



## CITY OF FOREST PARK MAYOR & COUNCIL

### City Council Work Session

Monday, April 19, 2021 at 6:00 PM

Council Chambers, Virtual Meeting Via Zoom and YouTube Livestream

Website: [www.forestparkga.gov](http://www.forestparkga.gov)

YouTube: <https://bit.ly/3c28p0A>

Phone Number: (404) 366.1555

### FOREST PARK CITY HALL

745 Forest Parkway

Forest Park, GA 30297

## Agenda

The Honorable Mayor Angelyne Butler, MPA

The Honorable Kimberly James

The Honorable Dabouze Antoine

The Honorable Hector Gutierrez

The Honorable Latresa Akins-Wells

The Honorable Allan Mears

Dr. Marc-Antonie Cooper, City Manager

Sharee Steed, City Clerk

Mike Williams, City Attorney

### VIRTUAL MEETING NOTICE

**DISCLAIMER:** Mayor and Council Meeting is accessible to the public or media through web or teleconference. For in person attendance CDC requirements of Masks and Social Distancing will be adhered.

To join the meeting via Zoom:

<https://us02web.zoom.us/j/84157831653?pwd=cmhyd3o2bmtzWU9rWjJPRmc1MBoQT09>

**Meeting ID:** 841 5783 1653

**Passcode:** 738 334

**Join Zoom by Phone (One Tap Mobile):** Please dial 1 301 715 8592

*Meeting ID and Password are above*

**To watch the meeting via YouTube:** <https://bit.ly/3c28p0A>

The Council Meetings will be livestream and available on the City's YouTube page "City of Forest Park GA".

*Please Subscribe to our YouTube page for notifications!*

**CALL TO ORDER/WELCOME:****ROLL CALL-CITY CLERK:****PRESENTATIONS:**

- [1.](#) **Status update on City's Zoning Ordinance - James Shelby, Director of PBZ and Collaborative Firm**
- [2.](#) **Mauldin & Jenkins will provide and update on Audit**

**CITY MANAGER'S REPORT:** Dr. Marc-Antonie Cooper

**COVID-19 UPDATE:** Deputy Fire Chief, Clemons and Division Chief, Joel Turner

**NEW BUSINESS:**

- [3.](#) **Discussion to Approve Resolution 2021-18 - Georgia Department of Natural Resources - Georgia Section 319(h) Non-Point Source, Implementation Grant FY2021 Green Infrastructure - LaShawn Gardiner, Management Analyst and James Shelby, Director of PB&Z**

**Background and Summary:**

The Georgia Section 319 (h) Non-Point Source Implementation Grant award period for FY 2021 is open for green infrastructure projects that improve and enhance urban water quality and reduce non-point source pollution. There are 2 potential sites in the City of Forest Park, (1) Starr Park-Construction and Design and (2) the Police Department Headquarters Design. Both projects will include retrofitting and enhancing existing infrastructure. The total projected cost is \$12,450,000.00. The grant requires a cost-ratio of 60% federal dollar maximum and 40% non-federal match minimum toward the total project cost. The City is requesting \$350,000.00. The total maximum federal award to any individual project is \$400,000.00.

- [4.](#) **Discussion to Approve the replacement of Two (2) Pumpers and One (1) 75' Quint Aerial - Fire Department**

**Background and Summary:**

The Fire Department is seeking approval for replacement of two Pumpers and one 75' Quint Aerial. The Pumpers to be replaced are Engine 1, Rosenbauer with 41,000 miles (equivalent to 142,000 road miles) and structural body frame issues, Engine 2, a 2002 E-one) with 125,000 miles (equivalent to 427,500 road miles) and Quint 3 (2010 E-one) with 61,000 miles (equivalent to 208,000 road miles).

The replacement allows for continuity of units and service/maintenance with warranty agreements for parts and labor. It further allows our current reserve pumper, Engine-3, a 1992 E-one pumper with unknown number of miles due to the odometer being replaced to be circulated to the Training Division to aid in Fire Department Driver

Operator Training for (FAO)'s, Fire Apparatus Operators.

Current, Engine-1, Engine-2, and Quint-3 will move into reserve roles in order to provide the Department with reliable reserve units. These units have reached usable service life for service delivery to the community of Forest Park.

The purchase cost is \$1,945,738.00 and these items are budgeted in the Fire Department's allocated SPLOST funds.

Replacement Age:

- A. Engine 2 (24 years)
- B. Engine 3 (29 years)
- C. Quint 3 (11 years)

5. **Discussion to Approve the Legislative Offices Budget Amendment/Transfer of Funds - Sharee Steed, City Clerk and Darquita Williams, Interim Finance Director**

**Background and Summary:**

In an efforts to create a balance budget, the following budget amendments are being proposed to fix our shortcomings. Proposed transfers are coming from line items that have not been utilized and are anticipated to not be completely utilized by the close of the FY21. This transfer will not have a negative impact on any of the involved line items. Requesting a total of \$18,900 in transfers from the following:

Transfer \$6,000 from 100-20-1110-52-3913 Public Relations to 100-20-1110-52-3919 Employee Appreciation Event

**Ward 2**

Transfer \$5,000 from 100-20-110-52-3704 Meetings/Conventions to 100-20-1110-52-3908 Ward 2 Projects

**Ward 3**

Transfer \$6,000 from 100-20-1110-54-2506 Capital Outlay to 100-20-1110-52-3950 Day of the Dead Event

Transfer \$350.00 from 100-20-1110-52-3705 Meetings/Conventions to 100-20-1110-52-3924 Hispanic Heritage Month

**Ward 4**

Transfer \$5,000 from 100-20-1110-52-3706 Meetings/Conventions, \$2,200 from 100-20-1110-52-3920 Forest Park Day to 100-20-1110-52-3918 Friday Nights

6. **Discussion to Approve the Police Department's Budget Amendment/Transfer of Funds - Chief Nathaniel Clark and Darquita Williams, Interim Finance Director**

**Background Summary:**

The Police Department needs funds to test new applicants and copier expenses. The Police Department is requesting the following budget amendments/transfers. These transfers will not have a negative impact on any of the involved line items.

Transfer \$1,300 from 100-31-3210-52-2201 Office Equipment Maint. to 100-31-3210-53-1103 Copier Expense

Transfer \$1,000 from 100-31-3210-52-3712 Training to 100-31-3210-52-1202 Psychological Services

**7. Discussion to Approve the Executive Offices Budget Amendment/Transfer of Funds - Dr. Cooper, City Manager**

**Background and Summary:**

The Executive Offices is in need for a budget amendment/transfer of funds . Requesting to transfer \$10,000 from Education, Seminars & Travel 100-21-1320-52-3701 to the following:

\$3,000 - Consulting Services - 100-21-1320-52-1002

\$5,000 - Printing - 100-21-1320-52-3401

\$2,000 - Office Supplies - 100-21-1320-53-1102

This transfer will not have a negative impact on any of the involved line items.

**EXECUTIVE SESSION:** (When an Executive Session is required, one will be called for the following issues: Personnel, Litigation or Real Estate)

**ADJOURNMENT:**

In compliance with the Americans with Disabilities Act, those requiring accommodation for Council meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 404-366-1555.

**File Attachments for Item:**

- 1. Status update on City's Zoning Ordinance - James Shelby, Director of PBZ and Collaborative Firm**

CITY COUNCIL MEETING

APRIL 19, 2021



# Zoning Ordinance Update





# Overview

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- Project Timeline
- 1<sup>st</sup> Community Meeting
- Online Survey
- Goals of Zoning Ordinance Update
- Typical Organization
- Existing Zoning Districts
- District Standards
- Signs
- Board & Commissions
- Zoning Processes
- Administrative Processes
- Next Steps
- Open Discussion



# Project Timeline



# Community Meeting

**YOU'RE INVITED!**



**CITY OF FOREST PARK**  
VIRTUAL COMMUNITY MEETING

WEDNESDAY, JANUARY 13, 2021 | 6:00 P.M.

**REGISTER TODAY**  
[https://us02web.zoom.us/webinar/register/WN\\_u8FAlbKWRIq0brpAKJnN7A](https://us02web.zoom.us/webinar/register/WN_u8FAlbKWRIq0brpAKJnN7A)

**Seeking Your Input to Help Shape  
The City of Forest Park Zoning Ordinance Update**

The City of Forest Park Zoning Ordinance Update is a project that will make a series of improvements to existing zoning regulations to help improve cityscape appearances and address items including building facades, landscaping, sidewalks, bike lanes, lighting, and signage.



**WE WANT TO HEAR FROM YOU!**

FOR MORE INFORMATION  
Visit  
[www.forestparkga.gov/planning/page/city-forest-park-zoning-ordinance-update](http://www.forestparkga.gov/planning/page/city-forest-park-zoning-ordinance-update)  
Or contact [ForestParkZoningUpdate@tcfatl.com](mailto:ForestParkZoningUpdate@tcfatl.com)

SCAN ME

**What is the Zoning Ordinance?**

It is the official City Law that defines how property in specific geographic zones can be used.



It is divided into the following important sections:

- Administration** – Governing authority, definitions, rules of use
- Zoning Districts** – Residential, commercial, industrial, mixed use, etc.
- District Standards** – Uses allowed, setbacks, lot size, lot coverage, etc.
- Supplemental Regulations** – Materials, accessory structures, parking, landscaping, lighting, signage, etc.
- Processes** – Administrative review, subdivision, zoning/conditional use, and variances.
- Enforcement** – Fines, fees, penalties.



