

City of College Park, Georgia  
**Annual Financial Budget**  
for Fiscal Year Ending  
June 30<sup>th</sup>, 2012



Godby Road Recreation Center



# City of College Park, Georgia

Mayor and Council



Jack Longino, Mayor



Ambrose Clay, Ward I



Joe Carn, Ward II



Tracey Wyatt, Ward III



Charles Phillips, Sr. Esq., Ward IV

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# CITY OF COLLEGE PARK

P. O. BOX 87137 • COLLEGE PARK, GA. 30337 • 404/767-1537

## Annual Budget

Adopted for the fiscal year ending June 30, 2012

**William E. Johnson, III, MBA**  
City Manager

**Richard D. Chess, MBA**  
Director of Finance and Accounting

**L. Carl LaFleur, CPA**  
Accounting Supervisor

**Rodrique D. Taylor**  
Utility Accountant

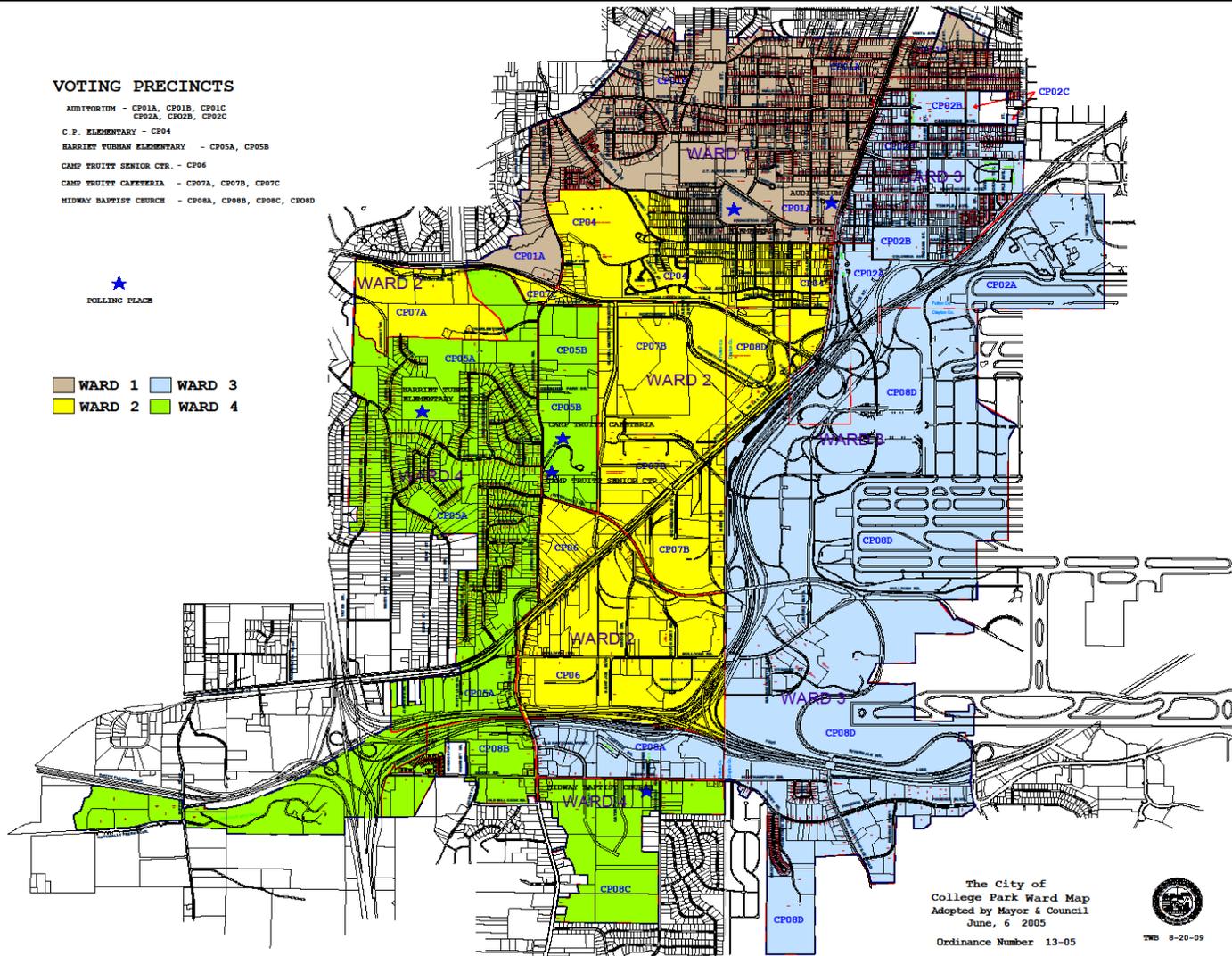
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**VOTING PRECINCTS**

- AUDITORIUM - CP01A, CP01B, CP01C  
CP02A, CP02B, CP02C
- C.F. ELEMENTARY - CP04
- HARRIET TURMAN ELEMENTARY - CP05A, CP05B
- CAMP TRUITT SENIOR CTR. - CP06
- CAMP TRUITT CAFETERIA - CP07A, CP07B, CP07C
- MIDWAY BAPTIST CHURCH - CP08A, CP08B, CP08C, CP08D

★  
POLLING PLACE

- WARD 1
- WARD 3
- WARD 2
- WARD 4



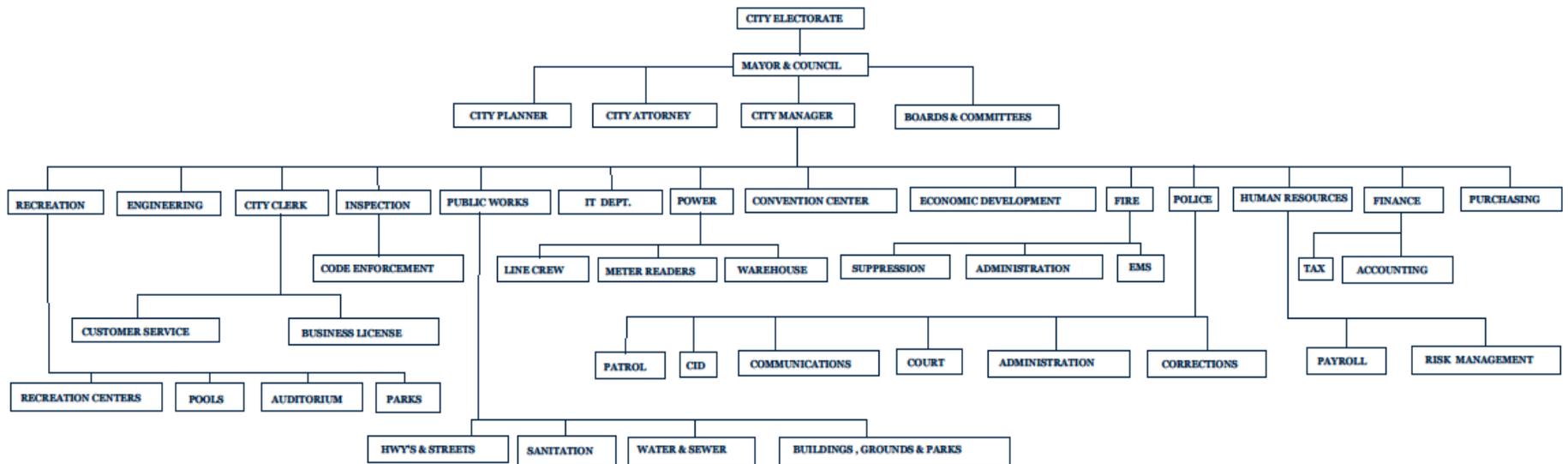
The City of  
College Park Ward Map  
Adopted by Mayor & Council  
June, 6 2005  
Ordinance Number 13-05



TWD 8-20-09

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# City of College Park Organization Chart



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of College Park  
Georgia**

For the Fiscal Year Beginning

**July 1, 2010**

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President

Executive Director

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CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

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CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 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	9.7 Sq/Miles		
Average Annual Temperature		64 Degrees	
Average Annual Rainfall		4.18 Inches	
Elevation			1,050 Feet

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**All About College Park, Georgia**

**Just the Facts**

**Demographics**

<b>Age, Race &amp; Gender Composition</b>	
Non-Hispanic Black	78.5%
Non-Hispanic White	11.6%
Hispanic	6.9%
Native American	.30%
Asian	.90%
Male	47.3%
Female	52.7%
Age 18 & Under	31.9%
Age 19 - 24	8.7%
Age 25 - 44	30.0%
Age 45 - 64	23.0%
Age 65 +	6.4%

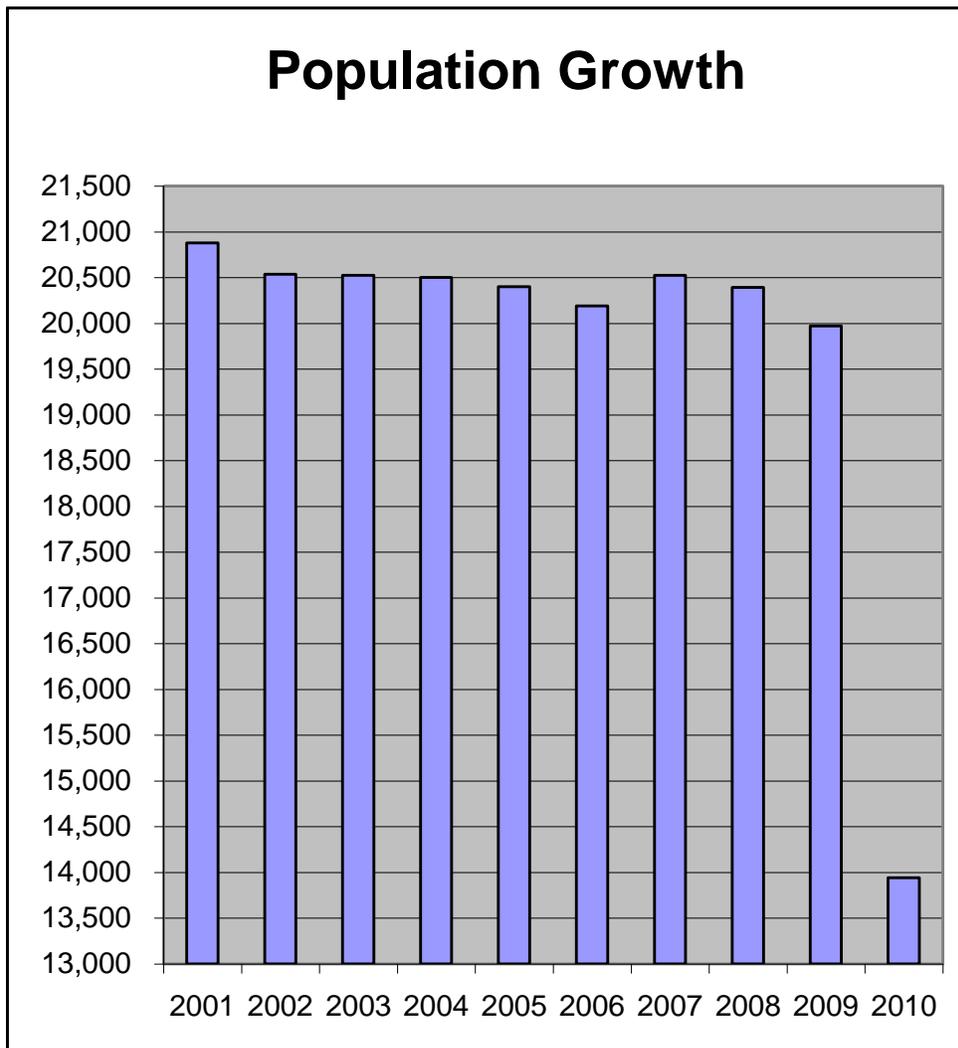
The following table depicts information related to the population of College Park, Georgia.

Figures are based upon 2010 Census.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

All About College Park, Georgia

Just the Facts



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**All About College Park, Georgia**

**Just the Facts**

**Economy**

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

<b>Top Ten Employers in College Park, Georgia</b>	
<b>Company</b>	<b>Employees</b>
#1 Atlantic Southeastern Airlines	1,259
#2 Federal Aviation Administration	1,100
#3 Chick-Fil-A Inc	757
#4 Sysco Corporation	603
#5 Woodward Academy	504
#6 Airtran Airlines	437
#7 Atlanta Coca Cola Enterprises	291
#8 Marriott Hotel	218
#9 Westin Atlanta Airport Hotel	210
#10 Zodiac Services Americas	142

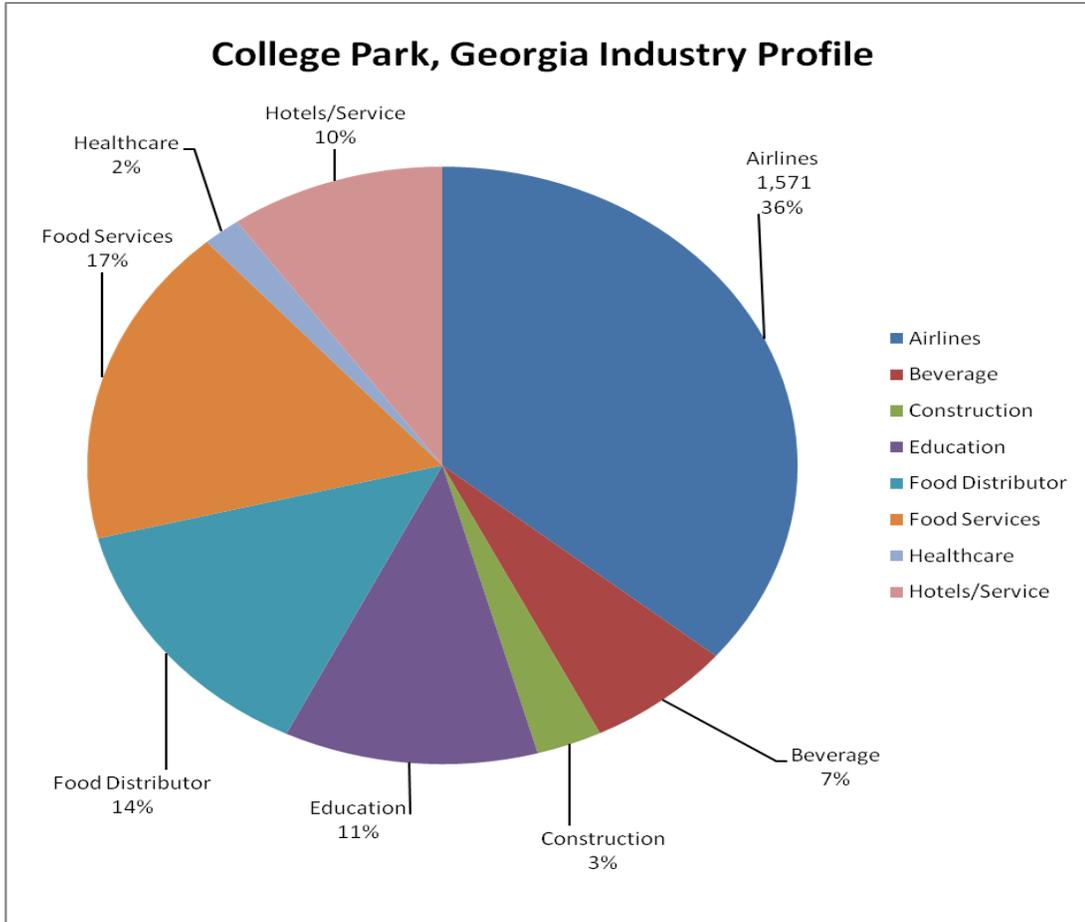
<b>College Park has over 1,200 licensed businesses.</b>
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<b>Unemployment Rate</b>	
<b>2011</b>	
<b>U.S.....</b>	<b>9.2%</b>
<b>Georgia.....</b>	<b>9.9%</b>
<b>College Park.....</b>	<b>10.5%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

All About College Park, Georgia

**Just the Facts**



**Housing Statistics 2011**

Number of Housing Units-----	7,159
Single Family Housing Units-----	27%
Multi Family Housing Units-----	72%
Mobile Housing Units-----	1%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 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 2011</b>	
<b>Fire Protection</b>	<b>Police Protection</b>
Fire Stations.....2	
Precincts.....3	
Sworn Employees.....65	Sworn Employees....95
Civilian Employees....3	Civilian Employees...47

<b>Highways and Streets</b>	
Miles of Road Maintained.....75	
Traffic Lights.....2,000	

The City owns and operates a water distribution system.

<b>Water and Sewer 2011 Statistics</b>	
Customer Accounts Served.....	2,677
Miles of Water Lines.....	94
Fire Hydrants.....	950
Water Storage Capacity (Gallons).....	1.25 million

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**All About College Park, Georgia**

**Just the Facts**

The City owns and operates a retail electric distribution system.

**Electric System 2011 Statistics**

Electric Customers-----7,709

Average Consumption-----753 mega watts per day

**Educational System**

Elementary Schools-----3

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 2012 BUDGET

All About College Park, Georgia

**Just for Facts**

<b>Parks, Recreation &amp; Cultural Affairs</b>	
City Park Properties-----	6
City-Owned Golf Course-----	1
Golf Academy-----	1
Recreation Centers-----	4
Gymnastic Center-----	1
Lighted Tennis Courts-----	10
Multi-Purpose Fields-----	6
Football Stadium-----	1
Swimming Pools-----	4
Play Grounds-----	5
Volley Ball Courts-----	2
Picnic Areas-----	4
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 2012 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

**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.

**For More Information**

If you 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

P. O. BOX 87137 • COLLEGE PARK, GA. 30337 • 404/767-1537

July 15, 2011

The Honorable Mayor  
Members of the City Council  
City of College Park, Georgia

RE: FISCAL YEAR 2011-2012 BUDGET MESSAGE

Dear Mayor and Council:

I am pleased to present to you this budget document and supporting information/data. The current economic condition of our County and State governments presented a dual challenge for our governmental jurisdiction:

- to properly control the utilization of the resources entrusted to local government by its citizens;
- to meet Council priorities; and,
- to maximize the public services provided with these resources
- to eliminate the use of fund balance in the general fund.

The directive of Mayor and Council was to balance the budget without using budget carry forward or fund balance. We had to close a \$7.4 million budget shortfall in the General Fund. This was accomplished by reducing expenditures in all categories: Personnel costs, operating expenditures and capital expenditures. We also reduced all Other Funds for a total of \$3.3 million. Also, to reduce the budget deficit the Mayor and Council approved our proposed Early Retirement Incentive Program (ERIP). We anticipate participants in the ERIP to begin taking retirement during August 2011 and September 2011. Until the reduction in expenditures is realized from the ERIP, the city was compelled to use budget fund balance in the General Fund.

The adopted budget shows the elimination of 13 positions for FY 2011-12, a decrease of 2.6 percent. Also, the adopted budget proposes no cost of living adjustment or merit increases for employees. This budget does, however, reflect an increase of 15% for health care cost to the city and a slight increase of 1% in the city's pension contribution.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

In spite of the personnel, operating and capital expenditure reductions, the adopted FY 2011-12 budget will maintain the level of quality municipal services and programs which meet the needs, desires, and resources of the community. The budget reflects not only a commitment to our citizens but a commitment to our employees. This budget does not reflect a salary increase for employees nor does it reflect an increase in our millage rate. The millage rate will remain the same for FY 2011-12. In this budget, we will continue to seek other means of funding such as federal and state grants, utilizing the services of our federal and state lobbyist.

**SUMMARY OF THE FY 2011-2012 BUDGET**

The adopted FY 2011-12 General Fund Budget may be summarized as follows:

**Revenues**

Taxes	\$18,304,008
Fee, Licenses & Permits	2,218,300
Charges for Services	5,000
Leases and Other Rents	25,000
Intergovernmental	6,000
Other Income	1,639,500
Interest	100,000
Operating Transfers In	3,748,222
Budget Carry Forward	<u>1,627,080</u>

**Total Revenue**

\$27,673,110

**Expenditures**

Personnel Services*	\$19,920,861
Operating Expenses**	5,513,006
Material & Supplies	1,004,612
Capital Outlay	467,562
Cost of Sales	24,700
Non-Operating***	<u>742,369</u>

**Total Appropriations**

\$27,673,110

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

\*Personnel Services include salaries and employee benefits.

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

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

**Budget Format**

The College Park budget worksheet format was structured to address Council's requests from previous years' budget meetings. The FY 2010 Actual Expenses are shown, 2011 Amended Budget, 2011 Actual expenses (year to date through March 2011), Percent Used (percentage of 2011 Actual expenses over 2011 Amended Budget), 2011 Estimated Column (comprised of Department head entries on the Logos .Net system), 2012 Department Head Requested, 2012 City Manager Recommended, and Percentage (2012 City Manager Recommended to 2011 Amended Budget). Also, in response to Council's requests is a summary for Department Directors with budgets comprised of multiple departments. The College Park Budget is prepared to conform to the modified accrual accounting basis which is also used in our accounting system and procedures.

**Budget**

The Adopted Budget for FY 2011-12 is \$114,079,559. This represents a 2% net decrease and \$2,027,830 under the Amended FY 2010-11 Budget of \$116,482,789. A summary of the total All Funds Budget would be as follows:

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET**

	Amended Budget 2010-11	Adopted Budget 2011-12	Increase (Decrease)	%
General	\$31,314,792	\$27,673,110	(3,641,682)	-12%
Confiscated Drugs	57,055	76,450	19,395	34%
State Drug Fund	37,825	16,800	(21,025)	-56%
Emergency 911	767,297	813,720	46,423	6%
Power	26,657,933	28,040,787	1,382,854	5%
Water & Sewer	9,533,676	10,352,990	819,314	9%
Sanitation	3,040,405	2,750,000	(290,405)	-10%
Convention Center	15,041,380	14,735,595	(305,785)	-2%
Hospitality Fund	8,129,500	9,057,000	927,500	11%
GICC Spec District	105,200	125,200	-	0%
FAA Facility	6,023,967	5,558,527	(465,440)	-8%
BIDA	7,354,522	7,997,743	643,221	9%
Car Rental Tax	3,017,495	2,487,927	(529,568)	-18%
Main Street	191,836	120,122	(71,714)	-37%
SPLOST	410,700	426,000	410,700	0%
Storm Water	2,602,958	778,300	(1,824,658)	-70%
Golf	49,100	46,400	(2,700)	-5%
CDBG	157,000	-	(157,000)	-100%
Grant Funds	1,990,148	3,022,888	1,032,740	466*
<b>Total</b>	<b>\$116,482,789</b>	<b>\$114,079,559</b>	<b>(\$2,027,830)</b>	<b>-2%</b>

**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 services normally associated with government. The expenditures, largely salary, are susceptible to inflationary increase and the revenues for the upcoming fiscal year prove not to be growth-oriented (specifically building permits and business license).

Cash Reserves are sufficient to maintain solid financial strength for future years. The reserves are utilized to fund basic services or to subsidize the City's Enterprise Funds (Power, Water/Sewer, Sanitation and Convention Center) to a large degree. The projected expenditures for FY 2011-12 are covered by General Fund Revenues and a fund balance appropriation of \$1,627,080. During FY 2010-11 the Mayor and Council adopted a Governmental Accounting Standards Board (GASB) 54 Fund Balance Policy. The City will strive to maintain an unassigned fund balance in the General Fund between 30%-60% based upon annual expenditures.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

The General Fund has the following transfers: (1) transfer to Main Street of \$120,122 for salaries and operating expenses (2) transfer to FAA to of \$128,687 to cover bond payments (3) transfer to E911 of \$493,560 for salaries and operating expenditures.

Included in General Fund Revenues is Operating Transfers In–Hospitality Fund in the amount of \$1,201,822. 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 GICC is 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 is an operating transfer from the Power Fund of \$2,500,000, which represents that fund’s allocated costs for shared computer services, administrative costs and payment in lieu of taxes. The transfer will remain flat at \$2,500,000. In addition, an operating transfer from the Golf Course Fund of \$46,400 is included in revenues to cover operating expenses.

**REVENUES**

**Ad Valorem (Property Tax)**

The FY 2011-12 General Fund (Operating Budget) proposes a flat millage rate of 11.56 mills as compared to the adopted FY 2010-11 budget.

	<u>2010-11</u>	<u>2011-12</u>	<u>+ or –</u>
General Fund (mills) (General Operating)	11.56	11.56	0%

The Proposed 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 a flat amount of revenues for FY 2011-12 over the amended budget for FY 2010-11. This anticipated neutrality of the tax digest is predominantly due to an estimation of the reevaluations of existing properties throughout the City.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

The City's total assessed valuation of properties of all type throughout the City has decreased from \$897,135,725 in 2009 to \$867,750,222 in 2010, primarily due to a decrease in property values. The City is anticipating approximately \$40 million in new assessed valuations relating to the Car Rental Facility for FY 2011-12. Since the County has not included this amount in the initial tax digest, the additional revenue is not reflected in the adopted budget for FY 2011-12.

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 at \$1,600,000 in the FY 2011-12 Budget, an increase of \$100,000 from the previous years' budget. The increased collections are based on actual billings for the calendar year 2010.

The Special District Tax is presently a 14.5 mill tax rate applied to hotels operating in the legally defined Special District. The tax was imposed to recover amounts from the economic benefits enjoyed by the hotels provided by the 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 the same as last year's budgeted amount.

A review of the history of the General Fund millage rates for the FY 2001-12 are as follows:

<u>Year</u>	<u>Millage Rate</u>
2011 - 12	11.56
2010 - 11	11.56
2009 - 10	9.56
2008 - 09	9.56
2007 - 08	9.56
2006 - 07	9.56
2005 - 06	9.56
2004 - 05	9.56
2003 - 04	9.56
2002 - 03	9.56
2001 - 02	6.50

**Ad Valorem (Vehicles)**

The assessed valuation of vehicles has decreased from \$229 million in FY 2008-09 to \$33 million in FY 2009-10. The significant decrease is attributable to the omission of the valuations for the Car Rental Facility's vehicles. The 2010 tax digest did not reflect such assessments. The City has requested that the taxing authority include the omitted valuations in the 2010 digest, as it recognizes that the tax on vehicles has become an extremely important source of revenue.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

The Car Rental Facility opened in College Park in December 2009. These car rental companies pay taxes on their inventory based on an alphabet/month schedule, i.e. Alamo would submit taxes in January (A-B January), Enterprise in March (E-H March), Hertz in May and so on.

In Fiscal Year 2011-12 we anticipate an increase in Ad Valorem –Vehicles due to additional vehicles being assessed at the Car Rental Facility. The additional assessed valuations are estimated at approximately \$40 million. To date Fulton County has not included the additional assessed valuations, on its preliminary tax digest. Consequently, revenue from the additional assessed valuations is not reflected in the FY 2011-12 budget.

**Other Revenues**

The State of Georgia’s slow growth pattern is expected to carry over into FY 2011-12. Several revenue sources such as the fees and licenses, and other income (fines, forfeitures and probation) are anticipated to decrease by \$500,000. The actual sales tax revenues collected in FY 2009-10 totaled \$5,009,344 and the sales tax revenue collections for FY 2010-11 are projected to be collected at \$5,428,670; an increase in revenue of \$419,326. Any significant increase in consumer spending in the local area equates to increased sales tax dollars to the local municipalities.

Various departmental revenues such as business license, building, planning and zoning fees/permits for FY 2011-12 anticipated over FY 2010-11 budgeted reflects a decline in collection due to decreased construction activity. However, as construction activities on the various developments become accelerated these revenue streams will increase. Continued economic development throughout the City of College Park, specifically targeted toward the designated redevelopment areas, continues to be in the forefront of the City’s goals for FY 2011-12.

Other projected revenues are expected to remain relatively the same in the FY 2011-12 adopted budget year as compared to the FY 2010–11 amended budget with exceptions in the following areas:

- **Mixed Drink Tax:** Increase of \$64,000 anticipated. Collections projected at \$304,000.
- **Tax on Spirituous Liquor:** Increase of \$10,000 anticipated. Collections projected at \$510,000.
- **Recreation Fees:** Increase of \$106,730 anticipated. Collections projected at \$392,800 based on actual collections year to date FY 2010-11.
- **Fines and Forfeitures:** Decline of \$500,000 anticipated. Collections projected at \$1,500,000 based on actual collections year to date FY 2010-11.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

- **Administrative Fee–Hospitality:** Transfer decreased by \$360,678 from FY 2010-11.

In summary, the total revenue schedule is one that is felt to be diversified, equitable and realistic in the terms of services offered. The revenues are expected to grow slowly as the development projects are completed.

## **EXPENDITURES**

The budgeted expenditures for FY 2011-12 will be \$3,641,682 below the Amended FY 2010-11 Budget, representing a decrease of 12%. In general terms, Operating Expenses decreased 11%, Personnel Costs decreased by 3%, Materials/Supplies decreased 3%, and Cost of Sales decreased 3%. Capital Outlay decreased 76% and Operating Transfers decreased by 33%.

### **Personnel Costs**

The Personnel Costs (salaries, wages and employee benefits) in the Proposed FY 2011-12 Budget Year will equal approximately 74% of the General Fund (Operating Budget) net Operating Transfers. This budget sustains the level of municipal service to the City of College Park.

The adopted budget eliminates 11 positions in the General Fund: 1-Highway & Streets, 2-Parks, 6-Building and Grounds, 1-Inspections and 1-Police. It should be noted that 8 of the positions eliminated in the General Fund were vacant positions. Also, we eliminated 1 position in the Sanitation Fund and 1 position in the Storm Water Fund, both were vacant positions.

We have also begun reorganizing for greater efficiencies. There was a reclassification of EMS Firefighters to Fire Suppression. Also, the Sanitation Division staff will assist Buildings and Grounds with operational functions. In addition, each department is doing some informal reorganization.

The total personnel count for the overall budget program (All Funds) for FY 2011-12 is 496 positions; 13 positions less than the FY 2010-2011. For the General Fund Budget, the total personnel count is 330 positions; a change of 11 positions from FY 2010-11. For the Other Funds Budget the total personnel count is 166 positions; a change of 2 positions from FY 2010-11.

There is a 15% increase in health insurance costs and slight increase in city pension expenditures of 1%. For FY 2011-12 the City will continue its Healthy City Initiative Program for city employees.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Operating Expenses**

The total cost of Operating Expenses (comprising those object accounts under communications and utilities, rentals, repairs and maintenance, training and education, and other services and charges) shows a net decrease in the FY 2011-12 adopted General Fund budget over that of the FY 2010-11 amended budget of \$695,536.

Several of the major decreases are seen in the following areas:

- **Communications and Utilities** – A decrease in appropriations of \$143,843.
- **Repairs and Maintenance** – A decrease in appropriations of \$71,489.
- **Building Maintenance** – A decrease in appropriations of \$43,700.
- **Training and Education** – A decrease in appropriations of \$63,195.
- **Other Service Charges** – A increase in appropriations of \$380,259

**Materials and Supplies**

The total cost of Materials and Supplies shows a decrease in the adopted FY 2011-12 General Fund budget of \$33,915 over that of the FY 2010–11 amended budget.

**Capital Outlay**

The FY 2011-12 adopted General Fund budget for Capital Outlay was \$467,562. A decrease of \$1,475,544 as compared to the FY 2010-11 amended budget of \$1,943,106. The decrease is primarily due to do steps taken to reduce capital expenditures.

Overall, the cost of Capital Outlay decreased from \$1,943,106 in the Amended FY 2010-11 General Fund budget to \$467,562 in the adopted FY 2011-12 Budget, a decrease of \$1,475,544 primarily due to steps taken to reduce capital expenditures.

A comprehensive listing and explanation of those Capital Outlay items appropriated under All Funds FY 2011-12 are provided in the Capital Outlay Listing.

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

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**Debt Service**

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

**Summary**

To summarize the General Fund, the budget basically maintains the current level of municipal services and programs. There is no increase of the millage rate. This budget eliminated 13 positions of which 10 were vacant positions. There was an increase of 15% for health care cost to the city and a slight increase of 1% in the city's pension contribution.

Various projects were scaled back in prior fiscal year's budget. The budget for FY 2011-2012 reflects the inclusion of those delayed projects.

Several of the projects and activities/programs include the following:

- Public Relations communications (video, newsletters, maps, calendars, promotional, etc.)
- Public Improvements/Infrastructure (street resurfacing, sewer line repairs)
- Roadway landscaping and beautification
- Downtown Redevelopment through marketing and streetscape
- Community Policing (neighborhood and Main Street/Old National Highway)
- Economic Development of the City's redevelopment areas through marketing and promotion
- Enhancing the City's Geographical Information System
- Upgrade of the City's Zoning Code and land development and building regulations

These noted projects and activities/programs, as well as others, are progressive and necessary ones that everyone can agree will serve and benefit the residents of the community. Thus, we should provide the necessary resources for their completion and continued implementation so that we may realize the ultimate benefit(s).

**POWER FUND**

Until approximately 1998 College Park was legally limited in the ability to sell or trade this excess generating capacity. However, beginning in 1998, the 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 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.

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In order to continue the City's efforts to maximize the opportunities available as a result of excess power supply position, the Power Department 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 against 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 and is 25-35% below the surrounding utility competition.
- All City departments contribute to the revenue stream by paying for their actual costs of electricity. The estimated revenue from "Other City Sales" for FY 2011-12 is \$270,000.
- The Georgia International Convention Center (GICC) power is estimated to be \$1 million FY 2011-12. A decrease of \$135,000 from FY 2010-11.

The Power Fund will continue to generate sufficient revenues necessary to contribute to cash reserves. Retail power rates provide stability for all customer classes in that there are no planned increases in this budget. The retail rates will remain at the current 2010 levels.

Power Fund operating transfers for FY 2011-12 are as follows:

- Operating Transfers to the General Fund will remain flat at \$2,500,000
- Operating transfers to the BIDA Fund is \$1,641,706, which represents a decrease of \$546,293 over the prior year transfer amount of \$2,187,999.

**WATER AND SEWER FUND**

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

The City of College Park owns and operates a Water Distribution System and a Sanitary Sewer Conveyance System. The City of East Point provides approximately 3 million gallons of potable water to College Park per day. The City of Atlanta and Fulton County provides treatment of the City's waste water. During FY 2009-10 the City of College Park began to purchase an estimated .5 to 1.5 million gallons of potable water per day from the Clayton County Water Authority as a secondary source of water supply.

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**STORM WATER UTILITY 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 to convey 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 maintenance.

This is the fifth year of the program and we are addressing infrastructure problems; 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 2011-2012 Storm Water Utility fund will continue making debt service payments on the \$2,000,000 of stimulus funds received from the Georgia Environmental Finance Authority (GEFA).

**SANITATION FUND**

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

The current cost for solid waste collection is \$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. In 2006 Mayor and Council authorized a \$1.00 increase to be used to establish a Capital Improvements plan for Sanitation. This amount equals \$36,000 per year.

There is no proposed increase in the solid waste management fee for FY 2011-2012. Capital Expenses recommended budget of \$115,000 for vehicle and equipment purchases should insure continued effective and efficient collection services for the citizens of College Park.

**CONVENTION CENTER**

The Georgia International Convention Center (GICC) opened at its new location in April 2003. The GICC is a premier facility in the Southeast 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.

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The Revenue Budget for the GICC reflects a decrease in anticipated revenues from the FY 2010-11 amended budget of \$305,785 (Adopted budget FY 2011-12 over amended budgeted FY 2010-11). The decrease in revenues reflects the transfer of Hotel Special District Tax and GICC Special District Fund taxes to the GICC for bonded indebtedness for the Convention Center and infrastructure as well as the budget carry-forward. The changes in revenues are as follows:

	Increase (Decrease)
<b>Convention Center - Change in Revenues</b>	
Sales Food and Beverage	\$461,000
Parking	(50,000)
Equipment Rental	75,000
Audio Visuals	(7,000)
Interest	15,000
Miscellaneous Income	(13,000)
Administrative/Hospitality	835,178
Transfers - GICC	(1,153,563)
Budget Carryforward	(468,400)
 Total Net Change in Revenues	 (\$305,785)

Adopted budget expenditures for FY 2011-12, indicates an overall decrease net of capital expenditures and debt service of \$305,785 or 2%. This decrease is comprised of the following object accounts:

	Increase (Decrease)
<b>Convention Center - Change in Expenditures</b>	
Personnel Services	(\$362,849)
Employee Benefits	(53,476)
Cost of Sales	279,750
General Operating Expenses	(372,196)
Capital Outlay	3,350
Change in Debt Service	199,636
 Total Net Change in Expenses	 (\$305,785)

Changes to the budget are as follows:

- Major Capital Outlay Projects include replacement of operable wall coverings.

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**SPECIAL REVENUE FUNDS**

**HOSPITALITY FUND**

This fund accounts for \$9,057,000 in anticipated collections of the Hotel/Motel and Special District Taxes.

With the Georgia State General Assembly passing the 20% increase in the Hotel/Motel tax we created a College Park Destination Management 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 and local hotels.

Mayor and Council approved a 2% Hotel/Motel tax increase that is effective beginning July 1, 2011. 1.5 % of the Hotel/Motel tax increase will be used for the CP-DMO and .5% can be used for tourist product development. A Destination Marketing Organization line item was established in the Hospitality Fund for FY 2011-2012 budget.

The distribution of these tax collections is as follows:

- General Fund (\$1,201,822)  
This transfer covers the costs of the Main Street and Business Development departments, as well as the portion of collections not necessary for bond debt or other purposes from funds other than the General Fund.
- GICC (\$6,435,178)  
This amount is transferred to pay principal and interest on bond debt as well as to cover operational costs associated with the GICC facility. \$20,000 is budgeted for legal fees related to the Hospitality Fund as well.
- CP-DMO (\$1,400,000)  
This amount is transferred to promote tourism, conventions, and trade shows by the CP-DMO.

**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 Gateway Development 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

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revenue source for the GICC Special District Fund in FY 2011-12 is fund income of Special District Taxes estimated at \$125,000.

**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 (\$493,560) as well as the projected E911 collections and interest (\$320,160).

**CAR RENTAL FUND**

Car Rental Funds are used to account for taxes levied on car rental operations at Hartsfield-Jackson International Airport.

Car Rental Tax collections for the FY 2011-12 have been budgeted upon the settlement of the funding formula litigation. This fund is projected to receive \$2,470,000 in FY 2011-12. Collections for prior years are as follows:

2001	\$2,222,477
2002	2,301,327
2003	2,083,252
2004	2,198,593
2005	2,548,311
2006	2,703,314
2007	2,748,648
2008	2,681,445
2009	2,622,351
2010	2,454,827

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.

Projected disbursements from this fund for FY 2011-12 were for costs associated with bonded indebtedness and operating expenditures.

