Development</b>					
Expenditures					
Personnel Services	\$ 201,911	\$ 178,977	\$ 238,637	\$ 199,103	-20%
Employee Benefits	44,546	42,659	65,392	54,316	-20%
Communications & Util.	9,973	11,126	10,962	12,158	10%
Repair & Maintenance	3,760	4,739	3,703	4,599	19%
Training & Education	20,779	32,989	5,600	12,208	54%
Other Services & Charges	159,313	27,819	14,265	11,952	-19%
Materials & Supplies	5,007	16,633	300	4,470	93%
<b>Economic Development Total</b>	<b>\$ 445,288</b>	<b>\$ 314,941</b>	<b>\$ 338,859</b>	<b>\$ 298,806</b>	<b>-13%</b>

**Economic Development Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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	1
<b>Total Personnel</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 21/22 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 2022 BUDGET

**Economic Development Department & BIDA**

**Performance Measures**

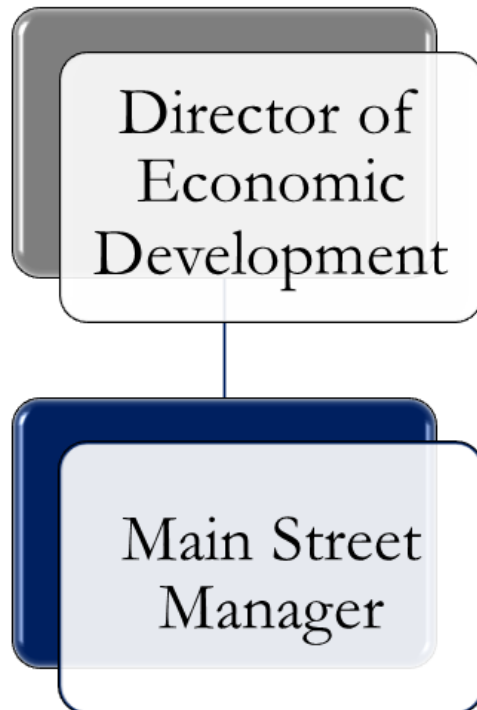
**Program/Service Outcomes: (based on program objectives)**

	<b>Estimated 21/22</b>
Hotel/Motel Avg Occupancy Rate	50%
# Existing Business Visits	6%
Net New Business Licenses Issued	5%
Ribbon Cutting Ceremonies	6%

**Prior Year Highlights:**

- During FY21 BIDA completed the district plan for the Six West Development, entitled the project area, and completed the DRI for the entire development.
- The Marriot AC opened October 2020.
- Hawthorne Station development residential development is under construction to build up to 300 single-family homes.

# Main Street Development Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 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	\$ 39,162	\$ 59,932	\$ 60,097	\$ 60,097	100%
Benefits	8,036	12,421	12,655	14,716	100%
Communications & Util.	4,659	4,158	3,787	5,635	49%
Repair & Maintenance	-	28	284	393	0%
Building Maintenance	3,460	3,335	1,820	-	-100%
Training & Education	10,449	10,209	6,875	7,800	13%
Other Services & Charges	26,271	69,655	59,056	77,176	31%
Materials & Supplies	2,753	913	2,450	2,450	0%
<b>Main Street Expenditure Total</b>	<b>94,789</b>	<b>160,651</b>	<b>147,024</b>	<b>168,267</b>	<b>14%</b>

**Main Street Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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 2022 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 21/22 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 2022 BUDGET

**Economic Development | Main Street**

**Prior Year Highlights:**

During 2020-21, the Main Street organization worked with existing property owners and city staff to complete the parklet proposal to city and GDOT officials which will aid businesses with additional seating to serve their customers post issues arising from the hit of the pandemic. Also created, the ReKindle Art & Music event that aided in fundraising efforts for a second mural to be erected in the Main Street program area. Collectively over \$30,000 was raised between these two initiatives.

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 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Multi Departmental Costs Total</b>					
Expenditures					
Other Services & Charges	\$ 14,458	\$ 166,697	\$ 128,526	\$ 381,724	197%
Communications & Util.	-	100	-	-	0%
Materials & Supplies	195	15,840	1,122	-	-100%
Operating Transfers Out	782,450	409,463	753,883	850,400	13%
Accounting Charges	-	-	-	-	0
<b>Multi Departmental Costs Total</b>	<b>797,103</b>	<b>592,099</b>	<b>883,531</b>	<b>1,232,124</b>	<b>39%</b>

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
General Fund Total					
Revenue Totals	\$35,251,838	\$31,762,070	\$ 30,791,532	\$32,473,296	
Expenditure Totals	34,277,131	33,509,805	30,791,532	32,473,296	
<b>General Fund Net Revenues/(Expenditures)</b>	<b>\$ 974,707</b>	<b>(1,747,735)</b>	<b>-</b>	<b>-</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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.

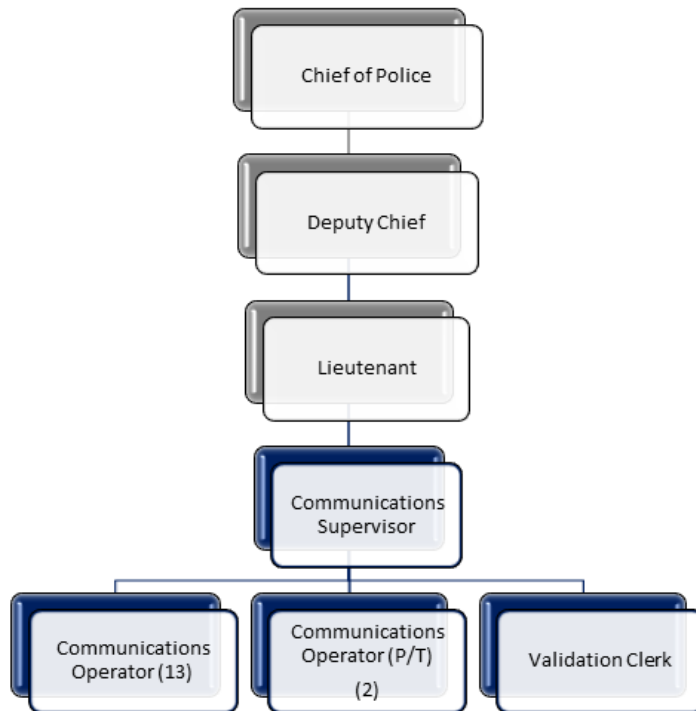
**Newton Estates Improvement Fund:**

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 2022 BUDGET

	2019 Actual	2020 Actual	2021 Amended Budget	2022 Adopted	% Change 2021 to 2022
<b>E911 Communications Fund</b>					
Revenue					
Other Income	\$ 392,309	\$ 371,101	\$ 480,000	\$ 373,280	-22%
Interest	-	-	-	-	0%
Operating Transfers In	481,248	-	515,869	579,099	12%
<b>E911 Communications Revenue Total</b>	<b>873,557</b>	<b>371,101</b>	<b>995,869</b>	<b>952,379</b>	<b>-4%</b>
Expenditures					
Personnel Services	534,408	510,497	534,835	524,916	-2%
Employee Benefits	221,673	235,367	200,913	231,543	15%
Communications & Util.	66,923	86,741	88,864	95,864	8%
Repair & Maintenance	6,374	1,840	3,154	23,183	635%
Building & Maintenance	149	-	-	-	
Training & Education	3,480	3,574	1,253	7,475	497%
Other Services & Charges	19,598	24,452	43,801	26,548	-39%
Materials & Supplies	2,828	1,665	3,049	7,850	157%
Contingencies	-	-	120,000	-	-100%
Capital Outlay	-	-	-	35,000	0%
<b>E911 Communications Expenditures</b>	<b>855,433</b>	<b>864,137</b>	<b>995,869</b>	<b>952,379</b>	<b>-4%</b>
<b>E911 Communications Net Revenues/ (Expenditures)</b>	<b>\$ 18,124</b>	<b>\$ (493,036)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**E911 Personnel**

	2019 Actual	2020 Actual	2021 Amended Budget	2022 Adopted
<b>Full Time Positions:</b>				
Communications Supervisor	1	1	1	1
Communications Operator	13	13	13	13
Vaidation Clerk	1	1	1	1
<b>Part Time Positions:</b>				
Communications 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  
FISCAL YEAR 2022 BUDGET

**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**

<b>Program / Service Outputs: (goods, services, units produced):</b>	<b>Actual 20/21</b>
Calls Received –	41,521 - 911
Calls Handled –	98,215 - Police 6,682 - Fire/EMS

