



## CITY COUNCIL WORK SESSION

Monday, November 06, 2023 at 6:00 PM  
Council Chambers and YouTube Livestream

Website: [www.forestparkga.gov](http://www.forestparkga.gov)  
YouTube: <https://bit.ly/3c28p0A>  
Phone Number: (404) 366.4720

FOREST PARK CITY HALL  
745 Forest Parkway  
Forest Park, GA 30297

The Honorable Mayor Angelyne Butler, MPA

The Honorable Kimberly James  
The Honorable Hector Gutierrez  
The Honorable Allan Mears

The Honorable Dabouze Antoine  
The Honorable Latresa Akins-Wells

Ricky L. Clark Jr, City Manager  
Randi Rainey, City Clerk  
Mike Williams, City Attorney

## AGENDA

### VIRTUAL NOTICE

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*"

### CALL TO ORDER/WELCOME:

### ROLL CALL:

### OLD BUSINESS:

- 1. Council Discussion and Approval of a Resolution to Confirming the Nomination of the Finance Director –Executive Office**

#### **Background/History:**

On October 16, 2023, John Wiggins was named as the sole finalist and nominated by the City Manager for the position of Finance Director.

### NEW BUSINESS:

- 2. Council Discussion and Approval of the Purchase of Extrication Tools for Quint-1 Fire Truck in the amount of \$38,000; RFB Not Required- Fire Department**

**REQUEST FOR BID NOT REQUIRED**

**Background/History:**

The Forest Park Fire Department need to purchase extrication tools for the Quint-1 fire truck. Extrication tools are essential and necessary for the rescue of victims in motor vehicle crashes.

If approved the purchase would be from MES who is the sole source vendor for the Hurst products and also a GSA contractor. Bids are not required for sole source purchases. The cost of these tools is \$38,000 and would be funded using the Fire Fighting Equipment budget. The supporting documentation is attached for your review and approval.

**3. Council Discussion and Approval to Purchase 85 Rescue Jackets in the amount of \$20,072.23- Fire Department****Background/History:**

The Forest Park Fire Department is requesting approval to purchase 85 rescue jackets for its employees. Due to the cost of this purchase, we are seeking approval from Council.

Attached are 2 quotes for comparison. Emergency Responder Products is about \$80 cheaper in cost and is of the same quality and likeness as T&T Uniforms; therefore, our choice of vendor is Emergency Responder Products.

The purchase will come out of the Uniforms and Raingear budget line with no negative impact for the total not to exceed \$20,072.23.

**4. Council Discussion and Approval of an Ordinance to Establish Municipal Court as Department of the City – Executive Office****Background/History:**

The Forest Park Municipal Court has been established by the General Assembly in Article IV of the City Charter. It is proposed that the City establish a new department to provide for the administrative functions of the Municipal Court. The attached ordinance creates that department but does not change any of the provisions of the City Charter pertaining to the jurisdiction and powers of the Municipal Court or the Municipal Judge.

**5. Council Discussion and Approval of an Ordinance to Update the City's Public Records Ordinance – Executive Office****Background/History:**

The City's Ordinance pertaining to public records was last updated in 2005. The proposed ordinance updates and streamlines the City's public records policy as follows:

Designates the City Clerk as custodian of the City Records as provided by the City Charter and as required by state law.

Provides for the maintenance and security of City records.

Readopts the Records Retention Schedule for Local Government Records as published by the Georgia Secretary of State's Department of Archives and History.



Reaffirms the requirement that the City Clerk and each department of the City complies with the Open Records Act and the Georgia Records act.

**6. Council Discussion and Approval of a Resolution to Name Members of Beautification Committee –Executive Office**

**Background/History:**

At the October 2, 2023, the City Council created a Beautification Committee for the City. The committee shall consist of six residents of the City, one appointed by each Council member from their respective wards and one appointed by the Mayor. The Director of Code Enforcement shall serve as an ex-officio member of the committee.

Three persons have been designated to serve on the Committee:

- Mayor Butler's appointee – Kwan Rhea
- Councilwoman Wells' appointee – Lois Wright
- Councilman Guitierrez's appointee - Lashawn Boykin

The attached resolution formally appoints each of these members.

**7. Council Discussion and Approval of the Operational & Performance Audit – Executive Offices**

**Background/History:**

In 2021, the City of Forest Park initiated a citywide Operational and Performance Audit. The operational and Performance Audit was to serve as the catalyst to a long transformative journey that was to provide an overview of the City's current state related to operations, performance, and culture. The report identified numerous recommendations and provided a roadmap that should have been leveraged to assist the City in reaching its goal of "Operational Excellence."

Given the cursory review of the recommendations provided, the plan in itself has great information; however, there have been many recommendations that have not been completed. With the City Manager's new vision of "One Forest Park" and the inherent focus on achieving "Operational Excellence", we are seeking approval to move forward with working with Mauldin & Jenkins to update the recommendations provided. This would include the basic advisory services:

Following up on the progress made within each department related to M&J's Citywide Operational and Performance Audit dated April 2021.

Upon completion of the review and update, the Executive Offices would begin to work on Key Performance Indicators "KPI's" that would guide the work ahead.

**8. Council Discussion and Approval Requesting to dissolve the Management Analyst Position in the Police Department- Human Resources Department**

**Background/History:**

The Management Analyst position was approved as a position that would handle grants for the Police Department. The City Manager has hired a Senior Management Analyst that will handle all grants citywide.

**9. Council Approval of a Resolution to Provide to Leave Eligibility after (3) Three Months of Employment-Human Resources Department**

**Background/History:**

It is proposed that the City amend the Employee Policy and Procedure Manual to grant employees eligibility to use annual and sick leave after three months of employment with the City. Currently, employees are only eligible to utilize annual and sick leave after their six-month probationary period. Under this change, employees will be able to utilize 3 days of accrued annual leave and 3 days of accrued sick leave after they have successfully been employed for three months. The resolution would not change the probationary period, leave accrual rules or any other aspect of the Employee Policy and Procedure Manual.

**10. Council Discussion and Approval for Perkins Park Basketball Court Remodel – Public Works Department**

**Background/History:**

PERKINS PARK will be undergoing several upgrades in several phases. This is an attempt to revamp the surrounding community who resides and play in this park. Within the upgrades of the first phase, the basketball court will be resurfaced along with the replacing of the backboards/poles, and goals. The fencing around the court and the creek will be replaced. The second phase is to re-mulch the playground, replace the white piping with pressure-treated timbers and replace the benches. The final phase would be to replace the playground equipment.

For the first phase, Public Works is seeking approval of \$75,738.00 for 2 contracts.

The first contract for Dash Enterprise Georgia Group to resurface the basketball court: - \$65,550.00.

The second contract for Natural Enclosures Fence Company to fence around the court and adjoining creek: - \$10,188.00.

**11. Council Discussion and Approval for the Lighting Addition Agreement – Public Works Department**

**Background/History:**

Lighting Services Agreement: Project# LP86983

The City of Forest Park was asked to investigate low lighting issues within the vicinity of Lake Mirror Rd and Old Dixie Hwy next to the Clorox Company. Georgia Power has just finished installing 13 new lights for the Clorox company at an additional \$810/month on their bill to try to increase the lighting in their parking areas, entry exit gates, crosswalk, and railroad crossing area. Clorox company is requesting the City to install 4 pole light fixtures along Lake Mirror Rd to mitigate the low lighting issues. This cost to the city would be \$160 monthly and will come out of Street Lighting 100-51-4260-53-1233.

**12. Council Discussion and Approval of a Secondary Internet Provider Agreement- IT Department**

**Background/History:**

Many of our core sites currently have alternate internet connections as a failover if our primary circuits experience an outage. Unfortunately, the current backup circuits are provided from the same vendor as our primary circuits, thus offering very little redundancy. We are bringing before Mayor and Council new contracts with an alternate provider that will offer true redundancy as a backup to our primary circuits, providing better uptime for the City. In addition to better reliability, these secondary connections will reduce our monthly operating cost by approximately \$2,400 per month. I am asking for Mayor and Council to approve the attached contracts for internet services. For security reasons, the details regarding the specifics of our internet providers have been omitted.

**13. Council Approval of the Recommended Proposed Millage Rate- Public Hearing #3-Finance Department**

**Background/History:**

The City of Forest Park has tentatively adopted a 2023 millage rate, which will require an increase in property tax by 25.23 percent due to property values increasing. With all of the growth in values surrounding Forest Park, valuations have increased. Staff is not proposing a millage increase; however, due to this increase in values, pursuant to State Law it had to be advertised as a tax increase. The proposed tax increase for a home with a fair market value of \$100,000.00 is approximately \$20.00.

The first Public Hearing was held on October 30, 2023 at 11:00 am and there were no persons present to speak. The second Public Hearing was held on October 30, 2023 at 5:00 p.m. and there were no persons present to speak. The final Public Hearing according to State Law will be held in conjunction with the November 6, 2023 Council Meeting.

**14. Council Discussion and Approval of Budget Adjustment-Increased Revenue & Park Improvements- Finance Department**

**Background/History:**

The City of Forest Park's FY23-24 Operating Budget was unanimously adopted by City Council on June 29<sup>th</sup>, 2023. Prior to the adoption of the budget, Finance staff advised that funding and revenues would continuously be monitored for accuracy and reporting purposes. With aggressive efforts to recover delinquent property taxes, it has been determined that the adopted revenues can be adjusted \$350,000.00 due to increased revenues collected for outstanding property taxes. This will increase the stated revenue that was amended on September 18<sup>th</sup>, 2023, by \$350,000.00. It is recommended that City Council approve a budget amendment to accurately reflect the corrected operating budget amount of \$42,336,503.00 for FY23-24.

**15. Council Discussion and Approval on the Second Public Hearing by Mayor and Council on the 2023 Comprehensive Plan Update- Planning and Community Development**

**Background/History:**

A comprehensive plan is a guide for communities to invest, develop and allocate services based on a shared vision formed through a public process. It is long-range that looks ahead 5 to 20 years. It assists communities in understanding its needs and desires, as well as strengths and weaknesses. The comprehensive plan looks across many facets of a city such as population, land use, housing, economic development, transportation, and other socio-economic elements. This is the 2023 Comprehensive Plan Update document. Forest Park updated its last Comprehensive Plan in 2018.

**16. Council Discussion and Approval of Changes to IGA between City and URA-Legal****Background/History:**

It is proposed that the City and the URA enter into an intergovernmental agreement to memorialize the current working relationship between the two entities. The attached agreement is substantially the same as previous drafts presented to the City and provides for the following:

1. Allows the URA to utilize City facilities and staff to carry out its functions;
2. Authorizes the Economic Development Director to serve as the Executive Director of the URA;
3. Authorizes the Finance Department to manage the finances of the URA; and
4. Provides for the URA to pay the City an annual amount to reimburse the City for a portion of the staff expense incurred in providing the foregoing work.

A new addition to the agreement authorizes the Public Works Department to maintain, repair and/or install certain URA infrastructure where the cost is estimated to be less than \$100,000. The URA will reimburse the City for the cost of such work.

**17. Council Discussion and Approval of The Police Department requesting a budget amendment to add (2) Police Officer positions and to delete (1) Police Analyst position - Police Department****Background/History:**

The Police Department is authorized a total of 121 positions. These positions consist of sworn and non-sworn personnel.

The request is to delete (1) Police Analyst position that has been vacant for over a year and to add (2) Police Officer positions. (1) of the Police Officer positions will be funded by the POA at Fort Gillem.

This restructuring can help ensure that staffing aligns with the department's priorities and enhances its ability to serve and protect the community effectively.

**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 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. Council Discussion and Approval of a Resolution to Confirming the Nomination of the Finance Director –Executive Office**

**Background/History:**

On October 16, 2023, John Wiggins was named as the sole finalist and nominated by the City Manager for the position of Finance Director.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Resolution to Confirming the Nomination of the Finance Director –Executive

**Submitted By:** Michael Williams

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

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**Background/History:**

On October 16, 2023, John Wiggins was named as the sole finalist and nominated by the City Manager for the position of Finance Director.

The attached resolution formally confirms that nomination.

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**Cost: \$ Standard Salary and benefits**

**Budgeted for:**  Yes  No

**Financial Impact: N/A**

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**Action Requested from Council:**

Approval of the resolution.

## RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION CONFIRMING THE NOMINATION OF THE FINANCE DIRECTOR; AUTHORIZING THE MAYOR TO EXECUTE ALL DOCUMENTS NECESSARY TO EFFECTUATE THE PURPOSE OF THIS RESOLUTION; AUTHORIZING THE CITY CLERK TO ATTEST SIGNATURES AND AFFIX THE OFFICIAL SEAL OF THE CITY, AS NECESSARY; PROVIDING FOR AN EFFECTIVE DATE OF THIS RESOLUTION; AND FOR OTHER PURPOSES.**

WHEREAS, The City of Forest Park (“City”) is a municipal corporation duly organized and existing under the laws of the State of Georgia and is charged with being fiscally responsible concerning the use and expenditure of all public funds;

WHEREAS, John Wiggins was named as the sole finalist for the position of Economic Development Director on October 16, 2023;

WHEREAS, the City Council desires to confirm the City Manager’s nomination of John Wiggins to the position of Finance Director; and

WHEREAS, the City Council finds that the foregoing confirmation is necessary and beneficial to its citizens and to the efficient operation of the City.

THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST PARK HEREBY RESOLVES:

**SECTION 1. Confirmation** - The City Council hereby confirms the appointment of John Wiggins as the Finance Director.

**SECTION 2. Approval of Execution** - The Mayor is hereby authorized to sign all documents and to perform all other necessary acts necessary to effectuate this Resolution on behalf of the City of Forest Park. The City Clerk is authorized to execute, attest to, and seal any document which may be necessary to effectuate this Resolution.

**SECTION 3. Severability** - To the extent any portion of this Resolution is declared to be invalid, unenforceable, or non-binding, that shall not affect the remaining portions of this Resolution.

**SECTION 4. Repeal of Conflicting Provisions** – All City Resolutions inconsistent with this Resolution are hereby repealed.

**SECTION 5. Effective Date.** This resolution shall become effective immediately upon its adoption by the Mayor and City Council of the City of Forest Park as provided in the City Charter.

SO RESOLVED this 6<sup>th</sup> day of November, 2023.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk (SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney



**File Attachments for Item:**

**2. Council Discussion and Approval of the Purchase of Extrication Tools for Quint-1 Fire Truck in the amount of \$38,000; RFB Not Required- Fire Department**

**REQUEST FOR BID NOT REQUIRED**

**Background/History:**

The Forest Park Fire Department need to purchase extrication tools for the Quint-1 fire truck. Extrication tools are essential and necessary for the rescue of victims in motor vehicle crashes.