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**GRANT FUNDS**

Numerous federal and state grants comprise the Grants Funds. Most grants require either local match funds or soft (in-kind) contributions. The grants anticipated for FY 2011-12 are as follows:

Source	Title	FY 2011-2012 Project Costs	Match \$'s	Match Ratio
Federal Grant	COPS Technology	\$450,000	\$0	0%
Federal Grant	Justice Grant	46,348	\$0	0%
Federal Grant	Safer Grant	242,740	\$0	0%
Federal Grant	Small Business Admin	150,000	\$0	0%
State Grant	GDOT/ARC Grant Phoenix Trail	957,000	\$0	0%
State Grant	Godby Road and Old National Parkway TE Project	440,800	\$0	0%
State Grant	Main Street TE Project	500,000	\$0	0%
State Grant	Old National Bus Shelters - MARTA	236,000	\$0	0%
		\$3,022,888		

**OTHER FUNDS**

**Confiscated Drug Funds** \$76,450 - 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** \$16,800 - This Fund reports the City share of State Drug monies that are confiscated by the City.

**CDBG Fund** \$0 - This Fund reports the Grant Income from the Community Development Block Grant and the expenditure of those funds. There are no monies budgeted for CDBG funds for FY 2011-12.

**DEBT**

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. Also, to account for lease purchases from commercial paper loans for shorter-term financing.

All of the long-term debt owed by the City is in the form of Revenue Bonds. Revenue Bonds are repaid with proceeds of revenues repaid 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.

**Convention Center** - \$67,030,000. These revenue bonds, Series 2000, were issued for the purpose of constructing the new Georgia International Convention Center. On December 1, 2005, the City issued new debt to refund a portion of these bonds in the amount of \$51,300,000. The balance of the debt is considered defeased and

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not recorded in the City's financial statements at June 30, 2010. The remaining outstanding balance of these revenue bonds at June 30, 2010 was \$1,955,000.

**Convention Center** - \$20,375,000. These revenue bonds, Series 2001, were issued for the purpose of constructing the new Georgia International Convention Center. The outstanding balance of these revenue bonds at June 30, 2010 was \$16,910,000.

**Convention Center** - \$53,475,000. These revenue bonds, Series 2005, were issued for the purpose of refunding a portion of the City's Civic Center Project Revenue Bonds, series 2000, in order to refinance a portion of the costs of the convention center facility leased by BIDA to the City of College Park. The outstanding balance of these revenue bonds at June 30, 2010 was \$53,375,000.

**BIDA** - \$11,250,000. These revenue bonds, Series 2004, relates to the construction of the Public Safety Complex completed in November 2005. The outstanding balance of these revenue bonds at June 30, 2010 was \$9,170,000.

**BIDA** - \$25,875,000. These revenue bonds, Series 2006, were issued for the purpose of financing the costs of acquiring land to be used as a site for a new hotel, retail, and office complex near the convention center facility, which land will be leased by BIDA to the City of College Park. Debt relates to the construction of the Public Safety Complex completed in November 2005. The outstanding balance of these revenue bonds at June 30, 2010 was \$25,055,000.

**BIDA** - \$34,060,000. These revenue bonds, Series 2008, were issued for the purpose of financing the costs of acquiring, construction, and installing approximately 400-key first class headquarters hotel and approximately 147-key select service hotel and parking component, on a site owned by the Authority which is adjacent to Georgia International Convention Center. The outstanding balance of these revenue bonds at June 30, 2010 was \$34,060,000.

**BIDA** - \$7,445,000. These revenue bonds, Series 2008A, were issued for the purpose of financing the costs of acquiring, construction, and installing approximately 13,000 gross square foot, four story office building and related parking, on a site owned by the Authority which is adjacent to Georgia International Convention Center. The outstanding balance of these revenue bonds at June 30, 2010 was \$7,315,000.

**FAA Projects I and II** - The amounts borrowed in two separate issues (Series 1993 and 1999) were used to construct and equip the Regional Offices of the Federal Aviation Administration (FAA) and secured by a non-cancelable lease from the General Services Administration (GSA). Under the lease with the City, the City is obligated to make up the difference of rental payments received by the FAA to ensure amounts are sufficient to make principal and interest payments on the bonds.

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A management company runs the facilities and disbursements are authorized at that level.

**FAA** – \$8,500,000. Series 1993. The outstanding balance of these revenue bonds at June 30, 2010 was \$3,490,000.

**FAA** – \$28,995,000. Series 1998. The outstanding balance of these revenue bonds at June 30, 2010 was \$11,285,000.

**CONCLUSION**

In conclusion, the programs outlined in the following pages of this budget document are attainable, reasonable, and worthy of your serious consideration. Although this was a difficult budget process, this budget will allow the City to continue to provide outstanding services to our citizens. The City will also be able to continue its efforts in economic development and completion of the GICC Gateway Project. Finally, College Park is committed to improving its process and procedures and becoming a more efficient organization. Sincere appreciation goes to all the Department Heads and all other City staff members for their careful effort put forth in the planning and implementation of this budget.

It is imperative that staff as well as Mayor and Council begin to work towards developing a 5 year financial forecast to identify the financial needs over the next 5 years.

This budget continues to show the sound fiscal policy established by the Mayor and Council. As stated in the June 30, 2010 Comprehensive Annual Financial Report, the City maintains a very healthy general fund balance of \$16,023,938.

Respectfully submitted,



William E. Johnson, III  
City Manager

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## **BUDGET PROCESS**

### **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

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- 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.

### **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

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- 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 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.

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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 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.

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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, 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

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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 provide 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. The staff of every City service or program is expected to conduct self-assessments and develop cost and quality measures of efficiency and effectiveness. Internal performance measurements are developed and reviewed on a periodic basis by management.

Ongoing monitoring of the City's financial performance is required of all Directors and Managers on a monthly basis. College Park's Program Operating and Capital Budget 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

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by staff. If approved, the transfer is processed in the budget system by the Finance Department staff.

## **CAPITAL IMPROVEMENT PROGRAMING**

### **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

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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.

**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 part 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)

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- 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 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 Fairfax County.

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

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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 improvements to spur private reinvestment and revitalization in support of City's land use policy. The CIP shall support the City's efforts to encourage the development of affordable and effective multi-use public facilities as feasible.
5. The CIP shall be developed to provide facilities that are cost effective, consistent with appropriate best practice standards, community standards and expectations of useful life.
6. The City will endeavor to execute the projects as approved and scheduled in the CIP. Value Engineering principles will continue to be applied to appropriate capital projects. Changes in project scope cost and scheduling will be subject to close scrutiny.

**The CIP Review**

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

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

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

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

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CAPITAL OUTLAY

DEPARTMENTS	DESCRIPTION	NUMBER OF UNITS	COST PER UNIT	COUNCIL APPROVED
Police Patrol	Vehicle/Replace	7	29,500	\$ 206,500
<b>Subtotal - Police Patrol</b>				<b>206,500</b>
Corrections	Vehicle/Replace	1	39,200	39,200
<b>Subtotal - Corrections</b>				<b>39,200</b>
Recreation Facilities	Buildings	1	20,750	20,750
	Parks	1	54,500	54,500
<b>Subtotal - Recreation Facilities</b>				<b>75,250</b>
Parks	Vehicle-Replace	1	24,590	24,590
<b>Subtotal - Parks</b>				<b>24,590</b>
Highway and Street	Other Equipment/New	1	17,022	17,022
<b>Subtotal - Highway and Street</b>				<b>17,022</b>
MIS-Info Technology	Other Equipment/New	1	105,000	105,000
<b>Subtotal - MIS-Info Technology</b>				<b>105,000</b>
<b>Grand Total - General Fund</b>				<b>467,562</b>
Confiscated Drugs	Vehicle-Replace	1	26,000	26,000
	Office Equipment/New	1	14,000	14,000
	Communications	1	10,000	10,000
<b>Subtotal - Confiscated Drugs</b>				<b>50,000</b>
SPLOST	Buildings	1	281,000	281,000
<b>Subtotal - SPLOST</b>				<b>281,000</b>
Grant Funds	Other Equipment/New	1	517,309	517,309
	Capital Improvement Fund	1	2,093,800	2,093,800
<b>Subtotal - Grants</b>				<b>2,611,109</b>
Water and Sewer	Waterline Replacement	1	200,000	200,000
	Meter/New	1	10,000	10,000
	Sewer Extensions	1	400,000	400,000
	Other System Improvements	1	380,000	380,000
<b>Subtotal - Water and Sewer</b>				<b>990,000</b>
Electric/Power Fund				
Electric/Line	Buildings	1	37,000	37,000
	Vehicle Replacement	1	260,000	260,000
	Communications	1	37,500	37,500
	Capital Improvement Fund	1	150,000	150,000
	Electrical Improvements	1	500,000	500,000
	Other System Improvements	1	5,000	5,000
	Street Lighting	1	360,500	360,500
<b>Subtotal - Electric/Line</b>				<b>1,350,000</b>

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DEPARTMENTS	DESCRIPTION	NUMBER OF UNITS	COST PER UNIT	COUNCIL APPROVED
Electric/Meter	Vehicle Replacement	1	17,250	17,250
	Meters/Replace	1	25,000	25,000
	Other System Improvements	1	300,000	300,000
<b>Subtotal - Electric/Meter</b>				<b>342,250</b>
Electric/Customer Service	Other Equipment-Replace	1	168,756	168,756
<b>Subtotal - Electric/Customer Service</b>				<b>168,756</b>
<b>Total - Electric/Power Fund</b>				<b>1,861,006</b>
Sanitation	Vehicle Replacement	1	115,000	115,000
	Sanitation Containers	6	5,000	30,000
<b>Subtotal - Sanitation</b>				<b>145,000</b>
Fund: 555-Convention Center	Furniture/Fixture Replace	1	286,000	286,000
<b>Subtotal - Convention Center</b>				<b>286,000</b>
Business Industrial Development (BIDA)	Capital Improvement Fund	1	1,958,000	1,958,000
<b>Subtotal - BIDA</b>				<b>1,958,000</b>
Storm Water Utility	Improvements-Storm Sewers	1	236,000	236,000
<b>Subtotal - Storm Water Utility</b>				<b>236,000</b>
<b>Grand Total - Other Funds</b>				<b>8,418,115</b>
<b>Grand Total of General and Other Funds</b>				<b>\$ 8,885,677</b>

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**Project Name or Title**

Capital Improvement-Valk RVS 942 Plow w/Power Reverse

**Project Description**

This capital improvement item is a heavy duty snow plow that attaches to the 2004 F-750 Truck.

**Project Justification and Impact**

The snow plow will be used during inclement weather to clear roadways and streets, which minimize hazardous roadways which result in incidents and accidents.

**Project Costs: \$8,995**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$8,995	\$ -	\$ -	\$ -	\$ -	\$8,995

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

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

**Funding Source:** General Fund

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

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**Department/Division**

Public Works: Highway and Streets

**Project Name or Title**

Capital Improvement-MDV-1044 Salt Spreader

**Project Description**

Removal of cover, drain pool, resurface plaster, refill pool and balance pool water.

**Project Justification and Impact**

This capital improvement item is an 11HP Truck mounted Salt Spreader that is designed to give increased material capacity and more versatility.

**Project Costs: \$8,027**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$8,027	\$ -	\$ -	\$ -	\$ -	\$8,027

**Useful Life:** 10-15 years

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

**Funding Source:** General Fund

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

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**Department/Division**

Recreation Facilities

**Project Name or Title**

HVAC Repairs at Brady Center

**Project Description**

Rewire and provide controls for chill water air handlers. Replace the compressor and condenser motor and blade on the McQuay Chiller.

**Project Justification and Impact**

It has been 17 years since the system was installed. We have postponed the repairs as long as we can, if we do not make the necessary repairs, more problems will arise.

**Project Costs: \$20,750**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$20,750	\$ -	\$ -	\$ -	\$ -	\$20,750

**Useful Life:** 10 years

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

**Funding Source:** General Fund

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**Department/Division**  
Recreation Facilities

**Project Name or Title**  
Re-plaster Conley Pool

**Project Description**  
Removal of cover, drain pool, resurface plaster, refill pool and balance pool water.

**Project Justification and Impact**  
The pool was re-built in 2002, and has been patched the last three years. Each year the patched area has grown and unless we re-plaster the pool by 2013, we may not be able to open.

**Project Costs: \$39,500**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$39,500	\$ -	\$ -	\$ -	\$ -	\$39,500

**Useful Life:** 10 years

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

**Funding Source:** General Fund

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**Department/Division**  
Recreation Facilities

**Project Name or Title**  
Borders for playgrounds

**Project Description**  
Install 6" x 8" x 8" rubber flex border around each playground at Zupp, Barrett and Phillip's Park. Also, install mats under each swing set.

**Project Justification and Impact**  
The borders and mats will keep the mulch from washing away from the playground areas and it killing the grass.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$15,000	\$ -	\$ -	\$ -	\$ -	\$15,000

**Useful Life:** 10 years

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

**Funding Source:** General Fund

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**Department/Division**

Public Works: Parks

**Project Name or Title**

Ford F-350 4X4 Pick Up Truck

**Project Description**

Replacement for truck 144.

**Project Justification and Impact**

The current truck 144 inoperable.

**Project Costs: \$24,590**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$24,590	\$ -	\$ -	\$ -	\$ -	\$24,590

**Useful Life:** 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:** N/A

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**Department/Division**

Public Works: Water and Sewer

**Project Name or Title**

Waterline Replacement

**Project Description**

This capital improvement project will provide pipe laying services on a demand basis for the City of College Park.

**Project Justification and Impact**

The City of College Park has experienced inadequate water pressure and volume throughout. This project will upgrade the distribution system. Also this project will provide fire protection and looping of the system as recommended by the Water Study Module.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$200,000	\$ -	\$ -	\$ -	\$ -	\$200,000

**Useful Life:** 20 years

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

**Funding Source:** Water and Sewer Fund

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

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**Department/Division**

Public Works: Water and Sewer

**Project Name or Title**

New Meters Project

**Project Description**

This Project will allow the purchasing of water meters for new construction within the City of College Park and provide for the calibration and bench testing of large commercial and residential meters throughout our service area.

**Project Justification and Impact**

The comprehensive program will allow the purchase of residential and commercial water meter sizes ranging from 3/4 “ to 10 “. This program will also ensure water revenue loss is minimized.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ 5,000	\$10,000	\$20,000	\$25,000	\$30,000	-	\$90,000

**Useful Life:** 10 years

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

**Funding Source:** Water and Sewer Fund

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

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**Department/Division**

Public Works: Water and Sewer

**Project Name or Title**

Sewer Extensions

**Project Description**

The capital outlay project is to provide sanitary sewer service for new customers.

**Project Justification and Impact**

The City of College Park anticipates annexation of five areas within Clayton County over the next five year period. This project will allow the Water/Sewer Division to extend services to those newly annexed areas.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$400,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,200,000

**Useful Life:** 20-30 years

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

**Funding Source:** Water and Sewer Fund

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

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**Department/Division**

Public Works: Water and Sewer

**Project Name or Title**

Other System Improvement Project

**Project Description**

This project will maintain and upgrade the Water Distribution System and Sanitary Sewer Collection System.

**Project Justification and Impact**

The City of College Park has two (2) elevated water storage tanks and two (2) water pump stations. This program is established to maintain the interior, exterior, and function of these facilities.

**Project Cost: \$380,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$31,000	\$380,000	\$ -	\$ -	\$ -	\$ -	\$411,000

**Useful Life:** 10 years

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

**Funding Source:** Water and Sewer Fund

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

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**Department/Division**

Power: Electric Line

**Project Name or Title**

Re-Roof Building/Window Replacement

**Project Description**

This capital improvement item is to replace the existing roof of the building and windows.

**Project Justification and Impact**

The existing roof is over 20 years old and has been repaired many times. There are leaks in all areas of the building.

**Project Costs: \$37,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$37,000	\$ -	\$ -	\$ -	\$ -	\$37,000

**Useful Life:** 20-30 years

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

**Funding Source:** Electric Fund

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

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**Department/Division**

Power: Electric Line

**Project Name or Title**

New/Replacement Vehicle

**Project Description**

The Department has a need for rolling stock in order to support its administrative and technical operations. Vehicles are purchased on an ongoing basis, and are generally replaced every ten (10) years or 100,000 miles depending on type of vehicle.

**Project Justification and Impact**

New and replacement vehicles need to be added to the fleet on an ongoing basis to provide reliable electric service to customers. Maintenance and upgrade of fleet vehicles is needed in order to provide these services.

**Project Costs: \$260,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$210,000	\$260,000	\$ -	\$ -	\$ -	\$ -	\$470,000

**Useful Life:** 8 years

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

**Funding Source:** Electric Fund

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

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**Department/Division**

Power: Electric Line

**Project Name or Title**

Decorative Lighting

**Project Description**

Distribution system upgrades cover a wide range of capital improvements to the system which include re-conducting, substation upgrades, SCADA system, meter replacement, traffic control system upgrades, private area lighting and street lighting upgrades.

**Project Justification and Impact**

The electric distribution system must be upgraded on a continuous basis to maintain the most reliable and efficient service to its customers. Electric distribution systems which are not properly maintained present safety hazards to citizens and employees alike and reliability suffers, eventually costing more to repair than it would have to provide timely maintenance and renewal.

**Project Costs: \$12,500**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$12,500	\$7,000	\$7,000	\$8,000	\$8,500	\$43,000

**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:** N/A

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**Department/Division**

Power: Electric Line

**Project Name or Title**

Outdoor Lighting

**Project Description**

Distribution system upgrades cover a wide range of capital improvements to the system which include re-conducting, substation upgrades, SCADA system, meter replacement, traffic control system upgrades, private area lighting and street lighting upgrades.

**Project Justification and Impact**

The electric distribution system must be upgraded on a continuous basis to maintain the most reliable and efficient service to its customers. Electric distribution systems which are not properly maintained present safety hazards to citizens and employees alike and reliability suffers, eventually costing more to repair than it would have to provide timely maintenance and renewal.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$20,000	\$25,000	\$25,000	\$30,000	\$30,000	\$130,000

**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:** N/A

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**Department/Division**

Power: Electric Meter

**Project Name or Title**

New/Replacement Vehicle

**Project Description**

The Department has a need for rolling stock in order to support its administrative and technical operations. Vehicles are purchased on an ongoing basis, and are generally replaced every ten (10) years or 100,000 miles depending on type of vehicle.

**Project Justification and Impact**

New and replacement vehicles need to be added to the fleet on an ongoing basis to provide reliable electric service to customers. Maintenance and upgrade of fleet vehicles is needed in order to provide these services.

**Project Costs: \$17,250**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$17,250	\$45,000	\$ -	\$ -	\$ -	\$62,250

**Useful Life:** 10 Years

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

**Funding Source:** Electric Fund

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

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**Department/Division**

Power: Electric Meter

**Project Name or Title**

High Powered Automated Residential Meters (ERT)

**Project Description**

Form 2-s Residential Meters with Electronic Remote Transmit (ERT) High Power Modules.

**Project Justification and Impact**

High Power ERT residential replacement meters used in all new installations as well as locations where meters are obsolete, inaccessible, and in high density residential housing areas with AMR to reduce exposure to hazardous conditions and improve efficiency and reliability. The High Power ERT will allow the signal to be transmitted over longer distances and is for use with the new Fixed Meter Data Network.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$50,000	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000	\$195,000

**Useful Life:** 10 Years

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

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** Fixed Meter Data Network

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**Department/Division**

Power: Electric Meter

**Project Name or Title**

Fixed Meter Reading Data Network

**Project Description**

Centron Fixed Meter Reading Data Network – incorporates high power ERT technology to transmit meter data to local pole mounted data collection points (concentrators) and ultimately transmitted to a secure internet based host. Billing is downloaded to local site based on preset billing dates and times. Data is immediately available for city personnel to access to assist customers and to use internally for load forecasting, revenue projects and other purposes. Additional features include outage assessment and tampering alerts. System is also compatible with high power water ERT modules for future use.

**Project Justification and Impact**

Fixed Meter Reading network collects data continuously via high power ERT modules. Data is transmitted to a central database where it is immediately accessible from highly secure web based storage retrieval system. Constantly transmitted data allows City personnel to access real time billing and consumption data to review with customers and other internal billing and data analysis uses. Provides quicker response to customer and internal inquiries, and can provide immediate verification for the customers who is still on the phone. System does not require additional interface for billing. Additional features included outage assessment and meter tampering applications. Because the meter constantly transmits data, when a meter stops transmitting, a “missing poll” is reported.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$300,000	\$230,000	\$ -	\$ -	\$ -	\$530,000

**Useful Life:** 20 Years

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

**Funding Source:** Electric Fund

**Relationship to Other Primary Projects:** A.M. R. Water Installation

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Power: Electric Customer Service

**Project Name or Title**

New Utility Billing and Customer Information

**Project Description**

This capital improvement request is to purchase a replacement for the City's utility billing system.

**Project Justification and Impact**

The billing system must be upgraded on a continuous basis to maintain the most reliable and efficient service to its customers. Electric distribution systems which are not properly maintained present safety hazards to citizens and employees alike and reliability suffers, eventually costing to repair than it would have to provide timely maintenance and removal.

**Project Costs: \$168,756**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$211,540	\$168,576	\$ -	\$ -	\$ -	\$ -	\$380,116

**Useful Life:** 10 Years

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

**Funding Source:** Electric Fund

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Public Works: Sanitation

**Project Name or Title**

New/Replacement Vehicle

**Project Description**

This capital improvement is to purchase a replacement vehicle for worn out Barrel Truck #403 .

**Project Justification and Impact**

This vehicle is used for residential pick-up and due to extreme wear associated with this type of work it is imperative that this vehicle is replaced. This replacement vehicle will move into the rotation and preserve the life of other vehicles.

**Project Costs: \$115,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$307,355	\$115,000	\$ -	\$ -	\$ -	\$ -	\$422,355

**Useful Life:** 10 Years

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

**Funding Source:** Sanitation Fund

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Public Works: Sanitation

**Project Name or Title**

Equipment Replacement-Containers

**Project Description**

This capital improvement purchase is to replace Sanitation Containers.

**Project Justification and Impact**

These containers are used for commercial pickup and due to extreme wear associated with this type of work, it is imperative that the containers are replaced.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$25,000	\$30,000	\$ -	\$ -	\$ -	\$ -	\$55,000

**Useful Life:** 10 Years

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

**Funding Source:** Sanitation Fund

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Public Works: Storm Water

**Project Name or Title**

Storm Sewer Pipe Improvements

**Project Description**

Rehabilitate corroded metal pipe under roadways without cutting into the road.

**Project Justification and Impact**

The current storm sewer system has metal pipe crossing roadways. The CCTV inspection has found some pipes showing signs of distress. Rehabilitating these sections of pipe in the early stages will extend the life of the pipe for about 20-30 years and prove to be more cost effective.

**Project Costs: \$236,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$236,000	\$400,000	\$450,000	\$250,000	\$275,000	\$1,611,000

**Useful Life:** 20-30 Years

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

**Funding Source:** Storm Water Utility Fund

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division:**

Information Technology and Telecommunications

**Project Name or Title:**

Blade Server System (VMWare – Virtualized Server environment)

**Project Description:**

A standard rack-mount server can exist with (at least) a power cord and network cable, blade servers have many components removed for space, power and other considerations while still having all the functional components to be considered a computer. A blade enclosure provides services such as power, cooling, networking, various interconnects and management—though different blade providers have differing principles around what should and should not be included in the blade itself (and sometimes in the enclosure altogether). Together these form the blade system.

**Project Justification and Impact:**

Blade servers are self-contained computer servers, designed for high density. Blades replace antiquated servers and are low-maintenance, cost-effective and easy to replace. This server system will replace obsolete and antiquated servers currently in use by the city and various departments. Instead of replacing one or more servers on an annual basis a blade can be replaced at a minimal cost.

**History and Plan**

There are no spare servers available in the city to replace an existing server if it fails. A new server would have to be ordered or built at a cost of \$3,000 - \$5,000 per server. The city currently runs between 15-20 servers at any given time. Even if the equipment could be replaced in a timely fashion (1-2 days) it still takes additional time to setup and reinstall needed components. The blade server system the city now uses greatly reduces recovery time and expense. This system will be a lasting solution to the city's network needs and allow for further growth as needed.

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

<b>Prior Years</b>	<b>FY 2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>TOTAL</b>
<b>\$60,000</b>	<b>\$10,000</b>	<b>\$10,000</b>				<b>\$80,000</b>

**Useful Life:** 10 years

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

**Funding Source:** General Fund (50%) / Enterprise Fund(s) (50%)

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division:**

Information Technology and Telecommunications

**Project Name or Title:**

Telecommunications Network Upgrade

**Project Description:**

This is the final payment for the replacement of the city's telephony including new phones, switches, UPS battery backups, software, controllers and the management console. It replaced the soon to be outdated NETVPN DSL network with T1 lines and an MPLS (Multiprotocol Label Switching) network.

**Project Justification and Impact:**

The city's current phone system did not effectively meet the city's needs. The main city system paid a maintenance contract that did not include MACs (Moves, Adds and Changes) of approximately \$20,000 per year. With MACs added to the cost of yearly maintenance, the total cost to the city was upwards of \$50,000 annually. This did not include other, outlying systems that ran that the total cost of maintenance close to \$100,000 citywide. With the updated system and network the following benefits were realized by the city:

- Unified citywide phone system with 4 digit dialing between buildings.
- Enhanced data and voice connections to all locations.
- Future expansion at existing and future locations.
- Cost savings through use of internal management console.
- Built in redundancy and business continuity.

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

<u>Prior Years</u>	<u>FY 2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
\$140,000	\$70,000					\$210,000

**Useful Life:** 10+ years

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

**Funding Source:** General Fund (50%) / Enterprise Fund(s) (50%)

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division:**

Information Technology and Telecommunications

**Project Name or Title:**

MS Office Site License (s) - BOSS

**Project Description:**

Site License(s) for Microsoft Office Professional and possibly the Windows Operating System, Adobe and other software.

**Project Justification and Impact:**

With every new PC purchase, individual software is purchased as well that can only be used for that system. With a site license, the above mentioned software can be installed and utilized on any city owned machine. This allows for more flexibility in the purchasing of new systems as well as the upgrading of older systems. It also decreases the purchase price of new equipment by \$200-\$300 per unit which will generate a citywide cost savings.

**History and Plan:**

Currently, software is purchased on a system by system or user by user basis. A site license would allow the IT Department to effectively manage software upgrades and system configurations. Since units will not be replaced all at once, the site licenses will be introduced over the next several years as new units are purchased.

The IT department is currently demoing software called BOSS from DiagWin. This software gives the IT department and the city the following benefits amongst others:

- Helpdesk ticketing system and knowledge base.
- Inventory maintenance and control for attached and non-attached devices.
- Remote desktop promotions and maintenance.
- License tracking; Mass updates.
- Helps to meet Computer Inventory Records retention requirements

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

<u>Prior Years</u>	<u>FY 2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
\$ -	\$25,000	\$25,000				\$50,000

**Useful Life:** 5 years

**Estimate Cost Beyond Five Year Program:** Routine maintenance and license expenses will be incurred.

**Funding Source:** General Fund (50%) / Enterprise Fund(s) (50%)

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Fire/Special Purpose Local Option Sales Tax (SPLOST)

**Project Name or Title**

Capital Improvement-Buildings: Construction of Station 3.

**Project Description**

This capital improvement item is to provide resources for the construction of fire station 3.

**Project Justification and Impact**

Station 3 is needed to provide Fire and EMS services to the Southeast portion of the City. The City was able to obtain funding via the Clayton County SPLOST fund to be utilized for the construction of a fire station.

**Project Costs: \$281,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$281,000	\$660,500	\$660,500	\$ -	\$ -	\$1,602,000

**Useful Life:** 40 - 50 years

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

**Funding Source:** Clayton County - Special Purpose Local Option Sales Tax (SPLOST)

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Police/Administration/Grants

**Project Name or Title**

Computer Update

**Project Description**

This capital improvement request is to replace the Replace Facility Commander Workstation and Software.

**Project Justification and Impact**

Replace Facility Commander Workstation and Software. This program is used to control door access along with other integrated security management at the Public Safety Building. Our current system is inoperable because of outdated software.

**Project Costs: \$33,309**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$33,309	\$ -	\$ -	\$ -	\$ -	\$33,309

**Useful Life:** 3-5 years

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

**Funding Source:** Grant Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Police/Administration/Grants

**Project Name or Title**

Computer Replacement

**Project Description**

This capital improvement request is to replace the current mobile car computers.

**Project Justification and Impact**

Purchase Mobile Car Computers: Our current mobile computers have been in service for 8-9 years and have very limited hardware and software capabilities making it difficult to meet current demands. The new mobile computers will be able to accept air cards allowing for faster transmission speeds from computer to server and will provide a connection from the cameras (listed below) to the patrol car allowing the officers to observe several areas of the city from one location.

**Project Costs: \$450,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$450,000	\$ -	\$ -	\$ -	\$ -	\$450,000

**Useful Life:** 3-5 years

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

**Funding Source:** Grant Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Economic Development/Grants

**Project Name or Title**

SBA College Park Entrepreneurial Development Center

**Project Description**

This capital outlay request is for equipment purchases related to establishing a College Park Entrepreneurial Development Center in partnership with Club E.

**Project Justification and Impact**

The equipment and furniture will help us support the establishment of a much-needed small business support enterprise and allow us to offer free and low cost business workshops and trainings, financial consultations and other support meetings such that we fulfill on our core program goal of supporting small business and entrepreneurial development. Office computer, monitors, tables, chairs and all-in-one copier and scanner will be included in the purchases.

**Project Costs: \$34,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$34,000	\$ -	\$ -	\$ -	\$ -	\$34,000

**Useful Life:** 10 - 20 years (Varies per item)

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

**Funding Source:** Small Business Administration (SBA)

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Economic Development/Grants

**Project Name or Title**

Capital Improvement- Old National Highway, T209 Streetscapes and T211 ATMS; GDOT Project Number CSSTP-0006-00(912), Fulton, P.I. #0006912

**Project Description**

This capital outlay request is for funds to acquire right-of-way and for construction costs for the T209 streetscapes improvements and the T211 Automated Traffic Management System (ATMS). The goal is to improve the aesthetics of streetscapes, and improved pedestrian and traffic flow along the Old National Highway from Sullivan Road south to Flat Shoals Road. Project includes an ATMS system that will enhance traffic flow along the corridor and lead in the redevelopment and revitalization of the area. This is a joint project between College Park and Fulton County. College Park's estimated share of cost: \$1,750,000; Fulton County's estimated share of cost \$3,400,000; GDOT (Federal) funds \$1,500,000.

**Project Justification and Impact**

Streetscape and pedestrian/vehicle traffic flow improvements are necessary to encourage the redevelopment of the Old National Corridor. Business closings and relocations of retail outlets to competing areas during the early 1990s subjected the corridor to an economic downturn leaving the area inundated with vacant large former retail boxes.

**Project Costs: \$957,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$957,000	\$ -	\$ -	\$ -	\$ -	\$957,000

**Useful Life:** 10 - 20 years (Varies per material / streetscape item)

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

**Funding Source:** BIDA Capital Improvements Program

**Relationship to Other Primary Projects:** A similar streetscape project is underway for Godby Road and Old National Parkway. Both Godby and Old National Parkway connect to Old National Highway

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Economic Development/Grants

**Project Name or Title**

Capital Improvement – Main Street TE Streetscape Project, P.I. #0002314

**Project Description**

This capital outlay request is for funds to complete the streetscapes, sidewalks and pedestrian lighting improvements as designed in the TE project. The project constructs sidewalk improvements along Main Street from Princeton to Harvard and Rugby to Walker.

**Project Justification and Impact**

Streetscape and pedestrian/vehicle traffic flow improvements are necessary to encourage the redevelopment of Main Street. This TE project will improve pedestrian access and safety and enhance the aesthetics of the area so as to attract future development. This street is the primary corridor through downtown College Park. The total project is \$500,000 with the city's match requirement of \$250,000. GDOT will reimburse \$250,000 of the total project cost.

**Project Costs: \$500,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$500,000	\$ -	\$ -	\$ -	\$ -	\$500,000

**Useful Life:** 10 - 20 years (Varies per material / streetscape item)

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

**Funding Source:** BIDA Capital Improvements Program

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Economic Development/Grants

**Project Name or Title**

Capital Improvement - Godby Road and Old National Parkway TE Project; TEE-0008-00(135), P.I. #008135

**Project Description**

This capital outlay request is for funds to complete the streetscapes, sidewalks and pedestrian lighting improvements as designed in the TE project. The project adds sidewalks to sections of Old National Parkway where no sidewalks exist, improves sidewalks on Godby Road, and adds pedestrian lighting along both streets. College Park TE funds for construction are \$441,000.00 reimbursed 100% by Federal Stimulus Funds.

**Project Justification and Impact**

Streetscape and pedestrian/vehicle traffic flow improvements are necessary to encourage the redevelopment of the Old National Corridor. This TE project will improve pedestrian access to the apartments to the east of Clipper Drive. It will also improve access from the apartments on Godby Road to the retail and MARTA sites on Old National Highway. Visitors and employees in the Clipper Drive office park will have improved access to the area's hotels and restaurants.

**Project Costs: \$440,800**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$440,800	\$ -	\$ -	\$ -	\$ -	\$440,800

**Useful Life:** 10 - 20 years (Varies per material / streetscape item)

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

**Funding Source:** BIDA Capital Improvements Program

**Relationship to Other Primary Projects:** A similar streetscape project (T209/T211) is underway for Old National Highway from Sullivan Road to Flat Shoals Road.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Economic Development/Grants

**Project Name or Title**

Capital Improvement – Old National Highway and Godby Road Bus Shelters Project, 6 sites.

**Project Description**

This capital outlay request is for funds for design services, construction of concrete pads, installation of bus shelters, and pedestrian seating height walls at bus shelters / stops along Old National Highway and in the TE project area of Godby Road. The project is proposed to have art created by area youth incorporated into the final construction.

**Project Justification and Impact**

We received a commitment for \$236,000 from MARTA / Fulton County to be used for MARTA related improvements on Old National Highway and the TE section of Godby Road. The bus shelter/stop improvements project is supported by the Fulton County Arts Council and will include a youth arts component. This is 100% reimbursement grant from MARTA.

**Project Costs: \$196,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$196,000	\$ -	\$ -	\$ -	\$ -	\$196,000

**Useful Life:** 10 - 20 years (Varies per material / shelter component.)

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

**Funding Source:** MARTA TIP Funds

**Relationship to Other Primary Projects:** A streetscape project (T209/T211) is underway for Old National Highway from Sullivan Road to Flat Shoals Road. A TE streetscapes project is underway for Godby Road and Old National Parkway. A traffic light is being designed for the intersection of Old National Parkway / Clipper Drive and Godby Road.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**  
Convention Center

**Project Name or Title**  
Capital Improvement-Operable Walls Recovering

**Project Description**

This capital improvement item is to provide resources for the purchase/replace wall coverings on the operable wall panels in all sections of the International Ballroom and three sections of the Suites. We will request the remaining meeting room suites and exhibit halls be done in 2012/2013 budget.

**Project Justification and Impact**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. Wall coverings are scheduled for replacement every 8-10 years. The existing wall coverings are worn, torn and damaged. Replacement will be with a material that is of better quality and easier to maintain. Lost business due to client complaints, Contact Management Association (\$80,000) and several other complaints.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$250,000	\$ -	\$ -	\$ -	\$ -	\$250,000

**Useful Life:** 5+ years

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

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**  
Convention Center

**Project Name or Title**  
Capital Improvement-New HVAC Unit for Green Room

**Project Description**  
This capital improvement item is to provide resources for the purchase of a new HVAC unit for the GICC Green Room.

**Project Justification and Impact**  
The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The current smaller HVAC unit for the Green Room does not provide adequate cooling for our VIP Green Room. The new larger unit will provide the cooling needed for this area as well as providing updated energy efficiency.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$15,000	\$ -	\$ -	\$ -	\$ -	\$15,000

**Useful Life:** 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 2012 BUDGET

**Department/Division**

Convention Center

**Project Name or Title**

Capital Improvement-Ottoman Refurbish and Repair.

**Project Description**

This capital improvement item is to provide resources for the refurbishment and repair of 54 GICC ottomans (Lobby furniture).

**Project Justification and Impact**

The Georgia International Convention Center (GICC) has been operating at its new location since April 2003. The ottomans (Lobby furniture) are 7+ years old and are showing significant wear and tear. They are in need of overall refurbishment and repair.

**Project Costs: \$14,000**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$14,000	\$ -	\$ -	\$ -	\$ -	\$14,000

**Useful Life:** 5+ years

**Estimated Cost Beyond Five Year Program:** None

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**

Police/ Patrol

**Project Name or Title**

Vehicle Replacement

**Project Description**

This capital improvement request is to replace patrol vehicles

**Project Justification and Impact**

Police vehicles are used 24 hours a day and units with over 100,000 miles are more costly to operate, requiring more maintenance; the extended warranty has expired and also presents a liability concern with high mileage. In addition, years of operation with the vehicle have the same effect.

**Project Cost: \$206,500**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$206,500	\$ -	\$ -	\$ -	\$ -	\$206,500

**Useful Life:** 3 - 5 years

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

**Funding Source:** General Fund

**Relationship to Other Primary Projects:** None

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department/Division**  
Police/ Correction

**Project Name or Title**  
Vehicle Replacement

**Project Description**  
This capital improvement request is to replace the correction transport van.

**Project Justification and Impact**  
The jail division currently has one transport van. This van will be ten years old by the start of the 2012budget year. The vehicle currently is in poor condition and there is an urgent need to upgrade the security features. This van is the primary transportation vehicle for moving prisoners and inmates to and from different facilities.

**Project Cost: \$39,200**

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$39,200	\$ -	\$ -	-	-	\$39,200

**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 2012 BUDGET

**Department/Division**  
Police/ Confiscated Drugs

**Project Name or Title**  
Vehicle Replacement

**Project Description**  
This capital improvement request is to replace a community policing vehicle.

**Project Justification and Impact**  
The current community policing vehicle is 15 years old with over 85,000 miles are more costly to operate, requiring more maintenance: the extended warranty has expired and also presents a liability concern with high mileage. In additional, years of operation with the vehicle have the same effect.