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**E911 COMMUNICATIONS**

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

- 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 2022 BUDGET

	2019 Actual	2020 Actual	2021 Amended Budget	2022 Adopted	% Change 2021 to 2022
<b>Confiscated Drugs Fund</b>					
Revenues					
Other Income	\$ -	\$ 22,182	\$ 10,000	\$ 10,000	0%
<b>Confiscated Drugs Revenue Total</b>	<b>-</b>	<b>22,182</b>	<b>10,000</b>	<b>10,000</b>	<b>0%</b>
Expenditures					
Rentals	\$ -	\$ -	\$ -	\$ -	0%
Training & Education	3,156	3,125	5,000	5,000	100%
Other Services & Charges	7,074	956	1,000	3,000	200%
Materials & Supplies	-	2,975	4,000	2,000	0%
<b>Confiscated Drugs Expenditure Total</b>	<b>10,230</b>	<b>7,056</b>	<b>10,000</b>	<b>10,000</b>	<b>0%</b>
<b>Confiscated Drugs Net Revenues/ (Expenditures)</b>	<b>\$ (10,230)</b>	<b>\$ 15,126</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	2019 Actual	2020 Actual	2021 Amended Budget	2022 Adopted	% Change 2021 to 2022
<b>State Drugs Fund Revenue</b>					
Revenues					
Other Income	\$ (7,953)	\$ -	\$ -	\$ -	0%
Intergovernmental	50,487	-	-	-	0%
Interest	451	-	-	-	0%
Budget Carryforward	-	-	14,000	121,400	0%
<b>State Drug Revenue Total</b>	<b>42,985</b>	<b>-</b>	<b>14,000</b>	<b>121,400</b>	<b>0%</b>
Expenditures					
Rentals	\$ 545	\$ 867	\$ -	\$ -	0%
Training & Education	1,710	6,277	5,000	5,000	100%
Other Services & Charges	16,355	6,669	4,000	4,000	0%
Materials & Supplies	-	-	5,000	5,000	0%
Capital Outlay	-	-	-	107,400	0%
<b>State Drug Expenditure Total</b>	<b>18,610</b>	<b>13,813</b>	<b>14,000</b>	<b>121,400</b>	<b>0%</b>
<b>State Drug Net Revenues/ (Expenditures)</b>	<b>\$ 24,375</b>	<b>\$ (13,813)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Special District Tax Fund</b>					
Revenues					
Taxes	\$ 115,894	\$ 149,438	\$ 371,650	\$ 410,050	10%
Other Income	263	-	-	-	0%
Interest	-	-	-	-	0%
Budget Carryforward	-	-	-	-	0%
<b>Special District Tax Revenue Total</b>	<b>116,157</b>	<b>149,438</b>	<b>371,650</b>	<b>410,050</b>	<b>10%</b>
Expenditures					
Other Services & Charges	-	-	-	-	0%
Operating Transfers Out	105,000	121,650	371,650	410,050	10%
<b>Special District Tax Expenditure Total</b>	<b>105,000</b>	<b>121,650</b>	<b>371,650</b>	<b>410,050</b>	<b>10%</b>
<b>Special District Tax Fund Total</b>	<b>\$ 11,157</b>	<b>\$ 27,788</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Hospitality Fund</b>					
Revenues					
Taxes	\$13,494,063	\$10,310,510	\$ 8,163,502	\$11,242,732	38%
Other Income	208	-	-	-	0%
Interest	13,943	-	-	-	0%
Budget Carryforward	-	-	2,010,631	-	0%
<b>Hospitality Revenue Total</b>	<b>13,508,214</b>	<b>10,310,510</b>	<b>10,174,133</b>	<b>11,242,732</b>	<b>11%</b>
Expenditures					
Other Services & Charges	2,532,480	1,801,345	1,458,617	4,163,650	185%
Operating Transfers Out	9,934,071	12,894,907	8,715,516	7,079,082	-19%
<b>Hospitality Expenditure Total</b>	<b>12,466,551</b>	<b>14,696,252</b>	<b>10,174,133</b>	<b>11,242,732</b>	<b>11%</b>
<b>Hospitality Net Revenue/(Expenditures)</b>	<b>\$ 1,041,664</b>	<b>\$ (4,385,742)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Car Rental Tax Fund</b>					
Revenues					
Taxes	\$ 7,261,065	\$ 4,675,896	\$ 400,000	\$ 1,400,000	250%
Interest	17,688	-	300	-	0%
Budget Carryforward	-	-	3,886,102	2,171,538	
<b>Car Rental Revenue Total</b>	<b>7,278,753</b>	<b>4,675,896</b>	<b>4,286,402</b>	<b>3,571,538</b>	<b>-17%</b>
Expenditures					
Other Services & Charges	6,630	-	7,500	7,500	0%
Operating Transfers Out	2,278,940	3,592,800	4,278,902	3,564,038	-17%
Capital Outlay	539,212	-	-	-	0%
Debt Service	-	-	-	-	0%
<b>Car Rental Expenditure Total</b>	<b>2,824,782</b>	<b>3,592,800</b>	<b>4,286,402</b>	<b>3,571,538</b>	<b>-17%</b>
<b>Car Rental Net Revenues/(Expenditures)</b>	<b>\$ 4,453,971</b>	<b>\$ 1,083,096</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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.

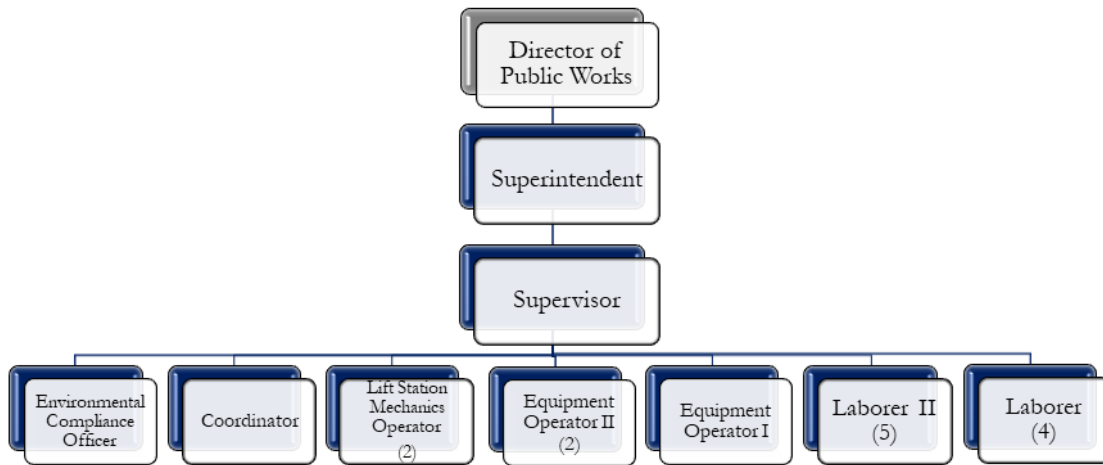
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>SPLOST Fund</b>					
Revenues					
Taxes	\$ 248,475	\$ 239,331	\$ 170,000	\$ 249,060	0%
Interest	469	954	-	-	0%
Operating Transfers	-	200,000	174,000	-	
<b>SPLOST Revenue Total</b>	<b>248,944</b>	<b>440,285</b>	<b>344,000</b>	<b>249,060</b>	<b>-28%</b>
Expenditures					
Other Services & Charges	\$ 24,387	\$ 66,000	\$ -	\$ 249,060	0%
Capital Outlay	40,247	-	344,000	-	100%
<b>SPLOST Expenditure Total</b>	<b>64,634</b>	<b>66,000</b>	<b>344,000</b>	<b>249,060</b>	<b>-28%</b>
<b>SPLOST Net Revenues/Expenditures</b>	<b>\$ 184,310</b>	<b>\$ 374,285</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>TSPLOST Fund</b>					
Revenues					
Operating Transfers In	\$ 34,458	\$ -	\$ -	\$ -	0%
<b>TSPLOST Revenue Total</b>	<b>34,458</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Expenditures					
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%
<b>TSPLOST Expenditure Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ -</b>	<b>0%</b>
<b>TSPLOST Net Revenues/ (Expenditures)</b>	<b>\$ 34,458</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>235- TSPLOST Fund</b>					
Revenues					
Taxes	\$ 2,336,811	\$ 2,266,793	\$ 2,000,000	\$ 2,268,247	0%
Interest	523	-	-	-	
<b>TSPLOST Revenue Total</b>	<b>2,337,334</b>	<b>2,266,793</b>	<b>2,000,000</b>	<b>2,268,247</b>	<b>0%</b>
Expenditures					
Operating Transfers Out	\$ 34,458	\$ -	\$ -	\$ -	0%
Capital Outlay	490,254	1,928,459	2,000,000	2,268,247	
<b>TSPLOST Expenditure Total</b>	<b>524,712</b>	<b>1,928,459</b>	<b>2,000,000</b>	<b>2,268,247</b>	<b>0%</b>
<b>TSPLOST Net Revenues/ (Expenditures)</b>	<b>\$ 1,812,622</b>	<b>\$ 338,334</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Water and Sewer Department Organizational Chart





**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Water and Sewer</b>					
Revenues					
Charges For Services	\$ 9,662,957	\$ 8,414,159	\$ 9,024,251	\$ 9,038,468	0%
Other Income	-	-	-	-	0%
Interest	15,150	23,094	2,054	-	0%
<b>Revenue Total</b>	<b>9,678,106</b>	<b>8,437,253</b>	<b>9,026,305</b>	<b>9,038,468</b>	<b>0%</b>
Expenditures					
Personnel Services	798,122	750,949	724,139	835,771	13%
Employee Benefits	234,161	283,200	302,452	349,912	14%
Communications & Util.	96,429	97,797	82,755	81,176	-2%
Rentals	10,833	34,650	8,000	8,000	0%
Repair & Maintenance	440,912	673,031	558,142	507,585	-10%
Building Maintenance	19,583	5,265	5,000	5,000	0%
Training & Education	25,056	14,739	23,800	22,300	-7%
Other Services & Charges	471,338	299,513	696,894	348,507	-100%
Materials & Supplies	53,680	42,473	35,660	42,160	15%
Cost Of Sales	5,837,053	5,615,136	5,300,000	5,832,000	9%
Operating Transfers Out	75,555	75,555	184,326	-	-100%
Capital Outlay	160,315	330,086	54,108	20,000	-171%
Debt Service	943,825	980,699	1,051,029	986,057	-7%
<b>Water &amp; Sewer Expenditure Total</b>	<b>9,166,863</b>	<b>9,203,093</b>	<b>9,026,305</b>	<b>9,038,468</b>	<b>0%</b>
<b>Adjustments</b>					
Depreciation Expenses	799,677	837,022	-	-	0%
Capital Outlay	(160,315)	(330,086)	-	-	0%
Debt Service	(619,942)	(680,111)	-	-	0%
	<b>19,420</b>	<b>(173,175)</b>			<b>0%</b>
<b>Water and Sewer Net Revenues (Expenditures)</b>					
	<b>\$ 491,824</b>	<b>\$ (592,665)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**Water and Sewer Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
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	2	2	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	4	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 2022 BUDGET

**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 21/22 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 21/22</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  
FISCAL YEAR 2022 BUDGET

**Water and Sewer Division – Water Administration**

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

	<b>Estimated 21/22</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 20/21</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 20/21</b>
Effective Asset Management	50%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	80%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Water and Sewer Division – Water Administration**

**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
- Performed meter and electronic radio transmitter (ERT) change outs associated with the city’s AMI Project