**Commercial Centers**

A B



**Condominiums**

A B



**Question #1**

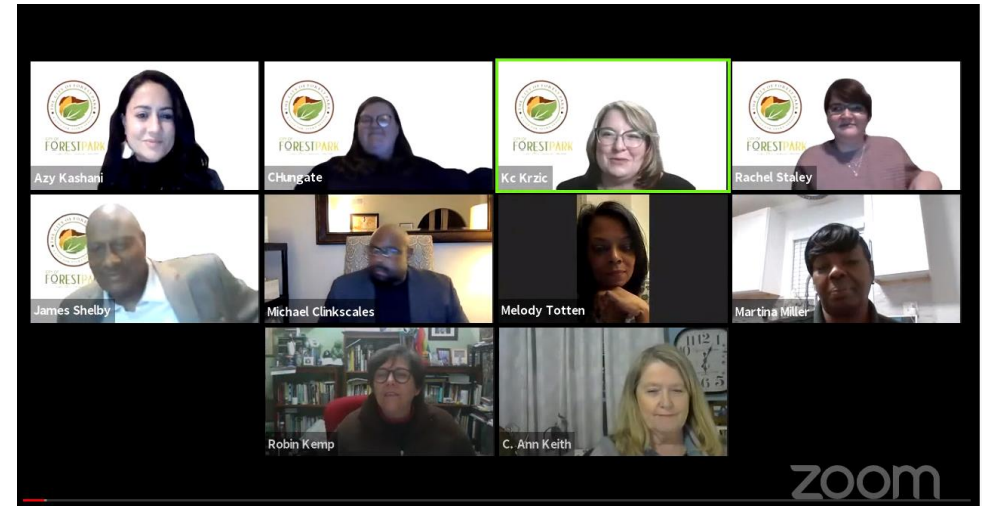
What words come to mind when you describe the patterns of development in the City of Forest Park?



Item #1.

# What the Community Said

- Approximately 28 Community Members - Very interactive
- More shopping, dining (outdoor), entertainment
- Mixed use destinations
- Family orientated entertainment/ sports complex
- Need variety of grocery stores; Farmer's Market is asset
- Arts, cultural events, and festivals; attend Food Truck events
- Jazz club and other live entertainment events/ venues
- Art galleries, small theaters, traveling exhibits
- Centralize the experience
- Too many vacant buildings/ blighted homes
- Need curb appeal – trees, lighting, sidewalks
- Want pathways and trails
- Want parking on side and rear/ too much pavement
- “Welcome to Forest Park” signs wanted





# Development Preferences



Single Family



Townhomes



Apartments



Condominiums



Commercial Districts



Mixed Use Districts

# Development Preferences



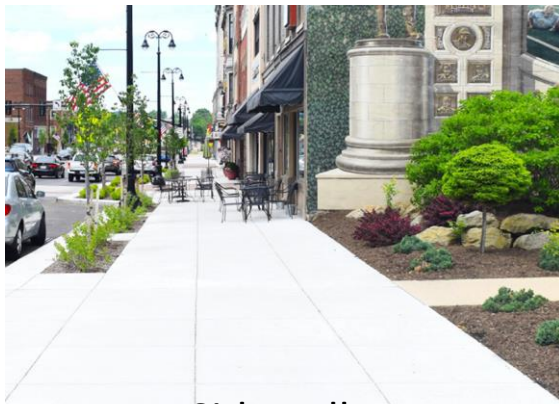
Building Materials



Parking



Landscaping



Sidewalks



Ground Signs



Wall Signs



# Zoning Ordinance Survey Results

Closed Survey on April 9, 2021

## Forest Park Zoning Ordinance Update Survey

1. Which of the following describes your interaction with the City of Forest Park? (Check all that apply)

- ☐ Live in the City of Forest Park
- ☐ Work in the City of Forest Park
- ☒ Own a business in the City of Forest Park
- ☐ Own commercial property in the City of Forest Park
- ☐ Real estate professional, property developer, engineer, architect, or planner that has worked in the City of Forest Park
- ☐ Builder or contractor that has worked in the City of Forest Park

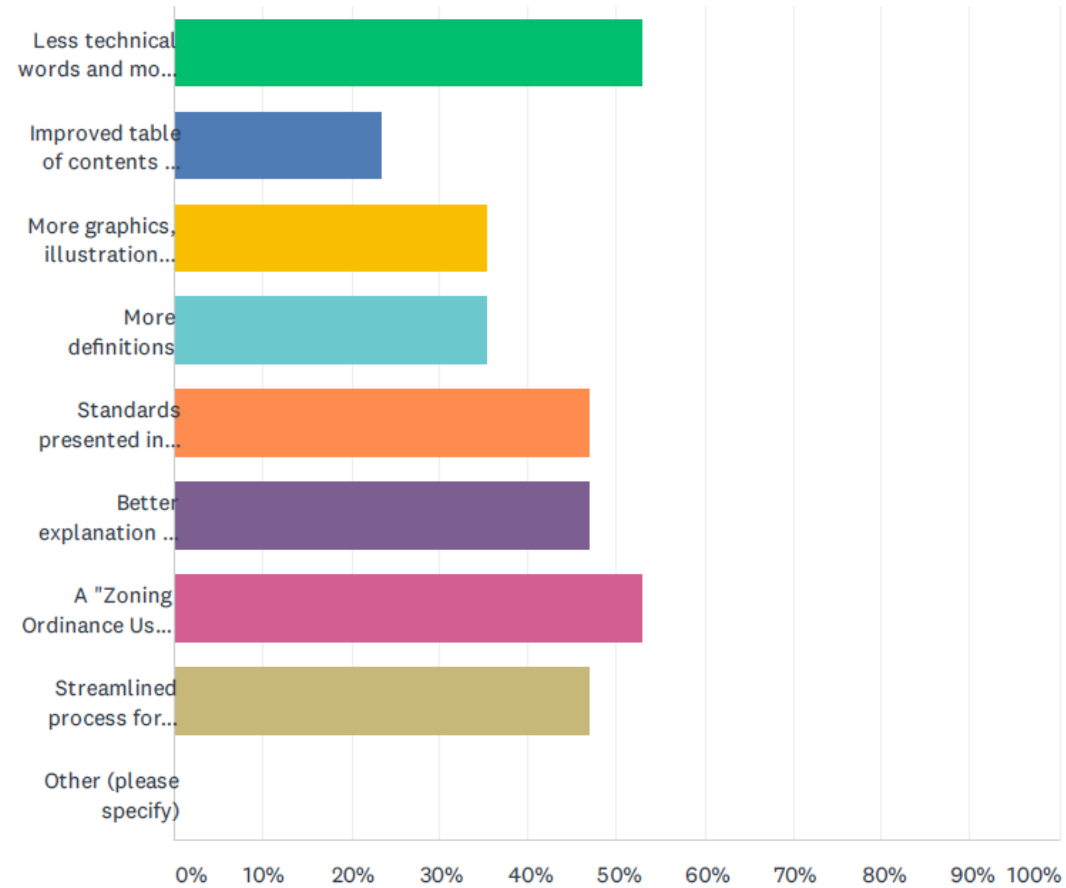
2. Have you applied for any of the following permits with the City of Forest Park? (Check all that apply)

- ☐ Residential: new home construction, remodel, or addition



### Q3 What features are most important to be included within the Zoning Ordinance Update Process? (Check all that apply)