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

<u>Prior Year</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>Total</u>
\$ -	\$50,000	\$ -	\$ -	\$ -	\$ -	\$50,000

**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

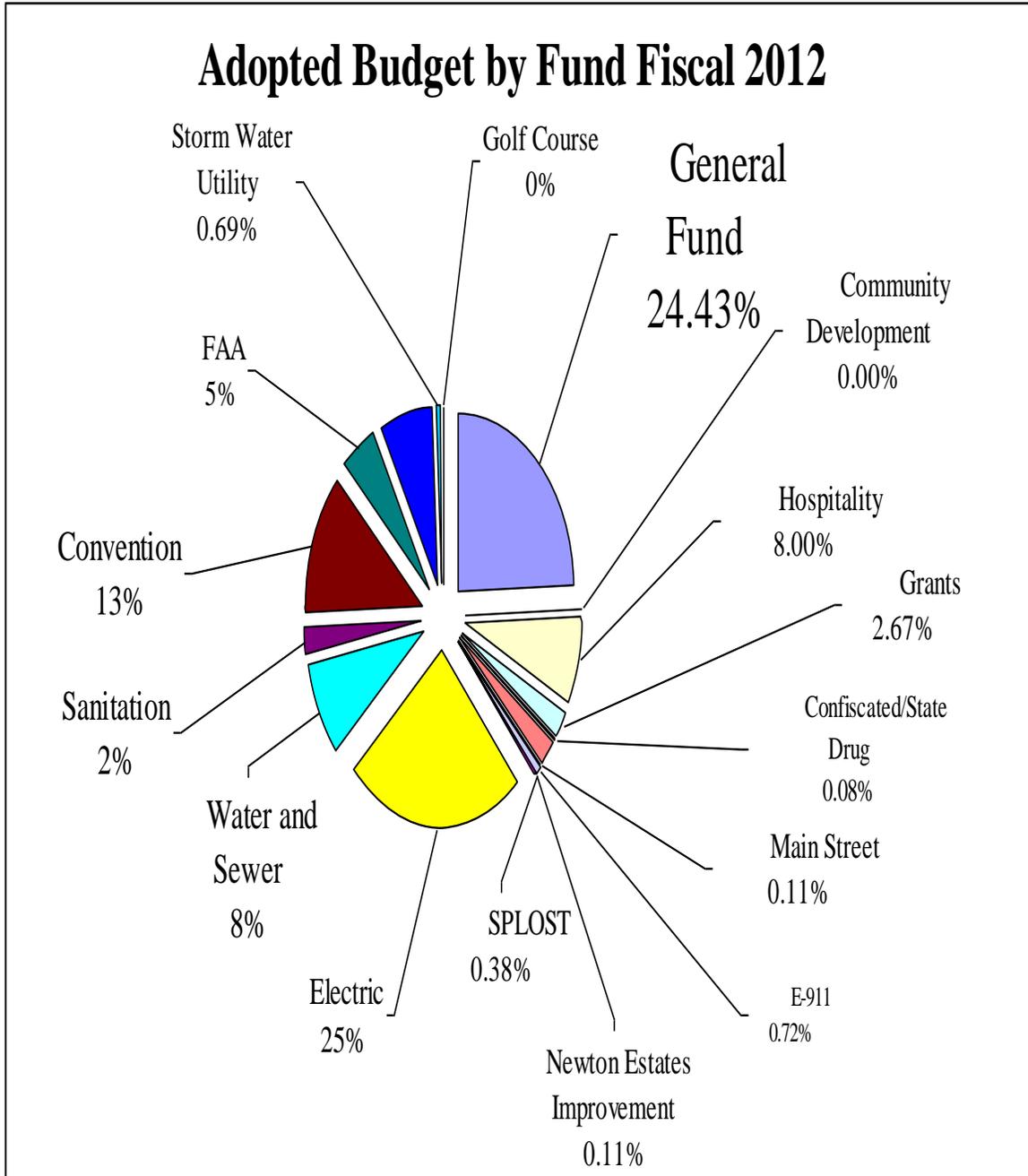
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET**

**TABLE 1  
CITY WIDE ADOPTED BUDGET**

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Change 2011 to 2012	Percent Change 2011 to 2012
<b>REVENUES</b>						
General Fund	26,527,582	25,249,283	31,314,792	27,673,110	(3,641,682)	-11.6%
Special Revenue Funds:						
Community Development	157,000	20,000	157,000	-	(157,000)	-100.0%
Hospitality	6,807,446	6,898,077	8,129,500	9,057,000	927,500	11.4%
Grants	226,744	286,617	1,990,148	3,022,888	1,032,740	51.9%
Confiscated Drug	226,065	41,719	57,055	76,450	19,395	34.0%
State Drug Fund	33,125	26,917	37,825	16,800	(21,025)	-55.6%
Car Rental	11,445,978	2,440,881	3,017,495	2,487,927	(529,568)	-17.5%
Main Street	-	246,776	191,836	120,122	(71,714)	-37.4%
E-911	806,435	915,709	767,297	813,720	46,423	6.1%
Newton Estates Improvement	115,124	119,402	105,200	125,200	20,000	19.0%
SPLOST Fund	42,652	461,883	410,700	426,000	15,300	3.7%
Enterprise Funds:						
Electric	21,099,962	21,429,638	26,657,933	28,040,787	1,382,854	5.2%
Water and Sewer	7,619,222	7,872,641	9,533,676	10,352,990	819,314	8.6%
Sanitation	2,708,506	2,706,756	3,040,405	2,750,000	(290,405)	-9.6%
Convention	11,255,922	10,408,980	15,041,380	14,735,595	(305,785)	-2.0%
FAA	3,987,438	3,463,723	6,023,967	5,558,527	(465,440)	-7.7%
BIDA Redevelopment	1,143,835	2,515,781	7,354,522	7,997,743	643,221	8.7%
Storm Water Utility	717,548	3,724,886	2,602,958	778,300	(1,824,658)	-70.1%
Golf Course	198,215	57,941	49,100	46,400	(2,700)	-5.5%
<b>TOTAL REVENUES</b>	<b>95,118,799</b>	<b>88,887,610</b>	<b>116,482,789</b>	<b>114,079,559</b>	<b>(2,403,230)</b>	<b>-2.1%</b>
<b>EXPENDITURES</b>						
General Fund	30,332,342	29,813,206	31,314,792	27,673,110	(3,641,682)	-11.6%
Special Revenue Funds:						
Community Development	157,163	20,264	157,000	-	(157,000)	-100.0%
Hospitality	6,964,828	7,440,808	8,129,500	9,057,000	927,500	11.4%
Grants	270,884	297,618	1,990,148	3,022,888	1,032,740	51.9%
Confiscated Drug	71,697	68,044	57,055	76,450	19,395	34.0%
State Drug Fund	151,960	20,588	37,825	16,800	(21,025)	-55.6%
E-911	801,675	760,933	767,297	813,720	46,423	6.1%
Newton Estates Improvement	429,000	105,200	105,200	125,200	20,000	19.0%
Car Rental	2,793,834	2,100,658	3,017,495	2,487,927	(529,568)	-17.5%
Main Street	69,033	172,282	191,836	120,122	(71,714)	-37.4%
SPLOST Fund	-	-	410,700	426,000	15,300	3.7%
Enterprise Funds:						
Electric	19,849,564	22,879,693	26,657,933	28,040,787	1,382,854	5.2%
Water and Sewer	10,250,905	11,134,915	9,533,676	10,352,990	819,314	8.6%
Sanitation	2,707,778	2,789,039	3,040,405	2,750,000	(290,405)	-9.6%
Convention	15,169,545	14,484,397	15,041,380	14,735,595	(305,785)	-2.0%
FAA	3,400,506	3,652,398	6,023,967	5,558,527	(465,440)	-7.7%
BIDA Redevelopment	5,954,656	5,832,946	7,354,522	7,997,743	643,221	8.7%
Storm Water Utility	571,717	558,272	2,602,958	778,300	(1,824,658)	-70.1%
Golf Course	48,438	73,580	49,100	46,400	(2,700)	-5.5%
<b>TOTAL EXPENSES</b>	<b>99,995,525</b>	<b>102,204,841</b>	<b>116,482,789</b>	<b>114,079,559</b>	<b>(2,403,230)</b>	<b>-2.1%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

GRAPH 1



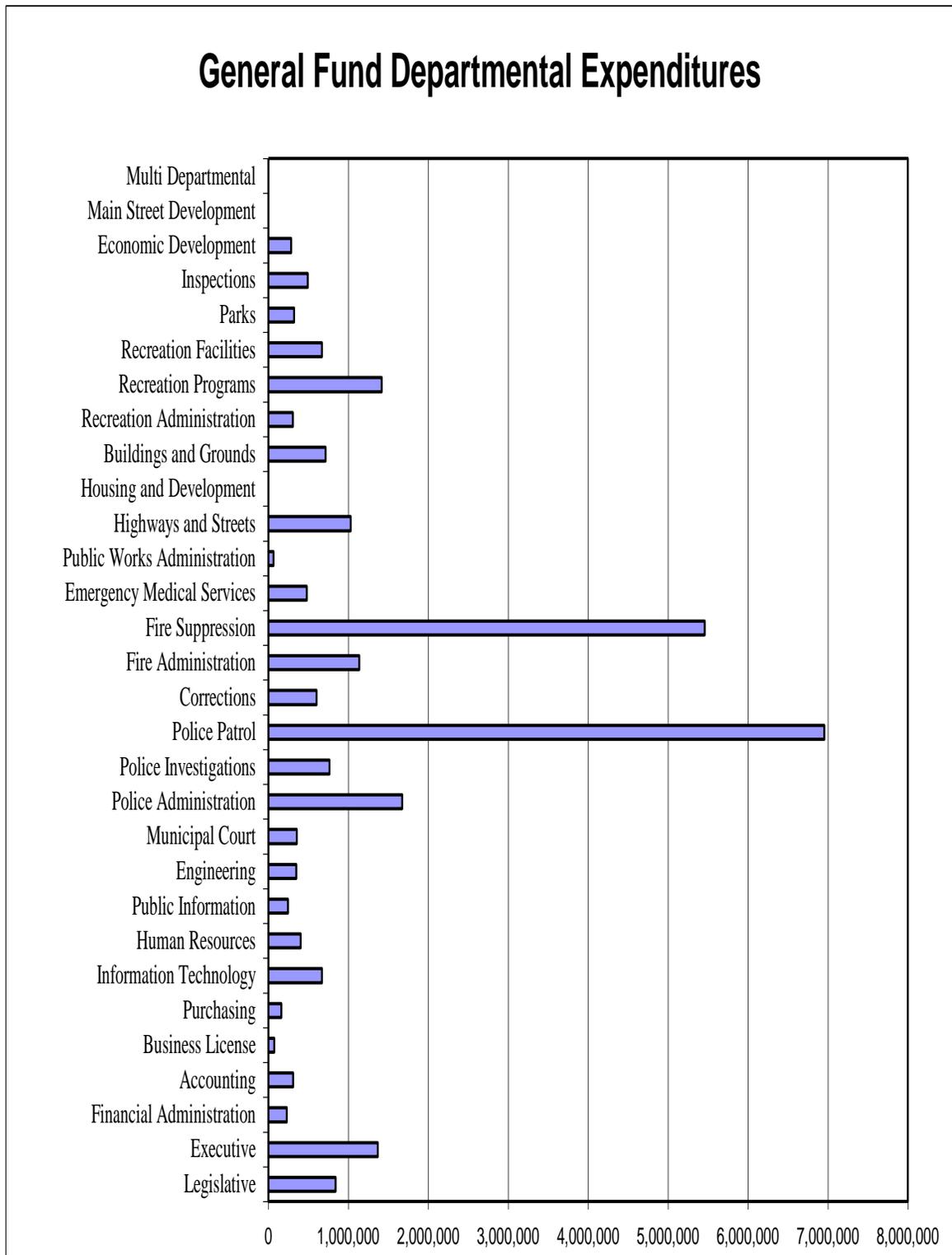
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

TABLE 2  
GENERAL FUND ADOPTED BUDGET

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	17,362,878	17,121,984	\$ 18,342,100	\$ 18,304,008	\$ (38,092)	0%
Licenses and Permits	2,306,413	1,730,285	1,903,000	1,825,500	(77,500)	-4%
Intergovernmental Revenue	31,163	385,451	925,000	6,000	(919,000)	-99%
Fines and Forfeitures	2,024,170	1,659,279	2,052,000	1,562,000	(490,000)	-24%
Charges for Services	325,399	349,067	291,070	397,800	106,730	37%
Interest	380,411	52,673	100,000	100,000	-	0%
Other	74,648	48,936	3,578,022	1,717,580	(1,860,442)	-52%
<b>Total Revenues</b>	<b>22,505,082</b>	<b>21,347,675</b>	<b>27,191,192</b>	<b>23,912,888</b>	<b>(3,278,304)</b>	<b>-12%</b>
<b>EXPENDITURES</b>						
Legislative	774,003	729,264	958,689	841,240	(117,449)	-12%
Executive	1,961,863	1,905,459	1,802,730	1,368,719	(434,011)	-24%
Financial Administration	261,320	232,208	241,789	228,432	(13,357)	-6%
Accounting	313,124	315,515	357,252	309,483	(47,769)	-13%
Business License	74,878	72,294	71,230	73,280	2,050	3%
Purchasing	162,947	161,041	166,675	162,054	(4,621)	-3%
Information Technology	741,804	751,113	787,475	670,115	(117,360)	-15%
Human Resources	440,590	463,586	464,705	403,052	(61,653)	-13%
Public Information	195,663	164,825	263,330	242,892	(20,438)	-8%
Engineering	236,120	321,043	316,866	349,493	32,627	10%
Municipal Court	331,789	349,798	381,401	353,586	(27,815)	-7%
Police Administration	1,691,373	1,958,495	1,723,836	1,672,453	(51,383)	-3%
Police Investigations	1,256,330	1,101,717	1,290,836	762,177	(528,659)	-41%
Police Patrol	6,588,701	6,622,040	6,276,000	6,956,688	680,688	11%
Corrections	512,216	505,407	539,740	603,115	63,375	12%
Fire Administration	1,001,048	825,179	931,054	1,137,332	206,278	22%
Fire Suppression	4,181,365	3,707,871	4,140,219	5,457,481	1,317,262	32%
Emergency Medical Services	2,064,954	2,163,424	2,076,026	478,140	(1,597,886)	-77%
Public Works Administration	66,831	54,401	69,189	64,973	(4,216)	-6%
Highways and Streets	1,242,254	1,162,624	1,145,731	1,029,494	(116,237)	-10%
Housing and Development	-	4,402	-	-	-	0%
Buildings and Grounds	1,017,902	844,739	881,159	713,803	(167,356)	-19%
Recreation Administration	257,627	315,422	313,801	304,738	(9,063)	-3%
Recreation Programs	1,281,496	1,357,358	1,413,755	1,415,900	2,145	0%
Recreation Facilities	631,001	614,879	825,201	667,726	(157,475)	-19%
Parks	300,072	439,717	375,632	320,893	(54,739)	-15%
Inspections	488,807	483,323	487,156	491,337	4,181	1%
Economic Development	193,316	387,497	1,839,109	284,066	(1,555,043)	-85%
Multi Departmental	-	-	62,731	-	(62,731)	-100%
Debt Service						
Principal	357,260	358,863	402,834	-	(402,834)	0%
Interest	32,195	19,965	4,052	-	(4,052)	0%
<b>Total Expenditures</b>	<b>28,658,849</b>	<b>28,393,469</b>	<b>30,203,317</b>	<b>27,362,662</b>	<b>(2,840,655)</b>	<b>-9%</b>
<b>OTHER FINANCING SOURCES</b>						
Operating transfers in	3,973,400	3,901,608	4,111,600	3,748,222	(363,378)	-9%
Operating transfers out	(1,673,493)	(1,419,737)	(1,111,475)	(310,448)	801,027	-72%
Proceeds from sale of capital assets	49,100	-	12,000	12,000	-	0%
<b>TOTAL OTHER</b>	<b>2,349,007</b>	<b>2,481,871</b>	<b>3,012,125</b>	<b>3,449,774</b>	<b>437,649</b>	<b>15%</b>
Net change in fund balance	(3,804,760)	(4,563,923)	-	-	-	0%
Fund balance (deficit), beginning	24,392,621	20,587,861	16,023,938	16,023,938	16,023,938	0%
Fund balance (deficit), end of year	\$ 20,587,861	\$ 16,023,938	\$ 16,023,938	\$ 16,023,938	\$ 16,023,938	0%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

GRAPH 2



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

TABLE 3  
COMMUNITY DEVELOPMENT ADOPTED BUDGET

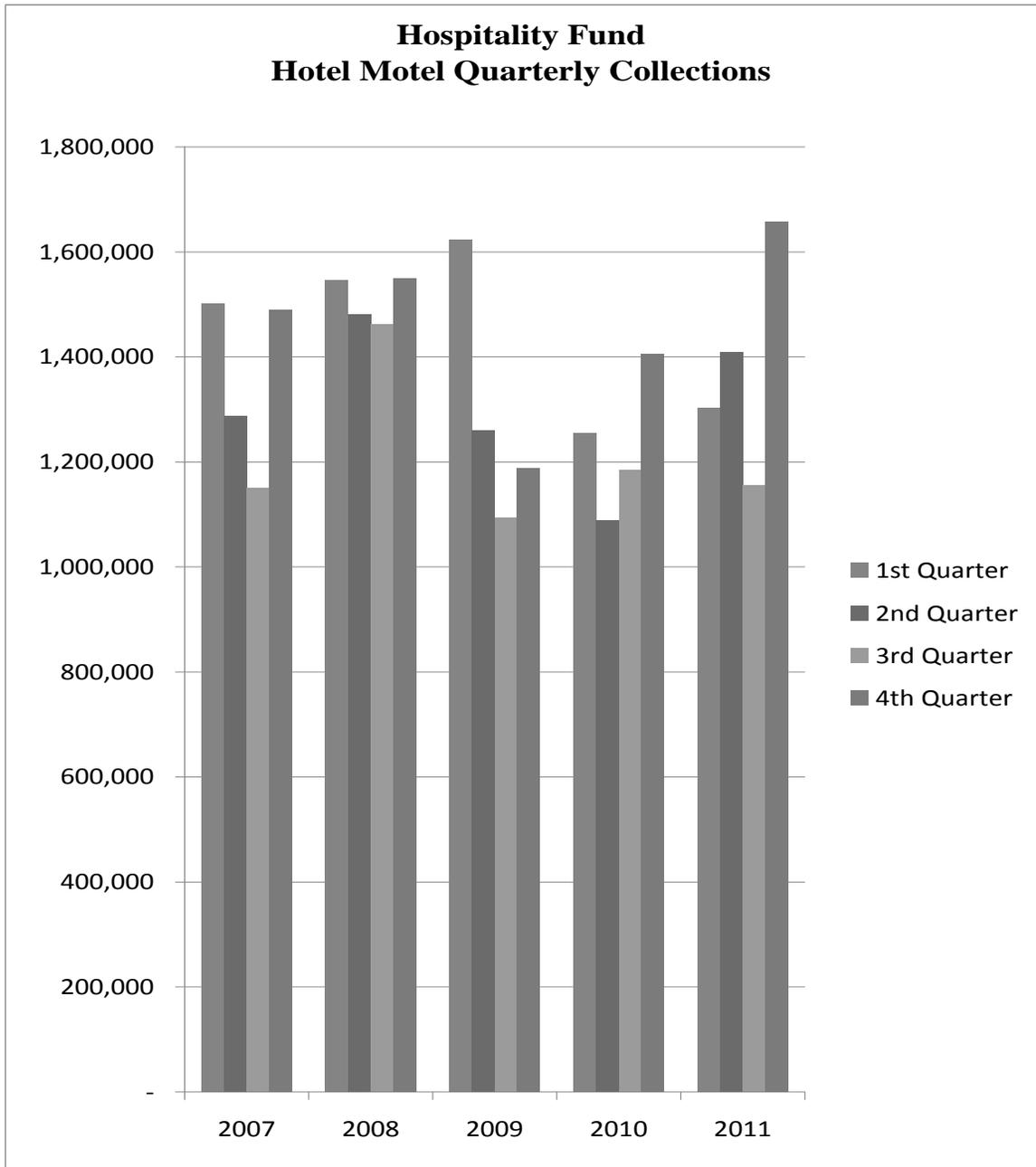
	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Intergovernmental Revenue	157,000	20,000	157,000	-	(157,000)	-100%
Total Revenue	157,000	20,000	157,000	-	(157,000)	-100%
<b>EXPENSES</b>						
Recreation	157,163	20,264	157,000	-	(157,000)	-100%
Change in fund balance	(163)	(264)	-	-	-	0%
Fund balance, beginning of year	89,576	89,413	89,149	89,149	-	0%
Fund balance, end of year	89,413	89,149	89,149	89,149	-	0%

TABLE 4  
HOSPITALITY FUND ADOPTED BUDGET

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	6,798,557	6,898,077	7,160,000	9,055,000	1,895,000	26%
Interest	8,889	-	4,500	2,000	(2,500)	-56%
	6,807,446	6,898,077	7,164,500	9,057,000	1,892,500	26%
<b>EXPENDITURES</b>						
Other Services and Charges	12,828	13,748	2,000	1,420,000	1,418,000	70900%
Total Expenditures	12,828	13,748	2,000	1,420,000	1,418,000	70900%
Transfer In	-	-	965,000	-	(965,000)	-100%
Transfers Out	(6,952,000)	(7,427,060)	(8,127,500)	(7,637,000)	490,500	-6%
Net change in fund balance	(157,382)	(542,731)	-	-	-	
Fund balance (deficit), beginning	1,438,919	1,281,537	738,806	738,806	-	0%
Fund balance (deficit), ending	1,281,537	738,806	738,806	738,806	-	0%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

GRAPH 3



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

TABLE 5  
CAR RENTAL ADOPTED BUDGET

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Taxes	10,622,624	2,440,447	2,758,495	2,486,777	(271,718)	-10%
Interest	823,317	434	-	1,150	1,150	100%
Other	37	-	-	-	-	-
<b>Total Revenue</b>	<u>11,445,978</u>	<u>2,440,881</u>	<u>2,758,495</u>	<u>2,487,927</u>	<u>(270,568)</u>	<u>-10%</u>
<b>EXPENDITURES</b>						
Police	41,100	81,499	-	-	-	0%
Other Expenditures	2,323,897	1,801,159	714,000	470,000	(244,000)	-34%
<b>Total Expenditures</b>	<u>2,364,997</u>	<u>1,882,658</u>	<u>714,000</u>	<u>470,000</u>	<u>(244,000)</u>	<u>-34%</u>
Transfer In	-	-	259,000	-	(259,000)	-
Transfer Out	(428,837)	(218,000)	(2,303,495)	(2,017,927)	285,568	-
<b>Net change in fund balances</b>	<u>8,652,144</u>	<u>340,223</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), beginning</b>	<u>(12,240,298)</u>	<u>(3,588,154)</u>	<u>(3,247,931)</u>	<u>(3,247,931)</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), ending</b>	<u>(3,588,154)</u>	<u>(3,247,931)</u>	<u>(3,247,931)</u>	<u>(3,247,931)</u>	<u>-</u>	<u>0%</u>

TABLE 6  
E-911 ADOPTED BUDGET

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Service	290,552	356,298	320,000	320,000	-	0%
Interest	186	-	-	160	160	100%
<b>Total Revenues</b>	<u>290,738</u>	<u>356,298</u>	<u>320,000</u>	<u>320,160</u>	<u>160</u>	<u>0%</u>
<b>EXPENDITURES</b>						
Current	801,675	760,933	767,297	813,720	46,423	6%
Transfer In	515,697	559,411	447,297	493,560	46,263	10%
<b>Net change in fund balance</b>	<u>4,760</u>	<u>154,776</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), beginning</b>	<u>77,212</u>	<u>81,972</u>	<u>236,748</u>	<u>236,748</u>	<u>-</u>	<u>0%</u>
<b>Fund balance (deficit), ending</b>	<u>81,972</u>	<u>236,748</u>	<u>236,748</u>	<u>236,748</u>	<u>-</u>	<u>0%</u>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

TABLE 7  
ELECTRIC FUND ADOPTED BUDGET

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	18,349,171	19,333,985	22,240,000	26,980,787	4,740,787	21%
Interest	519,614	133,213	-	-	-	0%
Other Income	2,231,177	1,962,440	1,157,500	1,060,000	(97,500)	-8%
<b>Total Revenues</b>	<b>21,099,962</b>	<b>21,429,638</b>	<b>23,397,500</b>	<b>28,040,787</b>	<b>4,643,287</b>	<b>20%</b>
<b>EXPENSES</b>						
Electric	18,349,564	20,471,193	26,657,933	28,040,787	1,382,854	5%
<b>Total Expenses</b>	<b>18,349,564</b>	<b>20,471,193</b>	<b>26,657,933</b>	<b>28,040,787</b>	<b>1,382,854</b>	<b>5%</b>
<b>Transfers:</b>						
Transfer In	-	-	3,260,433	-	(3,260,433)	-100%
Transfer Out	(1,500,000)	(2,408,500)	-	-	-	0%
Change in net assets	1,250,398	(1,450,055)	-	-	-	0%
Total net assets, beginning	45,659,937	46,910,335	45,460,280	45,460,280	-	0%
Total net assets, ending	46,910,335	45,460,280	45,460,280	45,460,280	-	0%

TABLE 8  
WATER FUND ADOPTED BUDGET

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	7,351,837	7,844,420	9,157,326	10,346,690	1,189,364	13%
Interest	153,703	28,221	54,000	5,300	(48,700)	-90%
Other Income	14,983	-	-	1,000	1,000	100%
<b>Total Revenues</b>	<b>7,520,523</b>	<b>7,872,641</b>	<b>9,211,326</b>	<b>10,352,990</b>	<b>1,141,664</b>	<b>12%</b>
<b>EXPENSES</b>						
Water Dept	8,343,848	8,595,790	7,013,493	7,139,271	125,778	2%
Other	1,157,057	1,976,625	2,520,183	3,213,719	693,536	28%
<b>Total Expenses</b>	<b>9,500,905</b>	<b>10,572,415</b>	<b>9,533,676</b>	<b>10,352,990</b>	<b>819,314</b>	<b>9%</b>
<b>Transfers:</b>						
Transfer In	98,699	-	322,350	-	(322,350)	0%
Transfer Out	(750,000)	(562,500)	-	-	-	0%
Change in net assets	(2,631,683)	(3,262,274)	-	-	-	0%
Total net assets, beginning	18,553,287	15,921,604	12,659,330	12,659,330	-	0%
Total net assets (deficit), ending	15,921,604	12,659,330	12,659,330	12,659,330	-	0%

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET**

**TABLE 9  
SANITATION FUND ADOPTED BUDGET**

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Charges for Services	2,655,968	2,676,346	2,850,000	2,700,000	(150,000)	-5%
Interest	14,158	1,033	2,000	-	(2,000)	-100%
Other Income	38,380	29,377	26,000	50,000	24,000	92%
<b>Total Revenue</b>	<b>2,708,506</b>	<b>2,706,756</b>	<b>2,878,000</b>	<b>2,750,000</b>	<b>(128,000)</b>	<b>-4%</b>
<b>EXPENSES</b>						
Sanitation	2,707,778	2,789,039	3,040,405	2,750,000	251,366	-10%
Transfers In	-	-	162,405	-	(162,405)	-100%
Change in net assets	728	(82,283)	-	-	-	0%
Total net assets (deficit), beginning	1,611,009	1,611,737	1,529,454	1,529,454	-	0%
Total net assets (deficit), ending	1,611,737	1,529,454	1,529,454	1,529,454	-	0%

**TABLE 10  
CONVENTION FUND ADOPTED BUDGET**

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
Sales	2,426,904	2,238,727	5,910,000	6,396,000	486,000	8%
Commissions	3,104,347	2,271,369	110,000	103,000	(7,000)	-6%
Interest	13,953	-	15,000	15,000	-	0%
Other Income	31,718	35,732	40,000	42,000	2,000	5%
<b>Total Revenue</b>	<b>5,576,922</b>	<b>4,545,828</b>	<b>6,075,000</b>	<b>6,556,000</b>	<b>481,000</b>	<b>8%</b>
<b>EXPENSES</b>						
Convention	15,169,545	15,020,362	15,041,380	14,735,595	(305,785)	-2%
Transfers In	5,679,000	5,863,152	8,966,380	8,179,595	(786,785)	-9%
Transfer Out	-	(535,965)	-	-	-	0%
Change in net assets	(3,913,623)	(5,147,347)	-	-	-	0%
Change in net assets (deficit), beginning	26,874,288	22,960,665	17,813,318	17,813,318	-	0%
Change in net assets (deficit), ending	22,960,665	17,813,318	17,813,318	17,813,318	-	0%

**TABLE 11  
FAA ADOPTED BUDGET**

	Actual Fiscal 2009	Actual Fiscal 2010	Amended Fiscal 2011	Adopted Fiscal 2012	Dollar Increase (Decrease)	Percent Increase (Decrease)
<b>REVENUES</b>						
FAA Facility	1,212,027	1,388,837	5,600,000	5,428,855	(171,145)	-3%
Interest	1,766,615	1,461,336	-	985	985	100%
<b>Total Revenue</b>	<b>2,978,642</b>	<b>2,850,173</b>	<b>5,600,000</b>	<b>5,429,840</b>	<b>(170,160)</b>	<b>-3%</b>
<b>EXPENSES</b>						
FAA	3,400,506	3,652,398	6,023,967	5,558,527	(465,440)	-8%
Transfers In	1,008,796	613,550	423,967	128,687	(295,280)	-70%
Change in net assets	586,932	(188,675)	-	-	-	0%
Change net assets (deficit), beginning	4,227,577	4,814,509	4,625,834	4,625,834	-	0%
Change net assets (deficit), ending	4,814,509	4,625,834	4,625,834	4,625,834	-	0%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**PERSONNEL SUMMARY**

<b>Fund</b>	<b>Department</b>	<b>FY 2009-2010</b>	<b>FY 2010-2011</b>	<b>FY 2011-2012</b>
		<b>Actual</b>	<b>Actual</b>	<b>Council Approved</b>
General	Legislative	10	10	10
	Executive	6	6	6
	Financial Admin.	2	2	2
	Accounting	5	5	5
	Public Information	2	3	3
	Taxes/Licenses	1	1	1
	Purchasing	2	2	2
	Information Technology	6	6	6
	Human Resources	4	4	4
	Buildings/Grounds	11	17	11
	Engineering	5	4	4
	Municipal Court	9	8	8
	Police Admin.	18	17	16
	Police Patrol	92	91	91
	Police Investigations	17	16	16
	Corrections (Jail)	6	6	6
	Fire Admin.	9	8	8
	Fire Suppression	46	46	70
	EMS	25	25	1
	Public Works Admin.	1	1	1
	Highways/Streets	13	13	12
	Recreation Admin.	3	3	3
	Recreation Programs	15	16	16
	Recreation Facilities	7	8	8
	Parks	13	13	11
	Inspection	6	7	6
	Business Development	2	3	3
<b>Total General Fund</b>		<b>336</b>	<b>341</b>	<b>330</b>
Power	Line Section	17	17	17
	Warehouse	1	1	1
	Meter Reading	7	7	7
	Account Maintenance	11	11	11
Main Street	1	1	1	
Water and Sewer	19	19	19	
Sanitation	31	31	30	
Convention Center	63	60	60	
Communications (E911)	16	15	15	
Storm Water Utility	6	6	5	
<b>Total Other Funds</b>		<b>172</b>	<b>168</b>	<b>166</b>
<b>TOTAL ALL FUNDS</b>		<b>508</b>	<b>509</b>	<b>496</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**NEW POSITIONS REQUESTED**

<b>Department</b>	<b>Request</b>	<b># Requested</b>	<b>City Manager Recommended</b>	<b>Council Approved</b>
Business License	Assistant Occupation Tax Clerk	1	1	0
Public Information	Media Editor	1	1	0
Economic Development	Administrative Assistant	1	0	0
Police Patrol	Major	1	1	0
Fire Administration	Administrative Coordinator	1	0	0
Fire Suppression	Battalion Chief	3	3	0
Recreation Programs	Recreation Leader	1	1	0
<b>Total New Positions General</b>		<b>9</b>	<b>7</b>	<b>0</b>
Customer Service	Credit Coordinator	1	1	0
<b>Total New Positions</b>		<b>10</b>	<b>8</b>	<b>0</b>

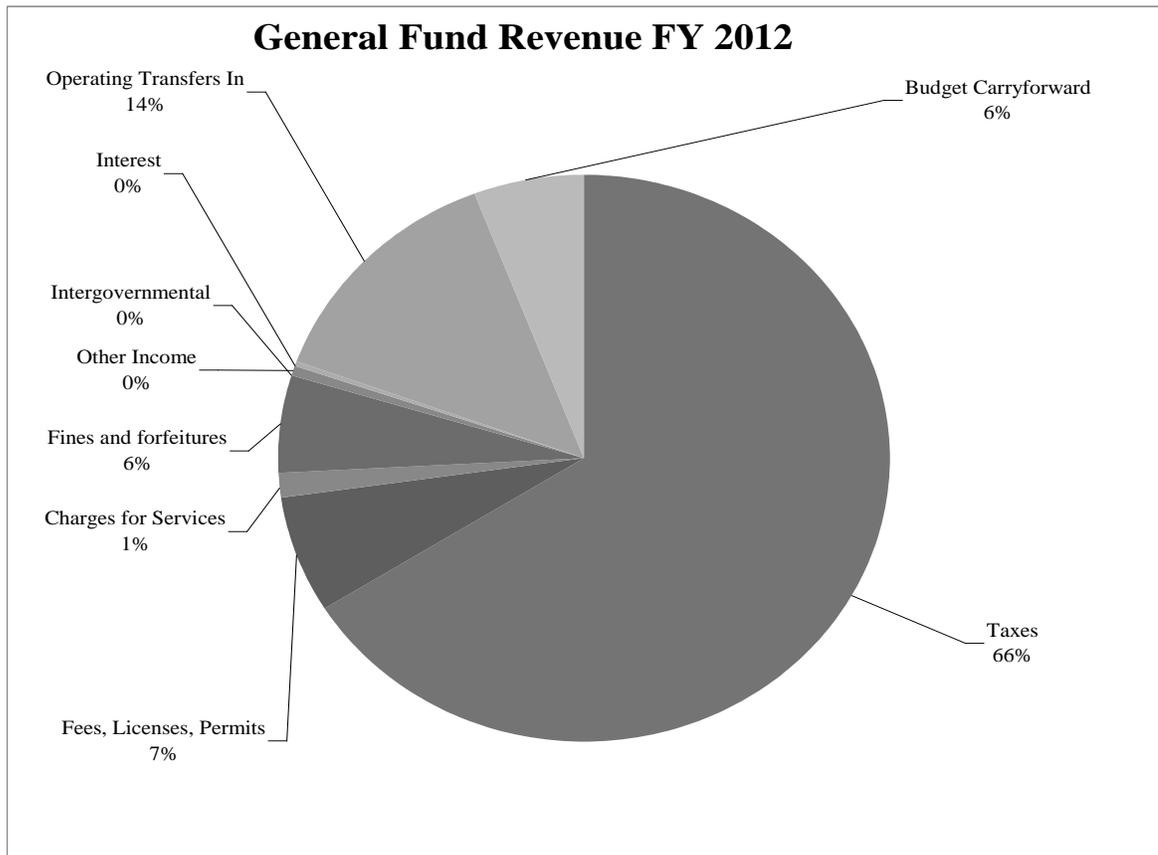
**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET**

**EXPENDITURES BY CATEGORY**

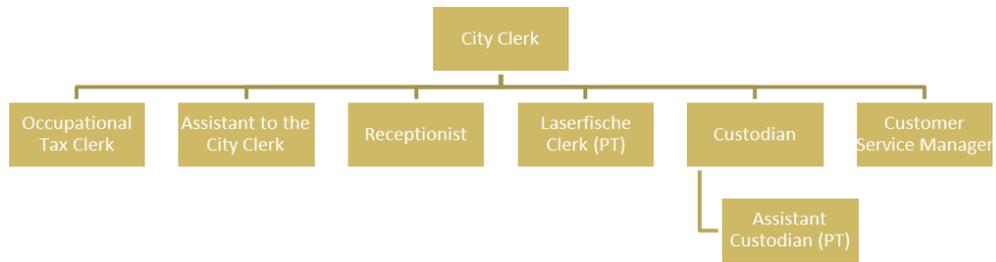
	<b>Personnel</b>	<b>Other Operating Expenditures</b>	<b>Materials and Supplies</b>	<b>Capital</b>	<b>Cost of Sales</b>	<b>Debt Service</b>	<b>Operating Transfers</b>	<b>Total</b>
Legislative	\$ 395,086	\$ 385,854	\$ 59,800	\$ -	\$ 500	\$ -	\$ -	\$ 841,240
Executive	408,434	920,085	30,200	-	10,000	-	-	1,368,719
Financial	204,421	15,611	8,400	-	-	-	-	228,432
Public Information	144,705	87,287	10,900	-	-	-	-	242,892
Accounting	194,141	104,192	11,150	-	-	-	-	309,483
Engineering	309,721	27,322	12,450	-	-	-	-	349,493
Human Resources	246,649	132,253	24,150	-	-	-	-	403,052
Purchasing	152,293	7,161	2,600	-	-	-	-	162,054
Business License	58,375	8,055	6,850	-	-	-	-	73,280
Business Development	231,209	45,457	7,400	-	-	-	-	284,066
Inspections	384,189	91,048	16,100	-	-	-	-	491,337
Non Departmental	(431,921)	-	-	-	-	-	742,369	310,448
Police								
Administration	1,013,440	624,023	34,990	-	-	-	-	1,672,453
Patrol	5,945,007	572,081	233,100	206,500	-	-	-	6,956,688
Investigations	700,080	43,247	18,850	-	-	-	-	762,177
Fire								
Administration	875,115	242,817	17,900	-	1,500	-	-	1,137,332
Suppression	5,038,025	274,056	143,900	-	1,500	-	-	5,457,481
EMS	91,138	331,302	55,700	-	-	-	-	478,140
Corrections	209,984	333,631	13,100	39,200	7,200	-	-	603,115
Municipal Court	253,039	85,480	15,067	-	-	-	-	353,586
Recreation								
Administration	283,321	17,667	3,750	-	-	-	-	304,738
Programs	987,502	316,693	107,705	-	4,000	-	-	1,415,900
Facilities	296,427	255,049	41,000	75,250	-	-	-	667,726
Parks	267,770	21,333	7,200	24,590	-	-	-	320,893
Public Works Admin	59,109	4,914	950	-	-	-	-	64,973
Buildings and Grounds	584,109	83,044	46,650	-	-	-	-	713,803
Highways and Streets	580,137	364,035	68,300	17,022	-	-	-	1,029,494
Information Technology	439,356	119,309	6,450	105,000	-	-	-	670,115
<b>Subtotal General Funds</b>	<b>19,920,861</b>	<b>5,513,006</b>	<b>1,004,612</b>	<b>467,562</b>	<b>24,700</b>	<b>-</b>	<b>742,369</b>	<b>27,673,110</b>
Electric								
Line Section	993,265	1,348,202	117,505	1,350,000	18,260,000	-	4,141,706	26,210,678
Warehouse	59,226	28,555	2,250	-	-	-	-	90,031
Meter Reading	261,937	54,004	23,530	342,250	-	-	-	681,721
Customer Service	432,515	46,066	101,020	168,756	-	32,000	-	780,357
CNG	-	248,000	30,000	-	-	-	-	278,000
Water and Sewer	1,089,271	1,460,859	48,700	990,000	6,050,000	714,160	-	10,352,990
Sanitation	1,430,896	533,104	141,000	145,000	500,000	-	-	2,750,000
Convention Center	2,568,417	2,898,403	194,900	286,000	2,416,000	6,371,875	-	14,735,595
Confiscated Drugs	-	15,250	11,200	50,000	-	-	-	76,450
State Drug Fund	-	5,500	11,300	-	-	-	-	16,800
E911	730,884	79,706	3,130	-	-	-	-	813,720
Hospitality	-	1,420,000	-	-	-	-	7,637,000	9,057,000
GICC Special District	-	-	-	-	-	-	125,200	125,200
FAA Building	-	1,207,284	-	-	291,042	4,060,201	-	5,558,527
BIDA	-	330,475	50,100	1,958,000	-	5,659,168	-	7,997,743
Car Rental Tax	-	-	-	-	-	470,000	2,017,927	2,487,927
Main Street	68,650	50,947	525	-	-	-	-	120,122
Golf Course	-	-	-	-	-	-	46,400	46,400
CDBG	-	-	-	-	-	-	-	-
SPLOST	-	145,000	-	281,000	-	-	-	426,000
Grants	267,740	121,400	22,639	2,611,109	-	-	-	3,022,888
Storm Water Utility	212,068	185,682	12,550	236,000	-	132,000	-	778,300
<b>Subtotal Other Funds</b>	<b>8,114,869</b>	<b>10,178,437</b>	<b>770,349</b>	<b>8,418,115</b>	<b>27,517,042</b>	<b>17,439,404</b>	<b>13,968,233</b>	<b>86,406,449</b>
<b>Grand Total</b>	<b>\$ 28,035,730</b>	<b>\$ 15,691,443</b>	<b>\$ 1,774,961</b>	<b>\$ 8,885,677</b>	<b>\$ 27,541,742</b>	<b>\$ 17,439,404</b>	<b>\$ 14,710,602</b>	<b>\$ 114,079,559</b>