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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 21/22 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 21/22</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 2022 BUDGET

**Water and Sewer Division–Water and Sewer Compliance**

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

	<b>Estimated 21/22</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 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

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

	<b>Actual 20/21</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
- Provided oversight of the city’s Sanitary Sewer Evaluation Study involving cleaning and CCTV of the sanitary sewer system

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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 21/22 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 21/22</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 2022 BUDGET

**Water and Sewer Division – Wastewater Maintenance**

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

	<b>Estimated 21/22</b>
Effective Asset Management	70%
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 20/21</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 20/21</b>
Effective Asset Management	50%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	80%

**Prior Year Highlights:**

- Rebuilt Pump(s) #2, and #3 at the S.E. Lift Station
- Unclogged sanitary sewer mains (CITYWIDE)
- Check problem sanitary sewer mains (CITYWIDE)
- Replaced motor for pump#3 at S.E. Lift Station
- Located 32 manholes, Repaired 0 manholes (CITYWIDE)
- SSES Program CCTV sewer mains (CITYWIDE)



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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 21/22 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 21/22</b>
Water Meter Replacement	250
Leak Detection (Reported Leaks)	10
Fire Hydrant Repair/Replacement	15
Valve Vacuum/Exerciser	22
Valve Insertion	5
Water Main Replacement (LF)	1,200
Elevated Tank Maintenance	2
Water Pump Station Maintenance/Repair	2

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Water and Sewer Division–Water Distribution Maintenance**

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

	<b>Estimated 21/22</b>
Effective Asset Management	60%
Customer Service	100%
Workforce Development	80%
Financial Viability and Enhanced Communication	70%

**Performance Measures**

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

	<b>Actual 20/21</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

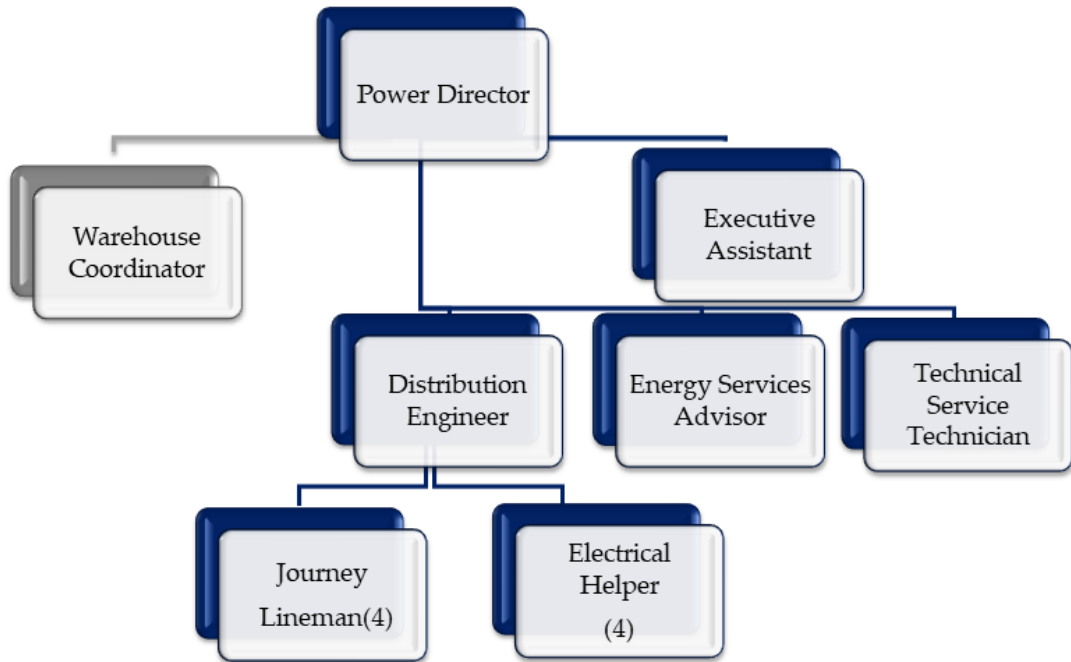
**Program/Service Outcomes: (based on program objectives)**

	<b>Actual 20/21</b>
Effective Asset Management	25%
Customer Service	100%
Workforce Development	85%
Financial Viability and Enhanced Communication	50%

**Prior Year Highlights:**

- Installed new 8-inch water main from John Calvin Ave to Simmons Ave

# Power Line Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Electric Line</b>					
Revenues					
Charges For Services	\$ 27,384,910	\$ 28,386,134	\$ 35,856,381	\$ 38,420,000	7%
Penalties	397,701	458,274	590,000	450,000	-24%
Leases & Other Rent	115,244	123,575	126,000	125,000	-1%
Commissions	27,977	27,173	22,000	12,000	-45%
Other Income	512,762	376,153	2,998,560	500,400	-83%
Interest	122,062	61,124	35,000	1	0%
Budget Carryforward	-	-	96,136	-	0%
<b>Electric Line Revenue Total</b>	<b>28,560,656</b>	<b>29,432,434</b>	<b>39,724,077</b>	<b>39,507,401</b>	<b>-1%</b>
Expenditures					
Personnel Services	769,061	769,427	759,598	814,780	7%
Employee Benefits	248,207	266,362	249,215	280,010	12%
Communications & Util.	152,336	153,006	172,078	169,688	-1%
Rentals	543	972	3,000	3,000	0%
Repair & Maintenance	674,129	745,205	709,350	828,942	17%
Building Maintenance	4,992	776	7,400	7,400	0%
Training & Education	61,009	57,171	59,600	59,600	0%
Other Services & Charges	897,162	896,595	1,773,238	1,922,140	8%
Materials & Supplies	120,713	93,233	150,271	151,175	1%
Cost Of Sales	25,490,740	27,589,637	30,801,000	30,801,000	0%
Accounting Charges	58,200	625	64,400	64,400	0%
Operating Transfers Out	1,333,003	1,110,544	115,182	200,000	74%
Debt Service	-	-	-	50,000	0%
Capital Outlay	2,647,499	1,913,568	3,495,060	2,635,000	-25%
<b>Electric Line Expenditure</b>	<b>32,457,595</b>	<b>33,597,122</b>	<b>38,359,392</b>	<b>37,987,135</b>	<b>-1%</b>
<b>Other Fund Departments (Shown Separately)</b>					
Electric Warehouse	102,942	125,714	109,781	111,687	0%
Electric Meter	248,436	230,356	255,577	242,954	-5%
Electric Customer Service	1,331,000	1,099,403	999,327	1,165,625	0%
<b>Total</b>	<b>1,682,377</b>	<b>1,455,472</b>	<b>1,364,685</b>	<b>1,520,266</b>	<b>11%</b>
<b>Adjustments</b>					
Depreciation Expense	881,868	919,618	-	-	0%
Capital Outlay	(2,647,499)	(1,938,613)	-	-	0%
	<b>(1,765,630)</b>	<b>(1,018,995)</b>			<b>0%</b>
<b>Electric Line Net Revenues/(Expenditures)</b>	<b>\$ (3,813,686)</b>	<b>\$ (4,601,166)</b>	<b>\$ -</b>	<b>\$ -</b>	

**Electric Line Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Power Director	1	1	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>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 8,300 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Power Department – Line Division**

**Program 21/22 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 Sheraton Hotel
- Install 40 new decorative lights at the Lakeshore Drive sidewalk project
- Upgrade traffic signals at Leslie & Main
- Upgrade traffic signals at Global Gateway & Riverdale Road
- Upgrade traffic signals at Godby Road & Scofield Road
- Upgrade traffic signals at Riverdale Road & I85N
- Upgrade traffic signals at Riverdale Road & I85S
- Add additional street lighting
- Provide underground service and lighting to the proposed Hawthorne Station subdivision
- Provide underground service and lighting to the proposed 6 West subdivision
- Provide underground service and lighting to the proposed W. Fayetteville subdivision
- Provide underground service and lighting to the proposed 6 Point homes on Fairway Drive
- Begin infrastructure installation on Rhodes St. and for the 6 West development
- Complete circuit extensions for the expansion of the ATL Data Center
- Provide underground service for the Project Diamond multi family apartments and retail

**Performance Measures**

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

Complete all projects as planned within the budget constraints.

**Estimated 21/22**  
20

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

Maintain projects at or below budget projections.

**Estimated 21/22**  
5%

**Performance Measures**

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

Complete projects as budgeted

**Estimated 21/22**  
7

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Power Department – Line Division**

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

Maintain projects at or below budget projections

**Estimated 21/22**  
6%

**Performance Measures**

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

Goals of project completion.

**Actual 20/21**  
7%

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

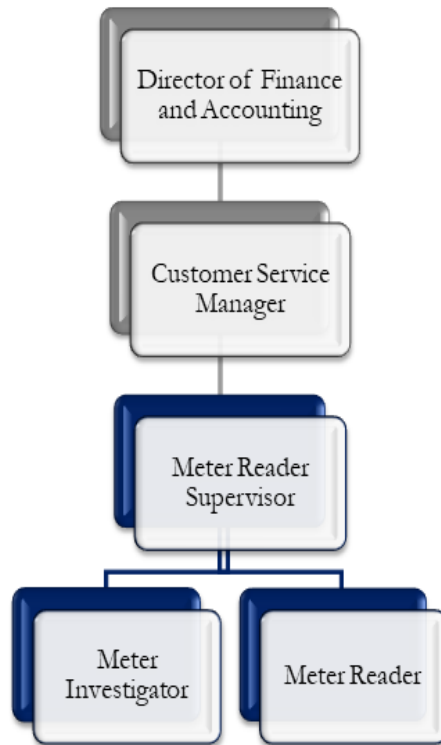
Maintain projects at or below budget projections

**Actual 20/21**  
7%

**Prior Year Highlights:**

- Completed the LED conversion of LED streetlights throughout the City
- Provided new underground services to the Princeton Village housing expansion
- Provided new underground services to the Hanover homes
- Began construction of 4 new power circuits for the expansion of the ATL Data Center
- Began installing additional street lights throughout the City for increased safety
- Replaced underground primary service to the Diplomat apartments

# Power Meter Reading Organizational Chart





CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Electric Meter</b>					
Expenditures					
Personnel Services	\$ 144,226	\$ 139,095	\$ 124,590	\$ 126,933	2%
Employee Benefits	60,552	49,464	50,341	53,817	7%
Communications & Util.	5,007	9,095	2,100	3,792	81%
Repair & Maintenance	15,703	18,362	21,151	13,345	-37%
Training & Education	-	-	3,500	-	-100%
Other Services & Charges	13,067	8,213	9,314	10,362	11%
Materials & Supplies	9,881	6,127	18,581	8,705	-53%
Capital Outlay	-	-	26,000	26,000	
<b>Electric Meter Expenditure Total</b>	<b>\$ 248,436</b>	<b>\$ 230,356</b>	<b>\$ 255,577</b>	<b>\$ 242,954</b>	<b>-5%</b>

**Electric Meter Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<b>Full Time Positions:</b>				
Meter Reader Supervisor	1	1	1	1
Meter Investigator	1	1	1	1
Meter Reader	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 2022 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 21/22 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 21/22**  
98%

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

Completed projects within budget constraints.

