



EAST POINT

G E O R G I A

ADOPTED BUDGET FISCAL YEAR 2020



Fiscal Year 2020 Adopted Budget

Presented By:

Frederick Gardiner, City Manager

Prepared By:

**Lolita Grant CPA, Finance Director
Shannon Golden, Budget Manager**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of East Point

Georgia

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director



Introductory/Overview

MAYOR AND CITY COUNCIL



DEANA HOLIDAY INGRAHAM

MAYOR



SHARON D. SHROPSHIRE

COUNCIL MEMBER
WARD A – AT LARGE



ALEXANDER GOTHARD

COUNCIL MEMBER
WARD A



KAREN RENÉ

COUNCIL MEMBER
WARD B – AT LARGE



THOMAS CALLOWAY

COUNCIL MEMBER
WARD B



NANETTE SAUCIER

COUNCIL MEMBER
WARD C – AT LARGE



MYRON B. COOK

COUNCIL MEMBER
WARD C



JOSHUA BUTLER, IV

COUNCIL MEMBER
WARD D – AT LARGE



STEPHANIE GORDON

COUNCIL MEMBER
WARD D

INTRODUCTION AND OVERVIEW

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June 3, 2019

MAYOR
Deana Holiday
Ingraham

Honorable Mayor and Council Members:

COUNCIL MEMBERS

Ward A
Sharon D. Shropshire
Alexander Gothard

Ward B
Karen René
Thomas Calloway

Ward C
Nanette Saucier
Myron B. Cook

Ward D
Joshua B. Butler, IV
Stephanie Gordon

CITY MANAGER
Frederick Gardiner

Per the City of East Point’s Charter, I have attached hereto for your review and consideration the Proposed Operating and Capital Budget for Fiscal Year (FY) 2020 for the City of East Point, Georgia. This proposed budget is consistent with Section 5-101 of the City of East Point Charter and state law which requires it to be a balanced budget across all funds. Fiscal Year 2020 revenues across all funds are budgeted at \$165,317,142 and expenses are budgeted at \$163,163,758; General Fund revenues are budgeted at \$46,045,133 with expenses budgeted at \$45,135,218.

This fiscal year’s budget continues the investments in improving our infrastructure and service delivery to the tax and rate payers of the City of East Point. Incorporated in this budget are the continued installation of the Advanced Metering Infrastructure (AMI) projects for water and electric; the completion of Phase II of the New City Hall and Transportation System upgrades throughout the City via the Transportation Special Purpose Local Option Sales Tax (TSPLOST). Also incorporated in this year’s budget is moving the minimum starting salary in the City to \$15 per hour under the Living Wage Initiative for our lowest paid employees; a one and a half (1.5%) percent cost of living adjustment for all employees; park improvements and an expansion of our recreational programs. The 50 Worst Team will continue to conduct the substandard housing abatement and Clean Cities Initiative and work along with the Blight Task Force Data Gathering Initiative.

Budget Highlights:

The total citywide budget across all funds is proposed at \$165,317,142, which is a decrease of \$11,559,997 below the FY 2019 budget of \$176,877,139. This decrease can be attributed in part to the completion of Fire Station #4 and the New City Hall projects completed in FY 2019.

Last fiscal year many key projects such as AMI were continued or completed in FY 2019 and others started. Our AMI project is in its second year of implementation and expected to complete its first phase. The TV Station was partially renovated, a New City Hall Building and fire station were constructed and major improvements to the Law Enforcement Center were completed. The City took ownership of four new Sanitation trucks to replace its aging fleet. Also completed were repaving programs (Sylvan Road and Cleveland Ave) and sidewalks along Headland and Delowe Drives.

Revenues across all funds exceed expenditures by \$2,153,384, and in the general fund operations, revenues exceed expenditures by \$723,156. There are no planned rate/fee increases for the millage rate, development and permit fees or utility rates. Electric rates are proposed for an average 2% decrease for FY 2020 Budget.

General Fund Revenues

The proposed FY 2020 General Fund Budget revenues are \$46,045,133, which is a \$2,116,232 increase over the FY 2019 budgeted amount of \$43,928,901 as amended. This increase is due in part to a 3% increase in the City's property tax digest as well as a slight increase in the Local Option Sales Tax (LOST). There is also a proposed increase in the Insurance Premium Tax to \$2,225,000 and increase in Hotel/Motel transfers as a result of several new hotels being constructed in FY 2019 and FY 2020.

General Fund Expenditures

General Fund expenditures are proposed at \$45,135,218 which represents a \$1,393,076 increase over the FY2019 budgeted amount of \$43,742,142 as amended. Reflected in this increase are the third phase of the Living Wages increase with a starting salary of \$15.00; a 7% increase in health insurance benefits and a 1.5% Cost of Living Adjustment (COLA) for all employees.

What's in the Budget?

Livable Wages – Mayor and Council approved for the first time a resolution to increase the minimum wage in the City of East Point to \$13.50 per hour for FY 2018, \$14.00 in FY 2019 and \$15.00 for FY 2020. With that decision, roughly 84 employees' starting salary will increase to \$32,100 and the overall budgetary impact for FY 2020 will be \$172,270.

Main Street Streetscape Improvements – There will be continued improvements along Main Street in Downtown East Point, whereby new sidewalks and a road diet will be installed to slow the rate of traffic flow and increase pedestrian safety. This project is funded by the Georgia Department of Transportation (GDOT) with federal transportation enhancement funds.

Phase II Auditorium – Over the last year, the City successfully completed the construction of the new East Point City Hall building and has begun the rental phase of the City Auditorium. Staff has been working with the architects through the design concept phase. The City plans to complete the building phase and rent the property in FY 2020.

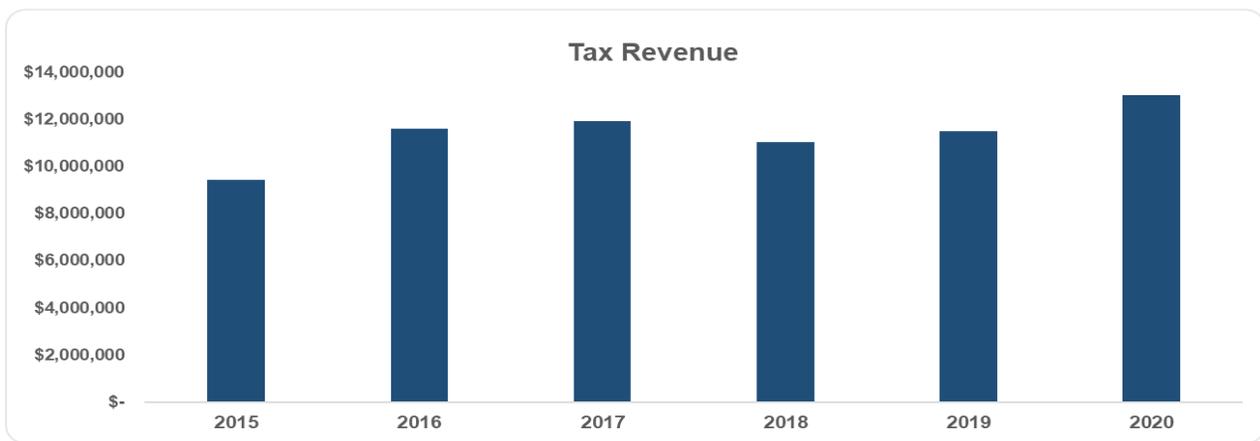
Blight Plan Initiative – The City is providing funding for the demolition of roughly 15 to 20 properties this fiscal year. There has been a comprehensive strategic plan presented to the Mayor and Council to eradicate blight in our community. The Blight Task Force and 50 Worst Properties Program will continue to be funded as

a separate component of the Building Department. Staff has been allocated and trained to implement the program.

Revenue Increases

The City of East Point will continue to increase the level of services provided to the tax and rate payers without any additional cost. The proposed revenues from taxes, rates and fees, fines and licenses include no new fees. General Fund – The major source of revenue increase in the fund comes from the continued rise of property value (estimated at 3%) and new businesses locating to the city. Electric Rates are proposed at a 2% decrease.

Two Year Comparative Budget			
Fund	FY 19 Amended	FY 20 Adopted	\$Change
General Fund	43,928,901	46,045,133	2,116,232
Confiscated Assets	528,974	400,400	(128,574)
E911	1,576,020	1,576,020	-
Restricted Funds	12,736,067	15,640,910	2,904,843
General Grant Funds	243,907	281,864	37,957
Camp Creek TAD District	3,531,264	3,707,000	175,736
TAD Corridors	341,000	177,000	(164,000)
Hotel/Motel	4,500,000	5,200,000	700,000
Government Center	6,500,000	1,220,000	(5,280,000)
Capital Projects	13,607,265	2,434,065	(11,173,200)
TSPLOST	7,079,046	5,815,430	(1,263,616)
50 Worst Properties	500,000	540,000	40,000
Water & Sewer	26,453,150	23,358,700	(3,094,450)
Electric	47,612,778	50,721,488	3,108,710
Storm water	2,534,767	2,736,632	201,865
Solid Waste	5,204,000	5,462,500	258,500
Total of All Funds	176,877,139	165,317,142	(11,559,997)



Priorities and Issues

Health Care

This year we have received notice of 7% increased cost for health insurance coverage provided to employees. Per plan details, 89% of employees utilized their health insurance plan last year which included filing claims for covered services. Thus, our health insurance provider Cigna, while still the lowest carrier, has served us notice of a premium increase. This increased cost was absorbed by the City, thereby keeping our employees' payment level at the same rate as the last two years.

Staffing

Staff retention continues to be a challenge for some departments. With the focus on service quality we find it necessary to add additional personnel in key areas. We have commissioned a job compensation study to determine where the City of East Point ranks in the market for many highly recruited positions. We are also researching Best Practices for ways to further compensate employees to improve retention rates in high turnover positions.

Capital Investment

Our Capital Investment Budget will show a careful funding strategy for many of our projects. Our goal is to minimize the burden of implementation on the General Fund as much as possible. The renovation of the City's auditorium will come from the Hotel/Motel tax revenues and upon completion, the restored auditorium is expected to be a revenue generator for the City. Completion of the new East Point City Hall will eliminate a half million dollars per year that the City presently spends on leasing space for its administrative offices.

Depreciation of Buildings and Equipment

Because many of our buildings over the last 10 years have been neglected, we are now faced with the task of renovating and replacing these aging structures. The Law Enforcement Center (LEC), City Annex, Jefferson Recreation Center, Public Utilities Facility and plants will all need to be renovated or replaced.

STRATEGIC GOALS

Mayor and Council and senior staff identified strategic goals and priority areas for the next three years. These strategies will sharpen the City's focus on issues that are critical to the orderly growth and prosperity of employees, rate and tax payers and visitors. To address these issues the following agreed upon goals and timelines were established:

Customer Service – To continue improvements in the level of service offered to customers, both external and internal.

Economic Development – To attract, retain and revitalize economic engines in East Point, and to develop and implement a Small Business Incentive Program.

Education and Learning – To be a model City of Learning for City employees and the community, working towards the establishment of an East Point Youth Council and moving forward with the Joint Learning Committee's goals and objectives.

Infrastructure – To continue the assessment of the utility infrastructure and drains, and to perform storm water management and mapping (GIS) functions.

Marketing – To create professional brochures and marketing materials which will identify and display positive attributes of the City to facilitate smart growth and business investment.

Parks and Recreation – To continue implementation of the 10-year plan for the upgrade and maintenance of park areas, and to implement the master trail system plan and expand upon our AAU recreation programs (recreational soccer).

Public Safety – To attract and retain the best public safety employees by providing them with up-to-date technology best practices to improve safety for neighborhoods and businesses, and incentives for public safety officials to purchase homes and live within the City of East Point.

Public Works – To facilitate proper maintenance of city-owned properties, assets and infrastructure (moved funding for the Building and Grounds Division of Public Works to facilitate the update and maintenance of all City buildings).

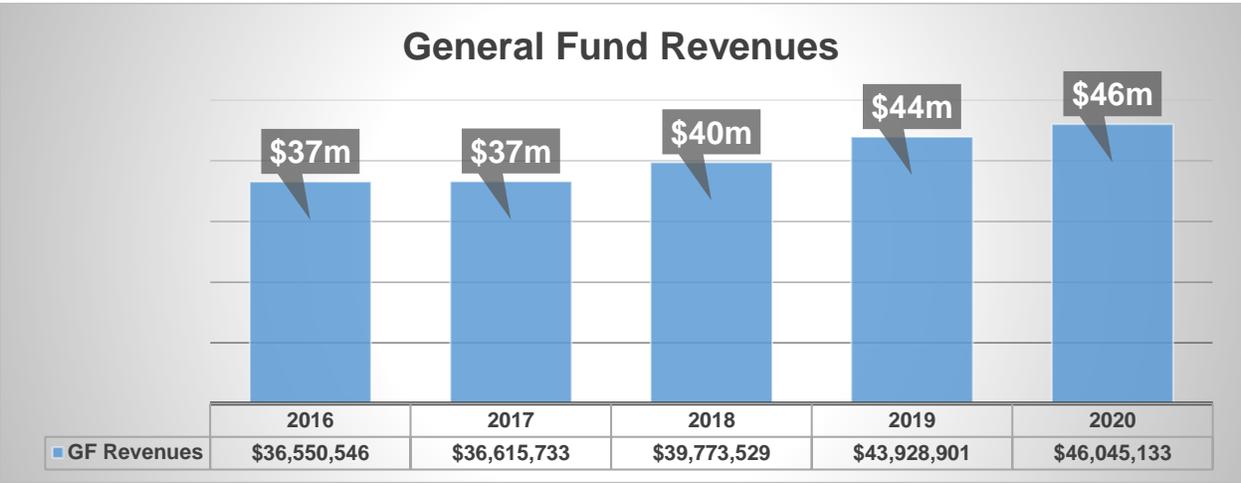
Technology – To continue the upgrade and maintenance of a state-of-the-art technology information system – linking all City buildings via fiber and bringing online servers and systems.

Adopted Revenue & Expenditure by Fund

Fund	Revenues	Expenditures	\$Change
General Fund	46,045,133	45,135,218	909,915
Confiscated Assets	400,400	200,000	200,400
E911	1,576,020	1,362,599	213,421
Restricted Funds	15,640,910	15,640,910	-
General Grant Funds	281,864	281,864	-
Camp Creek TAD District	3,707,000	2,863,500	843,500
Hotel/Motel	5,200,000	4,795,000	405,000
TAD Corridors	177,000	62,800	114,200
Government Center	1,220,000	3,500,000	(2,280,000)
Capital Projects	2,434,065	1,324,686	1,109,379
TSPLOST	5,815,430	5,811,430	4,000
50 Worst Properties	540,000	432,549	107,451
City Hall Construction Fund	-	648,726	(648,726)
Water & Sewer	23,358,700	23,138,240	220,460
Electric	50,721,488	50,629,969	91,519
Storm water	2,736,632	1,837,748	898,884
Solid Waste	5,462,500	5,498,519	(36,019)
Total of All Funds	165,317,142	163,163,758	2,153,384

BUDGET OVERVIEW

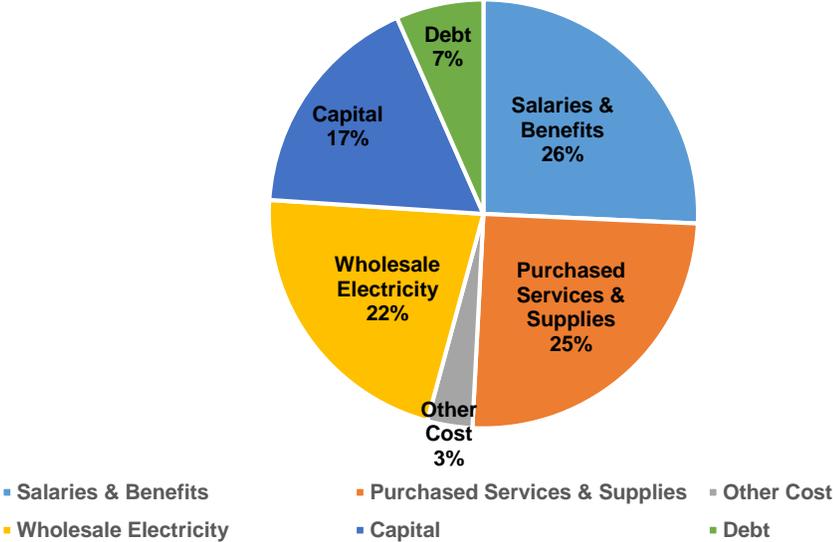
As illustrated above, the General Fund revenues exceed expenditures by \$2,153,384. There has been a jump in real property tax revenue, which is a key indicator that home values across the City are improving. Expenditures within the General Fund have increased; however, this is due in part to health care and pension related expense being recognized. The proposed budget is balanced. Expenditures for General Fund, Debt Service and Grant Funds and Capital Outlays are appropriated.



Expenditures All Funds

As illustrated in the chart below, the expenses throughout all the City funds are highlighted with the highest percentage expenses being paid to salaries and benefits for our 597 employees. Second is the cost associated with the operation of East Point Power, which comprises 22% of the total cost of the annual budget. This power purchase is then sold back to the City’s customers, both residential and commercial. For the fiscal year, a large portion of our expenditures is captured in the capital projects, and as explained in earlier sections of this letter, there are five major projects that are key to this increase (City Hall, Downtown Streetscape, Roadway Improvements, the new Ben Hill Fire Station and AMI implementation).

Expenditures All Funds for FY2020



PERSONNEL

For Fiscal Year 2020, there are 3 new positions proposed across all funds. It is anticipated that these positions will assist with improving efficiency and customer service levels (internal and external) in the departments.

The proposed new positions are:

Summary of Changes

1 Warrant Clerk

1 Planning & Zoning Deputy Director

1 Water & Sewer Engineer

Basis of Accounting

The City uses several funds to ensure compliance with Accounting principles and regulations. Major funds are the General Fund, Hotel/Motel Fund, Emergency 911 Fund, Special Revenue Fund and Condemned Fund. Income and expenditures into these funds are accounted for using a modified basis of accounting (governmental accounting). In addition, the City maintains four Enterprise funds detailed here. Enterprise funds use the accrual basis of accounting.

ENTERPRISE FUNDS

Electric Fund

East Point Power's main mission is to provide quality electrical energy to its 15,000 customers. In order to accomplish this mission, regularly scheduled maintenance to the Electrical Distribution System must be performed on a yearly basis.

The AMI/AMR system project was kicked off under the FY 2016 budget; the pilot phase was completed under the FY 2017 budget and we are anticipating the completion of this project under the FY 2020 budget. This project will automate all electric meters so that meters can be read from one central location. This system will improve overall efficiency and effectiveness in the Electric Department.

As with last year, key projects for the Electric Department for the upcoming budget year will continue to be the following: (1) the replacement of critical substation equipment that has exceeded the recommended life span for reliable usage, 2) continuing the Tree Trimming Program, as it has proven to be very effective in helping to maintain the overhead electrical system, 3) replace aging streetlights with LED streetlights and 4) conduct a preliminary electric systems study.

A contracted crew has been retained to assist the City crew in effectively trimming our tree system and removing dead trees that are endangering power lines. This maintenance will help eliminate power outages to our customers and aid in attaining positive data used for marketing when seeking new customers. This, in turn, can potentially increase our revenue stream.

The upcoming year will see the potential for additional off power sales and with two major warehouse and distribution buildings totaling over one (1) million square feet, there exist opportunities to serve these new customers.

These projects require highly trained electrical personnel, dependable electrical distribution construction equipment and vehicles in order to compete as a successful public power utility. We will continue to evaluate this operation and provide recommendations to retain a quality work force and upgrade current equipment to improve operational efficiencies.

Water & Sewer Fund

Three major categories of expenditures must be met annually from revenues:

- Operating expenses,
- Debt service payments, and
- Funding of renewals and replacements and minor capital outlays.

The Water and Sewer Department will continue its work toward a goal of “improving and becoming a world class provider of drinking water to our citizens and customers”. This year, our city was designated as a Water First Community with the Department of Community Affairs. This designation will assist with making sure we can secure low interest loans for system upgrades as well as identifying East Point—as a safe water provider.

The Water and Sewer Department’s major projects are as follows: 1) Water and Sewer will work with Electric Department to implement the AMI system project 2) conduct flow monitoring program 3) conduct water value locations project and hydrant test and 4) implement water distribution loop project. The Water & Sewer Department recently added the Meter Service Division which repairs meters, replaces meters and assures appropriate meter billing.

Solid Waste Fund

Sanitation will continue to operate under its standard normal operation procedures.

Under the **Bulk Waste Amnesty Program**, residents can dispose of their bulk material free of charge twice per year. The schedule for the Bulk Waste Amnesty Program is for one (1) pick up in the spring and one (1) pick up in the fall.

Under the **Commercial Hauler Franchise Fee**, larger commercial entities that produce more than four cubic yards of waste per week are required to utilize private haulers. In return, the City receives a 20% of the gross income of the private haulers that service the commercial entities. The Sanitation Department will review for compliance. Staff will be evaluating the reduction of the number of haulers to one, thereby allowing the City to increase revenues and reduce multiple vendors for our customers.

The **Citywide Recycle Program** has been reinstated with Republic winning the bid to host this service. It is estimated that the City will see improved revenues and operations with the service.

TSPLOST Fund

The TSPLOST fund will account for income which comes from the penny sales and use tax. These funds are earmarked specifically for the rebuilding of roads and related pavement infrastructure. The citizens of East Point voted transportation as a major priority. The City of East Point is expected to receive a little over \$34 million dollars over the next five years from the Georgia Department of Transportation for this fund.

50 Worst Properties Fund

In conjunction with our strategic plans to rid the City of East Point of blighted properties, we have created this fund to track the cost of this project and any recuperated revenues.

CONCLUSION

This Fiscal Year 2020 Budget will provide for some long-awaited improvements within our downtown area and along our major corridors. Moreover, we have provided for the continued uninterrupted operations of the City government under this proposed budget.

Once again, we are honored to have this opportunity to serve. We look forward to working closely with you and the citizens to build a stronger East Point.

Respectfully submitted,



Frederick Gardiner, AICP
City Manager

AN ORDINANCE

AN ORDINANCE BY THE CITY COUNCIL OF THE CITY OF EAST POINT, GEORGIA, TO ADOPT A BUDGET FOR THE FISCAL YEAR, ENDING JUNE 30, 2020; TO PROVIDE FOR AN EFFECTIVE DATE; AND FOR OTHER PURPOSES; BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF EAST POINT AND IT IS HEREBY ORDAINED BY THE AUTHORITY OF SAME THAT:

Section 1. The annual budget for the operations, capital projects, grant programs and debt service for the City for the Fiscal Year ending June 30, 2020, is \$165,317,142. The budget includes all revenues and expenditures for governmental and enterprise purposes as detailed in the accompanying budget documents herein incorporated is hereby adopted in accordance with Georgia law. The Fund Summaries are as follows:

OPERATING BUDGETS	FY 2020 Adopted
General Fund	\$ 46,045,133
Confiscated Assets	\$ 400,400
E911	\$ 1,576,020
Hotel/Motel Tax	\$ 5,200,000
Water & Sewer Utility	\$ 23,358,700
Electric Utility	\$ 50,721,488
Storm Water	\$ 2,736,632
Solid Waste	\$ 5,462,500
Subtotal	\$ 135,500,873

DEBT, GRANT & CAPITAL BUDGETS	FY 2020 Adopted
Capital Projects	\$ 2,434,065
Camp Creek TAD	\$ 3,707,000
Corridors TAD	\$ 177,000
TSPLOST	\$ 5,815,430
50 Worst Properties	\$ 540,000
Government Center	\$ 1,220,000
General Grant Funds	\$ 281,864
Restricted Grants	\$ 15,640,910
Subtotal	\$ 29,816,269

Grand Total \$ 165,317,142

Frederick Gardiner, City Manager, City of East Point

Section 2. This ordinance shall become effective immediately and the budget shall be implemented for the Fiscal Year of July 1, 2019 through June 30, 2020

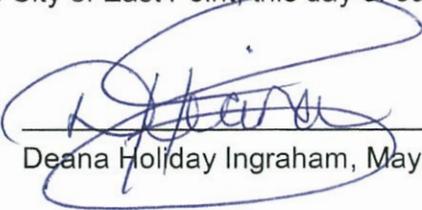
Section 3. *Repealer* - All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Section 4. *Severability* - In the event any section, subsection, sentence, clause or phrase of this ordinance shall be declared or adjudged invalid or unconstitutional, such adjudication shall in no matter affect the other sections, subsections, sentences, clauses or phrase of this ordinance, which shall remain in full force and effect as if the section, subsections, sentence, clause or phrase so declared to be adjudged invalid or unconstitutional were not a part hereof. The Council hereby declares that it would not have passed the remaining parts of this ordinance if it had known that such part or parts hereof would be declared or adjudged invalid or unconstitutional.

First Reading - May 20, 2019

Second Reading - June 3, 2019

This Ordinance having been duly advertised and public hearing thereon held, the same adopted and approved by the Mayor and Council of the City of East Point, this day of June 3, 2019.



Deana Holiday Ingraham, Mayor

ATTEST:



Keshia McCullough, City Clerk

APPROVED AS TO FORM:



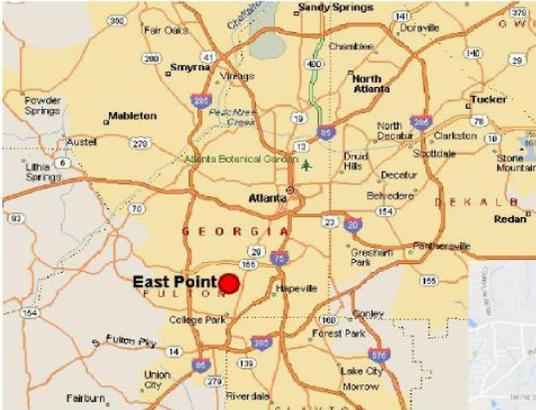
Brad Bowman, City Attorney



her domicile in the City for at least 2 years immediately preceding his or her election. No person is eligible to serve as a member of the City Council unless he or she is at least 27 years of age, is a qualified elector of the City, is a resident of the ward from which he or she is elected, and has been a continuous resident and domiciliary of the City for at least one year immediately preceding his or her election as a Council member. The City is divided into four wards, and within each ward there are two posts, Post I and Post II. Post I of each ward is filled by election on a ward-wide basis by the qualified voters of each ward. Post II of each ward is filled by election on a city-wide basis by the qualified voters of all ward precincts of the City. The Mayor is elected on a city-wide basis by the qualified voters of all ward precincts of the City.

The Mayor is a member of the City Council and is the ceremonial head and chief spokesperson for the City. The Mayor presides at all meetings of the City Council and has a vote only in the case of a tie vote by the other members of the City Council. The Mayor has the power to veto most actions of the City Council, which veto may be overridden only upon the affirmative vote of five members of the City Council. Under the City's Charter, the City Manager, who is appointed by and serves at the pleasure of the City Council is responsible for the administration of all City affairs.

Strategic Location



- The City of East Point is a suburban city located in the southwest neighborhoods of Fulton County, Georgia.
- The City is located approximately 7 miles from Downtown Atlanta.



Economic Development Highlights



Hotels

- Located on the doorstep of the Hartsfield-Jackson Atlanta International Airport, East Point is the home to 16 hotels.

- Located near the Camp Creek Marketplace and along Virginia Ave/Norman Berry, the hotels in East Point include the following:

- Hampton Inn & Suites W Airport
- Courtyard by Marriott
- Regency Inn East Point
- Drury Inn-ATL Airport
- Econo Lodge
- Holiday Inn Atlanta Airport North
- Crowne Plaza ATL Airport
- Country Inn & Suites Atl Airport
- Motel 6
- Homewood Suites by Hilton
- Hilton Garden Inn Atl Airport
- Hyatt Place Airport
- Doubletree by Hilton
- Hampton Inn & Suites N I85
- Fairfield Inn & Suites Atl Airport
- Efficiency Lodge East Point

- A new award-winning mid-tier, all-suite hotel, Home 2 Suites by Hilton hotel, is currently being constructed at 3433 Bobby Brown Parkway and is scheduled for completion in the fall of 2019. The total investment of the hotel will be approximately \$4.4 million.

- Additionally, a Four Points by Sheraton hotel is also currently under construction off of Dessert Drive. The total investment of the hotel is budgeted at \$15 million.



Jobs by Sector and Wage



Number of Jobs by Sector & Wage			
Industry	Average Establishments	Average Employment	Average Weekly Wage
Professional, Scientific, and Technical Services	4,029	90,151	\$1,163
Health Care and Social Assistance	3,425	81,809	\$485
Accommodation and Food Services	2,783	81,194	\$1,149
Administrative and Support and Waste Management	3,499	62,138	\$767
Retail Trade	2,823	54,257	\$4,032
Finance and Insurance	1,277	55,160	\$2,658
Information	822	43,841	\$1,638
Transportation and Warehousing	2,663	37,639	\$1,965
Wholesale Trade	980	30,948	\$2,715
Manufacturing	3,474	23,634	\$815
Other Services (except Public Administration)	2,611	22,864	\$1,744
Real Estate and Rental and Leasing	395	24,906	\$3,744
Management of Companies and Enterprises	1,581	19,043	\$1,701
Construction	6696	15,653	\$732
Arts, Entertainment, and Recreation	665	16,973	\$963
Educational Services	61	3,166	\$3,490
Utilities	8	201	\$8,088
Mining, Quarrying, and Oil and Gas Extraction	36	146	\$1,413
Agriculture, Forestry, Fishing and Hunting	4,029	90,151	\$1,163
TOTAL	37,828	663,723	\$2,181
Local Government	229	43,157	\$998
State Government	159	31,265	\$1,238
Federal Government	159	24,306	\$1,856

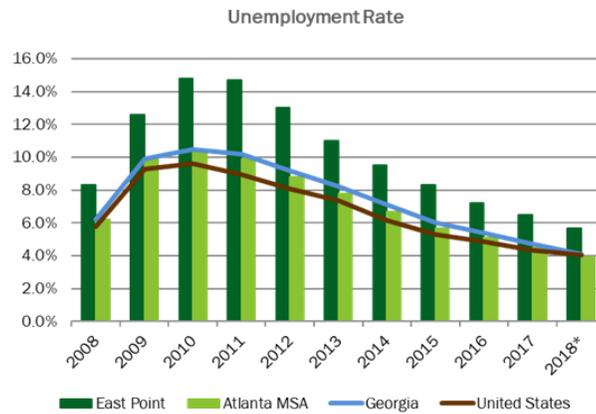
Note: Data represents Fulton County. Data unavailable for East Point.

Note: Data as of First Quarter 2018.
Source: Georgia Labor Market Explorer Quarterly Census of Employment and Wages.

Unemployment Rate



Year	East Point	Atlanta MSA	Georgia	United States
2008	8.3%	6.2%	6.2%	5.8%
2009	12.6%	9.9%	9.9%	9.3%
2010	14.8%	10.3%	10.5%	9.6%
2011	14.7%	9.9%	10.2%	9.0%
2012	13.0%	8.8%	9.2%	8.1%
2013	11.0%	7.8%	8.2%	7.4%
2014	9.5%	6.7%	7.1%	6.2%
2015	8.3%	5.7%	6.0%	5.3%
2016	7.2%	5.1%	5.4%	4.9%
2017	6.5%	4.5%	4.7%	4.4%
2018*	5.7%	3.9%	4.1%	4.1%



*Note: Data as of August 2018.
Source: Department of Labor, Bureau of Labor Statistics.