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET**

	2009 Actual	2010 Actual	2011 Amended Budget	2012 Adopted Budget	% of Total General Fund Revenues
<b>GENERAL FUND</b>					
Revenue					
Taxes	17,362,878	17,121,984	18,342,100	18,304,008	66%
Fees, Licenses, Permits	2,306,413	1,730,285	1,903,000	1,825,500	7%
Charges for Services	325,399	349,067	291,070	397,800	1%
Fines and forfeitures	2,024,170	1,659,279	2,052,000	1,562,000	6%
Intergovernmental	31,163	385,451	925,000	6,000	0%
Other Income	123,748	48,936	102,500	102,500	0%
Interest	380,411	52,673	100,000	100,000	0%
Operating Transfers In	3,973,400	3,901,608	4,111,600	3,748,222	14%
Budget Carryforward	-	-	3,487,522	1,627,080	6%
<b>Total General Fund Revenues</b>	<b>26,527,582</b>	<b>25,249,283</b>	<b>31,314,792</b>	<b>27,673,110</b>	



# City Clerk's Office Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Legislative</b>					
Expenditures					
Personnel - Personnel Services	\$ 305,050	\$ 308,452	\$ 317,464	\$ 318,136	0%
Employee B - Employee Benefits	68,068	75,040	76,401	76,950	1%
Communications & Util.	47,703	44,661	56,500	24,980	-56%
Building Maintenance	110,448	55,218	75,000	50,000	-33%
Training & Education	56,242	72,890	78,000	78,260	0%
Other Services & Charges	119,150	111,267	206,024	232,614	13%
Materials & Supplies	66,626	61,304	59,300	59,800	1%
Cost Of Sales	717	434	-	500	100%
Capital Outlay	-	-	90,000	-	-100%
<b>Legislative Expenditure Total</b>	<b>\$ 774,004</b>	<b>\$ 729,265</b>	<b>\$ 958,689</b>	<b>\$ 841,240</b>	<b>-12%</b>

**Legislative Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Councilmembers	4	4	4	4
City Clerk	1	1	1	1
Assistant to City Clerk	1	1	1	1
Receptionist	1	1	1	1
Custodian	1	1	1	1
<b>Part Time Positions:</b>				
Custodian (moved to Bldgs & Grounds)	1	1	1	1
Laserfische Clerk	1	1	1	1
<b>Total Personnel</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



# Executive Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Executive</b>					
Expenditures					
Personnel Services	\$ 284,187	\$ 427,285	\$ 386,600	\$ 340,755	-12%
Employee Benefits	55,741	87,985	85,100	67,679	-20%
Communications & Util.	15,239	16,676	15,400	8,590	-44%
Rentals	4,890	3,564	8,100	11,300	40%
Repair & Maintenance	250	2,519	2,000	20,000	900%
Building Maintenance	-	-	15,000	-	-100%
Training & Education	12,547	51,843	59,990	51,580	-14%
Other Services & Charges	28,320	1,224,042	1,185,240	828,615	-30%
Materials & Supplies	1,527,120	32,333	35,300	30,200	-14%
Cost Of Sales	13,686	1,835	10,000	10,000	0%
Capital Outlay	5,502	9,870	-	-	0%
<b>Executive Total</b>	<b><u>\$ 1,947,482</u></b>	<b><u>\$ 1,857,952</u></b>	<b><u>\$ 1,802,730</u></b>	<b><u>\$ 1,368,719</u></b>	<b>-24%</b>

**Executive Personnel**

<b>Full Time Positions:</b>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
Mayor	1	1	1	1
City Manager	1	1	1	1
Airport Affairs Director	1	1	1	1
Special Assistant to City Manager	1	1	1	1
Administrative Assistant	1	1	1	1
Administrative Assistant/Deputy City Clerk	1	1	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 2012 BUDGET

**City Manager | Executive**

**Executive Division – City Manager’s Office**

**Program Description:**

The City of College Park City Manager’s Office provides the organizational leadership necessary to ensure the efficient and effective delivery of City services and implements the policy direction of the Mayor and City Council.

**Trends:**

One of the biggest challenges facing local governments in the current economic climate is attracting businesses and providing jobs. With fewer people working, many restaurants, movie theaters and downtown retail spaces now have “for lease” signs displayed. This trend in economic development is expected to continue into the foreseeable future.

**Program Broad Goals:**

Provide organizational leadership to successfully implement and administer programs and services to serve the citizens of the City of College Park.

**Program 11/12 Objectives:**

Continue an ongoing review of operating processes with City departments to monitor revenues and expenses to ensure more efficient delivery of services; look for ways to improve our revenue resources; and maintain staffing levels by completing the hiring of the Director of Aviation Affairs.

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
AA bond rating maintained	Yes
<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
AA bond rating maintained	Yes

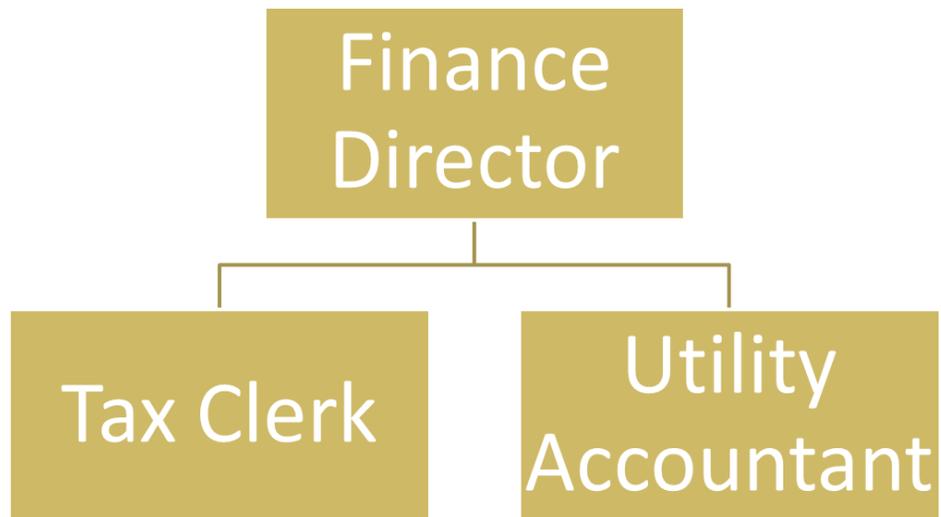
**Prior Year Highlights**

- Hosted two forums with City of College Park Employees during first quarter of fiscal year to provide information on city accomplishments, update on fiscal year 2010-2011 budget, goals for fiscal year 2010-2011, projects in progress and facilitated a question and answer session with employees (i.e., Ask the City Manager).
- Held three day City Council Advance with the Mayor and City Council members during first quarter of fiscal year at Lake Lanier Islands Resort facilitated by Gordon Maner, Program Manager, Local Government Programs Governmental Training, Education, and Development Division of the Carl Vinson Institute of Government - University of Georgia.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

- Held Department Head Retreat and Strategic Planning Sessions with Department Heads during second quarter of fiscal year.
- Filled key department head vacancies: Fire Chief, Police Chief and Director of Power.

# Finance Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Finance</b>					
Expenditures					
Personnel Services	\$ 155,825	\$ 126,736	\$ 160,200	\$ 160,704	0%
Employee Benefits	35,079	34,789	37,300	43,717	17%
Communications & Util.	3,935	4,169	3,664	4,230	15%
Training & Education	7,897	3,663	7,600	4,130	-46%
Other Services & Charges	49,709	45,801	20,625	7,251	-65%
Materials & Supplies	8,873	13,908	12,400	8,400	-32%
Cost Of Sales	-	3,142	-	-	-100%
<b>Financial Administration Total</b>	<b>\$ 261,317</b>	<b>\$ 232,208</b>	<b>\$ 241,789</b>	<b>\$ 228,432</b>	<b>-6%</b>

**Financial Administration**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Director of Finance	1	1	1	1
Tax Clerk	1	1	1	1
Utility Accountant*	1	1	-	-
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>

\*25% Public Works Administration, 25% Sanitation, 50% Water/Sewer

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Finance Department | Financial Administration**

**Program Description:**

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

**Trends:**

The national and local economy is very sluggish and has not recovered from the recession. Local property values continue to decline, resulting in decreased ad valorem revenues. Consumer spending is moderate at best with the general focus having shifted from spending to savings. Consequently, local governments are experiencing a reduction in expenditures due to the lack of consumer spending and a decrease in ad valorem and other revenues. Overall, economic growth in the public sector has been stymied by revenue shortfalls, reduction in expenditures and curtailment of federal government stimulus funds.

In light of the challenges of local government the City of College Park is well positioned for economic recovery. The City has ample land and existing structures for redevelopment. Although, banks are cautious, low interest rates are available to provide public and private concerns with the ability to access capital with minimum debt service cost. Over the next year the national and local economies are expected to experience slow economic growth. However, the City will continue to seek opportunities for public and private partnerships to stimulate the economy of the City of College Park.

**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 2012 BUDGET

**Finance Department | Financial Administration**

**Program 11/12 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) Actual 10/11**

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

**Program/Service Outcomes: (based on program objectives) Actual 10/11**

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) Estimated 11/12**

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

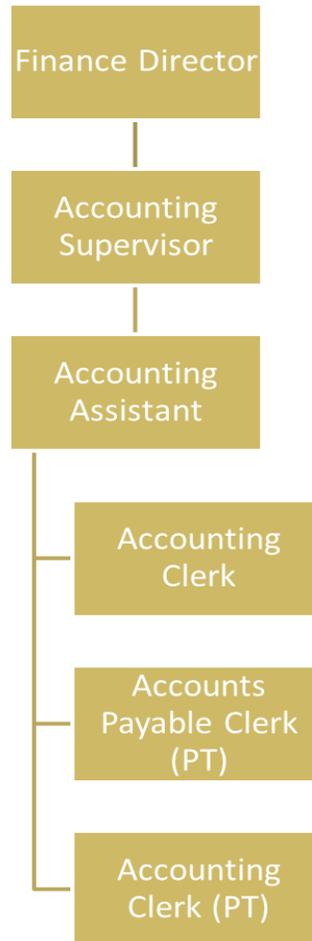
**Program/Service Outcomes: (based on program objectives) Estimated 11/12**

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 FY2010/11 Budget
- Bond rating upgrade received due to Financial Policies and 5 Year Capital Improvement Plan

# Accounting Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Accounting</b>					
Expenditures					
Personnel Services	\$ 179,303	\$ 176,864	\$ 187,200	\$ 158,664	-15%
Employee Benefits	29,535	30,333	36,836	35,477	-4%
Communications & Util.	9,801	9,751	10,000	4,080	-59%
Rentals	543	2,303	2,000	4,000	100%
Repair & Maintenance	1,067	-	500	500	0%
Building Maintenance	-	-	200	2,100	950%
Training & Education	8,925	4,028	7,900	6,634	-16%
Other Services & Charges	74,714	80,028	85,891	86,878	1%
Materials & Supplies	9,231	12,208	11,150	11,150	0%
Capital Outlay	-	-	-	-	0%
<b>Accounting Total</b>	<b>\$ 313,119</b>	<b>\$ 315,515</b>	<b>\$ 341,677</b>	<b>\$ 309,483</b>	<b>-9%</b>

**Accounting Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Accounting Supervisor	1	1	1	1
Accounting Assistant	1	1	1	1
Accounting Clerk	1	1	1	1
<b>Part Time Positions:</b>				
Accounts Payable Clerk	1	1	1	1
Accounting Clerk	1	1	1	1
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 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 and 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 11/12 Objectives:**

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

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
% of monthly closes within 20 working days of month-end	0%
# of journal entries processed annually	3,521
# of accounts payable checks issued	7,630

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Finance Department | Accounting**

<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Annual audit and single audit opinions from external auditors are unqualified with an opinion date of December 20 <sup>th</sup> or prior	5/19/2011
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes
<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
% of monthly closes within 20 working days of month-end	100%
# of journal entries processed annually	3400
# of accounts payable checks issued	7,500
<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Annual audit and single audit opinions from external auditors are unqualified with an opinion date of December 20 <sup>th</sup> or prior	12/16/2011
Comprehensive Annual Financial Report in conformance with GAAP and meets GFOA financial reporting excellence benchmarks	Yes

CITY OF COLLEGE PARK, GEORGIA  
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	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2010 to 2011</u>
<b>Business License</b>					
Expenditures					
Personnel Services	\$ 42,489	\$ 43,514	\$ 43,819	\$ 43,307	-1%
Employee Benefits	13,963	15,306	14,093	15,068	7%
Communications & Util.	4,252	4,185	4,200	4,325	3%
Training & Education	435	1,253	1,955	1,955	0%
Other Services & Charges	6,003	1,468	1,313	1,775	35%
Materials & Supplies	7,736	6,568	5,850	6,850	17%
<b>Business License Total</b>	<b>\$ 74,878</b>	<b>\$ 72,294</b>	<b>\$ 71,230</b>	<b>\$ 73,280</b>	<b>3%</b>

**Business License Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Tax Clerk	1	1	1	1
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

\* Refer to Organization Chart on Page 95

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 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 customer's legal right to work in the United States. The resident status of all non-citizens applying for a license must 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 11/12 Objectives:**

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

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Number of active licenses during the fiscal year	1,636
<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Direct amount of "face to face" contact with customers	45%
<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Number of active licenses during the fiscal year	962
<b>Program/Service Output: (based on program objectives)</b>	<b>Estimated 11/12</b>
Amount of "face to face" contact	50%

**Prior Year Highlights:**

- Successfully issued Occupation Tax Certificates and collected 99% of the tax revenue budgeted.
- Strict implementation of providing proof of gross revenue. This requirement must be met in order to renew the occupation tax certificate.

## Purchasing Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Purchasing</b>					
Expenditures					
Personnel Services	\$ 123,130	\$ 120,950	\$ 124,200.00	\$ 120,561	-3%
Employee Benefits	28,829	31,162	\$ 32,100.00	31,732	-1%
Communications & Util.	3,988	3,900	\$ 4,400.00	2,260	-49%
Training & Education	400	381	\$ 1,750.00	3,350	91%
Other Services & Charges	4,008	2,847.57	\$ 1,625.00	1,551	-5%
Materials & Supplies	2,592	1,800	\$ 2,600.00	2,600	0%
<b>Purchasing Total</b>	<b>\$ 162,947</b>	<b>\$ 161,040.63</b>	<b>\$ 166,675</b>	<b>\$ 162,054</b>	<b>-3%</b>

**Purchasing Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Purchasing Manager	1	1	1	1
Purchasing Clerk	1	1	1	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 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 Contract 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 web site 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, but understand that is not optimal for all situations.

### **Program Broad Goals:**

Education in terms of outreach to our City staff and end users is a key strategic goal of Purchasing. 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 more requirements using a Best Value (RFP – Request for Proposal) methodology versus just a low price (IFB – Invitation for Bids) 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 is crucial for the City to succeed in meeting its goods and services requirements.

### **Program 11/12 Objectives:**

Continue to improve the throughput 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. Improve the Document Management (DM) retention / approval process that 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 2012 BUDGET

**Purchasing Department**

**Performance Measures**

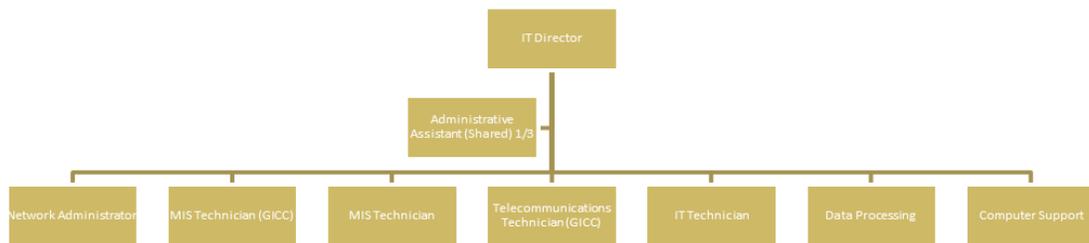
<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# of Purchase Orders processed	325
\$ value of Purchase Orders	\$3,828,226
# of long term contracts in place	32

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# of Purchase Orders processed	400
\$ value of Purchase Orders	\$2,100,000
# of long term contracts in place	25

**Prior Year Highlights:**

- Provided training opportunities to several departments during the year for requisitions.
- Vendor applications, bid information and RFPs are provided online.
- Provided training to vendors on how to do business with the City of College Park, Georgia.

# Information Technology Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Information Technology</b>					
Expenditures					
Personnel Services	\$ 303,236	\$ 303,358	\$ 340,511	\$ 344,913	1%
Employee Benefits	78,782	80,734	83,910	94,443	13%
Communications & Util.	20,474	16,753	17,506	16,150	-8%
Repair & Maintenance	152,261	134,324	170,337	88,305	-48%
Training & Education	3,248	9,241	10,030	6,800	-32%
Other Services & Charges	40,498	39,597	25,231	8,054	-68%
Materials & Supplies	10,863	10,898	9,950	6,450	-35%
Capital Outlay	132,441	156,208	130,000	105,000	-19%
<b>Information Technology Total</b>	<b>\$ 741,803</b>	<b>\$ 751,113</b>	<b>\$ 787,475</b>	<b>\$ 670,115</b>	<b>-15%</b>

**Information Technology Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
IT Director	1	1	1	1
Computer Operations Specialist	1	1	1	1
IT Technician	1	1	1	1
Network Admin	1	1	1	1
MIS Technician	1	1	1	1
IT Support Technician	1	1	1	1
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

## **Information Technology**

### **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

### **Trends:**

The City network infrastructure is moving towards centralization versus decentralization. The cost savings, improved management and security benefits justify any upfront expense that may be required. The IT Department looks to rectify this situation through various current and future Capital Improvement Projects. Examples of these projects for FY 2012 include the Harris Utility implementation and the ARCGIS (ESRI) implementation. The IT Department will also perform several key upgrades as well as a Blackberry server upgrade, a NWS Logos.NET upgrade and a transition to SQL 2008. The IT Department will also institute a citywide tracking and inventory system called BOSS. This system will allow for more remote system maintenance, the building of a more robust knowledgebase and license and software management. Another benefit of the BOSS system will be the ability to conduct mass updates across the Enterprise and facilitation of a move towards standardized software for all users.

### **Program Broad Goals:**

The IT Department strives to continually examine and reexamine 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 above average 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 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 amongst various tasks.



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Prior Year Highlights**

- Phone internet savings by switching 80% of internet, land line, long distance and switch and router maintenance from AT&T to PAETEC.
- Improved city network with updated MPLS (Multiple Protocol Labeled Switching) system. Allows for data and voice calls to travel the same network connections. Creates mobility of users and easier configuration and management. Features include:
  - 4-digit dialing between locations
  - IM services
  - Soft phone application
  - Call Center for Customer Service
  - Fax Server
  - Voice mail to email for all users
- BOSS installed and deployed throughout enterprise for evaluation.
- GovDeals savings.
- VMWare completion.
- MS Sharepoint (intranet) begun.

# Human Resources Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Human Resources</b>					
Expenditures					
Personnel Services	\$ 227,509	\$ 214,280	\$ 217,317	\$ 197,017	-9%
Employee Benefits	46,896	46,849	53,860	49,632	-8%
Communications & Util.	12,361	12,893	12,200	5,200	-57%
Training & Education	17,360	12,230	22,500	20,500	-9%
Other Services & Charges	110,873	152,758	134,928	106,553	-21%
Materials & Supplies	25,588	24,576	23,900	24,150	1%
<b>Human Resources Total</b>	<b>\$ 440,587</b>	<b>\$ 463,586</b>	<b>\$ 464,705</b>	<b>\$ 403,052</b>	<b>-13%</b>

**Human Resources Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Human Resources Director	1	1	1	1
Administrative Assistant	1	1	1	1
Human Resources Specialist	1	1	1	1
<b>Part-Time Positions:</b>				
Administrative Coordinator/Records Clerk	1	1	1	1
<b>Total Personnel</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

## Human Resources Department

### Program Description:

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

### Trends:

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

### Program Broad Goals:

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

### Program Objectives:

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

### Performance Measures

<b>Program/Service Output: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# of approved Full Time and Part Time Equivalents	554
<b>Program/Service Output: (based on program objectives)</b>	<b>Actual 10/11</b>
HR Operating Cost as a Percentage of City payroll	0%
<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# of approved Full Time and Part Time Equivalents	502
<b>Program/Service Output: (based on program objectives)</b>	<b>Estimated 11/12</b>
HR Operating Cost as a Percentage of City payroll	0%

### Prior Year Highlights:

- Begin revision of the Human Resources Policies and Procedures Manual.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Staffing Services /Employee Relations**

**Program Description:**

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

**Trends:**

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

**Program Broad Goals:**

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

**Program 2011/12 Objectives:**

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Staffing Services /Employee Relations**

**Performance Measures**

**Program/Service Output: (goods, services, units produced) Actual 10/11**

Percent of favorable findings by the Equal Employment Opportunity Commission (EEOC) in response to formal complaints filed by employees 100%

**Program/Service Output: (based on program objectives) Actual 10/11**

Citywide turnover (total) 12%  
Citywide turnover (without retirements) 11%

**Program/Service Output: (goods, services, units produced) Estimated 11/12**

Percent of favorable findings by the Equal Employment Opportunity Commission (EEOC) in response to formal complaints filed by employees 100%

**Program/Service Output: (based on program objectives) Estimated 11/12**

Citywide turnover (total) 1%  
Citywide turnover (without retirements) 1%

**Prior Year Highlights**

- Implemented Citywide Internship Program for Graduate and Undergraduate Students
- Coordinated the SunTrust Bank at Work Program

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Benefits Management**

**Program Description:**

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

**Trends:**

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

**Program Broad Goals:**

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

**Program 2011/12 Objectives:**

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Benefits Management**

**Performance Measures**

<b>Program/Service Output: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Annual medical/dental cost per employee/retiree	4,488
<b>Program/Service Output: (based on program objectives)</b>	<b>Actual 10/11</b>
Number of employees/retirees provided health benefits	436
<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Annual medical/dental cost per employee/retiree	4,488
<b>Program/Service Output: (based on program objectives)</b>	<b>Estimated 11/12</b>
Number of employees/retirees provided health benefits	466

**Prior Year Highlights:**

- Coordinated Flu Shots & H1N1 Shots with Concentra Medical Group for interested personnel - 150 employees participated.
- Increased employee participation with Flexible Spending Account and Debit Card. Program from 46 employees to 49 employees with a maximum spending amount increase from \$2,000 to \$2,500.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Operational Support and Employee Programs**

**Program Description:**

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

**Trends:**

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

**Program Broad Goals:**

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

**Program 2011/12 Objectives:**

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

**Performance Measures**

<b>Program/Service Output: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Annual Employee Programs cost per employee	\$35
<b>Program/Service Output: (based on program objectives)</b>	<b>Actual 10/11</b>
Annual Employee Programs expenditures	\$17,500
<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Annual Employee Programs cost per employee	\$34
<b>Program/Service Output: (based on program objectives)</b>	<b>Estimated 11/12</b>
Annual Employee Programs expenditures	\$17,000

**Prior Year Highlights:**

- Coordinated Health and Wellness Fair in conjunction with Cityfest- 30 vendors participated
- Coordinated the United Way Campaign - pledge participation amount - \$4,047

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Payroll**

**Program Description:**

The Payroll program develop, implements and maintains time recording and compensation payment processes in compliance with all Federal, State and City regulations.

**Trends:**

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

**Program Broad Goals:**

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

**Program 2011/12 Objectives:**

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Payroll**

**Performance Measures**

**Program/Service Output: (goods, services, units produced)** **Actual 10/11**  
Number of Payroll checks and direct deposits processed **20,087**

**Program/Service Output: (based on program objectives)** **Actual 10/11**  
Percentage of time Payroll processed bi-weekly payroll **100%**  
by 12 p.m. on pay week Wednesday

**Program/Service Output: (goods, services, units produced)** **Estimated 11/12**  
Number of Payroll checks and direct deposits processed **19,000**

**Program/Service Output: (based on program objectives)** **Estimated 11/12**  
Percentage of time Payroll processed bi-weekly payroll **100%**  
by 12 p.m. on pay week Wednesday

**Prior Year Highlights:**

- Worked with Ceridian Employee Assistance Program to increase employee participation
- Partnered with local financial institutions to implement an Employee Bank at work program.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Human Resources Department | Risk Management**

**Program Description:**

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

**Trends:**

The City has experienced a leveling off in property-casualty insurance premiums for the past two years. The international reinsurance market hardened dramatically a few years ago because of the uncommonly severe 2004-2005 storm seasons. The city has faced a continuing restricted market capacity that has resulted in a reduction of property coverage for flood zones areas the past three years.

**Program Broad Goals:**

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

**Program 2011/12 Objectives:**

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

**Performance Measures**

<b>Program/Service Output: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Premiums for excess insurance programs	<b>\$595,301</b>

<b>Program/Service Output: (based on program objectives)</b>	<b>Actual 10/11</b>
Maintain Risk Management budget to within 2% of the City's operating budget	<b>2%</b>

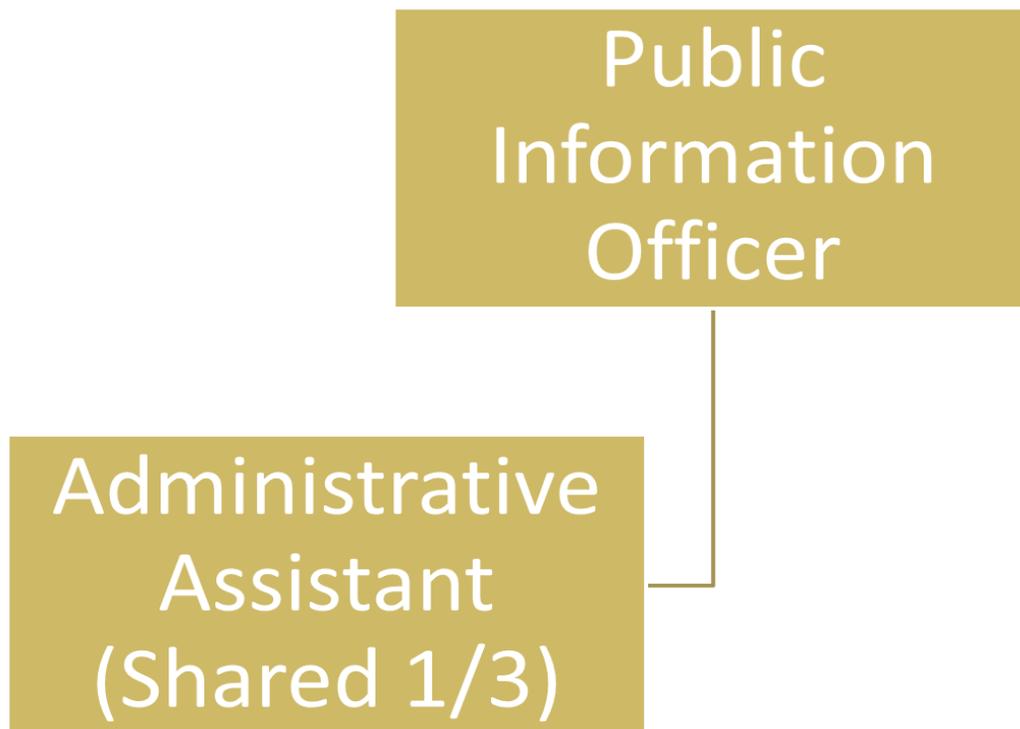
<b>Program/Service Output: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Premiums for excess insurance programs	<b>\$540,012</b>

<b>Program/Service Output: (based on program objectives)</b>	<b>Estimated 11/12</b>
Maintain Risk Management budget to within 2% of the City's operating budget	<b>2%</b>

**Prior Year Highlights:**

- Decreased Workers Compensation by 35 injuries as compared to prior fiscal year.

# Public Information Office Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Public Information</b>					
Expenditures					
Personnel Services	\$ 58,457	\$ 77,403	\$ 112,479	\$ 113,480	1%
Employee Benefits	21,963	26,663	42,938	31,225	-27%
New Personnel Costs	-	-	4,500	-	-100%
Communications & Util.	3,491	4,472	4,500	3,960	-12%
Training & Education	2,335	2,909	7,000	1,000	-86%
Other Services & Charges	12,632	37,926	82,313	82,327	0%
Materials & Supplies	6,366	15,451	9,600	10,900	14%
<b>Public Information Total</b>	<b>\$ 105,286</b>	<b>\$ 164,825</b>	<b>\$ 263,330</b>	<b>\$ 242,892</b>	<b>-8%</b>

**Public Information Personnel**

<b>Full Time Positions:</b>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
Public Info. Officer/Marketing Rep.	1	1	1	1
Administrative Production Assistant	1	1	1	1
Media Editor	-	-	1	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

## **Public Information/Marketing Department**

### **Program Description:**

The Public Information department provides the first line of external communications to general public and media contacts via email, the collegeparkga.com website, social media (Facebook, Twitter, Vimeo), telephony, and in-person briefings. The department also has been charged with creating the overall marketing platform for the city, including conceptualizing the media, managing the production, and tracking the negotiating of ad buys, frequency, budgeting communicating City Council and organizational goals, planning and managing resources to ensure the accomplishments of such goals, coordinating key projects and management information reports and addressing critical human resources issues and concerns.

### **Trends:**

Media conduits, specifically social media outlets have become the norm for successful storage and transfer of information. High tech media, including flash pdf newsletters (including video) have proven to be reliable sources for marketing measures. Email, web, facebook, twitter and linkedin are other business-related social media outlets.

### **Program Broad Goals:**

The goal of the Public Information Office is to create an atmosphere for the honest, open flow of information to the general public, citizens, media and business interests in the city. Additional goals include marketing the city to enhance business or quality of life interests, thus giving College Park a positive image for consideration by groups interested in visiting or setting up businesses here.

### **Program 2011/2012 Objectives:**

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

- Serves as a point of contact for citizens and the community when they are seeking information or wanting to share a suggestion or concern.
- Works with city departments to promote the positive accomplishments of employees.
- Maintains the city's website.
- Produces publications and marketing materials.
- Serves as the media's liaison to the city.
- Coordinates media releases for local newspapers/TV/radio.
- Produces video stories for broadcast on College Park's Comcast TV-23 channel.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Performance Measures**

<b>Program/Service Outcomes:</b>	<b>Actual 10/11</b>
Video story creation	180-200
Press Releases	50
Facebook/Twitter Followers	450
Fans # of readers for local, statewide and national publications	avg 30,000 per magazine
# of likes on Facebook, twitter page	appx 176
# of viewers on College Park TV-23	up to 5,000 daily
# of hits on College Park video-on-demand	avg. 300 weekly
# of programs produced for College Park TV-23	91 video reports – FY 2010-11

<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
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.	450 fans/followers

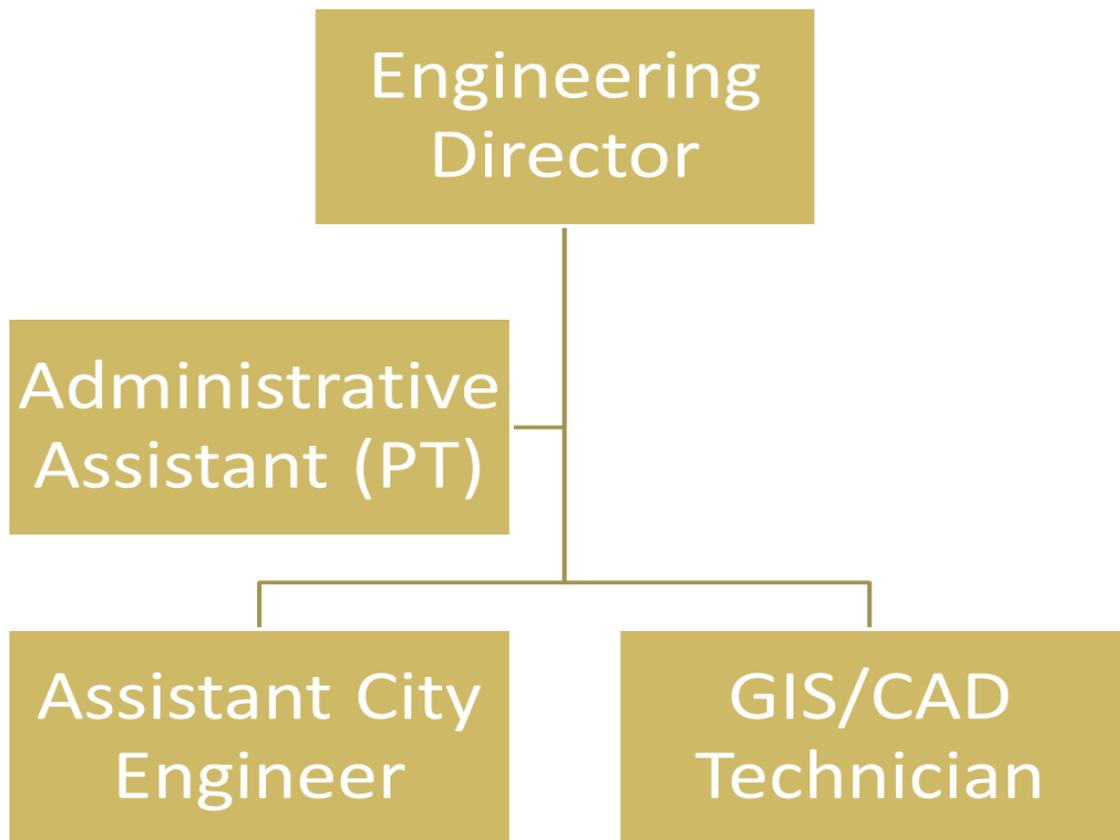
<b>Program/Service Outputs: (goods, services, unit produced)</b>	<b>Estimated 11/12</b>
Video story creation	180-200
Press Releases	50
Facebook/Twitter Followers	450 fans

<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
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.	450 fans/followers

**Prior Year Highlights:**

- Launch of Facebook, Twitter pages
- Acquisition of video equipment for video-on-demand (website)
- Expansion into corporate development-based publications (marketing)
- Developed ad campaign highlighting newly launched assets – Gateway Center rail stop, Class A office space, and new hotels

# Engineering Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Engineering</b>					
Expenditures					
Personnel Services	\$ 145,878	\$ 249,395	\$ 203,847	\$ 252,354	24%
Employee Benefits	33,819	50,282	45,153	57,367	27%
Communications & Util.	11,475	11,531	9,500	7,780	-18%
Repair & Maintenance	879	787.06	3,000	2,200	-27%
Training & Education	7,932	3,436	11,600	4,670	-60%
Other Services & Charges	24,128	19,498	25,616	12,672	-51%
Materials & Supplies	12,009	14,660	17,150	200	-99%
Capital Outlay	-	-	100	-	-100%
<b>Engineering Total</b>	<b>\$ 236,120</b>	<b>\$ 349,589.93</b>	<b>\$ 315,966</b>	<b>\$ 337,243</b>	<b>7%</b>

**Engineering Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Engineering Director	1	1	1	1
City Engineer	1	1	1	1
Assistant City Engineer	1	1	-	-
GIS/CAD Technician	1	1	1	1
Administrative Assistant	-	-	1	-
<b>Part Time Positions:</b>				
Administrative Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**ENGINEERING DEPARTMENT**

**Program Description:**

Engineering Department program provides technical services to the Citizens, Mayor, Council, Department Heads, Staff, and other Government Entities. 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 all Federal, State, County, and City rules and regulations.

**Trends:**

Preserve Historic College Park (Fourth largest Historic District in Georgia behind Savannah, Macon, and Atlanta (all former or current State capitols)) while building a futuristic City to handle the demands of the Busiest Airport in the World at Hartsfield Jackson International Airport with 35 hotels having 5,000 rooms. Anticipate our customers' desires while providing the best possible customer service through a quick turnaround in reviewing Site Plans for Engineering and Storm Water issues.

**Program Broad Goals:**

Provide timely review for 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), National Pollution Discharge Elimination System (NPDES), and Community Rating System (CRS).

**Program 10/11 Objectives:**

Complete Plan Review within two weeks. Maintain or improve Community Rating System (CRS) Class 6. Complete first inspection within five business days.