If approved the purchase would be from MES who is the sole source vendor for the Hurst products and also a GSA contractor. Bids are not required for sole source purchases. The cost of these tools is \$38,000 and would be funded using the Fire Fighting Equipment budget. The supporting documentation is attached for your review and approval.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** PURCHASE OF EXTRICATION TOOLS FOR QUINT-1 FIRE TRUCK  
REQUEST FOR BID NOT REQUIRED

**Submitted By:** SANDRA DAVIS – FIRE DEPT. OFFICE COORDINATOR

**Date Submitted:** OCTOBER 24, 2023

**Work Session Date:** NOVEMBER 6, 2023

**Council Meeting Date:** NOVEMBER 6, 2023

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The Forest Park Fire Department need to purchase extrication tools for the Quint-1 fire truck. Extrication tools are essential and necessary for the rescue of victims in motor vehicle crashes.

We would purchase from MES who is the sole source vendor for the Hurst products and also a GSA contractor. Bids are not required for sole source purchases. The cost of these tools is \$38,000 and would be funded using the Fire Fighting Equipment budget. The supporting documentation is attached for your review and approval.

Deputy Chief David Halcome will further explain necessity of purchase and answer any questions.

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**Cost: \$** 38,000.00 **Budgeted for:**  Yes  No

**Financial Impact:** \$38,000 using 100-61-3520-53-1136 (Fire Fighting Equipment)

**Action Requested from Council:** Approval to purchase

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(877) 637-3473

# Quote

Item #2.

Quote # QT1740596  
 Date 09/16/2023  
 Expires 10/16/2023  
 Sales Rep Adams, Jeremy L  
 Shipping Method FedEx Ground  
 Customer FOREST PARK FIRE DEPT(GA)  
 Customer # C64692

**Bill To**  
 FOREST PARK FIRE DEPT  
 2336 Anvil Block Road  
 Forest Park GA 30297  
 United States

**Ship To**  
 FOREST PARK FIRE DEPT  
 2336 Anvil Block Road  
 Forest Park GA 30297  
 United States

Item	Alt. Item #	Units	Description	QTY	Unit Price	Amount
272889000-1			S 789 E3 Cutter - TOOL ONLY	1	\$11,206.00	\$11,206.00
271855000-1			SP 555 E3 Spreader - TOOL ONLY	1	\$12,456.00	\$12,456.00
274885000-1			R 521 E3 Ram - TOOL ONLY	1	\$8,221.00	\$8,221.00
90-53-15			EWXT 9 Ah battery	6	\$771.00	\$4,626.00
90-53-37			EWXT/E3 Charger 110-240V	3	\$497.00	\$1,491.00

\*\* Freight Not Included \*\*  
 Thank you

**Subtotal** \$38,000.00  
**Shipping Cost** \$0.00  
**Tax Total** \$0.00  
**Total** \$38,000.00

This Quotation is subject to any applicable sales tax and shipping and handling charges that may apply. Tax and shipping charges are considered estimated and will be recalculated at the time of shipment to ensure they take into account the most current information.

All returns must be processed within 30 days of receipt and require a return authorization number and are subject to a restocking fee.

Custom orders are not returnable. Effective tax rate will be applicable at the time of invoice.





A Trusted IDEX Fire & Safety Brand

HURST Jaws of Life

711 N. Post Road  
Shelby, NC 28150

T. 800-537-2659

[jawssoflife.com](http://jawssoflife.com)

March 21, 2023

To Whom It May Concern:

This will confirm that, as of the date hereof, the following Hurst Jaws of Life® dealer is the only Hurst® dealer whose sales territory for HURST® High Pressure (10,000 psi), HURST® eDRAULIC®, HURST® StrongArm® and Vetter® rescue equipment includes the State of Georgia and whose personnel have been factory trained and certified by HURST Jaws of Life, Inc. to perform warranty repairs, warranty required annual maintenance and other service on HURST® Low Pressure (5,000 psi), HURST® High Pressure (10,000 psi), HURST® eDRAULIC®, HURST® StrongArm®, Vetter® and Airshore® rescue equipment:

**MES - Southeast**  
**Charlotte, NC 28216**  
**Phone: (800) 868-8584**

Thank you for your interest in our rescue equipment. Feel free to contact us at 1-800-537-2659 or 704-487-6961 should you have any further questions or concerns.

Sincerely,

Mike Canon  
Director of Rescue Sales  
Hurst Jaws of Life, Inc.

tar

Cc: Barry Hopper, Southeast Regional Sales Manager, Hurst Jaws of Life, Inc.

## RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION TO AUTHORIZE CONTRACT FOR EXTRICATION TOOLS**

WHEREAS, the City of Forest Park (“City”) is a municipal corporation duly organized and existing under the laws of the State of Georgia and is charged with being fiscally responsible concerning the use and expenditure of all public funds; and

WHEREAS, the City proposes to contract enter into a certain contract for the acquisition of certain extrication tools;

THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST PARK HEREBY RESOLVES:

**SECTION 1. Approval of Contract.** The award of a contract for the acquisition of certain extrication tools to Municipal Emergency Services as presented to the City Council on November 6, 2023 is hereby approved.

**SECTION 2. Public Record.** This document shall be maintained as a public record by the City Clerk and shall be accessible to the public during all normal business hours of the City of Forest Park.

**SECTION 3. Authorization of Execution.** The Mayor is hereby authorized to sign all documents, including the contract with such changes and modifications as recommended by the City Attorney, necessary to effectuate this Resolution.

**SECTION 4. Attestation.** The City Clerk is authorized to execute, attest to, and seal any documents which may be necessary to effectuate this Resolution, subject to approval as to form by the City Attorney.

**SECTION 5. Effective Date.** This resolution shall become effective immediately upon its adoption by the Mayor and City Council of the City of Forest Park as provided in the City Charter.

[SIGNATURES APPEAR ON FOLLOWING PAGE]

SO RESOLVED this 6<sup>th</sup> day of November, 2023.

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

ATTEST:

\_\_\_\_\_  
City Clerk (SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

**File Attachments for Item:**

**3. Council Discussion and Approval to Purchase 85 Rescue Jackets in the amount of \$20,072.23-**  
Fire Department

**Background/History:**

The Forest Park Fire Department is requesting approval to purchase 85 rescue jackets for its employees. Due to the cost of this purchase, we are seeking approval from Council.

Attached are 2 quotes for comparison. Emergency Responder Products is about \$80 cheaper in cost and is of the same quality and likeness as T&T Uniforms; therefore, our choice of vendor is Emergency Responder Products.

The purchase will come out of the Uniforms and Raingear budget line with no negative impact for the total not to exceed \$20,072.23.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** PURCHASE OF 85 RESCUE JACKETS - \$20,072.23

**Submitted By:** SANDRA DAVIS – FIRE DEPT. OFFICE COORDINATOR

**Date Submitted:** OCTOBER 27, 2023

**Work Session Date:** NOVEMBER 6, 2023

**Council Meeting Date:** NOVEMBER 6, 2023

The Forest Park Fire Department is requesting approval to purchase 85 rescue jackets for its employees. Due to the cost of this purchase, we are seeking approval from Council.

Attached are 2 quotes for comparison. Emergency Responder Products is about \$80 cheaper in cost and is of the same quality and likeness as T&T Uniforms, therefore our choice of vendor is Emergency Responder Products.

The purchase will come out of Uniforms and Raingear budget line with no negative impact for the total not to exceed \$20,072.23.

**Cost: \$** 20,072.23 **Budgeted for:**  Yes  No

**Financial Impact:** \$20,072.23 - 100-60-3610-53-1702 & 100-61-3510-53-1702 (EMS Uniform & Fire Uniform)

**Action Requested from Council:** Approval to purchase from Emergency Responder Products



**RESOLUTION NO. \_\_\_\_\_****A RESOLUTION TO AUTHORIZE CONTRACT FOR RESCUE JACKETS**

WHEREAS, the City of Forest Park (“City”) is a municipal corporation duly organized and existing under the laws of the State of Georgia and is charged with being fiscally responsible concerning the use and expenditure of all public funds; and

WHEREAS, the City proposes to contract enter into a certain contract for the acquisition of certain rescue jackets;

THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST PARK HEREBY RESOLVES:

**SECTION 1. Approval of Contract.** The award of a contract for the acquisition of certain rescue jackets to Emergency Responder Products, LLC as presented to the City Council on November 6, 2023 is hereby approved.

**SECTION 2. Public Record.** This document shall be maintained as a public record by the City Clerk and shall be accessible to the public during all normal business hours of the City of Forest Park.

**SECTION 3. Authorization of Execution.** The Mayor is hereby authorized to sign all documents, including the contract with such changes and modifications as recommended by the City Attorney, necessary to effectuate this Resolution.

**SECTION 4. Attestation.** The City Clerk is authorized to execute, attest to, and seal any documents which may be necessary to effectuate this Resolution, subject to approval as to form by the City Attorney.

**SECTION 5. Effective Date.** This resolution shall become effective immediately upon its adoption by the Mayor and City Council of the City of Forest Park as provided in the City Charter.

[SIGNATURES APPEAR ON FOLLOWING PAGE]

SO RESOLVED this 6<sup>th</sup> day of November, 2023.

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

ATTEST:

\_\_\_\_\_  
City Clerk (SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

**Emergency Responder Products, LLC**

175 Bethpage Sweet Hollow Road  
Old Bethpage, NY 11804

Tel. 877-572-9592  
Fax 877-572-7793  
sales@911erp.com

**QUOTE**

Date	Quote #
9/25/2023	9252394Q

Name / Address
Forest Park Fire and Emergency Services 2090 Anvil Block Road Forest Park, GA 30297

Ship To
Forest Park Fire and Emergency Services 2090 Anvil Block Road Forest Park, GA 30297

Account #	Terms	Rep
	Credit Card	

Item	Description	Qty	Cost	Total
G-3555-600	New Game Sportswear The Rescue Jacket- Red	85	239.99	20,399.15T
Imprinting Charge	Custom Imprinting Color: Silver Reflective Location: Back 2 Lines- FOREST PARK (Arch) FIRE DEPT. (Straight)	85	20.00	1,700.00T
Discount			-2,209.91	-2,209.91
Shipping	Shipping & Handling		182.99	182.99T

**Sales Tax (0.0%)** \$0.00

**Total** \$20,072.23

Web Site
www.911erp.com

Tax ID# 13-4341416

Approval Signature \_\_\_\_\_

Vendor ID # 232287

T&T Uniforms South  
 Ryan Heiden  
 285A North Main Street  
 Jonesboro, GA 30236  
 770-210-3399

# Quote

Date	Quote #
9/26/2023	459

**Bill To:**  
 FOREST PARK FIRE DEPT  
 4539 JONESBORO RD,  
 FOREST PARK GA  
 30297

**Ship To**  
 FOREST PARK FIRE DEPT  
 4539 JONESBORO RD,  
 FOREST PARK GA  
 30297

FOB Rep	Project
RMH	FOREST PARK FIR...

Item	Description	Qty	Cost	Size	Total
3555	Red Jackets THE RESCUE JACKET with custom FOREST PARK FIRE DEPARTMENT on the back oversize listed for information	1	322.00	small though X... 2XLG add 10%... 3XLG add 20%... 4XLG add 30%... 5XLG add 40%...	322.00
			<b>Total</b>		\$322.00

*for 85 cost is:  
 \$27,378 plus  
 screening and  
 shipping*

**File Attachments for Item:**

**4. Council Discussion and Approval of an Ordinance to Establish Municipal Court as Department of the City – Executive Office**

**Background/History:**

The Forest Park Municipal Court has been established by the General Assembly in Article IV of the City Charter. It is proposed that the City establish a new department to provide for the administrative functions of the Municipal Court. The attached ordinance creates that department but does not change any of the provisions of the City Charter pertaining to the jurisdiction and powers of the Municipal Court or the Municipal Judge.



CITY OF  
**FORESTPARK**

## City Council Agenda Item

**Subject:** Ordinance to Establish Municipal Court as Department of the City –Legal

**Submitted By:** Michael Williams

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

### Background/History:

The Forest Park Municipal Court has been established by the General Assembly in Article IV of the City Charter. It is proposed that the City establish a new department to provide for the administrative functions of the Municipal Court. The attached ordinance creates that department but does not change any of the provisions of the City Charter pertaining to the jurisdiction and powers of the Municipal Court or the Municipal Judge.

**Cost:** \$ 0

**Budgeted for:**  Yes  No

**Financial Impact:** N/A

### **Action Requested from Council:**

Approval of the ordinance.

**ORDINANCE NO.**

AN ORDINANCE TO ESTABLISH THE MUNICIPAL COURT AS A DEPARTMENT OF THE CITY; TO PROVIDE FOR SEVERABILITY; TO REPEAL CONFLICTING ORDINANCES; TO PROVIDE AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

WHEREAS, The City of Forest Park (“City”) is a municipal corporation duly organized and existing under the laws of the State of Georgia and is charged with being fiscally responsible concerning the use and expenditure of all public funds;

WHEREAS, it is proposed that the administrative functions of the Municipal Court be established as a formal department of the City; and

WHEREAS, the City Council finds that the foregoing action is necessary and beneficial to its citizens and to the efficient operation of the City.

NOW THEREFORE, THE COUNCIL OF THE CITY OF FOREST PARK HEREBY ORDAINS:

**Section 1.** That Section 2-3-1 of Code of Ordinances, City of Forest Park, Georgia is hereby amended deleting said section in its entirety and replacing it with the following in lieu thereof:

*“Sec. 2-3-1. - Departments established.*

(a) *The following departments of the city are hereby established:*

- (1) *Economic Development;*
- (2) *Finance;*
- (3) *Fire;*
- (4) *Human Resources;*
- (5) *Planning, Building and Zoning;*
- (6) *Public Works;*
- (7) *Police;*
- (8) *Recreation and Leisure Services;*
- (9) *Technology services; and*

(10) *Municipal Court.*

(b) *Each department may be headed by a director who shall exercise such powers and perform such duties as provided by law or as prescribed from time to time by the City Manager. Department directors shall report to the City Manager.”*

**Section 2.** The preamble of this Ordinance shall be considered to be and is hereby incorporated by reference as if fully set out herein.