**Estimated 21/22**  
5

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Power Department– Meter Division**

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

Read all meters and completed service orders on a timely basis.

**Actual 20/21**  
90%

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

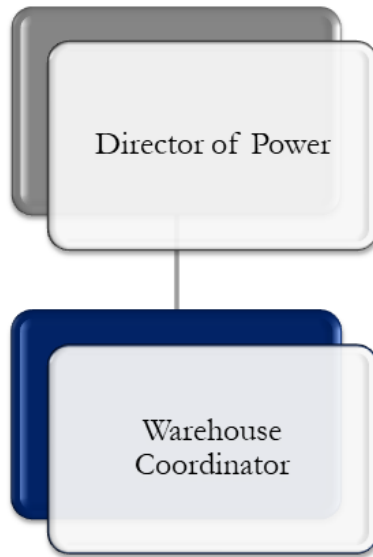
Completed projects within budget constraints.

**Actual 20/21**  
3

**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 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Electric Warehouse</b>					
Expenditures					
Personnel Services	\$ 46,821	\$ 49,097	\$ 49,456	\$ 49,462	0%
Employee Benefits	21,904	24,525	26,366	27,168	3%
Communications & Util.	2,933	2,707	5,124	5,124	0%
Repair & Maintenance	8,972	6,203	12,810	13,704	7%
Building Maintenance	3,307	2,597	2,700	2,700	0%
Training & Education	159	-	400	400	0%
Other Services & Charges	17,917	14,851	11,775	11,979	2%
Materials & Supplies	930	688	1,150	1,150	0%
Vehicles	-	25,045	-	-	0%
<b>Warehouse Expenditure Total</b>	<b>\$ 102,942</b>	<b>\$ 125,714</b>	<b>\$ 109,781</b>	<b>\$ 111,687</b>	<b>2%</b>

**Electric Warehouse Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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 2022 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.

**Performance Measures**

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

**Estimated 21/22**

# of Budgeted Capital Projects/Programs

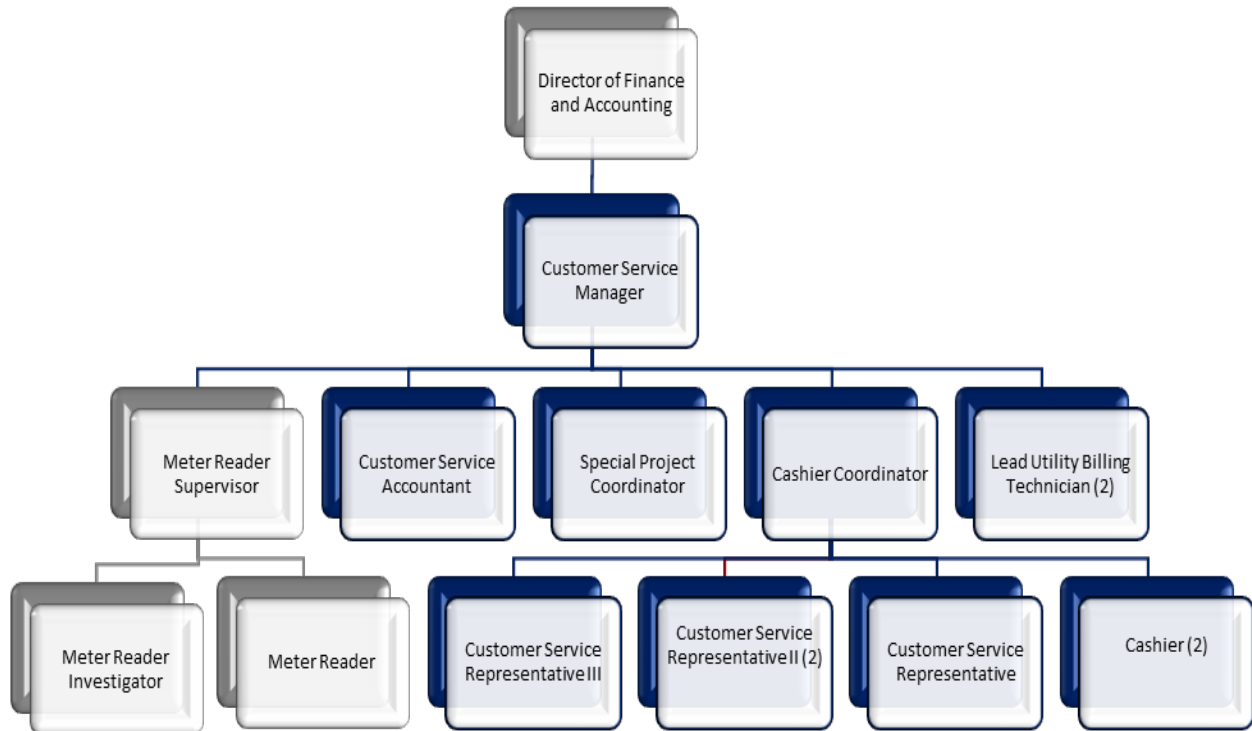
**Power Department – Warehouse Division**

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Prior Year Highlights:**

- Prepared monthly reports in a timely manner.
- Performed and prepared and 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 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Electric Customer Service</b>					
Personnel Services	\$ 470,208	\$ 472,667	\$ 497,310	\$ 504,415	1%
Employee Benefits	191,097	211,981	185,603	210,658	13%
Communications & Util.	34,758	38,671	43,067	43,339	1%
Repair & Maintenance	25,917	21,557	66,739	34,541	-48%
Training & Education	5,737	750	3,055	6,455	111%
Other Services & Charges	279,853	230,958	108,758	236,307	117%
Materials & Supplies	90,618	121,343	87,795	126,910	45%
Accounting Charges	232,813	1,475	7,000	3,000	-57%
Capital Outlay	-	-	-	-	
<b>Customer Service Expenditure Total</b>	<b>\$ 1,331,000</b>	<b>\$ 1,099,403</b>	<b>\$ 999,327</b>	<b>\$ 1,165,625</b>	<b>17%</b>

**Customer Service Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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 2022 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 21/22 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)**

**Estimated 21/22**

Bill all Existing and new account

160,000

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Power Department – Customer Service**

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

	<b>Estimated 21/22</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 20/21</b>
Bill all Existing and new accounts	147,278
Total dollars billed	\$25,000.000

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

	<b>Actual 20/21</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



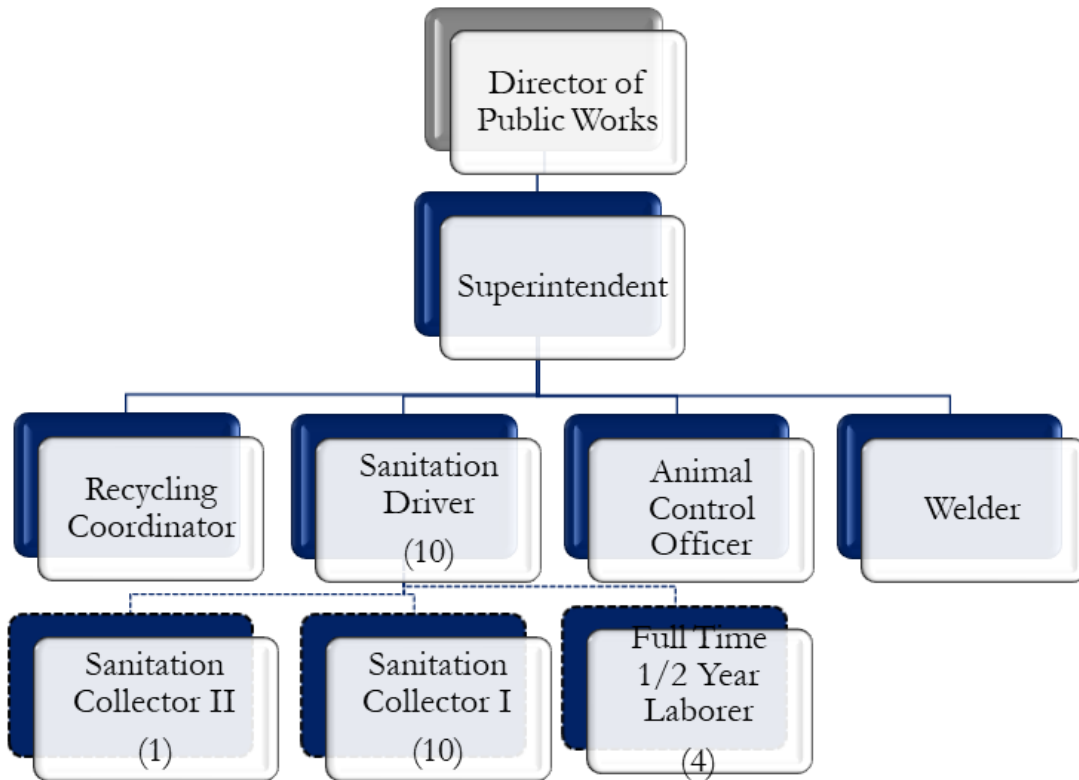
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Golf Course Fund</b>					
Revenues					
Leases & Other Rent	\$ -	\$ 1,836	\$ 33,000	\$ 3,000	-91%
Charges For Services	-	152,711	129,592	183,062	41%
Other Income	-	4,226	8,750	1,500	-83%
Sales	-	24,405	43,579	33,500	-23%
Operating Transfers In	-	218,807	118,014	271,301	130%
<b>Golf Course Fund Revenue Total</b>	<b>-</b>	<b>401,985</b>	<b>332,935</b>	<b>492,363</b>	<b>48%</b>
Expenditures					
Personnel Services	\$ -	\$ 147,515	\$ 175,218.00	\$ 184,593	5%
Employee Benefits	-	30,983	37,182	42,978	16%
Communications & Utilities	-	2,696	6,460	13,000	101%
Rentals	-	932	6,570	25,988	296%
Repair & Maintenance	43,821	124,011	24,288	72,350	198%
Training & Education	-	999	900	700	-22%
Other Services & Charges	-	8,449	19,610	45,004	129%
Materials & Supplies	-	11,966	16,900	13,850	-18%
Cost of Sales	-	16,399	26,800	22,500	-16%
Building Maintenance	3,831	46,286	5,930	10,000	69%
Capital Outlay	-	-	-	35,000	0%
Debt Service	-	-	13,077	26,400	102%
<b>Golf Course Fund Expenditure Total</b>	<b>47,652</b>	<b>390,236</b>	<b>332,935</b>	<b>492,363</b>	<b>48%</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>\$ (88,725)</b>	<b>\$ (29,325)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**Golf Course Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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>-</b>	<b>-</b>	<b>6</b>	<b>6</b>