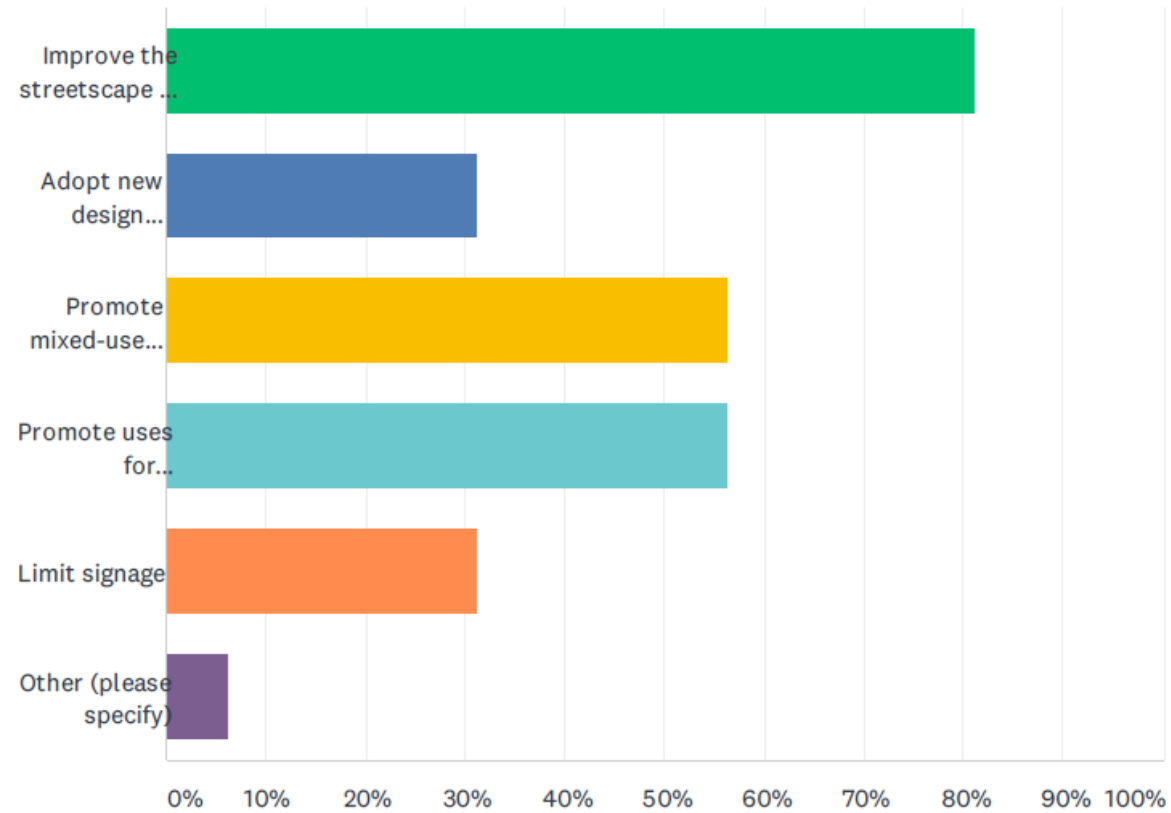
Answered: 17 Skipped: 1





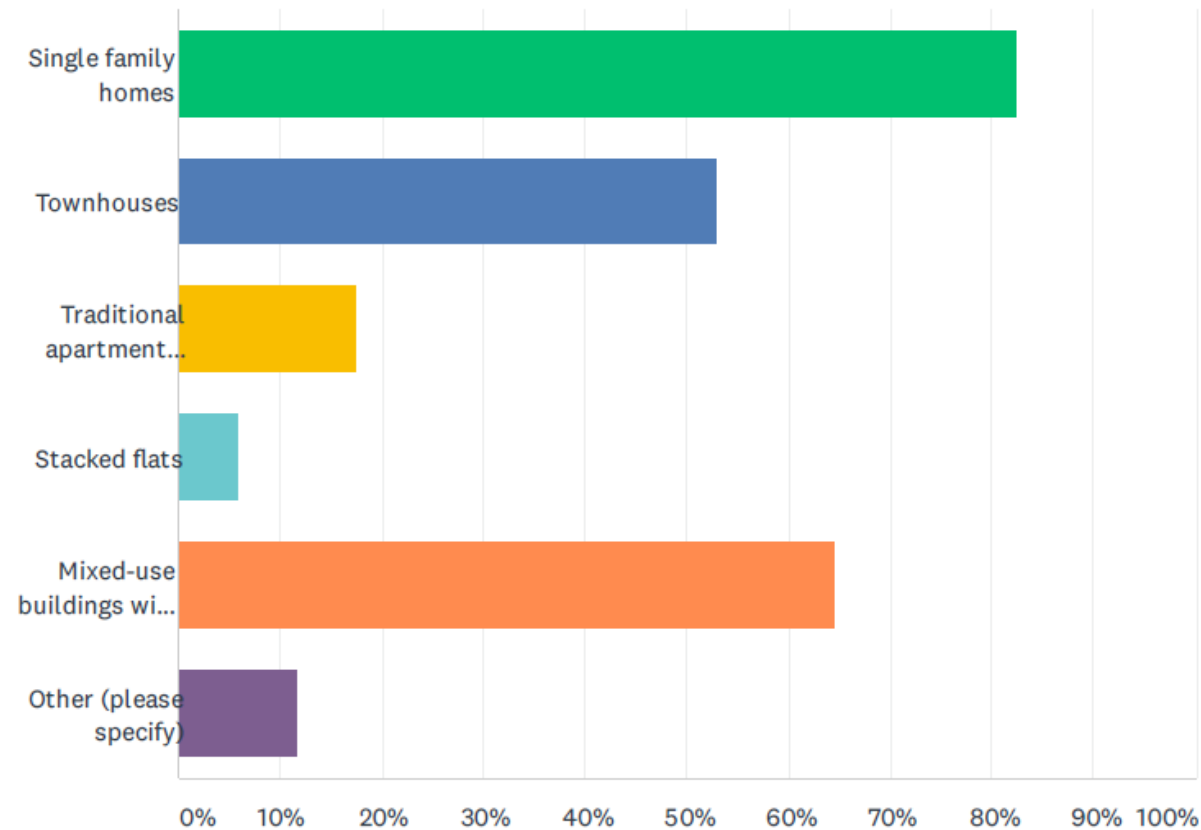
## Q4 What planning practices would you like the City to implement to shape future development? (Check all that apply)

Answered: 16 Skipped: 2



Q5 Future growth is unavoidable. What type of housing do you feel is appropriate for the City? (Check all that apply)

Answered: 17 Skipped: 1



Other:

- Senior Housing
- Tiny Houses
- Creation of Land Trust

## Q12 What businesses would you like to see located within the City?

Answered: 15   Skipped: 3

#	RESPONSES	DATE
1	any company with proven concern for their employees, and paying high wages. we need white collar jobs, as well as the warehouse jobs	3/31/2021 12:10 PM
2	Mixed type national franchise businesses.	2/18/2021 7:11 PM
3	More upper class restaurants. No more Mexican!!!! No more dollar stores!!!! More upper class shopping stores/areas - similar to Henry County ( which is where I shop)	2/1/2021 6:38 PM
4	I have been trying to have a Italian ice cart in the summer maybe with a hot dog cart resident should be able to sell	1/28/2021 9:43 AM
5	shopping center, better food store, maker piggly wiggle clean up their store.	1/15/2021 7:34 AM
6	No restaurants	1/14/2021 4:48 PM
7	More restaurants, shopping, indoor family venues.	1/14/2021 2:56 PM
8	Dining In restaurants. Coffee shops...ect with a patios.	1/14/2021 9:57 AM
9	A brewery	1/14/2021 8:10 AM
10	Brew pub	1/13/2021 8:04 PM
11	Cultural stores Grocery stores such as Publix, Kroger, Whole Foods	1/13/2021 7:47 PM
12	Green, arts, creatives, better restaurants, outdoor dining, bike shop, health food store like Sprouts/Whole Foods 365, galleries/live music venues, multiple genres	1/13/2021 7:34 PM
13	Wellness places	1/13/2021 7:27 PM
14	Restaurant, shops, art, entertainment, hotels, non-industrial business on Main,	1/13/2021 2:45 PM
15	Hotels	12/30/2020 3:45 PM

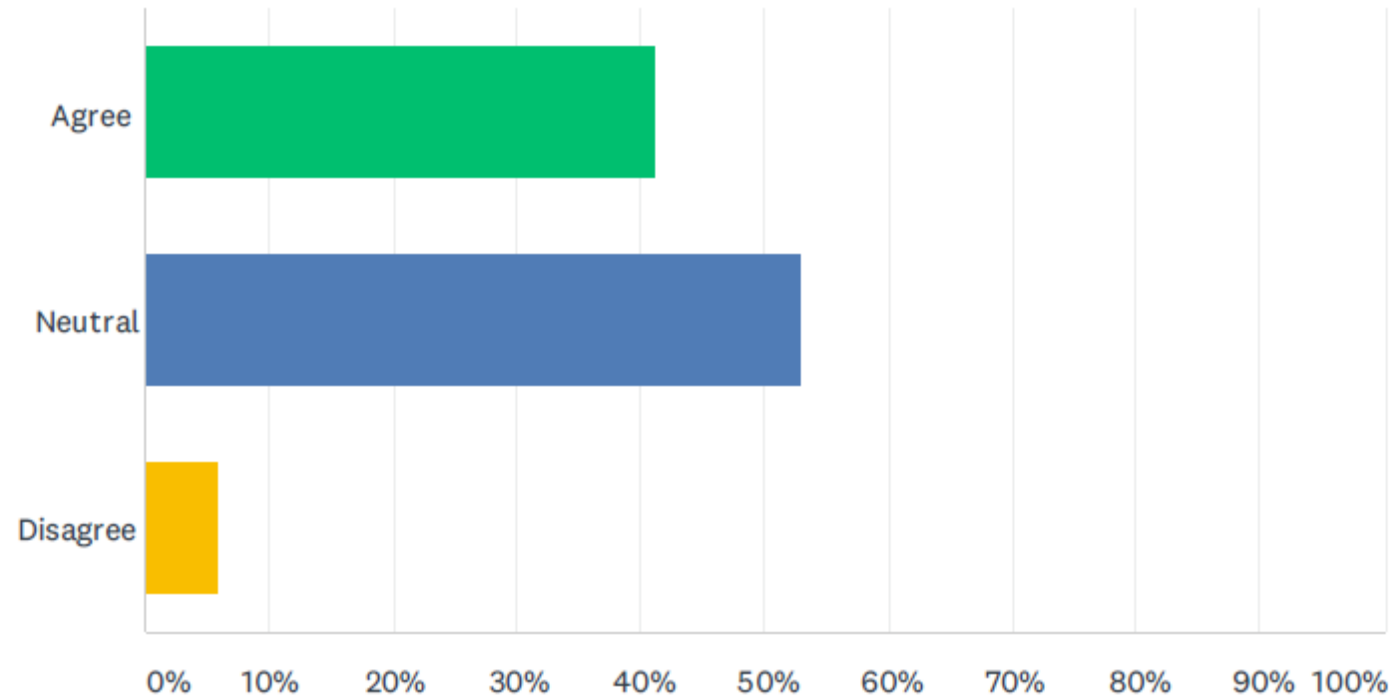
## Q13 Are there business uses that you believe should be restricted in the City?