**Section 3.** (a) It is hereby declared to be the intention of the Mayor and Council that all sections, paragraphs, sentences, clauses and phrases of this Ordinance are or were, upon their enactment, believed by the Mayor and Council to be fully valid, enforceable and constitutional.

(b) It is hereby declared to be the intention of the Mayor and Council that, to the greatest extent allowed by law, each and every section, paragraph, sentence, clause or phrase of this Ordinance is severable from every other section, paragraph, sentence, clause or phrase of this Ordinance. It is hereby further declared to be the intention of the Mayor and Council that, to the greatest extent allowed by law, no section, paragraph, sentence, clause or phrase of this Ordinance is mutually dependent upon any other section, paragraph, sentence, clause or phrase of this Ordinance.

(c) In the event that any phrase, clause, sentence, paragraph or section of this Ordinance shall, for any reason whatsoever, be declared invalid, unconstitutional or otherwise unenforceable by the valid judgment or decree of any court of competent jurisdiction, it is the express intent of the Mayor and Council that such invalidity, unconstitutionality or unenforceability shall, to the greatest extent allowed by law, not render invalid, unconstitutional or otherwise unenforceable any of the remaining phrases, clauses, sentences, paragraphs or sections of the Ordinance and that, to the greatest extent allowed by law, all remaining phrases, clauses, sentences, paragraphs and sections of the Ordinance shall remain valid, constitutional, enforceable, and of full force and effect.

**Section 4.** All ordinances and parts of ordinances in conflict herewith are hereby expressly repealed.

**Section 5.** Penalties in effect for violations of the City of Forest Park at the time of the effective date of this Ordinance shall be and are hereby made applicable to this Ordinance and shall remain in full force and effect.

**Section 6.** The effective date of this Ordinance shall be its date of adoption.

[SIGNATURES APPEAR ON THE FOLLOWING PAGE]



ORDAINED this 6<sup>th</sup> day of November, 2023.

CITY OF FOREST PARK, GEORGIA

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

ATTEST:

\_\_\_\_\_  
Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

**File Attachments for Item:**

**5. Council Discussion and Approval of an Ordinance to Update the City's Public Records Ordinance**  
– Executive Office

**Background/History:**

The City's Ordinance pertaining to public records was last updated in 2005. The proposed ordinance updates and streamlines the City's public records policy as follows:

Designates the City Clerk as custodian of the City Records as provided by the City Charter and as required by state law.

Provides for the maintenance and security of City records.

Readopts the Records Retention Schedule for Local Government Records as published by the Georgia Secretary of State's Department of Archives and History.

Reaffirms the requirement that the City Clerk and each department of the City complies with the Open Records Act and the Georgia Records act.



CITY OF  
**FORESTPARK**

## City Council Agenda Item

**Subject:** Ordinance to Update the City's Public Records Ordinance –Legal

**Submitted By:** Michael Williams

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

### Background/History:

The City's ordinance pertaining to public records was last updated in 2005. The proposed ordinance updates and streamlines the City's public records policy as follows:

1. Designates the City Clerk as custodian of the City Records as provided by the City Charter and as required by state law.
2. Provides for the maintenance and security of City records.
3. Readopts the Records Retention Schedule for Local Government Records as published by the Georgia Secretary of State's Department of Archives and History.
4. Reaffirms the requirement that the City Clerk and each department of the City complies with the Open Records Act and the Georgia Records act.

**Cost:** \$ 0

**Budgeted for:**  Yes  No

**Financial Impact:** N/A

### **Action Requested from Council:**

Approval of the ordinance.

## ORDINANCE NO. \_\_\_\_\_

**AN ORDINANCE AMENDING THE CODE OF ORDINANCES, CITY OF FOREST PARK WITH RESPECT TO THE MANAGEMENT OF PUBLIC RECORDS; TO REPEAL CONFLICTING ORDINANCES; TO PROVIDE AN EFFECTIVE DATE; AND FOR OTHER PURPOSES**

**WITNESSETH:**

Be it ordained by the Governing Body of the City of Forest Park as follows:

**SECTION 1.** That Title 2, Chapter 3, Article B is hereby amended by deleting said Article in its entirety and replacing it with the provisions of the attached Exhibit A.

**SECTION 2. Intention of the Governing Body.** It is the intention of the governing body, and it is hereby ordained that the provisions of this ordinance shall become and be made a part of the Code of Ordinances, City of Forest Park, and the sections of the ordinance may be renumbered to accomplish such intention.

**SECTION 3. Approval of Execution.** The Mayor is hereby authorized to sign all documents necessary to effectuate this Ordinance.

**SECTION 4. Attestation.** The City Clerk is authorized to execute, attest to, and seal any documents which may be necessary to effectuate this ordinance, subject to approval as to form by the City Attorney.

**SECTION 5. Codification and Severability.**

(a) It is hereby declared to be the intention of the City Council that all sections, paragraphs, sentences, clauses and phrases of this Ordinance are and were upon their enactment believed by the City Council to be fully valid, enforceable and constitutional.

(b) It is hereby declared to be the intention of the City Council that to the greatest extent allowed by law each and every section, paragraph, sentence, clause or phrase of this ordinance is severable from every other section, paragraph, sentence, clause or phrase of this ordinance. It is hereby further declared to be the intention of the City Council that to the greatest extent allowed by law no section, paragraph, sentence, clause or phrase of this ordinance is mutually dependent upon any other section, paragraph, sentence, clause or phrase of this ordinance.

(c) In the event that any section, paragraph, sentence, clause or phrase of this ordinance shall, for any reason whatsoever, be declared invalid, unconstitutional or otherwise unenforceable by the valid judgment or decree of any court of competent jurisdiction, it is the express intent of the City Council that such invalidity, unconstitutionality or unenforceability shall, to the greatest extent allowed by law, not render invalid, unconstitutional or otherwise unenforceable any of the remaining sections, paragraphs, sentences, clauses, or phrases of the ordinance and that to the

greatest extent allowed by law all remaining Sections, paragraphs, sentences, clauses, or phrases of the ordinance shall remain valid, constitutional, enforceable, and of full force and effect.

**SECTION 6. Repeal of Conflicting Provisions.** All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed.

**SECTION 7. Effective Date.** This ordinance shall become effective immediately upon its adoption by the Mayor and City Council of the City of Forest Park as provided in the City Charter.

[SIGNATURES APPEAR ON FOLLOWING PAGE]

SO ORDAINED this 6<sup>th</sup> day of November, 2023.

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

ATTEST:

\_\_\_\_\_  
City Clerk (SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

## EXHIBIT A

### ARTICLE B – Public Records

#### Sec. 2-3-21. Official records of city; keeping and maintaining.

The purpose of this article is to comply with the Georgia Records Act (O.C.G.A. § 50-18-90 et seq.) and the Open Records Act (O.C.G.A. § 50-18-70 et seq.) each as enacted by the General Assembly and as each Act may from time to time be amended, and to adopt the Records Retention Schedule for Local Government Records as published by the State of Georgia, and any such amendments or updates as may be made.

#### Sec. 2-3-22. Custodian designated.

- (a) Pursuant to Section 3.11 of the City Charter, the City Clerk is designated as the custodian of all City records. The office of the City Clerk shall serve as the coordinator of the records management program and is authorized to act for and on behalf of the City in directing and coordinating all records management matters under the Georgia Records Act. In discharging the records management and records destruction duties, the City Clerk shall, whether personally or by delegation, maintain all records in accordance with the Secretary of State's Retention Schedules for Local Government Records adopted by the City Council and shall not destroy, allow, or direct any employee to destroy, any record except as provided on the aforesaid retention schedule.
- (b) Whenever any records are destroyed, a certificate of destruction shall be prepared and maintained by the City Clerk which shall show the type of records destroyed, the approved retention schedule number, and the dates covered. These memoranda of destruction shall be kept by the City Clerk's office and may be viewed by any member of the public as provided by law.
- (c) It shall be the duty of each Department Director to cooperate fully with the City Clerk in complying with this article and the provisions of the Georgia Records Act. It shall further be the duty of each Department Director to implement the records management procedures and regulations issued by the City Clerk and the State of Georgia.

#### Sec. 2-3-23. Removal from city hall restricted.

The City Clerk shall not allow any person to take away from the city hall or any other place where the records are lawfully stored any records for any purpose whatsoever, unless by competent and lawful court order, except by motion of the governing body.

#### Sec. 2-3-24. Examination or inspection.

Any person desiring to see, inspect, examine, or copy any record made by any officer, agent, or employee of the city or any record of the City shall make written request and present the same to the City Clerk who shall comply with the provisions of Open Records Act.

**Sec. 2-3-25. Inspection, examination or copying, presence of custodian required, hours limited.**

In order to preserve the authenticity and correctness of any and all records of the City no person shall be allowed to see, inspect, examine or copy the same unless within the presence of the City Clerk or some person designated by the City Clerk, and such examination shall be made during regular business hours when City offices are kept open to the public.

**Sec. 2-3-26. Cost of certified copies.**

When the City Clerk is called upon from time to time to prepare and certify any copies of official records in his office, the costs of said preparation and certification shall be paid at the rate established by the City Clerk from time to time.

**Sec. 2-3-27. "Records" construed.**

The records referred to in this article shall include not only the minutes of the governing body, all contracts of the City, all ordinances and resolutions enacted by the governing body, all memoranda and records kept by the City Clerk of every nature whatsoever, all records of every other department of the City, and shall also include all other records kept and maintained by any officer, agent, servant or employee of the City concerning matters pertaining to the City except those records not open to public inspection by order of a court of the State of Georgia or by law.

**Sec. 2-3-28. Formal Adoption of Records Retention Schedule**

Pursuant to the Georgia Records Act, the City has adopted the Records Retention Schedule for Local Government Records as published by the Georgia Secretary of State's Department of Archives and History, and any such amendments or updates as may be made to such retention schedule for local government records. All City records shall be maintained in accordance with approved retention schedules, in the most updated version of the retention schedule for local government records.



**File Attachments for Item:**

**6. Council Discussion and Approval of a Resolution to Name Members of Beautification Committee**  
–Executive Office

**Background/History:**

At the October 2, 2023, the City Council created a Beautification Committee for the City. The committee shall consist of six residents of the City, one appointed by each Council member from their respective wards and one appointed by the Mayor. The Director of Code Enforcement shall serve as an ex-officio member of the committee.

Three persons have been designated to serve on the Committee:

- Mayor Butler's appointee – Kwan Rhea
- Councilwoman Wells' appointee – Lois Wright
- Councilman Guitierrez's appointee - Lashawn Boykin

The attached resolution formally appoints each of these members.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Resolution to Name Members of Beautification Committee –Executive

**Submitted By:** Michael Williams

**Date Submitted:** November 1, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

**Background/History:**

At the October 2, 2023, the City Council created a Beautification Committee for the City. The committee shall consist of six residents of the City, one appointed by each Council member from their respective wards and one appointed by the Mayor. The Director of Code Enforcement shall serve as an ex-officio member of the committee.

Three persons have been designated to serve on the Committee:

- Mayor Butler’s appointee – Kwan Rhea
- Councilwoman Wells’ appointee – Lois Wright
- Councilman Guitierrez’s appointee - Lashawn Boykin

The attached resolution formally appoints each of these members.

**Cost:** \$ 0

**Budgeted for:**  Yes  No

**Financial Impact:** N/A

**Action Requested from Council:**

Approval of the resolution.

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION NAMING AND APPOINTING MEMBER(S) OF THE BEAUTIFICATION COMMITTEE; PROVIDING FOR SEVERABILITY; REPEALING INCONSISTENT RESOLUTIONS; PROVIDING FOR AN EFFECTIVE DATE OF THIS RESOLUTION; AND FOR OTHER PURPOSES.**

WHEREAS, the City of Forest Park (“City”) is a municipal corporation organized and existing under the laws of the State of Georgia and is charged with providing public services to residents located within the corporate limits of the City;

WHEREAS, one or more vacancies exist on the Beautification Committee of the City of Forest Park; and

WHEREAS, the City Council finds it necessary and proper to name persons to fill any such vacancies.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST PARK HEREBY RESOLVES AS FOLLOWS;

Section 1. **Appointment** – There are hereby named and appointed as members of the Beautification Committee of the City the following named person(s):

<u>Name</u>	<u>Term of Office</u>
Kwan Rhea	Until November 6, 2024
Lashawn Boykin	Until November 6, 2024
Lois Wright	Until November 6, 2024

The Mayor and Council of the City further resolve that commencing with the date of adoption of this resolution the person(s) named above shall serve in such capacity for the term set forth opposite his or her respective name.

Section 2. **Documents** – The City Clerk is authorized to execute, attest to, and seal any documents which may be necessary to effectuate this Resolution, subject to approval as to form by the City Attorney.

Section 3. **Severability** - To the extent any portion of this Resolution is declared to be invalid, unenforceable, or non-binding, that shall not affect the remaining portions of this Resolution.

Section 4. **Repeal of Conflicting Provisions** - All City resolutions inconsistent with this Resolution are hereby repealed.

Section 5. **Effective Date** - This Resolution shall be effective immediately upon the date of its adoption by the City Council and Mayor as provided in the City Charter.

SO RESOLVED this 6<sup>th</sup> day of November, 2023.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk (SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

**File Attachments for Item:**

**7. Council Discussion and Approval of the Operational & Performance Audit – Executive Offices**

**Background/History:**

In 2021, the City of Forest Park initiated a citywide Operational and Performance Audit. The operational and Performance Audit was to serve as the catalyst to a long transformative journey that was to provide an overview of the City's current state related to operations, performance, and culture. The report identified numerous recommendations and provided a roadmap that should have been leveraged to assist the City in reaching its goal of "Operational Excellence."

Given the cursory review of the recommendations provided, the plan in itself has great information; however, there have been many recommendations that have not been completed. With the City Manager's new vision of "One Forest Park" and the inherent focus on achieving "Operational Excellence", we are seeking approval to move forward with working with Mauldin & Jenkins to update the recommendations provided. This would include the basic advisory services:

Following up on the progress made within each department related to M&J's Citywide Operational and Performance Audit dated April 2021.

Upon completion of the review and update, the Executive Offices would begin to work on Key Performance Indicators "KPI's" that would guide the work ahead.



CITY OF  
**FORESTPARK**

## City Council Agenda Item

**Subject:** Operational & Performance Audit – Executive Offices

**Submitted By:** Ricky L. Clark, Jr., City Manager

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

### Background/History:

In 2021, the City of Forest Park initiated a citywide Operational and Performance Audit. The operational and Performance Audit was to serve as the catalyst to a long transformative journey that was to provide an overview of the City's current state related to operations, performance, and culture. The report identified numerous recommendations and provided a roadmap that should have been leveraged to assist the City in reaching its goal of "Operational Excellence."