# Sanitation Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Sanitation Fund</b>					
Revenues					
Charges for Services	\$ 2,821,040	\$ 2,834,053	\$ 2,588,054	\$ 3,200,400	24%
Other Income	60,398	68,523	8,500	4,000	-53%
Interest	2	-	-	-	0%
Budget Carryforward	-	-	-	-	0%
<b>Sanitation Fund Revenue Total</b>	<b>2,881,440</b>	<b>2,902,577</b>	<b>2,596,554</b>	<b>3,204,400</b>	<b>23%</b>
Expenditures					
Personnel Services	\$ 953,111	\$ 1,000,371	\$ 939,084	\$ 1,075,030	14%
Employee Benefits	225,590	412,648	364,618	411,729	13%
Communications & Util.	21,350	21,684	23,686	20,204	-15%
Repair & Maintenance	285,632	393,660	166,967	172,893	4%
Building Maintenance	7,176	5,626	1,000	2,000	100%
Training & Education	819	2,264	3,035	3,160	4%
Other Services & Charges	125,730	146,965	370,542	414,226	12%
Materials & Supplies	134,327	111,629	78,300	90,800	16%
Cost of Sales	563,856	737,118	614,000	729,000	19%
Transfers Out	69,229	100,000	-	-	0%
Capital Outlay	216,185	376,325	-	45,000	0%
Debt Service	62,703	63,376	35,322	240,358	0%
<b>Sanitation Fund Expenditure Total</b>	<b>\$ 2,665,707</b>	<b>\$ 3,371,666</b>	<b>\$ 2,596,554</b>	<b>\$ 3,204,400</b>	<b>23%</b>
<b>Audit Adjustments</b>					
Depreciation Expense	131,066	158,853	-	-	
Capital Outlay	(216,185)	(376,325)	-	-	
Debt Service	(60,305)	(60,639)	-	-	
	<b>(145,425)</b>	<b>(278,111)</b>			
<b>Sanitation Net Revenues/ (Expenditures)</b>	<b>\$ 361,158</b>	<b>(190,978)</b>	<b>\$ -</b>	<b>\$ -</b>	

**Sanitation Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>
<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	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>29</b>	<b>29</b>	<b>29</b>	<b>29</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Sanitation Department/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:**

Due to the pandemic animal control has seen an increase in the number of pet abandon within 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	<b>Actual 21/22</b>
Citations Issued	29
Live animal pickups	178
Dead animal removal	1,212

**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 (1) two Potentially Dangerous Dog Registrations at 2301 Godby Road
- Found and returned over 105 lost or missing pets to owners



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Sanitation Department /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 50% of worn containers

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Sanitation Department/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 2022 BUDGET

**Sanitation Department /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. Due to the pandemic, people are working from home garbage collection has doubled in some areas.

**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:**

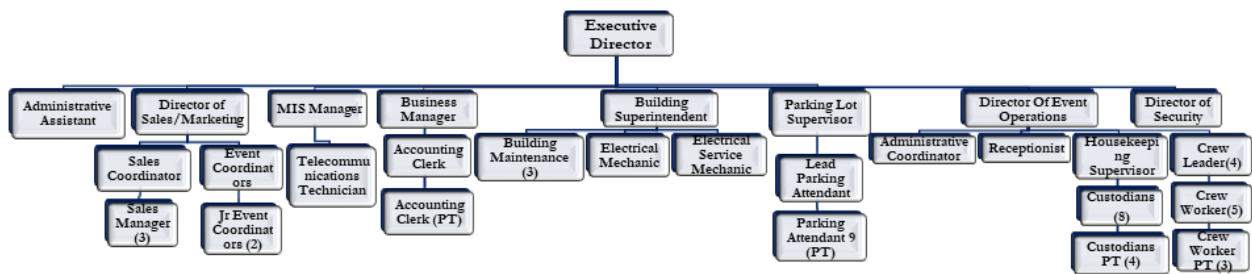
<b>Residential Routes</b>	<b>(Maintained)</b>
Homes	100%
Commercial Hand Pickups	100%
Illegal Dump Sites	100%

**Prior Year Highlights:**

- Removed over 12,235 tons of trash
- May Cleanup Month
- Cleared (100) 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 2022 BUDGET

# Georgia International Convention Center Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Convention Center</b>					
<b>Revenues</b>					
Charges for Sevices	\$ 8,604,019	\$ 7,668,538	\$ 7,663,000	\$ 6,935,000	-10%
Rentals and Commissions	255,114	207,739	265,000	225,000	-15%
Other Income	140,729	127,314	100,000	109,100	9%
Interest	10,968	7,376	3,000	3,000	0%
OperatingTransfers In	<u>7,355,051</u>	<u>7,458,350</u>	<u>6,213,150</u>	<u>2,472,164</u>	-60%
<b>Convention Center Revenue Total</b>	<b>16,365,882</b>	<b>15,469,318</b>	<b>14,244,150</b>	<b>9,744,264</b>	<b>-32%</b>
<b>Expenditures</b>					
Personnel Services	\$ 2,358,836	\$ 2,324,834	\$ 2,274,165	\$ 2,077,983	-9%
Employee Benefits	833,293	633,769	802,518	741,895	-8%
New Personnel Costs	-	-	3,000	-	0%
Communicat - Communications & Util.	1,845,381	1,641,896	1,357,200	1,865,200	37%
Rentals - Rentals	23,483	7,659	2,000	20,000	900%
Repair & Maintenance	451,147	284,609	360,985	380,749	5%
Building Maintenance	302,174	362,206	226,500	208,500	-8%
Training & Education	43,064	19,667	22,053	21,019	-5%
Other Services & Charges	993,181	1,408,965	711,132	726,693	2%
Materials & Supplies	221,732	139,995	151,665	183,512	21%
Cost Of Sales	3,585,211	3,076,471	2,255,500	2,295,875	2%
Accounting Charges	161,517	379,186	-	-	0%
Capital Outlay	810,961	1,380,642	201,475	410,000	103%
OperatingTransfers Out	-	3,454,425.59	-	-	0%
Debt Service	<u>5,835,289</u>	<u>5,832,681</u>	<u>5,875,957</u>	<u>812,838</u>	-86%
<b>Convention Center Expenditure Total</b>	<b>17,465,269</b>	<b>20,947,007</b>	<b>14,244,150</b>	<b>9,744,264</b>	<b>-32%</b>
<b>Adjustments</b>					
Depreciation Expense	2,543,281	2,677,196	-	-	
Capital Outlay	(810,952)	(1,380,642)	-	-	
Debt Service	<u>(4,835,000)</u>	<u>(4,945,000)</u>	-	-	
	<b>(3,102,670)</b>	<b>(3,648,446)</b>			
<b>Convention Center Net Revenues/ (Expenditures)</b>	<b>\$ 2,003,283</b>	<b>\$ (1,829,243)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**Convention Center Personnel**

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</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 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	1	1
Parking Attendant	11	11	11	11
<b>Total Personnel</b>	<b><u>60</u></b>	<b><u>61</u></b>	<b><u>62</u></b>	<b><u>62</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 2022 BUDGET**

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 21/22 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 18/19	Actual 19/20	Estimate 20/21	Projected 21/22
Number of Events	5,900	6,100	1,400	3,600
Total Attendance	425,000	470,000	225,000	485,000
Ex Hall/Mtg Rm Revenue	\$2,128,799	\$2,400,000	\$854,812	\$1,500,000
Food & Beverage	\$5,328,799	\$5,500,000	\$328,955	\$2,300,000
Parking Revenue	\$ 807,347	\$ 800,000	\$332,480	\$850,000

**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 2022-2023.

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



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

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 2022 BUDGET

**Sponsorship**

The GICC continues their agreement with Coca-Cola Refreshments for “Pouring Rights”. The Coca-Cola company will pay the GICC \$50,000 over the next 2 year period with over \$500 per year complimentary products and \$28,000 marketing funds.

We signed a agreement with Hartsfield Jackson Internatnioal Airport for a \$12,000 sign sponsorship.