Answered: 13 Skipped: 5

#	RESPONSES	DATE
1	drug para, vape shops, adult entertainment	3/31/2021 12:10 PM
2	Night clubs nude bars.	2/18/2021 7:11 PM
3	Dollar stores, beauty suppliers, liquor stores.	2/1/2021 6:38 PM
4	Strip clubs	1/28/2021 9:43 AM
5	no	1/15/2021 7:34 AM
6	No	1/14/2021 4:48 PM
7	Yes we do need to mix it more then how we are at this time.	1/14/2021 9:57 AM
8	Gas stations	1/14/2021 8:10 AM
9	Hair salons, car repair shops	1/13/2021 8:04 PM
10	Dollar stores Convenience stores	1/13/2021 7:47 PM
11	Dollar stores, salons/barber/mail shops, discount grocery stores w/discard produce and stinky coolers, anything selling low-value crap people will have to buy over and over, fast food	1/13/2021 7:34 PM
12	Strip clubs and alcohol places	1/13/2021 7:27 PM
13	No Industrial where neighborhood friendly.	1/13/2021 2:45 PM

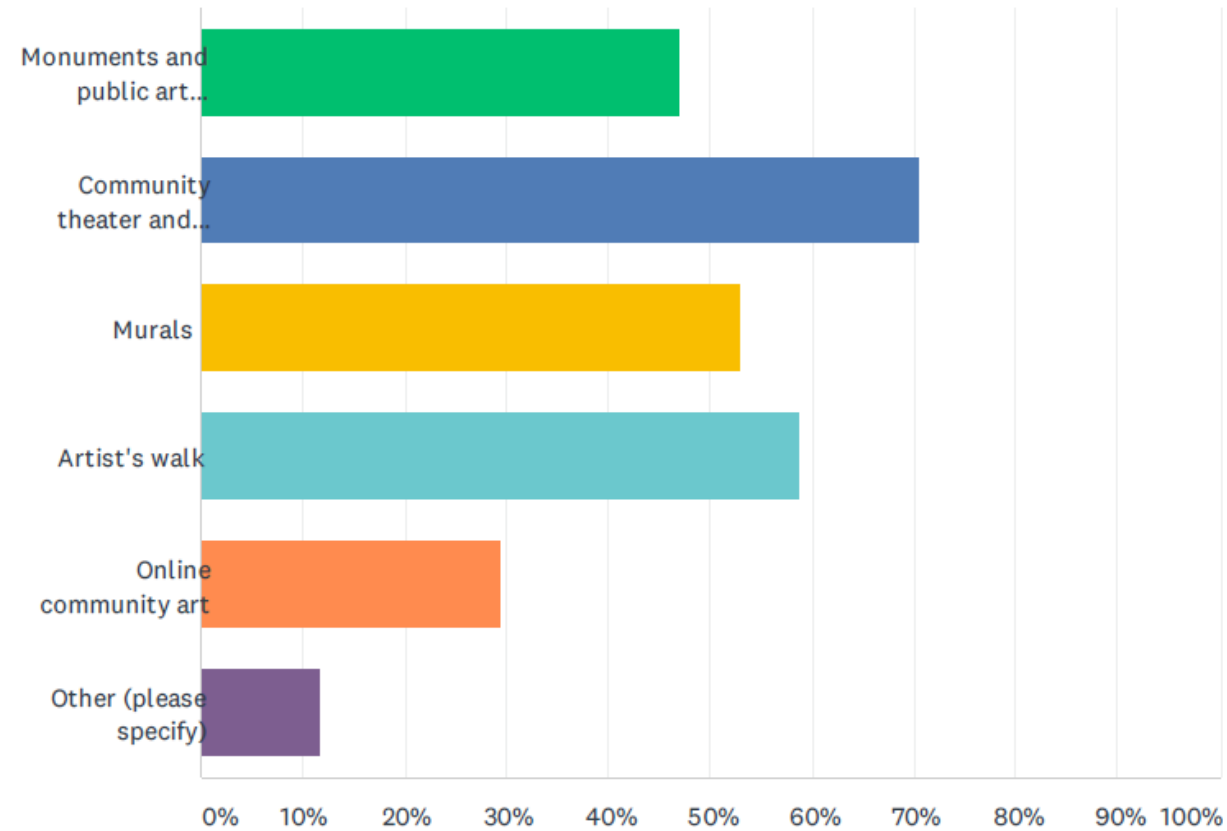
Q14 Rate your reaction to this statement: There are too many signs located in the City.

Answered: 17 Skipped: 1



## Q18 What forms of "Community Art" would you like to see in the City? (Check all that apply)

Answered: 17 Skipped: 1



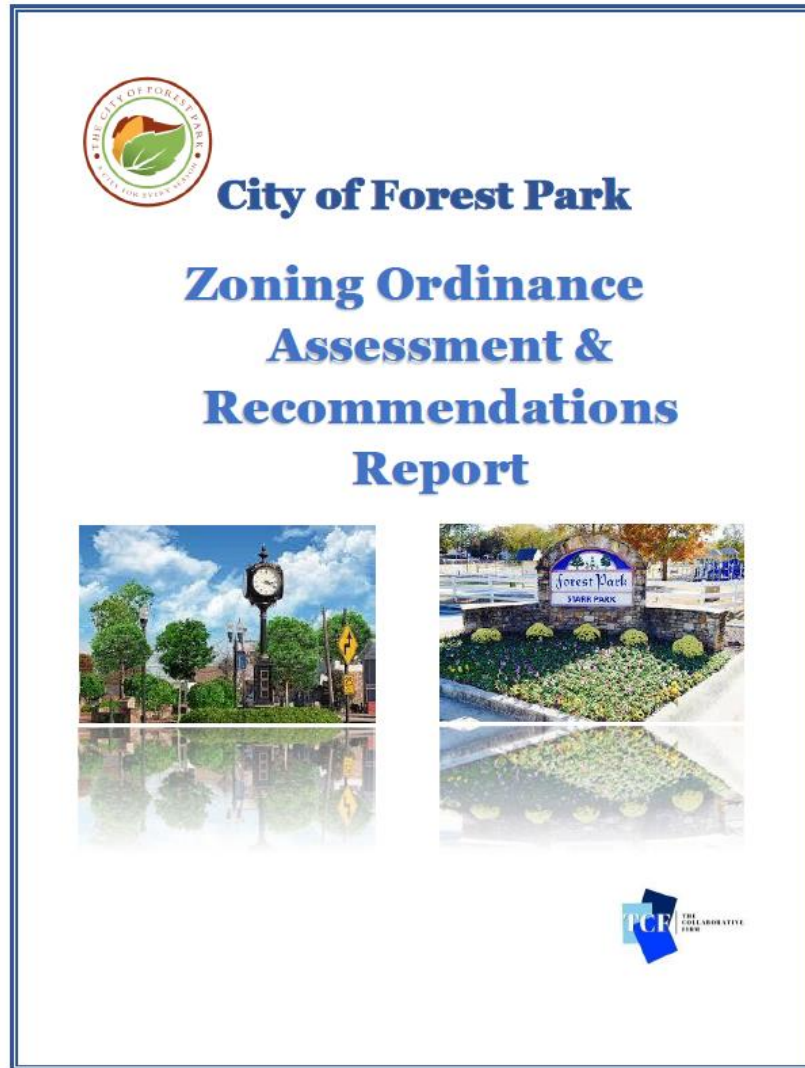


# Goals of Zoning Ordinance Update

During our review process, which included Elected Official interviews, discussions with City Staff, and Community input, a trend emerged for the overall goal and vision of the project, which included:

- ❖ Improve organization and user friendliness for all users.
- ❖ Incorporate graphs, charts, and illustrations.
- ❖ Define all uses and terms.
- ❖ Update the zoning districts.
- ❖ Integrate architectural and site design requirements.
- ❖ Modernize use classification system.
- ❖ Streamline review processes.