In given the cursory review of the recommendations provided, the plan in itself has great information; however, there have been many recommendations that have not been completed. With the City Manager's new vision of "One Forest Park" and the inherent focus on achieving "Operational Excellence", we are seeking approval to move forward with working with Mauldin & Jenkins to update the recommendations provided. This would include the basic advisory services:

- Following up on the progress made within each department related to M&J's Citywide Operational and Performance Audit dated April 2021.

Upon completion of the review and update, the Executive Offices would begin to work on Key Performance Indicators "KPI's" that would guide the work ahead.

**Cost: \$ Variable**

**Budgeted for:**  Yes  No

**Financial Impact:**

Cost not to exceed \$30,000

**Action Requested from Council: Approve the engagement letter with Mauldin & Jenkins**





# The City of Forest Park

EXECUTIVE SUMMARY of the Operational and Performance Audit DRAFT Report

February 10, 2021





# Executive Summary Description

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This Executive Summary 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 Executive Summary:

- 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. This 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, and governance
- 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:



# 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

# Scope and Approach

Our Audit included assessing the following City departments and related organizations:

- City Manager
- Finance
- Human Resources
- Technology Services
- Police and E-911 Communications
- Fire and Emergency Management Services
- Public Works
- Recreation and Leisure
- Planning, Building and Zoning
- Economic Development
- Boards
- City Attorney

Within each department/related organization, the following sections are described where applicable:

- Department/Related Organization Overview
- Functional Taxonomy
- Key Processes and Workflow
- Governance and Policies
- Performance and Workload Data
- Financial Management
- Accolades/Awards/Leading Practices
- Observations
- Recommendations

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# 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.

The following slides show the average score for each statement based on the following scale:

**1 = strongly disagree**

**2 = disagree**

**3 = neither agree nor disagree**

**4 = agree**

**5 = strongly agree**

# Employee Survey Results

Survey Statement	Average Score
City goals are clearly communicated	2.8
I understand the mission and vision of my department	3.6
I understand how my work relates to the success of the City of Forest Park	4.2
I clearly understand what is expected of me in my role	4.1
I am provided with the tools, equipment, and technology necessary to do my job well	3.4
My workload is appropriate for my role	3.5
I feel I meet the expectations of customers and citizens	4.3
I feel that staffing levels are adequate for my department and/or role	2.5
I am provided opportunities within my role to use my talent and experience	3.7
I receive praise and appreciation when I do a good job	3.2
I receive guidance and support for improving my performance	3.2
I have opportunities to advance within the City	3.0
My supervisor encourages my professional development	3.5
Management (The Mayor, City Manager, and my Department Head) consistently demonstrates that quality customer service is a priority	3.6
I trust Management (The Mayor, City Manager, and my Department Head) to make decisions that are in the best interest of the City	3.2
Management (The Mayor, City Manager, and my Department Head) clearly communicates decisions and changes in a timely manner	2.9
I am proud to work for the City of Forest Park	4.1
I would recommend the City of Forest Park as a good place to work	3.6

*The average score for all the survey statements is 3.5.*

*The lowest score is a 2.5 and the highest score is 4.3.*

# Employee Survey Results

The highest three scores are shown in the following table

Survey Statement	Average Score
I feel I meet the expectations of customers and citizens	4.3
I understand how my work relates to the success of the City of Forest Park	4.2
I clearly understand what is expected of me in my role / I am proud to work for the City of Forest Park	4.1

The lowest three scores are shown in the following table

Survey Statement	Average Score
I feel that staffing levels are adequate for my department and/or role	2.5
City goals are clearly communicated	2.8
Management (The Mayor, City Manager, and my Department Head) clearly communicates decisions and changes in a timely manner	2.9

# Employee Survey Results

The survey also asked open-ended questions. The open-ended questions and common response themes are shown on the following slides.

Open Ended Question	Common Response Themes
What are the strengths of your department?	<ul style="list-style-type: none"> <li>• Responsive</li> <li>• Proactive</li> <li>• Team working environment</li> <li>• Collaboration</li> <li>• Motivated personnel</li> <li>• Motivated department heads that care about their employees</li> </ul>
What are the weaknesses or opportunities for improvement within your department?	<ul style="list-style-type: none"> <li>• Understaffed</li> <li>• Lack of consistency</li> <li>• Low morale</li> <li>• Low pay</li> <li>• Outdated/non-existent policies and procedures</li> <li>• Lack of communication</li> <li>• Outdated technology</li> <li>• Too much gossip</li> <li>• Lack of articulated vision</li> <li>• Lack of accountability</li> <li>• Lack of training</li> <li>• Favoritism</li> <li>• Aged equipment</li> </ul>

# Employee Survey Results

Open Ended Question	Common Response Themes
<p>What are the major opportunities to improve operations and service delivery within your department (If none, please state "none")?</p>	<ul style="list-style-type: none"> <li>• Better third-party contract monitoring</li> <li>• Technology</li> <li>• Training</li> <li>• Newer equipment</li> <li>• More staff</li> <li>• Automation</li> <li>• Communication</li> <li>• Increase retention</li> <li>• Training</li> <li>• Add Spanish speakers to staff</li> <li>• Increase career paths/opportunities for advancement</li> <li>• Consistency</li> </ul>
<p>What are the major opportunities to improve the organization, management, and culture within your department (If none, please state "none")?</p>	<ul style="list-style-type: none"> <li>• Seek employee input for suggestions</li> <li>• Recognize positive employee accomplishments / recognition programs</li> <li>• Clearly articulate goals and objectives</li> <li>• Create an environment where employees are not afraid of losing their jobs</li> <li>• Training</li> <li>• Succession planning</li> <li>• Formal leadership/management training</li> </ul>

# Employee Survey Results

Open Ended Question	Common Response Themes
What are the major impediments to making improvements related to the questions above in your department?	<ul style="list-style-type: none"><li>• Changing old habits (“we have always done it this way”)</li><li>• Listening to employee suggestions</li><li>• Funding</li><li>• Staffing</li><li>• Training</li><li>• Changing the culture of “leadership oppression”</li><li>• Elected officials inserting themselves in operations</li><li>• Lack of trust</li><li>• Lack of communication and providing rationale or a business case for change</li><li>• Lack of accountability</li></ul>
What indicators are used to measure your department’s performance (If none, please state “none”)?	<ul style="list-style-type: none"><li>• Performance evaluations – but they are used inconsistently</li><li>• Workload activities (not measures that show progress towards goals)</li></ul>

# Employee Survey Results

Item #7.

Open Ended Question	Common Response Themes
What should your department “start” doing?	<ul style="list-style-type: none"><li>• Departmental meetings</li><li>• Standardized forms</li><li>• Provide defined career paths and more room for advancement</li><li>• Communicate more</li><li>• Measure departmental performance</li><li>• Offer mental health support</li><li>• Increase technology</li><li>• Increase accountability</li><li>• Improve morale</li><li>• Increase pay</li><li>• Conduct regular employee evaluations</li><li>• Automate manual processes</li><li>• Be more consistent</li><li>• Conduct 360 degree feedback surveys (allowing employees of all levels to receive feedback from employees all around them – this includes subordinates evaluating supervisors)</li></ul>

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# Employee Survey Results

Item #7.

Open Ended Question	Common Response Themes
What should your department “stop” doing?	<ul style="list-style-type: none"><li>• Allowing improper purchases</li><li>• Micromanaging</li><li>• Having a culture where employees are afraid</li><li>• Using manual and paper-based processes</li><li>• Maintaining the “that’s how we have always done it” mindset</li><li>• Gossiping</li><li>• Not listening to employee suggestions</li><li>• Being inconsistent</li><li>• Showing favoritism</li><li>• Reacting negatively to different points of view</li><li>• Overworking top talent</li></ul>

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# 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”.

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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As described in the detailed 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. The average tenure for all current department heads is 9 months. This 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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The following slides detail the 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 has the ultimate responsibility to determine the prioritization level and timeline for implementation of any of the following 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 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.*

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.1.1	City Manager	The City should prioritize naming a permanent position for City Manager. Once the City Manager position is filled, the City Manager should implement a performance measurement process throughout the City that includes key activities, established goals, and performance against the established goals for all City departments. The City Manager should be responsible for aggregating the operating and performance data into dashboard reports that are provided to the Mayor and City Council for review and potential action. The dashboard reports should be provided in a timely manner to enable change if needed, in real time.	1	2
3.1.2	City Manager	The City Manager should be responsible for overseeing successful implementation of the recommendations contained in this report with periodic progress reporting provided to the City Council, the Mayor, and other City stakeholders as deemed appropriate.	1	3
3.1.3	City Manager	The City should separate the roles of the currently combined City Clerk/Executive Assistant into two distinct positions: 1) City Clerk, and 2) Executive Assistant to the City Manager and the Mayor. The role of City Clerk should be a distinct, stand-alone position and classification. The role of Executive Assistant may be combined or consolidated with other roles.	2	1
3.1.4	City Manager	The City Clerk should conduct a review of all Departments to identify the types and quantity of records and documents maintained within each Department, the retention requirements for each type of record, the conditions of the storage of the records, and the plan for straightforward identification, retrieval, and destruction of the records and documents upon request.	2	1
3.1.5	City Manager	The current Management Analyst role has changed functions and responsibilities over time and was not always focused on grants. If the Management Analyst role remains focused on grants management, the City should consider moving the Management Analyst position from the City Manager’s Office to Finance. As the City’s grant management function continues to mature, there will likely be a need for additional grant management support.	2	1
3.1.6	City Manager	The City should ensure that proper policies and procedures exist and are communicated to ensure that an internal business case is developed for each grant application, that all indirect/direct current and future costs are calculated and considered when applying for grants, and that proper City officials approve the application before submittal.	2	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.1.7	City Manager	The City should consider implementing a grants management system or module to assist with grants administration and serve as a formal system of record for grants.	3	3
3.2.1	Finance	The Finance Department should create a robust, comprehensive budget analysis and presentation process that involves comprehensive collaboration between each department and Finance, including general guidance and assistance from Finance in analyzing current expenditure trends and forecasting future budgetary needs and anticipated expenditures.	1	2
3.2.2	Finance	The Finance Department should develop and implement annual budget and financial training for departmental staff with those responsibilities. There should also be onboarding training provided by Finance for new employees with financial management responsibilities within each department. Additionally, the Finance Department should create and maintain a desktop guide or other guidance documents for requisition creation requirements and use of the City's chart of accounts.	2	1
3.2.3	Finance	The City should utilize Incode for true system-level budget exceptions that prevent the user from creating requisitions or approving payments until budget exceptions have been cleared through a budget amendment or other processes. There should be a written process for budget amendments or override processes. There should also be more formalized internal controls and secondary reviews for any budget exception overrides that are authorized.	1	1
3.2.4	Finance	All Finance staff should receive comprehensive Incode training and cross-training on other systems currently utilized by the Department. The Department should ensure that regular refresher training or other system continuing education are part of the regular professional development schedule.	2	1
3.2.5	Finance	The City should, at a minimum, be scanning check copies and AP backup documentation and maintaining electronic cloud backup documentation for all payments processed and received. Longer-term, the City should investigate moving to requiring backup documentation for all AP to be housed in the financial system. This may require investment in additional scanners or technology.	1	3

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.2.6	Finance	The City should research the cost, time, and risk benefits of procuring a third-party vendor to manage payroll processing and dissemination. The City should also research the cost-savings and process for transitioning to a bi-weekly payroll.	3	3
3.2.7	Finance	The Finance Department should create a secondary review process, either for each pay period or on another regular basis. This should be a written process and should include reviewing pay rates change within a specified period and confirming appropriate HR documentation supports all changes made.	1	2
3.2.8	Finance	The Department should create and implement a stale check/escheatment policy and regular review process and assign this function to an employee. Finance Department staff should be trained on review and reporting requirements.	1	1
3.2.9	Finance	The City should create a formal internal service cost allocation plan and/or indirect cost rate for shared services (Fleet, IT, HR, etc.).	2	2
3.2.10	Finance	The Finance Department should create comprehensive written policies in accordance with state, local, and GAAP requirements. Additional review should consider which policies and procedures should be implemented City-wide and not just limited to Finance Department staff. The Department should provide training for all staff, including staff performing financial duties in other City departments, and ensure a regular review and update process is implemented.	1	2
3.2.11	Finance	The City should utilize Incode’s purchase orders to obligate the entirety of contractual funds and pay all invoices using an assigned purchase order. This will also require the creation of a purchase order review process to ensure that funds are unencumbered once the contract is closed and all invoices have been paid.	2	2
3.2.12	Finance	The City should create a quarterly budget review process between Finance personnel and each department. This should include a review of budget-to-actual expenditures, a discussion of upcoming expenditures or known needs, and should consider reallocation or re-budgeting of funds as needed. These meetings should move to monthly during the last quarter of the fiscal year to ensure good stewardship of funds and appropriate reallocation of budget to meet the City’s overall needs.	2	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.2.13	Finance	The City should invest in an automated phone answering system that allows callers to receive general City information, and directly access the desired department or employee. An automated phone system would free up the time of the Finance staff member at the City Hall front desk allowing them to be cross-trained as an additional member of the Technician staff. This employee should be generally cross-trained on the responsibility of the sanitation, taxes, and business permits Technician and provide floating assistance and support during busy periods. This would also create an additional way to capture institutional knowledge and help reduce gaps in coverage of Technician responsibilities.	2	2
3.2.14	Finance	The City should regularly amend the budget to remove funds associated with frozen or vacant positions, to ensure funds are being spent on the budgeted purpose and to save the City money.	3	1
3.2.15	Finance	The City should prioritize hiring a new Finance Director and charge that hire with filling the additional vacancies. The new Finance Director should review and update the staffing plan and create training matrix and career progression expectations for current and new staff. The new Finance Director should prioritize hiring new staff with experience/CPA/etc. and cross training all employees so that at least two employees can perform all essential financial functions.	1	2
3.2.16	Finance	The City should create a city-wide policy with standards on cash handling and transfer of cash to the Finance Department. Responsible staff in each department should be trained on this policy and should sign a code of conduct that clearly outlines expectations and requirements for their role. The policy should be reviewed on a regular basis, and Finance should consider an internal audit-type review function to ensure other departments are following the policy requirements.	1	1
3.3.1	Human Resources	Human Resources should consider expanding the utilization of its CivicHR system, or use of a similar system, that would include the updating the onboarding process of new employees and the administration of its benefits programs. A significant number of paper forms currently utilized by Human Resources could and should be transitioned to online versions accessed through the portal security.	2	3



# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.3.2	Human Resources	Human Resources should evaluate the liability of relying on other City department staff to track the certifications and license of the employees in certain classification titles/jobs. If performance of those duties without the requisite certification or license is considered a dereliction of duties or in some cases against state or local ordinances and laws, Human Resources may consider the creation of a tracking system for all certifications and licenses for employees in certain classification titles.	3	2
3.3.3	Human Resources	Human Resources should conduct a comprehensive analysis of the FLSA designation of each employee of the City. Once accurate FLSA designations are identified, Human Resources should update the Payroll Division in Finance with the accurate FLSA designations, which should yield accurate overtime payments for all employees who work more than 40 hours in a work week. Until Human Resources has a Human Resources Management System (HRMS) or Enterprise Resource Planning (ERP) system, Human Resources should create and maintain an electronic tracker of the FLSA designations for each active employee of the City.	1	2
3.3.4	Human Resources	Human Resources staff should update the City personnel policy Rule XIII regarding the retention of personnel records to be compliant with the Georgia Archives policy for local governments. Human Resources staff should ensure that required documents are maintained in the personnel files for periods of time that comply with state mandates. Human Resources staff should take action to safely destroy files outside the required retention requirements. Human Resources should consider hiring short-term, temporary staff to assist in the identification and preparation of records for destruction which are outside the retention requirements.	3	2
3.3.5	Human Resources	Human Resources should hold Departments accountable for compliance with the City's administrative personnel policies related to annual performance evaluations. Human Resources should create a schedule of performance evaluation milestones and leading practices with recommendations throughout the year for managers and supervisors from all Departments.	1	2
3.3.6	Human Resources	Expand the use of the Exit Interview to include all employees leaving employment with the City. Expand the checklist to include allowing the exiting employee an opportunity to share their personal views on City employment in hopes of using the information provided to make the City a better place to work.	3	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.3.7	Human Resources	Human Resources staff should have the City’s technology staff (InterDev) to consult with Laserfiche to contemplate equipment options and/or upgrades which will yield higher efficiencies and faster outcomes. Human Resources should work with City purchasing staff to determine which equipment options may be available through Human Resources’ current contract or modified contract for the copy equipment located in Human Resources.	3	1
3.4.1	Technology	The City of Forest Park should prioritize hiring an IT Director who has the skills and competencies necessary to provide enterprise-wide strategic IT planning and MSP contract oversight.	1	2
3.4.2	Technology	The City should hire a Director of IT who can manage the technology services budget and IT equipment purchasing plans. This budget should include the MSP contract, funding for software and licenses, hardware purchases and repair, and security and network administration costs.	1	2
3.4.3	Technology	The City should create a single equipment inventory log, and utilize asset tags, International Mobile Equipment Identities (IMEIs), or other serial numbers to track the equipment assigned to a specific employee and/or department. Employees should sign a form acknowledging the specific equipment they have received, and IT should perform an offboarding review and confirm that all equipment has been returned before an employee’s separation is complete.	1	1
3.4.4	Technology	The City should provide training to all employees on a regular basis to ensure they understand risk mitigation strategies for cyber vulnerabilities. The City should also consider creating a way for employees to report suspicious emails and consider implementing penetration testing. The City should consider performing a cyber and security vulnerability assessment.	2	1
3.4.5	Technology	The City should require all employees to submit tickets through the work order system, to ensure appropriate tracking and resolution.	3	1
3.4.6	Technology	The City should develop clear responsibility mapping and troubleshooting/escalation procedures for IT staff to follow. All handoffs should be clearly documented in the ticketing system.	2	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.5.1	Police	The City should evaluate how key staff are currently responsible for multiple functions and areas of responsibility. The City should reconsider certain roles in terms of alignment and core responsibilities. Because the role of Quartermaster and/or Armorer is somewhat prescribed and proactive, rather than the reactive nature of the Criminal Investigations Division, the City should consider reassigning the duties to staff at an appropriate level/function within another division.	1	2
3.5.2	Police	The City should formalize an agreement or contract with the City of Lake City, GA, regarding animal control services provided by the City of Forest Park animal control officers, and the potential cost recovery of those services. If agreement on the terms cannot be reached, the City of Forest Park should discontinue providing animal control services for the City of Lake City, GA.	3	1
3.5.3	Police	The City should create and implement policies, procedures, and training for the consistent and appropriate use of bodycams by Officers. After policies, procedures, and training have been presented to officers, the City should assign bodycam equipment for duty use.	1	1
3.5.4	Police	The City should better utilize the analysis of crime data and E-911 call statistics to provide comprehensive analysis and trend identification in order to schedule officers on patrol, communications staff in the E-911 call center, and assignments based on documented need.	2	1
3.5.5	Police	The City should evaluate opportunities to include more defined priorities and goals in the Department's Strategic Plan to ensure alignment with CALEA's recertification requirements for each three-year period.	2	1
3.5.6	Police	The City should create a proactive and structured approach to the training offered monthly by Instructors with appropriate oversight. Selecting training topics which are in alignment with CALEA's requirements will provide mandated training within the time periods authorized for CALEA certification.	3	1
3.5.7	Police	The Department should thoroughly evaluate the feasibility and benefits of shifting to 10-hour shifts, evaluating the impact on crime, creating periods of overlapping schedules allowing for administrative and operational needs, as well as increased service provision during peak times, and officer perceptions.	3	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.6.1	Fire/ Emergency Services	The Department should assign a staff member to supervise equipment and inventory maintenance. Dependent on workload, it may make sense to delineate the responsibilities between EMS and Fire equipment and vehicles. This individual should work with Procurement Officer and the Fire Chief to establish long-range planning for equipment purchasing and maintenance, as well as establish a process for deciding when to replace rather than continue to repair older equipment or vehicles. This individual should also be responsible for scheduling routine maintenance and ensuring that the vehicle or equipment is pulled out of the schedule and taken for maintenance when it is due. If there are unanticipated or emergency repairs, a written process and inventory transfer checklist should be created and utilized to ensure all equipment is appropriately tracked when transferred among vehicles.	2	2
3.6.2	Fire/ Emergency Services	The City should utilize Technology Services staff to transition the Department’s programs and templates in Lotus Notes to Microsoft Office 365. This transition should include training for Department staff on how to use Microsoft Office 365 and should including desktop manuals for transitioned systems and processes and should clearly document the differences in utilization between systems previously in Lotus Notes and systems housed in Microsoft Office 365.	2	2
3.6.3	Fire/ Emergency Services	The Department should create a secondary review process to ensure that all calls result in a GEMSIS Elite report. In the short-term, a manual process should be created to compare CAD data with GEMSIS Elite data. The City should also consider identifying a CAD update or CAD system that would communicate with GEMSIS Elite or considering hiring a programmer or firm to design an application programming interface (API) or other process that would help compare data between the two systems.	1	2
3.6.4	Fire/ Emergency Services	The City should develop a formal written process for plan reviews and fire inspection signoffs. This should include a written checklist or approval form with appropriate signature lines for each level of Fire Marshal and PBZ review. If PBZ is using an electronic system to coordinate the plan review process and communication with the customer, then the Fire Marshal’s office should have a log-in to be able to review plan progress and ensure that nothing is pending the Fire Marshal’s review or approval.	3	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.6.5	Fire/ Emergency Services	The City should consider charging fees for services currently provided without fees and decide how to record the revenue. The City should consider adopting fees for some of these services, such as re-inspection after a failed code compliance inspection or modifying the revenue allocation model to record some of the funds as Fire and Emergency Services revenue.	3	2
3.6.6	Fire/ Emergency Services	The City should consider hiring an additional arson investigator or providing arson investigation training and certification to additional Department employees. The City should also research the Fire Marshall and investigation staff sizes of comparably sized cities and consider expanding the Fire Marshall's staff, or ensuring other employees are cross-trained and can provide support.	2	2
3.7.1	Public Works	The City should research and budget for purchasing a more updated work order system that integrates work performed by, and for all City departments. If possible, the City should consider a system that would integrate or report to other systems the City uses, such as the financial system or HR system.	1	3
3.7.2	Public Works	The City should research and budget for upgrading to a cloud-based system that provides on-demand access to fuel levels and monitors fuel utilization by user. The City should also create policies and procedures for fuel reporting and assign staff to perform regular reviews of fuel usage and access. If possible, the City should consider a system that would integrate or report to other systems the City uses, such as the work order system. The City may also want to consider a fuel system that records usage and maintenance data on vehicles at each fueling, such as idle hours, miles driven, tire wear and/or tire pressure, etc.	2	3
3.7.3	Public Works	The City should consider identifying automated systems or other tools to track and report vehicle and equipment utilization. This information should be utilized to schedule regular vehicle/equipment maintenance. The City should also consider creating maintenance liaisons in each division to assist with the utilization tracking and scheduling. This position can communicate with Fleet to ensure the appropriate inventory is on hand to perform the required maintenance and can ensure that vehicles and equipment are removed from the schedule regularly so that maintenance and repairs can be performed.	3	3

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.7.4	Public Works	Public Works should develop and implement service level agreements (SLAs) for work orders to ensure the response time is commensurate with the priority of the work. Work Order prioritization should also consider the availability of the lowest-skilled staff that could competently complete the work, ensuring that skilled laborers are prioritizing skilled tasks. These SLAs should be distributed to other departments and training provided on the priority process. If the City purchases a new work order system, the City should include automated prioritization and crew assignment as part of the scope of work for the system. Once SLAs have been established, the City should complete regular reviews of the work orders submitted and the time to completion to determine if additional staff are necessary to support the average departmental workload. The City may also want to consider part-time staff to support periods of high activity, such as holiday decorating or supporting events hosted by the Recreation and Leisure Department or other City departments.	1	1
3.7.5	Public Works	The City should implement lease versus purchase cost-benefit analysis for all equipment and vehicle procurements. The City should also introduce total cost-of-ownership analysis when determining whether to buy new or used equipment.	3	2
3.7.6	Public Works	The City should coordinate to create a comprehensive equipment depreciation schedule and timeline for the timely purchase of new or upgraded equipment. This plan should incorporate all potential sources of funding, such as SPLOST, grants, and other sources of revenue.	2	2
3.7.7	Public Works	The City should research and consider creating and implementing an adopt-a-road program on major streets and thoroughfares within the City. Any revenue generated from this program should support the Public Works budget.	3	2
3.7.8	Public Works	The City should consider establishing a City-wide cost allocation plan that charges each end-user department for the costs associated with the work performed by Public Works. This would be an extension, or modification of, the current Fleet allocation model. These charges would be allocated to end-user departments based on actual use and would allow Public Works to manage invoice payments and ensure that vendors receive prompt payment and accounts are kept in good standing.	2	2

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.7.9	Public Works	The City should implement a process for tracking and billing customers who exceed the contractual sanitation pickup limitations. Per the contract with Waste Management Inc., the City receives \$10,000 annually from Waste Management for educational services. A portion of these funds should be dedicated to providing additional education around allowable sanitation pickup and the change in process and fees for citizens who may exceed that pickup schedule.	2	2
3.7.10	Public Works	The City should review the contract with Waste Management and consider contract amendments to create contractual remedies to contractor noncompliance. The contract should also be reviewed for unclear language about larger residential customers (such as apartment complexes) and how those customers will be identified, and services offered. The City should also review how staff in other departments may be able to assist with contract monitoring and compliance. This could include Code Enforcement Officers assisting in identifying aged trash, recycling, or bulk and yard waste pick-ups. The Procurement Officer and applicable staff should also have a role in contract monitoring and oversight to help ensure contract compliance.	2	1
3.8.1	Recreation and Leisure	All Recreation and Leisure staff should participate in modifying and/or creating a Strategic Plan for the Department. Allowing full-time employees to participate in strategic planning generally leads to greater magnitude of input by those staff providing the services, as well as greater buy-in and commitment by the same staff during the implementation phases. Creating new or updated accountability markers that are attached to the strategic plan will then better align with the new or updated performance expectations for individual employees. Embedding in the plan operating initiatives like the marketing of the service offerings of Recreation and Leisure and updating and communicating a new version of the "Program Guide" should align staff understanding of what is important to Recreation and Leisure and the City.	2	2

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.8.2	Recreation and Leisure	The Department Policy “Recreation Procedures for Handling City Funds” should be modified to include more comprehensive procedures for handling cash and documenting receipts, procedures and timing of the transfer of the cash from Recreation and Leisure to Finance, the accountability controls in place to ensure proper responsibilities of staff, and consequences for failing to follow the established policy and procedures.	1	1
3.8.3	Recreation and Leisure	Recreation and Leisure should consider using “Sponsorships” of City-wide events and services by corporate/private/non-profit entities to help defray the costs associated with hosting such events. The Department should utilize the City’s procurement function, along with Finance staff and legal support, to create a “sponsorship strategy” which would outline the basic levels of sponsorship, depending on the anticipated size/location of the city-wide events, and the costs associated with each level of support. This would allow local business and corporations to gain local appreciation and familiarity and allow the City to recoup costs associated with hosting City-wide events.	3	2
3.8.4	Recreation and Leisure	Concession stand operations are an opportunity for the City to recover the costs associated with offering City-wide events. Using the City’s dedicated, centralized procurement function, consideration should be given to revising the bid process for companies interested in concession operations. A Request for Proposal (RFP) process, which should address fees, liability, accountability and oversight, services levels, etc., may yield more financial compensation to the City, and a more structurally sound, legally defensible, and more risk adverse process. The RFP should include a minimum of quarterly financial reporting to the City.	3	2
3.8.5	Recreation and Leisure	Technology needs and support for Recreation and Leisure needs to be addressed by InterDev or an “Executive Sponsor” at the City. Use of the internet is a basic requirement for the success of the new system the Department intends to launch in early 2021.	2	2
3.8.6	Recreation and Leisure	The Department should evaluate current policies and undocumented procedures to identify which procedures/policies need to be reconsidered as official policies or documented procedures in order to memorialize the instructions, considerations, accountability, and consequences for infractions.	1	1



# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.8.7	Recreation and Leisure	The Department should expand the data collection efforts for all programs and services provided by Recreation and Leisure in order to provide more comprehensive evaluative and analytical information. These new performance measures and data analysis should be used in evaluating employee performance or the efficacy of the programs and services offered.	2	2
3.9.1	Planning, Building and Zoning	The Planning, Building and Zoning Director should re-evaluate the efficiencies afforded by implementation of the E-Gov modules related to code enforcement, planning and zoning, and permitting. A fee study or re-evaluation of fees charged to customers should be conducted to ensure appropriate cost recovery for the services provided, as well as comparative analysis to fees charged for similar services within Clayton County and in comparably sized cities in the state.	1	2
3.9.2	Planning, Building and Zoning	The City should evaluate the best placement of project management staff which will focus on the City's capital projects. While the decision may be that the capital improvement project management responsibilities should be in the Planning, Building and Zoning Department, the City should consider the potential for additional staffing resources and administration required for success.	2	1
3.9.3	Planning, Building and Zoning	The Department Director should work closely with Finance to create a Department policy regarding the processing, custody, and control of payments for fees for Planning, Building and Zoning services. A procedure should be created regarding the security, responsibility and oversight, scheduling, documentation requirements, and custody of the payments.	1	1
3.9.4	Planning, Building and Zoning	The Department should create Departmental policies and procedures related to all planning and zoning applications and protocols related to all permitting applications.	2	1
3.9.5	Planning, Building and Zoning	The Department Director should prepare multiple opportunities for Planning, Building and Zoning customers to share their experiences (both positive and negative), and their customer recommendations for increased efficiencies and modifications. The Director should also consider gathering input from governmental operations in close proximity and size regarding the provision of similar services.	3	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.10.1	Economic Development	The City should collaborate with the Economic Development staff to develop a comprehensive strategic plan for the Economic Development Department as well as for each of the Boards. This should be a collaborative effort and should consider community input and community development goals. Based on the strategic plan and goals, data and performance measures should be established for Economic Development. Potential measures may include tax base expansion, new business recruitment, business growth for existing firms, diversification of tax base, entrepreneurship, retail/services mix, etc.	2	2
3.10.2	Economic Development	The City should consider hiring consultants to assist in getting the Economic Development efforts off the ground. This strategy will allow the City to gain valuable subject matter experts for the amount of time necessary for relationship building and process establishment. The City should also establish longer-term hiring and team growth planning to ensure that the Department can sustain the initial efforts.	2	1
3.10.3	Economic Development	The City should consider procuring a customer relationship management (CRM) system or software to assist staff in managing and tracking business relationships and prospects.	3	3
3.10.4	Economic Development	The City should establish comprehensive cash handling policies for all non-Finance departments who may be accepting payments. The City should also consider credit card processing options for payments owed to the City. Additionally, the City should record application fee payments to the Economic Development budget, and update revenue projections accordingly.	1	1
3.11.1	Boards	The City should establish intergovernmental agreements, or other Memorandums of Understanding (MOUs) with all three of the boards. These should be comprehensive documents that clearly dictate governance, structure, relationship and general responsibilities of each entity, and financial and staffing responsibilities of the City. The intergovernmental agreements or MOUs should be established for a limited timeframe to ensure proper review and updates on a regular basis.	1	1
3.11.2	Boards	The City should require board members to sign annual conflict of interest affidavits. These affidavits should affirm that the member has not, within the past year, taken any action that would create a conflict, as well as affirm their understanding of the requirement for disclosure and recusal for any action with any future perceived conflicts of interest.	1	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
3.12.1	City Attorney	During the course of the Operational and Performance Audit, we have identified no conflicts of interest, but if there were to be opposing views, or conflicts of interest among the City and its three associated entities, there would be a conflict in having the same legal counsel represent all entities. In the event of a future conflict of interest, the City should seek additional legal representation to ensure that all parties are represented fairly without conflict.	3	1
4.1	Survey	The City should organize a task force or committee representing employees of various levels and departments to lead an initiative aimed at improving employee culture and work environment.	1	3
4.2	Survey	The City should ensure that the City's enterprise-wide goals and objectives are clearly communicated to all employees and are posted on the City's intranet (as well as the internet).	1	1
4.3	Survey	The City should ensure that each department maintains their own goals and objectives that are in support of the City's enterprise-wide goals and objectives. These departmental goals and objectives should be clearly communicated to all departmental employees.	1	1
4.4	Survey	The Mayor and City Manager typically meet with all department heads during a weekly meeting. This is a best practice and should continue, but based on interviews, the information is not communicated back with all individual departments. Department heads should hold periodic meetings to discuss events and activities happening within the City and within their own department.	1	1
4.5	Survey	The City created an official digital newsletter for City residents, employees, and stakeholders which highlights notable City achievements, events and activities. The bi-weekly digital newsletter launched in August 2020, but no further newsletters are posted on the City's internet website. The City should implement some form of consistent and period communication from leadership that focuses on content relevant to City employees (promotions, updates on key projects, system or policy changes, etc.). A common form of communication may be a periodic email or digital letter from the Mayor and/or City Manager to all City employees.	2	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
4.6	Survey	The City should implement a reward/recognition program to solicit ideas for improving operations throughout the City. Results should be shared periodically and celebrated as a City.	2	1
4.7	Survey	The City should leverage better communication protocols around events that closely affect employees – such as salary increases. The City recently undertook a City-wide Compensation and Classification Initiative to help ensure pay equity. Prior to the Compensation and Classification Study, raises were not provided for multiple years. The City should communicate its intent for salary provision and adjustments for future years (no increases for “X” number of years, a cost-of-living adjustment but no merit increase, a cost-of-living adjustment and merit increases based on certain criteria, etc.).	1	1
4.8	Survey	The City should conduct periodic (at least annual) employee performance evaluations based on standardized tools created for differing positions and position classes. The employee performance evaluation should include pre-determined and pre-communicated standard, and potentially, customized goals for City employees for which they are measured against. The employee evaluation process should be leveraged when considering promotion and/or merit increases.	1	2
4.9	Survey	The City should implement periodic (annual, bi-annual, tri-annual, etc.) employee engagement surveys that focus on understanding how City employees perceive the workplace, management, work environment, culture, and other relevant data points.	2	2
4.10	Survey	The City should ensure implementation of other recommendations contained throughout the report that will aid with transitioning from manual processes to leveraging more technology, creating a capital equipment strategy and plan for proactively budgeting and funding capital replacement, and helping to ensure there are consistent established and communicated policies and procedures for delivering key services and operations.	1	3
5.1	Enterprise	The City should inventory all systems currently in use across all departments. The City should review this inventory and determine if the systems are meeting all of the City’s needs. The City should consider consolidating systems or procuring new systems. The City should also inventory the current systems and their utilizations to determine if any departments on manual or subsidiary workbooks or processes could benefit from utilizing existing systems.	2	3

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.2	Enterprise	The City should communicate that the City Clerk is responsible for setting and overseeing records retention policies and practices across the City. This responsibility should include an inventory of all departmental documents and development of a City-wide records management and retention plan, including updating and finalizing the City retention policy, "Procedure Book for Records Retention." Records inventory should be updated on a regular basis and expired records should be destroyed in accordance with Georgia Archives requirements. All documents required for retention should be backed up electronically where possible.	1	2
5.3	Enterprise	The City should develop a City-wide Information Technology Strategic Plan. This should include analysis of systems, equipment, security, and network access and a roadmap for technology upgrades and priorities. It should also establish priorities and goals for standards of data protection, internal and external customer service, user and password authentication requirements, and establish future systems needs and upgrades. The plan should prioritize upgrading outdated equipment and technology systems. Technology Services staff should also train all end-users on efficient use of current systems to ensure compliant and secure use of systems and maintenance of documents.	2	2
5.4	Enterprise	The City should establish City-wide policies on the required use of contracts, MOUs, or intergovernmental agreements. In addition, the City does not consistently execute amendments, renewals, or extensions to agreements when the scope or terms of the agreement have changed. The City should create agreement templates or required component checklists for each type of agreement. Any agreement amendments, changes to agreement templates or agreement terms must go through the Procurement Officer (and City attorney as applicable) for review and approval before execution. The Procurement Officer should also track renewal clauses and terms so that contracts can be reviewed prior to any auto-renewal clauses, allowing the City to modify or exit the contract without penalty. The City should also develop policies and procedures for consistent contract monitoring and oversight review. This should include monitoring for successful completion of deliverables as well as monitoring of budget compliance.	1	2

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.5	Enterprise	The City should develop an enterprise-wide capital planning process, including the development of capital asset purchase and depreciation schedules. The City should also develop processes for cost-benefit analysis for leasing, buying new, or buying used equipment. This planning process should be developed in collaboration with the Finance department to ensure appropriate budgeting and capital funding forecasting for future purchases.	2	2
5.6	Enterprise	The City should consider procuring or internally performing a comprehensive fee study for all current City fee-for-services being provided. This study should include costs that are charged to the City by third-party vendors, to ensure they are included in the cost analysis. The study should also consider the costs of services that are being provided at no charge and develop fee proposals for those services. The City should consider adopting an updated fee schedule based on the results of the fee study. The City should also consider developing and adopting a multi-year fee schedule (such as three or five-year rate increases) to allow for fee increases and updates to ensure fees are commensurate with costs and inflation.	3	3
5.7	Enterprise	Internal service departments should develop and implement SLAs. The City should communicate clear expectations that no departments or staff will be exempt from following the SLAs when requesting services or assistance. Six months after implementation of the SLAs, each internal service department should assess their staffing relative to their workload to determine if additional staff are needed to support the workload. These findings should be communicated to the City Manager and reviewed for potential creation of new staff positions, or reallocation of staff to align with workload.	1	2

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.8	Enterprise	<p>The City should develop and implement a City-wide strategic plan. This should include input from the Mayor and City Council, community, department heads, and other City employees. The strategic plan should clearly articulate the City’s vision, mission and strategies as well as develop tangible, measurable goals for the City. The Strategic Plan should be clearly available on the internet and employee intranet for accountability and transparency to the public and City employees. The City should regularly review its progress and publish a scorecard or other dashboard demonstrating its progress. Each department should also create its own departmental strategic plan that clearly aligns with and supports the enterprise strategic plan and mission. Departmental goals should clearly contribute to achieving City goals and objectives and be measurable and reflect the department’s strategic objectives and key functions.</p>	1	2
5.9	Enterprise	<p>The City should develop enterprise-wide key performance indicators (KPIs) and work with each department to establish departmental KPIs that help support enterprise-wide KPIs. The City should ensure that KPIs are evaluating performance towards City and departmental objectives. The KPIs should consider available workload data and how workload data leads to performance evaluation data. KPIs should be regularly reviewed, evaluated, and reported to the City Manager, Mayor, and City Council, as part of a larger strategic planning and enterprise performance evaluation process. Once the City has developed and implemented KPIs, the City should consider how KPIs and data indicators may better inform other decision points such as budgeting, or personnel and resource allocation.</p>	2	2

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.10	Enterprise	<p>The City should initiate a coordinated policy development and dissemination process, where standardized and required processes (cash handling, invoice processing, timekeeping etc.) are captured in City-wide policies. Any processes unique to individual departments should be captured in written departmental policies or process documents. All policies, City-wide and departmental, should be maintained on the City’s intranet. All policies and procedures should be reviewed on a regular basis for updates to reflect current operating practices as well as updates to local, state, or federal requirements. For enterprise-wide processes, the City should develop user guides, desktop aids, or other documents to ensure consistent workflow and process implementation. These should be reviewed to ensure that the documented process is correct and compliant with all local, state, and federal requirements. For key departmental processes and functions, each department should develop user guides, desktop aids, and other documents that captures the workflow and steps for consistent implementation. Training should be provided to all departments performing the same function to ensure consistent understanding and process implementation.</p>	2	2
5.11	Enterprise	<p>The City should conduct a comprehensive review and update of the City-wide and departmental organizational charts. The City should maintain two charts – an organizational chart that reflects titles and position counts, and a separate employee position chart that reflects employee names and titles held. These documents should be periodically reviewed, updated, and made available for all employees on the intranet. City or departmental leadership changes should be clearly communicated to all employees in a consistent and timely manner.</p>	2	1



# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.12	Enterprise	<p>The City should prioritize hiring for vacant positions. The City should also develop detailed backup and continuity of operations planning to handle staff vacancies. The City should review interim assignments of duties to ensure mitigation of conflict of interest and segregation of duties concerns. The City and each department should clearly communicate any temporary or permanent reassignment of job functions or duties to the department, and other employees as applicable. Interim workflow mapping should be developed to clearly document how departmental processes will operate until vacant positions are filled. The City should ensure adequate cross-training and user guides in each department so that staff are not required to perform work in multiple departments, except on an emergency/defined temporary basis. Once the City has filled the majority of the vacant positions, additional analysis should be completed to determine if the current staffing structure and workload are appropriate. The City should consider hiring additional staff or reassigning duties to ensure appropriate workload for each position and workload that is commensurate with the position title and responsibilities and not based on the specific employee holding the title.</p>	1	1
5.13	Enterprise	<p>The City should develop and implement a regular pay review process, including consideration of merit raises as well as cost-of-living adjustments. The process and timeline should be clearly communicated to all employees, and the results of each process should also be communicated, including if the process determined no raises or adjustments would be offered. The City should also develop and clearly communicate a career progression for each department and position. These requirements should be consistently applied and should be accessible on the intranet.</p>	3	2
5.14	Enterprise	<p>The City should develop a City-wide professional development policy. This policy should clearly define the difference between mandatory and voluntary professional development opportunities. Employees in each department should be provided the opportunity for professional development and each department's budget should reflect funding to support professional development. The City should also clearly communicate any policies on professional development or continuing education and the impact of professional development on career progression or wage adjustment. The City should also review each department's policies to ensure consistent treatment of professional development in career progression or wage adjustments across like positions.</p>	2	2

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.15	Enterprise	<p>The City needs to develop and implement a new budgeting process. This process should include more comprehensive budget planning and analytical forecasting, as well as expenditure trend analysis and regular discussions between Finance and department heads. The new process should include additional training for department heads, and transition some of the responsibility for budget management and oversight to the individual departments. The City should require departments to expend funds within budget or submit budget amendments to the Finance Department for budget reallocation. These amendments should be reviewed, and trends of multiple amendments or significant shifts of allocated funds should be addressed with the department head, Finance Director, and City Manager. The City should consider introducing zero-based budgeting to ensure that budgets reflect actual needs and are not the product of incremental change or “carryforward” allocations. The City should also provide additional budget details to the Mayor and City Council on a regular basis. The City should consider defining “budget materiality” and require updates to the Mayor and City Council when a department reallocates more than a certain percentage of their budget to a new category or expense type. There should also be regular reviews of revenue collections to ensure different types of revenue collections are on track based on projections, and proactive budget adjustments or reviews should be considered when revenues significantly lag behind projections.</p>	1	2
5.16	Enterprise	<p>The City should develop and implement a regular performance evaluation process for all employees. This should include annual review and goal setting as well as regular review of performance progress. Additional guidance and expectations should be defined any time an employee changes position or is formally assigned new responsibilities.</p>	2	2
5.17	Enterprise	<p>The City should develop and disseminate brand standards and brand strategy for use of City brand, logo, public official names and likenesses, etc. The City should ensure limited access to brand assets such as logo and letterhead or other branded outreach materials. There should be clearly defined templates for release of public information and requirements for tone, font, styling, and use of City and departmental logos. The City should also appoint a centralized communication person to coordinate cross-messaging and amplification of important messaging across a variety of communication methods.</p>	2	2