Principal Employers - 2016

Employer	Industry	Approximate Employees
City of East Point	Government	507
Amazon	Distribution	493
Newell Recycling, LLC	Scrap Processor	426
WellStar Atlanta Medical Center South	Medical	406
Dick's Sporting Goods	Distribution	364
Staffing Solutions	Services	292
Kuehne + Nagel, Inc.	Distribution	278
Owens-Brockway Glass	Manufacturer	269
Martin-Brower Company	Food Services	236
Wal-Mart	Retailer	231
CEVA Logistics, LLC	Logistics & Freight Mgmt.	200
Drive Medical (Medical Depot)	Distribution	181
Clarus Linen Systems (formerly Alliance Laundry)	Service	164
C.H. Robinson Company, Inc.	Logistics & Supply Chain	160
Comcast of Georgia	Telecom	143
Red Lobster Restaurant, LLC	Restaurant	142
PPG Architectural Finishes	Manufacturer	125
Crowne Plaza Atlanta Airport	Hospitality	117
Bonterra Nursing Center	Skilled Nursing Care	114

Source: East Point Business License Data

Principal Taxpayers



Principal Property Taxpayers - 2016

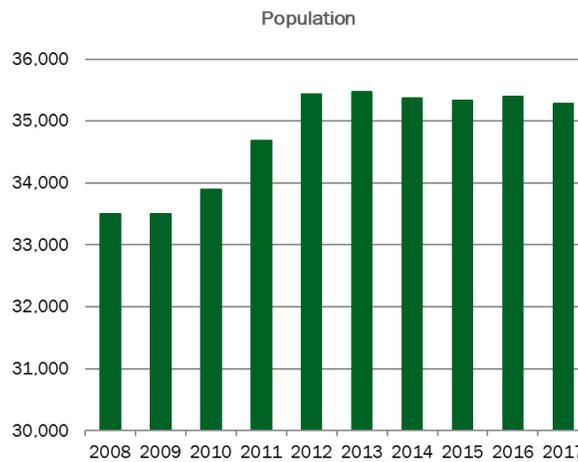
Name	Type of Industry	Taxable Assessed Value	Percent of Total Taxable Assessed Value
Duke Realty Corp. (<i>Dicks Sporting Goods</i>)	Distribution	\$33,597,121	3.89%
Duke Realty Corp. (<i>Duke Realty Limited Partnership</i>)	Real Estate	24,881,920	2.88%
BRE DDR BR Camp Creek GA LLC	Retail	24,137,400	2.79%
Landmark at Creekside Grand LLC	Multi-Family	19,204,520	2.22%
Owens Brockway Glass Container	Manufacturing	15,443,634	1.79%
HPT IHG Three Properties	Hospitality	13,211,440	1.53%
Duke Realty Corporation	Real Estate	12,473,200	1.44%
Development Authority of Fulton County	Government	8,429,724	0.98%
Duke Realty Corp. (<i>Duke Secured Financing</i>)	Real Estate	5,287,800	0.61%
Owens Illinois Glass Container	Manufacturing	3,805,440	0.44%
TOTAL		\$160,472,199	14.69%

Source: East Point 2016 CAFR.

Population



Population		
Year	Population	% Change
2008	33,500	0.00%
2009	33,500	0.00%
2010	33,902	1.20%
2011	34,687	2.32%
2012	35,433	2.15%
2013	35,471	0.11%
2014	35,372	-0.28%
2015	35,329	-0.12%
2016	35,395	0.19%
2017	35,282	-0.32%

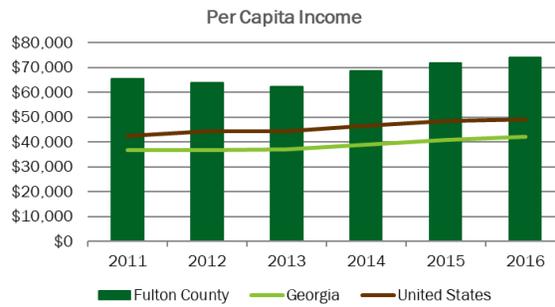


5 Year Average Percent Change -0.1%

10 Year Average Percent Change +0.5%

Source: US Census Bureau.

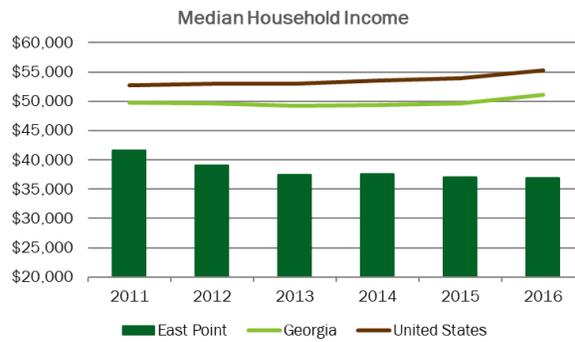
Per Capita Income



Year	Fulton County Per Capita Income	Annual Growth	Georgia Per Capita Income	Annual Growth	US Per Capita Income	Annual Growth	County as a % of Georgia	County as a % of U.S.
2010	\$62,115	-0.1%	\$34,646	0.8%	\$40,278	2.3%	179%	154%
2011	\$65,528	5.5%	\$36,672	5.8%	\$42,463	5.4%	179%	154%
2012	\$63,840	-2.6%	\$36,876	0.6%	\$44,283	4.3%	173%	144%
2013	\$62,474	-2.1%	\$37,183	0.8%	\$44,489	0.5%	168%	140%
2014	\$68,820	10.2%	\$39,142	5.3%	\$46,486	4.5%	176%	148%
2015	\$71,712	4.2%	\$41,020	4.8%	\$48,429	4.2%	175%	148%
2016	\$74,095	3.3%	\$42,146	2.7%	\$49,204	1.6%	176%	151%

Source: Bureau of Economic Analysis.

Median Household Income



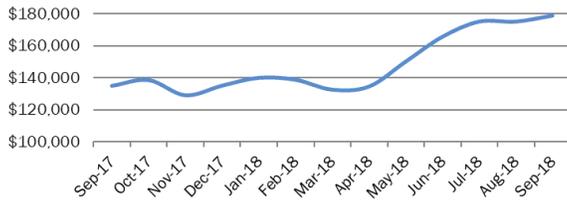
Year	East Point Median Household Income	Annual Growth	Georgia Median Household Income	Annual Growth	US Median Household Income	Annual Growth	City as a % of Georgia	City as a % of U.S.
2010	\$42,050	3.5%	\$49,347	-0.2%	\$51,914	1.0%	85.2%	81.0%
2011	\$41,622	-1.0%	\$49,736	0.8%	\$52,762	1.6%	83.7%	78.9%
2012	\$39,023	-6.2%	\$49,604	-0.3%	\$53,046	0.5%	78.7%	73.6%
2013	\$37,490	-3.9%	\$49,179	-0.9%	\$53,046	0.0%	76.2%	70.7%
2014	\$37,646	0.4%	\$49,342	0.3%	\$53,482	0.8%	76.3%	70.4%
2015	\$37,049	-1.6%	\$49,620	0.6%	\$53,889	0.8%	74.7%	68.8%
2016	\$36,863	-0.5%	\$51,037	2.9%	\$55,322	2.7%	72.2%	66.6%

Source: United States Census Bureau.

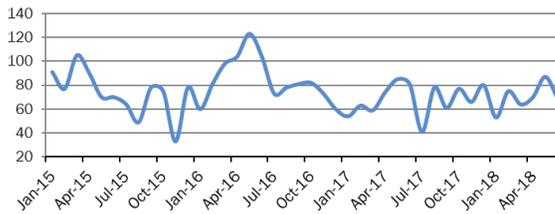
Housing Market



Median Sales Price



Number of Sales



The Median Sales Price in East Point for September 2018 was \$178,750. East Point home values have gone up 32% over the past year.



List Price: \$359,900



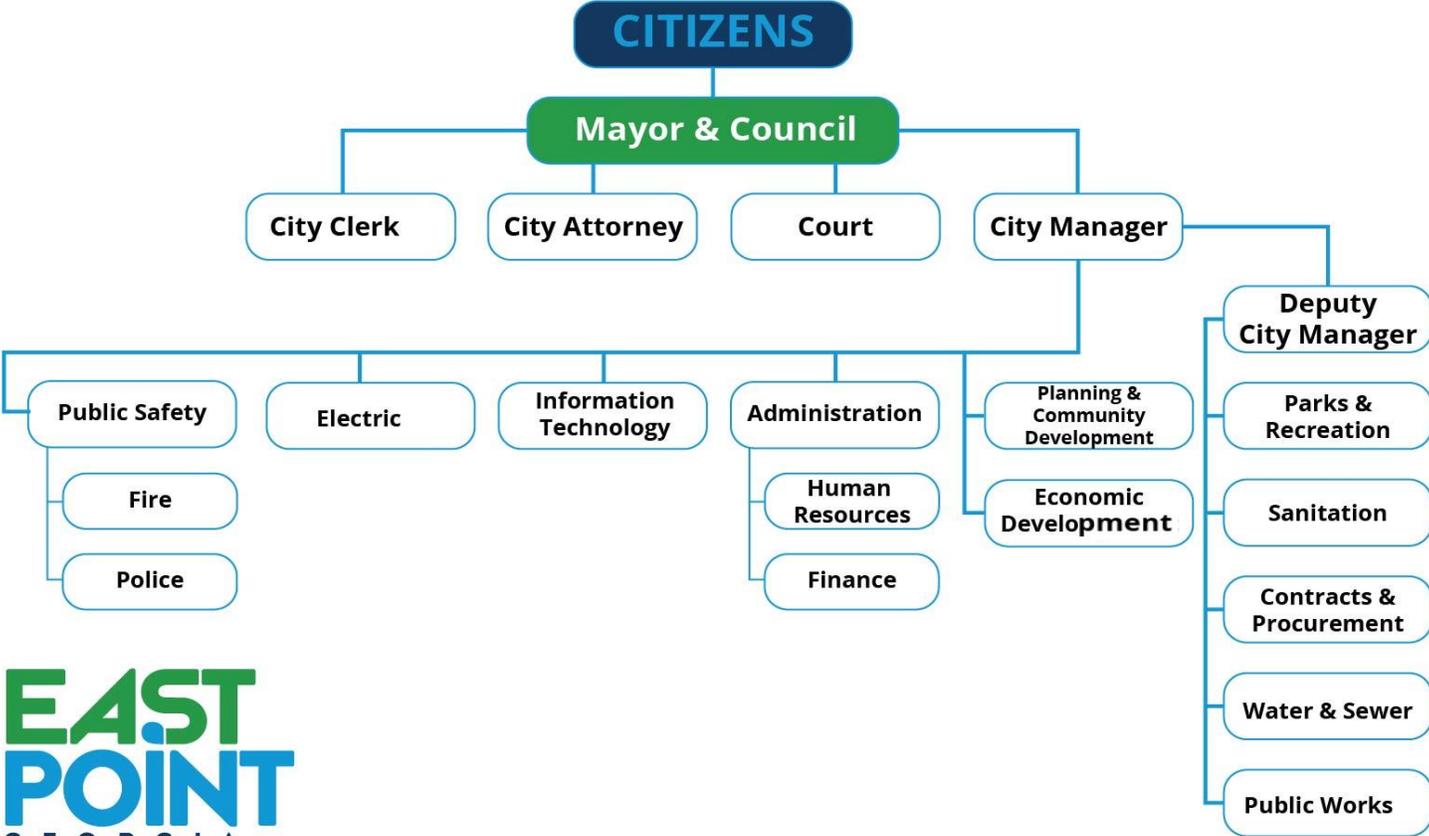
List Price: \$119,900

Source: Zillow, Trulia.



**Financial Structure/
Policy & Procedure**

ORGANIZATION OF THE CITY OF EAST POINT, GA



GENERAL BUDGET AND FINANCIAL POLICIES

These policies, once approved by City Council will govern the way the City operates its operating budget. They are in place to ensure that the City of East Point will be able to realize its ultimate goal of ensuring the City's long-term financial ability to deliver quality services.

FUND BALANCE AND STABILIZATION POLICY

This policy establishes guidelines for preserving an adequate fund balance in order to sustain financial stability and to provide prudent management of the City's financial reserves. Fund balance is a surplus of funds accrued from unexpended operating budgets and unanticipated revenues.

Fund equity at the governmental fund financial reporting level is classified as "fund balance." Fund equity for all other reporting is classified as "net assets." Generally, fund balance represents the difference between the assets and liabilities under the current financial resources measurement focus of accounting.

In the fund financial statements, the City's governmental funds report fund balance classifications that comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances are classified as follows:

Non-spendable. Fund balances are reported as non-spendable when amounts cannot be spent because they are either (a) not in spendable form (i.e., items that are not expected to be converted to cash) or; (b) legally or contractually required to be maintained intact.

Restricted. Fund balances are reported as restricted when there are limitations imposed on the use either through the enabling legislation adopted by the City, or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments.

Committed. Fund balances are reported as committed when they can be used only for specific purposes pursuant to constraints imposed by formal action of the City Council through the adoption of a resolution. Only the City Council may modify or rescind the commitment.

Assigned. Fund balances are reported as assigned when amounts are constrained by the City's intent to be used for specific purposes, but are neither restricted nor committed. Through Resolution, the City Council has authorized the City Manager or his or her designee to assign fund balances.

Unassigned. Fund balances are reported as unassigned as the residual amount when the balances do not meet any of the above criterion. The City reports positive unassigned

fund balance only in the general fund. Negative unassigned fund balances may be reported in all funds.

The City's policy is to obtain and then maintain a minimum General Fund Balance and a related Stabilization Reserve equal to no more than two months or 16 percent of total annual operating expenditures.

The Stabilization Reserve provides the City with a "rainy day" fund for use in unforeseen, unbudgeted emergency situations, such as rapidly declining real estate values and/or tax collection rates; the loss of a major taxpayer; sudden changes in revenues or spending requirements imposed by the state or federal government; natural disasters or emergency infrastructure failures; or unforeseen litigation.

LONG TERM DEBT FINANCING POLICY

The City of East Point, Georgia (City) recognizes that to maintain flexibility in responding to changing service priorities, revenue inflows, and cost structures, a debt management strategy is required. The City strives to balance service demands and the amount of debt incurred. The City realizes that failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects as well.

The goal of the City's debt policy is to maintain a sound fiscal position and to protect the credit rating of the City. When the City utilizes debt financing, it will ensure the debt is financed soundly and conservatively.

RECOMMENDATION

Debt financing of capital improvements and equipment will be done only when one or more of the following four conditions exist:

- When non-continuous projects (those not requiring continuous annual appropriations) are desired;
- When it can be determined that future users will receive a benefit from the improvement;
- When it is necessary to provide basic services to residents and taxpayers;
- When total debt, including that issued by overlapping government entities, does not constitute an unreasonable burden to residents and taxpayers;
- Determining that the benefits of the improvement exceed the costs, including interest costs;
- Maintaining a debt service coverage ratio which ensures that combined debt service requirements will not exceed revenues pledged for the payment of debt;

- Analyzing the impact of debt service on total annual fixed costs before bonded long-term debt is issued;
- Maintaining total debt service for general obligation debt that does not exceed 10 percent of the net operating revenues. Net operating revenues are all general fund revenues available after accounting for transfers between other City funds;
- The Annual Budget and Capital Improvement Plan should include a statement of sources and uses for long term capital projects including debt service financing schedules and a capital debt capacity analysis;
- Professionals related to the financing transaction should be selected through a Request for Proposal process. Such professionals should include Bond Counsel, Financial Advisor, Underwriters, Placement Agent and Bond Trustee when such applicable services are needed. In no instance should the Underwriter selling and marketing the bonds serve as the Financial Advisor.

ANNUAL OPERATING BUDGET AND CAPITAL IMPROVEMENT POLICY

The Georgia State law requires an annual balanced budget. The adopted budget shall be a balanced budget with anticipated revenues (including appropriated unencumbered surplus) equal to or greater than appropriated expenditures. All funds within the budget shall also be balanced.

The City's Proposed Budget shall be prepared annually by the City Manager with participation of all City Departments consistent with provisions of the City Charter and State Budget Laws. The Budget shall include (1) revenues forecasts (2) personnel costs, (3) operating and maintenance supply costs, (4) general services costs (5) debt service and; (6) capital and other (non-capital) costs.

The budget review process shall include public hearings. At the time the proposed budget is transmitted to members of the City Council by the City Manager, a copy will be made available for public inspection at Jefferson Station and advertised in a local newspaper of general circulation. No earlier than seven days after the proposed budget is transmitted to the City Council and at least seven days in advance of budget adoption, a public hearing takes place to give the public an opportunity to comment on the proposed budget. Notice of a public hearing must be advertised at least fourteen days in advance of the public hearing.

Prior to the first day of the fiscal year, the City Council will adopt an Annual Operating Budget and Five Year Capital Improvements & Action Plan at a public meeting. The annual and CIP budget shall be advertised at least one week prior to the meeting. The

proposed budget is prepared by the City Manager and transmitted to members of the City Council for its review with sufficient time given for the City Council to address policy and fiscal issues.

- **Adoption**

The Budget shall be adopted by the approval of a budget ordinance that specifies the anticipated revenues by appropriate categories, the proposed expenditure totals for each department, each non-departmental expense, and for each fund covered by the budget.

- **Amendments**

Budget amendments **must be approved** by resolution. The budget shall be adopted at the fund/department level, which is the legal level of budgetary control. The current year's budget may be adjusted to reflect changes in local economy, changes in priorities or services needed, and receipt of unbudgeted revenues and for unanticipated expenditures.

- **Balanced Budget**

The Annual Budget consists of operating, debt services, grants, and capital spending. The Annual Budget shall be balanced with anticipated revenues, including appropriated, unencumbered surplus or stabilization reserves, equal to proposed expenditures. All funds within the Budget shall also be balanced. City Council will annually approve the revenues, expenditures, and capital improvements spending for all City fund appropriations.

The Annual Budget will also include operating impacts from the Five Year CIP. The operating impacts should address any one-time or reoccurring cost increases or decreases due to the major capital investment. Capital expenses include both major equipment and infrastructure improvement costs.

- **Planning**

The City will utilize a Decentralized Budget Process. All departments will be given an opportunity to participate in the Budget Process and submit funding requests to the City Manager.

- **Capital**

All Capital Expenditures must be approved as part of each department budget in the Capital Improvement Fund. Before committing to a Capital Improvement Project, the City Manager or his/her designee must verify fund availability.

The Capital Budget provides annual funding for long-term capital projects identified in the Capital Improvement & Action Program (CIAP). During the Annual Budget Process, each department submits its Budget request including operating and capital needs. Upon review of the requests, major capital projects are placed in the Capital Improvements Fund. Other capital outlays are placed in the department's

operating budget. Capital outlay is generally defined as an individual item in excess of \$5,000 with a life expectancy of more than two years but less than 10 years.

Citywide capital improvements are assessed and prioritized based on the City's objectives and goals, the City's comprehensive work plan, and the City's strategic plan.

- **Interim Reporting on the Annual Budget and Capital Improvements and Action Plan**

Periodic financial reports will be provided to enable the City Manager to monitor and control the Annual Operating and Capital Budget and to enable Department Heads to manage the annual appropriations.

These reports will be prepared and distributed to Department Heads and on to the City Manager. Summary financial and budgetary reports should be presented by the City Manager to the City Council no less than quarterly and preferably on a monthly basis.

- **Control and Accountability**

Each Department Head is responsible for ensuring that his/her department expenditures do not exceed budgeted funds. Departments cannot exceed appropriations described in the budget. Failure to achieve budgetary control will be evaluated and investigated by the City Manager.

- **Performance Measures**

The City will integrate performance measures and objectives into the budget document. The City will also develop a system to monitor performance in meeting these objectives.

- **Budget Transfers**

Contingent upon remaining within the confines of the total department budget, each Department Head has the authority to recommend Budget Transfers to the City Manager. Funds within departmental budget line items can be transferred upon the recommendation of the Department Head and with approval of the City Manager. Budget transfers over \$5,000 for operating expenses for Capital Improvements must be approved by City Council prior to any spending or contract purchases.

ACCOUNTING AND FINANCIAL REPORTING POLICY

The City will maintain its accounting records in accordance with state and federal laws and regulations and in a manner to facilitate an efficient audit process. The City will report its financial condition and results of operations in accordance with state regulations and

Generally Accepted Accounting Principles (GAAP) as described in Governmental Accounting, Auditing, and Financial Reporting (GAAFR).

The City's financial accounting system shall be kept in such a manner as to show fully the financial conditions of the City. In addition, the books shall be open to the public during business hours.

The City will maintain a Chart of Accounts that complies with requirements of the State of Georgia and is in accordance with Generally Accepted Accounting Principles (GAAP).

An independent auditor or auditing firm will annually perform the City's financial audit. The auditor must be a Certified Public Accountant (CPA) who can demonstrate that s/he has the capability to conduct the City's audit in accordance with generally accepted auditing standards. The auditor's opinions will be supplemented in the City's Comprehensive Annual Financial Report (CAFR). A copy of the audit will be sent to the State Auditor who will respond with comments regarding compliance. Results of the annual audit shall be provided to the City Council in a timely manner.

The City will attempt to minimize the number of funds. Funds will be categorized in accordance with Generally Accepted Accounting Principles (GAAP) for reporting purposes.

As a part of the audit, the auditor shall assist with the preparation of the required Comprehensive Annual Financial Report (CAFR). The CAFR shall be prepared in accordance with generally accepted accounting principles. The CAFR will be presented in a way to communicate effectively with citizens about the financial affairs of the City. The CAFR shall be made available to the elected officials, creditors, and citizens.

Internal financial reports will be prepared that are sufficient to plan, monitor, and control the City's financial affairs. Monthly accounting reports are meant to transmit information regarding the financial situation of the City. These regular reports are made available to the City Council, City Manager, Department Heads, and other staff as necessary.

REVENUE POLICIES

- 1) The City will aggressively seek state and federal funds that are available for capital projects. The City will not rely heavily on these funds, nor will it utilize funds for general operations;
- 2) The City will give high priority to one-time revenues;
- 3) The City will strive to keep property tax collection in the high 90% range;
- 4) The City will seek to have revenues from user charges cover 100 percent of the costs of providing services;
- 5) A Proportionate-Change Method of forecasting will be implemented. This method calls for projecting each individual source of revenue by analyzing previous years' collection to obtain an average annual rate of change in order to project the next year's revenues;

6) The City will monitor its revenue collections on a monthly basis through reports, which compare actual receipts to monthly allotments. In the event a department is not realizing their projection, Finance will contact the department to inquire as to the extenuating circumstances that may have affected revenues. If the problem is of a serious nature, Finance will work with the department in resolving the problem. The Finance Director makes the determination as to whether the City Manager and City Council need to be involved.

EXPENDITURE POLICIES

- 1) An operational control of departmental budgets is maintained by preliminary check of funds availability on a line-item basis;
- 2) The City of East Point's purchasing system assures budget availability prior to the issuance of purchase orders. Budgetary expenditure printouts are available on the financial system anytime that a department director needs to review;
- 3) Encumbrances are established on the basis of the issuance of purchase orders. In the event of insufficient funds within the account, purchase orders are not issued until an interdepartmental budget transfer is approved, or until additional funds are made available by the City Council.

It is the responsibility of each department to control expenditures, and expend funds only for items that have been budgeted. The Budget Ordinance stipulates that expenditures shall not exceed the appropriation authorized by the budget. The City Manager has the authority to allow departments to transfer sums from one budget line item to another within the same department, without the necessity of the adoption of a new budget ordinance. However, no increase in the overall budget for any one department shall be made without the approval of the City Council and amendment to the budget.

FUND ACCOUNTING

The accounts of the City are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistently with legal and managerial requirements.

Major Funds

Major funds represent the significant activities of the City. The breakdown of the City's fund structure is as follows:

General Fund

The *General Fund* is the primary operating fund of the City. It accounts for all financial resources of the general government, except those that are required to be accounted for

in another fund. It is considered a Governmental Fund. The modified accrual basis is followed in the General Fund.

Capital Projects Fund

Budgets for capital projects shall lapse at the end of a fiscal year. The project can remain in effect until project completion, but re-appropriation by City Council ordinance is required.

Additionally, the City has the following non-major Special Revenue Funds:

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Confiscated Assets Fund

The confiscated assets fund accounts for funds received from the enforcement of drug laws and shared revenues resulting from the confiscation of property from drug offenders' arrests.

E-911 Fund

The E-911 fund accounts for system fee collections, and the operation of the Emergency 911 System within the City of East Point.

Restricted Grant Fund

Grants that have a grantor requirement to have funds deposited into a separate bank account from the General Fund.

Hotel/Motel Fund

The Hotel/Motel Fund is a Special Revenue Fund for the purpose of promoting tourism. Revenues for the fund are raised from a 3% hotel motel tax placed on hotels/motels conducting business within the City limits. Expenditures are strictly directed to the promotion of tourism.

TSPLOST Fund

This fund will come into effect for the new budget Fiscal year 2018. The purpose of this fund is to account for expected grant funds from a Special Purpose Local Option Sales Tax for Transportation purposes.

50-WORST PROPERTIES Fund

This fund will capture the cost of demolition for vacant properties within the City that violate Fire Codes and, or are a threat to health and safety.

The City has the following Proprietary Funds:**Water & Sewer Enterprise Fund**

The Water & Sewer Fund is used to account for provision of water, the collection and disposal of water & wastewater services of the City.

Electric Enterprise Fund

The Electric Fund is used to account for the collection of electricity services of the City.

Solid Waste Enterprise Fund

The Sanitation Fund is used to account for the collection and disposal of solid waste services of the City.

Storm Water Management Enterprise Fund

The Storm Water Management Fund is used to account for the Storm Water Management Program.

The Water & Sewer, Electric, Solid Waste, and Storm Water Enterprise Funds are considered Proprietary Funds and budgeted using the full accrual basis for accounting.

Fiduciary Funds

Fiduciary fund reporting are focuses on net assets. The City's fiduciary funds include a pension trust fund and an agency fund. The pension trust fund provides pensions to City employees and City elected officials. The agency fund collects municipal court fines and forwards them to the General Fund. The agency fund is custodial in nature (assets=liabilities) and does not involve measurement of results of operations.

An independent accounting firm performs an annual audit of the financial statements of the City and does publicly issue an opinion thereon.

CITY OF EAST POINT											
DEPARTMENT/FUND RELATIONSHIP											
DEPARTMENT	GOVERNMENTAL FUNDS						ENTERPRISE FUNDS				
	GENERAL FUND	CAPITAL PROJECTS	SPECIAL REVENUE FUNDS			HOTEL/MOTEL	WATER/SEWER	ELECTRIC	STORM WATER	SOLID WASTE	
			CONDEMNED	E-911 FUND	GRANTS						
CITY COUNCIL	→	→									
CITY CLERK	→	→									
MAYOR	→	→									
CITY MANAGER	→	→									
LEGAL	→	→									
PLANNING & COMMUNITY DEVELOPMENT	→	→									
E - 911	→	→		→							
HUMAN RESOURCES	→	→									
ADMIN ALLOCATION	→	→				→	→	→	→	→	
BUILDING & GRNDS	→	→									
MUNICIPAL COURT	→	→									
POLICE	→	→	→	→	→						
JAIL DIVISION	→	→	→								
FIRE ADMINISTRATION	→	→			→						
PW ADMINISTRATION	→	→			→						
PARKS & RECREATION	→	→			→						
ECONOMIC DEVELOPMENT	→	→			→	→					
WATER TREATMENT							→				
WATER LINE MAINT							→				
ELECTRIC SYSTEM								→			
STORM WATER CONTROL									→		
GARBAGE/SANITATION										→	

BASIS of BUDGETING

The modified accrual basis is followed in all governmental funds. Under this method, revenues are recognized when they become measurable and available as net current assets. Expenditures are generally recognized when the obligation is incurred, with the exception of principal and interest on general long-term debt which is recognized when due, and purchase of Capital Assets whose cost are fully recognized at time of purchase and not amortized over the life of the asset.

Unlike **full accrual basis**, annual appropriated budgets are adopted for all funds at the department level. Budgets are adopted on a non-GAAP basis. All appropriations that have not been encumbered at the end of the fiscal year will lapse. Expenditures may not legally exceed budgeted appropriations at the department level.

All Proprietary Funds are budgeted for using the accrual basis of accounting.

Whereby, revenues are recognized when incurred. Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in

connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the City's enterprise funds are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

GAAP BASIS vs. BUDGET BASIS

Budgets are adopted on a basis consistent with GAAP with the exception of the capital projects fund, which have project length budgets, rather than annual budgets. The City adopts budgets for its enterprise and internal service funds; however, the reporting of the budget to actual comparison is not required.

TAX MILLAGE RATE

As a part of the normal budget process, the governing authority adopts a millage rate to provide property tax revenue to the General Fund. The adopted millage rate for tax year 2019 assumes 13.89 mills.

WHAT IS A BUDGET?

A budget is a financial plan for a city. It includes both estimates of resources available, including revenues and fund balance, and appropriations that are the authority to spend money for specific purposes. After extensive input from the various departments, as well as the public, the budget is prepared by the Finance Department. The City Manager presents the budget for adoption to Mayor & City Council.

The document begins with a transmittal letter from the City Manager. This letter summarizes the contents of the budget and provides an explanation of the rationale used by the City Manager during the budget development process. The City Manager also outlines the administration's work program for the upcoming year.

The following information is provided in the sections of this document:

- An explanation of the financial budgetary structure and policies of the City;
- Detailed financial data and summaries;
- Detailed explanations of major capital expenditures (the capital budget), including operating cost impacts;
- The departmental budgets, which are subdivided into programs to account for the costs associated with specific activities or to account for the use of funds received from specific revenue sources;
- An appendix, which includes a glossary to assist the reader in understanding this document.

The budget document is prepared to provide information about the City, both financial information and operational/policy information from a variety of perspectives and degree of detail. The reader should first review the Table of Contents and the Glossary and then read the Transmittal letter. The Financial Summary Section should then be reviewed. Finally, the specific department and program budgets provide the detailed information as to what purposes the City's resources will be utilized during the fiscal year. When reading this document, it is useful to remember that it has been developed based on both organizational structure and financial structure. The organizational structure is reflected in the departmental budgets. The financial structure is reflected in the reporting of expenditures and revenues by fund. A fund is a self-balancing set of accounts designed to track specific revenues and the uses of those revenues. Each fund is independent of all other funds and money cannot be transferred from one fund to another without the approval of the City Council.

QUESTIONS & ANSWERS

Q: What is the purpose of the City Budget?

A: The budget is an annual financial plan for the City of East Point. It specifies the level of municipal services to be provided in the coming year and the resources, including personnel positions, capital expenditures and operating expenses needed to provide these services. It reflects the policies and priorities set by the Mayor and City Council.

Q: What is a fiscal year?

A: A fiscal year is a 12-month operating cycle that comprises a budget and financial reporting period. The City's fiscal year begins on July 1st and ends on June 30th.

Q: What is a millage rate?

A: When the City adopts its annual budget, it determines the tax rate that must be applied on property in order to generate the necessary revenue in addition to all other sources that are available. The adopted tax rate for the City of East Point for the 2019 tax year is 13.89 mills, or \$13.89 per \$1,000 of taxable value. The Fulton County Tax Assessor establishes the taxable value of all property in the City. The City has no control over the taxable value of property; it only has control over the tax rate that is levied.

Q: What is a mill of tax?

A: One mill is equal to \$1 for each \$1,000 of assessed property value.

Q: What is the difference between Ad Valorem Tax and Property Tax?

A: There is no difference. They are different names for the same tax.

Q: What is an operating budget?

A: An operating budget is an annual financial plan for recurring expenditures, such as salaries, utilities, and supplies.

Q: What is a capital improvement budget?

A: A capital improvement budget is both a short and long-range plan for the construction of physical assets, such as buildings, streets, sewers, as well as vehicles and equipment.

Q: What is an enterprise fund?

A: An enterprise fund earns its own revenues by charging customers for the services that it provides. It receives no tax funds.