**Performance Measures**

<b>Program/Service Outputs (goods, services, units produced)</b>	<b>Actual 10/11</b>
Provide timely and quality construction document review for engineering and site plan submittals with 14 days.	96%

<b>Program/Service Outcomes (based on program objectives)</b>	<b>Actual 10/11</b>
Review Site Plans within fourteen days.	96%

Federal Emergency Management Administration (FEMA) Community Rating System (CRS) (Measures how well the City Manages its floodplains based on Insurance Services Organization's (ISO) federal audit. First organization in the State of Georgia to receive Level 6 which is in the 95 <sup>th</sup> percentile in the Nation).	95%
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Inspections to be performed within five business days.	96%
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CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**ENGINEERING DEPARTMENT**

<b>Program/Service Outputs (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Provide timely and quality construction document review for engineering and site plan submittals with 14 days.	95%

<b>Program/Service Outcomes (based on program objectives)</b>	<b>Estimated 11/12</b>
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Review Site Plans within fourteen days.	95%
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Federal Emergency Management Administration (FEMA) Community Rating System (CRS) (Measures how well the City Manages its floodplains based on Insurance Services Organization's (ISO) federal audit. First organization in the State of Georgia to receive Level 6 which is in the 95 <sup>th</sup> percentile in the Nation).	6
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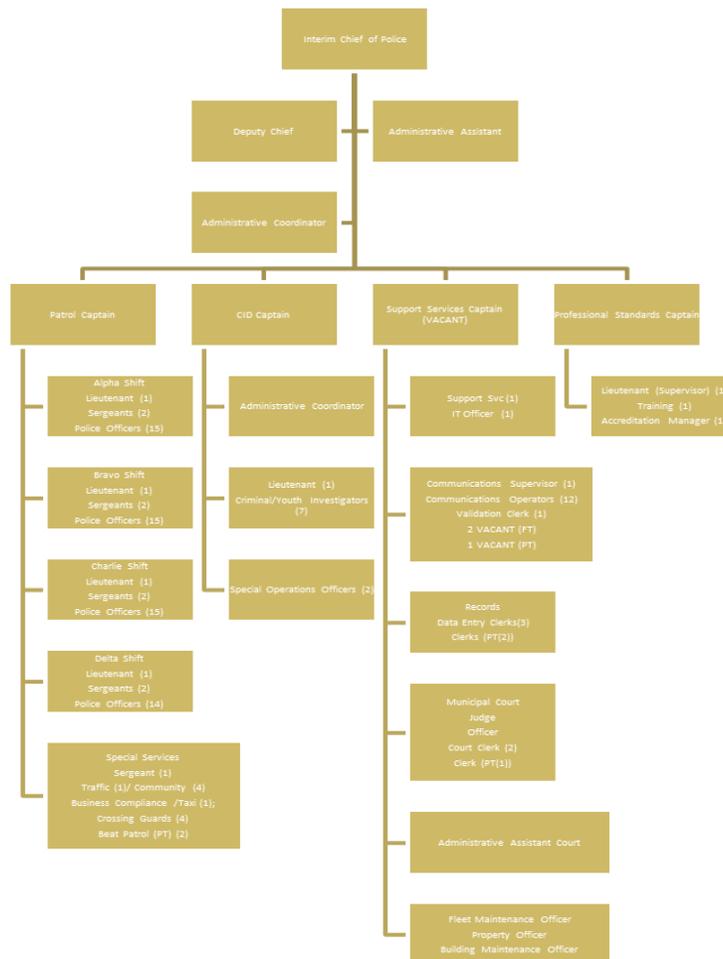
Inspections to be performed within five business days.	95%
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**Prior Year Accomplishments**

- Assisted Water and Sewer Division in the negotiated settlement which minimized our financial liability to \$3 million in Operational Costs and \$8 million in Capital costs.
- Completed Storm Water Management Program and Golf Course Pond Rehabilitation with 60% Federal Stimulus grant and 40% Georgia Environmental Facilities Authority (GEFA) loan at 3% for 20 years.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

# Police Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	2009 Actual	2010 Actual	2011 Amended Budget	2012 Council Adopted	% Change 2011 to 2012
<b>Municipal Court</b>					
Expenditures					
Personnel Services	\$ 217,743	\$ 215,983	\$ 226,000	\$ 212,222	-6%
Employee Benefits	33,564	37,206	49,810	40,817	-18%
Repair & Maintenance	354	592	300	300	0%
Training & Education	1,451	3,083	2,500	3,050	22%
Other Services & Charges	66,289	78,614	87,464	82,130	-6%
Materials & Supplies	12,388	14,320	15,327	15,067	-2%
<b>Municipal Court Expenditure Total</b>	<b>\$ 331,789</b>	<b>\$ 349,798</b>	<b>\$ 381,401</b>	<b>\$ 353,586</b>	<b>-7%</b>

**Municipal Court Personnel**

	2009 Actual	2010 Actual	2011 Amended Budget	2011 Council Adopted
<b>Full Time Positions:</b>				
Administrative Assistant	1	1	1	1
Administrative Coordinator	1	1	1	1
Judge	1	1	1	1
EDP Technician	1	1	-	-
Account Clerk	1	1	1	1
<b>Part Time Positions:</b>				
Clerk	2	2	2	2
Judge	2	2	2	2
<b>Total Personnel</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Police Administration</b>					
<b>Expenditures</b>					
Personnel Services	\$ 944,527	\$ 995,976	\$ 903,837	\$ 768,000	-15%
Employee Benefits	248,222	284,075	266,900	245,440	-8%
Communications & Util.	122,604	124,095	105,696	110,128	4%
Rentals	3,190	-	-	-	0%
Repair & Maintenance	6,806	10,030	9,500	7,900	-17%
Building Maintenance	164,293	164,754	177,000	176,900	0%
Training & Education	13,558	7,433	2,935	3,650	24%
Other Services & Charges	151,735	332,435	219,768	325,445	48%
Materials & Supplies	36,406	39,696	38,200	34,990	-8%
Capital Outlay	32	-	-	-	0%
<b>Police Administration Total</b>	<b><u>\$ 1,691,374</u></b>	<b><u>\$ 1,958,494</u></b>	<b><u>\$ 1,723,836</u></b>	<b><u>\$ 1,672,453</u></b>	<b>-3%</b>

**Police Administration Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions</b>				
Chief	1	1	1	1
Deputy Chief	1	1	1	1
Captain	2	2	1	1
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Police Officer	3	3	3	3
EDP Tech	1	1	1	1
Validation Clerk	1	1	-	-
Administrative Assistant	3	2	2	2
Administrative Coordinator	2	2	2	2
Custodian (Building Maint Specialist)	1	1	1	1
<b>Part Time Positions:</b>				
Clerk	1	1	1	1
<b>Total Personnel</b>	<b><u>18</u></b>	<b><u>17</u></b>	<b><u>15</u></b>	<b><u>15</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 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 to the community. These include special community functions such as the citizen academies, 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 and accountability functions.

**Trends:**

Retaining the open lines of communication with the community remains vital to our public safety mission. Thus, this outreach effort is established as one of the key objectives of the Office of the Police Chief. Identify and implement strategies, initiatives and staffing needs assessments to ensure the department continues to meet service demands during the current economic challenges.

**Program Broad Goals:**

Implement the new City structure for the Police Department for effective and timely services to the community. Create positive community partnerships and enhance quality communication with our citizens.

**Program Objectives:**

Identify and implement efficiency and effectiveness improvements in the Police Department. Continue community outreach efforts through the Citizen Academy and through the Public Information Officer's response to requests for information.

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# of Citizen Academy conducted	132
# of community meetings attended (monthly)	20
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Community Neighborhood Watch meetings, Crime Prevention/Safety Education and Awareness events.	24
Ensure College Park Uniform Crime Report, Part I crimes are below Fulton County average.	<b>College Park</b> 2,905 <b>(Below Fulton County)</b>



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u> <u>Amount</u>	<u>2010 Actual</u> <u>Amount</u>	<u>2011 Amended</u> <u>Budget</u>	<u>2012 Council</u> <u>Adopted</u>	<u>% Change</u> <u>2011 to 2012</u>
<b>Police Investigations</b>					
Expenditures					
Personnel Services	\$ 907,211	\$ 780,288	\$ 970,600	\$ 517,123	-47%
Employee Benefits	223,306	244,956	252,200	182,957	-27%
Communications & Util.	22,454	19,881	19,000	11,600	-39%
Repair & Maintenance	12,946	7,796	11,000	6,401	-42%
Training & Education	7,324	917	1,200	2,850	138%
Other Services & Charges	47,721	31,558	17,816	22,396	26%
Materials & Supplies	18,090	16,321	19,020	18,850	-1%
Capital Outlay	17,271	-	-	-	0%
<b>Police Investigations Total</b>	<b>\$ 1,256,324</b>	<b>\$ 1,101,717</b>	<b>\$ 1,290,836</b>	<b>\$ 762,177</b>	<b>-41%</b>

**Police Investigations Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended</u> <u>Budget</u>	<u>2012 Council</u> <u>Adopted</u>
<b>Full Time Positions:</b>				
Major	-	-	-	1
Captain	1	1	1	-
Lieutenant	1	1	1	1
Sergeant	1	1	1	1
Police Officers	12	12	12	12
Administrative Assistant	1	-	-	-
Administrative Coordinator	1	1	1	1
<b>Total Personnel</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>16</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**POLICE CRIMINAL INVESTIGATION DIVISION**

**Program Description:**

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

**Trends:**

Property crimes are on the increase city wide due to economic stress. The number of quality of life cases (prostitution, loitering, etc) has declined due to targeted enforcement efforts.

**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.

**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.

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# of property crimes	1,082
# of violent crimes	205

<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Achieve a 31% clearance rate for property crimes and violent crimes combined.	13%

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# of property crimes	800
# of violent crimes	180

<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Achieve a 31% clearance rate for property crimes and violent crimes combined.	15%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**POLICE CRIMINAL INVESTIGATION DIVISION (Continued)**

**Prior Year Highlights**

- On July 19<sup>th</sup>, detectives responded to a double homicide at 3100 Godby Road. Two females were found to have been murdered “execution style” with gunshots to the head. Four suspects were identified within 24 hours and within 5 days all four of them were arrested and charged with Murder.
- During the month of July, a detective investigated a threat made towards a City official by a known suspect; this message included language to threaten murder and violence towards the victim and was left on his answering machine in City Hall. Subsequent investigation revealed the identity of the suspect and reasonable and probable grounds for arrest were established. A warrant was issued and the arrest was effected the same day. The suspect was not released from jail; he received a trial by jury, was convicted and is now serving time in state prison.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Police Patrol</b>					
Expenditures					
Personnel Services	\$ 4,144,576	\$ 4,529,721	\$ 4,241,891	\$ 4,726,991	11%
Employee Benefits	1,172,654	1,346,428	1,162,864	1,218,016	5%
Communications & Util.	22,361	27,532	24,500	55,524	127%
Rentals	11,858	-	-	-	0%
Repair & Maintenance	277,224	291,231	270,500	271,200	0%
Building Maintenance	8	32	-	-	0%
Training & Education	13,619	6,792	2,200	2,000	-9%
Other Services & Charges	282,261	173,793	234,943	243,357	4%
Materials & Supplies	276,122	212,172	240,800	233,100	-3%
Capital Outlay	388,025	34,338	22,500	206,500	818%
<b>Police Patrol Total</b>	<b><u>\$ 6,588,708</u></b>	<b><u>\$ 6,622,040</u></b>	<b><u>\$ 6,200,198</u></b>	<b><u>\$ 6,956,688</u></b>	<b>12%</b>

**Police Patrol Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Captain	1	1	1	1
Lieutenant	5	5	5	5
Sergeant	9	9	9	9
Police Officer	70	70	70	70
<b>Part Time Positions:</b>				
School Crossing Guards	4	4	4	4
Police Officers (Foot Patrol)	2	2	2	2
<b>Total Personnel</b>	<b><u>91</u></b>	<b><u>91</u></b>	<b><u>91</u></b>	<b><u>91</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

## POLICE PATROL SERVICES

### Program Description:

The Patrol Services program provides general law enforcement and first responder responsibilities, completes initial criminal and traffic investigations, performs traffic control and enforcement duties, implements community policing strategies and utilizes other department resources to solve community or crime related problems.

### Trends:

Increased demand for patrol resources due to the increased growth and development within the city.

### Program Broad Goals:

Prevent crime and disorder by taking appropriate and proactive measures designed to reduce criminal activity and by maintaining the quality and effectiveness of policing services. Respond promptly to calls for service. Develop safer neighborhoods through community partnerships and participation. Enhance traffic safety through enforcement and education.

### Program Objectives:

Proactively target repeat offenders, identify and predict problem areas and crime patterns in the community utilizing crime data analysis, community input and police observation. Increase neighborhood watch participation and strengthen partnerships with code enforcement, home owners, businesses and community associations.

### Performance Measures

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# Proactive (self initiated and directed patrol) calls	21,422
# of all calls for service	48,520
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Achieve a standard of 5 minutes or less for response to Emergency calls for service	5.43
<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# Proactive (self initiated and directed patrol) calls	22,000
# of all calls for service	42,000
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Achieve a standard of 5 minutes or less for response to Emergency calls for service	5.30

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**POLICE PATROL SERVICES (Continued)**

**Prior Year Highlights**

- The Patrol Division and the Criminal Investigation Division jointly set up a Special Operations Unit whose purpose is to target specific areas in the city. They utilize a combination of marked and unmarked units to conduct operations. The unit works closely with Patrol shifts and has helped make a positive impact in crime reduction.
- The Community Oriented Police (COPS) unit participated in a record number of community events to demonstrate our commitment to develop positive relationships with the citizens and businesses of College Park.
- Fleet accidents were significantly reduced.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Corrections</b>					
Expenditures					
Personnel Services	\$ 135,013	\$ 120,878	\$ 174,612	\$ 169,076	-3%
Employee Benefits	34,106	32,651	40,512	40,908	1%
Communications & Util.	426	-	200	200	0%
Repair & Maintenance	1,475	367	700	1,450	107%
Training & Education	270	100	500	600	20%
Other Services & Charges	323,573	330,373	305,076	331,381	9%
Materials & Supplies	13,085	10,823	13,100	13,100	0%
Cost Of Sales	4,265	10,214	5,040	7,200	43%
Capital Outlay	-	-	-	39,200	0%
<b>Corrections Total</b>	<b>\$ 512,213</b>	<b>\$ 505,406</b>	<b>\$ 539,740</b>	<b>\$ 563,915</b>	<b>4%</b>

**Corrections Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council 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 2012 BUDGET

**POLICE CORRECTIONS**

**Program Description:**

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

**Trends:**

Detention continues to experience growth in the number of bookings, which drive all workload activities. The number of prisoner transports grows at a greater pace due to a larger proportion of detainees who cannot afford to post bond. The unit is also experiencing more hearings in which our prisoners housed at the Union City jail have to be brought back to City Court. The contract costs for prisoner housing at the Union City jail continues to rise because of the increasing number of arrest and the sentencing.

**Program Broad Goals:**

Provide quality care, custody and control of detainees in a safe environment. Replace the current fingerprint system (Live Scan) with a more efficient system that will lower the time required for inmate booking. Provide prisoner transportation between Union City jail, County jails, and City Court, with current detention personnel.

**Program Objectives:**

Respond to increased number of prisoner bookings and ensure proper identification and compliance with training on the new fingerprinting system (Live Scan) for all detention officers. To increase the number of certified jailers to handle the increased number of prisoner transports due to the ride in prisoners housed at the Union City jail and the number of hearings required at City Court. Keep Patrol officers on the streets by using detention personnel for prisoner transports to Union City.

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# of bookings performed	3,120
# of prisoner transports completed	745
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Reduce prisoner transports to Union City by patrol officers by using detention officers when scheduling permits.	20%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

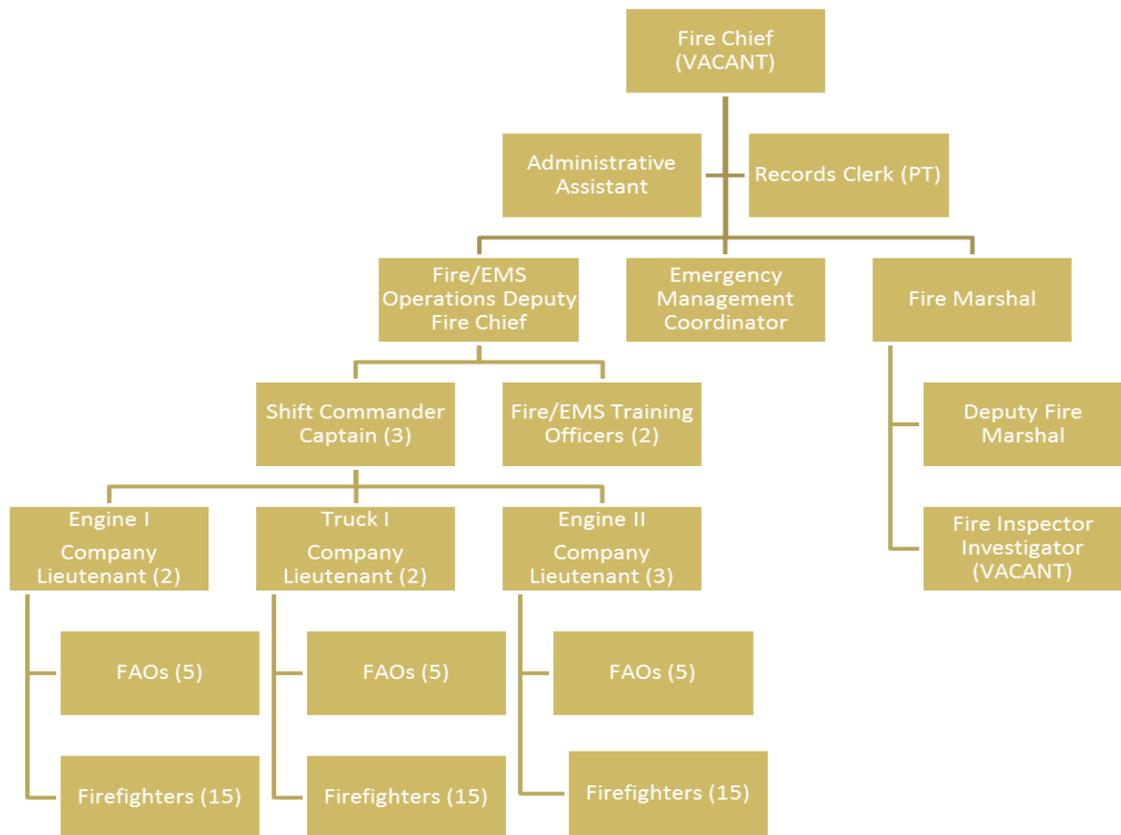
**POLICE CORRECTIONS (Continued)**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# of bookings performed	2,800
# of prisoner transports completed	680
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Reduce prisoner transports to Union City by patrol officers by using detention officers when scheduling permits.	10%

**Prior Year Highlights**

- The Corrections Division completed the required guidelines for the State Certification.
- Improved data collection and booking guidelines for inmates.

# Fire Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual Amount</u>	<u>2010 Actual Amount</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Fire Administration</b>					
Expenditures					
Personnel Services	\$ 556,682	\$ 429,216	\$ 520,712	\$ 713,101	37%
Employee Benefits	144,465	136,285	127,293	162,014	27%
Communications & Util.	78,521	82,802	77,840	81,142	4%
Repair & Maintenance	16,041	15,196	18,600	17,700	-5%
Building Maintenance	87,982	68,832	85,000	85,000	0%
Training & Education	22,614	15,824	30,702	28,671	-7%
Other Services & Charges	55,212	35,570	43,307	30,304	-30%
Materials & Supplies	19,859	15,986	20,000	17,900	-11%
Cost Of Sales	585	568	1,500	1,500	0%
Capital Outlay	20,088	24,899	-	-	0%
<b>Fire Administration Total</b>	<b><u>\$ 1,002,049</u></b>	<b><u>\$ 825,178</u></b>	<b><u>\$ 924,954</u></b>	<b><u>\$ 1,137,332</u></b>	<b>23%</b>

**Fire Administration Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Approved</u>
<b>Full Time Positions:</b>				
Fire Chief	1	1	1	1
Deputy Fire Chief	1	1	1	1
Administrative Assistant	1	1	1	1
Fire Marshal	1	1	1	1
Deputy Fire Marshal	1	1	1	1
Inspector/Investigator	1	1	-	-
Fire Training Instructor	1	1	1	1
Emergency Management Coordinator	1	1	1	1
<b>Part Time Positions:</b>				
Records Clerk	1	1	1	1
<b>Total Personnel</b>	<b><u>9</u></b>	<b><u>9</u></b>	<b><u>8</u></b>	<b><u>8</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

## **Public Safety | Fire Administration**

### **Program Description:**

The purpose of the Fire Department is to reduce the incidence and severity of emergencies and provide the highest level of fire and emergency services protection possible. College Park Fire Rescue consists of five (5) primary service areas: Administration, Fire Suppression, Emergency Medical Services, Fire Marshal/Risk Management and Training and Support Services.

### **Trends:**

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

### **Program Broad Goals:**

#### Office of the Fire Chief/Administration Goals:

- Improve Emergency Response and Fire Operations to provide an effective, timely, and efficient emergency response capability to all areas in the City of College Park.
- Improve Disaster preparedness and response capability by staying current with the College Park Emergency Operations plans and guidelines and practicing the plan.
- Improve Professional Standards, Communications and Member Inter-personal Relationships-Continue to promote a high degree of professional behavior and communications for all members of the department.
- Improve Dispatch processing time and radio communications-Provide clear and concise emergency communications to our internal and external customers through a professional enhanced-911 center.
- Aggressively educate our community on the dangers of fire and provide prevention information to help prevent fires and limit life risk.
- Provide the absolute safest possible environment for our firefighters.
- Improve training and accountability to ensure employees are appropriately trained to safely meet applicable requirements

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Public Safety | Fire Administration (Continued)**

**Program 11/12 Objectives:**

- Accurately identify and validate the Standards of Response and ensure it is publicized to our members and the community.
- Participate in the annual Disaster Exercise and participate in County LEPC and Regional UASI and stay abreast with information throughout the year.
- Improve communication and strengthen relationships between divisions in the department; between Management and Labor; employees assigned to operational shifts and between operations and other administrative elements.
- Continue collaborating with Dispatch personnel and work towards improving dispatch process time.
- Strengthen Fire Prevention support capability to ensure critical life safety and fire safety components are included in all levels of work.
- Limit fire losses in the community.
- Perform accurate and timely enforcement functions to ensure a minimum level of compliance with established safety standards.
- Strive to minimize fire ground injuries; zero injuries in 2011.
- Ensure 100% of fire department members are trained to a level commensurate with their rank and position.
- Improve health, wellness and fitness for all CPFR employees

**Performance Measures**

- Update our Standards of Response to form the basis for fiscal planning, resource management, training requirements, and our pre-incident planning process by October 2011.
- Conduct and evaluate a minimum of one (1) College Park Disaster Preparedness Exercise by October 2011.
- Establish a shift change process that includes all company officers to capture all previous day activities and discuss future events; conduct and document regular staff and department meetings and briefings.
- Maintain accurate data that captures the time of call and time of dispatch for every incident 80% of the time.
- Work with appropriate College Park departments Building Department and conduct accurate plans review of all designs prior to established deadlines.
- Provide at least 1 fire safety event per quarter at each schools with age-specific programs appropriate with the audience.
- Conduct comprehensive fire inspections on all fire department facilities annually to include all department stations, administrative offices and the training facility.
- Develop an annual training plan that includes 100% of the subject areas required to meet State requirement, maintain certifications and improve skill levels
- Conduct exercises with surrounding agencies to familiarize members of the department with their incident command structure and ensure tactical assignments are integrated.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Public Safety | Fire Administration (Continued)**

**Performance Measures (Continued)**

- 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 duty time to participate in physical fitness activity one hour per shift in 2011.

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

**FIRE AND LIFE SAFETY ACTIVITIES**

<b>Investigations &amp; Inspections 2008-2010</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Investigations</b> (Fire & Code Enforcement)	136	144	167
<b>Inspections</b> (New & Existing Structures)	1,271	1,280	678
<b>Plan Reviews 2008-2010</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>New Construction, ADA Life Safety Codes, etc.</b>	218	113	111
<b>Public Education /Fire Safety Education 2008-2010</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Community Presentations, Schools, Fire Prevention Week</b>	96	72	58
<b>Arrests 2008-2010</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Arrests (charges) resulting from arson fires, code violations	14	12	21

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Approved</u>	<u>% Change 2011 to 2012</u>
<b>Fire Suppression</b>					
Expenditures					
Personnel Services	\$ 2,352,732	\$ 2,516,013	\$ 2,738,200	\$ 4,073,354	49%
Employee Benefits	642,221	782,505	728,100	964,671	32%
Communicat - Communications & Util.	61,167	25,279	22,300	26,500	19%
Repair & Maintenance	89,918	81,161	79,300	107,072	35%
Building Maintenance	-	400	-	-	0%
Training & Education	62,571	20,869	35,499	16,500	-54%
Other Services & Charges	116,063	142,660	91,430	123,984	36%
Materials & Supplies	160,366	113,526	127,400	143,900	13%
Cost Of Sales	3,500	3,684	4,000	1,500	-63%
Capital Outlay	691,826	21,774	82,106	-	-100%
<b>Fire Suppression Total</b>	<b><u>\$ 4,180,364</u></b>	<b><u>\$ 3,707,871</u></b>	<b><u>\$ 3,908,335</u></b>	<b><u>\$ 5,457,481</u></b>	<b><u>40%</u></b>

**Fire Suppression Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Approved</u>
<b>Full Time Positions:</b>				
Captain	3	3	3	3
Lieutenant	5	5	5	9
Driver Engineer (FAO)	12	12	12	21
Firefighter	26	26	26	37
<b>Total Personnel</b>	<b><u>46</u></b>	<b><u>46</u></b>	<b><u>46</u></b>	<b><u>70</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Public Safety | Fire Suppression**

**Program Description:**

The purpose of the Fire Department is to reduce the incidence and severity of emergencies and provide the highest level of fire and emergency services protection possible. College Park Fire Rescue consists of five (5) primary service areas: Administration, Fire Suppression, Emergency Medical Services, Fire Marshal/Risk Management and Training and Support Services.

**Trends:**

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

**Program Broad Goals:**

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

**Program 11/12 Objectives:**

Comply with and validate the Standards of Response

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Public Safety | Fire Suppression (Continued)**

**Performance Measures**

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

- All structural firefighting operations will have a minimum of 19 personnel on scene 100% of the time.
- Provide training and equipment to ensure all major hazardous materials events will have a minimum of 9 appropriately trained personnel on scene 100% of the time.
- All EMS incidents will have a minimum of 2 personnel on scene 100% of the time.
- Explore the cost impact and evaluate the efficacy of the following for potential submission in future budgets: increase the number of minimum on-duty firefighters per shift (work towards NFPA 1710 standards).

**Program/Service Output:**

**CPFR THREE YEAR CALL HISTORY**

	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Fire Calls</b>	1,397	1,376	897
<b>EMS Calls</b>	3,518	3,537	4,016
<b>Total Calls</b>	4,915	4,542	4,913

**Prior Year Highlights**

- Completed Strategies and Tactics for Initial Company Officers NFA Class
- Tech Rescue Awareness
- Completed Driver Operator II (Aerial Operator Class) (5 new Truck Drivers)
- All Operations personnel completed the How to handle an Airplane Crash in your Community
- Terrorism Awareness
- Incident Safety Officer (NFA)
- Incident Safety Officer Class for the Department
- Administered a New Hire Physical Agility Test and process
- Administered New Hire Written Test for 56 applicants
- Administered the Driver Operator I x 2 training, (7 new Engine Drivers)
- NPQ Written test for FFI and II
- Completed the annual Live Fire training at DeKalb County

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Emergency Medical Services</b>					
Expenditures					
Personnel Services	\$ 1,207,549	\$ 1,296,436	\$ 1,267,516	\$ 65,489	-95%
Employee Benefits	316,220	363,800	390,673	25,649	-93%
Communications & Util.	1,397	-	1,200	1,000	-17%
Repair & Maintenance	65,894	21,834	23,000	24,820	8%
Training & Education	23,647	14,218	25,025	16,500	-34%
Other Services & Charges	316,237	286,866	312,412	288,982	-7%
Materials & Supplies	53,556	53,635	56,200	55,700	-1%
Capital Outlay	80,454	126,636	-	-	0%
<b>Emergency Medical Total</b>	<b>\$ 2,064,954</b>	<b>\$ 2,163,425</b>	<b>\$ 2,076,026</b>	<b>\$ 478,140</b>	<b>-239%</b>

**Emergency Medical Services Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
EMS Training Instructor	1	1	1	1
Lt./Paramedic-CT	4	4	4	-
FAO/Paramedic	9	9	9	-
Firefighter/Paramedic-CT	11	11	11	-
<b>Total Personnel</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>1</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Public Safety | Emergency Medical Services**

**Program Description:**

Emergency Medical Services program provides staffing and equipment to respond, prevent and manage community emergencies, such as emergency medical incidents (chest pains, cardiac arrest, trauma, stroke, etc.). Some of the actions that support this mission include pre-hospital emergency medical care and the treatment of ill and injured citizens.

**Trends:**

The Emergency Medical Services division constantly trains and works on certification renewals. This keeps our EMS staff current on their licenses and the ever changing techniques and processes of Emergency Medical Services enabling them to provide the highest quality pre-hospital medical care to our citizens, visitors and businesses.

**Program Broad Goals:**

Improve Emergency Medical Services Response-Minimize death and suffering for people experiencing sudden illness, accidents, or injury.

**Program Objectives:**

Planning to establish employee/community wide Health Initiative program, conduct health fairs, provide healthcare education to the employees/community, provide onsite access to screening and testing for various medical issues such as Blood pressure checks, diabetes and cardiac related illnesses and nutrition. Program Provided in Partnership with: Mayor and City Council, City Manager, businesses, citizens, churches and Fire Department staff.

**Performance Measures**

- 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.
- Provide timely emergency medical and rescue services.
- Provide emergency medical service, including automatic external defibrillator capability at a minimum, for all calls requiring emergency medical assistance in accordance College Park Fire Rescue Standard Operating Guidelines.

**Program/Service Output:**

**CPFR THREE YEAR CALL HISTORY**

	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>EMS Calls</b>	3,518	3,537	4,016

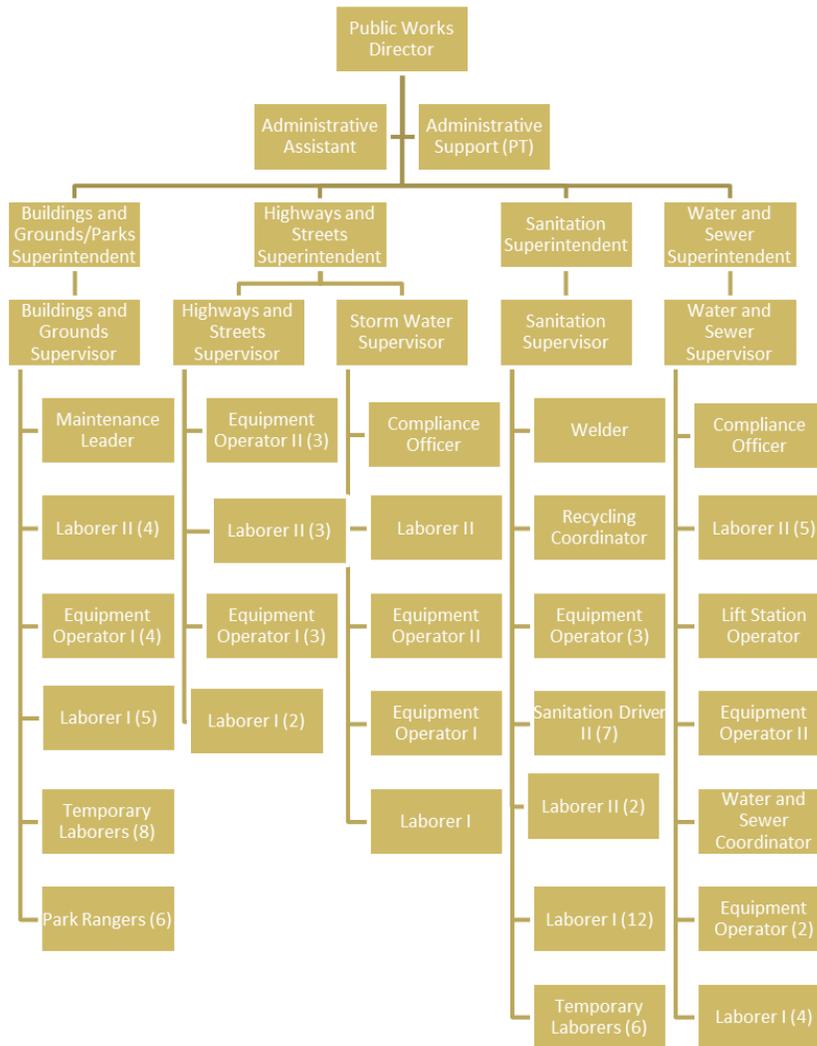
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Public Safety | Emergency Medical Services (Continued)**

**Prior Year Highlights**

- Completed Departmental First responders License Recertification
- All members in Fire Operations division completed an Emergency Vehicle Operations Course
- 3 Firefighters completed training and obtained Paramedic certifications
- 4 members completed EMT training and received their certification
- Emergency Medical Dispatch program/training (in progress)
- Bike Medic program (Established)

# Public Works Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Public Works Administration</b>					
Expenditures					
Personnel Services	\$ 37,323	\$ 32,873	\$ 42,825	\$ 46,619	9%
Employee Benefits	7,981	8,856	13,100	12,490	-5%
Communications & Util.	1,355	-	864	864	0%
Repair & Maintenance	62	1,773	850	850	0%
Training & Education	414	3,278	4,000	2,200	-45%
Other Services & Charges	19,359	7,308	6,000	1,000	-83%
Materials & Supplies	338	312	1,550	950	-39%
<b>Public Works Administration Total</b>	<b>\$ 66,832</b>	<b>\$ 54,400</b>	<b>\$ 69,189</b>	<b>\$ 64,973</b>	<b>-6%</b>

**Public Works Administration Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Public Works Director	1	1	1	1
Administrative Assistant*	1	1	1	-
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Public Works Administration**

**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, policies and procedures (SOP).

**Trends:**

The Department's 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 the services we provide to meet community.

**Program Broad Goals:**

Provide leadership and management to ensure the most effective delivery of services by the Divisions in support of the City Council's goals. Closely manage the Division's operating budget to ensure continued quality services to our citizens. Monitor the Solid Waste Enterprise and Fleet Internal Service funds to ensure sufficient long term funding of the Division's and City's needs.

**Program 11/12 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.

**Performance Measures:**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Address concerns and complaints within 24 hours	100%

<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Maintain department budget at or below adopted budget	100%

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Address concerns and complaints within 24 hours	100%

<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Maintain department budget at or below adopted budget	100%

**Prior Year Highlights:**

- Updated Water & Sewer Fee Ordinance.
- Public Works Surveillance System Installation.
- Developed Department Wide Vehicle & Equipment Maintenance Schedule.
- Conducted a Public Works Outreach Program with local elementary schools.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Highway and Streets</b>					
Expenditures					
Personnel Services	\$ 377,500	\$ 451,546	\$ 484,700	\$ 428,357	-12%
Employee Benefits	123,551	153,600	149,656	151,780	1%
Communications & Util.	4,558	3,615	6,600	3,000	-55%
Rentals	1,291	4,060	3,500	5,000	43%
Repair & Maintenance	173,043	210,258	237,500	317,500	34%
Building Maintenance	8	1,263	6,000	2,000	-67%
Training & Education	3,044	2,820	4,700	2,500	-47%
Other Services & Charges	76,455	35,389	26,675	34,035	28%
Materials & Supplies	60,989	56,157	58,200	68,300	17%
Capital Outlay	421,815	286,585	87,200	17,022	-80%
<b>Highway and Streets Total</b>	<b><u>\$ 1,242,254</u></b>	<b><u>\$ 1,205,293</u></b>	<b><u>\$ 1,064,731</u></b>	<b><u>\$ 1,029,494</u></b>	<b><u>-3%</u></b>

**Highway and Streets Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Supervisor	1	1	1	-
Equipment Operator II	3	3	3	3
Equipment Operator I	3	3	3	3
Laborer II	3	3	3	3
Laborer I	2	2	2	2
<b>Total Personnel</b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>12</u></b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | 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.

**Performance Measures:**

<b>Program/Service Output: (good, services, unit produced)</b>	<b>Actual 10/11</b>
Completion rate for repairing signage roadway striping and crosswalk markings within seven (7) working days of the initial response.	95%
<b>Program/Service Output: (good, services, unit produced)</b>	<b>Estimate 11/12</b>
Completion rate for repairing signage roadway striping and crosswalk	95%
Annual number of remarking of roadway striping, crosswalks, and messages	1
Annual number of comprehensive inventory of signs in the City, noting locations, type, and condition of each signs	1
Response time to all deficiencies related to street signs and road markings	24 hours

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Highways & Streets Sign Shop Operations**  
(Continued)

**Prior Year Highlights:**

- Re-established stop bars and crosswalks pertaining to streets receiving overlays
- Updated established roadway signs and surface markings as necessary during the summer months.
- Complied with resolutions & ordinance changes as directed by Mayor and Council
- Replaced all out dated or faded roadway and/or informational signs through the City and updated traffic signs for retro reflectivity

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | 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 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.

**Performance Measures:**

**Program/Service Output: (good, services, unit produced) Actual 10/11**

Response rate to requests or complaints for pothole repairs, utility cut repairs, cave-ins and depressions within 24 hours. 95%

**Program/Service Output: (based on program objectives) Actual 10/11**

Response rate to restore utility cuts within seven (7) working days of the initial response. 95%

Annual number of street resurfacing under Local Maintenance and Improvement Grant (LMIG) State approved program. 1

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Highways & Streets Concrete Operations**  
(Continued)

**Program/Service Output: (good, services, unit produced) Estimated 11/12**

Response rate to requests or complaints for pothole repairs,  
utility cut repairs, cave-ins and depressions within 24 hours. 95%

**Program/Service Output: (based on program objectives) Estimated 11/12**

Response rate to restore utility cuts within seven (7) working  
days of the initial response. 95%

Annual number of street resurfacing under Local Maintenance  
and Improvement Grant (LMIG) State approved program. 1

**Prior Year Highlights:**

- Patched an average of 375 potholes a year
- Restored or Repaired an average of 98 utility cuts a year
- Repaired an average of 75 street depressions or cave ins caused by tree roots or other deficiencies
- Resurfaced Virginia Avenue from Madison to Howard Slade

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Highways & Streets Asphalt Operations**

**Program Description:**

The Highways & Streets Asphalt (street maintenance and repair) program is responsible for responding to the Public, the Public Works Director, City Council, the Mayor, and all Internal and External customers in regards to complaints or concerns about problems or deficiencies in relative to the prospective program. The Street Asphalt program protects and maintains the expected service life of an asphalt street by providing asphalt and concrete street maintenance and repair, street resurfacing, street patching of potholes, asphalt street overlaying for deficiencies on all City streets and road ways, and repairing utility cuts as reported by the Water/ Sewer Resource. A significant portion of this work is accomplished in support of the Water/ Sewer Resource activities that impact the street pavement and concrete. The program daily targets street deficiencies such as potholes, cave-ins, and depressions that are caused by street failure. The program also performs pre and post inspections for the LMIG (Local Maintenance and Improvement Grant Program) and Execute the 2011 -2012 LMIG schedule 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.