# Strategic Roadmap and Next Steps

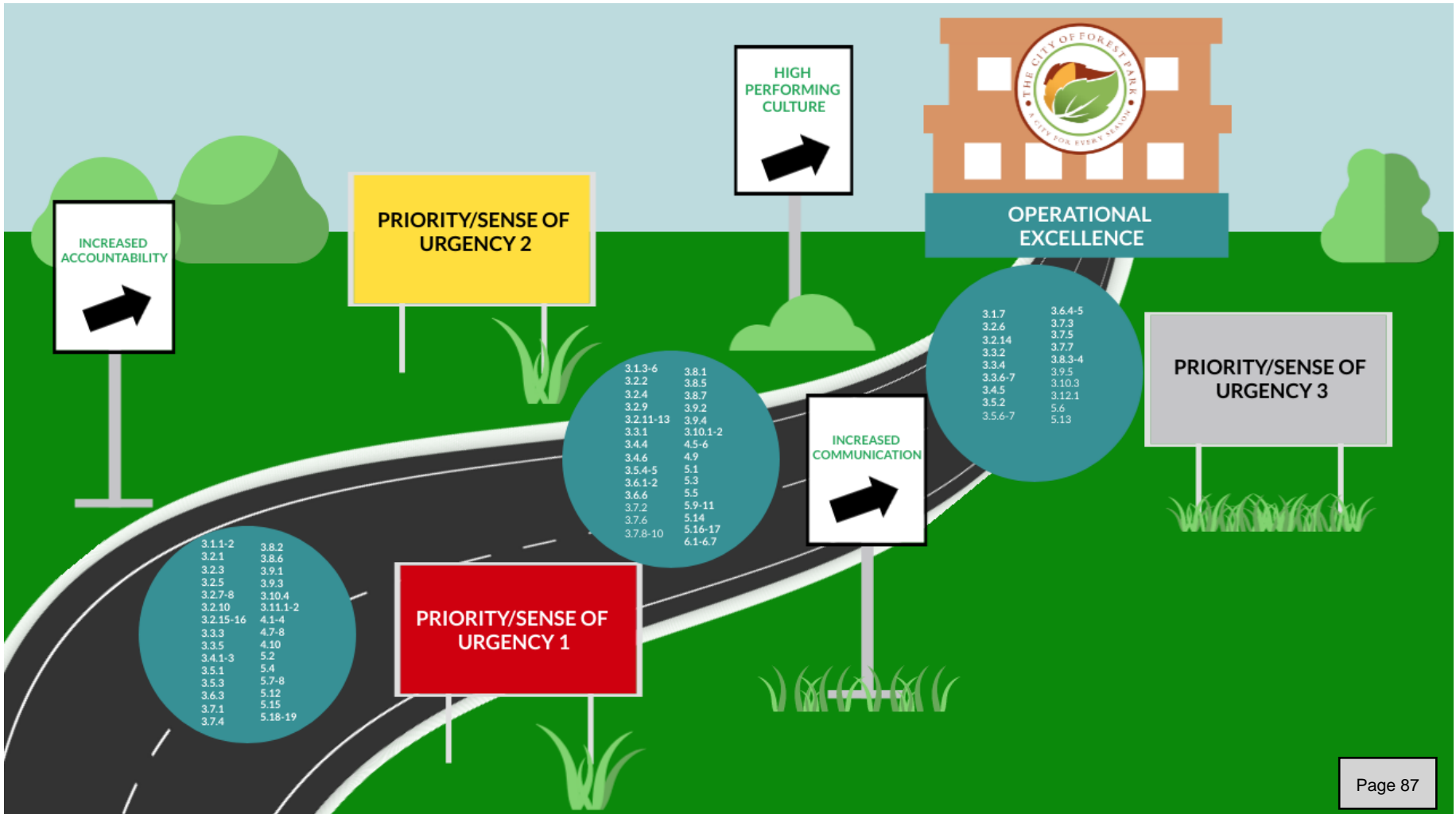
Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
5.18	Enterprise	The City should develop and implement a consistent communications policy. This policy should prioritize consistent, proactive communication to all employees and emphasize the importance of communication at all levels of City leadership.	1	1
5.19	Enterprise	The City should implement numerous actions and/or initiatives to address the common perceptions of insufficient communication, transparency, and accountability.	3	2
6.1	Procurement	The City should develop a transition schedule for procurement functions. This should include in-person and recorded trainings on new procurement policies, organized by procurement type. There should also be desktop guides and standardized forms or templates to ensure consistent implementation. Initial training should include department heads as well as employees whose job functions include purchasing or procurement functions. New hire training should be developed for all positions with procurement or purchasing job functions.	2	1
6.2	Procurement	The Procurement Officer should work with the City Clerk to establish a City-wide repository for all original contracts and procurement documentation. This repository should include an electronic component as well as physical filing of all executed contracts.	2	1
6.3	Procurement	<p>The City should ensure consistent process for contract monitoring oversight, with the Procurement Officer ultimately responsible for ensuring contract compliance. The Procurement Officer should develop contract compliance procedures and checklists and provide training and support to all departments to ensure understanding of the requirements and consistent application of the process. Each department should be responsible for monitoring its own contracts and providing documentation of contract review to the Procurement Officer.</p> <p>For city-wide contracts or contractors awarded significant service contracts (such as technology services, sanitation, construction project management, etc.) this oversight should be performed in collaboration between the end-user department (for subject matter expertise) and the Procurement Officer, to ensure appropriate review and internal controls.</p>	2	1

# Strategic Roadmap and Next Steps

Number	Enterprise, Survey, or Department Recommendation:	Recommendation	Priority/ Sense of Urgency	Time for Implementation: 1 = < 90 days; 2 = 91-180 days; 3 = 180+ days
6.4	Procurement	The City should establish contract templates and standardized terms and conditions to ensure the City is consistent in its contracting processes and renewal terms and conditions. The City should also ensure there is a consistent formal review process for all contracts for goods or services.	2	1
6.5	Procurement	The City should establish signature authority levels and maintain a centralized directory of all approved signature authorities in each department. This directory should note the employee name, title, and types (contract execution, contract change orders, contract renewals, etc.) as well as the dollar value the employee is authorized to sign. This directory should include physical signature documentation for all authorized employees, and documents should be periodically reviewed to ensure signatures match the directory signature. This directory should be updated each time an employee on the directory leaves City employment or changes position and should be reviewed annually to ensure additional updates are not needed.	2	1
6.6	Procurement	As the procurement function matures, the City should review the workload assigned to the Procurement Officer and assess the need for additional procurement staff, and the potential for separating the procurement function from the Finance Department.	2	1
6.7	Procurement	The City should have confidence in its vendors and ensure that each vendor maintains a positive reputation and is financially sound. The City should consider performing a background/credit report on its vendors (such as a Dunn & Bradstreet report) and simple internet search to evaluate any potential risks of doing business with vendors.	2	1

# Strategic Roadmap and Next Steps

This roadmap graphic illustrates the consolidation of the recommendations by priority and sense of urgency for implementation





Mauldin & Jenkins  
200 Galleria Parkway SE  
Suite 1700  
Atlanta, GA 30339

September 5, 2023

Mr. Ricky Clark  
City Manager  
City of Forest Park  
745 Forest Parkway  
Forest Park, GA 30297

Dear Mr. Clark:

Thank you for allowing Mauldin & Jenkins (“M&J”) to continue to serve the City of Forest Park (“City”) by providing advisory services related to:

1. Following up on the progress made within each department related to M&J’s Citywide Operational and Performance Audit dated April 2021
2. Assessing the Finance Department in its current state to help the City define the Department’s organizational structure, roles and responsibilities, workload, and further define potential opportunities for efficiency, effectiveness, and optimization

We understand that some progress has been made on the numerous recommendations contained in the M&J Citywide Operational and Performance Audit dated April 2021, but that the City does not have a system of accountability or comfort that all City desired recommendations have been implemented. We also understand that there has been position changes and vacancies within the Finance Department that may lend the need for an assessment and plan for delivering and assessing the Department’s required services.

**A. Engagement Objectives, Scope, and Approach**

**Objectives/Scope**

1. *Citywide Status Update from M&J Citywide Operational and Performance Audit dated April 2021 objectives and scope include the following:*
  - Conduct interviews with all City departments to assess implementation progress achieved to date related to the recommendations contained in the M&J Citywide Operational and Performance Audit dated April 2021
  - Review documentation, workflow, systems, etc. as needed to verify implementation progress
  - Determine any new barriers or obstacles that may prevent a successful implementation
  - Create report by City department detailing status of implementation. If recommendations have not been implemented, the report will a new strategy (if applicable) for implementation, or will document the City/departmental rationale for not implementing the recommendations

**2. Assessment of the City’s Finance Department**

- Review the Finance Department’s current taxonomy and core functions
- Review the Department’s current service delivery models by core function (location, use of technology, customer interactions, etc.)
- Review key processes, workflows, inputs/outputs, controls, use of technology, timeliness, levels of review, and governing requirements
- Review Department organization, staffing, positions, and roles and responsibilities
- Assess key functions at the workflow and business process level
- Assess governing requirements
- Assess key milestones/dates
- Identify areas that are performing well to replicate throughout the City and areas for enhancement
- Provide feedback on the Department’s current operations
- Develop meaningful recommendations to improve/enhance Finance operations

**Approach and Deliverables**

Our approach will consist of the following four phases:



***Phase 1 – Initiation and Planning***

M&J will conduct a kick-off meeting with the City project sponsor and other relevant City stakeholders. The purpose of the kick-off meeting will be to introduce the M&J Team; discuss roles and responsibilities; and project objectives, scope, timing, communication protocols, and potential risks. The meeting will allow for discussion at a more granular level to help ensure M&J and the City are aligned on key project attributes.

We will also discuss access to people and information needed during the project and methods for requesting and obtaining interviews and data. We will bring an initial information request to the kick-off meeting based on our understanding of the City’s needs and our knowledge of conducting similar projects.

We will work with the City project sponsor to create an initial interview request list. Once the project has begun and knowledge learned, additional information and interview request lists will be developed and submitted to the City.

*Outputs: Initial Information and Interview Requests*

**Phase 2 – Information Gathering**

The Information Gathering Phase will consist of obtaining information from two primary sources: information requested from the City and received, and from interviews.

We will create a tracking matrix to identify what information has been received and the completeness of the received information compared to what was requested. We will also create a tracking matrix for the interviews requested and timeliness of being able to conduct the meetings and obtain necessary data. We will include the information and interview tracking matrices in our bi-weekly status reports to the City to ensure visibility into any delays or obstacles.

*Outputs: Additional Information and Interview Requests, and Tracking Matrices*

**Phase 3 – Fieldwork and Data Analysis**

There will be significant amounts of data and information leveraged in our approach that will guide our findings, analysis, and recommendations. We will perform our initial fieldwork primarily by:

a. Reviewing requested information and data

We will request and review relevant information such as:

- Organization charts
- Job descriptions including roles, responsibilities, and competencies
- Policies and procedures
- Financial and budgetary information/reports/statements for past three years
- Technology/systems inventory
- Workflow diagrams or mapping

b. Conducting interviews

M&J will conduct multiple interviews with City/Department management and staff. We will use the interviews to gain an understanding of people’s roles and responsibilities, organization and reporting, operating functions, financial management and activities, and compliance and risk mitigation. We will meet with certain employees one-on-one, and will conduct group interviews or workshops where it makes sense.

c. Performing field/workflow/system observations

Part of our fieldwork will include performing direct observations of business processes, workflow, and system usage. We want to understand first-hand how processes and workflow actually operate – not just how they are supposed to operate.

**Phase 4 – Validation and Reporting**

We will begin this phase while fieldwork is still being conducted. The purpose of this phase is to:

- Begin to share preliminary observations with the appropriate stakeholders through meetings/workshops
- Receive feedback on the preliminary observations
- Based on feedback received, perform additional fieldwork or data analysis as applicable
- Prepare draft report



- Communicate draft report to the City project sponsor and appropriate stakeholders
- Obtain written feedback from draft report
- Prepare final report
- Present final report to appropriate stakeholders

*Outputs: Draft Report, Final Report, Final Report Presentation*

**Timing**

The following table shows our estimated timeframes for the two proposed primary tasks:

Scope	Estimated Timing
1. Following up on the progress made within each department related to M&J’s Citywide Operational and Performance Audit dated April 2021	3 – 4 weeks
2. Assessing the Finance Department in its current state to help the City define the Department’s organizational structure, roles and responsibilities, workload, and further define potential opportunities for efficiency, effectiveness, and optimization	8 – 10 weeks

We can perform both tasks concurrently and total estimated timeframe will not exceed 8-10 weeks for both tasks.

**B. Engagement Team**

David Roberts will serve as the engagement partner and will be responsible for overseeing the engagement and the delivery of all services to you. David has extensive experience assessing government operations and specifically finance functions. Kate Russell, who served as a former state agency CFO, and other professionals from our Government Practice will also serve the City in delivering services against our scope of work. Our team consists of seasoned government consultants and governments executives who have “sat in your chair” and understand the fiscal, operational, and political pressures that governments face daily.