Q: What is a budget appropriation?

A: A budget appropriation is a specific amount of money that has been approved by the City Council for use in a particular manner.

Q: What is a budget amendment?

A: A budget amendment is an ordinance adopted by the City Council which alters the adopted budget by appropriating additional monies to a particular department, decreasing appropriations to a particular department, or transferring funds from one department to another.

The City of East Point is required to prepare an annual budget in accordance with the City Charter. The budget is prepared for each fiscal year beginning July 1 through June 30th. The charter requires the submission of a capital budget to Mayor and Council by the third meeting of January and an operational budget by the third meeting of April .

For the fiscal year 2020, the City of East Point began the budget process with updates to its capital budget long term infrastructural projects and proposal for new projects in the new budget year. The Capital Improvement Budget was presented to Mayor and Council on January 22, 2019. The City then began the preparation of the operational budget with revenue and expenditure projections. In forecasting revenues and expenditures, the City first reviewed its mission statement, strategy plan and goals and objectives to set priorities for spending. In addition, staff considered historical trends, current changes within the City and projected economic trends when forecasting revenues and expenditures.

Budget Preparation

Prior to the departmental submission of their annual request, the Finance Department conducted an annual training session for all personnel involved in the budget process. During the training, the staff was trained on the steps to completing the budget process and advised of fiscal year changes, highlight critical deadlines and reviewed issues likely to impact the City. Each department then prepared their proposed expenditure based on operational priorities. Directors submitted their budget recommendations to the budget manager for initial review and coordination.

Budget Review

The Budget Manager works with each department head to compile all proposed revenues and expenditures for the new fiscal year. The City Manager, Finance Director and Human Resources meet with each director to review their budget requests. Once all departments' recommended revenues and operational expenditure request are reviewed and approved by the City Manager, a proposed budget is submitted to the Mayor & Council. Prior to the adoption of the budget, the City conducts community budget meetings in which staff provide information and answer questions regarding both the capital projects and operational budget.

Budget Adoption

The City Charter requires two reading of the budget prior to adoption. The attached budget calendar shows the proposed dates for the publication and reading of the new budget.

BUDGET AMENDMENTS

The City of East Point sees its annual budget as a fluid document. While every effort is made to operate within the confines of the adopted budget, there are times when amendments are required. Budget amendments may require the approval of the City Council by an ordinance. Occasions requiring an amendment to the budget include, but are not limited to:

- Acceptance of additional grant money;
- Appropriation of additional funding if expenditures are projected to exceed budgeted amounts; and
- Re-appropriation of funds from one department to another when deemed necessary.

Line item or department changes that has no impact on the total of allocated budget only requires the approval of the City Manager.

KEY ACTORS

While all employees are a part of the budget process at some point, there are several people who play more intricate roles in this process.

Mayor & City Council: The Mayor and City Council set policies which drive the development of the budget, appoint a Budget Committee (which consists of the Mayor, Council members and one appointed resident), and conduct public hearings and readings of the budget ordinance.

City Manager: The City Manager presents the budget document to the Mayor and City Council for approval.

Department Directors: Department Directors have to review previous capital improvement plans, make necessary changes and request to allow the City to develop a 5 year comprehensive five year CIP Program. In addition, Directors must then submit requests for additional personnel, purchased good and services which will all the finance department to develop each departmental budget request and budget document.

Finance Director: The Finance Director is primarily responsible for providing direction for the Budget Manager, reviewing financial analyses, projections and overseeing the budget process.

Budget Manager: The Budget Manager is primarily responsible for coordinating and developing the budget document.

Deputy Finance Director: The Deputy Director coordinates and help provides direction for the Budget Manager, reviewing financial analyses, projections and helping to develop the budget document.

The budget document must be completed for the City Manager to present to City Council. Once the budget is approved, the budget book is prepared and submitted to the GFOA for consideration of the Distinguished Budget Award.

Budget Calendar

Activity	Time Frame	Lead/Responsibility
Budget Open House Meetings City Annex Auditorium	September 15 th	City Manager's Office, Finance and Directors
Budget Open House Meetings Fire Station #3	September 19 th	City Manager's Office, Finance and Directors
Budget Open House Meetings St. Stephen Missionary Baptist Church	September 27 th	City Manager's Office, Finance and Directors
Budget Open House Meetings East Point First Mallalieu United Methodist Church	October 4 th	City Manager's Office, Finance and Directors
Capital Budget Forms circulated	October 29 th	Budget Manager, Sr. Management Analyst
Revenue Projection forms circulated	October 29 th	Budget Manager, Sr. Management Analyst
Revenue & Capital Budget Forms Due	November 9 th	Directors
Submission of Revenues/CIP for Management Review	November 15 th	Budget Manager, Sr. Management Analyst
Management Review of Revenues & CIP requests	November 15 th - 30 th	City Manager's Office and Finance

Activity	Time Frame	Lead/Responsibility
Finalize all changes to CIP Budget	December 19 th	City Manager's Office and Finance
Transmission of CIP Budget to Mayor & Council (per City Charter: 5-104)	January 22 nd (MLK Holiday - Jan 21 st)	City Manager
Distribution of Budget Forms	February 4 th	Budget Manager, Sr. Management Analyst
Load HTE and Edmunds Access to Departments	February 4 th	Budget Manager
BUDGET TRAINING	February 5 th	Budget Manager, Sr. Management Analyst
Distribution of Personnel forms	February 5 th - 19 th	Human Resources Director
FY 2020 Budget Entry	February 5 th - 19 th	Department Directors
Meet with Department Heads for Budget Review	February 5 th - 19 th	Budget Manager, Sr. Management Analyst
Meet with Department Heads for IT budget Review	February 5 th - 19 th	Information Technology Director
Meet with Department Heads for Personnel Review	February 5 th - 19 th	Human Resources Director
FY 2020 Benefit Projections and Pension Contributions	February 22 nd	Human Resources
Upload of Personnel Roster and Benefit cost to the Budget Module	February 25 th - 28 th	Human Resources, Copies to be provided to Finance Director
Submission of General Fund, Enterprise Fund, Grants & Capital Department request to Finance Director	March 4 th	Budget Manager

Activity	Time Frame	Lead/Responsibility
Management Review of Department Request	March 5 th - 17 th	City Manager's Office, Finance and Directors
Special Revenue funds and Cost Allocation and management changes to Budget	March 5 th - 17 th	Finance
Circulation of Proposed Budget to Management for final approval	March 22 nd	Budget Manager, Sr. Management Analyst
Printing and Compilation of Mayor and Council Budget Book	April 5 th	Budget Manager, Sr. Management Analyst
Submission of FY2020 Budget to Mayor & Council	April 15 th	Budget Manager
Review of Recommended Budget: Mayor & Council, Budget & Finance Committee	April 16 th - May 31 st	Mayor and Council
Budget Open House Meetings	Late April/Early May	City Manager's Office, Finance and Directors
Budget Advertisement in S. Fulton	May 1 st and May 8 th	Budget Manager
1st Reading of Proposed Budget & Public Hearing	May 20 th	Mayor and Council
Budget Advertisement in South Fulton	May 15 th and May 22 nd	Budget Manager
2nd Reading of Budget	June 3 rd	Mayor and Council
Final Adoption of FY2020 Budget (per sec 5-101 of City Charter)	June 3 rd	Mayor and Council
Upload Adopted Budget to City's website	June 4 th	Budget Manager Information Technology Department

Activity	Time Frame	Lead/Responsibility
TAX PROCESS		
Receipt of Property Tax Digest	June 30 th	Fulton County
Millage Hearing Ads in Newspaper	July 3 rd	Tax Coordinator
Millage Rate 1st Reading & Public Hearing	July 15 th	Mayor and Council
Millage Rate Hearing Ads in Newspaper	July 17 th	Tax Coordinator
Millage Rate 2nd Reading & Adoption	August 5 th	Mayor and Council
GFOA Budget book preparation	June 4 th - July 26 th	Budget Manager, Sr. Management Analyst
Submission GFOA Book for management review	July 26 th	Finance Director
Make Management changes and corrections to GFOA Budget book	August 5 th - 9 th	Budget Manager, Sr. Management Analyst
GFOA Budget Book submission to Management for 2nd review.	August 12 th - 16 th	Finance Director
Corrections and updates from 2nd Management Review	August 19 th - 23 rd	Budget Manager, Sr. Management Analyst
Final Review prior to Submission	August 26 th - 29 th	Finance Director
Submission of GFOA Budget Book	August 30 th	Budget Manager, Sr. Management Analyst



Financial Summaries

FISCAL YEAR 2020 BUDGET

The FY 2020 City of East Point Annual Budget, was created to support short and long-range planning and focuses on the use of financial resources over the next fiscal year. The table below details out the major revenue sources and well as expenditures by types for the budget year.

SUMMARY OF ALL FUNDS FY 2020	GOVERNMENT TYPE FUNDS	Business Type Funds			
		Electric	Water & Sewer	Solid Waste	Stormwater
	Amount in \$	Amount in \$	Amount in \$	Amount in \$	Amount in \$
Revenues					
Taxation	28,572,000				
Licenses & Permits	2,562,150				
Intergovernmental	17,403				
Charge for Service	918,128	50,721,488	23,358,700	5,462,500	2,736,632
Investment Income	4,190				
Miscellaneous Income	1,112,847				
Other Financing Sources	11,256,665				
Fines & Forfeitures	1,601,750				
Total Revenues	46,045,133	50,721,488	23,358,700	5,462,500	2,736,632
Expenditure					
Personnel Services	30,750,065	2,625,933	3,500,472	1,488,962	414,332
Purchased/Contracted Service	6,834,987	1,134,100	6,716,166	1,311,650	829,981
Supplies	1,201,033	36,235,000	761,450	28,940	3,200
Capital	130,379	3,628,500	334,000		
Indirect Cost	1,451,864	4,156,342	4,379,897	787,729	228,273
Debt Service	832,291		7,433,755	202,666	235,854
Other Cost	610,083	2,850,094	12,500	1,678,572	126,108
Transfer In / Out	3,324,516				
Total Expenditures	45,135,218	50,629,969	23,138,240	5,498,519	1,837,748
Excess	909,915	91,519	220,460	(36,019)	898,884
Balance Beginning 6/30/2019	19,211,192	31,444,395	21,085,404	151,017	4,589,817
Change in Fund Balance 6/30/2019*	909,915	91,519	220,460	(36,019)	898,884
Projected Fund Balance 6/30/2020	20,121,107	31,535,914	21,305,864	114,998	5,488,701
Projected Ending Fund Balance	20,121,107	31,535,914	21,305,864	114,998	5,488,701

*Projected based upon current operations

The current year budget is prepared based up on the City's' goals, mission, priorities and historical financial performance. The following tables detail the actual revenues and expenditures of the City for the past two fiscal periods, adopted current year budget and proposed budget for the new fiscal year.

General Fund	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenues:				
Taxation	\$ 26,724,610	\$ 26,030,054	\$ 27,746,112	\$ 28,572,000
Licenses and Permits	\$ 2,624,943	\$ 2,609,431	\$ 2,505,150	\$ 2,562,150
Intergovernmental Revenue	\$ 12,675	\$ 12,404	\$ 5,000	\$ 17,403
Charge for Services	\$ 660,292	\$ 618,318	\$ 827,100	\$ 918,128
Fines & Forfeitures	\$ 1,120,329	\$ 1,509,018	\$ 1,001,750	\$ 1,601,750
Investment Income	\$ 8,350	\$ 4,002	\$ 1,500	\$ 4,190
Miscellaneous Revenue	\$ 925,751	\$ 1,087,454	\$ 916,960	\$ 1,112,847
Other Financing Sources	\$ 5,538,783	\$ 8,578,525	\$ 10,925,329	\$ 11,256,665
Total Revenues	\$ 37,615,733	\$ 40,449,206	\$ 43,928,901	\$ 46,045,133
Expenditures:				
Personnel Services	\$ 23,054,820	\$ 25,734,077	\$ 31,494,582	\$ 30,750,065
Purchased/Contracted Services	\$ 4,253,787	\$ 4,525,712	\$ 5,995,108	\$ 6,834,987
Supplies	\$ 673,607	\$ 869,424	\$ 1,071,237	\$ 1,201,033
Capital	\$ 43,960	\$ 11,564	\$ -	\$ 130,379
Indirect Costs	\$ 1,120,040	\$ 1,506,169	\$ 1,451,864	\$ 1,451,864
Other Costs	\$ 137,259	\$ 295,203	\$ 718,544	\$ 610,083
Debt Service	\$ 278,077	\$ 428,322	\$ 226,291	\$ 832,291
Other Financing Uses	\$ 867,593	\$ 5,003,485	\$ 2,784,516	\$ 3,324,516
Total Expenditures	\$ 30,429,143	\$ 38,373,956	\$ 43,742,142	\$ 45,135,218

Expenditures By Department	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
City Council/City Clerk	\$ 501,407	\$ 743,604	\$ 839,807	\$ 1,005,079
Executive*	\$ 2,147,179	\$ 2,759,545	\$ 2,871,988	\$ 3,022,471
Administration**	\$ 6,379,435	\$ 11,790,827	\$ 10,969,047	\$ 12,384,360
Judicial	\$ 707,049	\$ 754,869	\$ 935,451	\$ 859,893
Police	\$ 10,888,742	\$ 11,358,741	\$ 14,991,823	\$ 14,654,345
Fire	\$ 5,787,073	\$ 6,670,786	\$ 7,939,158	\$ 7,462,514
Public Works	\$ 1,374,799	\$ 1,491,091	\$ 1,639,906	\$ 2,210,752
Parks & Recreation	\$ 1,159,390	\$ 1,264,766	\$ 1,498,004	\$ 1,477,019
Planning & Community Development	\$ 950,114	\$ 1,016,958	\$ 1,343,635	\$ 1,325,866
Economic Development	\$ 533,955	\$ 522,769	\$ 713,323	\$ 732,919
Total	30,429,143	38,373,956	43,742,142	\$ 45,135,218

Notes:

*Executive - includes Mayor, City Manager, Communications & Legal

**Administration - includes Finance, Accounting, Purchasing, Tax, HR, Facilities & Operations, Building & Grounds and the transfer to Capital Projects Fund.

E-911 Fund	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenues:				
Interest Earnings	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 298,805	\$ 422,237	\$ 375,200	\$ 375,200
Other Financing Sources	\$ 867,593	\$ 1,095,346	\$ 1,200,820	\$ 1,200,820
Total Revenues	\$ 1,166,398	\$ 1,517,583	\$ 1,576,020	\$ 1,576,020
Expenditures:				
Personnel Services	\$ 799,189	\$ 838,194	\$ 1,063,657	\$ 890,847
Purchased/Contracted Services	\$ 257,093	\$ 3,905	\$ 422,485	\$ 383,874
Supplies	\$ 3,942	\$ 3,511	\$ 18,700	\$ 16,700
Indirect Cost from Internal Funds	\$ 56,570	\$ 336,195	\$ 71,178	\$ 71,178
Other Costs	\$ 141	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,116,935	\$ 1,181,805	\$ 1,576,020	\$ 1,362,599

Expenditures By Department	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Operations	\$ 1,060,224	\$ 845,610	\$ 1,504,842	\$ 1,291,421
Allocations	\$ 56,570	\$ 336,195	\$ 71,178	\$ 71,178
Other Cost	\$ 141	\$ -	\$ -	\$ -
Total	1,116,935	1,181,805	1,576,020	1,362,599

Water & Sewer Fund	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenues:				
Charges for Services -Water	\$ 13,338,307	\$ 13,350,755	\$ 14,963,450	\$ 14,268,000
Charges for Services -Sewer	\$ 7,741,217	\$ 8,118,433	\$ 8,189,700	\$ 8,885,700
Other Financing Sources	\$ -	\$ 7,810	\$ 3,300,000	\$ 205,000
Miscellaneous Revenues	\$ 9,807	\$ 37,422	\$ -	\$ -
Total Revenues	\$ 21,089,331	\$ 21,658,967	\$ 26,453,150	\$ 23,358,700

Expenses:				
Personnel Services	\$ 2,757,561	\$ 3,733,851	\$ 3,668,961	\$ 3,500,472
Purchased/Contracted Services	\$ 4,729,543	\$ 5,705,911	\$ 5,388,301	\$ 6,716,166
Supplies	\$ 417,994	\$ 760,033	\$ 509,750	\$ 761,450
Capital Outlays	\$ 606,144	\$ 274,097	\$ 5,950,387	\$ 334,000
Indirect Cost Allocation	\$ 3,842,267	\$ 3,900,952	\$ 4,379,897	\$ 4,379,897
Other Cost	\$ 352,894	\$ 1,868,110	\$ 11,500	\$ 12,500
Debt Service	\$ 2,166,865	\$ 1,446,636	\$ 6,541,565	\$ 7,433,755
Depreciation	\$ 137,168	\$ 2,998,930	\$ -	\$ -
Total Expenses	\$ 15,010,436	\$ 20,688,520	\$ 26,450,361	\$ 23,138,240

Expenses by Department	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Administration	\$ 701,473	\$ 1,995,614	\$ 637,045	\$ 856,134
Sewer Line Maintenance	\$ 5,069,455	\$ 5,138,466	\$ 6,938,794	\$ 6,512,169
Water Treatment Plant	\$ 2,548,395	\$ 6,685,966	\$ 4,888,974	\$ 3,625,701
Water Line Maintenance	\$ 1,644,913	\$ 1,497,677	\$ 4,201,786	\$ 2,209,581
Meter Repair	\$ 1,292,594	\$ 1,185,608	\$ 1,930,821	\$ 2,171,068
Technical	\$ 265,039	\$ 381,196	\$ 430,248	\$ 362,644
Debt Service	\$ 2,159,711	\$ 1,441,205	\$ 6,465,215	\$ 6,443,465
Allocations/Other Costs	\$ 1,328,856	\$ 2,362,788	\$ 957,478	\$ 957,478
Total	15,010,436	20,688,520	26,450,361	23,138,240

Electric Fund	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenues:				
Electric System	\$ 38,891,580	\$ 39,948,367	\$ 39,492,086	\$ 42,720,796
Electric Distribution	\$ 8,139,277	\$ 7,868,949	\$ 8,000,692	\$ 8,000,692
Miscellaneous Revenue	\$ 2,655	\$ 1,800	\$ 120,000	\$ -
Total Revenues	\$ 47,033,512	\$ 47,819,116	\$ 47,612,778	\$ 50,721,488

Expenses:				
Personnel Services	\$ 1,886,981	\$ 2,986,341	\$ 2,682,276	\$ 2,625,933
Purchased/Contracted Services	\$ 705,180	\$ 1,961,830	\$ 795,289	\$ 1,134,100
Supplies	\$ (331,572)	\$ 756,804	\$ 463,550	\$ 535,000
Capital	\$ 1,520,193	\$ 247,567	\$ 2,655,000	\$ 3,628,500
Wholesale Electric	\$ 33,231,645	\$ 29,859,279	\$ 36,141,462	\$ 35,700,000
Cost Allocation	\$ 4,834,319	\$ 4,014,494	\$ 4,164,342	\$ 4,156,342
Debt Service	\$ 47,146	\$ 37,957	\$ 369,219	\$ -
Depreciation/Capital Outlay	\$ (295,839)	\$ 598,570	\$ -	\$ -
Other Costs	\$ 1,239,869	\$ 6,807,654	\$ -	\$ 2,850,094
Total Expenses	\$ 42,837,922	\$ 47,270,496	\$ 47,271,138	\$ 50,629,969

Expenses by Department	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Administration	\$ 137,538	\$ 2,952,997	\$ 236,685	\$ 3,092,980
Distribution	\$ 7,294,157	\$ 8,234,401	\$ 10,643,085	\$ 7,680,647
Wholesale Power	\$ 33,231,645	\$ 29,859,279	\$ 36,141,462	\$ 35,700,000
Allocations/Other Costs	\$ 2,174,582	\$ 6,223,819	\$ 449,906	\$ 4,156,342
Total	42,837,922	47,270,496	47,471,138	50,629,969

Storm Water Fund	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenues:				
Charges for Services	\$ 2,441,561	\$ 1,836,942	\$ 2,534,767	\$ 2,736,632
Total Revenues	\$ 2,441,561	\$ 1,836,942	\$ 2,534,767	\$ 2,736,632
Expenses:				
Personnel Services	\$ 296,123	\$ 336,813	\$ 570,635	\$ 414,332
Purchased/Contracted Services	\$ 485,468	\$ 451,837	\$ 783,512	\$ 829,981
Supplies	\$ 11,339	\$ 14,297	\$ 4,900	\$ 3,200
Capital	\$ (41,867)	\$ 226,685	\$ 645,000	\$ -
Cost Allocation	\$ 228,521	\$ 204,360	\$ 228,273	\$ 228,273
Debt Service	\$ 22,099	\$ 16,776	\$ 235,854	\$ 235,854
Depreciation	\$ 30,499	\$ 179,140	\$ -	\$ -
Other Costs	\$ -	\$ 27,072	\$ -	\$ 126,108
Total Expenses	\$ 1,032,182	\$ 1,456,980	\$ 2,468,174	\$ 1,837,748

Expenses By Department	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Operations	\$ 823,429	\$ 1,009,159	\$ 1,359,047	\$ 1,373,621
Allocations	\$ 228,521	\$ 204,360	\$ 228,273	\$ 228,273
Capital	\$ (41,867)	\$ 226,685	\$ 645,000	\$ -
Debt Service	\$ 22,099	\$ 16,776	\$ 235,854	\$ 235,854
Total	1,032,182	1,456,980	2,468,174	1,837,748

Solid Waste Fund	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Revenues:				
Charges for Services	\$ 4,262,424	\$ 4,365,429	\$ 5,204,000	\$ 5,437,500
Miscellaneous Revenue	\$ 3,359	\$ 19,271	\$ -	\$ 25,000
Total Revenues	\$ 4,265,783	\$ 4,384,700	\$ 5,204,000	\$ 5,462,500
Expenses:				
Personnel Services	\$ 1,220,720	\$ 1,338,436	\$ 1,706,442	\$ 1,488,962
Purchased/Contracted Services	\$ 1,558,970	\$ 1,495,622	\$ 1,644,048	\$ 1,311,650
Supplies	\$ 33,432	\$ 85,696	\$ 38,260	\$ 28,940
Capital	\$ 36,322	\$ 36,938	\$ 384,000	\$ -
Cost Allocation	\$ 569,198	\$ 742,970	\$ 787,729	\$ 787,729
Debt Service	\$ 12,410	\$ 35,575	\$ 525,519	\$ 202,666
Depreciation	\$ (8,246)	\$ 113,502	\$ -	\$ -
Other Costs	\$ 84,905	\$ 1,151,037	\$ -	\$ 1,678,572
Total Expenses	\$ 3,507,711	\$ 4,999,776	\$ 5,085,998	\$ 5,498,519

Expenses by Department	FY17 Actuals	FY18 Actuals	FY19 Amended	FY20 Adopted
Operations	\$ 2,926,103	\$ 4,221,231	\$ 3,772,750	\$ 4,508,124
Allocations	\$ 569,198	\$ 742,970	\$ 787,729	\$ 787,729
Debt Service	\$ 12,410	\$ 35,575	\$ 525,519	\$ 202,666
Total	3,507,711	4,999,776	5,085,998	5,498,519

These schedules provide changes in all fund balances for the last audited fiscal period, the prior budget period and the adopted 2020 budget period.

General Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 33,279,450	\$ 33,234,359	\$ 40,449,206	\$ 43,928,901	\$ 46,045,133
Expenditures	29,259,721	26,966,083	38,373,956	43,742,142	45,135,218
Difference	\$ 4,019,729	\$ 6,268,276	\$ 2,075,250	\$ 186,759	\$ 909,915
Beginning Fund Balance	\$ 6,661,178	\$ 10,680,907	\$ 16,949,183	\$ 19,024,433	\$ 19,211,192
Projected Fund Balance	\$ 10,680,907	\$ 16,949,183	\$ 19,024,433	\$ 19,211,192	\$ 20,121,107

Condemned Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 287,768	\$ 120,893	\$ 451,350	\$ 528,974	\$ 400,400
Expenditures	\$ 371,865	\$ 150,561	\$ 114,237	\$ 528,974	\$ 200,000
Difference	\$ (84,097)	\$ (29,668)	\$ 337,113	\$ -	\$ 200,400
Beginning Fund Balance	\$ 774,871	\$ 690,774	\$ 661,106	\$ 998,219	\$ 998,219
Projected Fund Balance	\$ 690,774	\$ 661,106	\$ 998,219	\$ 998,219	\$ 1,198,619

E- 911 Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 966,957	1,234,076	1,517,583	1,576,020	1,576,020
Expenditures	\$ 1,049,167	1,100,558	1,181,805	1,576,020	1,362,599
Difference	\$ (82,210)	\$ 133,518	\$ 335,778	\$ -	\$ 213,421
Beginning Fund Balance	\$ 117,612	\$ 35,402	\$ 168,920	\$ 504,698	\$ 504,698
Projected Fund Balance	\$ 35,402	\$ 168,920	\$ 504,698	\$ 504,698	\$ 718,119

Restricted Grant Funds	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 696,522	\$ 4,350,308	\$ 1,553,537	\$ 12,736,067	\$ 15,640,910
Expenditures	\$ 1,356,534	\$ 4,240,512	\$ 1,177,237	\$ 12,669,961	\$ 15,640,910
Difference	\$ (660,012)	\$ 109,796	\$ 376,300	\$ 66,106	\$ -
Beginning Fund Balance	\$ 173,914	\$ (486,098)	\$ (376,302)	\$ (2)	\$ 66,104
Projected Fund Balance	\$ (486,098)	\$ (376,302)	\$ (2)	\$ 66,104	\$ 66,104

Grant Funds	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 45,144	\$ 103,388	\$ 92,757	\$ 243,907	\$ 281,864
Expenditures	\$ 1,767,457	\$ 34,147	\$ 55,256	\$ 243,907	\$ 281,864
Difference	\$ (1,722,313)	\$ 69,241	\$ 37,501	\$ -	\$ -
Beginning Fund Balance	\$ 1,638,807	\$ (83,506)	\$ (14,265)	\$ 23,236	\$ 23,236
Projected Fund Balance	\$ (83,506)	\$ (14,265)	\$ 23,236	\$ 23,236	\$ 23,236

Special Revenue Bond TAD	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 4,002,113	\$ 3,513,487	\$ 3,864,568	\$ 3,531,264	\$ 3,707,000
Expenditures	\$ 3,574,266	\$ 2,311,719	\$ 2,648,436	\$ 1,606,525	\$ 2,863,500
Difference	\$ 427,847	\$ 1,201,768	\$ 1,216,132	\$ 1,924,739	\$ 843,500
Beginning Fund Balance	\$ 4,526,242	\$ 4,954,089	\$ 6,155,857	\$ 7,371,989	\$ 9,296,728
Projected Fund Balance	\$ 4,954,089	\$ 6,155,857	\$ 7,371,989	\$ 9,296,728	\$ 10,140,228

Hotel/Motel Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 4,239,485	\$ 4,491,681	\$ 4,846,584	\$ 4,500,000	\$ 5,200,000
Expenditures	\$ 3,130,374	\$ 3,380,237	\$ 4,140,708	\$ 4,146,250	\$ 4,795,000
Difference	\$ 1,109,111	\$ 1,111,444	\$ 705,876	\$ 353,750	\$ 405,000
Beginning Fund Balance	\$ 1,243,949	\$ 2,353,060	\$ 3,464,504	\$ 4,170,380	\$ 4,524,130
Projected Fund Balance	\$ 2,353,060	\$ 3,464,504	\$ 4,170,380	\$ 4,524,130	\$ 4,929,130

TAD Corridors Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 1,543,037	\$ 109,058	\$ 128,593	\$ 341,000	\$ 177,000
Expenditures	\$ 2,378,074	\$ 76,629	\$ 64,500	\$ 61,500	\$ 62,800
Difference	\$ (835,037)	\$ 32,429	\$ 64,093	\$ 279,500	\$ 114,200
Beginning Fund Balance	\$ 1,348,342	\$ 513,305	\$ 545,734	\$ 609,827	\$ 889,327
Projected Fund Balance	\$ 513,305	\$ 545,734	\$ 609,827	\$ 889,327	\$ 1,003,527

Government Center	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 767,081	\$ 842,190	\$ 1,211,646	\$ 6,500,000	\$ 1,220,000
Expenditures	\$ -	\$ -	\$ -	\$ 6,500,000	\$ 3,500,000
Difference	\$ 767,081	\$ 842,190	\$ 1,211,646	\$ -	\$ (2,280,000)
Beginning Fund Balance	\$ 2,269,461	\$ 3,036,542	\$ 3,878,732	\$ 5,090,378	\$ 5,090,378
Projected Fund Balance	\$ 3,036,542	\$ 3,878,732	\$ 5,090,378	\$ 5,090,378	\$ 2,810,378

TSPLOST	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ -	\$ 1,373,288	\$ 5,995,946	\$ 7,079,046	\$ 5,815,430
Expenditures	\$ -	\$ -	\$ 2,251,565	\$ 6,686,416	\$ 5,811,430
Difference	\$ -	\$ 1,373,288	\$ 3,744,381	\$ 392,630	\$ 4,000
Beginning Fund Balance	\$ -	\$ -	\$ 1,373,288	\$ 5,117,669	\$ 5,510,299
Projected Fund Balance	\$ -	\$ 1,373,288	\$ 5,117,669	\$ 5,510,299	\$ 5,514,299

50 Worst Properties	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ -	\$ -	\$ 510,022	\$ 500,000	\$ 540,000
Expenditures	\$ -	\$ -	\$ 358,368	\$ 499,859	\$ 432,549
Difference	\$ -	\$ -	\$ 151,654	\$ 141	\$ 107,451
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 151,654	\$ 151,795
Projected Fund Balance	\$ -	\$ -	\$ 151,654	\$ 151,795	\$ 259,246

CAP Project Fund	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 2,441,609	\$ 3,375,238	\$ 8,229,245	\$ 13,607,265	\$ 2,434,065
Expenditures	\$ 2,890,261	\$ 4,404,814	\$ 6,911,145	\$ 13,607,265	\$ 1,324,686
Difference	\$ (448,652)	\$ (1,029,576)	\$ 1,318,100	\$ -	\$ 1,109,379
Beginning Fund Balance	\$ 898,564	\$ 449,912	\$ (579,664)	\$ 738,436	\$ 738,436
Projected Fund Balance	\$ 449,912	\$ (579,664)	\$ 738,436	\$ 738,436	\$ 1,847,815

Water & Sewer	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 19,897,791	\$ 20,877,292	\$ 21,658,967	\$ 26,453,150	\$ 23,358,700
Expenditures	\$ 17,095,454	\$ 16,704,963	\$ 20,688,520	\$ 26,450,361	\$ 23,138,240
Difference	\$ 2,802,337	\$ 4,172,329	\$ 970,447	\$ 2,789	\$ 220,460
Beginning Fund Balance	\$ 13,137,502	\$ 15,939,839	\$ 20,112,168	\$ 21,082,615	\$ 21,085,404
Projected Fund Balance	\$ 15,939,839	\$ 20,112,168	\$ 21,082,615	\$ 21,085,404	\$ 21,305,864

Electric	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 48,884,663	\$ 49,676,803	\$ 47,819,116	\$ 47,612,778	\$ 50,721,488
Expenditures	\$ 46,387,315	\$ 45,260,070	\$ 47,270,496	\$ 47,271,138	\$ 50,629,969
Difference	\$ 2,497,348	\$ 4,416,733	\$ 548,620	\$ 341,640	\$ 91,519
Beginning Fund Balance	\$ 23,640,054	\$ 26,137,402	\$ 30,554,135	\$ 31,102,755	\$ 31,444,395
Projected Fund Balance	\$ 26,137,402	\$ 30,554,135	\$ 31,102,755	\$ 31,444,395	\$ 31,535,914

Storm Water Utility	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Storm Water Utility					
Revenues	\$ 2,274,567	\$ 2,267,063	\$ 1,836,942	\$ 2,534,767	\$ 2,736,632
Expenditures	\$ 770,815	\$ 1,062,413	\$ 1,456,980	\$ 2,468,174	\$ 1,837,748
Difference	\$ 1,503,752	\$ 1,204,650	\$ 379,962	\$ 66,593	\$ 898,884
Beginning Fund Balance	\$ 1,434,860	\$ 2,938,612	\$ 4,143,262	\$ 4,523,224	\$ 4,589,817
Projected Fund Balance	\$ 2,938,612	\$ 4,143,262	\$ 4,523,224	\$ 4,589,817	\$ 5,488,701

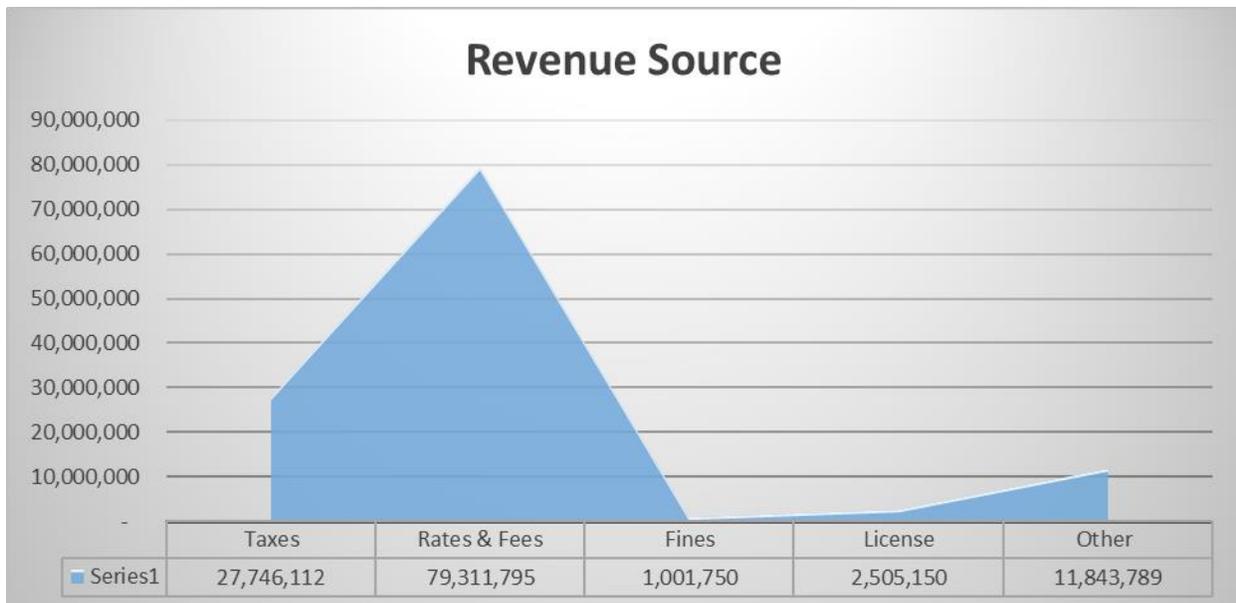
Solid Waste	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Adjusted	FY 2020 Adopted
Revenues	\$ 4,069,176	\$ 4,263,655	\$ 4,384,700	\$ 5,204,000	\$ 5,462,500
Expenditures	\$ 3,381,082	\$ 3,394,434	\$ 4,999,776	\$ 5,085,998	\$ 5,498,519
Difference	\$ 688,094	\$ 869,221	\$ (615,076)	\$ 118,002	\$ (36,019)
Beginning Fund Balance	\$ (909,224)	\$ (221,130)	\$ 648,091	\$ 33,015	\$ 151,017
Projected Fund Balance	\$ (221,130)	\$ 648,091	\$ 33,015	\$ 151,017	\$ 114,998

PRIMARY SOURCES OF REVENUE

Like most Metropolis, the City of East Point funds most of its day to day operations from taxes, fees and fines in the General Fund. The City operates four Enterprise Funds. (Electric, Water, Sanitation and Storm Water. The operation of these funds are recovered through rates and fees.