# Zoning Ordinance Assessment & Recommendations Report

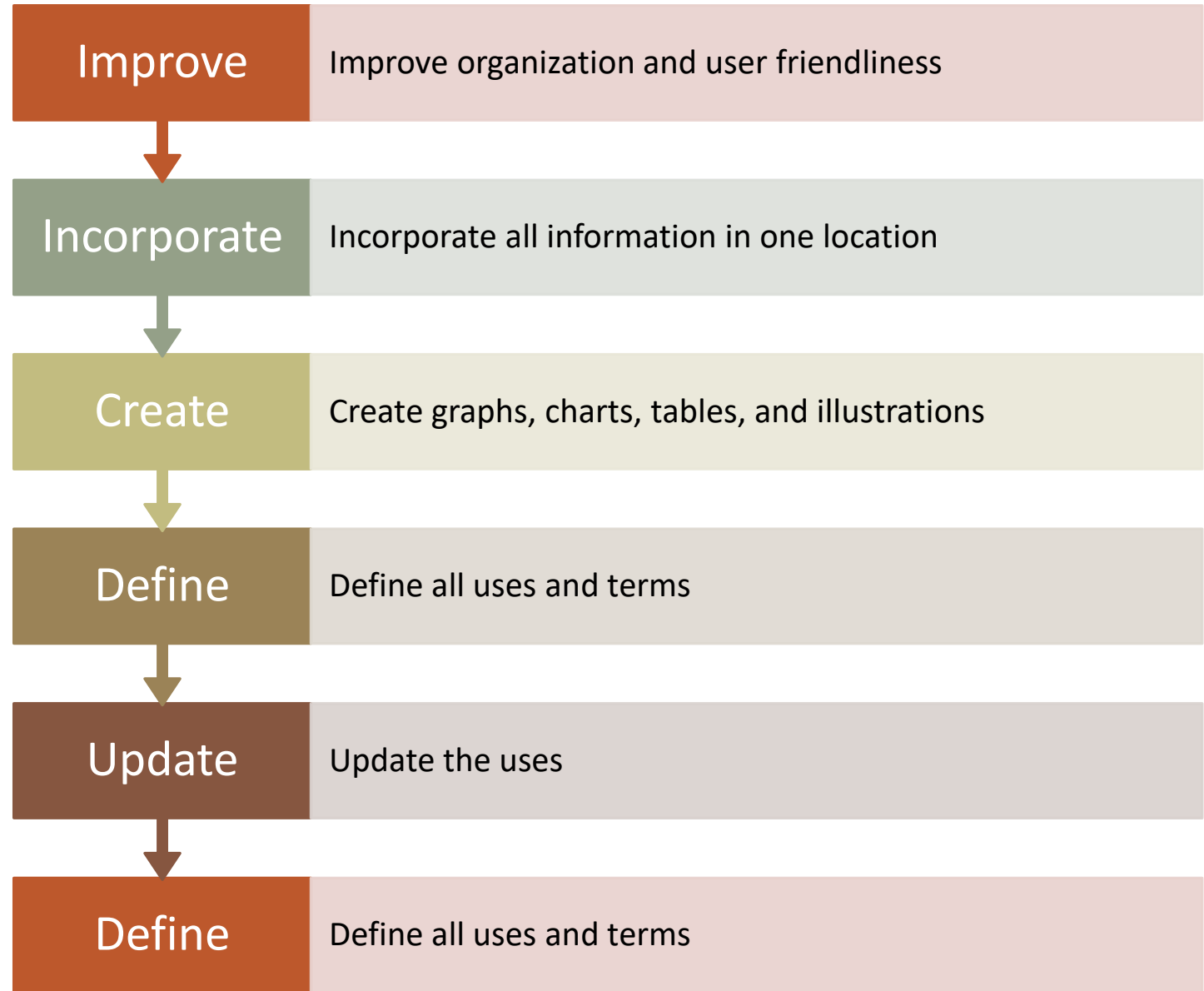
This report assesses the existing zoning ordinances and other development regulations to provide a blueprint for revising these documents. Each section discusses the broad perspective on the issues, along with our findings and alternatives or recommendations for change.

The intent of this report is to allow the City and the consulting team to focus their efforts on the specific issues identified throughout the duration of the project, based on feedback from the City and key stakeholders, residents, business owners, and developers.

# Typical Zoning Ordinance Organization

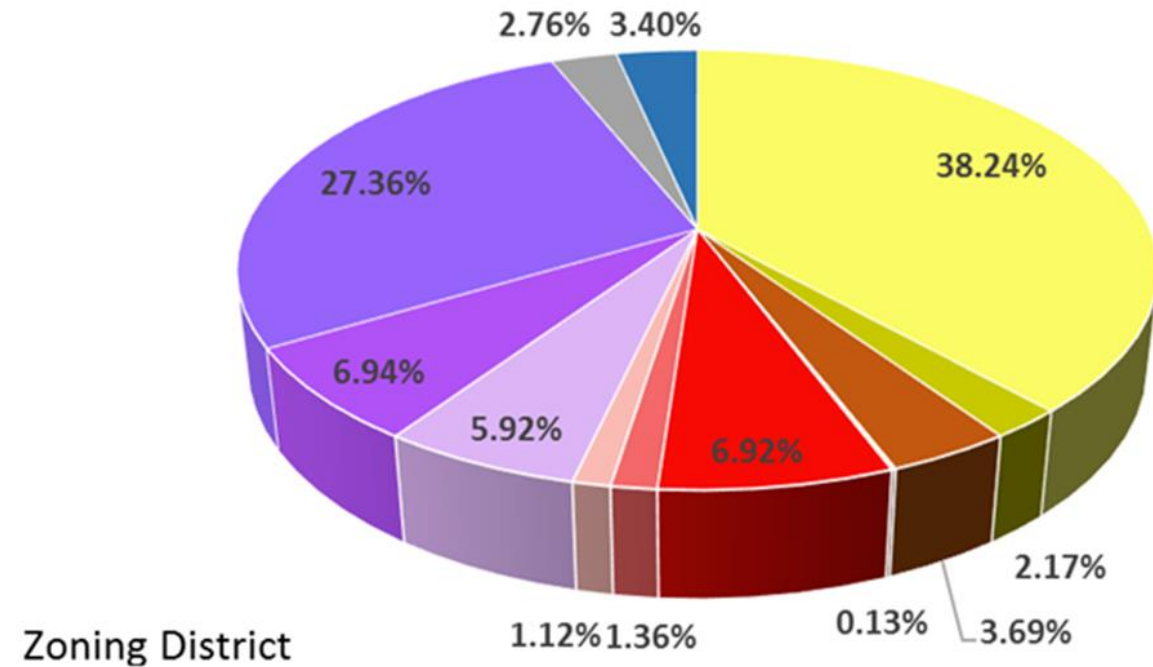
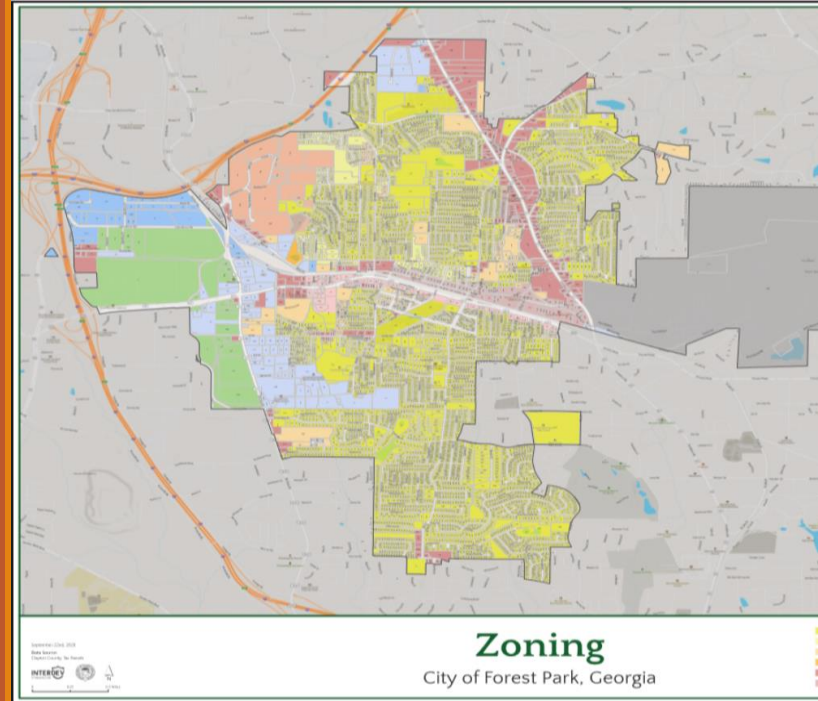
- ☐ Administration
  - ☐ Definitions
- ☐ Zoning Districts
  - ☐ Permitted Uses
  - ☐ District Standards
- ☐ Overlay or Special Districts
  - ☐ Downtown Mainstreet
- ☐ Supplemental Regulations
  - ☐ Accessory structures
  - ☐ Use Standards
  - ☐ Exterior Materials
  - ☐ Parking
  - ☐ Landscaping
  - ☐ Lighting
- ☐ Signs
- ☐ Telecommunications
- ☐ Boards and Commissions
  - ☐ Planning Commission
  - ☐ Architecture Board of Review
- ☐ Administrative Processes
  - ☐ Administrative Review
  - ☐ Land Development
  - ☐ Zoning/ CUP
  - ☐ Subdivision
- ☐ Enforcement

# Zoning District Standards



# Zoning Map & District Uses

45% - Residential Uses  
 10% - Commercial Uses  
 43% - Industrial Uses  
 3% - Mixed Use



### Section 3.1

#### R-80 – Single Family Residential

##### District Intent, Permitted Uses, and Conditional Uses

###### Intent

The intent of this district is to provide for the development of single-family homes on moderate sized lots that are served by public water and sewer systems.

The provisions that regulate this land use district provides for the development of residential neighborhoods in a medium-density urban development environment.

This district should be protected from conflicting and uses, yet encourage municipal, educational, and recreational facilities for the community to have access to.

The City should promote an average density of 4 dwelling units per acre.