**Performance Measures:**

**Program/Service Output: (good, services, unit produced) Actual 10/11**

Response rate to requests or complaints for pothole repairs, utility cut repairs, cave-ins and depressions within 24 hours. 95%

**Program/Service Output: (based on program objectives) Actual 10/11**

Annual number of street resurfacing under Local Maintenance and Improvement Grant (LMIG) State approved program. 1

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Highways & Streets Asphalt Operations**  
(Continued)

**Program/Service Output: (good, services, unit produced)** **Estimated 11/12**

Response rate to requests or complaints for pothole repairs,  
utility cut repairs, cave-ins and depressions within 24 hours. 95%

**Program/Service Output: (based on program objectives)** **Estimated 11/12**

Annual number of street resurfacing under Local Maintenance  
and Improvement Grant (LMIG) State approved program. 1

**Prior Year Highlights:**

- Patched an average of 375 potholes a year
- Restored or Repaired an average of 98 utility cuts a year
- Repaired an average of 75 street depressions or cave ins caused by tree roots or other deficiencies
- Resurfaced Virginia Avenue from Madison to Howard Slade

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Street Cleaning Operations**

**Program Description:**

The Street Cleaning program cleans public street, paved alleys, parking lots and multi-use paths through schedule periodic sweeping. The regenerative air sweeper is fulfilling our expectations of reduced noise and air pollutants. Sweeping is conducted on a daily basis consistently sweeping the entire city takes approximately 45 days.

**Trends:**

An increased in service to remove sediment from roadways and curb lines due to weather related events has yielded a more aggressive sweeping program.

**Program Goals**

- Comply with the National Pollutant Discharge Elimination System (NPDES) by maintaining the Phase 1 Municipal Storm Water (MS4) permit through Street and grate sweeping.
- Completing sweeping cycle in 30 day or less.
- Remove storm water sediment from grates within five day of major rain event.
- Sweep all city owned parking lots and alleys by- weekly.

**Performance Measures:**

<b>Program/Service Output: (good, services, unit produced)</b>	<b>Actual 10/11</b>
Pounds of Debris Removal	67,200
<b>Program/Service Output: (good, services, unit produced)</b>	<b>Estimated 11/12</b>
Pounds of Debris Removal	67,200

**Prior Years Highlights:**

- Sweeping a total of 3,657 miles of street, grates parking lots and paved alleys during the 2010-2011 Fiscal Year.
- Downtown streets were swept every two weeks
- Remove 67,200 pounds of sediment from city streets.
- Dust controlling surfaces were maintained on 100% of regulated surfaces

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Building and Grounds</b>					
Expenditures					
Personnel Services	\$ 567,954	\$ 482,231	\$ 555,274	\$ 439,938	-21%
Employee Benefits	150,824	162,376	158,451	144,171	-9%
Communications & Util.	6,531	6,086	5,200	4,482	-14%
Repair & Maintenance	34,792	40,455	36,000	18,650	-48%
Building Maintenance	10,805	-	1,500	-	-100%
Training & Education	616	659	1,750	1,250	-29%
Other Services & Charges	105,748	82,304	67,584	58,662	-13%
Materials & Supplies	43,092	50,817	43,400	46,650	7%
Capital Outlay	97,540	-	12,000	-	-100%
<b>Building and Grounds Total</b>	<b>\$ 1,017,902</b>	<b>\$ 824,928</b>	<b>\$ 881,159</b>	<b>\$ 713,803</b>	<b>-19%</b>

**Building and Grounds**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	1
Supervisor	1	1	1	1
Laborer II	2	2	2	2
Equipment Operator I	4	4	4	4
Laborer I	4	4	3	3
Temporary Laborer	6	6	6	-
Seasonal Positions: 6 Positions for 6 Months	6	6	-	-
*Transfer to Parks				
<b>Total Personnel</b>	<b>24</b>	<b>24</b>	<b>17</b>	<b>11</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Grounds and Landscape Maintenance**

**Program Description:**

The Grounds and Landscaping Maintenance program manages all landscape contracts for the City, including retention ponds, sports facilities maintenance, City Hall and the Public Safety Complex maintenance, and code enforcement homes. 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 or the administrative office of Public Works.

**Trends:**

The addition of new programs, as well as the renovation and expansion of existing parks and sports facilities throughout the City, presents an ongoing challenge to the program. Also with future businesses coming in the City, we will expand our services.

**Program Broad Goals:**

Manage all mowing, trimming, and pesticide Citywide. Provide grounds and maintenance in all City Parks, City Hall, and Public Safety Complex. Making necessary plans to maintain the Buildings and Grounds Division at the highest standards possible to ensure the citizens are satisfied.

**Program 2011/12 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 its highest standards. Continue working with the City of College Park Courts and the community service workers. Continue comprehensive cutting schedule. Monitor and control cost associated with Buildings and Grounds daily operations.

**Performance Measures:**

<b>Program/Service Output: (good, services, unit produced)</b>	<b>Actual 10/11</b>
Managed all mowing, trimming and pesticide programs citywide	100%

<b>Program/Service Output: (good, services, unit produced)</b>	<b>Estimated 11/12</b>
Managed all mowing, trimming and pesticide programs citywide	100%

**Prior Year Highlights:**

- Assisted the Director of Public Works with landscaping the Godby Rd. Recreation Center entrance
- Replanted flower beds interring and exiting the city
- Planted junipers at Zupp Park around the tennis court
- Installed reservation signs at all parks per the Director's instructions

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Grounds and Downtown Maintenance**

**Program Description:**

The Downtown Maintenance Program provides an increased level of maintenance service for the downtown area. Services performed include landscaping, litter removal, shrub and tree grooming, seasonal planting and removal as needed. The management staff offers direction, leadership, and support for all Buildings and Grounds employees. We also use a motorized trash dispenser in and around the downtown corridor to police the area.

**Trends:**

Request for enhanced maintenance services levels throughout the downtown area. Expanding services with the facelift of the downtown area, and new businesses coming to the downtown area.

**Programs Broad Goals:**

Improve the cleanliness and appearance of downtown through the maintenance services. Keep building relationships with all business owners in the downtown area.

**Programs 2011/12 Objectives:**

Maintain plants, trim trees and shrubs of City Hall, Public Safety, Historical Society, Auditorium, and the Recreation Department, Ensure new downtown trash cans are maintained and keep planters maintained in the downtown area.

**Performance Measures:**

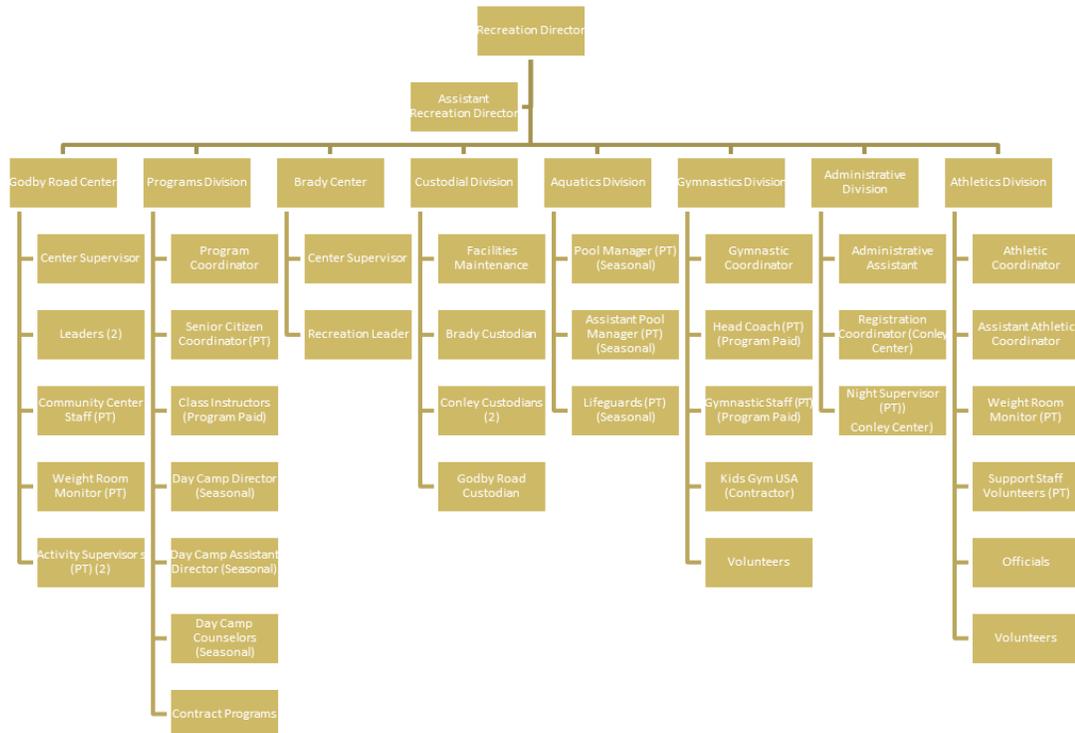
<b>Program/Service Output: (good, services, unit produced)</b>	<b>Actual 10/11</b>
Maintained plants, trim trees and shrubs throughout the City	100%

<b>Program/Service Output: (good, services, unit produced)</b>	<b>Estimated 11/12</b>
Maintained plants, trim trees and shrubs throughout the City	100%

**Prior Year Highlights:**

- Installed new flowers in the planters in the downtown corridors
- Assisted in the repair of the Water Fountain on Main St.
- Removed dead trees and bushes from the downtown corridors

# Recreation Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>%Change 2011 to 2012</u>
<b>Recreation Administration</b>					
Expenditures					
Personnel Services	\$ 183,293	\$ 227,959	\$ 231,400	\$ 226,200	-2%
Employee Benefits	44,049	58,193	46,300	57,121	23%
Communications & Util.	6,472	6,186	7,128	4,230	-41%
Repair & Maintenance	7,874	6,872	5,000	4,350	-13%
Training & Education	1,240	1,348	3,200	3,025	-5%
Other Services & Charges	5,855	4,823	4,373	6,062	39%
Materials & Supplies	8,846	9,393	10,500	3,750	-64%
<b>Recreation Administration Total</b>	<b>\$ 257,629</b>	<b>\$ 314,774</b>	<b>\$ 319,900</b>	<b>\$ 313,801</b>	<b>-2%</b>

**Recreation Administration Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Director	1	1	1	1
Assistant Director	1	1	1	1
Executive Secretary	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 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Recreation Programs</b>					
Expenditures					
Personnel Services	\$ 746,801	\$ 803,825	\$ 809,230	\$ 858,760	6%
Employee Benefits	107,634	120,105	139,065	128,742	-7%
Communications & Util.	536	-	-	-	0%
Repair & Maintenance	95,023	91,464	89,500	81,700	-9%
Training & Education	717	6,547	6,000	5,115	-15%
Other Services & Charges	220,718	238,560	244,805	229,878	-6%
Materials & Supplies	87,574	97,179	120,355	107,705	-11%
Cost Of Sales	3,216	3,603	4,800	4,000	-17%
Capital Outlay	19,275	-	-	-	0%
<b>Recreation Programs Total</b>	<b>\$ 1,281,494</b>	<b>\$ 1,361,283</b>	<b>\$ 1,413,143</b>	<b>\$ 1,389,755</b>	<b>-2%</b>

**Recreation Programs Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Athletic Director	1	1	1	1
Program Coordinator	1	1	1	1
Gymnastics Coordinator	1	1	1	1
Recreation Leader	3	4	4	5
Receptionist	1	1	2	2
<b>Part Time Positions:</b>				
Arts & Crafts Specialist	1	1	1	1
Night Activity Supervisor	1	1	1	1
Weight Room Monitor	1	3	2	2
Program Coordinator-Godby Road	1	1	2	2
<b>Total Personnel</b>	<b>11</b>	<b>14</b>	<b>15</b>	<b>16</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Recreation Facilities</b>					
Expenditures					
Personnel Services	\$ 181,406	\$ 186,531	\$ 290,883	\$ 231,943	-20%
Employee Benefits	52,456	68,140	78,900	64,484	-18%
Communications & Util.	157,954	153,179	248,000	139,620	-44%
Repair & Maintenance	41	262	1,000	-	-100%
Building Maintenance	108,027	73,948	85,000	85,000	0%
Other Services & Charges	27,830	51,895	32,718	30,429	-7%
Materials & Supplies	44,869	71,209	53,700	41,000	-24%
Capital Outlay	58,418	9,953	35,000	75,250	115%
<b>Recreation Facilities Total</b>	<b>\$ 631,001</b>	<b>\$ 631,001</b>	<b>\$ 802,753</b>	<b>\$ 825,201</b>	<b>3%</b>

**Recreation Facilities Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Center Director	1	2	2	2
Building Maintenance Mechanic	1	1	1	1
Custodian	3	4	4	4
<b>Part Time Positions:</b>				
Custodian	-	-	1	1
<b>Total Personnel</b>	<b>5</b>	<b>7</b>	<b>8</b>	<b>8</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Parks</b>					
Expenditures					
Personnel Services	\$ 184,931	\$ 285,462	\$ 271,512	\$ 201,638	-26%
Employee Benefits	50,080	59,530	61,344	66,132	8%
Communications & Util.	1,362	1,942	1,600	-	-100%
Rentals	-	-	500	250	-50%
Repair & Maintenance	2,102	2,901	12,100	10,500	-13%
Training & Education	-	-	1,000	500	-50%
Other Services & Charges	15,386	8,777	18,876	10,083	-47%
Materials & Supplies	6,211	8,065	8,700	7,200	-17%
Capital Outlay	40,000	68,877	-	24,590	100%
<b>Parks Total</b>	<b>\$ 300,072</b>	<b>\$ 435,554</b>	<b>\$ 375,632</b>	<b>\$ 320,893</b>	<b>-15%</b>

**Parks Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Maintenance Leader	1	1	1	1
Laborer I	3	3	2	2
Laborer II	-	-	2	2
<b>Part Time Positions:</b>				
Laborer I	2	2	2	2
Park Rangers (Transfer from Bldg & Grd)	-	-	6	4
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>13</b>	<b>11</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Recreation Department**

**Program Description:**

The Recreation Administration Programs centralizes the management staff for the Parks and Recreation Department. This program manages and maintains 229 acres of developed parks and different recreation programs and services throughout the community.

**Trends:**

High demand continues for after school programs and summer youth programs, as well as for many City facilities including youth and adult sports fields, tennis courts, swimming pools and fitness facilities. National trends and local statistics outline the need and demand for programs and services that promote healthy living, physical activity, healthy eating, nutrition, exercise, and access to natural outdoor areas. Growth of partnerships, sponsorships, and volunteer programs bring additional resources to the City and must be managed. Request for new and increased maintenance of parks grounds and landscaped areas continue due to growth in the city.

**Program Broad Goals:**

Proactively manage the Recreation operations and programs. Continuously improve the level of service delivery to the public through staff development, capital improvements, and consistent community involvement.

**Program 11/12 Objectives:**

Monitor and evaluate the quality, quantity, and satisfaction level of programs, services and facilities. Increase programs offered by the Recreation Department. Coordinate with the Public Information Officer to promote Recreation programs. Foster relationship with Public Information Office to write articles on athletic events/programs. Increase programs offered by the Recreation Department. Staff members will have input for program level increases. Operate within budget levels. Implement quality control programs.

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# annual attendance/contacts in parks and recreation facilities	26,540
Number of participants attending swimming lessons annually at the City's pools.	345
Annual attendance annual at the City's pools	14,625
# of people served in adult sports league	751
# of youth sports registrations processed	2,229
# of after school registrations	87

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Recreation Department (Continued)**

<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Reduce number of potential participants on wait lists	7
Maintain/increase the level of recreation Adult sport activities	52 teams
Maintain/increase # of adult and youth tennis lessons	40
Maintain/increase attendance & membership or Weight	405
Maintain/increase the level of participants in after School sports programs	90

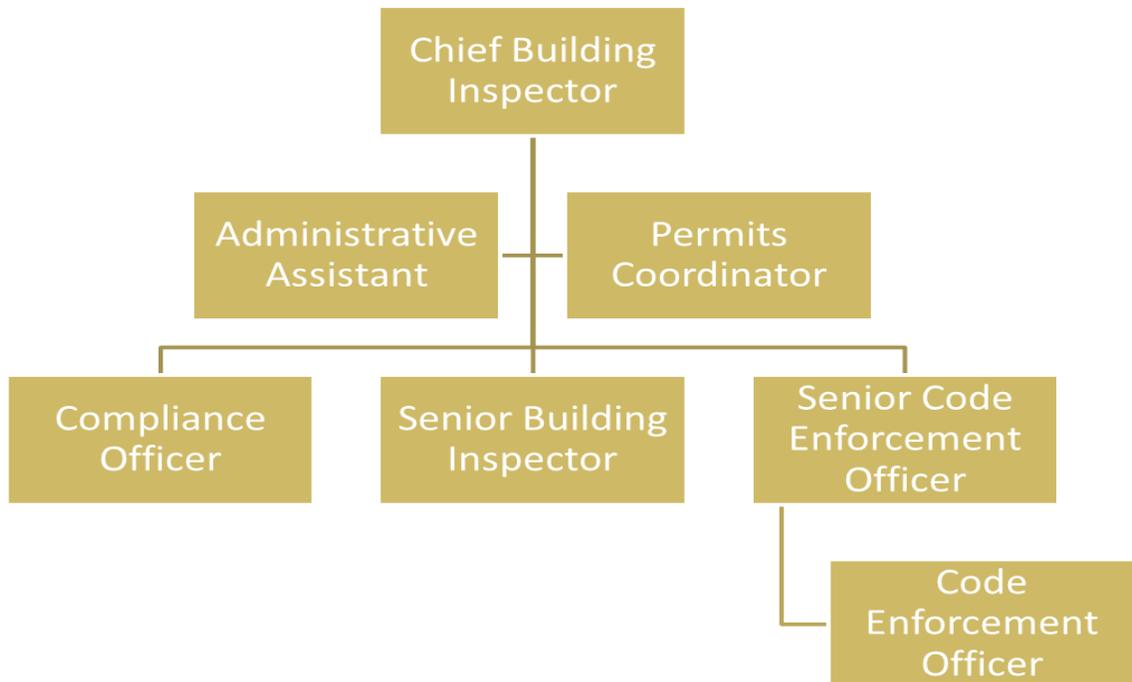
<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# annual attendance/contacts in parks and recreation facilities	37,000
Number of participants attending swimming lessons annually at the City's pools.	457
Annual attendance annual at the City's pools	15,000
# of people served in adult sports league	475
# of youth sports registrations processed	2,262
# of after school registrations	87

<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Reduce number of potential participants on wait lists	9
Maintain/increase the level of recreation Adult sport activities	8 teams
Maintain/increase # of adult and youth tennis lessons	6
Maintain/increase attendance & membership or Weight	20
Maintain/increase the level of participants in after School sports programs	15

**Prior Year Highlights:**

- Provided four quarters of quality programs, special events, activities, reservations for parks.
- Bill Evans Baseball Field and Bill Badget Football Field were renovated.
- Gymnastics Program increased numbers, Youth Basketball Program increased numbers.

# Inspections Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Inspections</b>					
Expenditures					
Personnel Services	\$ 294,219	\$ 306,414	\$ 302,433	\$ 308,948	2%
Employee Benefits	76,016	81,317	76,551	75,241	-2%
Communications & Util.	17,925	18,061	14,600	11,980	-18%
Repair & Maintenance	7,741	7,767	5,300	4,800	-9%
Building Maintenance	2,213	-	500	500	0%
Training & Education	17,029	14,498	20,000	22,351	12%
Other Services & Charges	58,621	39,958	51,297	51,417	0%
Materials & Supplies	15,043	15,308	16,475	16,100	-2%
<b>Inspections Total</b>	<b>\$ 488,807</b>	<b>\$ 483,323</b>	<b>\$ 487,156</b>	<b>\$ 491,337</b>	<b>1%</b>

**Inspections Personnel**

<b>Full Time Positions:</b>	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
Chief Building Inspector	1	1	1	1
Senior Building Inspector	1	1	1	1
Permit Coordinator	1	1	1	1
Code Enforcement Officer Sr.	1	1	1	1
Code Enforcement Officer	1	1	1	1
Administrative Coordinator	1	1	1	1
Compliance Officer	-	1	1	-
<b>Total Personnel</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>6</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

## Inspections Department

### Program Description:

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

### Trends:

Even with the slow economy inspections have remained steady on electrical, HVAC, plumbing Increases in vacant properties have impacted Code Enforcement approaches specifically extending case resolution times to gain compliance. The number of Code Enforcement cases increased by more than 100% over the past fiscal years.

### Program Broad Goals:

To help all citizens and commercial businesses achieve there goals in compliance with the city codes. Inspections Department plan and implement Code Enforcement Week enforce the demolition or renovation of dilapidated or unfinished structures on Mercer Avenue, Karen Road, and Princeton Avenue, as defined by the City Code.

### Program 11/12 Objectives:

Maintain a high level of Customer Service and increase training certifications.

### Performance Measures

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Maintain initial case response time of 2 calendar days	95%
Forecast exterior to be reduced by	15%
Forecast interior to increase by	25%
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Maintain overall case cycle time of 30 days or less	100%
Permits issued	826
Maintain inspector-initiated cases of 35% or greater of total cases received	100%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

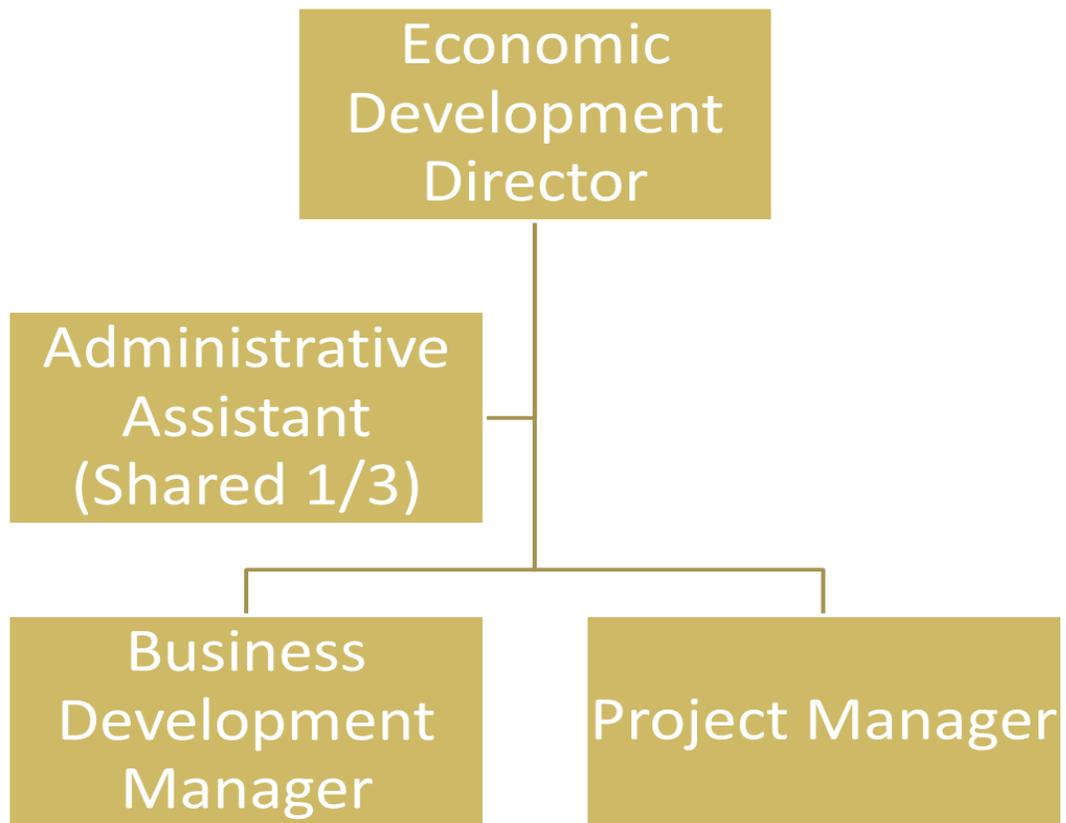
**Inspections Department (Continued)**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Maintain initial case response time of 2 calendar days	95%
Forecast exterior to be reduced by	15%
Forecast interior to increase by	25%
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Maintain overall case cycle time of 30 days or less	100%
Permits issued	850
Maintain inspector-initiated cases of 35% or greater of total cases received	100%

**Prior Year Highlights:**

- Business License Enforcement
- New World System Enhancement

# Economic Development Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Economic Development</b>					
Expenditures					
Personnel Services	\$ 119,303	\$ 150,932	\$ 166,294	\$ 188,504	13%
Employee Benefits	28,283	34,306	34,450	42,705	24%
Communications & Util.	8,327	7,983	7,700	5,130	-33%
Repair & Maintenance	-	-	700	-	-100%
Training & Education	16,124	13,209	18,800	15,500	-18%
Other Services & Charges	15,125	153,496	31,265	24,827	-21%
Materials & Supplies	6,155	8,680	8,400	7,400	-12%
Capital Outlay	-	-	1,571,500	-	-100%
<b>Economic Development Total</b>	<b>\$ 193,316</b>	<b>\$ 368,606</b>	<b>\$ 1,839,109</b>	<b>\$ 284,066</b>	<b>-85%</b>

**Economic Development Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Director of Development	1	1	1	1
Economic Development Specialist	1	1	1	1
Administrative Assistant	-	-	1	1
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

## **Economic Development Department**

### **Program Description:**

The Economic Development program is responsible for enhancing the economic well-being and quality of life of the community 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, economic impact of new companies, the ongoing expansion of local industry and helping maintain or increasing the existing tax base.

### **Program Broad Goals:**

Recruit targeted industries to College Park by employing effective and comprehensive marketing strategies and support business retention and small business development in order to provide sustainable employment opportunities throughout the city. Expand and maintain 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

### **Program 11/12 Objectives:**

Economic Development will target aviation/aerospace, biotech, medical, advanced business services, retail, hospitality and tourism in our industry 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 business leaders to strengthen and support local industry. 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Economic Development Department (Continued)**

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Real Estate Transactions	1
BIDA Revenues	\$1,700,000
<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Real Estate Transactions	2
BIDA Revenues	\$2,300,000

**Prior Year Highlights:**

BIDA meets monthly to consider a variety of development proposals relative to the properties owned throughout College Park. In March 2010, BIDA closed on approximately 150 acres of property previously held by the City of Atlanta. This property had been abandoned for almost three decades, taken by the City of Atlanta for noise abatement purposes due to the proximity of the Airport. In its strategy to redevelop this property and generate future revenues for the City, BIDA acquired this real estate so that it can begin marketing it to the commercial development community. BIDA hosted its annual awards reception in December, 2010 recognizing the business and development achievements of Woodward Academy, College Park Furniture, the Metro Atlanta Urban Farm in addition to recognizing the contributions of Charles E. Phillips, Esq., and Favor House of College Park.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
Multi Departmental Costs Total					
Expenditures					
Other Services & Charges	\$ -	\$ -	\$ 62,731	\$ -	-100%
Operating Transfers Out	1,673,493	1,419,737	1,124,206	310,448	-72%
<b>Multi Departmental Costs Total</b>	<b>\$ 1,673,493</b>	<b>\$ 1,419,737</b>	<b>\$ 1,186,937</b>	<b>\$ 310,448</b>	<b>-74%</b>

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
General Fund Total					
Revenue Totals	\$ 26,527,582	\$ 25,249,283	\$ 31,314,792	\$ 27,673,110	-12%
Expenditure Totals	30,332,342	29,813,206	31,314,792	27,673,110	-12%
<b>General Fund Net Revenues/ (Expenditures)</b>	<b>\$ (3,804,760)</b>	<b>\$ (4,563,923)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Confiscated Drugs</b>					
Revenues					
Other Income	\$ 11,445,978	\$ 2,440,881	\$ 4,000	\$ 1,000	-75%
Interest	-	-	-	60	-100%
Budget Carryforward	-	-	53,055	75,390	42%
<b>Confiscated Drugs Revenue Total</b>	<b>11,445,978</b>	<b>2,440,881</b>	<b>57,055</b>	<b>76,450</b>	<b>34%</b>
Expenditures					
Training & Education	-	-	6,000	-	-100%
Other Services & Charges	59,160	8,380	23,655	15,250	-36%
Materials & Supplies	9,512	3,057	27,400	11,200	-59%
Capital Outlay	3,024	56,607	-	50,000	-100%
<b>Confiscated Drugs Expenditure Total</b>	<b>71,697</b>	<b>68,044</b>	<b>57,055</b>	<b>76,450</b>	<b>34%</b>
<b>Confiscated Drugs Net Revenues/ (Expenditures)</b>	<b>\$ 11,374,281</b>	<b>\$ 2,372,837</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>State Drug Revenue</b>					
Revenues					
Other Income	\$ 32,703	\$ 26,917	\$ 28,000	\$ 16,800	-40%
Interest	422	-	-	-	0%
Budget Carryforward	-	-	9,825	-	-100%
<b>State Drug Revenue Total</b>	<b>33,125</b>	<b>26,917</b>	<b>37,825</b>	<b>16,800</b>	<b>-56%</b>
Expenditures					
Repair & Maintenance	\$ 105,867	\$ -	\$ -	\$ -	0%
Training & Education	1,500	-	500	-	-100%
Other Services & Charges	4,098	12,128	10,000	5,500	-45%
Materials & Supplies	8,799	8,460	15,325	11,300	-26%
Capital Outlay	31,696	-	12,000	-	-100%
<b>State Drug Expenditure Total</b>	<b>151,960</b>	<b>20,588</b>	<b>37,825</b>	<b>16,800</b>	<b>-56%</b>
<b>State Drug Net Revenues/ (Expenditures)</b>	<b>\$ (118,835)</b>	<b>\$ 6,329</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>E911 Communications</b>					
Revenue					
Other Income	\$ 290,552	\$ 356,298	\$ 320,000	\$ 320,000	0%
Interest	186	-	-	160	100%
Operating Transfers In	515,697	559,411	447,297	493,560	10%
<b>E911 Communications Revenue Total</b>	<b>806,435</b>	<b>915,709</b>	<b>767,297</b>	<b>813,720</b>	<b>6%</b>
Expenditures					
Personnel Services	526,395	486,889	522,368	588,589	13%
Employee Benefits	151,402	158,965	134,120	142,295	6%
Communications & Util.	85,651	87,408	90,000	55,579	-38%
Repair & Maintenance	2,960	2,448	2,500	5,300	112%
Training & Education	3,218	1,729	1,800	6,348	253%
Other Services & Charges	30,058	19,739	13,204	12,479	-5%
Materials & Supplies	1,991	3,428	3,305	3,130	-5%
<b>E911 Communications Expenditures</b>	<b>801,675</b>	<b>760,606</b>	<b>767,297</b>	<b>813,720</b>	<b>6%</b>
<b>E911 Communications Net Revenues/ (Expenditures)</b>	<b>\$ 4,760</b>	<b>\$ 155,103</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**E911 Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
Full Time Positions:				
Communications Supervisor	1	1	1	1
Communications Shift-Supv				
Communications Operator	13	13	13	13
Vaidation Clerk	-	-	1	1
<b>Part Time Positions:</b>				
Communciations Operator	2	2	2	2
<b>Total Personnel</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>CDBG Fund</b>					
Revenues					
Intergovernmental	\$ 226,744	\$ 286,617	\$ 1,990,148	\$ 3,022,888	52%
<b>CDBG Revenue Total</b>	<b>226,744</b>	<b>286,617</b>	<b>1,990,148</b>	<b>3,022,888</b>	<b>52%</b>
Expenditures					
Other Services & Charges	163	-	-	-	0%
Capital Outlay	157,000	297,618	1,990,148	3,022,888	52%
<b>CDBG Expenditure Total</b>	<b>157,163</b>	<b>297,618</b>	<b>1,990,148</b>	<b>3,022,888</b>	<b>52%</b>
<b>CDBG Fund Total</b>	<b>\$ 69,581</b>	<b>\$ (11,001)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Grants</b>					
Revenue					
Intergovernmental	\$ 77,368	\$ 285,081	\$ 6,117,488	\$ 3,022,888	-51%
Other Income	94	1,535	-	-	0%
Interest	282	-	-	-	0%
Operating Transfers In	149,000	-	50,000	-	-100%
<b>Grant Fund Revenue Totals</b>	<b>226,744</b>	<b>286,616</b>	<b>6,167,488</b>	<b>3,022,888</b>	<b>-51%</b>
Personnel Services	61,038	17,585	350,000	267,740	-24%
Training & Education	7,014	1,070	12,045	5,000	-58%
Other Services & Charges	188,406	18,238	4,864,495	116,400	-98%
Materials & Supplies	3,700	10,347	152,871	22,639	-85%
Building Maintenance	-	-	350,000	-	-100%
Capital Outlay	10,726	250,377	438,077	2,611,109	496%
<b>Grants Expenditure Total</b>	<b>270,884</b>	<b>297,617</b>	<b>6,167,488</b>	<b>3,022,888</b>	<b>-51%</b>
<b>Grants Fund Net Revenues/ (Expenditures)</b>	<b>\$ (44,140)</b>	<b>\$ (11,001)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Newton Estates Improvement Fund</b>					
Revenues					
Taxes	\$ 114,382	-	\$ 105,100	\$ 125,100	19%
Other Income	-	-	-	-	0%
Interest	742	-	100	100	0%
<b>Newton Estates Improvement Revenue Total</b>	<b>115,124</b>	<b>-</b>	<b>105,200</b>	<b>125,200</b>	<b>19%</b>
Expenditures					
Other Services & Charges	2,000	-	-	-	0%
Operating Transfers Out	427,000	105,200	105,200	125,200	19%
<b>Newton Estates Improvement Expenditure</b>	<b>429,000</b>	<b>105,200</b>	<b>105,200</b>	<b>125,200</b>	<b>19%</b>
<b>Newton Estates Improvement Fund Total</b>	<b>\$ (313,876)</b>	<b>\$ (105,200)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Hospitality</b>					
Revenues					
Taxes	\$ 6,798,752	\$ 6,898,077	\$ 7,160,000	\$ 9,055,000	26%
Interest	8,694	-	4,500	2,000	-56%
Budget Carryforward	-	-	965,000	-	0%
<b>Hospitality Revenue Total</b>	<b>6,807,446</b>	<b>6,898,077</b>	<b>8,129,500</b>	<b>9,057,000</b>	<b>11%</b>
Expenditures					
Other Services & Charges	12,828	13,748	2,000	1,420,000	70900%
Operating Transfers Out	6,952,000	7,427,060	8,127,500	7,637,000	-6%
<b>Hospitality Expenditure Total</b>	<b>6,964,828</b>	<b>7,440,808</b>	<b>8,129,500</b>	<b>9,057,000</b>	<b>11%</b>
<b>Hospitality Net Revenue/(Expenditures)</b>	<b>\$ (157,382)</b>	<b>\$ (542,731)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Car Rental Tax</b>					
Revenues					
Taxes	\$ 10,622,624	\$ 2,440,447	\$ 2,758,495	\$ 2,486,777	-10%
Other Income	37	-	-	-	0%
Interest	823,317	434	-	1,150	0%
Operating Transfers In	-	-	-	-	0%
Budget Carryforward	-	-	259,000	-	-100%
<b>Car Rental Revenue Total</b>	<b>11,445,978</b>	<b>2,440,881</b>	<b>3,017,495</b>	<b>2,487,927</b>	<b>-18%</b>
Expenditures					
Other Services & Charges	41,100	81,499	-	-	0%
Operating Transfers Out	428,837	218,000	2,303,495	2,017,927	-12%
Capital Outlay	2,323,897	1,801,159	259,000	-	-100%
Debt Service	-	-	455,000	470,000	3%
<b>Car Rental Expenditure Total</b>	<b>2,793,834</b>	<b>2,100,658</b>	<b>3,017,495</b>	<b>2,487,927</b>	<b>-18%</b>
<b>Car Rental Net Revenues/(Expenditures)</b>	<b>\$ 8,652,144</b>	<b>\$ 340,223</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>SPLOST</b>					
Revenue					
Taxes	\$ 42,652	\$ 461,078	\$ 410,000	\$ 425,000	4%
Interest	-	805	700	1,000	43%
<b>SPLOST Revenue Total</b>	<b>42,652</b>	<b>461,883</b>	<b>410,700</b>	<b>426,000</b>	<b>4%</b>
Expenditures					
Other Services & Charges	-	-	410,700	145,000	-65%
Capital Outlay	-	-	-	281,000	100%
<b>SPLOST Expenditure Total</b>	<b>-</b>	<b>-</b>	<b>410,700</b>	<b>426,000</b>	<b>4%</b>
<b>SPLOST Net Revenues/ (Expenditures)</b>	<b>\$ 42,652</b>	<b>\$ 461,883</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Main Street Development</b>					
Revenues					
Operating Transfers In	\$ -	\$ 246,776	\$ 191,836	\$ 120,122	-37%
<b>Main Street Revenue Total</b>	<b>-</b>	<b>246,776</b>	<b>191,836</b>	<b>120,122</b>	<b>-37%</b>
<b>Expenditures</b>					
Personnel Services	38,425	50,422	49,309	51,234	4%
Employee Benefits	10,614	16,654	16,938	17,416	3%
Communications & Util.	5,114	4,949	6,200	3,780	-39%
Repair & Maintenance	725	150	1,000	792	-21%
Building Maintenance	992	1,701	1,700	4,400	159%
Training & Education	9,514	8,812	12,700	9,200	-28%
Other Services & Charges	2,246	85,104	96,064	32,775	-66%
Materials & Supplies	1,403	4,490	7,925	525	-93%
<b>Main Street Expenditure Total</b>	<b>69,033</b>	<b>172,282</b>	<b>191,836</b>	<b>120,122</b>	<b>-37%</b>
<b>Main Street Net Revenues/(Expenditures)</b>	<b>\$ (69,033)</b>	<b>\$ 74,494</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**Main Street Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council 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>

\* Refer to Organization Chart on Page 177

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Economic Development Department | Main Street Division**

**Program Description:**

The Main Street program is responsible for enhancing the economic well-being and quality of life of the downtown business district providing quality, useful information and responsive, effective services in order to attract retail and office opportunities, infill development and redevelopment.

**Trends:**

The key indicators of performance for Main Street are the number of jobs created by recruited businesses, public and private reinvestment dollars spent in the downtown area, number of special events held downtown and tax revenue increases.

**Program Broad Goals:**

Continue to build downtown as a destination attraction and encourage the continuing revitalization of downtown College Park through a comprehensive approach to business development, promotions, and quality design, encouraging pedestrian amenities and activities that support downtown business needs.