The revenue estimates are made after careful analysis of collection and remittance from the various sources. The City meets with Fulton County Tax Commissioner regarding forecasting of changes in the tax digest.

The graph below shows the breakout of projected revenues for the fiscal year 2020.



GENERAL FUND REVENUE

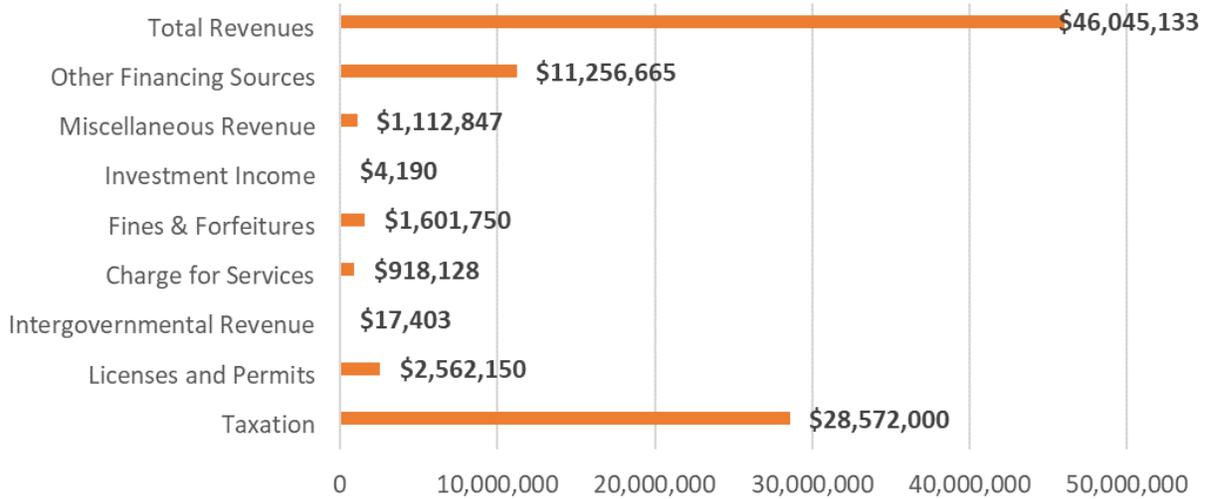
General Fund revenue are generated from taxes, fines and forfeitures, licenses, permits, and intergovernmental transfers. The graph below highlights the types and amounts of revenue projected for the General Fund for fiscal 2020.

TAXES

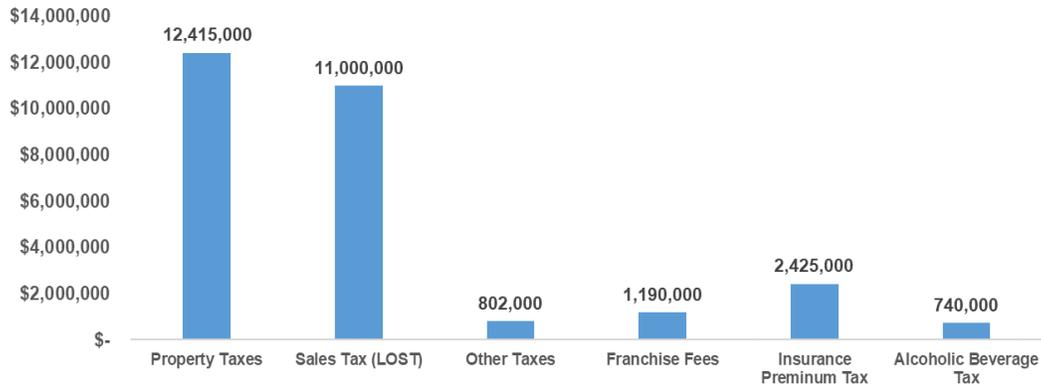
The General Fund has the following categories of taxes: Property (Ad Valorem Tax), Insurance Premium, Alcoholic Beverage Taxes, Franchise Fees, and Other Fees. The City derives 22% of its income from taxes. Property taxes make up about 8% of the total

revenues. It is derived from a tax levy on real and personal property within the corporate limits of East Point. Bills are mailed each fall, after the tax digest has been and approved by the State and the millage rate adopted by Mayor and Council.

General Fund Revenues



Tax Revenues



Property Tax

The following graph shows the property tax remittance in dollars for the past eight years. East Point like other cities, suffered a loss in property values that caused a decline in the amount of income derived from property taxes.

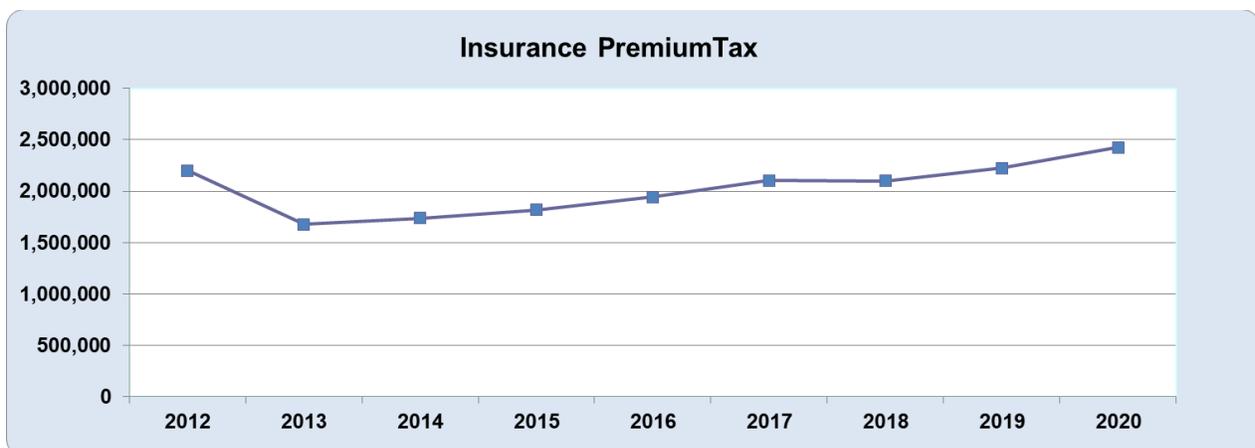
Beginning with the 2012 tax year, the downward trend experience from 2011 begin to stabilize with an uptick in fiscal 2015 and beyond.



*FY 20, Anticipated Levy, FY 19 Budgeted

Insurance Premium Tax

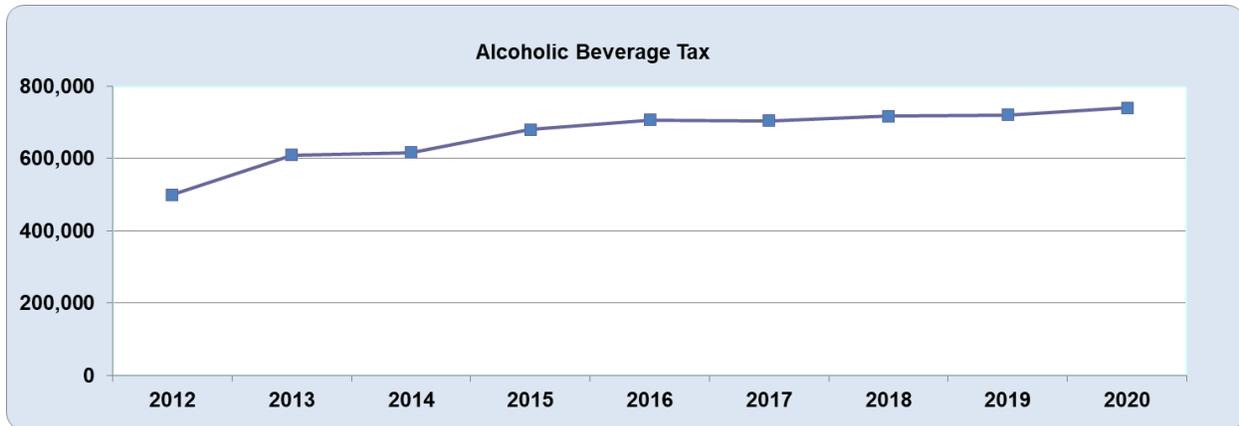
The State of Georgia levies a tax on insurance premiums collected within the City's limit. Revenue from this tax is distributed back to the City each October. Fluctuations has occurred over the last eight years, but the more recent periods shows increase collection.



*FY 20, Projected Levy, FY 19 Budgeted

Alcoholic Beverage Tax

This is revenue derived from a tax levy on distributors. Distributors pay a set price for each liter of alcohol delivered within the corporate limits of East Point. It has been gradually increasing over the last ten years. However, revenues from this tax are expected to increase or remain constant as we are hopeful that there will be an upward trend in the economy and new businesses in the City of East Point.



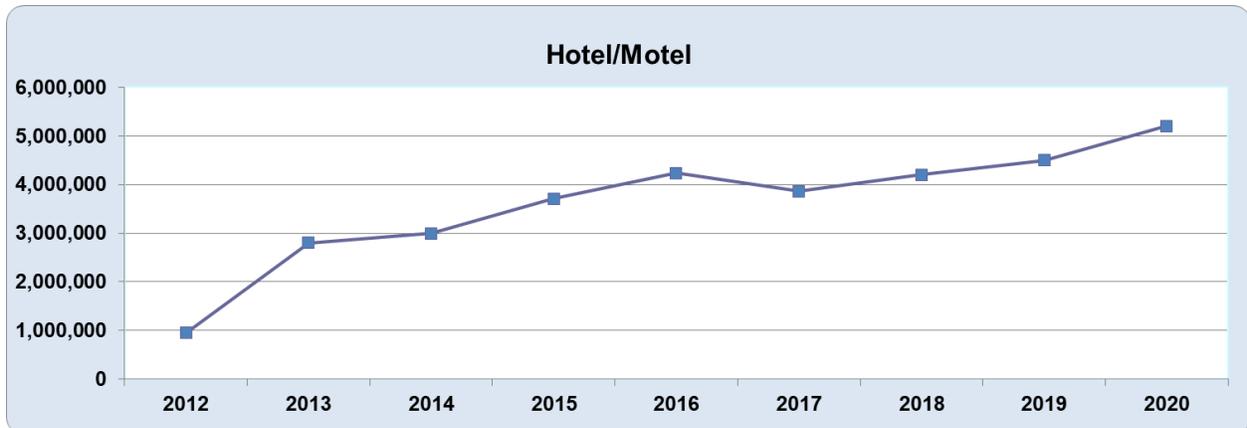
*FY 19 & 20 Budgeted

Hotel/Motel Tax

Georgia State Law allows municipalities to levy and collect an excise tax upon the furnishing, for value, to the public, any room or rooms, lodgings, or accommodations. The City implemented this tax of 3% as a way of raising additional revenue for the General Fund without increasing the tax burden of the residential community. In February 2010, Council adopted a resolution supporting a request to the General Assembly for an increase to 8%. The General Assembly approved the new rate which was authorized by the Governor in June 2010.

In October 2010, Council approved moving forward with soliciting bids for a Destination Marketing Organization (DMO) through a competitive RFP process. Pursuant to Georgia law, the increase hotel tax revenue must be accounted for, administer and spent in specific ways: the first 3% will continue to go to the General Fund. The next 2% can be used for tourism promotion dollar for a broad range of activities that promote tourism, convention and trade shows. The remaining dollars collected, up to 1.5%, are restricted and must be spent on tourism development projects, defined as the expenditure of fund for the creation or expansion of physical attractions which are available and open to the public and which improve destination appeal to visitors.

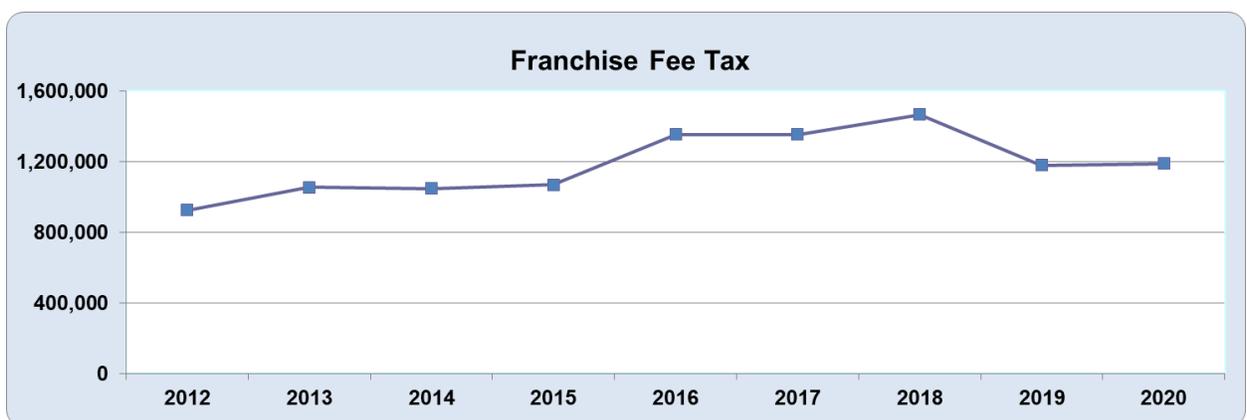
Collection over the last several years of the hotel motel tax shows a positive trend. This can be attributed to the proximity of the City to Hartfield's/Jackson International Airport, where many of the City's hotels are located and the addition of new hotels to our city. Based on this trend the projection for 2019 anticipates continued growth in revenues.



*FY 19 & 20 Budgeted

Franchise Fees

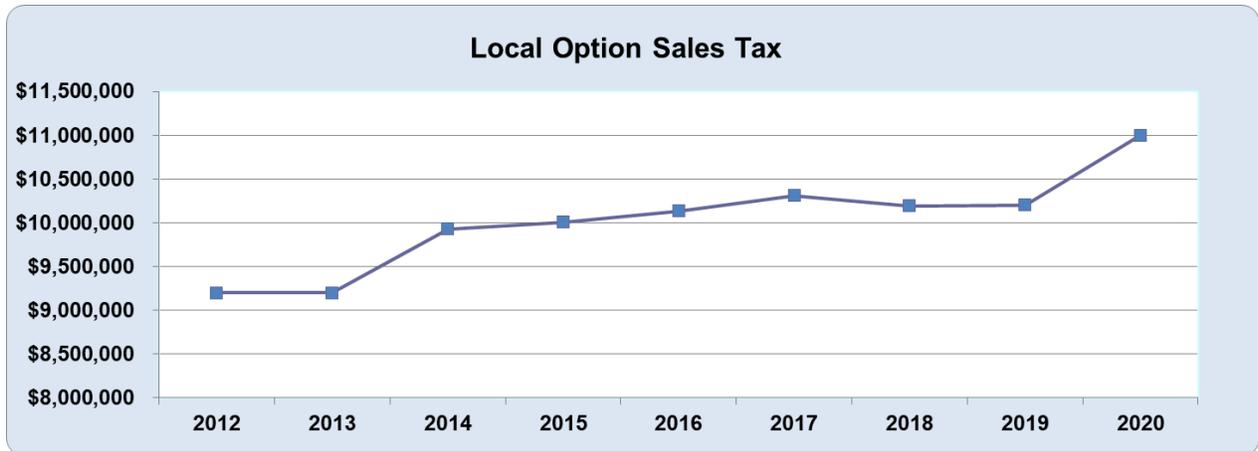
Public utilities operating within the City of East Point must pay to the City a franchise fee in return for the right to do business within the City and for the right to use public rights-of-way for transmission lines, pipes, wires, etc. Franchise tax projections are \$1.9M for fiscal year 2020.



*FY 19 & 20 Budgeted

Local Option Sales Tax (L.O.S.T.) REVENUES

Local Option Sales Tax can be used for general government support. The amount of revenue derived from L.O.S.T averages 9.5 million, however 2016 collections exceeded the average by 1.3 million. Based on this revenue increase, the FY2020 projection were set to \$11 million.

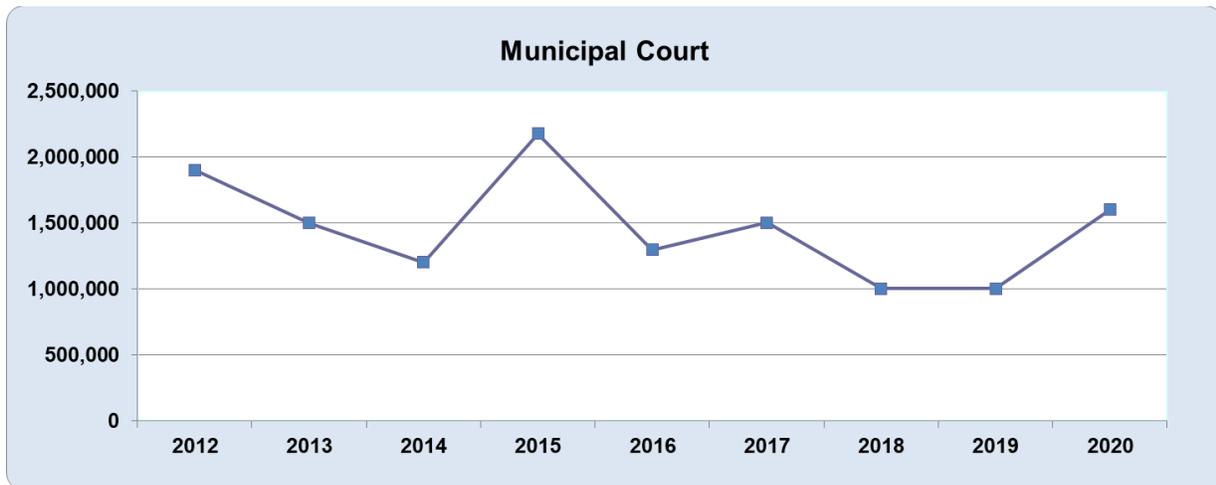


*FY 19 & 20 Budgeted

FINES & FORFEITURES

Municipal Court Revenue

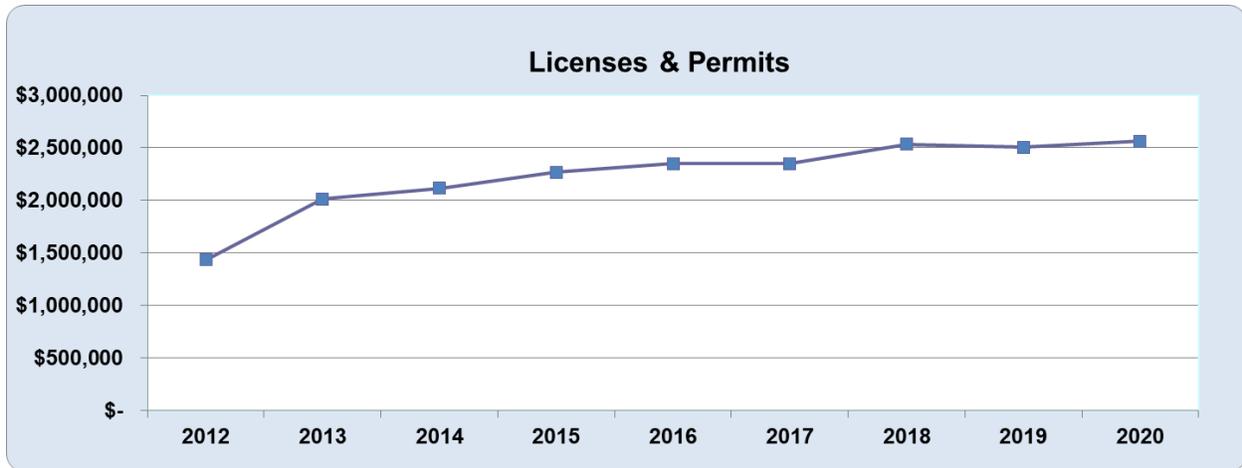
This revenue is generated from fines and forfeitures in the East Point Municipal Court. State law and local ordinance govern these bond/fine schedules.



*FY 19 & 20 Budgeted

LICENSES & PERMITS

This section contains business licenses, non-business licenses, permits, regulatory fees and penalties and interest. Beginning in FY2013, revenue appeared to have leveled off after a steady increase has been realized through FY2016. Thus, the FY 2020 projections were kept at the same level.



*FY 19 & 20 Budgeted

OTHER TAXES

Other taxes include motor vehicle tax, mobile homes tax, intangible tax, excise tax car rentals and FiFa collections tax. These are all expected to change at an immaterial rate.

Members of the management team met for two days of planning and goal setting for fiscal year 2018 through fiscal 2020. The team made proposals based on issues raised by citizens, employees and other stakeholders. Among the key drivers were fiscal sustainability, community quality of life, economic growth, technology and transportation. The table below highlights some of these goals and area of responsibility:

Goal	Measure	Responsibility/Time Frame
Fiscal Sustainability	Compliance with regulatory agencies, maintaining required Fund Balance & Receipt of GFOA Awards.	Finance Department FY 17 – FY 20
Community Quality of Life	Customer satisfaction surveys, Emergency response times and Compliance to City codes.	Parks & Rec/Public Safety & Planning & Community Dev. FY 20
Economic Growth	Surveys, Internal targets.	All Departments
Transportation Improvements	Annual Roadway Condition Report which gives the miles of roadways repaved and sidewalk installations	Public Works FY 17 – FY 20
Completing survey of internal and external stakeholders and analyzing results.	Did the City upgrade the Enterprise Reporting Process (ERP) And Advanced Meter Infrastructure (AMI)	Information Technology FY 18 – FY 20 FY 18 – FY 20
Disaster Recovery Plan	Disaster Recovery Plan in cases of emergency affecting the City	Public Safety (Fire & Police) FY 20
Water & Electrical Study Rate	Does the utility rates from the survey cover the delivery of cost of service by the city? Are the rates in line with industry/region	Customer Care FY 20
Permitting Rate Study	Are the utility rates from the survey competitive with rates from those in the region? The Permitting Rate Study	Planning and Community Development FY 20

The Strategic Plan listed above was utilized to help prioritize expenditures for the upcoming FY2020 budget cycle and beyond.



Capital & Debt

FISCAL YEARS 2020-2024

DEFINITION OF A CAPITAL EXPENDITURE

The classification of items as capital expenses is based on two criteria - cost and expected life of the asset. Capital expenses have the following characteristics:

- Relatively expensive
- Usually don't recur annually.
- Last a long time.
- Result in fixed assets.

INTRODUCTION

Planning for capital expenditures and improvements is a matter of prudent financial management as well as a sound development practice. The City of East Point maintains a five-year development plan which serves as a roadmap for infrastructural developments and improvements. These improvements are approved each year through the budget process and are currently funded thru the City's Municipal Corporate Trust, grants, and general funds. Purchases costing \$5,000 or more with an expected life of two or more years are considered to be capital outlay

For the fiscal year 2020, the City of East Point adopted a total capital budget of \$25,291,232, this includes \$13,057,964 for the City's' Enterprise Funds. In the past, the City funded most projects on the pay as you go method.

RELATIONSHIP

The operating budget and capital budget are closely linked. In addition to covering the cost of the day to day operations of the city, the operating budget must also cover the cost of financing, operations, and repair and maintenance of new and existing machinery, equipment and facilities... The operating budget, through debt service must pay interest expense and principal payments on all bonded and other debt.

PROCESS

Each year, prior to the planning of the operating budget, staff identifies all major items for repair, replacement, addition and or disposal. Mayor and council may also direct that certain projects be analyzed for consideration of capital resources. A proposed project list then prepared by departments and analyzed by the City Manager in consultation with department heads for feasibility, and urgency. Projects are added or deleted to the five-year development plan. Once projects are evaluated per stated criteria, an approved CIP list of planned expenditure is presented to Mayor and Council for adoption of a capital plan.



ESTABLISHING CIP PRIORITIES

The following criteria are considered in evaluating and prioritizing capital projects. Projects were grouped by type - i.e., equipment, construction, land and vehicles. Projects are then evaluated against both primary and secondary criteria and prioritized based upon meeting to criteria or not.

PRIMARY CRITERIA

- The project prevents or eliminates a public hazard.
- The project eliminates existing capacity deficits.
- The project is required by City ordinance, other laws, or federal/state agencies.
- The project is essential to maintain current service levels affecting public health, safety, and welfare.

SECONDARY CRITERIA

- The project is necessary to maintain current nonessential service levels.
- The project accommodates the public facility demands and vocational needs of new Development or redevelopment based on projected growth patterns.

- The project is financially feasible - i.e., there is a funding source available and a verifiable cost estimate is provided.
- The project provides for special needs or enhances facilities/services.
- The project contributes to or furthers the objectives of the City Council and Administration - e.g., administrative policies, efficiency and effectiveness criteria, etc.

SIGNIFICANT NON – RECURRING CAPITAL ITEMS

Non-recurring capital projects are those one-time investments that are likely to have a significant impact on the operating budget and are unlikely to be funded with capital funds in subsequent years. Among some of the non-recurring capital investments for fiscal 2020 are:

Automatic Metering Infrastructure (AMI)- The AMI/AMR system is its final stages and will automate all electric meters so that meters can be read from one central location. Electric meters will be read on a monthly basis with (30) day readings, Holidays will not affect readings. Delinquent accounts can be disconnected at meter, which will save money for labor and vehicles. The final cost for the full implementation is estimated at \$1,250,000 and is provided for in the capital budget.

New ERP System - This project is a carryover from fiscal 2019. The City Enterprise Resource Planning System selected a vendor for this project in fiscal 2018. The allocated cost for fiscal year 2020 is \$100,000. The ERP system is expected to improve efficiencies through better compatibility with the recently upgraded Office 360 and reduce cost.

New Recreation Center/Complex - Currently Jefferson Park Recreation Center is the only recreation facility in the City of East Point. Adding another facility has the potential to provide a number of community amenities. It will also allow for revenue generating events. Funds appropriated for this project for fiscal year 2020 amount to \$3,000,000.