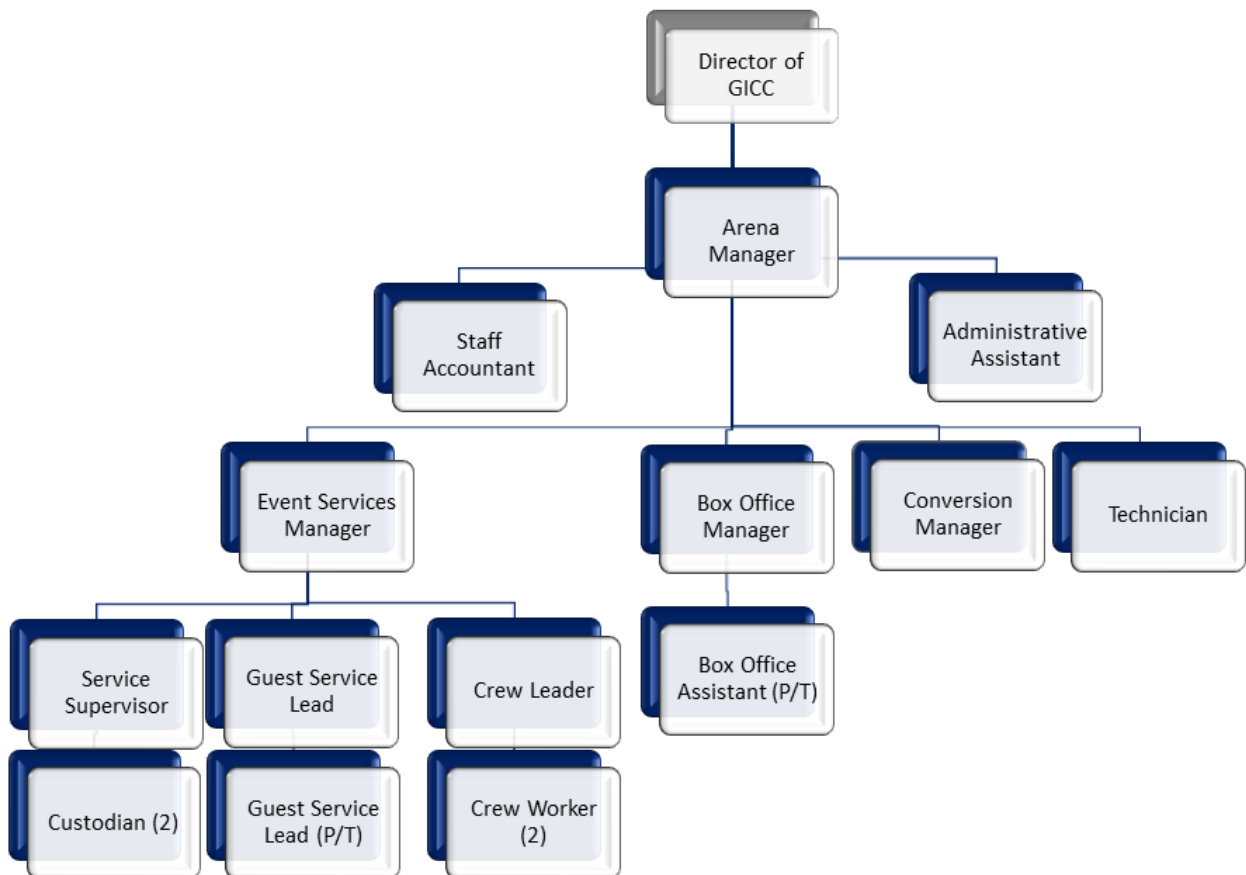
**Accomplishments**

Completed carpet installation in the Ballroom

GICC received Convention South 2020 Readers’ Choice Award

GICC received Best Southeast US Convention Center (Prevue Visionary Award Winner)

# Gateway Center Arena Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Gateway Arena</b>					
<b>Revenues</b>					
Charges for Sevices	\$ -	\$ 708,979	\$ 2,770,000	\$ 1,957,000	-29%
Other Income	-	73,709	350,000	150,000	-57%
Interest	725,523	127,999	74,808	-	-100%
Operating Transfers In	8,935,082	7,678,368	2,869,819	4,141,634	44%
<b>Gateway Arena Revenue Total</b>	<b>9,660,605</b>	<b>8,589,055</b>	<b>6,064,627</b>	<b>6,248,634</b>	<b>3%</b>
<b>Expenditures</b>					
Personnel Services	\$ -	\$ 486,853	\$ 682,849	\$ 605,720	-11%
Employee Benefits	-	613,661	260,146	226,741	-13%
Communicat - Communications & Util.	-	142,446	435,900	484,500	11%
Rentals - Rentals	-	2,074	20,000	5,000	-75%
Repair & Maintenance	280	32,445	48,908	154,368	216%
Building Maintenance	-	4,619	105,000	94,000	-10%
Training & Education	-	920	8,785	3,355	-62%
Other Services & Charges	2,330,334	1,906,058	884,831	828,462	-6%
Materials & Supplies	-	179,490	145,039	124,600	-14%
Cost Of Sales	-	588,825	598,350	854,350	43%
Capital Outlay	24,366,206	15,893,613	5,000	-	-100%
Debt Service	1,237,316	1,163,013	2,869,819	2,867,538	0%
<b>Gateway Arena Expenditure Total</b>	<b>27,934,137</b>	<b>21,014,016</b>	<b>6,064,627</b>	<b>6,248,634</b>	<b>3%</b>
<b>Adjustments</b>					
Accounting Charges		689,709			
Capital Outlay	(24,366,206)	(15,893,613)	-	-	0%
	<b>(24,366,206)</b>	<b>(15,203,904)</b>			
<b>Gateway Arena Net Revenues/ (Expenditures)</b>	<b>\$ 6,092,674</b>	<b>\$ 2,778,943</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

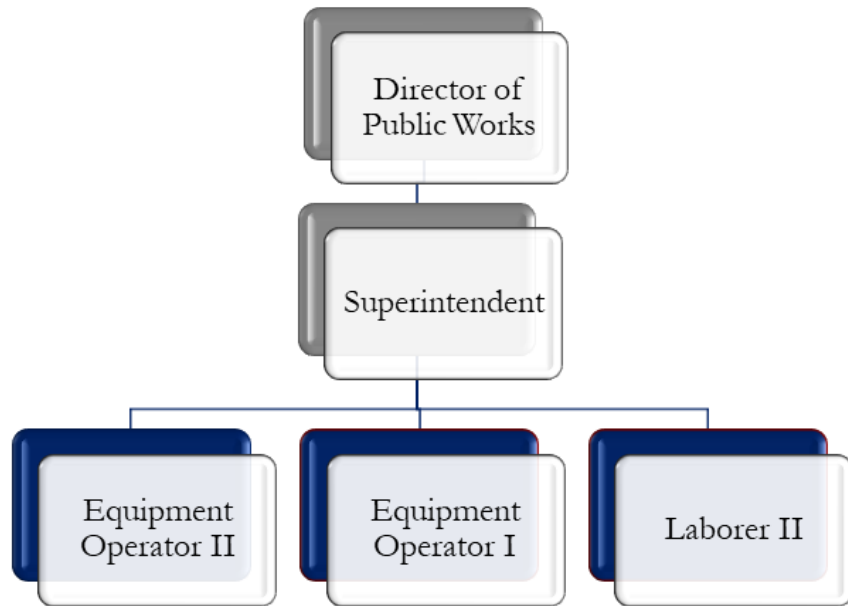
**Gateway Arena Personnel**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>
<b>Full Time Positions:</b>				
Arena Manager	-	1	1	1
Administrative Assistant	-	1	1	1
Staff Accountant	-	1	1	1
Service Supervisor	-	1	1	1
Box Office Manager	-	1	1	1
Conversion Manager	-	1	1	1
Event Manager	-	1	1	1
Technician	-	1	1	1
Custodian	-	2	2	2
Crew Leader	-	1	1	1
Crew Worker	-	2	2	2
Guest Service Lead	-	1	1	1
<b>Part Time Positions:</b>				
Guest Service Lead	-	1	-	-
Box Office Assistant	-	1	1	1
<b>Total Personnel</b>	<b>-</b>	<b>16</b>	<b>15</b>	<b>15</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Federal Aviation Administration</b>					
Revenues					
Leases & Other Rent	\$ 3,231,866	\$ 3,296,731	\$ 3,300,000	\$ 3,300,000	0%
Other Income	81	21,368	-	-	
Interest	6,011	6,790	600	6,000	0%
Budget Carryforward	-	-	706,541	-	0%
<b>Federal Aviation Administration Revenue Total</b>	<b>3,237,958</b>	<b>3,324,889</b>	<b>4,007,141</b>	<b>3,306,000</b>	<b>-17%</b>
Expenditures					
Communications & Util.	794,861	714,173	725,600	793,636	9%
Repair & Maintenance	162,499	318,462	150,228	154,809	3%
Building Maintenance	71,425	41,243	59,275	59,275	0%
Other Services & Charges	421,022	406,833	444,524	458,195	3%
Cost Of Sales	596,467	626,833	604,000	677,046	12%
Operating Transfers Out	1,149,557	1,118,266	1,100,000	1,100,000	0%
Capital Outlay	96,978	289,257	923,514	63,039	-93%
Debt Service	-	-	-	-	0%
<b>Federal Aviation Administration Expenditure Total</b>	<b>3,292,809</b>	<b>3,515,067</b>	<b>4,007,141</b>	<b>3,306,000</b>	<b>-17%</b>
<b>Adjustments</b>					
Depreciation Expense	458,237	485,825	-	-	
Capital Outlay	(96,978)	(289,257)	-	-	
	<b>361,259</b>	<b>196,568</b>			
<b>Federal Aviation Administration Net Revenues/(Expenditures)</b>	<b>\$ (416,110)</b>	<b>\$ (386,746)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2022 Adopted</b>	<b>% Change 2021 to 2022</b>
<b>Business Ind Develop Authority</b>					
Revenues					
Taxes - PILOT Payments	\$ 1,427,722	\$ 1,796,765	\$ 1,924,266	\$ 1,948,147	1%
Charges For Services	-	-	3,269,517	3,500,000	7%
Leases & Other Rent	881,100	999,168	818,427	920,168	12%
Intergovernmental	-	358,537	-	-	
Other Income	890,422	1,202,324	388,730	553,729	42%
Interest	1,495	1,393	1,000	1,000	0%
Operating Transfers In	1,378,940	1,908,919	2,634,082	1,539,000	-42%
Budget Carryforward	-	-	-	-	0%
<b>Business Ind Develop Authority Revenue Total</b>	<b>4,579,678</b>	<b>6,267,106</b>	<b>9,036,022</b>	<b>8,462,044</b>	<b>-6%</b>
<b>Adjustments</b>					
Taxes - PILOT Payments	(818,251)	(871,082)	-	-	0%
	<b>(818,251)</b>	<b>(871,082)</b>			<b>0%</b>
Expenditures					
Repair & Maintenance	715,190	733,874	600,000	640,000	7%
Training & Education	99,639	110,260	26,365	37,365	42%
Other Services & Charges	650,640	1,275,134	924,000	403,000	-56%
Materials & Supplies	382	803	100	100	0%
Cost of Sales	-	-	-	-	0%
Operating Transfers Out	7,960,082	-	-	3,706,877	0%
Accounting Charges	-	(330,355)	-	-	0%
Capital Outlay	2,322,080	1,030,170	643,709	400,000	-38%
Debt Service	6,941,987	7,479,549	6,841,848	3,274,702	-52%
<b>Business Ind Develop Authority Expenditure Total</b>	<b>18,690,000</b>	<b>10,299,436</b>	<b>9,036,022</b>	<b>8,462,044</b>	<b>-6%</b>
<b>Adjustments</b>					
Depreciation Expense	20,159	20,159	-	-	0%
Capital Outlay	(2,322,079)	(1,030,170)	-	-	0%
Debt Service	(3,355,000)	(3,860,000)	-	-	0%
	<b>(5,656,920)</b>	<b>(4,870,011)</b>			<b>0%</b>
<b>Business Ind Develop Authority Net Revenues/(Expenditures)</b>	<b>\$ (9,271,653)</b>	<b>\$ (33,400)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Stormwater Department Organizational Chart