###### Permitted Uses

###### Residential

- Single Family Residences

###### Public/ Institutional

- Municipal, County, State or Federal buildings
- Public School K-12

###### Conditional Uses

- Pre-K and Day Care centers
- Places of Worship
- Private School K-12
- Nonprofit Fraternal Organizations and Clubs

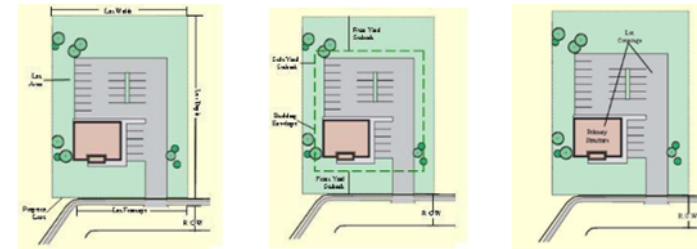
###### Accessory Uses

- Home Occupation

### Section 3.2

#### R-80 – Single Family Residential

##### District Standards



###### Minimum Lot Area:

- 8,200 sq. ft.

###### Minimum Lot Width:

- 80 feet

###### Maximum Lot Depth:

- None

###### Minimum Lot Frontage:

- 100% of the lot width

###### Minimum Front Yard Setback:

- 25 feet

###### Minimum Side Yard Setback:

- 10 feet

###### Minimum Rear Yard Setback:

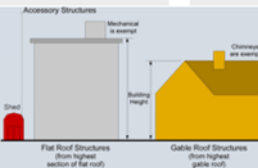
- 30 feet

###### Maximum Lot Coverage:

- 30 percent

###### Minimum Living Area:

- 1,400 sq. ft.



###### Maximum Structure Height:

- 35 feet for the Primary Structure
- 15 feet for Accessory Structures

# Zoning District Organization



# Existing Zoning Districts

- ❖ Residential
- ❖ Commercial
- ❖ Industrial
- ❖ Mixed Use

<u>Type</u>	<u>Current Zoning Map District</u>	<u>Use</u>	Item #1.
Residential	R-80 Residential	Single-family	
	R-95 Residential	Single-family	
	R-85 Residential	Duplex and multi-family	
	RM-100 Apartment	Apartments	
	RM-125 Condominiums/ Townhouses	Condominiums and townhomes	
	Mobile Home Park (MHP)	Mobile homes	
Commercial	General Commercial (C-1)	Neighborhood shopping	
	Central Commercial (C-2)	Commercial uses	
	Institutional Commercial (C-3)	Residential, commercial, office, and public spaces	
Industrial	Light Industrial (L)	Automobile and highway shopping uses	
	Heavy Industrial (H)	Industrial	
	Planned Industrial (PI)	Specific to Farmers Market	
	Gillem (GZ)	Specific to Fort Gillem redevelopment	
Mixed Use	Planned Unit Development	Residential, commercial, and/ or industrial	

# Creation of New Districts

## ❖ Downtown/ Mainstreet

- ❖ Retail
- ❖ Dining (outdoor)
- ❖ Live/ work
- ❖ Parks, promenades, cultural, arts, and event areas

## ❖ Urban Village District (UV)

- ❖ Retail
- ❖ Dining
- ❖ Entertainment
- ❖ Hotels, conference centers, and hospitality
- ❖ Corporate offices
- ❖ Residential on upper stories



# Use Regulations

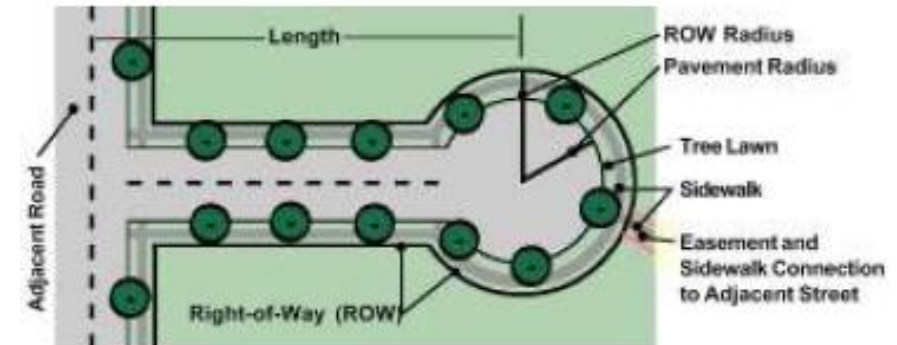
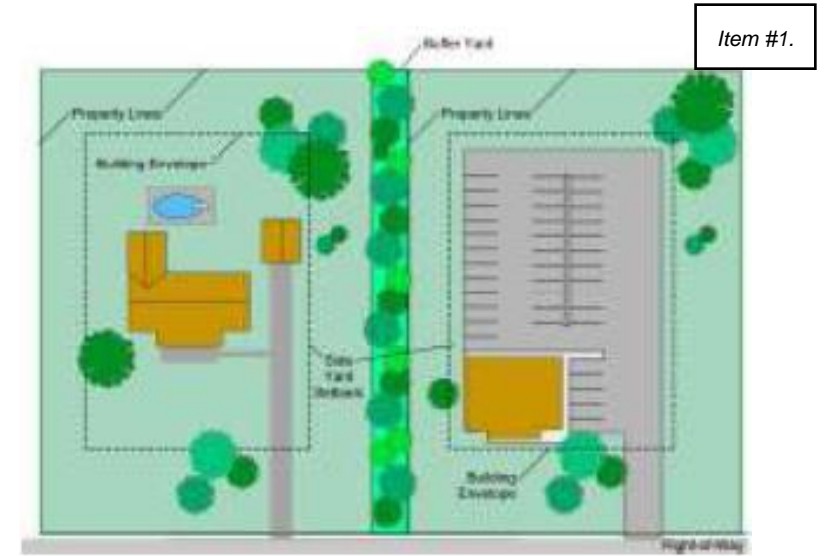
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Animals on private property	Art and entertainment venues	Automobile broker	Automobile sales	Bars/ taverns	Breweries/ distilleries
Car rental establishments	Entertainment and amusement center	Food trucks	Homeless shelters	Home occupations	Mobile car wash
Mystic readings and shops	Outdoor amphitheaters and assembly	Personal care/group homes	Self-storage units	Shared housing units	Shared office space and business incubators, such as kitchens, conference rooms, and printing
Short term rentals	Special events and festivals	Sports complex	Truck parking facilities	Places of assembly	Aestheticians

# Definitions, Terms, and Graphics

**Building Area:** The horizontal area of the buildings on a lot, measured from the outside exterior walls, excluding open areas or terraces, unenclosed porches or decks, and architectural features that project less than two feet.

**Cul-de-Sac:** The turnaround at the end of a dead-end street.





# Downtown Mainstreet Design Guidelines

- ▣ Pedestrian and Bicycle Access
- ▣ Vehicular Access Sidewalks
- ▣ Street Trees Materials
- ▣ Street Furniture
- ▣ Pedestrian Lighting
- ▣ Walls and Fences
- ▣ Building Materials & Colors

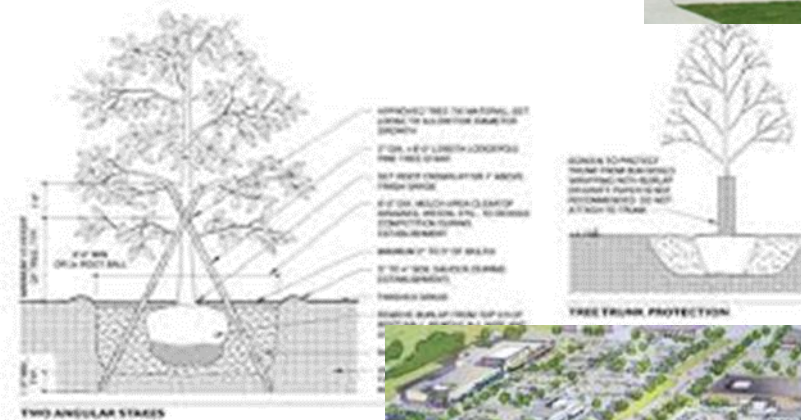


# Development Standards

- Exterior Materials
- Fences
- Parking Calculations
- Landscaping
- Sidewalks
- Outdoor Storage



§40 - Site Considerations, Plant Installation Requirements, and Details





# Recently Adopted Ordinances

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Ensure that all recently adopted and pending ordinances are included within the update, including:

- Distance requirements for specific businesses
- Truck/ trailer parking locations
- Personal care homes/ group homes
- Farm stands





# Signs

The purpose of the sign ordinance update is to enhance and enrich Forest Park's aesthetic and appeal by regulating signage and establishing a standard for the Forest Park community.

Issues with existing sign ordinance:

- Outdated
- Contradicts itself
- Allows for massive and awkward signage
- Results in cluttered roadways
- Allows for signage to block city viewshed
- Does not fit our goals and proposed aesthetic

# Signs

The new sign ordinance will correct these issues through:

- ☐ Clear and concise language and definitions
- ☐ Better regulations for all signage
- ☐ Decluttering roadways
- ☐ Limiting billboards inside of the City – Sunset clause
- ☐ Creating a standard for signage in overlay districts (such as Main Street)
- ☐ Creating a clearer viewshed that improves the City's aesthetics
- ☐ Streamlining the sign permitting process



# Boards and Commissions

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- Planning Commission
  - Board of Zoning Appeals was disbanded
  - Appeal of decision be filed in Superior Court
- Urban Design & Review Board (AKA Architectural Design Review)
  - Require residency within the County
  - Education in architecture, engineering, landscape architecture, and/ or arts, culture, and recreation



# Zoning Processes

- ☐ Rezoning
- ☐ Conditional Use Permits
- ☐ Comprehensive Plan Amendments
- ☐ Text Amendments
- ☐ Variances







# Administrative Processes

- ❖ Subdivision
  - ❖ Lot division/ combination
  - ❖ Preliminary plat
  - ❖ Final plat
- ❖ Land Development
  - ❖ Soil erosion & sedimentation control
  - ❖ Site inspections
  - ❖ As-builts, bonding, and final approval





Finalize the draft Zoning  
Ordinances and update the  
Zoning Map

# Next Steps



Review by Staff, City  
Attorney, Planning  
Commission, and Mayor  
& City Council Members



Hold Community Meeting  
Monday, May 24, 2021

# Open Discussion

**File Attachments for Item:**

**2. Mauldin & Jenkins will provide and update on Audit**



# The City of Forest Park

Presentation to the City Council

City-wide Operational and Performance Audit

April 19, 2021



# Presentation Description

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This Presentation presents a high-level overview of the detailed Operational and Performance Audit report. The detailed report should be read in its entirety to better understand the context for the identified observations and recommendations.