RECURRING CAPITAL ITEMS

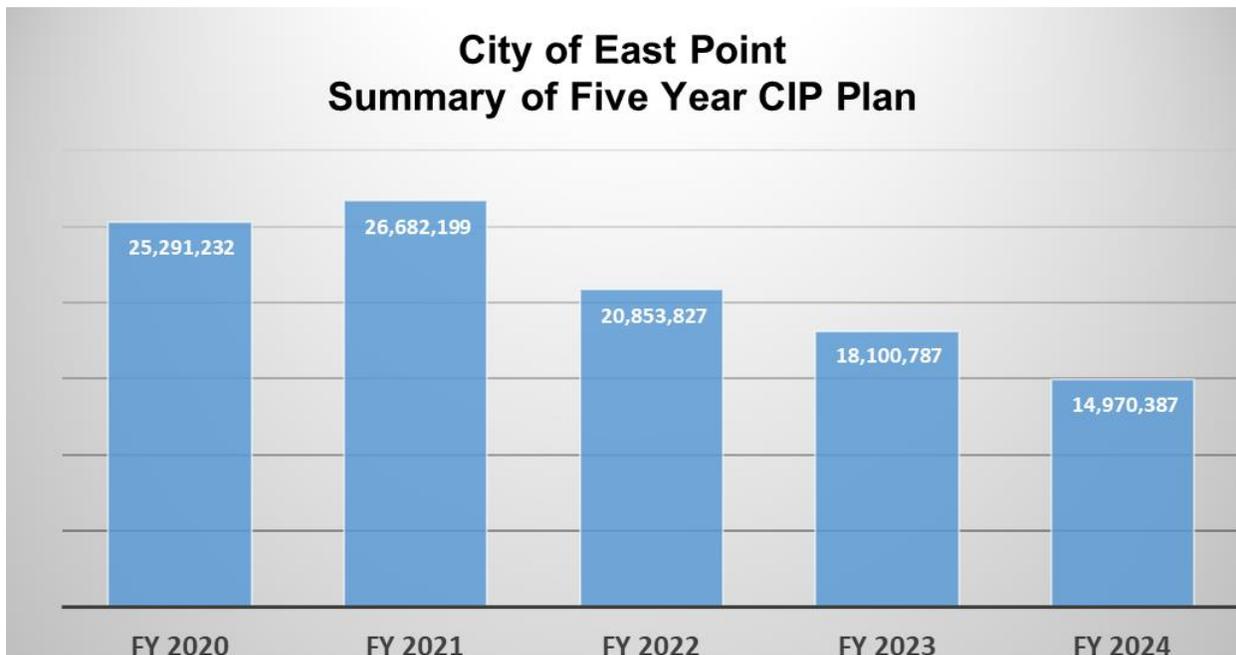
Recurring capital projects included in the budget are:

- Improvements to Park and Recreation Facilities \$300,000
- Sidewalk and Street Improvements \$6,957,203
- Water Distribution System Improvements \$650,000
- Information technology updates \$411,000
- Buildings – Improvements and Repairs \$485,000
- Purchase of new vehicles \$587,436

FY 2020- FY 2024 Capital by Category and Fund

<i>Categories</i> Category Type	Expenditures For Planning Years					Projected Five Year
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Public Safety	\$ 599,065	\$ 1,269,409	\$ 716,417	\$ 960,387	\$ 385,387	\$ 3,930,665
Public Services	\$ 7,885,203	\$ 8,087,120	\$ 7,426,740	\$ 7,499,740	\$ 7,150,000	\$ 38,048,803
Culture and Recreation	\$ 3,338,000	\$ 6,736,670	\$ 3,916,670	\$ 596,660	\$ -	\$ 14,588,000
Public Utilities	\$ 13,057,964	\$ 10,209,000	\$ 8,544,000	\$ 8,854,000	\$ 7,435,000	\$ 48,099,964
Information Technology	\$ 411,000	\$ 380,000	\$ 250,000	\$ 190,000	\$ -	\$ 1,231,000
Total Expenditures	\$ 25,291,232	\$ 26,682,199	\$ 20,853,827	\$ 18,100,787	\$ 14,970,387	\$ 105,898,432

<i>Funding Sources</i> Funding Type	Expenditures For Planning Years					Projected Five Year
	FY2020	FY2021	FY2022	FY2023	FY2024	Total
General Fund	\$ 1,537,035	\$ 3,477,169	\$ 2,117,057	\$ 2,367,047	\$ 535,387	\$ 10,033,695
Bonds	\$ 3,000,000	\$ 5,000,000	\$ 3,000,000	\$ -	\$ -	\$ 11,000,000
Hotel/Motel	\$ 150,000	\$ 180,000	\$ 150,000	\$ 140,000	\$ -	\$ 620,000
TSPLOST	\$ 6,769,203	\$ 6,300,000	\$ 6,589,740	\$ 6,589,740	\$ 7,000,000	\$ 33,248,683
50 Worst Properties	\$ 30,000	\$ 27,000	\$ 27,000	\$ -	\$ -	\$ 84,000
Condemned Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCT Funds	\$ 326,030	\$ 826,030	\$ 226,030	\$ -	\$ -	\$ 1,378,090
Grants	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
Water & Sewer Fund	\$ 6,970,000	\$ 6,680,000	\$ 5,055,000	\$ 5,120,000	\$ 5,230,000	\$ 29,055,000
Electric Fund	\$ 3,466,000	\$ 1,460,000	\$ 1,495,000	\$ 1,195,000	\$ 505,000	\$ 8,121,000
Solid Waste Fund	\$ 296,964	\$ 49,000	\$ 49,000	\$ 839,000	\$ -	\$ 1,233,964
Storm Water Fund	\$ 2,325,000	\$ 2,020,000	\$ 1,945,000	\$ 1,700,000	\$ 1,700,000	\$ 9,690,000
Internal Funds	\$ 421,000	\$ 583,000	\$ 200,000	\$ 150,000	\$ -	\$ 1,354,000
Total Funding Sources	\$ 25,291,232	\$ 26,682,199	\$ 20,853,827	\$ 18,100,787	\$ 14,970,387	\$ 105,898,432



Asset By Type:	Expenditures For Planning Years					Projected Five
	FY2020	FY2021	FY2022	FY2023	FY2024	Year Total
General & 50 Worst Funds						
Buildings	\$ 3,000,000	\$ 5,000,000	\$ 3,000,000	\$ -	\$ -	\$ 11,000,000
Building Improvements	\$ 485,000	\$ 1,050,000	\$ 660,000	\$ 760,000	\$ -	\$ 2,955,000
Machinery & Equipment	\$ 581,629	\$ 662,755	\$ 460,763	\$ 104,733	\$ 129,733	\$ 1,939,613
Vehicles	\$ 587,436	\$ 1,213,774	\$ 322,654	\$ 855,654	\$ 255,654	\$ 3,235,172
Park Improvements	\$ 300,000	\$ 1,696,670	\$ 876,670	\$ 596,660	\$ -	\$ 3,470,000
Technology Upgrades	\$ 386,000	\$ 380,000	\$ 250,000	\$ 190,000	\$ -	\$ 1,206,000
Roadways & Pavements	\$ 6,957,203	\$ 6,450,000	\$ 6,739,740	\$ 6,739,740	\$ 7,150,000	\$ 34,036,683
Subtotal General & 50 Worst Funds	\$ 12,297,268	\$ 16,453,199	\$ 12,309,827	\$ 9,246,787	\$ 7,535,387	\$ 57,842,468

Enterprise Funds						
Equipment	\$ 412,964	\$ 234,000	\$ 329,000	\$ 559,000	\$ 970,000	\$ 2,504,964
Electrical Infrastructure	\$ 2,686,000	\$ 1,160,000	\$ 1,195,000	\$ 1,045,000	\$ 405,000	\$ 6,491,000
Building	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water Treatment Plant	\$ 4,710,000	\$ 4,690,000	\$ 4,050,000	\$ 3,910,000	\$ 3,560,000	\$ 20,920,000
Water and Sewer Line	\$ 855,000	\$ 800,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 3,605,000
Vehicles	\$ 755,000	\$ 75,000	\$ 75,000	\$ 840,000	\$ 50,000	\$ 1,795,000
AMI Technology Upgrades	\$ 1,250,000	\$ 1,250,000	\$ 300,000	\$ 150,000	\$ 100,000	\$ 3,050,000
Storm water	\$ 2,325,000	\$ 2,020,000	\$ 1,945,000	\$ 1,700,000	\$ 1,700,000	\$ 9,690,000
Subtotal Enterprise Fund	\$ 12,993,964	\$ 10,229,000	\$ 8,544,000	\$ 8,854,000	\$ 7,435,000	\$ 48,055,964
Total Proposed CIP Expenditures	\$ 25,291,232	\$ 26,682,199	\$ 20,853,827	\$ 18,100,787	\$ 14,970,387	\$ 105,898,432

Expenditures By Department	Expenditures For Planning Years					Projected Five
	FY2020	FY2021	FY2022	FY2023	FY2024	Year Total
Public Safety						
Courts	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Fire	\$ 130,379	\$ 729,505	\$ 145,505	\$ 600,000	\$ -	\$ 1,605,389
Police	\$ 458,686	\$ 539,904	\$ 570,912	\$ 360,387	\$ 385,387	\$ 2,315,276
Total Public Safety	\$ 599,065	\$ 1,269,409	\$ 716,417	\$ 960,387	\$ 385,387	\$ 3,930,665

Public Service						
Customer Service, Communications	\$ 11,000	\$ 44,120	\$ -	\$ -	\$ -	\$ 55,120
Community Planning & Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works - Transportation	\$ 6,957,203	\$ 6,450,000	\$ 6,739,740	\$ 6,739,740	\$ 7,150,000	\$ 34,036,683
Buildings & Grounds	\$ 580,000	\$ 1,090,000	\$ 660,000	\$ 760,000	\$ -	\$ 3,090,000
Fleet, Roads & Drainage	\$ 265,000	\$ 476,000	\$ -	\$ -	\$ -	\$ 741,000
50 Worst Properties	\$ 30,000	\$ 27,000	\$ 27,000	\$ -	\$ -	\$ 84,000
Contracts & Procurement	\$ 42,000	\$ -	\$ -	\$ -	\$ -	\$ 42,000
Total Public Service	\$ 7,885,203	\$ 8,087,120	\$ 7,426,740	\$ 7,499,740	\$ 7,150,000	\$ 38,048,803

Culture & Recreation						
Parks & Recreation	\$ 3,338,000	\$ 6,736,670	\$ 3,916,670	\$ 596,660	\$ -	\$ 14,588,000
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Culture and Recreation	\$ 3,338,000	\$ 6,736,670	\$ 3,916,670	\$ 596,660	\$ -	\$ 14,588,000

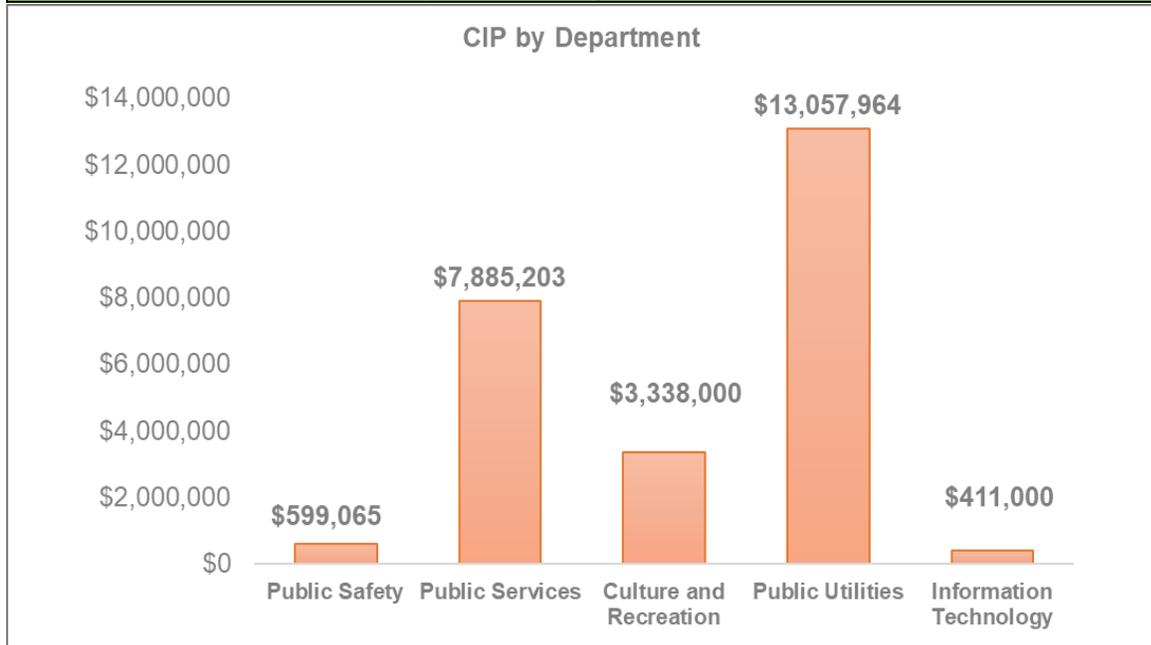
Public Utilities						
Water & Sewer - Water Line	\$ 5,810,000	\$ 5,715,000	\$ 4,125,000	\$ 3,960,000	\$ 3,610,000	\$ 23,220,000
Water & Sewer - Sewer Line	\$ 855,000	\$ 800,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 3,605,000
Water & Sewer - Technical	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Water & Sewer - Meter	\$ 215,000	\$ 165,000	\$ 280,000	\$ 510,000	\$ 970,000	\$ 2,140,000
Storm Water	\$ 2,325,000	\$ 2,020,000	\$ 1,945,000	\$ 1,700,000	\$ 1,700,000	\$ 9,690,000
Electric	\$ 3,466,000	\$ 1,460,000	\$ 1,495,000	\$ 1,195,000	\$ 505,000	\$ 8,121,000
Solid Waste	\$ 296,964	\$ 49,000	\$ 49,000	\$ 839,000	\$ -	\$ 1,233,964
Total Public Utilities	\$ 13,057,964	\$ 10,209,000	\$ 8,544,000	\$ 8,854,000	\$ 7,435,000	\$ 48,099,964

Information Technology	\$ 411,000	\$ 380,000	\$ 250,000	\$ 190,000	\$ -	\$ 1,231,000
Total Proposed CIP Expenditures	\$ 25,291,232	\$ 26,682,199	\$ 20,853,827	\$ 18,100,787	\$ 14,970,387	\$ 105,898,432

Department	Requested Item/Project	Planning Years	
		FY2019	FY2020
Court	Digital recording capabilities	\$ 4,800	\$ -
	Remote viewing for violent inmates	\$ 10,000	\$ 10,000
	Mobile Carriage Filing System	\$ 36,685	\$ -
	Clerk's Office improvements	\$ 5,382	\$ -
Court Total		\$ 56,867	\$ 10,000
Electric	Vehicle replacement	\$ -	\$ 430,000
	Construction Service	\$ 350,000	\$ 800,000
	Substation Regulator	\$ -	\$ -
	Transformer & Equipment	\$ 30,000	\$ 276,000
	Traffic Cameras	\$ -	\$ 150,000
	Poles / Pole Trailer	\$ 50,000	\$ 65,000
	Computer Software & AMI Upgrades	\$ 700,000	\$ 400,000
	Charging Station, Xmas Tree, Capsitors	\$ -	\$ 45,000
	GPS/GIS	\$ 250,000	\$ 100,000
	Street Light & Cable Upgrades	\$ 1,200,000	\$ 1,200,000
Electric Total		\$ 2,580,000	\$ 3,466,000
Fire	Fire Station Replacement	\$ 1,101,319	\$ -
	Mobile Radios, Breathing Apparatus & Lifepak, Extraction Equipment	\$ 64,579	\$ 130,379
	Replace Engine #2 & #4	\$ 600,000	\$ -
Fire Total		\$ 1,765,898	\$ 130,379
Communications	Panasonic AG-DVX200 Camera	\$ 4,500	\$ -
	Furniture for TV Studio	\$ -	\$ 1,000
	Set for TV Studio	\$ -	\$ 10,000
Communications Total		\$ 4,500	\$ 11,000
50 Worst Properties	Skid Steer Loader	\$ 25,000	\$ -
	Tandem Axle Dove Tail Utility Trailer	\$ 2,000	\$ -
	Two (2) Ford F-150 4x4 Trucks	\$ -	\$ 30,000
50 Worst Properties Total		\$ 27,000	\$ 30,000
Information Technology	Software Upgrades	\$ 38,850	\$ 100,000
	Hardware Upgrades	\$ 100,000	\$ 36,000
	Cabling & Relocation of Servers	\$ 160,000	\$ -
	New Generator & Vehicle	\$ 35,000	\$ 75,000
	WIFI & Data Migration	\$ 245,000	\$ 200,000
	EPTV Improvements	\$ 12,500	\$ -
	New City Hall Improvements	\$ 325,000	\$ -
IT Total		\$ 916,350	\$ 411,000
Parks & Recreation	Vans (2)	\$ -	\$ 38,000
	Jefferson Recreation Center	\$ 25,000	\$ 25,000
	John D Milner Sports Complex	\$ -	\$ -
	Proposal for New Rec Center	\$ -	\$ 3,000,000
	Upgrade of Parks	\$ 205,000	\$ 275,000
Parks Total		\$ 230,000	\$ 3,338,000
Police	Vehicles	\$ 193,965	\$ 170,436
	Police Radios	\$ 185,525	\$ 185,525
	Video Cameras, Helmets & Body Armor, Pistols	\$ 104,733	\$ 102,725
	Police Total		\$ 484,223
Solid Waste	Truck Replacement	\$ 35,000	\$ 35,000
	Automated Garbage Containers & Dumpsters	\$ -	\$ 261,964
	Building Improvements	\$ 300,000	\$ -
	Auto Carts for Senior Citizens	\$ 49,000	\$ -
Solid Waste Total		\$ 384,000	\$ 296,964
Storm Water	Storm Water Infrastructure Projects	\$ 325,000	\$ 1,320,000
	Street Sweeper Truck	\$ -	\$ 250,000
	Manhole Camera	\$ -	\$ -
	Federal/State Mandate Projects	\$ 220,000	\$ 755,000
Storm Water Total		\$ 545,000	\$ 2,325,000

Department	Requested Item/Project	Planning Years	
		FY2019	FY2020
Public Works	Pavement Management Program	\$ 7,433,946	\$ 6,957,203
	Building Improvements	\$ 315,000	\$ 580,000
	Customer Care	\$ 77,923	\$ -
	New City Hall Building	\$ 6,500,000	\$ -
Fleet	Fleet Shop Maintenance	\$ 45,000	\$ 265,000
	Warehouse	\$ 36,000	\$ 42,000
Public Works Total		\$ 14,407,869	\$ 7,844,203
Water & Sewer	2 & 4 Inch Water Main Replace-Phase 3	\$ 250,000	\$ 650,000
	Water Valve Location & Exercising	45,000	165,000
	Low Boy Truck	150,000	-
	Water Lab	85,000	100,000
	W&S Infrastructure Improvements	450,000	2,830,000
	AMI Meter Project	750,000	950,000
	Sewer Upgrades	760,000	1,265,000
	SCADA System	350,000	300,000
	Equipment Purchases	190,000	115,000
	Vehicle replacement	-	595,000
Water & Sewer Total		\$ 3,030,000	\$ 6,970,000
Total All Department		\$ 24,431,707	\$ 25,291,232

		FY2019	FY2020
Citywide One-time Capital Funding Sources	General Fund	\$ 1,349,939	\$ 1,537,035
	MCT FUNDS	1,630,535	326,030
	TSPLOST	6,983,946	6,769,203
	50 Worst Properties	27,000	30,000
	Hotel/Motel	491,250	150,000
	Condemned Fund	119,965	-
	Grants	706,322	-
	Bonds/Debt Service	6,583,750	3,000,000
	Water & Sewer Fund	3,030,000	6,970,000
	Electric Fund	2,580,000	3,466,000
	Solid Waste Fund	384,000	296,964
	Storm Water Fund	545,000	2,325,000
Internal Fund	-	421,000	
Total Required Funding		\$ 24,431,707	\$ 25,291,232



Debt service represents principal and interest payment on outstanding debt for all funds, (general, special revenue, and enterprise). The City of East Point’s debt is divided into three categories: Lease Purchases, TAD Bonds, and Revenue Bonds. The City of East Point has no long-term general obligation bond debt.

Under Article 9, section 5 paragraph 1 of the State of Georgia Constitution, the City’s outstanding general obligation debt should not exceed 10% of the assessed value of the taxable property located within the city. The City does not have any general obligation debt, therefore is in compliance with State requirements on debt limits.

Revenue Bonds

2017 Building Authority Revenue Refunding Bonds

In May 2017, the City issued revenue refunding bonds in the amount of \$46,055,000 at interest rates ranging from 2% - 5% to fund water and sewer projects. The purpose of the advance refunding was to refund \$39,295,000 of Series 2006A Revenue Bonds (Water and Sewer Project) and \$10,325,000 of Series 2007 Revenue Bonds (Water and Sewer Project), to purchase a municipal bond insurance policy relating to the Series 2017 Bonds and to pay certain costs of issuing the Series 2017 Bonds.

2017 Bond			
Year	Principal	Interest	Total
2018	5,080,000	2,050,498	7,130,498
2019	4,700,000	1,765,215	6,465,215
2020	4,885,000	1,558,465	6,443,465
2021	1,535,000	1,385,398	2,920,398
2022	1,565,000	1,338,848	2,903,848
2023-2027	11,005,000	6,410,888	17,415,888
2028-2032	11,835,000	2,661,083	14,496,083
2033-2035	5,450,000	321,417	5,771,417
Total	46,055,000	17,491,812	63,546,812

Business & Industrial Development Authority (BIDA)

In 2011, the City issued a revenue bond in the amount of \$1,150,000 at an interest rate of 6.1%. Annual principal installments range from \$73,718 to \$83,295 with principal maturing in December 1, 2025.

The bond was issued to purchase the Wachovia Building on East Point Street to relocate the Customer Care Department.

BIDA			
Year	Principal	Interest	Total
2018	73,718	44,235	117,953
2019	76,003	39,605	115,608
2020	78,360	34,921	113,281
2021	78,360	29,911	108,271
2022	83,295	29,911	113,206
2023-2026	359,822	56,516	416,338
Total	749,558	235,099	984,657

2015 Tax Allocation Bonds (TAD) Camp Creek

Tax allocation bonds were issued to undertake certain redevelopment projects within a tax allocation district established by the City. These bonds were refinanced in fiscal 2016. The Bond amount is \$13,925,000.

2015 Tax Allocation Bonds (Camp Creek)			
Year	Principal	Interest	Total
2018	1,115,000	491,125	1,606,125
2019	1,160,000	446,525	1,606,525
2020	1,205,000	400,125	1,605,125
2021	1,265,000	339,875	1,604,875
2022	1,330,000	276,625	1,606,625
2023-2026	6,650,000	591,060	7,241,060
Total	12,725,000	2,545,335	15,270,335

2015 Tax Allocation Bonds (TAD) (Corridor)

In November 2015, the City issued tax allocation bonds for the Corridors TAD Projects, in the amount of \$1,200,000 at an interest rate of 5.125%.

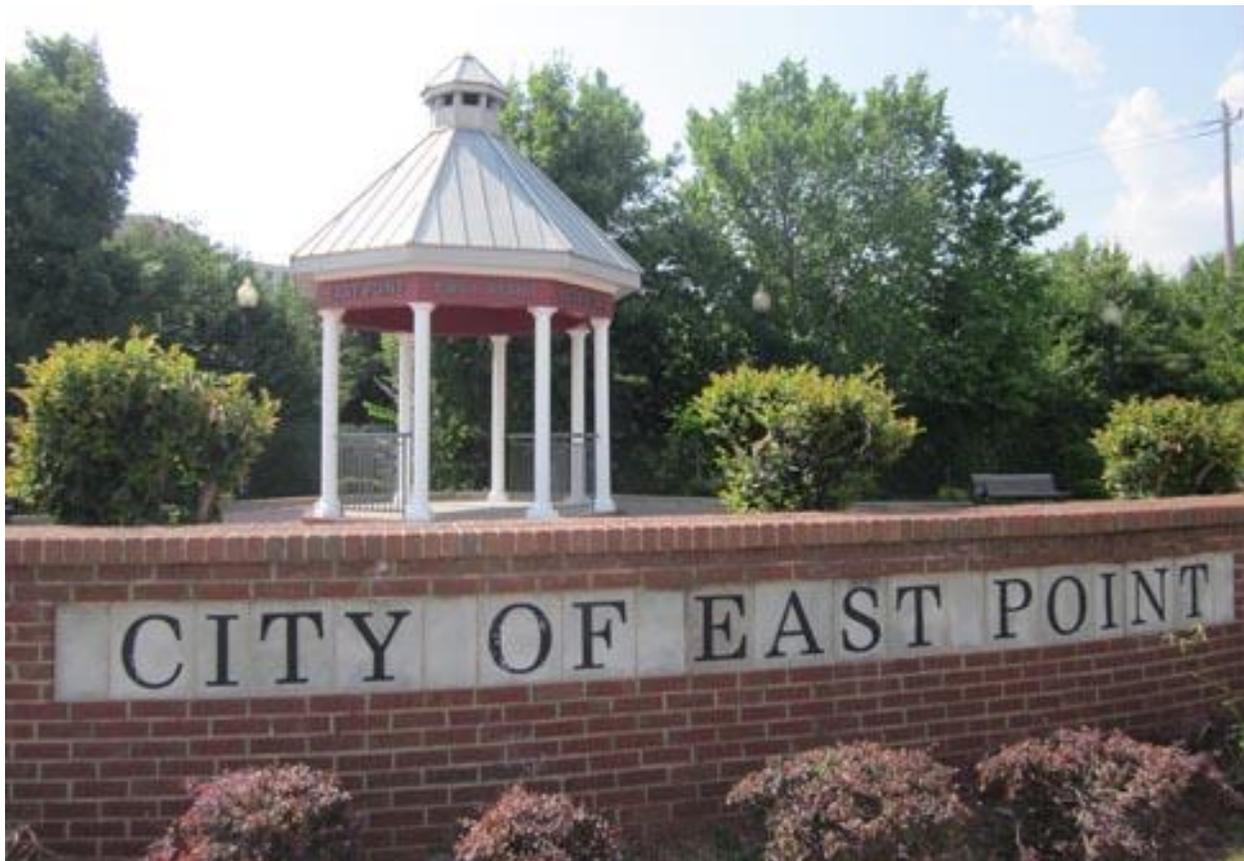
2015 Tax Allocation Bonds (Corridor)			
Year	Principal	Interest	Total
2018	-	61,500	61,500
2019	-	61,500	61,500
2020	-	61,500	61,500
2021	-	61,500	61,500
2022	-	61,500	61,500
2023-2028	-	307,500	307,500
2029-2032	-	307,500	307,500
2033-2038	-	307,500	307,500
2039	1,200,000	153,750	1,353,750
Total	1,200,000	1,383,750	2,583,750

The City has the following lease amounts outstanding as of the start of fiscal 2020.

General Fund	Starting Date	Lease Amount	Payment
Five (5) 2016 Ford F-150	Sep-16	\$ 129,164	\$ 32,291
Total General Fund		\$ 129,164	\$ 32,291
Enterprise Fund			
Sanitation Garbage Trucks (5)	Mar-18	\$ 1,080,500	\$ 288,601
Sanitation Side Loader	Jul-16	\$ 226,685	\$ 54,218
Sanitation Rear Loader	Jul-16	\$ 139,920	\$ 32,748
Three (3) 2017 Ford F-150 Cab	Oct-17	\$ 94,770	\$ 36,341
Electric Bucket Trucks (8)	Jun-16	\$ 1,544,041	\$ 332,876
Leaf Collection Trucks (5)	Jul-16	\$ 986,100	\$ 235,854
Vacuum Truck	Jul-16	\$ 319,215	\$ 76,349
Total Enterprise Fund		\$ 4,391,231	\$ 1,056,988



Departmental Information



The Employees of the City of East Point are the engine that drives the City. A team approach is encouraged to build one common interest- the provision of quality services to all customers. East Point strives to keep its compensation levels competitive. In addition to a base pay, employees are also afforded health care insurance, and the opportunity to participate in the company retirement plan. These cost are part of what is included in the Personnel Services budget.

Health Benefit

The City's goal is to develop a comprehensive approach to healthcare management. Healthcare cost has increased an average of 20 percent over the past year. Therefore, in an effort to manage cost, the City partnered with vendors that can provide services with local network providers, improve health care practices, disease management solutions and offer cost containing measures for a diverse population. In addition, the City for FY 2020 will continue to offer several wellness programs to include exercise, healthy cooking, etc.

Human Resources Highlights

The following table highlights personnel changes for the last two fiscal periods and the current budget year.

Department/Fund	Totals	FY18 Actual	FY19 Amended	FY20 Adopted
50 Worst Properties	Full-time Positions	3	3	3
	Full-time Positions	17	19	19
Building and Grounds	Part-time Positions	3	3	4
City Attorney	Full-time Positions	4	3	3
City Clerk	Full-time Positions	4	4	4
City Manager	Full-time Positions	5	5	6
Communications	Full-time Positions	1	3	3
Customer Care	Full-time Positions	44	44	43
	Part-time Positions			
E-911	Full-time Positions	16	16	16
Economic Development	Full-time Positions	4	4	4
Electric	Full-time Positions	34	34	34
Finance	Full-time Positions	11	12	12
Fire	Full-time Positions	78	79	78
Fleet	Full-time Positions	10	10	10
Human Resources	Full-time Positions	6	6	6
Information Resources	Full-time Positions	7	7	7
	Full-time Positions	9	9	9
Mayor & City Council	Part-time Positions	2	2	2

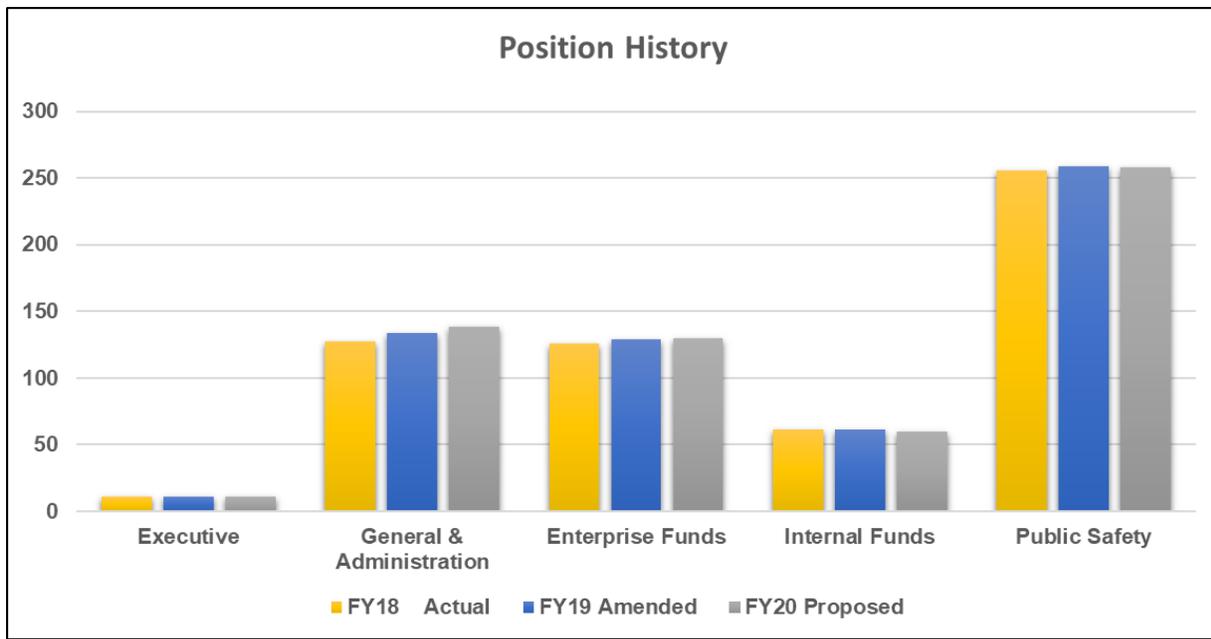
Department/Fund	Totals	FY18 Actual	FY19 Amended	FY20 Adopted
Municipal Court	Full-time Positions	10	10	11
	Part-time Positions	3	3	3
Parks & Recreation	Full-time Positions	14	14	14
	Part-time Positions	7	7	7
Planning & Community Development	Full-time Positions	13	13	14
Police	Full-time Positions	144	146	146
	Part-time Positions	18	18	18
Public Works	Full-time Positions	12	15	15
	Part-time Positions	0	0	0
Contracts & Procurement	Full-time Positions	7	8	8
Solid Waste	Full-time Positions	28	28	28
Stormwater	Full-time Positions	6	8	8
	Part-time Positions	4	2	2
Property Tax	Full-time Positions	3	2	2
Water & Sewer	Full-time Positions	54	57	58
	Full-time Positions	544	559	561
	Part-time Positions	37	35	36
Total City of East Point		581	594	597

Category	FY18 Actual	FY19 Amended	FY20 Adopted
Executive	11	11	11
General & Administration	127	134	138
Enterprise Funds	126	129	130
Internal Funds	61	61	60
Public Safety	256	259	258
Total Positions	581	594	597

Summary of Changes:

Executive	1 Warrant Clerk
G&A	1 Planning/Community Deputy Director
Enterprise Funds	1 Water & Sewer Engineer

The following graph displays the history of full-time and part-time employment positions over the last 3 fiscal years.