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 Adopted</u>	<u>% Change 2021 to 2022</u>
<b>Storm Water Utility Fund</b>					
Revenues					
Charges for Services	\$ 910,333	\$ 964,906	\$ 805,613	\$ 942,912	17%
Other Income	-	2,322	-	-	
Interest	3,316	7,703	-	-	0%
<b>Storm Water Utility Fund Revenue Total</b>	<b>913,648</b>	<b>974,932</b>	<b>805,613</b>	<b>942,912</b>	<b>0%</b>
Expenditures					
Personnel Services	117,946	99,613	116,836	152,414	30%
Employee Benefits	48,270	41,820	54,434	72,794	34%
Communications & Util.	1,051	564	1,356	1,356	0%
Rental	2,992	1,796	-	-	0%
Repair & Maintenance	191,194	60,434	39,000	220,264	465%
Training & Education	545	-	-	-	0%
Other Services & Charges	11,299	17,786	243,883	145,982	-40%
Materials & Supplies	6,224	5,723	5,000	5,000	0%
Operating Transfer Out	216,456	-	157,832	157,832	0%
Capital Outlay	194,536	248,943	-	-	0%
Debt Service	133,103	138,167	187,272	187,270	0%
<b>Storm Water Utility Fund Expenditure Total</b>	<b>923,616</b>	<b>614,844</b>	<b>805,613</b>	<b>942,912</b>	<b>17%</b>
<b>Audit Adjustments</b>					
Depreciation Expense	258,087	284,051	-	-	0%
Capital Outlay	(194,536)	(248,943)	-	-	0%
Debt Service	(90,976)	(93,724)	-	-	0%
	<b>(27,425)</b>	<b>(58,615)</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<b>Storm Water Utility Fund Net Revenues/(Expenditures)</b>	<b>\$ 17,457</b>	<b>\$ 418,703</b>	<b>\$ -</b>	<b>\$ -</b>	

**Storm Water Utility Personnel**

	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Amended Budget</u>	<u>2022 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 2022 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)

**Program 21/22 Objectives:**

**Performance Measures**

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

	<b>Estimated 21/22</b>
Debris Removal	4 Tons

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

	(Inspected)	Estimated 21/22 (Maintained)
Catch Basins / Grates	75%	95%
Ditches	35%	95%
Detention Ponds	9	9
Storm Drain Lines	125 LF	125 LF



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**Storm Water Utility Division**

**Performance Measures**

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

	<b>Actual 20/21</b>
Debris Removal	20.0 Tons

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

	<b>Inspected)</b>	<b>Actual 20/21 (Maintained)</b>
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 (20 feet) of 18 inch plastic pipe at Lee Street
5. Repair / replace (10) damage catch basins City Wide.
6. Inspected and Clean (9) detention ponds City Wide
7. Inspected 25% of storm drains Headwall City wide.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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. In addition, 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, Public Safety Refunding Bonds  
Series 2014, Master Land Acquisitions Bonds  
Series 2014, GICC Land Refunding Bonds  
Series 2014A, Refunding 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.

In FY2022, the City is scheduled to refinance over \$44,000,000 revenue bonds. The following revenue bonds scheduled for refinancing and their respective principal balances are Series 2013, Civic Center Refunding Bonds (\$8,320,000), Series 2016, Civic Center Refunding Bond (\$24,615,000), Series 2013A, Public Safety Refunding Bonds (\$3,235,000), Series 2014A, Refunding Dev Tax Rev Bonds (\$3,965,000), Series 2014, GICC Land Refunding Bonds (\$3,000,000) and Series 2014, Master Land Acquisitions

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

Bonds (\$1,420,000). The refinance will defer principal payments for three years for each of the refunding's, which will aid the City with cash flow relief. All outstanding debt obligations are included in this document and are summarized in the following Schedule of Debt Service Requirements.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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)	\$ 8,320,000
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)	\$ 24,615,000
<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	\$ 5,625,000
Series 2013A, Public Safety Refunding Bonds	\$ 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)	\$ 3,235,000
Series 2014, Masterland Acquisitions Bonds	\$ 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	\$ 1,420,000
Series 2014, GICC Land Refunding Bonds	\$ 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 hotelm retail and office complex	\$ 20,915,000
Series 2014A, Refunding 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	\$ 32,355,000

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**DEBT SERVICE SUMMARY**

Description	Original Amount	Interest Rate	Final Maturity	Pledged Source	Purpose	Current Balance
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	\$ 6,760,000
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	\$ 34,050,000
<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	\$ 1,165,051
<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	\$ 5,905,000
Series 2016 Drinking Water Loan - GEFA Loan	\$ 1,932,844	1.89%	11/1/2038	secured by pledge of water and sewer fund revenues	Drinking Water Improvements	\$ 1,729,232
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	\$ 1,956,351
<b>Total debt obligation in form of bonds and notes:</b>	<b><u>198,801,068</u></b>					<b><u>148,050,634</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**SCHEDULE OF DEBT SERVICE REQUIREMENTS**

Description	Loan Amount	Fund	FY 2021-2022 Principal Payment	FY 2021-2022 Interest Payment	FY 2021-2022 Totals
<b><u>BIDA - Convention Center</u></b>					
Series 2013, Civic Ctr Refunding Bonds	\$ 17,090,000	555	1,320,000	153,966	1,473,966
Series 2016, Civic Ctr Refunding Bonds	\$ 39,815,000	555	3,865,000	539,844	4,404,844
<b><u>BIDA - Redevelopment Authority</u></b>					
Series 2019A, Economic Development Tax Rev Bonds	\$ 6,100,000	558	255,000	168,188	423,188
Series 2013A, Public Safety Refunding Bonds	\$ 7,960,000	558	790,000	54,244	844,244
Series 2014, Masterland Acquisitions	\$ 4,220,000	558	455,000	49,842	504,842
Series 2014, GICC Land Refunding Bonds	\$ 24,885,000	558	960,000	847,923	1,807,923
Series 2014A, Refunding 2008 Dev Tax Rev Bonds	\$ 37,175,000	558	1,320,000	1,368,819	2,688,819
Series 2018, APM Revenue Refunding Bonds	\$ 7,460,000	558	365,000	199,420	564,420
Series 2018, Arena Revenue Bond	\$ 35,785,000	558	1,790,000	1,077,538	2,867,538
<b><u>Stormwater Fund</u></b>					
2009 Clean Water Loan - GEFA Loan	\$ 5,000,000	560	99,512	33,592	133,103
<b><u>Water &amp; Sewer Fund</u></b>					
Series 2015, Water Pollution Bonds	\$ 8,720,000	505	520,000	159,754	679,754
Series 2016 Drinking Water Loan - GEFA Loan	\$ 1,932,844	505	84,175	31,956	116,131
Series 2011 Sanitary Sewer Loan - GEFA Loan	\$ 2,658,224	505	117,676	72,496	190,173
<b>Total Debt Obligation FY2021-2022:</b>			<b>11,941,363</b>	<b>4,757,579</b>	<b>16,698,943</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**SCHEDULE 1  
CITY OF COLLEGE PARK, GEORGIA  
Operating Indicators by Function  
Last Ten Calendar Years**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Function										
Police:										
Physical arrests	4,694	3,850	3,862	4,000	4,095	3,731	3,138	3,378	1,649	1,815
Traffic violations	29,032	19,681	12,511	17,988	10,002	12,018	12,378	15,196	7,164	5,695
Fire:										
Number of fire calls answered	2,012	848	946	971	1,160	689	126	1,330	1,251	2,334
Number of rescue calls answered	2,012	4,812	4,938	5,385	5,547	5,568	5,482	4,864	4,702	4,704
Inspections	2,012	646	947	825	645	548	103	705	484	259
Highways and streets										
Streets resurfacing (miles)	0.9	1.4	1.3	1.2	0.9	1.4	2.6	2.3	0.4	1.1
Sanitation										
Refuse collected (tons/yr)	16,895	13,042	13,430	13,284	14,503	15,650	13,397	13,124	20,245	16,034
Recyclables collected (tons/yr)	1,438	591.31	569.95	595.00	533.00	594.12	577.00	766.12	775.00	119.00
Water										
New connections	5	7	4	8	6	13	7	6	34	63
Water main breaks	25	9	7	15	14	9	7	9	14	23
Daily average consumption in gallons	3	3.3	2.8	2.3	3.1	3.1	3.2	3.1	3.0	3.0
Sewer										
Sanitary sewers (miles)	74	74.25	74.25	74.25	74.25	74.25	75	74.25	74.25	74.25
Number of service connections	3,143	3,336	2,570	2,598	2,638	2,687	2,902	2,687	2,722	2,904
Electric										
Miles of power lines	152	152	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	7,639	7,613	7,657	7,755	7,720	7,720	7,720	7,952	8,044	8,424
Daily average consumption in MWH	764	764.2	776.9	778.2	749	749	749	792	868.0	936.9
Convention Center										
Number of meeting rooms	36	36	36	36	36	35	35	35	35	35
Occupancy	34%	34%	35%	37%	37%	64%	37%	37%	56%	39%
Square footage	75,000	53,602	53,602	53,602	53,602	72,000	72,000	72,000	72,000	72,000