**Program 11/12 Objectives:**

Main Street will actively recruit retail and office uses to vacant space downtown and guide and direct future infill development projects. Maximize special event opportunities in downtown. Facilitate public private partnerships for the redevelopment of key downtown parcels. Participate in activities to improve the image of downtown including leveraging streetscape improvement project funding opportunities.

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Targeted Job Creation Downtown	5 businesses/35jobs
# Special Events Coordinated	3
# Business Seminars Hosted	4
<b>Program/Service Outputs: (based on program objectives)</b>	<b>Actual 10/11</b>
# Building Façade Grants Awarded	0 (program on hold FY11)
<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Targeted Job Creation Downtown	1 business/5jobs
# Special Events Coordinated	4
# Business Seminars Hosted	8
<b>Program/Service Outputs: (based on program objectives)</b>	<b>Estimated 11/12</b>
# Building Façade Grants Awarded	2

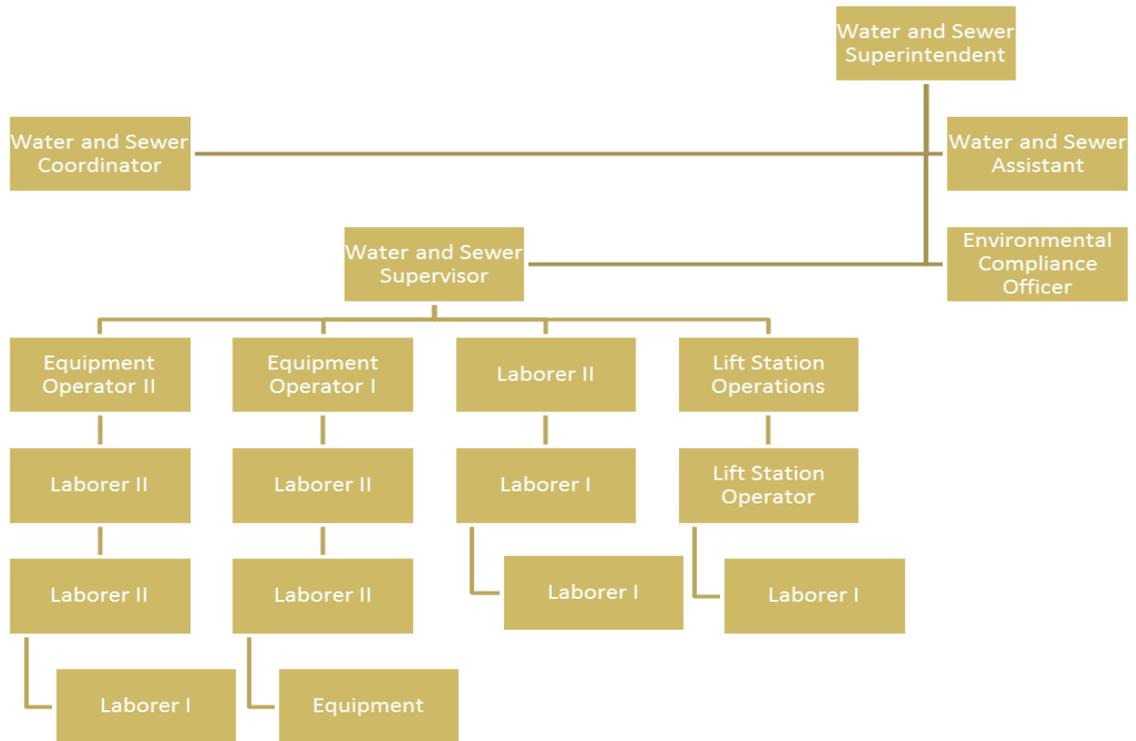
CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Economic Development Department | Main Street Division (Continued)**

**Prior Year Highlights:**

In October 2010 we reorganized the Main Street Association board expanding it to 9 members and forming three committees. We rolled out a citywide shop local campaign to support local merchants' efforts to increase their share of business. We recruited BPM Specialists which took 5,000 square feet in downtown College Park and added 20 new jobs with average starting salaries at \$35,000/year. This represents the first new jobs in downtown in many years. New banners were installed throughout the Main & Virginia Business District.

# Public Works Department Water and Sewer Fund



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Water and Sewer</b>					
Revenues					
Charges For Services	\$ 7,351,837	\$ 7,844,420	\$ 9,157,326	\$ 10,346,690	13%
Other Income	14,983	-	-	1,000	100%
Interest	153,703	28,221	54,000	5,300	-90%
Operating Transfers In	98,699	-	-	-	0%
Budget Carryforward	-	-	322,350	-	-100%
<b>Revenue Total</b>	<b>7,619,222</b>	<b>7,872,641</b>	<b>9,533,676</b>	<b>10,352,990</b>	<b>9%</b>
Expenditures					
Personnel Services	778,356	772,322	831,843	816,414	-2%
Employee Benefits	256,264	262,407	254,150	272,857	7%
Communications & Util.	40,912	36,816	39,900	26,520	-34%
Rentals	2,847	8,362	8,000	8,000	0%
Repair & Maintenance	179,844	204,505	302,470	235,000	-22%
Building Maintenance	3,513	73	6,000	15,000	150%
Training & Education	22,086	25,254	27,300	22,800	-16%
Other Services & Charges	762,784	1,164,459	831,623	1,153,539	39%
Materials & Supplies	54,064	48,537	46,800	48,700	4%
Cost Of Sales	6,801,610	7,014,554	5,927,500	6,050,000	2%
Operating Transfers Out	750,000	562,500	-	-	0%
Accounting Charges	9,468	482,034	-	-	0%
Capital Outlay	1,332,001	659,022	1,216,890	990,000	-19%
Debt Service	50,922	2,026	41,200	714,160	1633%
<b>Water &amp; Sewer Expenditure Total</b>	<b>11,044,673</b>	<b>11,242,871</b>	<b>9,533,676</b>	<b>10,352,990</b>	<b>9%</b>
<b>Water and Sewer Net Revenues (Expenditures)</b>					
	<b>(3,425,451)</b>	<b>\$ (3,370,230)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

**Water and Sewer Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Public Works Director*	1	1	1	1
Accountant*	-	-	-	-
Water/Sewer Superintendent	1	1	1	1
Water/Sewer Supervisor	1	1	1	1
Environmental Compliance Coordinator	1	1	1	1
Equipment Operator II	2	2	2	2
Equipment Operator I	1	1	1	1
Lift Station Operator	2	2	2	2
Water/Sewer Coordinator	1	1	1	1
Utility Clerk	-	-	-	-
Laborer II	5	5	5	5
Laborer I	4	4	4	4
<b>Total Personnel</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

\*50 % Public Works Director, Accountant, Admin Asst & Clerk position moved to PW Administration

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Water and Sewer-Water Distribution**

**Program Description:**

The Water Distribution System program provides for maintenance, repair, installation and replacement of the City Water Distribution System. This systems includes approximately 94,000 miles of water main's, approximately 1000 fire hydrants, 3000 water service lines (meter's) and approximately 5000 main line valves. The program also provides for operations, maintenance, repair and replacement for four (4) Booster Pump Stations, and two (2) elevated tank sites (500,000 gal and 750,00 gal storage capacity).

**Trends:**

The aggressive replacement of aging water lines through capital improvement will result in a reduction in emergency main and service line repairs. The rapid growth of development in the City has slowed, allowing staff to focus on preventive and predictive maintenance, increasing the efficiency and extending the life of the primary equipment. The City also has an active leak detection program that has proven beneficial to the City. This program has identified many leaks in the City. The City is looking into 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 distribution system. Provide proper maintenance for the distribution and production system components to prevent service disruptions. Also a meter replacement program has been established to increase revenues and water loss accountability.

**Program 11/12 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**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Water main line repairs	18
Service line repairs	86
<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Water main line repairs	10
Service line repairs	35

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Water and Sewer-Water Distribution**

<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Number of meters changed out to capture water revenues and increase water accountability.	800
Number of leaks detected and repaired to capture water revenues and increase water accountability.	25
<b>Program/Service Outputs: (based on program objectives)</b>	<b>Estimated 11/12</b>
Number of meters changed out to capture water revenues and increase water accountability.	850
Number of leaks detected and repaired to capture water revenues and increase water accountability.	30

**Prior Year Highlights:**

- Washington and Hemphill, Temple Water Line Replacement
- Vesta Ave Water Line Replacement
- Water Installation for Godby Road Recreation Center and Clipper Drive for New Development

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Water and Sewer-Water Administration**

**Program Description:**

The Water & Sewer Administration program provide leadership, direction, and support for all the Operations programs including Water Distribution and Production, Wastewater Collection, Wastewater Maintenance in the City of College Park. Some of the duties include, but not limited to: Update standby board at Police Department. – Submit weekly reports to Public Works of daily and weekly activities and projected activities for upcoming week/monthly for weekly reports – Submit bi-weekly payroll, contact City of East Point by 6<sup>th</sup> of the month to obtain billing – prepare budget – processing invoices – answering all incoming calls – call in locate requested by UPC, etc.....

**Trends:**

The Water Operations Administration program is responsible for the distribution of an increasing number of work order related to operations and phone calls to the correct customer complaints. They are also responsible for logging in and tracking an increasing number of utilities locates requests. (UPC)

**Program Broad Goals:**

Provide leadership, direction, and management to the Operations program to ensure the delivery of safe, reliable, and efficient services.

**Program 11/12 Objectives:**

Manage the City water and wastewater Operations programs to provide safe and 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 Operations programs.

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Phone inquires processed, which relate to water and sewer operational issues.	2,000
Process and locate UPC tickets.	3,500

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Phone inquires processed, which relate to water and sewer operational issues.	2,250
Process and locate UPC tickets.	4,000

<b>Programs / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Manage all Operations Division programs to maintain compliance with all federal and state requirements.	Yes

<b>Programs / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Manage all Operations Division programs to maintain compliance with all federal and state requirements.	Yes

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Water and Sewer- 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 76.28 miles of sewer mains.

**Trends:**

The Division has established an aggressive Stormwater/Sanitary Sewer Evaluation System (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 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 11/12 Objectives:**

Operate the sewer lift station in an effective and cost efficient manner without sewer spills or odor complaints. Provide preventive maintenance and quick responses to operational needs. Reduce odor control, chemical costs within the system by evaluating alternative chemicals to control odors.

**Performance Measures**

<b>Program/ Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Sewer lift station repairs	4
Hours of overtime needed to make sewer lift station repairs	125 hrs
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Sewer discharges that cause a "Notice of Violation" to be issued by the state	0
Sewer manholes located and repaired	20
Annually clean one-third of sewer collection system; continue to clean complete collection system every three years	Yes

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Water and Sewer- Wastewater Maintenance**

<b>Program/ Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Sewer lift station repairs	3
Hours of overtime needed to make sewer lift station repairs	120hrs

<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Sewer discharges that cause a “Notice of Violation” to be issued by the state	0
Sewer manholes located and repaired	20
Annually clean one-third of sewer collection system; continue to clean complete collection system every three years	Yes

**Prior Year Highlights:**

Complete the following budgeted capital infra-structure projects:

- Best Road Sanitary Sewer Replacement
- English Lane Sanitary Sewer Replacement
- Conley Street Sanitary Sewer Force Main
- City Auditorium Sanitary Sewer Repair
- Completion of Camp Creek Basin I – (SSES)
- Completion of Flint River Basin I – (SSES)
- Completion of Camp Creek Basin II

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Water and Sewer- Water Resources**

**Program Description:**

The Water Resources Department program promotes water conservation to citizen through education and incentives and maintains compliance with the Georgia Environmental Protection Division (EPD) and the Metropolitan North Georgia Water Planning District.

**Trends:**

The City will continue to promote and encourage water conservation to our customers. The City will also continue to meet all of the conservation measures under the Georgia Environmental Protection Division. The City also 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 to customer, especially in the context of larger sustainability issues.

**Program 11/12 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**

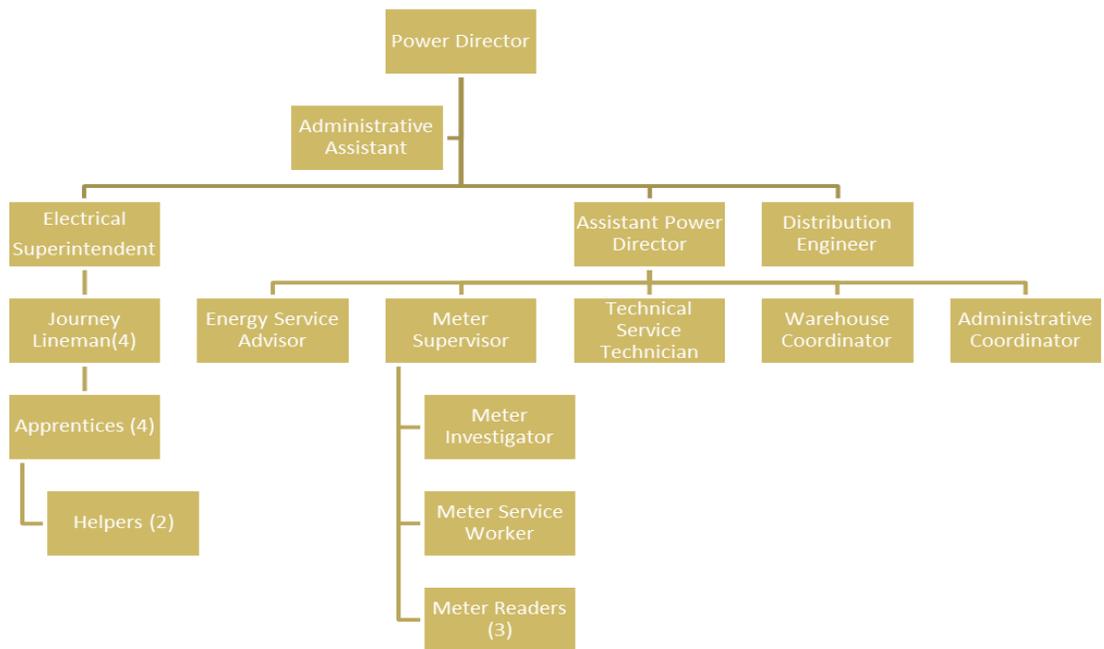
<b>Program / Service Outcomes: (based on program objective)</b>	<b>Actual 10/11</b>
Maintain compliance with Metropolitan North Georgia Water Planning District and Georgia Environmental Protection Division (EPD).	Yes

<b>Program / Service Outcomes: (based on program objective)</b>	<b>Estimated 11/12</b>
Maintain compliance with Metropolitan North Georgia Water Planning District and Georgia Environmental Protection Division (EPD).	Yes

<b>Program / Service Outputs: (goods, services, unit produced)</b>	<b>Actual 10/11</b>
Water conservation educational workshops provided	10
Number of toilet rebates approved	6
Customer contacts made by the Water Conservation office	150

<b>Program / Service Outputs: (goods, services, unit produced)</b>	<b>Estimated 11/12</b>
Water conservation educational workshops provided	10
Number of toilet rebates approved	4
Customer contacts made by the Water Conservation office	25

# Power Department Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	2009 Actual	2010 Actual	2011 Amended Budget	2012 Council Adopted	% Change 2011 to 2012
<b>Electric Line</b>					
Revenues					
Charges For Services	\$ 19,372,238	\$ 20,240,787	\$ 22,240,000	\$ 26,980,787	21%
Leases & Other Rent	78,904	66,529	106,000	80,000	-25%
Other Income	1,112,451	989,093	1,051,500	980,000	-7%
Interest	519,614	133,215	-	-	0%
Budget Carryforward	-	-	3,260,433	-	-100%
<b>Electric Line Revenue Total</b>	<b>21,083,207</b>	<b>21,429,623</b>	<b>26,657,933</b>	<b>28,040,787</b>	<b>5%</b>
Expenditures					
Personnel Services	801,808	842,440	992,257	773,377	-22%
Employee Benefits	220,204	253,744	246,426	219,888	-11%
Communications & Util.	41,727	55,175	45,996	32,990	-28%
Rentals	3,118	4,471	7,400	5,400	-27%
Repair & Maintenance	610,906	501,352	717,394	720,730	0%
Building Maintenance	6,043	8,435	7,300	21,500	195%
Training & Education	44,035	49,191	67,300	58,215	-13%
Other Services & Charges	395,551	620,232	594,799	509,367	-14%
Materials & Supplies	108,411	97,859	90,540	117,505	30%
Cost Of Sales	14,208,786	14,886,779	14,925,000	18,260,000	22%
Operating Transfers Out	1,500,000	2,408,500	5,575,994	4,141,706	-26%
Capital Outlay	45,140	388,931	1,671,144	1,350,000	-19%
<b>Electric Line Expenditure Total</b>	<b>17,985,729</b>	<b>20,117,109</b>	<b>24,941,550</b>	<b>26,210,678</b>	<b>5%</b>
<b>Electric Line Net Revenues/(Expenditures)</b>	<b>\$ 3,097,479</b>	<b>\$ 1,312,514</b>	<b>\$ 1,716,383</b>	<b>\$ 1,830,109</b>	<b>1%</b>

**Electric Line Personnel**

	2009 Actual	2010 Actual	2011 Amended Budget	2012 Council Adopted
<b>Full Time Positions:</b>				
Power Director	1	1	1	1
Assistant Power Director	1	1	1	1
Power Superintendent	1	1	1	1
Distribution Engineer	1	1	1	1
Lineman/Electrical Worker	4	4	4	4
Electrical Technician	1	1	1	1
Apprentice/Electrical Worker I	2	2	2	2
Apprentice/Electrical Worker II	-	-	-	-
Apprentice/Electrical Worker III	2	2	2	2
Laborer I/Electrical Helper	2	2	2	2
Administrative Assistant	1	1	1	1
Accounts Payable Technician	1	1	1	1
Administrative Coordinator	-	-	-	-
<b>Total Personnel</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Power Department | Line Division**

**Program Description:**

The Power Department 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 Power Department divisions. Senior staff participates in and interacts with joint action agency, MEAG Power, and state electric utility agency, 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 150 miles of overhead and underground line serving approximately 8,000 electric utility customers. There are 42 traffic signals in the city, 24 of which are owned by College Park, and operated and maintained by the Power Department.

**Trends:**

Weak 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.

The Department is currently working with two new commercial customers who have plans to locate to College Park during FY 12; Buckhead Beef plans to locate into an expansion of the SYSCO Foods complex; and Telecycle plans to locate into the warehouse complex on St. Joseph Blvd. Both will require expanded commercial three phase electric service.

**Program Broad Goals:**

Continue to provide clean, reliable electric 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 2012 BUDGET

**Power Department | Line Division**

**Program 11/12 Objectives:**

Complete budgeted capital infra-structure improvements within the fiscal year that include (NOTE: fiscal budget adjustments and constraints may cause the initially approved budgeted projects to be altered or amended during the fiscal year):

- West Fayetteville Substation fiber optic control upgrade
- Replace 18 obsolete substation voltage regulators at the West Fayetteville Substation, which will complete the four year program to replace all 51 City owned voltage regulators.
- Godby Road feeder upgrade from Old National Hwy to Southampton Rd.
- Lakemont Drive feeder upgrade, to include all of the lateral feeds off Lakemont and Pelot Drives
- Upgrade 12 intersection caution flashing signals to LED standard
- Upgrade traffic signal intersection Godby Road at Scofield Dr.
- Godby Road Streetscape Lighting Project (Reimbursable through federal and state grant funds)

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# of Budgeted Capital Infrastructure and Expansion Projects/Programs	6
# of Budgeted In-House Capital Projects/Programs	0
<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# of Budgeted Capital Infrastructure and Expansion Projects/Programs	7
# of Budgeted In-House Capital Projects/Programs	6
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Maintain project costs at or below 5.0% of capital project budgets	3%
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Maintain project costs at or below 5.0% of capital project budgets	3%

Complete all budgeted infrastructure and expansion projects listed (or as amended) within the fiscal year as budgeted

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Power Department | Line Division**

**Prior Year Highlights:**

Completed the following budgeted capital infra-structure projects in FY 2011.

- SCADA frontend equipment upgrade
- Edison Substation Voltage Regulator Replacement
- Edison Substation Fiber Optic Control upgrade
- Golf Course Feeder Conversion (Fairway Dr. to Herschel Rd.)
- Crystal Lake Substation Feeder Extension and Interconnect
- Traffic Signal Upgrade – Riverdale Rd @ Colonial Drive
- 95% - Crystal Lake and Jonesboro SCADA Start-up – frame relay communications circuit, all equipment and hardware installed. Programming and commissioning to be completed first quarter FY12;
- 80% - Greensprings Rd Feeder Extension across US Hwy 29 and CSX Railroad – Feeder upgrade completed to crossing point at US 29. Crossing delayed due to inability to acquire utility crossing permits from GDOT and CSX Railroad. Permitting process still in progress.

**In-house Project**

- Converted overhead distribution to underground serving Avery Park Apartments and Townhomes to address a significant tree and vegetation problem, and improve reliability by reducing the number of tree related outages.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Electric Meter</b>					
Expenditures					
Personnel Services	\$ 203,879	\$ 208,402	\$ 233,200	\$ 181,241	-22%
Employee Benefits	61,981	78,391	84,000	80,696	-4%
Communications & Util.	13,654	4,094	12,200	16,380	34%
Repair & Maintenance	15,018	9,978	21,450	20,250	-6%
Building Maintenance	3,664	1,249	3,500	2,500	-29%
Training & Education	4,963	5,108	11,450	2,000	-83%
Other Services & Charges	49,958	33,190	25,409	12,874	-49%
Materials & Supplies	13,611	18,598	23,200	23,530	1%
Capital Outlay	25,000	54,745	91,000	342,250	276%
<b>Electric Meter Expenditure Total</b>	<b>\$ 391,728</b>	<b>\$ 413,755</b>	<b>\$ 505,409</b>	<b>\$ 681,721</b>	<b>35%</b>

**Electric Meter Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Meter Reader Supervisor	1	1	1	1
Energy Service Advisor	1	1	1	1
Meter Investigator	1	1	1	1
Meter Serviceman	1	1	1	1
Meter Reader	3	3	3	3
<b>Total Personnel</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Power Department | Meter Division**

**Program Description:**

The Power Department Meter Division program is responsible for accurately reading all electric and water meters within the City of College Park and for those individual customers outside the city but who are on College Park's power system. Other primary activities include daily connects and disconnects (move in and move out), completion of miscellaneous work and service orders, cut-offs and paid cut-ons for non-payment, meter installation and replacements, and theft of service investigation.

**Trends:**

Due to the weak economy, business downsizing, reduced customer base, and other economic pressures, there has very little change in the total number of electric meters being read each month. The installation and upgrade of water meters to AMR standards by the Water Department is improving the efficiency of the meter reading process, and the ongoing AMR electric meter installation program has more than 5,500 meters installed. The next level of electric AMR is now being upgraded in anticipation of the installation of a consolidated meter reading system that will electronically reading electric and water meters via telephone and ERT technology.

**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 Customer Service Division and Water Department to quickly identify and correct water meter mechanical and AMR problems and reading errors and reduce the number of water meter re-reads caused by such issues.

**Program 11/12 Objectives:**

Upgrade 1000 residential AMR electric meters to the new Hi-Power ERT AMR meter. Reduce the number water meter re-read requests by 50 %.

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
# of Budgeted Capital Projects/Programs	2
# of In-House Capital Projects/Programs	2
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Maintain project costs at or below 5.0% of capital project budgets	3%
Complete all In-House projects within the fiscal year as budgeted	2

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Power Department | Meter Division**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# of Budgeted Capital Projects/Programs	2
# of In-House Capital Projects/Programs	2
<b>Program / Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Maintain project costs at or below 5.0% of capital project budgets	3%
Complete all In-House projects within the fiscal year as budgeted	2

**Prior Year Highlights:**

- Completed purchase of and continued ongoing upgrade, replacement and new installation of residential AMR meters.
- Completed purchase of and placed in service one new replacement meter reading pick-up truck.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Electric Warehouse</b>					
Expenditures					
Personnel Services	\$ 40,936	\$ 42,694	\$ 45,700	\$ 43,343	-5%
Employee Benefits	14,631	15,460	16,400	15,883	-3%
Communications & Util.	1,771	2,468	10,300	5,880	-43%
Rentals	255	-	1,000	1,000	0%
Repair & Maintenance	469	2,037	5,900	4,430	-25%
Building Maintenance	579	2,888	2,700	2,700	0%
Training & Education	368	-	400	400	0%
Other Services & Charges	12,130	10,745	12,013	14,145	18%
Materials & Supplies	3,466	761	1,350	2,250	67%
<b>Warehouse Expenditure Total</b>	<b>\$ 74,605</b>	<b>\$ 77,053</b>	<b>\$ 95,763</b>	<b>\$ 90,031</b>	<b>-6%</b>

**Electric Warehouse Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council 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 2012 BUDGET

**Power Department | Warehouse Division**

**Program Description:**

The Power Department Warehouse Division program is responsible for bidding ordering, receiving and stocking all items for the Power Department and, to a lesser degree, 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 other material, 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 maintains two storage locations, one at the Power Department headquarters location at 1886 Harvard Avenue in College Park, and the remote location at 1060 Forest Parkway. The warehouse operation 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 suppliers and ordering, and both local and national vendors improved delivery systems, the warehouse has moved to reduce the number of office supply items and preprinted paper forms carried in the catalog by shifting the items to the user department through the use of “just in time” ordering via the internet. This trend will continue where efficiency and economy can be improved.

**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 11/12 Objectives:**

Reduce the remaining number of central stores catalog items by 20 out of a total of 165. 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**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Reduced the shrinkage loss	2.5%
<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Reduced the shrinkage loss	Below 2.5%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Power Department | Warehouse Division**

**Prior Year Highlights:**

- Evaluated and removed surplus 17 items from catalog and inventory.
- Prepared monthly reports in a timely manner.
- Performed and prepared the annual inventory and report.
- Maintained electronic storage and retrieval system for all order and receiving documents by scanning all to PDF format and maintaining them in the warehouse computer data base.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Electric CNG</b>					
Expenditures					
Repair & Maintenance	\$ -	\$ -	\$ 15,000	\$ 42,000	180%
Other Services & Charges	-	-	25,000	206,000	724%
Materials & Supplies	-	-	30,000	30,000	0%
<b>Electric CNG Expenditure Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 278,000</b>	<b>297%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Power Department | Compressed Natural Gas (CNG) Circulator Shuttle Bus Program**

**Program Description:**

The CNG Circulator Shuttle Bus Program is responsible for enhancing the economic well-being and quality of life of the community providing free transportation to residents and visitors in the City of College Park linking key attractions such as the Georgia International Convention Center, hotels and downtown College Park shopping and dining district.

**Trends:**

The key indicators of performance for the CNG Circulator Shuttle Bus Program are the number of riders on the buses, number of advertising dollars generated for the bus system, number of routes for the bus service.

**Program Broad Goals:**

Launch the circulator shuttle buses as College Park Go Bus and create two routes for peak service times connecting hotel visitors and employees in the area to the GICC and downtown businesses. This free transportation option will increase patrons to local businesses and provide a much needed amenity to hotel guests in our city.

**Program 11/12 Objectives:**

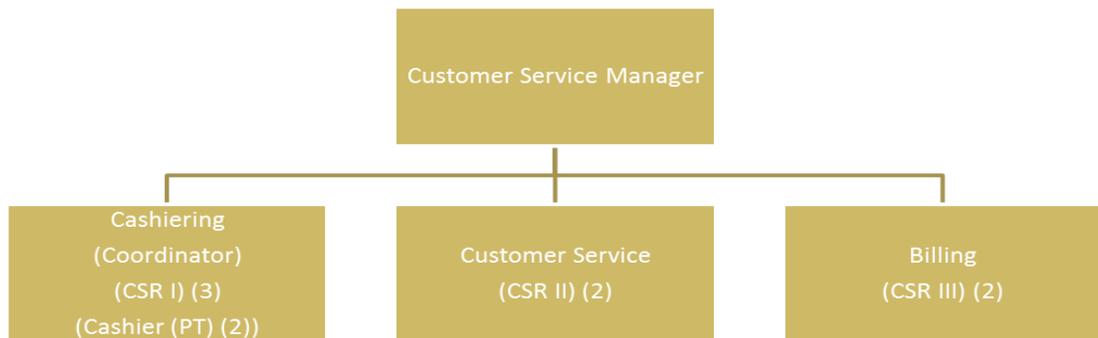
The College Park Go Bus will offer two lunchtime express routes to begin serving the community by November, 2011. Putting four of seven buses in circulation is the start-up goal. Economic Development staff will oversee promotion and marketing of the bus system in order to educate the community about its existence and increase ridership throughout the year.

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
# Shuttle Bus Riders	5,000
# Advertisers	\$8000
# Routes	2
<b>Program/Service Outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Tax Revenue Enhancement (mixed drink, sales tax)	1%

**No Prior Year Highlights – new program**

# Customer Service Organizational Chart



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Electric Customer Service</b>					
Personnel Services	\$ 327,773	\$ 324,114	\$ 347,877	\$ 333,662	-4%
Employee Benefits	88,725	95,369	99,400	98,853	-1%
Expenditures	-	-	3,500	-	100%
Communications & Util.	6,901	11,376	8,600	8,080	-6%
Repair & Maintenance	105	14	800	3,800	375%
Training & Education	1,727	2,596	6,800	4,030	-41%
Other Services & Charges	34,085	26,047	21,394	19,156	-10%
Materials & Supplies	105,381	83,080	113,600	101,020	-11%
Accounting Charges	11,716	11,443	11,000	11,000	0%
Capital Outlay	-	-	400,240	168,756	-58%
Debt Service	29,961	30,962	32,000	32,000	0%
<b>Customer Service Expenditure Total</b>	<b>\$ 606,375</b>	<b>\$ 585,001</b>	<b>\$ 1,045,211</b>	<b>\$ 780,357</b>	<b>-25%</b>

**Customer Service Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Customer Service Supervisor	1	1	1	1
Utility Cashier Coordinator	3	1	1	1
Customer Service Representative I	2	3	3	3
Customer Service Representative II	2	2	2	2
Customer Service Representative III	-	2	2	2
Credit Coordinator	-	-	-	-
<b>Part Time Positions:</b>				
Utility Clerk/Cashier	2	2	2	2
<b>Total Personnel</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Electric | Customer Service**

**Program Description:**

The Customer Service program provides for the accurate and timely billing of the city's electric, water, sewer, sanitation and stormwater services in accordance with Section 10 of the City of College Park code of ordinances. The program assists customers with establishing and disconnecting utility services, responding to billing inquiries and taking payments. Revenue recovery is also a function of this program.

**Trends:**

The city's utility customer base has decreased over the past several years due to airport expansion. The growth rate has been flat over the last three years. The utility billing program continues to employ new technology and process improvements to streamline and operate more efficiently.

**Program Broad Goals:**

Bill electric, water, sewer, sanitation and storm water services and associated taxes/fees in a timely and accurate manner. Answer all customer inquiries in a timely manner. Complete all customer requests to establish or disconnect services in a timely and accurate manner.

**Program 11/12 Objectives:**

Implement a new user friendly CIS/Utility Billing System that will improve internal processes and allow customers to view and pay their bills online. Implement a utility deposit refund process based on credit scoring criteria. Integrate the meter reading function with the customer service /billing function to streamline process and reduce billing errors.

**Performance Measures**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Total utility statements issued	95,750
Total dollars billed	\$30,127,500
<b>Program/Service outcomes: (based on program objectives)</b>	<b>Actual 10/11</b>
Utility bills mailed accurately	99.8%
Utility bills mailed timely	100%
Customer calls answered timely	94%
Delinquency as a % of total	1.15%

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Electric | Customer Service**

<b>Program / Service Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Total utility statements issued	95,750
Total dollars billed	\$30,127,500
<b>Program/Service outcomes: (based on program objectives)</b>	<b>Estimated 11/12</b>
Utility bills mailed accurately	99.8%
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Customer calls answered timely	94%
Delinquency as a % of total	1.15%

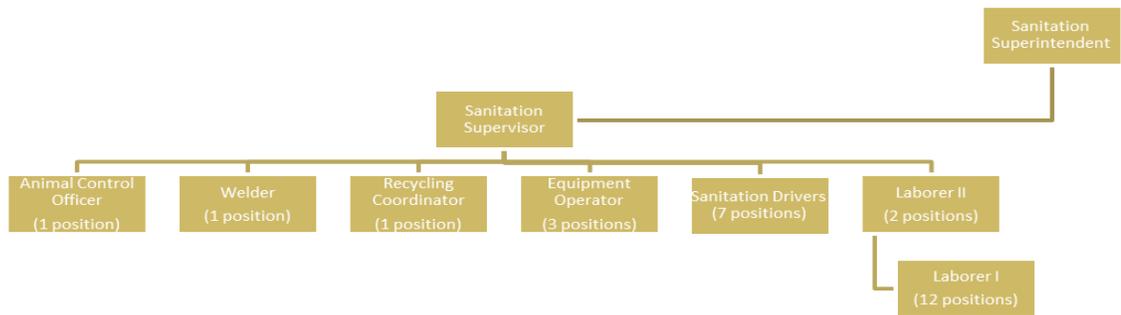
**Prior Year Highlights**

- A reorganization moving the meter section from the power department to reporting to the customer service department took place. This will improve processes and closely align the two business units.
- Contracted with Harris NorthStar for the new CIS/Utility Billing System and are progressing very well on the conversion process.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Golf Course Fund</b>					
Revenues					
Fees, Licenses, Permits	\$ 10,816	\$ 10,717	\$ 8,400	\$ 8,400	0%
Leases & Other Rent	38,699	20,059	40,700	38,000	-7%
Other Income	-	4,650	-	-	0%
Operating Transfers In	148,700	22,515	-	-	0%
<b>Golf Course Fund Revenue Total</b>	<b>198,215</b>	<b>57,940</b>	<b>49,100</b>	<b>46,400</b>	<b>-5%</b>
Expenditures					
Other Services & Charges	38	-	-	-	0%
Operating Transfers Out	23,400	41,500	49,100	46,400	-5%
Capital Outlay	198,041	165,264	-	-	0%
<b>Golf Course Fund Expenditure Total</b>	<b>221,479</b>	<b>206,764</b>	<b>49,100</b>	<b>46,400</b>	<b>-5%</b>
<b>Golf Course Net Revenues/ (Expenditures)</b>	<b>\$ (23,264)</b>	<b>\$ (148,824)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Public Works Department Sanitation Fund



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Sanitation Fund</b>					
Revenues					
Charges for Services	\$ 2,655,968	\$ 2,676,346	\$ 2,850,000	\$ 2,700,000	-5%
Other Income	38,378	29,377	26,000	50,000	92%
Interest	14,158	1,035	2,000	-	-100%
Budget Carryforward	-	-	162,405	-	-100%
<b>Sanitation Fund Revenue Total</b>	<b>2,708,504</b>	<b>2,706,758</b>	<b>3,040,405</b>	<b>2,750,000</b>	<b>-10%</b>
Expenditures					
Personnel Services	1,138,398	1,033,170	1,104,739	1,067,863	-3%
Employee Benefits	347,884	374,587	350,608	373,373	6%
Communications & Util.	29,308	27,702	27,264	14,200	-48%
Repair & Maintenance	240,600	168,002	207,000	211,500	2%
Building Maintenance	10,038	21,023	20,000	15,000	-25%
Training & Education	6,240	6,651	8,500	4,000	-53%
Other Services & Charges	94,380	104,333	245,689	278,064	13%
Materials & Supplies	152,622	143,084	134,900	141,000	5%
Cost of Sales	463,812	510,009	525,000	500,000	-5%
Accounting Charges	22,891	157,432	-	-	0%
Capital Outlay	187,532	795,435	367,405	145,000	-74%
Debt Service	49,300	2,568	49,300	-	-100%
<b>Sanitation Fund Expenditure Total</b>	<b>2,743,004</b>	<b>3,343,995</b>	<b>3,040,405</b>	<b>2,750,000</b>	<b>-21%</b>
<b>Sanitation Net Revenues/ (Expenditures)</b>	<b>\$ (34,500)</b>	<b>(637,237)</b>	<b>\$ -</b>	<b>\$ -</b>	

**Sanitation Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Superintendent	1	1	1	-
Supervisor	1	1	1	1
Administrative Assistant	1	1	1	1
Recycle Coordinator	1	1	1	1
Equipment Operator II	3	3	3	3
Equipment Operator I/Crew Leader	7	7	7	7
Welder	1	1	1	1
Animal Control Officer	1	1	1	1
Laborer II	2	2	2	2
Laborer I	12	12	12	12
Utility Accountant	1	1	1	1
<b>Total Personnel</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>30</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Sanitation Division- Residential Collection**

**Program Description:**

The Residential Collection Program consists of three major programs whose primary function is to provide twice a week service for household trash, leaf /grass clipping, and brush collection. A total of 2,100 homes are serviced twice a week. This program also provides a complimentary service designed to provide an easy, convenient way for residents to dispose of large items once a week.

**Trends:**

Due to the current housing market, there hasn't been any new residential housing in the City, although yard waste has remained constant.

**Program Broad Goals:**

Promote safe and sanitary living conditions in College Park neighborhoods through the delivery of quality solid waste residential, brush, leaf, and recycling collection services in an efficient and responsive manner.

**Program 11/12 Objectives:**

Purchase new CNG rear load garbage truck. Reduce the number of missed residential calls by 10%. Purchase more safety equipment for employees.

**Performance Measures**

<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Percentage of Residential routes completed daily	100%
Percentage of Brush routes completed daily	100%
Percentage of Leaf routes completed daily	100%

<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Percentage of Residential routes completed daily	100%
Percentage of Brush routes completed daily	100%
Percentage of Leaf routes completed daily	100%

**Prior Year Highlights:**

- Purchased the last CNG Garbage Truck – Rear Loader
- Conducted our annual “April Clean Month”, which allows citizens to conduct their own household cleanup that Sanitation will collect at no charge
- Conducted our annual “Old National Clean Up Blitz”, which Sanitation invites the citizens of College Park to help in keep the Old National ROW clean.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Sanitation Division-Commercial  
Collection**

**Program Description:**

The Commercial Collection Program provides six days a week commercial refuse collection service to business establishments, multi-family housing developments, all city facilities and parks. This program services over 800 dumpsters from one to six days a week.

**Trends:**

The City's growth with new land acquisitions and start up businesses has grown our commercial pickups by 45 new accounts.

**Program Broad Goals:**

Promote safe and sanitary living conditions in College Park neighborhoods and business districts through the delivery quality commercial solid waste collection services in an efficient, responsive and professional manner. Provide and promote environmentally friendly collection programs.

**Program 11/12 Objectives:**

Purchase the two more CNG front load garbage trucks. Reduce the number of missed commercial calls by 10%.