MISSION & GOALS

The 50 Worst Properties Program Department is a part of the East Point Clean City Initiative and is focused on the removal of blighted unsafe residential structures.

- Improve the quality of life for East Point’s citizens
- Create attractive, vibrant and stable neighborhoods
- Create safe neighborhoods
- Continue collaborative efforts between the City Manager’s Office, Municipal Court, City Attorney’s Office, Finance and each of the City’s service delivery departments: Planning & Community Development, Fire, Parks & Recreation, Police, EP Power, Public Works, Water-Sewer and Solid Waste.
- Create residential redevelopment opportunities that enhance the existing and surrounding neighborhoods

OBJECTIVES

- Restore tax delinquent properties to the City’s property tax role
- Recover funds expended by the City to demolish and maintain properties identified in the program
- Establish partnership with the Fulton County / City of Atlanta Land Bank Authority
- Identify additional properties to be included in the program.

FY 20 ISSUES

- Recovering funds expended to demolish and maintain properties identified in the program
- Identifying and locating property owners

Measurement Description	FY19	FY20
	Actual	Projected
Number of properties demolished	4	25 plus New list to be established. Need input from community
Number of properties boarded/secured	17	New list to be established. Need input from community
Number of Consent Orders	21	Dependent upon location of owner(s)
Number of properties maintained	64	85
Number of properties brought into compliance by new owners	64	9

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ -	\$ 134,511	\$ 165,659	\$ 136,499
Operating	\$ -	\$ 723,857	\$ 288,500	\$ 296,050
Capital	\$ -	\$ -	\$ 45,700	
TOTAL	\$ -	\$ 858,368	\$ 499,859	\$ 432,549

MISSION & GOALS

To provide exceptional city services in the most professional, courteous and effective manner to enhance the quality of life in the City of East Point.

Department Goals:

The City Attorney's Office is committed to providing excellent legal services to the City of East Point. It is our goal to be viewed as a "First-Class" Municipal Legal Department.

We will provide excellent legal advice, representation and perform legal work that is timely, thorough and in the best interest of the City of East Point.

OBJECTIVES

1. To continue performing more legal work in-house in an effort to reduce the cost paid for outside counsel.
2. Continue to provide preventive counseling and work with risk management to further reduce legal liability.
3. To work with the third party administrator claims process and continued reduction of the number of claims.
4. To continue to provide reporting on trends impacting the City from a legal standpoint.
5. Early mediation and resolution of lawsuits for which liability is clear.
6. Increased diversity of outside counsel.

FY 20 PROJECTED ISSUES

- Resolution of storm water flood and sewer backup cases.
- Direct handling of claims along with third party administrator.
- Continued support to the Civil Service Board, Ethics Board, Finance Committee, Budget Committee and other Council approved Task Forces.
- Providing legal support for special projects such as the proposed New City Government Center, Corridor's TAD, Commons Development, and Legislative Initiatives.
- Drafting and updating Code of Ordinances.
- Monitor and advise City Manager and Council on legal developments pertaining to development issues as well as actions of the Georgia Legislature.

PERFORMANCE MEASURES

1. Respond to all claims within 45 days (averages 72 claims a year)
2. With the exception of some litigation matters which insurance companies require to be handled by outside counsel, matters requiring an expertise that does not exist in the department and matters which cannot be handled by in-house counsel due to conflicts-of-interest as defined by the Georgia Bar Rules of Professional Conduct, reduce the usage of outside counsel and the attendant legal fees;

3. Review all contracts which are fully documented within 72 hours;
4. Review Open Records Requests, subpoenas and other legal requests for documents within the timeframes required by law;
5. Prepare ordinances and resolutions requested by Council Members within 20 days;
6. When notified, review ordinances and resolutions prepared by other departments within 20 days;
7. Attend the regularly scheduled monthly meetings of Council, Council committees, Planning and Zoning Commission (including the work session and Agenda meetings).
8. Attend court ordered mediations, hearings, some depositions as the Client Representative;
9. Provide legal opinions (written and oral) at Council request regarding procedural issues, internal disputes and other legal questions, unless prohibited by the Georgia Bar Rules of Professional Conduct.
10. Provide legal coverage for personnel and grievance hearings and assists in preparing written decision and schedules hearings as well as provide legal coverage for the Citizens Review Board hearings for appeals, Alcohol Appeals Board and Ethics Board.

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 345,290	\$ 411,516	\$ 458,331	\$ 404,520
Operating	\$ 954,150	\$ 1,173,772	\$ 1,065,850	\$ 1,070,260
TOTAL	\$ 1,299,440	\$ 1,585,288	\$ 1,524,181	\$ 1,474,780

DEPARTMENT OVERVIEW

The City Clerk's Office is responsible for the preservation of all city records and serves as the official secretary to City Council. The Clerk's Office performs services such as records and agenda management, notarization, open records requests and transcription of City Council and various boards and commission meetings. The Clerk's Office offers public access to City Council Agendas, Minutes as well as proposed and adopted legislation. In addition, the Clerk's office oversees general liability claims and serves as the election superintendent for municipal elections.

MISSION & VISION

The City Clerk's Office strives to provide centralized staff support to City Council. The Clerk's Office not only provides professional service to elected officials, but staff and most importantly, the citizens of East Point. Our office protects and preserves the integrity of official records and distributes information concerning policy and legislative issues of the East Point City Council. The City Clerk's Office envisions offering exceptional service to City Council and the residents of the City of East Point while promoting government transparency.

GOALS AND OBJECTIVES 2020

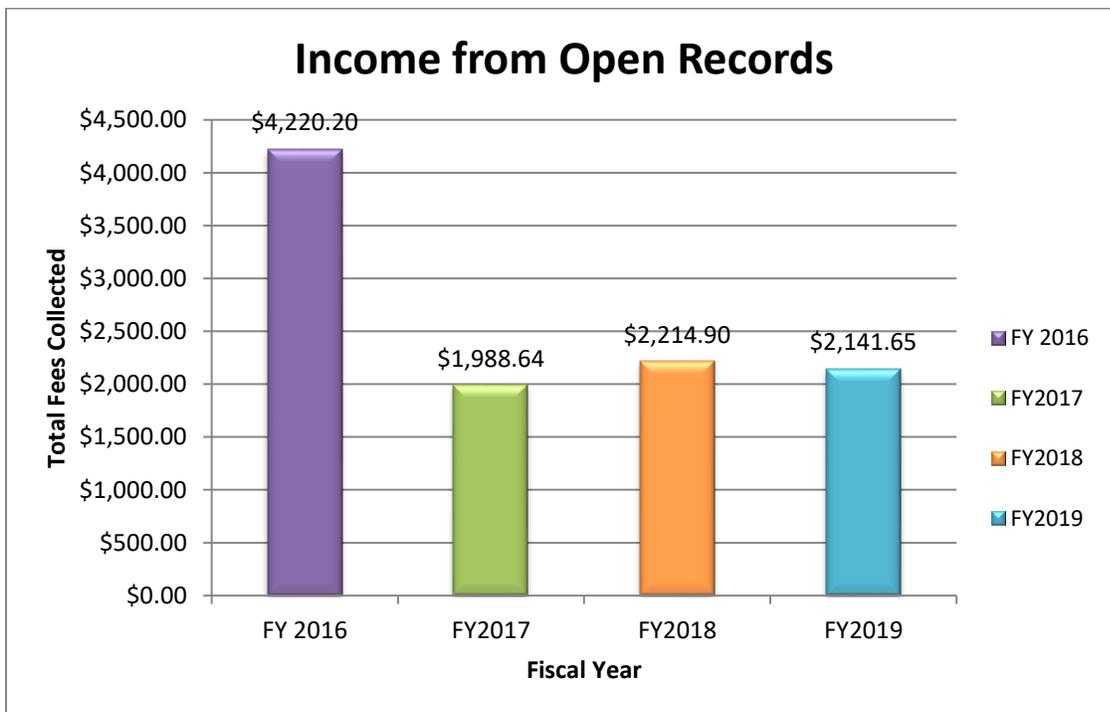
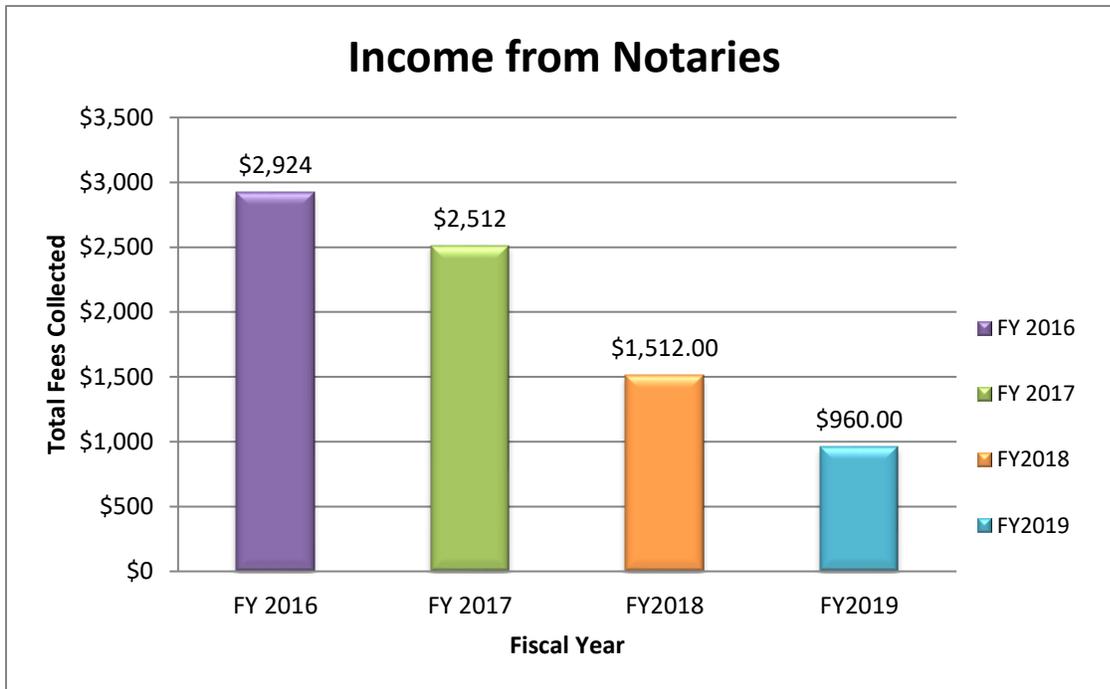
1. To provide the highest level of customer service to the Mayor, Council, City Administration & the residents of East Point
2. To foster government transparency through the availability of public records
3. To provide timely and advance notification of public meetings
4. To deliver Open Record Requests in a timely manner in accordance with Georgia Open Records laws
5. To improve the distribution of policies and legislative information to City staff and the public
6. To maintain the current records retention management plan and work with each department for the best way to classify, store, and secure permanent documents
7. To implement a new agenda management software
8. To explore the possibility of cloud storage
9. To provide professional development training for administrative staff to enhance job performance and customer service

FY 20 CHALLENGES

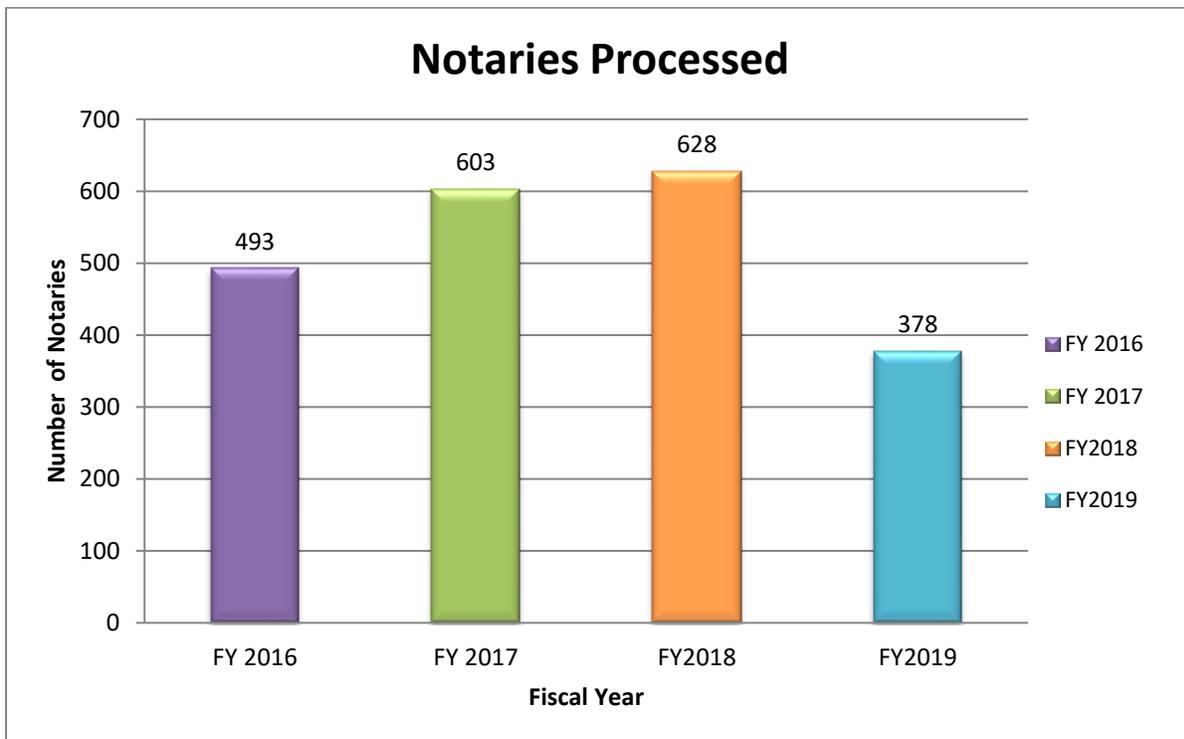
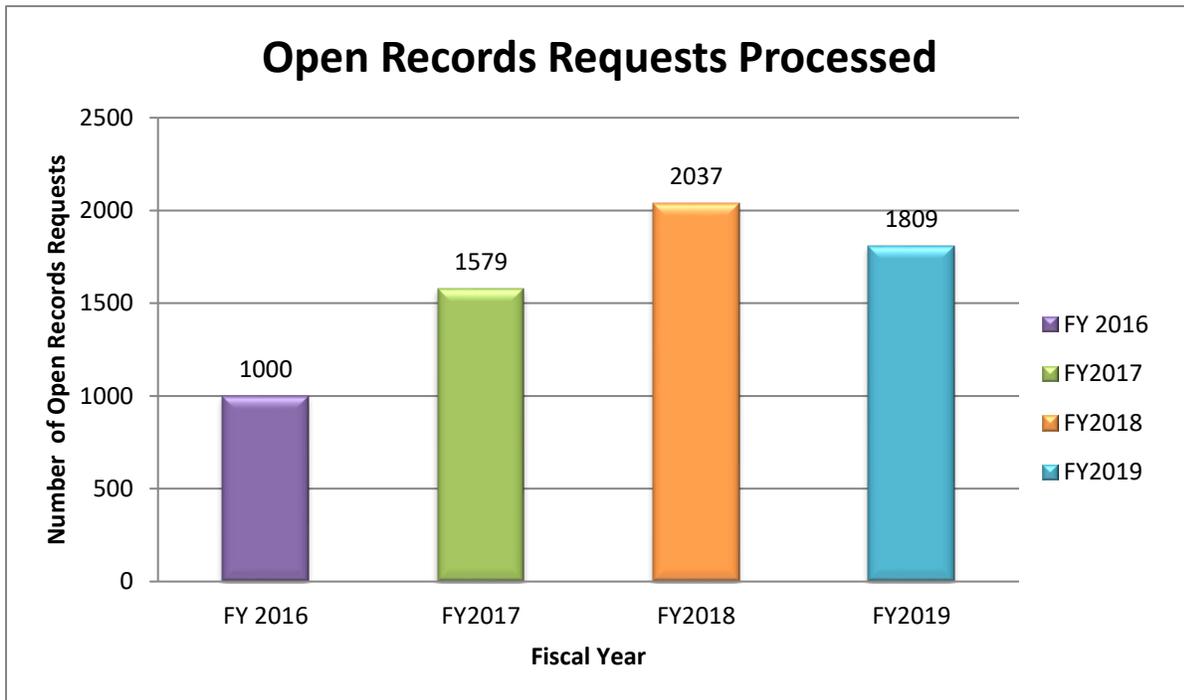
Presently, the City Clerk’s Office is under staffed. By operating at full capacity, the Clerk’s Office can continue delivering exceptional customer service while fostering government transparency.

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Workload Measures				
Open Records	1579	2037	2400	2000
Reports of Claims	79	77	70	78
Closed Claims	37	35	34	36
Notaries	628	378	500	503
Council Meetings	24	24	24	24
Work Sessions	10	9	12	12
Special Council Workshops	0	0	0	0
Special Called Work Session	0	0	0	0
Special Called Meetings	3	2	0	2
Ethics Board Meetings	0	0	0	0
Ethics Pre-Hearings / Hearings	0	0	0	0
Finance/Budget Committee Meetings	1	7	12	12
Building Authority Meetings	8	3	4	4
Human Resources Committee	0	0	4	4

NOTE: FY19 figures are for the period of July 1, 2018 – March 31, 2019



NOTE: FY19 figures are for the period of July 1, 2018 – March 31, 2019



BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 202,455	\$ 258,983	\$ 300,193	\$ 290,642
Operating	\$ 77,268	\$ 220,231	\$ 100,491	\$ 231,215
TOTAL	\$ 279,723	\$ 479,214	\$ 400,684	\$ 521,857

MISSION & GOALS

To manage City of East Point operations in accordance with Federal Law, State Law, County Law and Local Charter, Ordinances and Policies adopted by the East Point City Council.

GOALS

1. Advise the Mayor and City Council regarding the effective and efficient management of the City and provide sound recommendations on policy issues;
2. Oversee the daily operations of all City Departments, except City Attorney, City Clerk and Municipal Court, by:
 - Providing effective oversight of City functions to ensure timely and efficient Service Delivery to citizens and customers;
 - Working with all departments to ensure effective management of department budgets;
 - Meeting with Council, Finance and Budget Committees to effectively communicate financial concerns and provide updates on budget performance;
 - Seeing that all laws, provisions of the Charter and acts of the City Council are faithfully executed;
 - Preparing and submitting the annual operating budget and capital budget to the City Council;
 - Encouraging and providing staff support for regional and intergovernmental cooperation;
 - Promoting partnerships among City Council, staff and citizens in developing public policy and building a sense of community;
 - Effectively managing public information and communication;
 - Recruiting and retaining the best possible employees that have a commitment to high performance; and
 - Maintaining the highest standards of fiscal accountability of public funds

OBJECTIVES

1. Host annual planning and strategic sessions with the Mayor and City Council to set the vision and path to the redevelopment, revitalization and enhancement of the City's resources to improve the quality of living for its residents;
2. Assess the operation and management systems' effectiveness and efficiency in service delivery to citizens;
3. Establish a neighborhood planning system to address revitalization of areas of concern;
4. Manage cost through improved controls to improve the City's fund balance

5. Implement Process Improvement throughout the organization which will provide optimal service delivery for all stakeholders;
6. Implement performance metrics with the use of technology;
7. Continue to highlight the positive attributes of the City through marketing materials;
8. Facilitate training programs for staff to enhance their skills and improve efficiency and effective in our service delivery to the community;
9. Start deployment (Phase III) of the AMI Project;
10. Develop and implement an infrastructure management program (IMP) to ensure a systematic approach to address infrastructure repairs. This will support the Capital Improvement Projects;
11. Develop technological advancement within the organization that supports transparency, open Government, and citizen participation.

FY 20 ISSUES

- Implementation of a new ERP system to integrate the City’s management
- Implementation of a blight housing plan – Acquisition of substandard Properties
- Completing the AMI implementation
- Evaluation of Utility Rate Structure

Measurement Description	FY18	FY19	FY20
	Actual	Projected	Projected
Workload Measures			
Vacant Property & Blight Housing Reductions	25	32	28
Completion of Neighborhood Plans	4	4	2
Progress of New City Hall Project	80%	100%	N/A
Completion of Fire Station	30%	100%	N/A

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 529,546	\$ 592,200	\$ 666,269	\$ 688,155
Operating	\$ 150,397	\$ 168,777	\$ 209,794	\$ 230,755
				\$ -
TOTAL	\$ 679,943	\$ 760,977	\$ 876,063	\$ 918,910

MISSION & GOALS

The City of East Point Communications Division’s overall goal is to ensure communication between the City and citizens to foster a more productive, mutually beneficial relationship.

- To provide useful information to East Point residents about the East Point Government.
- To encourage citizen involvement and participation in government and community activities.
- To reinforce the city’s identity and community pride among East Point’s growing population.
- To promote a stronger, positive image of the City outside the City of East Point.
- To support the City Council and administration in achieving goals and specific community programs.

OBJECTIVES

1. Informing East Point Residents in a timely manner is the highest priority for the Office of Communications.
2. Truth, Accuracy and candor in all government communications are essential.
3. The Communications Division is committed to the highest possible level of quality and professionalism in all its undertakings
4. It is essential to maintain a work environment that is adaptable to the changing needs of citizens and the continuous evolution of technology.
5. Develop a current TV programming schedule to reduce the amount of replays showcasing outdated material.

FY 20 ISSUES

- Increasing personnel to meet the demands of filming City events/programs/meetings
- Continue improvement of upgrading station facilities with proper technology and aesthetics
- Providing proper maintenance for video equipment

Measurement Description	FY 18	FY19	FY20
	Actual	Projected	Projected
Social Media Posts	N/A	At least two posts a day on all social media sites	At least three posts a day on all social media sites. Include more videos made for social media.
Web Updates	N/A	Weekly updates should be made at	Updates should be made to the web daily in the announcements

		least three times a week	and news sections of the website.
EPTV Videos	N/A	Three Videos a month	Three to four videos a month.
VERGE Newsletters	N/A	Once a month	Print newsletter once every two months. Working on ways to transition to an online format.
Press Releases/Media Advisories	N/A	One a quarter for important information and City events	At least one or two press releases/media advisories a month to promote information and City events.

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ -	\$ 57,588	\$ 198,728	\$ 260,249
Operating	\$ 69,861	\$ 135,551	\$ 61,883	\$ 46,045
				\$ -
TOTAL	\$ 69,861	\$ 193,139	\$ 260,611	\$ 306,294

MISSION

The Contracts and Procurement Department shall comply with all federal and state laws, as well as regulations and procedures established by the City of East Point. Contracts and Procurement creates methods to reduce the cost of government spending with integrity and fairness. Creating and encouraging opportunities for vendor participation is essential to our community for economic growth.

Goal

Our goal is to ensure the tax payers of the City of East Point that we practice ethical measures to procure expenditures, which promotes vendor opportunity, cost savings and improve operational efficiency.

OBJECTIVES

1. Create policy and procedures for Contracts and Procurement
2. Increase City Revenue through Auction
3. Improve Procurement Efficiencies
4. Provide Excellent Customer Service
5. Train all CAB's on Procurement fundamentals
6. Create a transparent purchasing environment for the City of East Point

FY 20 GOALS

- Update website to make it more efficient and informative
- Use ERP system to post bids
- Develop policies and procedures
- Enhance process improvement while establishing transparency
- Establish inventory system for the warehouse
- Make current awarded contracts available on the website

Measurement Description	FY 18	FY 19	FY19	FY20
	Actual	Projected	Actual	Projected
Demand Measures				
Decrease number of formal protest	0	0	0	2
Increase the number of annual blanket contracts	50	30	50	35
Contracts & Procurement – Total Number of Purchase Orders Processed Per Month	400	315	400	400
Contracts & Procurement – Total Number of Field Purchase Orders Issued Per Month	40	48	40	20

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 346,666	\$ 477,508	\$ 562,687	\$ 632,230
Operating	\$ (56,139)	\$ 27,110	\$ 33,765	\$ 71,550
TOTAL	\$ 290,527	\$ 504,618	\$ 596,452	\$ 703,780

MISSION

To provide excellent customer service to our internal and external customers while following sound fiscal, operational and procedural guidelines.

DEPARTMENT GOALS

Our departmental goals are outlined in our five standards for Public Service Delivery. The goals are to develop effective business management practices; focus on employee and customer safety; implement excellence in employee development; provide exceptional customer service; protect the City of East Point revenues; achieve the organizational alignment and visibility needs to drive performance excellence, and to promote customer goodwill and satisfaction.

OBJECTIVES

1. Serve as advocates for the City of East Point’s utilities customers;
2. Continue to provide ongoing and continual training for our employees;
3. Enhance ways to communicate and strengthen the relationship between our utility customers and the departments;
4. Enhance communication between department divisions and internal stakeholders;
5. Continuously audit utility accounts to ensure proper billing practices; and
6. Implement a new system to determine a utility deposit for our customers

FY 20 ISSUES

- Overtime and Compensatory Time:
 The Customer Service Department opens at 7:30 a.m. in preparation for the entry of customers who later arrive at 8:00 a.m., and Customer Resources Specialists work after 5:00 p.m. to balance accounts at the end of the day. As a result, Customer Resources Specialists accumulate overtime and compensatory time. The Customer Care Department will aim to develop work flow plans to reduce overtime.

Performance Measures		FY17	FY18	FY19	FY20
Measurement Descriptions		Actual	Budget	Target	Target
ASSESSMENTS-E-EVALUATION	E810	56	200	200	200
ASSESSMENTS-W-EVALUATION	W868	18	200	200	200
CHANGE ELECTRIC METER OUT	E847	173	250	250	250
CHECK FOR NO POWER	E842	534	700	700	700
CHECK FOR NO WATER	W875	283	600	600	600
CHECK FOR WTR MTR LEAK	W880	546	842	842	842
CHECK METER BOX LID	W847	92	60	60	60

CONNECT ELECTRIC	E833	7,776	8,000	8,000	8,000
CONNECT FIRE LINE	W890	11	22	22	22
CONNECT FIRE LINE	W893	10	15	15	15
CONNECT IRRIGATION	W892	13	16	16	16
CONNECT WATER	W891	2,679	3,000	3,000	3,000
CONS ON INACTIVE ACCT	CIA	527	2,000	2,000	2,000
CUT BACK ON ELECTRIC	E802	8,093	1,600	1,600	1,600
CUT BACK ON WATER	W865	4,460	7,000	7,000	7,000
CUT OFF NON PAY ELECTRIC	E832	8,601	10,100	10,100	10,100
CUT OFF NON PAY WATER	W864	5,266	1,000	1,000	1,000
CUT WATER OFF PER CUSTOMER	W881	58	60	60	60
DISCONNECT ELECTRIC	E807	7,110	7,110	7,110	7,110
DISCONNECT FIRE LINE	W886	2	4	4	4
DISCONNECT IRRIGATION	W887	1	2	2	2
DISCONNECT WATER	W888	1,594	1,610	1,610	1,610
FORCE OFF - READ OUT / IN	E830	4,049	4,050	4,050	4,050
FORCE OFF - READ OUT / IN	W889	1,154	1,300	1,300	1,300
HIGH WATER CONSUMPTION	W854	1,163	2,100	2,100	2,100
HOLD SEWER	W873	216	400	400	400
HOLD WATER & SEWER	W877	42	200	200	200
INSTALL ELECTRIC METER	E839	68	100	100	100
LOCK WATER SERVICE MRD	W836	14	50	50	50
METER READING	E801	204,000	204,000	204,000	204,000
NEED DEMAND SEAL	E815	347	350	350	350
NEED GRAY SEAL	E813	7	10	10	10
NEED GREEN SEAL	E814	0	5	5	5
NEED ORANGE SEAL	E812	0	5	5	5
NEW SERVICE CONNECT	E843	433	150	150	150
NEW SERVICE CONNECT	W884	95	100	100	100
OPEN (E) METER SOCKET	E816	2	100	100	100
PARTIAL POWER	E811	32	60	60	60
PULL (E) METER SAFETY H.	E819	10	20	20	20
REMOVE LOCKING BAND & MTR	E820	41	50	50	50
REPLACE LOCKING BAND	E821	21	30	30	30
REREAD (E) METER	E822	1374	2500	2500	2500
REREAD WATER METER	W866	1665	2000	2000	2000
RESTORE CUT OFF SERVICE	E840	203	300	300	300
RESTORE CUT OFF SERVICE	W885	129	300	300	300
STOLEN METER IN SOCKET	E825	136	150	150	150

THEFT OF SERVICE CHECK EL	E805	153	500	500	500
THEFT OF SERVICE CHECK WA	W850	49	500	500	500
VERIFY SERVICE OF METER	E836	12	15	15	15
VERIFY SERVICE OF METER	W863	24	30	30	30
VERIFY WATER METER NUMBER	W858	25	30	30	30
VERIFY WATER METER SIZE	W843	7	10	10	10
WATER SHUT OFF NOTICE	W871	5	5	5	5
ZERO (E) CONSUMPTION	E828	152	200	200	200
ZERO WATER CONSUMPTION	W869	254	300	300	300

BUDGET SUMMARY

Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 2,042,707	\$ 2,375,561	\$ 2,808,169	\$ 2,095,373
Operating	\$ (1,562,474)	\$ (2,718,768)	\$ (3,001,702)	\$ -
Depreciation	\$ -	\$ -	\$ -	\$ -
Capital	\$ 51	\$ -	\$ 77,923	\$ -
Debt Service	\$ 1,450	\$ 117,953	\$ 115,610	\$ -
TOTAL	\$ 481,734	\$ (225,254)	\$ -	\$ 2,095,373

GOALS & OBJECTIVES**MISSION**

The Department of Economic Development (DED) aggressively markets the City of East Point. DED partners to create quality jobs, business investments and expand the tax base by supporting quality growth. DED achieves these objectives by recruiting new industry, promoting private investment, retaining existing companies and growing the commercial tax base.

GOALS

- Incentivize ten small businesses through the Economic Development Small Business Incentive Program in FY 2020
- Continue to maintain the number of movies filmed in the City to benefit both residential and business communities that will generate additional sales tax revenue for the City
- Expand the use of the Business & Industrial Development Authority (BIDA) to provide financing of projects and create programmatic opportunities for the Downtown Development Authority (DDA)

FY 20 OBJECTIVES

1. Complete one Listen & Learn Small Business Incentive Program overview session per quarter
2. Meet with a minimum of 15 small business prospects per quarter in FY 2020
3. Will follow up with 100% of those prospects that express a genuine interest in the small business program
4. Conduct one Filming 101 Session every quarter to promote revenue opportunities for both residents and business owners
5. Build and cultivate relationships between economic development and film industry partners
6. Market and promote the continued use of East Point's Old Library, Old City Hall and Old Auditorium to film scouts
7. Continue to aggressively market East Point TAD's, Federal & State Opportunity Zones and Enterprise Zones, TOD and LCI for new investment
8. Continue to develop programs and policies that will activate Downtown Development Authority initiatives and continue to maintain policies that will utilize BIDA investments throughout East Point
9. Recruit 2-3 new BIDA bond projects in FY 2020

Measurement Description	FY18	FY19	FY20
	Actual	Projected	Projected
Workload Measures			
Businesses/individuals assisted	500	600	600
Events/projects initiated	40	55	55
Leads developed/worked on	70	90	90
Business/ community meetings held	40	58	58
Newsletters/materials/marketing materials created	35	50	50
Business/community surveys administered	80	20	20
Business site visits/interviews	130	150	150
Efficiency Measures			
Business visit per employee	75	65	65
Effectiveness Measures			
Number of new businesses	20	60	60
Number of new jobs	375	525-700	525-700

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 350,435	\$ 390,392	\$ 424,837	\$ 404,129
Operating	\$ 183,520	\$ 132,377	\$ 288,486	\$ 328,790
Capital	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 533,955	\$ 522,769	\$ 713,323	\$ 732,919

MISSION

The Finance Department's mission is to protect the assets of the City of East Point through the establishment of good internal controls, adherence to City policies and Generally Accepted Accounting Principles. The Department will assist citizens and other customers in a professional, efficient, and cost-effective manner.