The following sections are provided in this Presentation:

- Overview and Background
- Scope and Approach
- Employee Survey Results
- Overview of Operational and Performance Audit Observations and Recommendations
- Conclusion
- Strategic Roadmap and Next Steps

# Overview and Background

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The City has experienced significant turnover in recent years with its elected positions, the City Manager position, and numerous department heads. The average tenure of current department heads serving in their current role is approximately 9 months. As there is now a paradigm of newer personnel in City leadership positions bringing new ideas and methods to the City, there is a constant struggle with making and implementing positive change and not just operating in the same manner as the City has historically operated for decades. Many of the City's non-executive positions are filled with employees who have created lengthy careers for themselves at the City.

As part of the direction of new/newer City leadership, the City sought to conduct an Operational and Performance Audit of the City's operations, performance, and culture. We commend City leadership for taking the proactive initiative to have an objective assessment performed, which has identified strengths and opportunities for improvement throughout the City. We also would like to recognize the numerous City employees throughout all departments and across all position levels who gave their time conducting interviews, providing requested information, and participating in an anonymous operations and culture survey.



# Overview and Background

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The Operational and Performance Audit is the first step in a long transformation journey that provides an overview of the City's current state related to operations, performance, and culture. Our final report identifies numerous recommendations and provides a Roadmap that should be leveraged to help the City reach its goal of "operational excellence". Implementing positive change is never easy, but by leveraging the City's greatest asset – its employees, and by clearly articulating and communicating the rationale and benefits of the desired change, we are confident that the City can successfully transform its operations and continue to provide quality services to the citizens and stakeholders of Forest Park.

***"The secret of change is to focus all of your energy, not on fighting the old, but on building the new." – Socrates***

# Scope and Approach

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The scope of the Operational and Performance Audit was to:

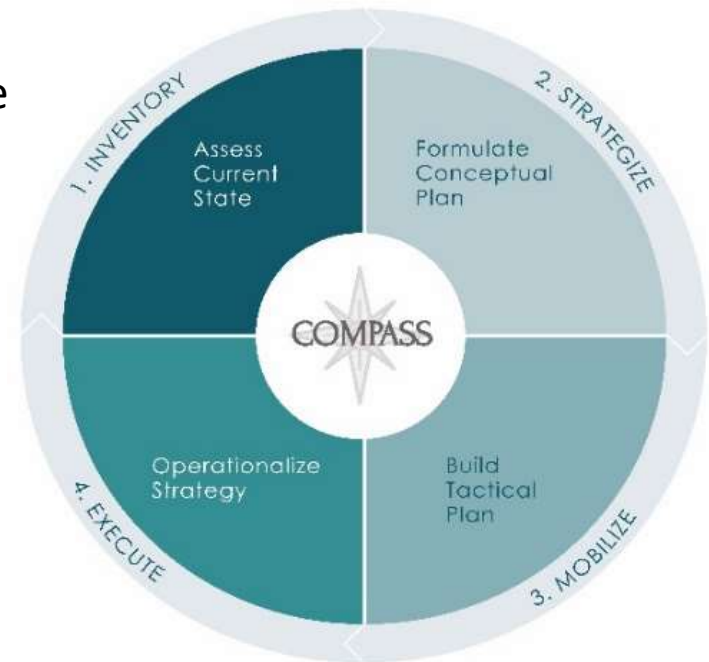
- Understand and document the City's current state for City departments and boards which includes the City's:
  - Operating environment
  - Operating model
  - Organizational structures
  - Key workflow and business processes
  - Identification of “what is working well”, “what needs improvement”, and “areas for potential risk concern”
- Compare City operations to leading practices
- Identify areas that are performing well to replicate throughout the City and areas for improvement
- Develop meaningful recommendations to improve/enhance City operations
- Develop a Strategic Roadmap for implementation of recommendations

# Scope and Approach

Audit goals included the following:

- Enhance City operations and service delivery models to optimize efficiency and effectiveness
- Assess the City's recent centralization and optimization of the procurement function
- Reduce risk and maintain compliance
- Strengthen internal controls, policies and procedures
- Increase transparency and accountability
- Enhance customer service

Our approach for the Operational and Performance Audit was based on Mauldin & Jenkins' proprietary transformation methodology – COMPASS.



# Scope and Approach

We developed a workplan for the Audit which consisted of the following four phases:

## 1. Initiation & Planning

- Conduct Kick Off Meeting
- Prepare initial information & interview requests
- Prepare detailed work plan with proposed resource allocation
- Create and submit project charter

## 2. Information Gathering

- Conduct interviews
- Hold workshops
- Administer anonymous surveys
- Review City-provided information
- Perform benchmarking comparing operations to leading practices

## 3. Fieldwork & Data Analysis

- Conduct current state assessment
  - Organizational structure
  - Core functions and resource allocation
  - Customer & stakeholder satisfaction
  - Service delivery model
  - Internal controls & compliance
- Identify future vision
- Identify opportunities
- Develop meaningful recommendations
- Collaboratively strategize future models

## 4. Validation & Reporting

- Provide bi-weekly status reports
- Develop and share preliminary observations
- Receive feedback on preliminary observations
- Prepare and share draft report
- Receive feedback on draft report
- Prepare final report and present to appropriate stakeholders

# Scope and Approach

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As part of the Operational and Performance Audit, we performed the following key tasks to aid us in formulating our observations and recommendations:

- Requested and reviewed significant amounts of data and information such as:
  - Organization charts
  - Governing documents
  - Policies and procedures
  - Financial information
  - Contracts
  - Performance data
  - Other relevant information
- Conducted more than 70 interviews with all department heads, and key management and front-line delivery personnel
- Conducted an anonymous operational/culture survey open to all City employees (hardcopies of the survey were also provided to those departments without direct access to computers for all employees)
- Attended multiple City Board meetings
- Delivered bi-weekly status reports throughout the engagement and met with the Mayor on a weekly basis to provide updates

# Employee Survey Results

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As part of the City-wide Operational and Performance Audit, a survey was conducted to provide a mechanism to receive open and honest feedback from City employees related to City operations, service delivery, organization, and culture. The survey was anonymous and individual responses have been kept confidential by Mauldin & Jenkins. The survey was conducted electronically allowing only single responses from unique email addresses. In addition, hardcopies of the survey were provided to departments where employee access to a computer is limited.

83 responses were received (66 electronic and 17 hardcopy), representing an approximate response rate of 33%. Generally, a response rate of more than 20% is considered a positive response rate.



# Employee Survey Results

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The feedback from the survey demonstrated many common perceptions, both positive and negative. Even if the common perceptions were to be determined to be untrue, it is important to note that employees who have negative perceptions about their job or work environment typically are not motivated, high performers, and negatively impact the overall culture of the organization. It is also important to understand why certain employees maintain certain negative perceptions so that common understandings can be achieved, and if necessary, behaviors altered.

From the results of the survey and conducting more than 70 interviews, a general commonality to the average City of Forest Park employee is that “they are afraid to fail”. They are afraid of losing their jobs due to political influence, taking a risk to try something new, or being responsible for a failed action or activity.

In order for the City to create a high-performing culture with more positive morale, employees must feel secure in their job (based on reasonable expectations and standards); believe that their voice matters; and that there is a sense of reward/recognition for innovation, “thinking outside the box”, and willingness to not just perform business as usual because “this is the way we have always done it”.

# Employee Survey Results

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Item #2.

This commonality is derived from the perception that there is insufficient communication, transparency, and accountability which led to perceptions of inconsistent treatment of employees, favoritism, not having a voice, not understanding organizational/departmental objectives and goals, and not understanding how decisions are made.

“Only those who dare to fail greatly can ever achieve greatly”. – Robert F. Kennedy

# Overview of Operational and Performance Audit Observations and Recommendations

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Item #2.

As described in the detailed final report, we have identified many strengths and leading practices, as well as numerous observations and corresponding recommendations for improvement. More than 100 recommendations are provided in the detailed report which focus on improving the efficiency and effectiveness of City operations, work environment, and customer service. Common themes that the recommendations are designed to enhance include:

- Business processes and workflow
- Organizational structures
- Inter-City working relationships
- Policies and procedures
- Technology
- Governance
- Performance measurement (for City operations and employees)
- Accountability
- Communications
- Transparency
- Training/Cross-training

# Conclusion

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We commend the leadership of the City of Forest Park for commencing this Operational and Performance Audit as this process has been in-depth and brought to light the positive accomplishments of the City, and the opportunities for improvement needed to achieve operational excellence.