Source: Various College Park City Departments

Note: Indicators not available for recreation, inspection, building and grounds, parks, redevelopment, golf course, and FAA projects functions.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**SCHEDULE 2  
CITY OF COLLEGE PARK, GEORGIA  
Capital Asset Statistics by Function  
Last Ten Fiscal Years**

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Function</b>										
<b>Public Safety</b>										
Police:										
Stations	1	1	1	1	1	1	1	2	2	2
Patrol units	48	54	54	65	65	39	39	39	39	30
Fire stations	2	2	2	2	2	2	3	3	3	3
<b>Sanitation</b>										
Collection Trucks	23	23	23	20	19	8	8	8	6	8
<b>Highways and streets</b>										
Streets (miles)	75.0	75.0	75.0	75.0	75.0	71.2	71.2	83	75.25	75.25
Streetlights	2,924	2,924	2,924	2,924	2,924	4,500	4,500	3,850	2,400	2,503
Traffic signals	37	37	37	37	37	25	25	42	42	42
<b>Culture and recreation</b>										
Parks acreage	279	279	279	229	229	229	229	229	229	229
Parks	9	5	5	5	5	5	5	5	5	5
Swimming pools	4	2	2	2	2	2	2	2	2	2
Tennis courts	10	10	10	10	10	10	10	8	8	7
Community centers	3	3	3	3	3	3	3	3	3	3
<b>Water</b>										
Water mains (miles)	94	94	94	99	99	99	99	99	99	99
Fire hydrants	1,000	956	956	956	956	957	957	957	961	1,033
Number of service connections	3,340	3,353	3,353	2,775	2,826	2,880	2,880	2,880	2,880	3,205
Daily average consumption in gallons (MGD)	3.0	3.0	3.0	3.0	3.1	3.1	3.1	3.1	3.1	3.0
<b>Sewer</b>										
Sanitary sewers (miles)	74.0	74.0	74.0	74.0	74.0	74.3	74.3	74.3	74.3	74.3
Number of service connections	3,143	3,143	3,143	2,598	2,638	2,880	2,880	2,687	2,722	2,904
<b>Electric</b>										
Miles of power lines	152	152	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	7,639	7,613	7,613	7,755	7,720	7,149	7,149	7,952	8,044	8,424
Daily average consumption in (MWH)	764.0	764.0	764.0	778.2	749.0	705.2	705.2	792.0	868.0	936.9
<b>Convention Center</b>										
Number of meeting rooms	36	36	36	36	36	35	35	35	35	35
Exhibit Hall square footage	150,000	150,000	150,000	151,200	150,000	150,000	150,000	150,000	150,000	150,000
Occupancy	25%	25%	25%	37%	61%	64%	67%	67%	56%	39%

Source: Various College Park City Departments

Note: Indicators not available for inspection, building and grounds, parks, redevelopment, golf course, and FAA projects functions.



**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**SCHEDULE 3  
CITY OF COLLEGE PARK, GEORGIA  
Demographic and Economic Statistics Information  
Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Population(1)</b>	<b>Personal Income</b>	<b>Per Capita</b>	<b>Median Age (1)</b>	<b>Education Level in % completed</b>	<b>School Enrollment (1)</b>	<b>Unemployment Rate (2)</b>
		<b>(amounts in thousands)</b>	<b>Personal Income (1)</b>		<b>High School (1)</b>		
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	2,661	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%
2020	15,159	376,079	24,809	33.8	90.0	4,036	4.50%
2021	13,930	343,597	24,666	33.7	90.0	4,373	4.50%

- (1) Source: U.S.Census (available every tenth year)  
(2) Source: Georgia Department of Labor  
(3) Source: U.S. Census Quickfacts

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**SCHEDULE 4  
CITY OF COLLEGE PARK, GEORGIA  
Principal Employers  
Current Year and Nine Years Ago**

Employer	2021			2012			
	Employees	Rank	Percentage Employment	Employer	Employees	Rank	Percentage Employment
DAL GLOBAL SERVICE, LLC DBA UNIFI (1000 TOFFIE TR)	3461	1	30%	Woodward Academy	860	1	19%
CHICK-FIL-A, INC. (5200 BUFFINGTON RD.)	2097	2	18%	Chick-Fil-A Inc	853	2	19%
FEDERAL AVIATION ADMINISTRATION (1701 COLUMBIA AVE.)	1450	3	12%	Atlantic Southeast Airlines Inc.	786	3	18%
DAL GLOBAL SERVICE, LLC DBA UNIFI (6000 N TERMINAL PKW)	1280	4	11%	Sysco Corporation	574	4	13%
ABM AVIATION INC (2314 SULLIVAN RD #225)	850	5	7%	AirTran Airlines	318	5	7%
SYSCO ATLANTA LLC. (2225 RIVERDALE RD.)	825	6	7%	Atlanta Coca-Cola Enterprise	300	6	7%
WOODWARD ACADEMY INC	642	7	5%	Westin Atlanta Airport	255	7	6%
SOUTHWEST AIRLINES CO	478	8	4%	Marriott Hotel	214	8	5%
VXI GLOBAL SOLUTIONS	299	9	3%	Buckhead Beef Company	144	9	3%
AMAZON.COM SERVICES, INC	297	10	3%	Sheraton Gateway Atlanta Airport	140	10	3%
Total	<u>11,679</u>		<u>100%</u>		<u>4,444</u>		<u>100%</u>

Sources: College Park Business License Department

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET**

**SCHEDULE 5  
CITY OF COLLEGE PARK, GEORGIA  
Legal Debt Margin Information  
Last Ten Fiscal Years  
(amounts expressed in thousands)**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Debt limit	\$ 151,466	\$ 133,715	\$ 151,996	\$ 217,714	\$ 221,291	\$ 219,307	\$ 224,604	\$ 277,365	\$ 287,238	\$ 294,310
Total net debt applicable to limit	-	-	-	-	-	-	-	-	-	-
Legal debt margin	<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>	<u>\$ 287,238</u>	<u>\$ 294,310</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%

<b>Legal Debt Margin Calculation for Fiscal Year 2021</b>	
Assessed value	\$ 1,447,075
Add back: exempt real property	<u>1,496,028</u>
Total assessed value	2,943,103
Debt limit (10% of total assessed value)	294,310
Debt applicable to limit	
General obligation bonds	-
Legal debt margin	<u>\$ 294,310</u>

Note: The Constitution of the State of Georgia provides that the City may not incur long-term obligations payable out of general property taxes in excess of ten (10) percent of the assessed value of all taxable property within the City.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 2022 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 2022 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 2022 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 2022 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 2022 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
Series 2014, GICC Land Refunding Bonds	AA-	Aa3
Series 2014A, Refunding Dev Tax Rev Bonds	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.

**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  
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**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  
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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  
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**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 5, 2021 and May 12, 2021 properly advising the residents that the College Park Fiscal Year 2021-2022 Budget Public Hearing would be held on Monday, May 17, 2021 at 7:30 p.m. and Monday, June 7, 2021 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, May 17, 2021 and another public hearing for final was held Monday, June 7, 2021 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, May 17, 2021. 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 March 29, 2021 and April 1, 2, 4, 5, 2021 to review each departmental budget, specifically personnel, capital outlay, and any significant proposed expenditure on a departmental expense or contractual service. The Fiscal Year 2021-2022 Budget Worksheet Report was distributed to Council for the first Public Hearing held May 17, 2021. Mayor and Council adopted the Fiscal Year 2021-2022 Operating Budget at the June 7, 2021 Mayor and Council Meeting.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

BUDGET CALENDAR

**July 1, 2021**

Fiscal Year 2021-2022 begins

**May 7, 2021**

Public Hearings on FY2021-2022 proposed budget.

**January 28, 2021**

Distribution of the FY 2021-2022 budget development guide.

**June 7, 2021**

Mayor and Council adoption of the FY 2021-2022 budget.

**January 25, 2021**

Director of Finance and Accounting  
Mid-Year Review and Presentation to Mayor and Council for Fiscal Year 2021-22.

**June 7, 2021**

City Manager's presentation of the Five Year Capital Improvement Plan.

**February 5, 2021**

Departments forward completed budgets submissions to the Finance and Accounting Department for review.

**June 21, 2021**

Adoption of the Five Year Capital Improvement Plan by the Mayor and Council.

**February 24, 2021-March 12, 2021**

City Manager and Director of Finance and Accounting meet with Department Heads on Budget requests for FY 2021-2022.

**July 1, 2021**

Distribution of the FY 2021-22 Adopted Budget.

**March 29, 2021-April 19, 2021**

City Manager's and Department Heads conduct Budget workshop sessions with the Mayor and Council on preliminary FY2021-2022 budget.  
City obtains feedback from general public and employees.

**July 1, 2021**

Fiscal Year 2021-2022 begins.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 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 2022 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 2022 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.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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.

CITY OF COLLEGE PARK, GEORGIA  
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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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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.

Defining Terms

**Glossary**

**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

CITY OF COLLEGE PARK, GEORGIA  
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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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2022 BUDGET

**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.