VISION

The City of East Point's Finance Department will maintain integrity, transparency and professionalism while providing exceptional customer service and accurate, reliable information in a team-oriented environment.

DESCRIPTION

The Finance Department is headed by a Finance Director who serves at the pleasure of the City Manager. The department's key operational areas are General Ledger Accounting; Payroll; Accounts Payables; Accounts Receivables; Asset Management; Budgeting; Grants Management; Property Tax; and Customer Care Services.

The Finance Department is also responsible for advising the City Manager on financial matters, and providing accurate, relevant financial and operational information to Mayor and Council, and Department Directors on a timely basis.

FY 20 GOALS & OBJECTIVES

1. To ensure policies and procedures are consistent with the ordinance, charter and state laws, which will be accomplished by upgrading the Financial Management System; completing the Comprehensive Annual Financial Report within established deadlines; maintain a 2-month General Fund Reserve to address unbudgeted uncertainties; and maintain a minimum 30-day fund balance for the Electric and Water & Sewer Funds.
2. To update and revise internal control procures for fixed asset management to will enhance the City's Five-year Capital Plan and ensure timely reporting in accordance with the City's Ordinance.
3. To receive the Certificate of Achievement for Excellence in Financial Reporting and Budgeting and submit required reporting deadline of the Government Finance Officers Associations (GFOA), State Department of Audits, and granting agencies.
4. Submitting the Single Audit to necessary granting agencies as required by the Single Audit Act of 1984, P.L. 98-502; to complete the SF-SAC Data Collection Form for Reporting on Audits of States and Local Governments; submitting the Annual Report of 911 Collections and Expenditures Form as required in compliance with the

expenditure requirements of the Official Code of Georgia Annotated, Section 46-5-134.

5. Maintain a Monthly Cash Flow Report for the Pooled Cash Account to identify funds equity, revenue sources and expenditures. This fund will be reconciled monthly and the balance reconciled to each of the funds equity accounts.
6. Develop and have Mayor and Council approval of fund balance levels for each fund.

Description	FY18 Actual	FY19 Projected	FY20 Projected
Pooled Cash Bank Reconciliation – Months Reconciled within 20 Days after End of Period (Month)	12	11	12
Perform monthly general ledger closing by the 20 th of each month	12	10	12
Produce monthly financial reports to council and Division Directors by the third Thursday of each month.	12	12	12
Capital Lease Reconciliation – Months Reconciled within 12 Days after End of Period (Month)	12	10	12
Grants Reconciliation – Months Reconciled within 12 Days after End of Period (Month)	12	10	12
Payroll Processing – Average Number of Payroll Errors Every Pay Period	4	2	2
Accounts Payable Transactions – Average Number of Accounts Payable Errors per Month	4	2	2

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 914,793	\$ 1,026,408	\$ 1,264,383	\$ 1,229,531
Operating	\$ 121,903	\$ 69,258	\$ 125,437	\$ 140,893
TOTAL	\$ 1,036,696	\$ 1,095,666	\$ 1,389,820	\$ 1,370,424

INTRODUCTION

The City of East Point Fire Department (EPFD), established in 1908, has evolved into a multifaceted proactive organization committed to delivering the highest quality of comprehensive safety services. With an average response time of six minutes, the EPFD has been dynamic and innovative in creating new programs to provide quality service delivery to the community in an efficient cost-effective manner. Total Staff consists of 76 sworn firefighters, one full time and one part time civilian.

Vision

Professionalism

Providing service with a high standard of ethics, behavior and competence.

Integrity

Providing service with consistency of actions, values, principles and a sense of honesty and truthfulness.

Compassion

Providing service with empathy and sympathy for the suffering of others.

Service

Providing rapid, highly skilled response that meets the immediate needs of the customers while striving for continuous improvement within a safe work environment.

Mission

To prevent disastrous incidents from occurring and to minimize damage to life, property and the environment.

The EPFD is comprised of Three Major Divisions: Administration, Technical Services and Operations.

Administration Division

Fire Administration is responsible for budget development, payroll, accounts payable, purchasing and procurement, recruitment, developing and implementing policies and procedures, research and development, grant writing, interdepartmental relations, statistical analysis, developing job criteria and performance evaluations, public education and fire prevention programs. This division also establishes the departments' strategic plan, goals and objectives, creates, directs, and implements programs to meet those goals. Develops policies and procedures, research and develop grants, oversee

interdepartmental relations, provide statistical analysis, budget development, develop job criteria and performance measurements and filters information to the media.

Operations Division

The Operations Sections delivers Fire Suppression, Basic Life Support and Advanced Life Support Emergency Medical Services (EMS). The Operations Division consists of Three Fire stations. Three Fire Stations are located throughout the city, consolidated in to one Battalion to provide Fire Protection to the citizens. The three fire stations are equipped with three engines, one ladder truck, two advanced/basic life support rescue units, and a battalion command vehicle with 66 employees allocated. Employees assigned to this division are distributed on three shifts A, B, & C, working twenty-four 24 hours on duty and 48 hours off duty.

Emergency Medical Services Section

The Fire Department utilizes three Basic Life Support (BLS) Engines and two Rescue Units to provide Emergency Medical Services. EMS Services consist of seventy-four percent (74%) of all emergency calls. The Basic Life Support Engines and Rescues responded to 6,670 calls for emergency services this year.

Training Section

The Training Section is responsible for Emergency Medical Services (EMS) and Fire Rescue Training for shift personnel and recruits. One of the core responsibilities of this section is to provide a level of training equaling or exceeding the industry standard which will ensure that all citizens of East Point receive the highest level of care. This section is also responsible for teaching safety to all firefighters performing job duties in emergency situations. The training Section coordinates and networks with other local and state agencies to secure the latest and most experienced instructors to assist in the education of department personnel; thus further ensuring that firefighters comply with all state and national standards.

Fire Prevention/Code Enforcement Division

This Section oversees the Fire Prevention and Fire Investigation programs. Fire Prevention is responsible for annual business inspections, determining the cause and circumstances of fires and explosions, reviewing building, sites, detection, and suppression plans to ensure code compliance, reviewing fire lanes plans, and issuing certificates of occupancy to new businesses. Additionally, this Division also enforces the State of Georgia Codes, as amended by the City of East Point Municipal Code, in addition the International Code Council and National Fire Protection Association standards.

Internal Affairs Section

The Technical Services Officer has been assigned the responsibility to function as the Internal Affairs Officer. The Internal Affairs Officer ensures that employees of the East Point Fire Department are held to the highest level of professionalism and that our policies, practices, and procedures comply with city, state, and EEOC requirements.

Goals

- Conduct Annual Inspections and Pre Plans of all Identified High Risk Businesses and Industries in the City of East Point.
- Enhance Public Education, Life Safety and Risk Reduction through Community Programs.
- Provide a competitive compensation base to attract and retain the best employees.
- Encourage support staff to take additional classes and training to improve service delivery to citizens and enhance the Knowledge, Skills, and Abilities of fire personnel.
- Evaluate emergency operations and actively solicit citizen feedback to ensure the highest level of emergency services and customer service are being delivered consistently.
- Ensure all City Department Heads complete COOP/COG and Code RED annual training.
- Reduce number of fires annually
- Respond to all citizen requests promptly.
- Maintain emergency response times for Fire/EMS calls.

Measurement Description	FY18	FY19	FY20	FY21
	Actual	Actual	Projected	Projected
Demand Measures				
Perform Inspections 100% of High Risk East Point businesses (50 total business).	90%	100%	100%	100%
Provide a minimum of 12 programs annually for high-risk East Point residents (youth and elderly) through Community Programs	20	25	30	30
Apply for a minimum of \$50,000 in Grants Annually based on identified department needs.	\$131,000 applied	\$60,000	\$50,000	\$50,000
Workload Measures				
Exceed the ISO (Insurance Services Office) minimum of 228 Total Training hours for all personnel	240	240	250	250
Ensure a minimum of 50% of staff will take additional training classes annually to improve service delivery to citizens and enhance knowledge, skills, and abilities.	50%	50%	50%	55%
Attend and Present Material at a minimum of 50 Community Meetings Annually	66	90	100	100
Efficiency Measures				
Respond to all emergency incidents within 6 minutes 90% of the time	90%	90%	90%	90%
Reinforced Response on scene within 8 minutes 90% of the time	90%	90%	90%	90%
Train 100% of Department Heads on COOP/COG Annually	NA	90%	100%	100%
Fill 100% of Authorized Sworn Firefighter Positions Annually (75 positions total)	84%	87%	100%	100%
Effectiveness Measures				
Reduce the number of Structure Fires	30	42	40	40
Offer a minimum of 12 Fire Safety Education programs annually	15	20	20	20

Respond to all community/customer service requests within 24 hours	99%	99%	100%	100%
Schedule free home inspections, smoke and carbon monoxide detectors, car seats, within 2 days of request 100% of the time	100%	100%	100%	100%
Maintain a minimum 90% positive rating for customer service delivery	94%	94%	100%	100%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 5,182,437	\$ 6,156,625	\$ 7,505,496	\$ 6,959,291
Operating	\$ 439,020	\$ 356,083	\$ 433,662	\$ 372,844
Capital	\$ 7,539	\$ -	\$ -	\$ 130,379
Debt Service	\$ 158,077	\$ 158,078	\$ -	
TOTAL	\$ 5,787,073	\$ 6,670,786	\$ 7,939,158	\$ 7,462,514

MISSION & GOALS

The Mission of the Human Resources Department is to support the City by developing and implementing high quality, state-of-the-art personnel programs that will enhance the services provided to East Point citizens, visitors, and those who do business in the city.

GOAL

The Goal of the Human Resources Department is to create a service-oriented environment that focuses on employees, the city's most valuable assets. The Human Resources Department aligns its focus with the vision and strategic initiatives of the City Council by supporting fifteen (15) departments with a workforce of approximately five-hundred (550) employees. Employees are provided with: benefits, pensions, employee relations, recruitment, current personnel policies and procedures, updated pay and classification plan, relevant job descriptions and access to a broad spectrum of local, state and federal policies to include the Americans with Disabilities Act (ADA), Fair Labor Standards Act (FLSA), Family Medical Leave Act (FMLA), Affordable Health Care Act (ACA) and the provisions of the Title VII of the Civil Rights Act of 1964, EEO regulations as amended and a safe workplace.

OBJECTIVES**To Recruit, Select and Retain employees by:**

- Activating additional components of NeoGov - online application management system
- Meeting with hiring managers to discuss "hard to fill" positions and to develop strategies for expanding recruitment efforts.
- Implementing non-monetary incentives to reward employees.

To Administer the Compensation and Classification Program by:

- Conducting periodic reviews of the labor market to ensure that the City of East Point's salaries are competitive.
- Monitoring pay compensation issues ensuring that employees are not working outside their classifications.

To Develop Training and Career Development by:

- Developing a comprehensive safety training program.
- Creating a leadership development program to train aspiring supervisors.
- Conducting periodic mandatory training programs to reduce the City's legal exposure.
- Counseling employees on career progression.

To Administer Benefits by:

- Hosting monthly lunch and learn sessions on physical, mental, financial matters.
- Conducting a survey to determine employee satisfaction with health providers and voluntary benefits

- Implementing “Best Practices” in health insurance and benefit management

To Provide an Effective Risk Management Program by:

- Recognizing safe drivers with an annual awards program.
- Identifying repetitive injuries to reduce accidents.
- Conducting random drug screens and driver’s license checks.
- Staying abreast of Risk Management “Best Practices” and implementing those that are compatible to East Point.

FY 20 ISSUES

- Increase on-site departmental training sessions on requested topics.
- Develop a Records Retention Program in accordance with Georgia Law.
- Standardize safety improvement programs for all employees with an emphasis on field personnel experiencing a high number of accidents.
- Develop an implementation schedule for the recommended actions from the Professional Review and Analyses of the City’s Job Classification, Descriptions and Compensation Levels RFP.
- Increase participation in programs designed to decrease chronic illnesses.

Performance Measures				
Measurement Description	FY 17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Time to Hire (days)	60	60	45	40
IOJ Return to Work (days)	10	10	10	10
Efficiency Measures				
	Actual		Goal	
Time to Hire			45 business days	
Turnover Rate	15%		10%	

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 466,532	\$ 391,026	\$ 507,544	\$ 546,932
Operating	\$ 51,098	\$ 81,252	\$ 112,214	\$ 180,056
Capital	\$ 800	\$ -	\$ -	\$ -
TOTAL	\$ 518,430	\$ 472,278	\$ 619,758	\$ 726,988

Vision:

Information Technology Services will be recognized as a high performing team providing innovative technology solutions and services to transform the City into an ideal place to live, work and play.

MISSION

To provide secure and reliable IT solutions in alignment with the city's strategic plan, while partnering with the public and private entities to enhance the quality of life and services in the City of East Point.

Core Values:

Our Core values drive and guide us toward delivering secure, reliable, and integrated technology solutions and services. As members of the IT team, we are driven by:

- Innovation
- Collaboration
- Integration
- Transparency
- Continuous Improvement

GOAL

The goal of the Information Technology Department is to provide the City with a state of the art information technology infrastructure, linking all City buildings, while delivering excellence in customer service. In support of this goal, the IT Department will demonstrate technical and operational excellence through innovation, collaboration, integration and a commitment to professionalism and continuous improvement. IT department will continue to partner with private and public entities to better understand changes in technology and adapt to deliver government services in an efficient and productive manner.

IT Department has aligned its portfolio of projects with focus areas as outlined in City's latest strategic plan. The purpose is to ensure IT department is working on projects that aligns with City's strategic goals and objectives.

High-Level Goals, Objectives and Projects:

Focus Areas	Objectives	Projects
<ul style="list-style-type: none"> • Safe & Sustainable Community • Innovative & High Performing Organization • Infrastructure 	<ol style="list-style-type: none"> 1. Promote safety and transparency by employing modern information technology solutions. 2. Modernizing the City’s operational and emergency response capabilities in order to serve our customers and citizens more efficiently. 3. Upgrade systems, applications, and processes to enhance operational efficiencies and provide render outstanding customer service 4. Demonstrate financial responsibility and transparency by implementing a new financial & purchasing application that meet or exceed internal and external regulatory and auditing requirements and 	<ol style="list-style-type: none"> 1. Upgrade Internet speed to 1gig at LEC 2. Outfit Code Enforcement officers’ Vehicles w/ New ToughBook Computers 3. Deploy a Code Enforcement Module 4. E-warrant System 5. E-ticketing System 6. Establish a Non-emergency calling center 7. Extend Guest Wireless to the new City Hall campus (exterior). 8. Water & Electric SCADA Systems 9. Fleet Management System 10. E-bid System 11. ERP 12. Asset Tracking system

<p>-Continued-</p> <p>- Infrastructure</p>	<p>augments fiscal transparency by allowing financial reporting to be published online dynamically.</p>	<p>13. GEO-Point:</p> <ul style="list-style-type: none"> a. Developing a complete map and inventory of entire Electric and Water & Sewer lines. b. Vacant Property Map with augmented reality features c. Census 2020 d. GIS integration with Fulton County and ERP System e. Streamline 911 Data Services f. Partner with GMA to provide executive level Training g. Develop 3D and mobile mixed reality solutions for all users
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OBJECTIVES

1. Migrate Finance modules from H.T.E to a new ERP System
2. Implement an online Planning, Permitting, inspections, & Code Enforcement modules.
3. Outfit Code Enforcement dispatch vehicles with new Panasonic Toughbook
4. Procure and implement following systems: e-bid, e-Warranty, e-ticketing, fleet management and asset tracking.
5. Develop an enterprise ArcGIS Utility program that will enable use augmented reality to enhance productivity of such departments as Water & Sewer, Electric, Public Works and Police & Fire.
6. Continue to develop our “Geo-Point” site to become the best local government GIS site in the country
7. Deploy a unified SCADA system for Electric and Water & Sewer departments with full weather outage map along with video wall hosted in operation center.
8. Continue to upgrade City’s new website and add new features for transparency and citizen’s engagement.

FY 20 ISSUES

- Work collaboratively with PD, Court, Public Woks and Electric & Water and Sewer departments to deploy a host of electronic system to automate their functionalities.
- Enable such departments as Community Development, Economic Development and Code Enforcement to perform their core functions more efficiently with the implementation of a new ERP System.
- Upgrade ERP system to automate procurement process & work order, enhance transparency, enable better record keeping & auditing, and provide flexible user-friendly report generation tool set.
- Maintaining a fully staffed department to achieve the goal of being recognized as a high performance team that transform key government processes;

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Users supported	612	618	625	630
PCs/Laptops	570	556	590	580
Servers (Hardware & Virtual) supported	67	70	73	82
Copiers, Printers supported	68	59	75	55
Workload Measures				
Helpdesk Requests by phone	8790	10207	12229	12560

Helpdesk Requests by email	5673	7640	8,450	9050
Number of Projects	15	23	22	25
Efficiency Measures				
Percentage of Requests Closed	93%	92	95%	93
Percentage of Projects Completed	94%	91	96%	95
Effectiveness Measures				
Request resolved within 1 business day	91%	90%	92%	93%
Request resolved within 3 business days	99%	95%	99%	96%
% Projects completed by due date	92%	91%	93%	93%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 501,916	\$ 669,986	\$ 754,484	\$ 687,997
Operating	\$ (616,108)	\$ (1,155,455)	\$ (1,301,809)	\$ (1,104,755)
Capital	\$ 89,729	\$ 206,160	\$ 570,025	\$ 98,840
TOTAL	\$ (24,463)	\$ (279,309)	\$ 22,700	\$ (317,918)

MISSION & GOALS

The mission of the City of East Point Municipal Court is to provide prompt & courteous service in an efficient professional manner while promoting justice fairly and impartially.

GOALS

1. Continue to educate the public about the rules and procedures of Municipal court.
2. Disseminate information pertaining to rehabilitative programs to at risk persons for recidivism.
3. Encouraging of professional educational training for staff to ensure the highest level of customer service to the public
4. Implement a Community outreach program that allows Elementary School and Middle School students to come and observe court operations
5. Install and implement e-ticketing software and hardware

OBJECTIVES

1. Continued advancement of staff through training
2. Enhancement of web access to court proceedings
3. Continued progress to paperless court procedures
4. Evaluate grant opportunities for the reduction of recidivism and aiding the mentally infirm.

FY 20 ISSUES

1. Indigent defendant representation continues to utilize a significant portion of our funding. As stated in previous years, this line item supports state mandated indigent defense and adherence to the ADA requirements for court access for language barriers and hearing impaired individuals.
2. Technology challenges with the current system created a backlog of critical tasks due to the high volume of tickets that have to be manually entered on a daily basis.

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Workload Measures				
# of jail citations cases	2044	1671	2102	1939
# of traffic cases	5063	2537	5195	4265
# of local ordinance cases	1053	767	1263	1028
# of drug cases	106	153	97	119
# of DUI cases	57	35	90	61
# of Probated Cases	1868	1171	1636	1558
# of Court Appointed Council Cases	408	1132	559	700

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 577,808	\$ 636,528	\$ 824,831	\$ 736,693
Operating	\$ 129,241	\$ 118,341	\$ 110,620	\$ 123,200
Capital	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 707,049	\$ 754,869	\$ 935,451	\$ 859,893

MISSION & VISION

The City of East Point Parks and Recreation Department's mission is to embody what it means to be a healthy and playful community by developing a park system that is aesthetically and functionally appealing; and offering value driven programs to residents and surrounding communities.

GOAL

The goal of the Parks & Recreation Department is to promote a healthy community where all residents participate in a broad range of parks, recreation and cultural enrichment activities offered at various well-maintained public facilities. The department will accomplish this by completing capital improvements at its parks and the recreation facility. The goal of promoting a healthy community will also be accomplished by completing the "Model Mile" of the East Point PATH, increasing overall program participation by 10%, improving procedures, processes, and quality control. Lastly, by improving marketing and visibility.

OBJECTIVES

1. Complete East Point PATH Model Mile:
 - a. Complete construction of EP PATH "Model Mile"
2. Capital Improvements at Sumner Park:
 - a. Removal of invasive species; and
 - b. Address parking lot issues
3. Capital Improvements at Jefferson Park Recreation Center:
 - a. Improvements to Fitness areas
 - b. Roof repairs
4. Capital Improvements at Sykes Park:
 - a. Removal of trees and invasive species
 - b. Completion of mountain bike trails
5. Capital Improvements at River Park:
 - a. Renovations to park including pavilions and walkways
6. Capital Improvements at Colonial Hills Unity Park:
 - a. Replace shelter
 - b. Replace playground equipment
7. Increase overall program participation by 10%:
 - a. Continue to partner with local organizations;
 - b. Continue to host camps and events specific to the program; and
 - c. Improve social media presence
8. Review Edit and add Standard Operating Procedures and processes
9. Implement improved quality control of equipment

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Complete 100% of capital projects	95%	90%	100%	100%
Increase overall youth program participation by 10%	75%	100%	100%	100%
Increase facility reservations by 10%	90%	100%	100%	100%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Adopted	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 790,611	\$ 929,131	\$ 1,172,774	\$ 1,083,884
Operating	\$ 368,779	\$ 335,635	\$ 325,230	\$ 393,135
Capital	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,159,390	\$ 1,264,766	\$ 1,498,004	\$ 1,477,019

MISSION

The mission of the Planning and Community Development department is to guide land development, support quality economic development, and promote healthy, sustainable and equitable developed communities.

We commit that our service is consistent with the highest public standards for health, safety, livability, and general welfare of the City of East Point community. We aim to deliver sound planning services that are fair, efficient, effective, and cooperative with residents, businesses, and neighboring jurisdictions.

The Planning and Community Development department is passionate about the progress of the City of East Point and we pride ourselves in being the community's "*Concierge of the Built Environment*." Our customers communicate with us their goals, and it is our job to assist them while upholding the highest quality and equitable standards that aim to protect the health, safety, and welfare of the greater community as a whole.

Planning Division

Vision: The Planning Division seeks to be a progressive division of the Department of Planning & Community Development. This division balanced policies and regulations to create sustainable development and communities within the City of East Point for current and future citizens.

Mission: The purpose of the Planning Division is to recommend healthy, socially inclusive, sustainable, environmental sensitive and equitable policies that support existing communities while promoting future development and growth via the Comprehensive Plan and Future Development Map which serve as guides for the decision-making body of the City of East Point.

Permits Division

Vision: The Permits Division seeks to be an innovative division of the Department of Planning & Community Development which effectively and efficiently coordinates all permitting and plan review processes regarding renovations, tenant build-out and new construction development activities in the City of East Point.

Mission: The purpose of the Permits Division is to ensure plan review coordination occurs between the City's service delivery departments and issue permits in a timely and efficient manner.

Inspections Division

Vision: The Inspections Division seeks to be an efficient division of the Department of Planning & Community Development which provides customer-friendly building inspections and remains abreast of current industry standards and modern technologies.

Mission: The purpose of the Inspections Division is to safeguard the public health, safety and general welfare of the built environment in the City of East Point.

Business License Division

Vision: The Business License Division is a critical division of the Department of Planning & Community Development for the growth and retention of businesses in the city.

Mission: The purpose of the Business License Division is to assess and track all existing and new businesses operating in the City of East Point via licensing and regulatory fees.

GOALS

1. Continue commitment to efficient customer service delivery;
2. Continue to inform the community (at large) of planning tools, techniques and processes;
3. Maintain the website as a user-friendly and efficient information tool;
4. Continue cross training of personnel;
5. Enhance the Department's library to remain abreast of current topics;
6. Support continuing education and training for staff;
7. Support continuing education and training for Planning & Zoning Commissioners.

OBJECTIVES

1. Provide accurate and reliable information to customers in a timely manner
2. Continuously update website, forms and applications available in office
3. Operations continue in the absence of personnel
4. Present new and innovative tools that can be implemented in East Point
5. Conduct two (2) *Planning 101* informational meetings for the public

FY 20 ISSUES

- Department Reorganization: Cross Training, revised job descriptions, update position functions to address and respond to current customer service delivery needs.
- Transition from paper/manual permit, licensing, planning, zoning and inspections processing to On-line/web-based Permitting, Plan Review and cashiering processing
- Digital storage for approved, zoning, business licensing, permits and plans
- Upgrading cashiering procedures and revenue tracking processes

- Providing Innovative Technology upgrades for staff and Planning & Zoning Commissioners and City Council (Improve website, staff analysis and digital presentations, user friendly GIS mapping)
- Customer Service Campaign: Provide extensive customer service training and departmental functioning cross training.
- Initiate and follow through pertinent processes to provide an innovative and modern “Revised Zoning Ordinance” to capture and support current trends, economic goals and inclusive demographic needs.
- Initiate Audit on City Addressing processes and methods and data.
- Initiate Audit Process and procedure: Department website, Department Applications and Administrative Guidelines, Implement FAO’s informational guides.
- Update Comprehensive Plan to include Equitable Development and Healthy Community elements.
- Incorporate and Implement Council approved Resolution to commit to advancing an integrated approach to improving health, equitable development and social equity policies and programs for the city.
- Implement Stream-lined permitting process through enhanced user-friendly website.
- Coordinate pre-meetings for technical plan review team to provide cutting-edge coordinated feedback to the development community and citizens of East Point.
- Revise Internal Process
- Implement Permit Study Recommendations: An Analysis of the Development Review and Permitting Process was conducted and completed in June of 2017
- Electronic and Mobile Services
- Internal Governmental Coordination: Initiate a Business Process Improvement and coordination with Customer Care Department

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Processed Totals				
1. Applications Zoning	48	1,153	56	1,400
2. Applications Permits	1,664	4,557	1,834	5,000
3. Inspections	8,786	11,652	9,687	13,000
4. Business License	1,563	1,399	1,724	1,900
Total Revenue	\$1,107,617	\$1,121,756	\$1,221,147	\$1,555,000
Zoning, Permitting, Inspections & Licensing occur annually	12,061	12,477	13,301	16,000
1. Zoning (90-days)	YES	YES	YES	YES
2. Permitting (2-weeks)	2 – WEEKS	2 –WEEKS	2 –WEEKS	2 –WEEKS
3. Inspections (next day)	YES	YES	YES	YES
4. Business License (1-day)	YES	YES	YES	YES

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 736,534	\$ 940,881	\$ 1,087,838	\$ 1,084,525
Operating	\$ 212,404	\$ 43,786	\$ 223,506	\$ 209,050
Capital	\$ 1,176	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ 32,291	\$ 32,291	\$ 32,291
TOTAL	\$ 950,114	\$ 1,016,958	\$ 1,343,635	\$ 1,325,866

MISSION

We Engage the Community – We Solve Problems

GOAL

To attract and retain qualified and experience officers, through added compensation for academic qualification and certifications. To reduce crime in an ethical and cost effective manner by providing a safe and secure environment for the community and police staff while promoting excellence in the delivery of police services. This will be accomplished by reducing crime by 5% in the most cost effective manner; maximizing the delivery of customer service to enhance quality of life; and advancing the professional development of police department personnel.

OBJECTIVES

1. Deploy patrol and investigative personnel based on an analysis of crime patterns and trends to reduce the occurrence of criminal activity;
2. Increase police visibility to deter illegal activities in high crime areas by utilizing administrative patrol assignments;
3. Employ a proactive approach to crime prevention and reduction through professional reporting, skilled investigation, apprehension, and aggressive prosecution of offenders;
4. Investigators will contact victims within 48 hours of receiving crime reports to provide exceptional customer service that contributes to a better quality of life;
5. To provide callers and visitors with prompt, courteous, and competent service to avoid and / or reduce complaints; and
6. Enhance the professional development of personnel by facilitating requests to attend general, specialized, and advanced training that will increase the effectiveness and efficiency of the police department.

FY20 ISSUES

- In-Car Cameras and Body Worn Cameras have been procured and issued to aid in the transparency of the police department while also protecting citizens and police officers.
- Aging police vehicles will be addressed and a need for a citywide program that allows for new vehicles to be purchased on a routine basis.

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 9,164,970	\$ 9,491,089	\$ 11,773,658	\$ 11,609,623
Operating	\$ 431,194	\$ 465,031	\$ 1,386,460	\$ 1,341,340
Capital	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 9,596,164	\$ 9,956,120	\$ 13,160,118	\$ 12,950,963

MISSION

The mission of Code Enforcement is to provide a clean, safe, and beautiful City for all to enjoy.

GOAL

The goal of Code Enforcement is to monitor the city of compliance to city rules and ordinances; maximize the delivery of customer service to contribute a high quality of life; and advance professional development of Code Enforcement personnel. This will be accomplished by training personnel to obtain G.A.C.E levels 1, 2 and 3 certifications and training; actively executing the improvement of properties from the designated “50 worst properties list”; and fully staff the department to ensure efficiency in the city.

OBJECTIVES

1. Identify areas that contribute to crime (i.e. dilapidated houses, overgrown lots, and abandoned automobiles) and enforce the appropriate city code to aid in a 5% reduction in crime;
2. Report to the Field Operations Division criminal activity observed while conducting inspections to aid in the 5% crime reduction;
3. Respond to inquiries and complaints within 48 hours of receipt to provide excellent customer service that improves the quality of life for all citizens;
4. Increase positive interaction with property and business owners to encourage an environment conducive to voluntary compliance;
5. Conduct four (4) public safety blitzes focusing on each Ward (A B C and D) with the assistance of the fire department; and
6. Participation in the Citizen Police Academy criteria to educate the public with enforcement and restrictions involved with Code Enforcement issues.

FY 20 ISSUES

- Monitoring vacant and abandon properties to avoid squatting; and
- Continue to monitor our 50 worst properties for compliance

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 247,460	\$ 259,857	\$ 401,083	\$ 335,438
Operating	\$ 981	\$ 1,656	\$ 1,000	\$ 1,000
TOTAL	\$ 248,441	\$ 261,513	\$ 402,083	\$ 336,438

MISSION

The mission of the City of East Point 911 Communications Center is to provide optimum quality emergency dispatch service to the citizens of East Point in the most cost effective manner.

GOALS

1. Assist the Police Department in the reduction of crime by 5%
2. Enhance professionalism of Communications personnel
3. Improve delivery of customer service

OBJECTIVES

1. To provide high quality, efficient and cost effective communications support for the operations and administrative functions of the Police Department, which will aid in the reduction of crime by 5% by the end of the fiscal year.
2. To provide callers with prompt, courteous, and competent service, which will enhance the quality of life in the City of East Point.
3. To facilitate the development of highly trained, proficient personnel by ensuring Communications personnel attend training specific to Communications and dispatch functions. This will allow for continuous improvement of service delivery and steadfast quality customer service.
4. To constantly identify ways to enhance the quality of services delivered to citizens by E-911 Communications personnel.

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 799,189	\$ 838,194	\$ 1,063,657	\$ 890,847
Operating	\$ 317,605	\$ 343,611	\$ 512,363	\$ 471,752
Capital	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,116,794	\$ 1,181,805	\$ 1,576,020	\$ 1,362,599

MISSION

The mission of the City of East Point Municipal Jail is to ensure that the jail is operated in a safe, secure, humane, and legal manner.

GOAL

The goal of the jail division is to maintain effective security and control of the inmates; to improve jail operation; to provide training for jail staff; and to improve delivery of customer service.

OBJECTIVES

1. To ensure that the Municipal Jail is in compliance with state guidelines pertaining to jail operations;
2. To inspect the Municipal Jail and review incident reports, inmate grievances, disciplinary actions, and related operational reports to identify problem areas on an annual basis; and
3. To facilitate the development of highly trained, proficient personnel by having jailers attend courses specific to jail operations. This will allow for continuous improvement of the service delivery and steadfast quality customer service.