The City is operating efficiently in many ways, but also has many opportunities to improve. The City has experienced significant recent (within the past three years) turnover in key positions such as elected officials, the City Manager, and numerous department heads. Recent turnover in leadership represents a pivotal point for the City, as leadership can continue down the same path as prior leaders and “do business as usual”, or can leverage this report and its recommendations to make substantial positive change for the City of Forest Park, its employees, its citizens, and its stakeholders.

As provided in the detailed Operational and Performance Audit report, the City now has an understanding of its current state, and a roadmap to continuously improve into the future. Now the real challenge is here – implementing the report’s recommendations and systematically enhancing the City’s operations, employee culture, and work environment.

With dedicated attention and resources, the City can implement the report’s recommendations effectively enhancing operations, customer service, and enabling the City of Forest Park to be “an employer of choice”.

# Strategic Roadmap and Next Steps

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Our detailed final report provides more than 100 recommendations. The recommendations are categorized by applicable owner (enterprise-wide or single department/organization), are assigned a prioritization level for implementation, and include a typical timeframe for implementation. The detailed report should be read in its entirety to better understand the context for the identified observations and recommendations.

The City should dedicate resources and engage external specialists where needed to assist with implementation. The City should also create a Program Management Office to oversee the transformation with periodic (at least monthly) progress reports being presented to the Mayor, City Manager, and City Council.

*“Tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history, there “is” such a thing as being too late. This is no time for apathy or complacency. This is a time for vigorous and positive action”.* – Martin Luther

King Jr.



**File Attachments for Item:****3. Discussion to Approve Resolution 2021-18 - Georgia Department of Natural Resources - Georgia Section 319(h) Non-Point Source, Implementation Grant FY2021 Green Infrastructure - LaShawn Gardiner, Management Analyst and James Shelby, Director of PB&Z****Background and Summary:**

The Georgia Section 319 (h) Non-Point Source Implementation Grant award period for FY 2021 is open for green infrastructure projects that improve and enhance urban water quality and reduce non-point source pollution. There are 2 potential sites in the City of Forest Park, (1) Starr Park-Construction and Design and (2) the Police Department Headquarters Design. Both projects will include retrofitting and enhancing existing infrastructure. The total projected cost is \$12,450,000.00. The grant requires a cost-ratio of 60% federal dollar maximum and 40% non-federal match minimum toward the total project cost. The City is requesting \$350,000.00. The total maximum federal award to any individual project is \$400,000.00.

**STATE OF GEORGIA  
COUNTY OF CLAYTON**

**RESOLUTION NO.: 2021-18**

**A RESOLUTION BY MAYOR AND CITY COUNCIL OF FOREST PARK, GEORGIA TO AUTHORIZE THE PLANNING, BUILDING AND ZONING DEPARTMENT AS A CO-APPLICANT IN PARTNERSHIP WITH THE CLAYTON COUNTY WATER AUTHORITY (CCWA) TO APPLY FOR GRANT FUNDING IN THE AMOUNT OF \$350,000.00 FROM THE GEORGIA DEPARTMENT OF NATURAL RESOURCES, UNDER GEORGIA SECTION 319(H) NONPOINT SOURCE IMPLEMENTATION GRANT FOR FY 2021, TO PROVIDE FOR GREEN INFRASTRUCTURE OPPORTUNITIES TO IMPROVE AND ADDRESS URBAN WATER QUALITY AND REDUCE NON-POINT SOURCE POLLUTION IN THE WEST JESTERS CREEK WATERSHED; THE PROJECT START DATE OF AUGUST 1, 2021, ENDING JULY 31, 2024; AND FOR OTHER PURPOSES.**

**WHEREAS**, green infrastructure is an approach to water management to protect, restore or imitate a natural water cycle; and

**WHEREAS**, green infrastructure enhances community safety and quality of life by restoring wetlands, planting trees, or retrofitting existing infrastructure to produce expected results that will benefit the community; and

**WHEREAS**, West Jesters Creek is a tributary of the Flint River that begins from two smaller streams in Forest Park near the Pine Ridge Road area and flows south, meandering its way through the cities of Forest Park and portions of Lake City, Morrow, Clayton County, and Jonesboro where it empties into the Flint River near State Route (SR) 138; and

**WHEREAS**, the Georgia Department of Natural Resources FY2021 Georgia Section 319 (H) Nonpoint Source Implementation Grant period is now open with a deadline of April 30, 2021 for water quality and non-point source pollution projects; and

**WHEREAS**, there are green infrastructure opportunities at two (2) separate sites in Forest Park: (1) City of Forest Park, Starr Park Design and Construction, and (2) City of Forest Park, Police Department Headquarters Design by retrofitting and enhancing existing infrastructure basins and swales as part of efforts to improve water quality in the West Jesters Creek Watershed; and

**WHEREAS**, the total projected cost of the Starr Park renovation project is \$12,450,000.00, with a match of \$12,100,000.00, and the maximum federal award to any individual project is \$400,000.00, the city's request is \$350,000.00.

**NOW THEREFORE, BE IT RESOLVED** as follows:

**Section 1.** The Mayor and City Council of Forest Park, Georgia, hereby authorize the Planning, Building and Zoning Department as co-applicant with the Clayton County Water Authority to apply for grant funding in the amount of \$350,000.00 from the Georgia Department of Natural Resources for green infrastructure opportunities to improve water quality and non-point source pollution in the Jesters Creek Watershed.

**Section 2.** Severability. If any section, sentence, clause or phrase of this Resolution is for any reason held to be invalid or unconstitutional by a decision of the court of competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Resolution, and such remainder shall remain in full force and effect.

**Section 3.** Repealer. All resolutions and parts of resolutions in conflict with this Resolution are hereby repealed to the extent of such conflict.

**Section 4.** Effective Date. This resolution shall be in full force and effect immediately upon and after its final passage.

**SO RESOLVED, this \_\_\_\_\_ day of \_\_\_\_\_, 2021.**

**CITY OF FOREST PARK**

\_\_\_\_\_  
Angelyne Butler, Mayor

\_\_\_\_\_  
Kimberly James, Mayor Pro Tem (Ward 1)

\_\_\_\_\_  
Antoine Dabouze, (Ward 2)

\_\_\_\_\_  
Hector Gutierrez, (Ward 3)

\_\_\_\_\_  
Latresa Akins-Wells, (Ward 4)

\_\_\_\_\_  
Alan Mears, (Ward 5)

ATTEST:

\_\_\_\_\_  
CITY CLERK

(THE SEAL OF THE CITY OF FOREST PARK,  
GEORGIA)

Approved as to form:

\_\_\_\_\_  
CITY ATTORNEY

## File Attachments for Item:

### 4. Discussion to Approve the replacement of Two (2) Pumpers and One (1) 75' Quint Aerial - Fire Department

**Background and Summary:** The Fire Department is seeking approval for replacement of two Pumpers and one 75' Quint Aerial. The Pumpers to be replaced are Engine 1, Rosenbauer with 41,000 miles (equivalent to 142,000 road miles) and structural body frame issues, Engine 2, a 2002 E-one) with 125,000 miles (equivalent to 427,500 road miles) and Quint 3 (2010 E-one) with 61,000 miles (equivalent to 208,000 road miles). The replacement allows for continuity of units and service/maintenance with warranty agreements for parts and labor. It further allows our current reserve pumper, Engine-3, a 1992 E-one pumper with unknown number of miles due to the odometer being replaced to be circulated to the Training Division to aid in Fire Department Driver Operator Training for (FAO)'s, Fire Apparatus Operators. Current, Engine-1, Engine-2, and Quint-3 will move into reserve roles in order to provide the Department with reliable reserve units. These units have reached usable service life for service delivery to the community of Forest Park.

The purchase cost is \$1,945,738.00 and these items are budgeted in the Fire Department's allocated SPLOST funds.

Replacement Age: A. Engine 2 (24 years) B. Engine 3 (29 years) C. Quint 3 (11 years)



## PROPOSAL

**TO THE:**

Forrest Park Fire Department  
4539 Jonesboro Road  
Forrest Park, GA 30297  
Sourcewell Member #77837

**DATE:** April 6, 2021

We hereby propose and agree to furnish the following firefighting equipment upon your acceptance of this proposal via Sourcewell Co-Operative Purchasing Contract #022818-SUT, Pricing below includes the 15% Discount off LIST Price:

**One (1) Sutphen SL75 Quint Ladder Complete and Delivered for the**

**Total Sum of .....\$ 900,987.00 (Based on Payment at Delivery)**

**\$880,339.00 (Based on 100% Prepayment via**

**Lease Agreement)**

**Buy Back Value: 10yr - \$219,500; 15yr - \$53,222**

**Two (2) Sutphen Custom Pumpers Complete and Delivered for the total**

**Sum of .....\$1,096,495.00 (Based on Payment at Delivery)**

**\$1,065,399.00 (Based on 100 Prepayment via**

**Lease Agreement)**

**Buy Back Value: 10yr - \$104,865; 15yr - \$30,902**

**Total Purchase Price for all Three (3) Vehicles based on 100% Down**

**Payment is .....\$1,945,738.00**

**SUTPHEN CORPORATION**

6450 Eiterman Road | Dublin, OH 43016 | 1-800-848-5860