**Performance Measures**

<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Number of Commercial accounts	453
Number of Front Load bins	807
Percentage of Commercial routes completed daily	100%

<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Number of Commercial accounts	453
Number of Front Load bins	807
Percentage of Commercial routes completed daily	100%

**Prior Year Highlights:**

- Started collecting 14 new commercial businesses including new hotels and several new businesses along Old National and Sullivan Rd.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Sanitation Division - Recycling Collection**

**Program Description:**

The Recycling Division has three drop off location throughout the City. Items that are collected are glass, newspaper, cardboard, aluminum, and plastic. All of our commercial businesses have the opportunity to receive cardboard service for a \$50 per month container fee. The City's hotels can participate with more recycling services, such as paper, aluminum, and plastic. Other commercial businesses can partake in our glass and office paper recycling program.

**Trends:**

The commercial recycling request has increased. Since the City offers cardboard pickup for no charge, many businesses have taken full advantage of our service. With the increasing pressure to recycle, the City's recycling program is growing each year. The number of businesses that use the City's recycling services has grown by 150 %.

**Program Broad Goals:**

Promote safe and sanitary living conditions in College Park neighborhoods through the delivery of quality solid waste residential, brush, leaf, and recycling collection services in an efficient and responsive manner.

**Program 11/12 Objectives:**

Increase the money received for recyclables. Purchase a new trailer for glass. Purchase more paper shred containers. Purchase 15 more cardboard recycling containers

**Performance Measures**

<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Percentage of Recycling routes completed daily	100%
Tons of recycling collected	750
<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Percentage of Recycling routes completed daily	100%
Tons of recycling collected	750

**Prior Year Highlights:**

- Visited Harriett Tubman Elementary School to promote Recycling Awareness
- Started to collect our own newspaper and magazines from Recycling Sites
- Conducted "Household Hazardous Waste Day" for the citizens to dispose of materials not normally collected by Sanitation
- Held the first "Recycling Awareness Day" to inform citizens what to bring to the recycling sites

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works | Sanitation Division-Animal Control**

**Program Description:**

The Animal Control Program primary function is to ensure that all City laws and codes are followed by all citizens in the City. The Animal Control Section also removes all dead animals from the City ROW and collects stray animals throughout the City.

**Trends:**

The City's growth with new land acquisitions has caused numerous development projects throughout the City, has caused the number of stray animals in the City to grow.

**Program Broad Goals:**

To enforce all City Codes dealing with animal services. To allow all the citizens in the City the opportunity to enjoy safe and sanitary environment, for exercise, leisure walking, and school and bus travel.

**Program 11/12 Objectives:**

Promote safe and sanitary living conditions in College Park neighborhoods through the delivery of quality animal control services.

**Performance Measures**

<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Actual 10/11</b>
Number of Dead Animals collected	153
Number of Live Animals collected	156
Number of Citations given	23

<b>Program/Services Outputs: (goods, services, units produced)</b>	<b>Estimated 11/12</b>
Number of Dead Animals collected	175
Number of Live Animals collected	120
Number of Citations given	10

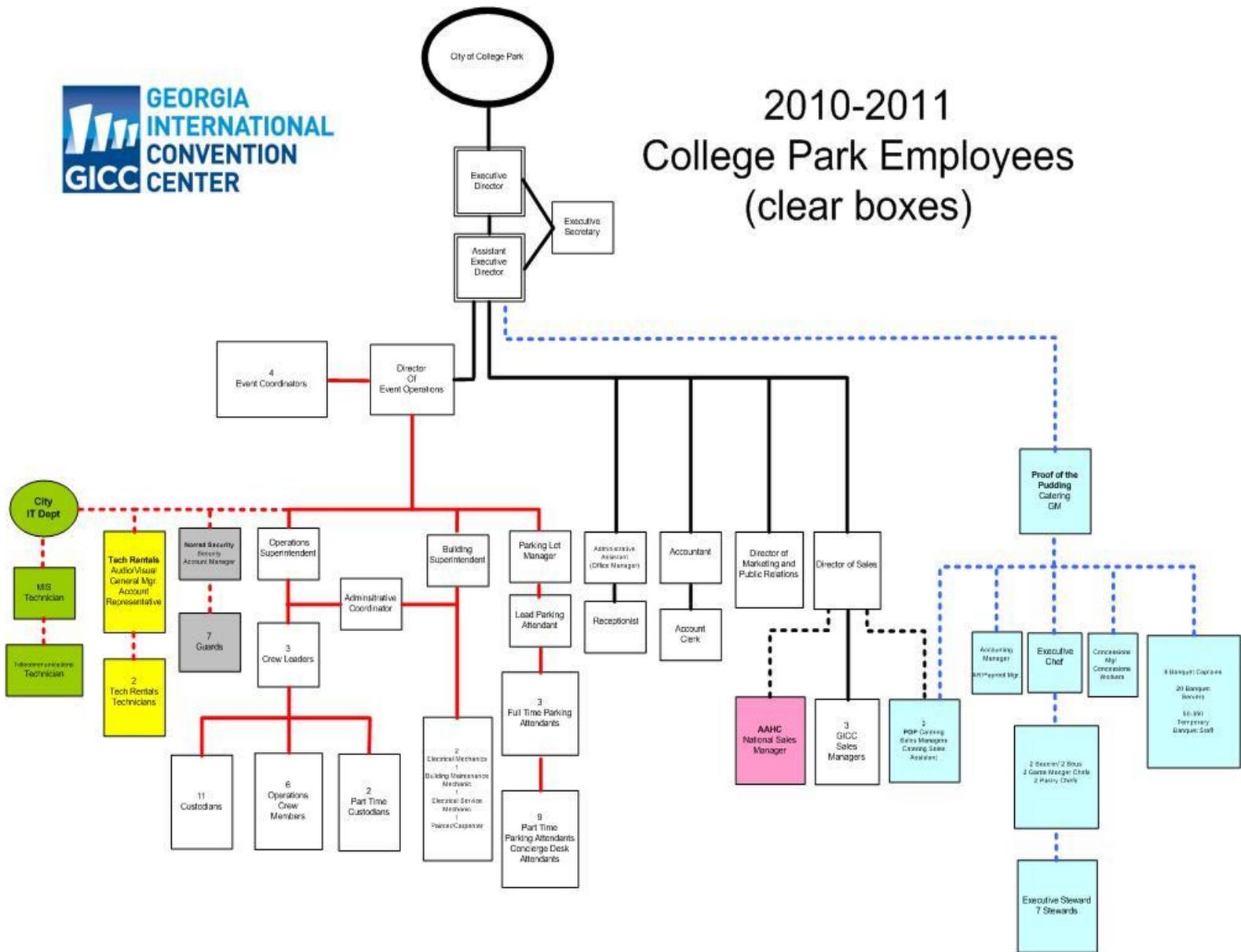
**Prior Year Highlights:**

- Implemented a new technique in animal control collection
- Rescued and returned over 37 live animals to pet owners
- Assisted the CPPD on numerous occasions to apprehend loose animals
- Maintain an onsite shelter for live animals found endangered or harmed

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET



2010-2011  
College Park Employees  
(clear boxes)



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Convention Center</b>					
<b>Revenues</b>					
Charges for Services	\$ 2,426,904	\$ 2,238,727	\$ 2,600,000	\$ 3,061,000	18%
Rentals and Commissions	3,104,347	2,271,369	3,420,000	3,438,000	1%
Other Income	31,718	35,732	40,000	42,000	5%
Interest	13,953	-	15,000	15,000	0%
Operating Transfers In	5,679,000	5,863,152	8,497,980	8,179,595	-4%
Budget Carryforward	-	-	468,400	-	-100%
<b>Convention Center Revenue Total</b>	<b>11,255,922</b>	<b>10,408,980</b>	<b>15,041,380</b>	<b>14,735,595</b>	<b>-2%</b>
<b>Expenditures</b>					
Personnel Services	\$ 2,192,346	\$ 2,216,570	\$ 2,249,381	\$ 1,887,151	-16%
Employee Benefits	737,027	762,427	779,181	725,086	-7%
Communicat - Communications & Util.	1,293,376	1,203,785	1,405,000	1,270,000	-10%
Rentals - Rentals	16,346	16,224	17,200	20,700	20%
Repair & Maintenance	161,866	208,456	267,610	272,738	2%
Building Maintenance	192,420	200,225	213,500	248,500	16%
Training & Education	52,814	57,974	85,250	57,175	-33%
Other Services & Charges	831,472	813,841	957,019	980,470	2%
Materials & Supplies	135,297	139,163	200,700	194,900	-3%
Cost Of Sales	1,961,930	1,896,237	2,136,250	2,416,000	13%
Operating Transfers Out	-	535,965	270,400	-	-100%
Accounting Charges	494	10,610	5,000	5,000	0%
Capital Outlay	151,660	145,009	282,650	286,000	1%
Debt Service	6,151,610	6,136,494	6,172,239	6,371,875	3%
<b>Convention Center Expenditure Total</b>	<b>13,878,658</b>	<b>14,342,978</b>	<b>15,041,380</b>	<b>14,735,595</b>	<b>-2%</b>
<b>Convention Center Net Revenues/ (Expenditures)</b>	<b>\$ (2,622,736)</b>	<b>\$ (3,933,998)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Convention Center Personnel**

	<b>2009 Actual Amount</b>	<b>2010 Actual Amount</b>	<b>2011 Amended Budget</b>	<b>2012 Council Adopted</b>
<b>Full Time Positions:</b>				
Director	1	1	1	1
Assistant Director	1	1	1	1
Director of Event Operations	-	-	-	1
Director of Marketing and Public Relations	1	1	1	1
Director of Sales	1	1	1	1
Building Superintendent	1	1	1	1
Operations Supervisor	1	1	1	1
Event Services Manager	1	1	1	-
Parking Lot Manager	1	1	1	1
Accountant	1	1	1	1
Sales Manager	3	3	3	2
Market Research Analyst	1	1	-	-
Event Coordinator	4	4	4	4
Administrative Assistant	1	1	1	1
MIS Technician	1	1	1	1
Executive Secretary	1	1	1	1
Administrative Coordinator	1	1	1	1
Account Clerk	1	1	1	1
Lead Parking Attendent	1	1	1	1
Parking Attendent	3	3	3	2
Receptionist	1	1	1	1
Building Maintenance Mechanic	1	1	2	2
Electrical Services Mechanic	1	1	1	1
Telecommunications Technician	1	1	1	1
Electric Mechanic	2	2	2	2
Crew Worker	6	6	6	5
Crew Leader	3	3	3	3
Custodian	11	11	11	11
<b>Part Time Positions:</b>				
Custodian	2	2	2	2
Parking Attendant	9	9	9	9
<b>Total Personnel</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>60</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Georgia International Convention Center**

**Program Description:**

The Convention Center program was developed in the 1980s to serve as a magnet for hotel development in the Airport Corridor and to supplement their revenues through room referrals and local businesses. The new Georgia International Convention Center opened in April 2003. The GICC is a premier facility in the Southeast 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.

**Trends:**

Facility revenues in FY 2010 – 2011 were up due to several key factors, including increased corporate event bookings that resulted in higher incremental food and beverage revenue, the opening of two new on-campus hotels (the Marriott and SpringHill Suites) and the opening of the ATL SkyTrain. We project that these key factors will continue to positively impact our FY 2011 – 2012 revenues, although not to as great a degree as FY 2010 – 2011, due to a more unstable economy and the non-renewal of the exceptionally large Volkswagen event.

**Program Broad Goals:**

The goals of the Georgia International Convention Center is to provide a world class facility, to create an awareness of the Gateway Complex, to create successful client events, all to increase revenues to the city. The revenues include revenues from the Convention Center, but also through Hospitality Tax Revenue, local Business Sales Tax, and Property Taxes.

**Program 11/12 Objectives:**

Diligently monitor and utilize all opportunities for additional revenue to include collaborating with the new hotel partners, being active in industry related organizations, and aggressively targeting and soliciting events that are meeting at competing facilities.

**Performance Measures:**

<b>Program/Services Outputs: (goods, services, unit produced)</b>	<b>Actual 10/11</b>
Exhibit Hall Revenue	822,381
Meeting Room Revenue	731,471
Food & Beverage Revenue	3,489,021
<b>Program/Services Outputs: (goods, services, unit produced)</b>	<b>Estimated 11/12</b>
Exhibit Hall Revenue	1,150,000
Meeting Room Revenue	700,000
Food & Beverage Revenue	3,061,000

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Georgia International Convention Center**

<b>Program/Services Outputs: (based on program objective)</b>	<b>Actual 10/11</b>
Number of Events	4,388
Total Attendance	314,006
<b>Program/Services Outputs: (based on program objective)</b>	<b>Estimated 11/12</b>
Number of Events	4,500
Total Attendance	325,000

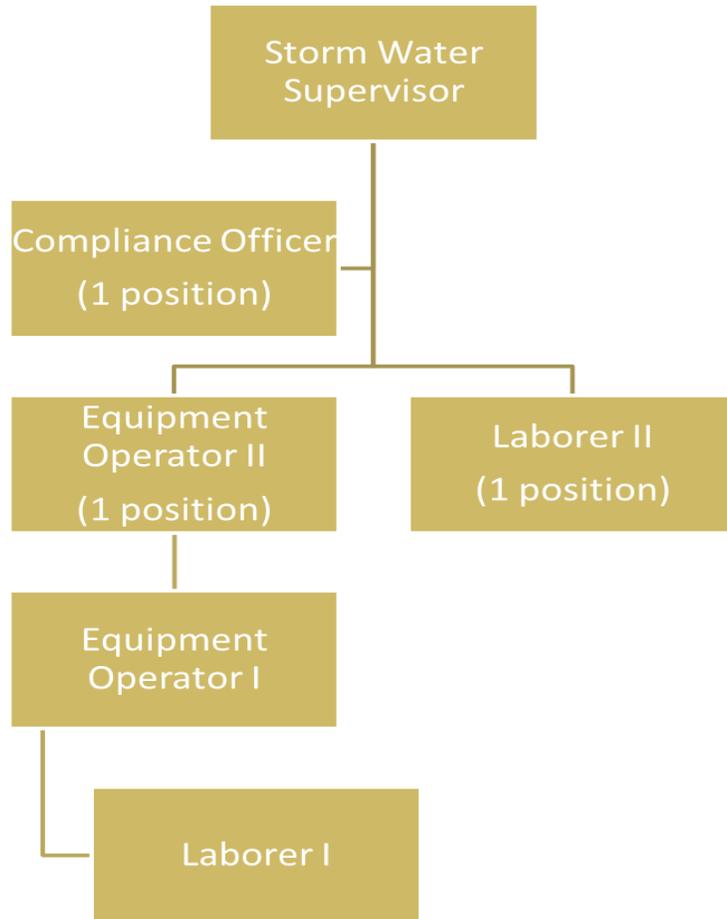
**Prior Year Highlights:**

- Several large corporate events were booked including Volkswagen, Herbalife and Pampered Chef. Herbalife and Pampered Chef are clients renewed for FY 2011 – 2012 as well.
- Approval of an increased room tax that enabled the city to create a destination marketing organization (DMO)
- High profile events have brought a lot of attention to the GICC including the Spelman Graduation featuring First Lady Michelle Obama and the Christian City event featuring former First Lady Laura Bush

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Federal Aviation Administration</b>					
Revenues					
Leases & Other Rent	\$ -	\$ -	\$ 5,600,000	\$ 5,428,855	-3%
Interest	1,766,615	1,461,338	-	985	100%
Operating Transfers In	1,008,796	980,092	423,967	128,687	-70%
<b>Federal Aviation Administration Revenue Total</b>	<b>2,775,411</b>	<b>2,441,430</b>	<b>6,023,967</b>	<b>5,558,527</b>	<b>-8%</b>
Expenditures					
Communications & Util.	465,646	522,678	611,464	588,608	-4%
Repair & Maintenance	150,675	480,641	192,450	155,459	-19%
Building Maintenance	81,058	43,955	65,520	43,105	-34%
Other Services & Charges	385,866	427,182	431,432	420,112	-3%
Cost Of Sales	552,572	495,110	635,174	291,042	-54%
Operating Transfers Out	4,150	-	-	-	0%
Capital Outlay	-	-	25,300	-	-100%
Debt Service	4,021,444	4,016,438	4,062,627	4,060,201	0%
<b>Federal Aviation Administration Expenditure Total</b>	<b>5,661,411</b>	<b>5,986,004</b>	<b>6,023,967</b>	<b>5,558,527</b>	<b>-8%</b>
<b>Federal Aviation Administration Net Revenues/(Expenditures)</b>	<b>\$ (2,886,000)</b>	<b>\$ (3,544,573)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Business Ind Develop Authority</b>					
Revenues					
Taxes	\$ -	\$ 28,661	\$ 861,260	\$ 910,000	6%
Charges For Services	-	-	3,466,586	4,228,400	22%
Leases & Other Rent	585,810	818,427	818,428	818,427	0%
Other Income	46,000	25,150	-	-	0%
Interest	89,689	-	-	500	100
Operating Transfers In	428,837	1,533,965	3,822,109	2,040,416	-47%
Budget Carryforward	-	-	(1,613,861)	-	100%
<b>Business Ind Develop Authority Revenue Total</b>	<b>1,150,336</b>	<b>2,406,203</b>	<b>7,354,522</b>	<b>7,997,743</b>	<b>9%</b>
Expenditures					
Repair & Maintenance	-	194,804	169,567	-	-100%
Training & Education	33,432	41,163	56,075	30,375	-46%
Other Services & Charges	479,657	264,676	418,400	300,100	-28%
Materials & Supplies	104	12,840	600	50,100	8250%
Operating Transfers Out	310,517	22,515	-	-	0%
Capital Outlay	2,451	5,287,968	1,516,260	1,958,000	29%
Debt Service	5,305,130	5,296,884	5,193,620	5,659,168	9%
<b>Business Ind Develop Authority Expenditure Total</b>	<b>6,131,291</b>	<b>11,120,850</b>	<b>7,354,522</b>	<b>7,997,743</b>	<b>9%</b>
<b>Business Ind Develop Authority Net Revenues/(Expenditures)</b>	<b>\$ (4,980,956)</b>	<b>\$ (8,714,647)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>

# Public Works Department Storm Water Fund



CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>	<u>% Change 2011 to 2012</u>
<b>Storm Water Utility Fund</b>					
Charges for Services	\$ 653,954	\$ 725,159	\$ 828,458	\$ 778,300	-6%
Intergovernmental	-	2,999,727	1,774,500	-	-100%
Interest	476	-	-	-	0%
Operating Transfers In	63,118	-	-	-	0%
<b>Storm Water Utility Fund Revenue Total</b>	<b>717,548</b>	<b>3,724,886</b>	<b>2,602,958</b>	<b>778,300</b>	<b>-70%</b>
<b>Expenditures</b>					
Personnel Services	255,262	196,024	210,800	155,277	-26%
Employee Benefits	79,491	81,625	77,100	56,791	-26%
Communications & Util.	510	2,217	1,600	1,000	-38%
Repair & Maintenance	5,623	5,625	12,600	57,600	357%
Training & Education	1,306	2,868	3,900	1,900	-51%
Other Services & Charges	107,278	9,739	131,435	125,182	-5%
Materials & Supplies	12,237	10,418	11,900	12,550	5%
Accounting Charges	-	35,092	-	-	0%
Capital Outlay	-	462,082	1,910,423	236,000	-88%
Debt Service	9,376	5,793	243,200	132,000	-46%
<b>Storm Water Utility Fund Expenditure Total</b>	<b>471,083</b>	<b>811,482</b>	<b>2,602,958</b>	<b>778,300</b>	<b>-70%</b>
			-		
<b>Storm Water Utility Fund Net Revenues/(Expenditures)</b>	<b>\$ 246,465</b>	<b>\$ 2,913,404</b>	<b>\$ -</b>	<b>\$ -</b>	

**Storm Water Utility Personnel**

	<u>2009 Actual</u>	<u>2010 Actual</u>	<u>2011 Amended Budget</u>	<u>2012 Council Adopted</u>
<b>Full Time Positions:</b>				
Supervisor	1	1	1	1
Compliance Officer	1	1	1	1
Equipment Operator II	1	1	1	1
Equipment Operator I	1	1	1	1
Laborer II	1	1	1	1
Laborer I	1	1	1	-
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works / Storm Water Utility Maintenance Division**

**Program Description:**

The Storm Water Utility Division provides a comprehensive maintenance program of scheduled and unscheduled, inspections, cleaning, repairing and replacing storm water structures such as catch basins, headwalls and drop inlets, corroded pipe segments, and herbicide spraying in right of ways and gutter lines 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 storm water utility program is creek, channel, and detention pond inspection and maintenance.

**Trends:**

With the increase in the volume of rainfall in recent years a more aggressive inspection program has proven an affected best management practice. As a result we have exceeded this year's state mandated reporting requirements.

**Program 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 ways (floodplain area) to convey required floodwaters through periodic inspection and cleaning.

**Performance Measures**

<b>Program/Service Outputs: (goods, services, units produced)</b>		<b>Actual 10/11</b>
<b>Storm Structures</b>	<b>(Inspected)</b>	<b>(Maintained)</b>
Catch Basins	100%	100%
Ditches	100%	100%
Detention Ponds	6	6
Storm Drain Lines	1	1
Herbicide Spraying		738 gallons
Debris Removal		25,063 pounds

<b>Program/Service Outputs: (goods, services, units produced)</b>		<b>Estimated 11/12</b>
<b>Storm Structures</b>	<b>(Inspected)</b>	<b>(Maintained)</b>
Catch Basins	100%	100%
Ditches	100%	100%
Detention Ponds	6	6
Storm Drain Lines	1	1
Herbicide Spraying		738 gallons
Debris Removal		25,063 pounds

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**Department of Public Works / Storm Water Utility Maintenance Division**

**Prior Years Highlights:**

- Maintain our Phase I MS4 permit issued by Georgia EPD.
- Cleaned and inspect 100% of catch basins and inlet grates city wide.
- Installed (235) liner feet of storm sewer pipe.
- Installed (4) new catch basin.
- Repaired / Replaced (18) damaged catch basin.
- Awarded \$29,254.12 funding for emergency maintenance and repairs from Federal Emergency Management Agency (FEMA) and Natural Resources Conservation Services (NSRC) US Department of Agriculture.
- Completed 5 year Storm Water Management Plan.

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET**

**SCHEDULE 1  
Operating Indicators by Function  
Last Ten Calendar Years**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
<b>Function</b>										
<b>Police:</b>										
Physical arrests	2,572	2,741	2,971	2,571	2,971	3,368	3,572	3,264	3,559	2,850
Traffic violations	21,294	16,834	17,439	14,889	19,177	19,237	23,757	14,465	12,608	11,008
<b>Fire:</b>										
Number of fire calls answered	670	620	585	624	564	713	852	706	923	897
Number of rescue calls answered	3,261	3,213	3,360	3,243	3,794	3,553	3,570	2,903	3,062	4,016
Inspections	357	314	490	812	1,261	936	931	1,307	955	678
<b>Highways and streets</b>										
Streets resurfacing (miles)	3.3	0	1.2	2.9	1.1	0.9	0.9	2.4	1	0.05
<b>Sanitation</b>										
Refuse collected (tons/yr)	17,025	16,358	16,452	15,565	16,032	14,787	13,694	16,476	18,009	17,176
Recyclables collected (tons/yr)	3,670	3,940	3,770	4,033	4,154	8,564	7,958	6,953	7,264	6,928
<b>Water</b>										
New connections	43	12	11	82	8	112	63	52	13	8
Water main breaks	7	4	6	8	5	7	10	3	15	15
Daily average consumption in gallons	3.4	3.6	3.5	3.5	3.6	3.3	3.3	1.5	3.0	3.5
<b>Sewer</b>										
Sanitary sewers (miles)	84.3	85.6	86.4	87.5	88.8	77	77	72.6	73	74
Number of service connections	2,377	2,495	2,516	2,588	2,635	2,533	2,533	2,500	2,800	2,750
<b>Electric</b>										
Miles of power lines	128	128	130	128	128	130	135	135	135	135
Number of substations	8	8	8	8	8	8	8	8	8	8
Number of service connections	9,146	9,056	8,793	8,606	8,507	8,617	8,300	8,130	8,060	8,000
Daily average consumption in MWH	846.2	875.2	895.9	850.1	878.3	769.5	782.1	759.8	738	825
<b>Convention Center</b>										
Number of Meeting Rooms	35	35	36	36	36	35	35	35	35	35
Occupancy	37%	47%	33%	38%	40%	38%	30%	32%	31%	42%
Square footage	31,000	31,000	56,000	56,000	56,000	56,000	56,000	56,000	40,000	54,600

Source: Various College Park City Departments

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

**CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET**

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Function										
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units	35	24	38	38	47	47	42	47	46	65
Fire stations	1	1	1	1	1	1	2	2	2	2
Sanitation										
Collection Trucks	24	24	24	24	24	24	23	25	21	23
Highways and streets										
Streets (miles)	91	79	79	79	66	66	67	70	75	75
Streetlights	1,934	1,940	1,949	1,992	2,031	2,059	2,924	2,924	2,924	2,924
Traffic signals	27	29	30	29	29	29	33	32	37	37
Culture and recreation										
Parks acreage	279	279	279	279	279	375	279	279	279	229
Parks	6	6	6	6	6	6	7	7	7	9
Swimming pools	2	2	2	2	2	4	2	4	2	4
Tennis courts	10	10	10	10	10	10	10	10	10	10
Community centers	3	3	3	3	3	3	3	3	3	3
Water										
Water mains (miles)	77	78	79	79	82	83	74	77	94	94
Fire hydrants	751	777	782	788	794	803	750	950	900	950
Number of service connections	2,678	2,690	2,701	2,783	2,791	2,835	2,879	2,923	2,969	2,800
Daily average consumption in gallons	3.4	3.6	3.5	3.5	3.6	3.7	3.3	3.5	3.2	3.27
Sewer										
Sanitary sewers (miles)	84.3	85.6	86.4	87.5	88.8	89.7	77.0	79.0	72.6	72.6
Number of service connections	2,377	2,495	2,516	2,588	2,635	2,672	2,533	2,596	2,500	2,800
Electric										
Miles of power lines	128	128	128	130	128	128	130	130	135	135
Number of substations	7	8	8	8	8	8	8	8	8	8
Number of service connections	9,328	9,146	9,056	8,793	8,606	8,507	8,617	8,526	8,130	8,060
Daily average consumption in MWH	800.6	846.2	875.2	895.9	850.1	878.3	769.5	830.2	759.80	738
Convention Center										
Number of meeting rooms	35	35	35	36	36	36	35	35	35	24
Exhibit Hall square footage	112,000	112,000	112,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Occupancy	47%	46%	41%	32%	40%	39%	36%	34%	32%	31%

Source: Various College Park City Departments

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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

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

Fiscal Year	Population(1)	Personal	Per Capita	Median Age (1)	Education	School Enrollment (1)	Unemployment Rate (2)
		Income (amounts in thousands)			Level in % completed		
			Personal Income (1)		High School (1)		
2000	20,382	292,910	14,371	27.4	77.1	6,591	4.80%
2001	20,554	295,382	14,371	27.4	77.1	6,591	4.30%
2002	20,464	294,088	14,371	27.4	77.1	6,591	5.90%
2003	20,530	295,037	14,371	27.4	77.1	6,591	5.90%
2004	20,498	294,577	14,371	27.4	77.1	6,591	5.50%
2005	20,242	290,898	14,371	27.4	77.1	6,591	6.30%
2006	20,181	290,021	14,371	27.4	77.1	6,591	5.30%
2007	20,533	295,080	14,371	27.4	77.1	6,591	5.00%
2008	20,382	292,910	14,371	27.4	77.1	7,292	6.90%
2009	19,969	334,161	16,734	31.5	78.7	8,939	9.40%
2010	20,412	345,106	16,907	30.4	77.1	*8,939	10.50%

(1) Source: U.S.Census (available every tenth year)

(2) Source: Georgia Department of Labor

(3) Sperling's Best Places to live 2010

\*Estimate-2010 not available

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**SCHEDULE 4**  
**Principal Employers**  
**Current Year and Ten Years Ago**

<u>Employer</u>	<u>2010</u>			<u>Employer</u>	<u>2001</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total City Employment</u>		<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total City Employment</u>
Atlantic Southeast Airlines	1,259	1	2.15%	Federal Aviation Administration	1,550	1	3.54%
Federal Aviation Administration	1,100	2	1.88%	John Wieland Homes	823	2	1.88%
Chick-Fil-A, Inc	757	3	1.29%	Sysco Corporation	791	3	1.81%
Sysco Corporation	603	4	1.03%	Argenbright Security	486	4	1.11%
Woodward Academy	504	5	0.86%	Westin atlanta Airport Hotel	365	5	0.83%
AirTran Airlines	437	6	0.75%	Marriott Hotel	350	6	0.80%
Atlanta Coca Cola Enterprises	291	7	0.50%	AirTran Airlines	288	7	0.66%
Marriott Hotel	218	8	0.37%	Sheraton Gateway Hotel	215	8	0.49%
Westin Atlanta Airport Hotel	210	9	0.36%	Sears Products	196	9	0.45%
Zodiac Services Americas	142	10	0.24%	Mellon Financial	170	10	0.39%
Total Workforce	5,521			Total Workforce	5,234		

Source: College Park Business License Department

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Debt limit	\$ 77,554	\$ 73,800	\$ 66,321	\$ 69,303	\$ 74,477	\$ 86,322	\$ 100,456	\$ 105,213	\$ 120,845	\$ 129,298
Total net debt applicable to limit	-	-	-	-	-	-	-	-	-	-
Legal debt margin	<u>\$ 77,554</u>	<u>\$ 73,800</u>	<u>\$ 66,321</u>	<u>\$ 69,303</u>	<u>\$ 74,477</u>	<u>\$ 86,322</u>	<u>\$ 100,456</u>	<u>\$ 105,213</u>	<u>\$ 120,845</u>	<u>\$ 129,298</u>
Total net debt applicable to the limit as a percentage of debt limit	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

**Legal Debt Margin Calculation for Fiscal Year**

**2009**

Assessed value	\$ 994,788
Add back: exempt real property	298,193
Total assessed value	<u>1,292,981</u>
Debt limit (10% of total assessed value)	129,298
Debt applicable to limit	
General obligation bonds	<u>-</u>
Legal debt margin	<u>\$ 129,298</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

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

**FINANCIAL POLICIES**

**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.

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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 BUDGET

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.

**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").

CITY OF COLLEGE PARK, GEORGIA  
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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 a 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 2012 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.

CITY OF COLLEGE PARK, GEORGIA  
FISCAL YEAR 2012 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.

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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.

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
FAA Series 1993	AAA*	Aaa*
FAA Series 1999	AAA*	Aaa*
Public Safety Series 2004	AAA*	Aaa*
GICC Series 2000(unrefunded portion)	AAA*	Aaa*
GICC Series 2001	AAA*	Aaa*
GICC Series 2005 (refunded 2000:2011-2026 maturities)	AAA*	Aaa*
GICC Series 2006 (Hotel Project)	AAA*	Aaa*

\*Insured, reflecting the triple rating. Ratings prior to insurance for all GICC issues and Public Safety Series 2004 were S&P A+, Moody's A2. GICC Series 2005 included a negative outlook that was removed with the GICC Series 2006 issuance.

**Fund Balance**

On June 22, 2011 the Mayor and Council adopted a Fund Balance Policy in accordance with GASB Statement No.54. See page 243 for the City of College Park GASB No. 54 Fund Balance Policy.

A healthy General Fund balance has enabled the city to withstand fluctuations in tourism revenue streams related to the nearby travel industry. The General Fund balance has provided a stabilized fiscal environment to maintain and enhance bond ratings allowing the city to borrow at competitive rates.

As initiatives are undertaken to ensure a full staff is maintained with adequate compensation and corresponding benefits, a plan implemented to ensure adequate equipment and vehicles are maintained to allow staff to perform their duties, it is anticipated some reduction in the General Fund Unassigned Fund Balance percentage to General Fund Expenditures will occur. The City of College Park will maintain adequate funding for risk management to provide for liabilities incurred for workers' compensation claims, other retained employee benefits, and claims not otherwise addressed in this policy statement. A healthy General Fund balance protects the City from having to reduce

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service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures.

**Operating/Capital Expenditure Accountability**

Actual expenditures to budget are compared on a monthly basis. The City Council receives a summary report of revenues and expenditures compared to budget and the City Manager receives a detailed report monthly. On a quarterly basis, the City Council receives a detailed report of revenues and expenditures. Department heads are notified by the Finance Director should their departments be in jeopardy of overspending budgeted funds. Justification may be made or due to unforeseen emergencies/contingencies amendments to the budget will be prepared for City Council consideration. Departmental heads with budgets overspent at the end of the year will be counseled by the City Manager to take action to prevent future over-expenditures from occurring. The City Manager then informs the Council of measures taken by the departments.

**GASB STATEMENT NO. 54 FUND BALANCE POLICY**

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).

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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.
4. 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.
5. 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.

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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 on June 8, 2011 properly advising the residents that the College Park 2010 Budget Public Hearing would be held on Wednesday, June 15, 2011 at 6:30 p.m. and June 22, 2011 at 6:30 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 Wednesday, June 15, 2011 and another public hearing for final was held Wednesday, June 22, 2011 at 6:30 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 June 22, 2011. 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 May 19, 23, 24, 25, and May 31 to review each departmental budget; specifically personnel, capital outlay, and any significant proposed expenditure on a departmental expense or contractual service. The updated Five Year Capital Improvement Plan reflecting Council Approved changes was distributed to Council along with the 2011 Budget Worksheet Report for the first Public Hearing held June 15, 2011. Mayor and Council adopted both the Fiscal Year 2011-2012 Operating Budget and Five Year Capital Improvement Plan at the June 22, 2011 Mayor and Council Special Called meeting.

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**BUDGET CALENDAR FISCAL YEAR 2011-2012**

**For preparation of the FY 2012 Budget**

**July 1, 2010**

Fiscal Year 2011 begins.

**January 11, 2011**

Distribution of the FY 2012 budget development guide.

**February 21, 2011**

Director of Finance and Accounting  
Mid-Year Review and Presentation to Mayor and Council for Fiscal Year 2011.

**February 2011 – March 2011**

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

**April 2011 – May 2011**

Departments presented proposed Lines of Business reductions to City Manager and to the Mayor and Council. City obtained much feedback on the budget from the public and employees.

**May 19, 2011**

City Manager's presentation of the FY 2011-2012 Capital Improvement Program (CIP) to Mayor and Council.

**June 7, 2011**

City Manager's presentation of the FY 2012 Proposed Budget.

**June 15 and June 22, 2011**

Public hearings on FY 2011-2012 Proposed Budget.

**June 22, 2011**

Adoption of the FY 2011-2012 budget by the Mayor and Council.

**July 30, 2011**

Distribution of the FY 2012 Adopted Budget.  
Fiscal Year 2011 ends.

**July 1, 2011**

Fiscal Year 2012 begins.

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Defining Terms

**Glossary**

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.

B

**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.

**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.

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**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

**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.

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**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.

**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.

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**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.

**Fines & Forfeitures:** Revenue received from bond forfeitures and authorized fines such as library and parking violation fines.

**Fiscal Year:** The twelve month period for which an organization plans the use of its funds. College Park's fiscal year begins July 1<sup>st</sup> and ends June 30<sup>th</sup>.

**Fixed Asset:** Capital items of a long-term character which are intended to be held or used, such as land, buildings, improvements, machinery and equipment.

**Flight Equipment Tax:** A tax based upon the value of the airplanes and related equipment parked on the airport concourses with College Park's jurisdiction as of January 1<sup>st</sup>.

**Franchise Tax:** A tax based upon a legal agreement between College Park and another entity (often a private company) to provide a service or product in the community.

**Fund:** A fiscal and accounting entity with self-balancing set of accounts recording all financial resources and liabilities which are segregated for a specific purpose, activity or objective.

**Fund Balance:** The difference between total assets and total liabilities reported in a governmental fund. Fund balance can be nonspendable (inherently nonspendable), restricted (externally enforceable limitations on use), committed (self-imposed limitations), assigned (limitation resulting from intended use) and unassigned (residual net resources).

**G**

**GAAP:** Generally Accepted Accounting Principles-guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

**GASB:** Governmental Accounting Standard's Board.

**General Fund:** A fund used to account for financial resources and liabilities except those which are required to be accounted for in another fund.

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**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.

**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**

**L**

**Licenses & Permits:** Fees collected for the issuance of licenses and permits such as business licenses and sign permits.

CITY OF COLLEGE PARK, GEORGIA  
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**Defining Terms**

**Glossary**

**M**

**MEAG:** Municipal Electrical Authority of Georgia

**Millage Rate:** The property tax rate which is set by the governing body.

**Miscellaneous Revenue:** All revenue received, not otherwise classified into another line item, such as interest, concessions, and rental of property/equipment.

**Modified Accrual Basis:** The basis of accounting under which transactions are recognized when they become both measurable and available.

**N**

**O**

**Objective:** A defined method to accomplish an established goal.

**Occupation Tax:** Taxes levied on occupations, businesses, trades, and professions.

**Operating Budget:** Plans of current expenditures and the proposed means to finance them. The operating budget contains appropriations for such expenditures as salaries, fringe benefits, supplies, training, utilities, fuel, various services, repair and maintenance, rentals and leases, and capital outlay.

**Operating Expenses:** Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.

**P**

**Penalties & Interest:** Fees collected for violations or delinquent payments.

**Personal Services:** Costs associated with wages, salaries, retirement and other fringe benefits for City of College Park employees.

**Power Fund:** The City owns and operates an electrical distribution system serving its corporate limits.

**Proprietary Fund:** A fund category used to account for the business type activities within a government. This category includes two fund types: enterprise fund and internal service fund.

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R

**Real Property:** Immobile property such as land, natural resources (above and below the ground) and fixed improvements to land.

**Reserves:** Monies set aside and restricted for a specific purpose. Any unspent reserves revert back to the appropriate Fund Balance at year end.

**Revenue:** Income which represents an increase in governmental fund type net current assets.

**Revenue Bond:** A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.

S

**Sanitation Fund:** Established for providing solid waste collection services for the citizens of College Park.

**SSES:** Sanitary Sewer Evaluation System.

**SOP:** Standard Operating Procedures.

**Special District Tax:** Tax collections from hotels operating in the legally defined Special District.

**Special Revenue:** A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specific purpose.

**SPLOST:** Special Purpose Local Option Sales Tax-a sales tax imposed in the county for a predetermined period to be used for a specific purpose.

**State Drug Fund:** This fund reports the Grant Income from the Department of Justice Grant for Tri-City Narcotics and the expenditure of those funds.

**Storm Water Utility Fund:** This program allows the City to collect a monthly fee from residential and commercial utility customers for the amount impervious surface that allows storm water run-off from their property to convey into the City's storm sewer system.

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**Glossary**

**T**

**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.

**U**

**V**

**W**

**Y**

**Z**