FY 20 ISSUES

- We are currently housing inmates for the City of Fairburn, City of Hapeville, City of College Park, City of South Fulton and in discussion with City of Union City to house their inmates as well.
- This has significantly increased the amount of budgeted monies for Operating Supplies and for Inmate per week food purchases.

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 901,755	\$ 1,029,383	\$ 1,208,992	\$ 1,108,844
Operating	\$ 142,382	\$ 111,725	\$ 220,630	\$ 258,100
TOTAL	\$ 1,044,137	\$ 1,141,108	\$ 1,429,622	\$ 1,366,944

MISSION

This office will utilize current technology to enhance services and improve the reach by those services throughout the city. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of East Point.

GOAL

To exceed previous expectations by ensuring the highest level of service possible using technology, tools and services to assist our taxpayers in transacting business with our office.

OBJECTIVES

1. To increase the previous years' collection percentage;
2. Improve taxpayer perception of customer service in the Tax Division;
3. Begin search for full service Tax Sale company
4. Conduct informative meetings with taxpayers, HOA's and businesses

FY20 ISSUES

- Lack of personnel to become a fully functional Property Tax Division;
- Inadequate property/people tracing programs in place;
- Properties sold or transferred not adequately updated;
- Vacant properties, foreclosures and unemployment affecting tax revenues
- Lack of a dedicated call center to answer questions so that staff can dedicate our time to increased collections

Performance Measures				
Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Efficiency Measures	Property Taxes	Property Taxes	Property Taxes	Property Taxes
Billed	\$11,067,498	\$13,654,979	\$13,928,070	14,345,316
Collected	94%	94%	98%	98%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 90,984	\$ 151,199	\$ 153,869	\$ 172,168
Operating	\$ 30,156	\$ 18,513	\$ 51,725	\$ 28,909
TOTAL	\$ 121,140	\$ 169,712	\$ 205,594	\$ 201,077

DEPARTMENT OF PUBLIC WORKS

Mission

The Mission of the Public Works Department is to provide quality essential services to the citizens of East Point in a prompt, courteous, safe, efficient and cost-effective manner with the goal of providing a quality of life in our neighborhoods and the City. Public Works, through its dedicated employees, strives to plan, design, build, maintain and operate public infrastructure in a manner that respects the environment and the ability of government to adequately preserve these assets for succeeding generations.

Administrative

Administration Division mission is to develop a dedicated department to effectively and efficiently provide a quality service to the City of East Point.

1. Increase the quality of work force productivity;
2. Increase the development of new and innovative technology;
3. Increase development with the department managers and supervisors;
4. Improve on customer service.

Buildings and Grounds

The Mission of the Buildings and Grounds Department is to provide quality essential services to the citizens of East Point in a prompt, courteous, safe, efficient and cost-effective manner with the goal of providing a quality of life in our neighborhoods and the City. Employees of building maintenance, strives to provide quality building maintenance services to the City building, staff and to the community. Our aim is to meet those needs by maintaining buildings, systems, and clean facilities in a manner that provides a safe and comfortable environment which is conducive to a positive work experience. Our methods of assessment include regular on-site inspections of our facilities, maintaining regular dialog with relevant staff groups and vender to ensure standards are being met and/or improvements are communicated to guarantee efficient correction.

Objectives:

1. Program Objective(s) to perform preventive maintenance procedures on building mechanical equipment on a scheduled basis.
 - A. Routine HVAC Maintenance and Inspections
 - B. City owned building quarterly ADA inspections
 - C. Routine Filter and Lubrication of mechanical systems
 - D. Annual building structure inspections

Performance indicator(s): Implement a new policy/statutory responsibilities associated with workplace health, safety and environmental impact of all buildings with the following:

1. Daily work logs
2. Equipment History tracking form
3. Record keeping of onsite supplies and inventory
4. Operate in accordance with City guidelines and safety procedures.

FY20 Public Works / Building & Grounds Division Maintenance

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Performing service and production schedule. (60 work order response to building repairs: HVAC, Painting and Lighting)	104	60	125	100
Efficiency Measures	182%	100%	100%	100
Ensure city buildings are maintained and cleaned regularly. (12 City Buildings, 260 routine cleaning)	257	260	260	260
Efficiency Measures	104%	100%	100%	100
Improving turn around on work order requests.	85%	100%	100%	100%

Performance measures are based on the actual work orders completed.

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 650,130	\$ 789,070	\$ 1,119,268	\$ 980,820
Operating	\$ 383,095	\$ 489,151	\$ 542,430	\$ 583,100
TOTAL	\$ 1,033,225	\$ 1,278,221	\$ 1,661,698	\$ 1,563,920

Fleet Division

The mission of the Fleet Operations Division (FOD) is to provide safe, dependable operating vehicles and heavy duty equipment. The goal is to consistently provide an outstanding service to our internal and external customers, while providing professional and excellent services in a cost effective manner.

Objective:

The Fleet Division's program objective is to complete ninety-five percent (90%) or better of the work generated within the FY20 budget year:

- a. Continue to create a new culture within the fleet division of providing excellence first to our customers.
- b. Continue to create a new culture within the fleet division of providing excellence first to our customers. Create cost cutting methods for each vehicle and maintain a preventative maintenance schedule for optimal repair to prevent downtime.
- c. Optimizing the use of the newly installed Fuel Management System.
- d. Minimize outsourcing of repairs to save the City money.
- e. Effective scheduling to prevent minor breakdowns.

Performance indicator(s) - the completion of generated work orders (outstanding vs. completed):

- a. Document inspection and maintenance procedures;
- b. Update inventory and inspection reports;
- c. Improve working order tracking;
- d. Update productivity and performance reporting; and
- e. Implementation of in-house work order backlog reduction and preventive maintenance strategies.
- f. Improve technicians knowledge of all current technology to be an effective employee

**FY19 Department Performance Measures
Fleet Maintenance Division**

Measurement Description	FY 17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Routine Maintenance General / PM Repairs	1344	1470	1460	1500
Efficiency Measures	82%	94%	100%	100%
# Repairs outsourced	50%	25%	25%	25%
Effectiveness Measures				
% Completed Vehicle Repairs	70%	95%	95%	100%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 485,445	\$ 593,695	\$ 636,728	\$ 614,647
Operating	\$ (552,461)	\$ (593,695)	\$ (636,728)	\$ (1,139,455)
Capital	\$ -	\$ -		\$ -
Depreciation	\$ 78,142	\$ -	\$ -	\$ -
TOTAL	\$ 11,126	\$ -	\$ -	\$ (524,808)

Roads & Drainage Division

The mission and goal of the Roads & Drainage Division is to continue to perform the highest level of comprehensive maintenance, repairs and emergency response task within the city roadways and right of ways. The mission is to maintain and improve roadways, sidewalks and storm water drainage system. Meeting the projection of the mission the Roads & Drainage division will meet the set goals which will enhance the citizens of East point with an environment that meet federal environmental standards, improved roadways and safer community to travel through. This will be performed in accordance with established performance standards and the level of required service.

Objectives:

Roads and Drainage's program objective is to complete eighty five percent (85%) or better of the work orders generated within the FY20 budget year. The maintenance and repairs will be within the City's right of ways and roadways to meet the highest level of service:

- Continue to complete work order information as paperless as possible.
- Continue to distribute man hours as needed to multi task within the division.
- Continue to strive to reduce staff overtime.

Performance indicator(s) - the completion of generated work orders (outstanding vs. completed):

- Document inspection and maintenance procedures.
- Update inventory and inspection reports.
- Improve work order tracking procedures.
- Utilization of the GUI work order system to track labor, material, equipment and daily work order backlogs.
- Implementation of in-house work order backlog reduction and preventive maintenance strategies.
- Increase GIS training, accessibility and utilization within each of the operations centers.
- Perform needs assessments to better define and prioritize funding needs and requirements
- Completing performance goals by utilizing the following:
 1. Service distribution and production schedule completion.
 2. Maintenance priority scheduling on service request.
 3. Material and equipment inventory tracking for cost saving and projection.
 4. Routine safety and equipment operation training.
 5. Implementation of in-house work order backlog reduction and preventive maintenance strategies.
 6. Increase GIS training, accessibility and utilization within each of the

1. Completing performance goals by utilizing the following:
 - a. Service distribution and production schedule;
 - b. Maintenance priority scheduling;
 - c. Material and equipment inventory tracking;

**Department Performance Measures
Roads & Drainage Division**

Performance Measurement	FY17	FY18	FY19	FY20
Pothole Repair	161	269	80	75
Effectiveness Measures				
Tree Root Removal from Roadways	54	10	45	45
Effectiveness Measures				
Street Sign Replacement	216	645	4521	2000
Effectiveness Measures				

Performance measures are based on the actual inspection completed compared to the minimum state required standards for inspection.

Routine safety and equipment operation training. Measurement Description Work Order / Demand Measure	FY 17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Scheduled 60.7 miles 6 month ROW Mowing (measured in miles)	254	235	328	365
Efficiency Measures	70%		90%	100%
Scheduled Drainage Ditch Maintenance (measured in miles, MS4 required 20% annually)	25	9	45	95
Efficiency Measures	20%	.02%	45%	100%
Workload Measures				
Work Order Service Request (moving furniture, litter patrol and various laboring request)	101	94	100	100
Efficiency Measures: Completed W/O	100%	94%	100%	100%
Leaf Vacuum Collection (6 month program measured in tons)	894	1698	925	1600
Efficiency Measures	100%	182%	100%	100%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 447,524	\$ 486,259	\$ 601,728	\$ 632,823
Operating	\$ 120,451	\$ 520,559	\$ 562,604	\$ 326,600
Capital	\$ 349,317	\$ 11,564	\$ -	\$ 393,691
Debt Service	\$ -	\$ -	\$ -	
TOTAL	\$ 917,292	\$ 1,018,382	\$ 1,164,332	\$ 1,353,114

Transportation Division

- The mission of the Transportation Division is to improve the City's driving, transit, walking, and biking facilities as to promote traffic flow, commerce, and economic development, thereby improving the quality of life for residents.
- Increase the quality of pavement and sidewalks throughout the city.
- Provide a more efficient transportation system for motorists and pedestrians.
- Coordinate with the Atlanta Regional Commission (ARC), Fulton County and Georgia Department of Transportation (GDOT) in the development and management of federally state and locally funded projects.

Objective:

Transportation's program objective is to begin design or construction of one-hundred percent (100%) of the projects approved for the Transportation Division TSPLOST in the FY20 budget year. Complete specific objectives as follows:

- Increase the City's Pavement Condition Index by utilizing recommendations from the Pavement Management Program.
- Implement recommendations from the South Fulton Comprehensive Transportation Plan.
- Maintain the City's Local Administered Project (LAP) Certification from the Georgia Department of Transportation (GDOT).
- Maintain participation in the GDOT Local Maintenance and Improvement Grant (LMIG) and utilize LMIG funds to improve the City's sidewalks and roadways.
- Move all federally funded project towards construction in FY2019 & 2020.

Performance indicator(s):

- Continue to coordinating with contracts and procurement early in the budget year in order to release RFP and ITBs sooner to increase the production of completion of target goals.
- Complete development of the on-call engineering system in order to provide a more efficient and effective engineering consultant services when required.

Transportation Division

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
New Sidewalk Installation	1.2 mi	3.5 mi	4 mi	3 mi
Roadway paving	3.3 mi.	8 mi	10 mi	10 mi
Roadway Striping	2.5 mi.	2,5 mi	5 mi	5 mi
Workload Measures	85%	95%	100%	100%
Utility Cut Permits	65	75	75	75
Efficiency Measures	100%	95%	100%	100%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 127,122	\$ 228,018	\$ 135,980	\$ 235,277
Operating	\$ 98,504	\$ 28,789	\$ 119,302	\$ 120,900
Capital	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 225,626	\$ 256,807	\$ 255,282	\$ 356,177

The City of East Point Power Department is charged with providing power to the Residential and Commercial Customers of the City. The department when fully staffed consists of thirty-seven employees including an Electric Director and Assistant Director.

MISSION

East Point Power is proud to be a customer focused, city owned utility providing reliable, safe, environmentally friendly electric services to our citizens, businesses, and commercial customers. East Point Power strives to provide electricity in a safe, reliable, and cost-effective manner.

GOALS

Our goals for this budget year include the following: to replace all streetlights in the city to LED street lights; replace mechanical meters for the new AMI system; to install a new SCADA System; upgrade Voltage Regulators in all substations; replace aging three phase reclosers on primary system; to conduct a preliminary electric system study; GPS/GIS data inventory.

OBJECTIVES

1. Safety: Perform regular inspections on all vehicles and employee protective devices to minimize accidents and promote a safe working environment;
2. Wood Pole Inspections: In its effort to reduce risk from accidents, East Point Power will inspect the Electrical Substations and its circuits in FY 2020;
3. New Electrical Infrastructure: New electrical infrastructure and capacitors will be installed to reduce line loss.

FY 20 ISSUES

- Wood Pole inspections and replacements;
- Retention of qualified and competent Line Workers and employees at retirement age;

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Target	Target
Demand Measures				
Provide a reliable source of power to the residents of East Point.	95%	96%	97%	97%
Reduce paper usage by increasing laptop use.	30%	28%	27%	27%
Patrol 58% of all Street/Security Lights.	55%	58%	59%	59%
Patrol all Electrical substation circuits.	100%	100%	100%	100%
Efficiency Measures				
Realize a 10-20% savings in material through ECG Joint Purchasing Membership.	10-20%	10-20%	10-20%	10-20%
Respond to all after hours outage calls within 60 minutes	100%	100%	100%	100%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 1,886,981	\$ 2,986,341	\$ 2,682,276	\$ 2,625,933
Operating	\$ 39,679,441	\$ 43,400,061	\$ 41,564,643	\$ 44,375,536
Capital	\$ 1,520,193	\$ 247,567	\$ 2,655,000	\$ 3,628,500
Depreciation	\$ (295,839)	\$ 598,570	\$ -	\$ -
Debt Service	\$ 47,146	\$ 37,957	\$ 369,219	\$ -
TOTAL	\$ 42,837,922	\$ 47,270,496	\$ 47,271,138	\$ 50,629,969

MISSION

It is the mission of the City of East Point Sanitation Department to collect solid waste from our customers in a safe and effective manner and to protect the environment and keep the City of East Point Beautiful.

GOALS

The goals of the Solid Waste Department are as follows:

- To provide timely collection services to the citizens of East Point.
- To identify operational issues that could prevent the timeliness of collection services, and take steps to correct these issues.
- To respond in a timely fashion to any concerns or questions raised by citizens, and resolve these concerns or questions quickly and courteously.

OBJECTIVES

The objectives of the Solid Waste Department are as follows:

- To operate all vehicles and equipment in a safe manner, so as to minimize the possibility of accidents and/or injury to employees and citizens, protect the environment and preserve City equipment and citizen property.
- To manage the fiscal resources that have been provided to the Department in the most efficient manner possible.
- To cooperate with and provide information to other city departments, senior management and the City Council.

FY 20 ISSUES

- Reduce the number of Commercial Hauler down to one
- Explore providing in-house Recycling
- Explore implementation of automated yard Waste Collection System.

FY19 Division Performance Measures

Measurement Description	FY 17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Bulk Pickup Requests	1010	1050	1300	1300
Workload Measures				
Conduct daily equipment and vehicle inspection	260 inspections	260	260	260
Efficiency Measures				
Number of customer complaints	190	180	170	170
Effectiveness Measures				
Conduct safety inspections of equipment	24	48	80	80

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 1,220,720	\$ 1,338,436	\$ 1,706,442	\$ 1,488,962
Operating	\$ 2,246,505	\$ 3,475,325	\$ 2,470,037	\$ 3,806,891
Capital	\$ 36,322	\$ 36,938	\$ 384,000	\$ -
Depreciation	\$ (8,246)	\$ 113,502	\$ -	\$ -
Debt Service	\$ 12,410	\$ 35,575	\$ 525,519	\$ 202,666
TOTAL	\$ 3,507,711	\$ 4,999,776	\$ 5,085,998	\$ 5,498,519

MISSION

It is the mission of the Storm Water Division to protect and enhance the quality of life of all the citizens in the City of East Point. Provide for the collection, and conveyance of Storm Water runoff and Flood Management service in accordance with all federal, state and local regulations in the safest, most efficient, and cost effective manner possible.

GOALS

The goals of the Storm Water Division are to treat our customers, the citizens of East Point respectfully and proactively address their concerns by providing the services necessary to meet their needs in the most efficient manner possible; to build, operate, and maintain a quality infrastructure that promotes and protects the public health, safety, and welfare by efficiently collecting, and conveying storm water runoff; to develop, promote, and enforce sound engineering design and construction practices within the City that promote and encourage "No Adverse Impact"; to protect and nurture the environment by enhancing the water quality in the City and surrounding area through the use of innovative practices and standards and to meet and/or exceed all federal, state, and local regulations and water quality standards.

OBJECTIVES

1. Manage the proposed Storm Water Utility Program;
2. Meet the Federal and State Compliance of the NPDES Phase 1 MS4 requirements;
3. Oversee the City Ordinance for Floodplain/Post Development Storm Water;
4. Mitigate repetitive loss properties;
5. Acquire and relocate flood prone structures;
6. Protect and restore open space;
7. City-wide Floodplain Home Ranking & Evaluation;
8. Implement a Rip-Rap Program; and
9. Comply with Federal requirements to keep our ranking of seventh (7th) in the Community Ranking System

FY 20 ISSUES

- Continue to develop an Inventory of the City's storm water infrastructure to address compliance requirements to identify illicit discharges and asset management; and
- Green Infrastructure / Retrofit program is needed to comply with MS4 Permit

Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Federal and State Compliance (NPDES, MS4, Floodplain, etc.)	100%	100%	100%	100%
Storm water Facility Site Inspections for MS4	100%	100%	100%	100%
Illicit Discharge and Illegal Connection Screening	100%	100%	100%	100%
Water Quality Sampling and Monitoring for MS4	100%	100%	100%	100%
Industrial Site Inspections	100%	100%	100%	100%
Two hundred forty-six (246) Highly Visible Pollutant Source Inspections.	100%	100%	100%	100%
Inspections of LDP sites	100%	100%	100%	100%
Re-inspections of LDP sites	100%	100%	100%	100%
LDP & Concept Review	100%	100%	100%	100%
Floodplain Review	100%	100%	100%	100%
Elevation Certificates (750) properties	100%	100%	100%	100%
Outfall Inspection and Screening	100%	100%	100%	100%
MS4 Compliance Reporting	100%	100%	100%	100%
CRS Compliance Requirements	100%	100%	100%	100%
Regulatory Compliance Advisory Meetings	100%	100%	100%	100%
Workload Measures				
Inspections of LDP sites	100%	100%	100%	100%
Elevation Certificates (750) properties	100%	100%	100%	100%
Outfall Inspection and Screening	20%	20%	20%	20%
MS4 Compliance Reporting	100%	100%	100%	100%

BUDGET SUMMARY				
Category	FY17	FY18	FY19	FY20
Description	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 296,123	\$ 567,798	\$ 570,635	\$ 414,332
Operating	\$ 725,328	\$ 634,631	\$ 1,016,685	\$ 1,061,454
Capital	\$ (41,867)	\$ 653,562	\$ 645,000	\$ -
Depreciation	\$ 30,499	\$ -	\$ -	\$ -
Debt Service	\$ 22,099	\$ 235,853	\$ 235,854	\$ 235,854
TOTAL	\$ 1,032,182	\$ 2,091,844	\$ 2,468,174	\$ 1,711,640

MISSION

The Water and Sewer Department mission is to provide progressive, administrative oversight and management of City’s resources, external funding, procurement and budget matters necessary to insure the goals, objective and operations strategies for the City of East Point’s Water Resources are successfully implemented am on target to meet the needs of those we serve.

GOALS

Over the next several years the Water & Sewer Department envisions a program that meets the needs of an aging system and provides the product and services to those we serve. The challenge will be met with a renewed commitment to improve and expand operations and maintenance and C.I.P services through comprehensive strategic planning and implementation designed to meet fully funded short-term and long-term goals.

OBJECTIVES

1. To improve productivity by providing oversight and management of personnel finance, procurement and budget matters necessary to ensure goals, objectives and strategies are successfully implemented and on target;
2. To provide code compliance and enforcement of City Ordinances;
3. Review and update City of East Point standards to incorporate the latest construction standards and specifications;
4. Implement service distribution and production schedule;
5. Develop productivity analysis and performance reporting;
6. Replace degraded sewer and water line;

**FY20 Department Performance Measures
Water & Sewer (4331) Sewer Line Maintenance Division**

Performance Measures				
Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Linear ft. mains/service line installation/repair	1500 Lin. Ft	1575 Lin. Ft	1500 Lin. Ft	1525 Lin. FT
Linear Ft. (ML) Cleaned/Per Month	5000 Lin. Ft	5500 Lin. Ft	Lin. Ft	5050 Lin. FT
Linear Ft. CCTV/Per Month	1500	1530	1575	1650

		Lin. Ft		Lin. Ft
	Lin. Ft		Lin. Ft	
Sewer Taps/Service Lines Installed per month	25	35	45	50
Workload Measures				
Linear ft. mains/service line installation/repair	1500 Lin. Ft	1500 Lin. Ft	1500 Lin. Ft	1575 Lin. Ft
Linear Ft. (ML) Cleaned/Per Month	5000 Lin. Ft	5000 Lin. Ft	5000 Lin. Ft	5020 Lin. Ft
Linear Ft. CCTV/Per Month	1500 Lin. Ft	1500 Lin. Ft	1575 Lin. Ft	1650 Lin. Ft
Sewer Taps/Service Lines Installed per month	25	30	45	50
Efficiency Measures				
Emergency Service 24 hours mobilization time 2 hours	100%	100%	100%	100%

**FY20 Department Performance Measures
Water & Sewer (4440) Water Line Maintenance Division**

Performance Measures				
Measurement Description	FY17	FY18	FY19	FY20
	Actual	Actual	Projected	Projected
Demand Measures				
Linear ft. mains/service line installation/repair New Water Line Replacement	1500 Lin. Ft	1500 Lin. Ft	1500 Lin. Ft	3000 Lin. Ft
Linear Ft. (ML) Cleaned/Per Month	5000 Lin. Ft	5000 Lin. Ft	5000 Lin. Ft	6000 Lin. Ft
Linear Ft. CCTV/Per Month	1500 Lin. Ft	1500 Lin. Ft	1575 Lin. Ft	2000 Lin. Ft
Water Taps/Service Lines Installed per month	25	50	45	55

Workload Measures				
Linear ft. mains/service line installation/repair	1500 Lin. Ft	1500 Lin. Ft	1500 Lin. Ft	3000 Lin. Ft
Linear Ft. (ML) Cleaned/Per Month	5000 Lin. Ft	5000 Lin. Ft	5000 Lin. Ft	6000 Lin. Ft
Linear Ft. CCTV/Per Month	1500 Lin. Ft	1500 Lin. Ft	1575 Lin. Ft	1600 Lin. Ft
Water Taps/Service Lines Installed per month	25	30	45	55
Efficiency Measures				
Emergency Service 24 hours mobilization time 2 hours	100%	100%	100%	100%

**FY20 Department Performance Measures
Water Treatment Plant (4430)**

Performance Measures	FY17	FY18	FY19	FY20
Measurement Description	Actual	Actual	Projected	Projected
Demand Measures				
Total Coliform Bacteria (% Positive)	0%	0%	0%	0%
Workload Measures				
840 Finished Water Samples Tested	100%	100%	100%	100%
Efficiency Measures				
840 Finished Water Sample (%Negative)	100%	100%	100%	100%

BUDGET SUMMARY				
Category Description	FY17	FY18	FY19	FY20
	Actual	Actual	Amended	Adopted
Expenditure Category				
Personal Services	\$ 2,757,561	\$ 3,733,851	\$ 3,668,961	\$ 3,500,472
Operating	\$ 9,342,698	\$ 12,235,006	\$ 10,289,448	\$ 11,870,013
Capital	\$ 606,144	\$ 274,097	\$ 5,950,387	\$ 334,000
Depreciation	\$ 137,168	\$ 2,998,930	\$ -	\$ -
Debt Service	\$ 2,166,865	\$ 1,446,636	\$ 6,541,565	\$ 7,433,755
TOTAL	\$ 15,010,436	\$ 20,688,520	\$ 26,450,361	\$ 23,138,240



Glossary/Definition Guide

Account Number: A system of numbering used to categorize or "group" accounting transactions into common areas, such as salaries, rent, and utilities expense. Account numbers are the numerical equivalent of descriptive terms; e.g., the number 512 represents the account number for regular salaries.

Accounting Period: A period at the end of which and for which financial statements, budgets, or other reports are prepared, typically an annual period. The City's annual accounting period begins July 1 and ends June 30.

Accounting Procedures: All processes which identify, record, classify and summarize financial information to produce financial records.

Accounting System: The total structure of records and procedures which identify, record, classify, summarize and report information on the financial position and results of operations of a government.

Accounts Payable: A liability account reflecting amounts on open accounts owed to others for goods and services received by the City.

Accounts Receivable: An asset account reflecting amounts owed on open accounts from others for goods and services furnished by a government.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing or related cash flows.

Ad Valorem Tax: A tax levied on the assessed value of real property. This tax is also known as property tax.

Amortization: (1) Gradual reduction, redemption or liquidation of the balance of an intangible asset or liability according to a specified schedule of times and amounts. (2) Provision for the extinguishment of a debt by means of periodic payments.

Appropriation: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Audit: A methodical examination of the utilization and changes in resources. It concludes in a written report of the findings. A financial audit is a test of management's Financial statements and internal accounting control procedures to determine the extent to which: internal accounting controls are both available and being used; and to determine whether the financial statements fairly present the City's financial condition and results of operations.

Balanced Budget: A budget in which planned funds available equal or exceed planned expenditures.

Bond: A written promise to repay a specified sum of borrowed money, called the face value of principal amount, at a specified date or does in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter typically runs for a longer period of time.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budget Adjustment: A legal procedure utilized by City staff to revise a budget appropriation. The Finance Director has the authority to adjust expenditures within departmental budgets according to budget policy, but no change in the total budget can occur without approval of the East Point City Council.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budgetary Basis: This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, Cash, or modified accrual.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within The limitations of available appropriations and available revenues.

Capital Improvement Plan CIP: A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have part and specifies the full resources estimated to be available to Finance the projected expenditures.

Capital Outlay: An expenditure for the acquisition of, or addition to, a fixed asset. Items acquired for less than \$ 5,000 are not considered capital outlay.

Contingency: Funds set aside for future appropriation with the approval of the East Point City Council.

Cost Allocation: A method used to charge Internal Service Funds and Enterprise Funds for their share of central administration costs.

Current Assets: Those assets, which are available or can be made available to finance current operations or to pay current liabilities. Those assets, which will be used or converted into cash within one year. Some examples are cash, short-term investments and taxes receivable which will be collected within one year.

Debt Limit: The maximum amount of gross or net debt which is legally permitted.

Debt Service: The payment of principal and interest on borrowed funds, such as bonds.

Debt Service Requirement: The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Deficit: An excess of liabilities and reserves of a fund over its assets.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Distinguished Budget Presentation Program: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents, and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Encumbrance: An amount of money committed for the payment of goods and services not yet received or paid for.

Enterprise Fund: A self-supporting fund designated to account for activities supported by user charges. Examples are water, solid waste and sewer funds.

Entitlement: The amount of payment to which a state or local government is entitled as determined by the federal government pursuant to an allocation formula contained in applicable statutes.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.

Financial and Compliance Audit: An examination leading to the expression of an opinion on (1) the fairness of presentation of the audited entity's basic financial statements in conformity with generally accepted accounting principles (GAAP), and (2) the audited entity's compliance with the various finance related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies typically require independent

auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

Fiscal Year: A 12-month period to which the operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the City, the fiscal year begins on July 1 and ends on June 30.

Fixed Assets: Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, and improvements other than buildings, machinery, and equipment.

Franchise: A special privilege granted by a government permitting the continuing use of Public property, such as city streets, and usually involving the elements of monopoly and regulation.

Fund: A set of interrelated accounts to record assets, liabilities, equity, revenues, and expenditures associated with a specific purpose.

Fund Balance: The fund equity (excess of assets over liabilities) of governmental funds and trust funds.

Fund Type: In governmental accounting, all funds are classified into seven generic fund Types: General, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

GAAP: Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.
General Fund: A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include, City Administration, Economic Development, Planning & Zoning, Parks & Recreation, and Police.

General Obligation Bonds: Bonds for the payment of which the full faith and credit of the issuing government is pledged.

Grants: Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

Interfund Transfers: Contributions and operating transfers made to another fund of the City.

Line Item Budget: A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

Intergovernmental Revenues: Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Investments: Securities, bonds and real property (land or buildings) held for the production of revenues in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in the normal course of governmental operations.

Levy: (Verb) to impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

Liabilities: Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Millage: The tax rate on real property based value.

MCT: Municipal competitive trust fund

Modified Accrual Basis: The accrual basis of accounting adopted to the governmental Fund type. It is a modified version of the full accrual basis of accounting that, in general, Measures financial flow (tax and spend) of an organization, rather than capital Accumulation (profit or loss).

Obligations: Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also liquidated encumbrances.

Operating Costs: Outlays for such current period items as expendable supplies, contractual services, and utilities.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which must be by resolution.

Personnel Costs: Refers to all costs directly associated with employees, including salaries and fringe benefits.

Professional Services: Expenditures incurred by the City to obtain the services of recognized, licensed professionals such as doctors, engineers, certified public accountants, etc.

Program: A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit which is budgeted as a subunit of a department. A program budget utilizes the separate program budgets as its basic component.

Property Tax: A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Reclassification: The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

Reserve: (1) An account used to earmark a portion of fund balance to indicate that it has been earmarked for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings: An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

Statute: A written law enacted by a duly organized and constituted legislative body.

Surplus: An excess of the assets of a fund over its liabilities and reserved equity.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the Fulton County are approved by the City Council and are within limits determined by the State.

Tax Rate: The amount of tax stated in terms of a unit of the tax base. For example, 25 mills per dollar of assessed valuation of taxable property.

Taxable Value: The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

Temporary Position: A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

ACVB: Atlanta Convention & Visitors Bureau
ADA: American Disabilities Act
AED: Automatic External Defibrillator
ARP: Apparatus Replacement Program
CAFR: Comprehensive Annual Financial Report
CDBG: Community Development Block Grant
CIP: Capital Improvement Program
CO: Certificate of Occupancy
CRS: Community Rating System
DCA: Department of Cultural Affairs
DMO: Direct Marketing Organization
DOJ: Department of Justice
DOT: Department of Transportation
ECG: Electric Cities of Georgia
EMS: Emergency Medical System
EMT: Emergency Medical Technician
EPMSA: East Point Main Street Association
EPTV: East Point Television
FAO: Fire Apparatus Operator
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GEARS: Georgia Electronic Accident Reporting System
GFOA: Government Finance Officers Association
HOA: Homeowners Association
HR: Human Resources
HRIS: Human Resources Information System
ISO: Insurance Service Office
ITB: Invitation for bids
ITP: Inside the Perimeter
IT: Information Technology
IVR: Interactive Voice Response System
LWCF: Land and Water Conservation Fund
MARTA: Metropolitan Atlanta Rapid Transit Authority
MCT: Municipal Corporate Trust
MDP: Management Development Program
MEAG: Municipal Electric Authority of Georgia
MS4: Municipal Separate Storm Sewer System
NHA: Neighborhood Association
NPDES: National Pollutant Elimination System
PAL: Police Athletic League
PPE: Personal Protective Equipment

RFP: Request for proposal
SAN: Storage Area Network
SCADA: Supervisory Control and Data Acquisition
SWP3: Storm water Pollution Prevention Plan
TAD: Tax Allocation Bond
TAN: Tax Anticipation Note
TMSA: Total Molecular Surface Area
WTP: Weight Time Priority



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