**C. Engagement Assumptions, Client Acknowledgements, Responsibilities and Representations**

Our Services, Fees and work schedule are based upon the following assumptions, acknowledgements, representations, and understandings with you:

- The services described in this engagement letter constitute an advisory engagement conducted under American Institute of Certified Public Accountants standards for consulting services
- Our work will be to assist and advise you with this project. As stated below and for clarity, we will not, nor does City desire us to, perform any management functions, make management decisions, or otherwise perform in a capacity equivalent to that of an employee or officer of the City

- The City will determine the extent of services it wishes Mauldin & Jenkins to provide and will undertake the responsibilities set forth in this engagement letter
- The City will designate an employee or employees within its senior management who will make or obtain all management decisions with respect to this engagement on a timely basis
- The City will ensure that we have access to key people, facilities and data, and that all levels of your employees and contractors will cooperate fully and timely with us. The success of this engagement is dependent upon full openness, communications, cooperation and timely direction
- The City agrees that all assumptions set forth in this engagement letter are accurate and agrees to provide us with such further information we may need and which we can rely on to be accurate and complete. We will be entitled to rely on all of your decisions and approvals made independently, and we will not be obligated to evaluate, advise on, confirm or reject such decisions and approvals
- The City will evaluate the adequacy and results of services and will let us know immediately of any problems or issues you perceive in our personnel, services or deliverables
- Mauldin & Jenkins will provide recommendations as applicable. The City is responsible for evaluating such recommendations and implementing the recommendations as deemed appropriate by the City
- The City will review the draft report in a timely manner
- Untimely review, or access to people or information could have an impact on the project schedule
- In no event shall Mauldin & Jenkins (or its personnel) be liable to the City – whether a claim be in tort, contract or otherwise—for any consequential, indirect, lost profit or similar damages relating to the services provided under this engagement letter, except to the extent finally determined to have resulted from the willful misconduct or fraudulent behavior of Mauldin & Jenkins relating to such service

The fulfillment and confirmation of these responsibilities, acknowledgements and representations are critical to the success of this engagement. The successful delivery of our services, and the fees charged, are also dependent on your timely and effective completion of your responsibilities, the accuracy and completeness of the assumptions, and timely decisions and approvals by your management. You will be responsible for any delays, additional costs or other liabilities caused by or associated with any deficiencies in the assumptions or in carrying out your responsibilities.

**D. Additional Understandings Arising from the Performance of Attest Services by Mauldin & Jenkins**

Mauldin & Jenkins currently performs the financial audit in accordance with “Government Auditing Standards” (GAS) issued by the Comptroller General of the United States. GAS requires that the auditor maintain independence so that opinions, findings, conclusions, judgments and recommendations will be impartial and viewed as impartial by reasonable and informed third parties. Before we agree to provide a nonaudit service to an existing GAS audit client or an entity for which we may be asked to provide future audit services under GAS standards, we determine whether providing such a service would create a significant threat to our independence for GAS audit purposes, either by itself or in aggregate with other nonaudit services provided.

A critical component of our determination is consideration of management’s ability to effectively oversee the nonaudit service to be performed. The City has agreed to designate an individual who possesses suitable skill, knowledge, or experience and that the individual understands the Services to be performed sufficiently to oversee them.

Accordingly, the management of the City agrees to the following:

1. The City has designated a senior member of management, who possesses suitable skill, knowledge, and experience to oversee the services.
2. The City will assume all management responsibilities for subject matter and scope of the Services.
3. The City will evaluate the adequacy and results of the services performed.
4. The City accepts responsibility for the results and ultimate use of the services.

GAS further requires we establish an understanding with the management, and those charged with governance, of the City of the objectives of the nonaudit service, the services to be performed, the entity's acceptance of its responsibilities, the auditor’s responsibilities, and any limitations of the nonaudit service. We believe this engagement letter documents that understanding.

The City acknowledges it will not utilize Mauldin & Jenkins, LLC to store documents, data, or records on its behalf in accordance with the “Hosting Services” (see ET section 1.295.143) interpretation of the AICPA Code of Professional Conduct. The City is solely responsible for maintaining its own data and records.

**E. Fees**

M&J will provide the services described in this engagement letter based on time and material – meaning that we will bill the City for actual hours worked and related incurred expenses. As the scope and actual time/resource requirements are unknown, we will assume a base fee of \$30,000 or less. If we approach \$30,000 in fees, we will check in with the project sponsor to discuss the work completed to-date and our estimates for completing the work. We will have discussions with the project sponsor for every \$10,000 in fees over the initial \$30,000 base to obtain documented approval for continued work. Our fee estimates are based on the hourly rates included in the following table.

Professional Level	Hourly Rates
Partner	\$330
Director	\$300
Manager	\$250
Senior Staff	\$235
Junior Staff	\$205

We will invoice the City monthly for actual hours and expenses incurred and payment is expected within 30 days.

The above fees are based on anticipated cooperation from your personnel (including complete and timely receipt of requested information and the scheduling and conduct of requested interviews) and the assumption that unexpected circumstances (including scope changes) will not be encountered during the project. If significant additional time is necessary, or if additional scope elements are requested, we will discuss it with the designated client project sponsor and arrive at a new fee estimate before we incur the additional costs.

\*\*\*\*\*

The attached Terms and Conditions apply to this engagement and are an integral part of our agreement. Please indicate your agreement to these arrangements by signing and returning a copy of this engagement letter with the completed acknowledgement section.

We appreciate the opportunity to be of service to you and look forward to working with you on this engagement.

Sincerely,

David Roberts, Mauldin & Jenkins  
Government Advisory Lead Partner

**F. Acknowledgement and Acceptance**

We have read and agree to this engagement letter, the attached and incorporated Terms and Conditions. The City and its signatory below represents that said signatory is its duly authorized representative and has the requisite power and authority to bind the City to the undertakings and obligations contained herein.

**Acknowledged and accepted:**

**The City of Forest Park**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

**File Attachments for Item:**

**8. Council Discussion and Approval Requesting to dissolve the Management Analyst Position in the Police Department-** Human Resources Department

**Background/History:**

The Management Analyst position was approved as a position that would handle grants for the Police Department. The City Manager has hired a Senior Management Analyst that will handle all grants citywide.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Request to Dissolve the Management Analyst Position in the Police Department

**Submitted By:** Human Resources Department

**Date Submitted:** October 27, 2023

**Work Session Date:** November 6 2023

**Council Meeting Date:** November 6, 2023

**Background/History:**

The Management Analyst position was approved as a position that would handle grants for the Police Department. The City Manager has hired a Senior Management Analyst that will handle all grants citywide.

**Cost:** \$ n/a

**Budgeted for:**  Yes  No

**Financial Impact:** Salary savings was used to help fund the Sr. Management Analyst Position

**Action Requested from Council:**

Dissolve the Management Analyst position from the Police Department

**File Attachments for Item:**

**9. Council Approval of a Resolution to Provide to Leave Eligibility after (3) Three Months of Employment**-Human Resources Department

**Background/History:**

It is proposed that the City amend the Employee Policy and Procedure Manual to grant employees eligibility to use annual and sick leave after three months of employment with the City. Currently, employees are only eligible to utilize annual and sick leave after their six-month probationary period. Under this change, employees will be able to utilize 3 days of accrued annual leave and 3 days of accrued sick leave after they have successfully been employed for three months. The resolution would not change the probationary period, leave accrual rules or any other aspect of the Employee Policy and Procedure Manual.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Resolution to Provide for Leave Eligibility after Three (3) Months of Employment

**Submitted By:** Shalonda Brown

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

**Background/History:**

It is proposed that the City amend the Employee Policy and Procedure Manual to grant employees eligibility to use annual and sick leave after three months of employment with the City.

Currently, employees are only eligible to utilize annual and sick leave after their six-month probationary period. Under this change, employees will be able to utilize 3 days of accrued annual leave and 3 days of accrued sick leave after they have successfully been employed for three months.

The resolution would not change the probationary period, leave accrual rules or any other aspect of the Employee Policy and Procedure Manual.

**Cost:** \$ 0

**Budgeted for:**  Yes  No

**Financial Impact:** N/A

**Action Requested from Council:**

Approval of the resolution.



**RESOLUTION NO. \_\_\_\_\_****A RESOLUTION TO PROVIDE FOR LEAVE ELIGIBILITY AFTER THREE MONTHS**

WHEREAS, the City of Forest Park (“City”) is a municipal corporation duly organized and existing under the laws of the State of Georgia and is charged with being fiscally responsible concerning the use and expenditure of all public funds;

WHEREAS, Section 3.19 of the City Charter provides that the “city council shall adopt rules and regulations consistent with this charter concerning: (i) the method of employee selection and probationary periods of employment; (ii) the administration of the position classification and pay plan, methods of promotion and application of service ratings thereto, and transfer of employees within the classification plan; (iii) hours of work, vacation, sick leave, and other leaves of absence, overtime pay, and the order and manner in which layoffs shall be effected; (iv) such dismissal hearings as due process may require; and (v) such other personnel notices as may be necessary to provide for adequate and systematic handling of personnel affairs.”;

WHEREAS, the City Council last comprehensively updated its Employee Policy and Procedure Manual in July 2022 (the “Employee Manual”); and

WHEREAS, the City Council wishes to revise the Employee Manual to make employees eligible for certain leave benefits after three months of employment;

THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST PARK HEREBY RESOLVES:

**SECTION 1. Leave Eligibility.** Rule IX, Section 9(a) of the Employee Manual is hereby amended to read as follows:

*“a. Completion of Three Months of Service: An employee is not eligible to take annual leave or sick leave until the Employee has completed three months of employment with the City. After the employee has been employed for three months, the employee will have accrued three (3) days of annual leave and three (3) days of sick leave.”*

**SECTION 2. Public Record.** This document shall be maintained as a public record by the City Clerk and shall be accessible to the public during all normal business hours of the City of Forest Park.

**SECTION 3. Authorization of Execution.** The Mayor or Mayor Pro Tem is hereby authorized to sign all documents necessary to effectuate this Resolution.

**SECTION 4. Attestation.** The City Clerk is authorized to execute, attest to, and seal any documents which may be necessary to effectuate this ordinance, subject to approval as to form by the City Attorney.

**SECTION 5. Effective Date.** This resolution shall become effective immediately upon its adoption by the Mayor and City Council of the City of Forest Park as provided in the City Charter.

**[Remainder of Page Left Intentionally Blank]**

SO RESOLVED this 6<sup>th</sup> day of November, 2023.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk (SEAL)

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

**File Attachments for Item:**

**10. Council Discussion and Approval for Perkins Park Basketball Court Remodel – Public Works Department**

**Background/History:**

PERKINS PARK will be undergoing several upgrades in several phases. This is an attempt to revamp the surrounding community who resides and play in this park. Within the upgrades of the first phase, the basketball court will be resurfaced along with the replacing of the backboards/poles, and goals. The fencing around the court and the creek will be replaced. The second phase is to re-mulch the playground, replace the white piping with pressure-treated timbers and replace the benches. The final phase would be to replace the playground equipment.

For the first phase, Public Works is seeking approval of \$75,738.00 for 2 contracts.

The first contract for Dash Enterprise Georgia Group to resurface the basketball court: - \$65,550.00.

The second contract for Natural Enclosures Fence Company to fence around the court and adjoining creek: - \$10,188.00.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Council Discussion for Perkins Park Basketball Court Remodel – Public Works Department

**Submitted By:** Bobby Jinks

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

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**Background/History:**

PERKINS PARK will be undergoing several upgrades in several phases. This is an attempt to revamp the surrounding community who resides and play in this park. Within the upgrades of the first phase, the basketball court will be resurfaced along with the replacing of the backboards/poles, and goals. The fencing around the court and the creek will be replaced. The second phase is to re-mulch the playground, replace the white piping with pressure-treated timbers and replace the benches. The final phase would be to replace the playground equipment.

For the first phase, Public Works is seeking approval of \$75,738.00 for 2 contracts.

The first contract for Dash Enterprise Georgia Group to resurface the basketball court: - \$65,550.00.

The second contract for Natural Enclosures Fence Company to fence around the court and adjoining creek: - \$10,188.00.

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**Cost: \$ 75,738.00**

**Budgeted for:**  **Yes**  **No**

**Financial Impact:**

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**Action Requested from Council:**



## LEGISLATURE FOR PERKINS PARK BASKETBALL COURT REMODEL

The Department of Public Works is submitting a request for approval to enter into 2 contracts.

Contract #1: DASH ENTERPRISE GEORGIA GROUP - \$65,550.00. This is for (A): Milling and Resurfacing of the basketball court, (B): Realigning the goal posts, (C): Painting/Striping/City Logo, and (D): New backboards/Rims/Nets.

Contract #2: NATURAL ENCLOSURES FENCE COMPANY - \$10,188.00. This is for installing new fencing along the creek and around the basketball court.

The total cost for both contracts is \$75,738.00. The division of Procurement and the Department of Public Works contacted 7 asphalt companies and fencing companies for estimates and these were the only 2 companies that responded to capture all of our needs.



**PROJECT: PERKINS PARK - BASKETBALL COURT**

REVISED

BID DATE: 10/25/23

	QUANTITY	U/M	UNIT COST	COST
<b>BASKETBALL COURT</b>				
DEMO COURT AND REPLACE WITH 4 IN CONCRETE	3,500	SF	\$ 12.00	\$ 42,000.00
MOVE GOAL POSTS TO ALIGN	-	LF	\$ -	\$ -
PAINT LINES & CITY LOGO	1	LS	\$ 6,000.00	\$ 6,000.00
BACKBOARDS, RIMS, AND CHAIN NETS	4	EA	\$ 1,625.00	\$ 6,500.00
EQUIPMENT	1	LS	\$ 2,500.00	\$ 2,500.00

**TOTAL LABOR & MATERIALS** \$ 57,000.00

**MATERIALS - INCLUDED** \$ -

**OVERHEAD & PROFIT** \$ 8,550.00

**TOTAL LABOR & MATERIALS** \$ 65,550.00

**EXCLUSIONS**

1. Payment & Performance bond.
2. Dirt
3. Unsuitable soil condition repairs
4. Dumpsters for demo work



# PERKINS PARK BASKETBALL COURT/ FENCE REPAIR PROPOSAL

ADDRESS: 5127 WEST ST

CONTACT: NIGEL WATTLEY

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
1	DEMO BASKETBALL COURT AND REPLACE WITH 4" CONCRETE	\$42,000.00	<b>\$42,000.00</b>
1	STRIPING LINES AND LASER CUT CITY LOGO	\$6,000.00	<b>\$6,000.00</b>
1	EQUIPMENT	\$2,500.00	<b>\$2,500.00</b>
1	OVERHEAD & PROFIT	\$8,550.00	<b>\$8,550.00</b>
4	42 X 72 FIBERGLASS BACKBOARDS AND OUTDOOR GOALS	\$1,625.00	<b>\$6,500.00</b>
1	REPLACE FENCING ALONG CREEK AND AROUND COURT	\$10,188.00	<b>\$10,188.00</b>
		SUBTOTAL	<b>\$75,738.00</b>
	Contengencies		
		OTHER	
		TOTAL	<b>\$75,738.00</b>



# NATURAL ENCLOSURES FENCE COMPANY

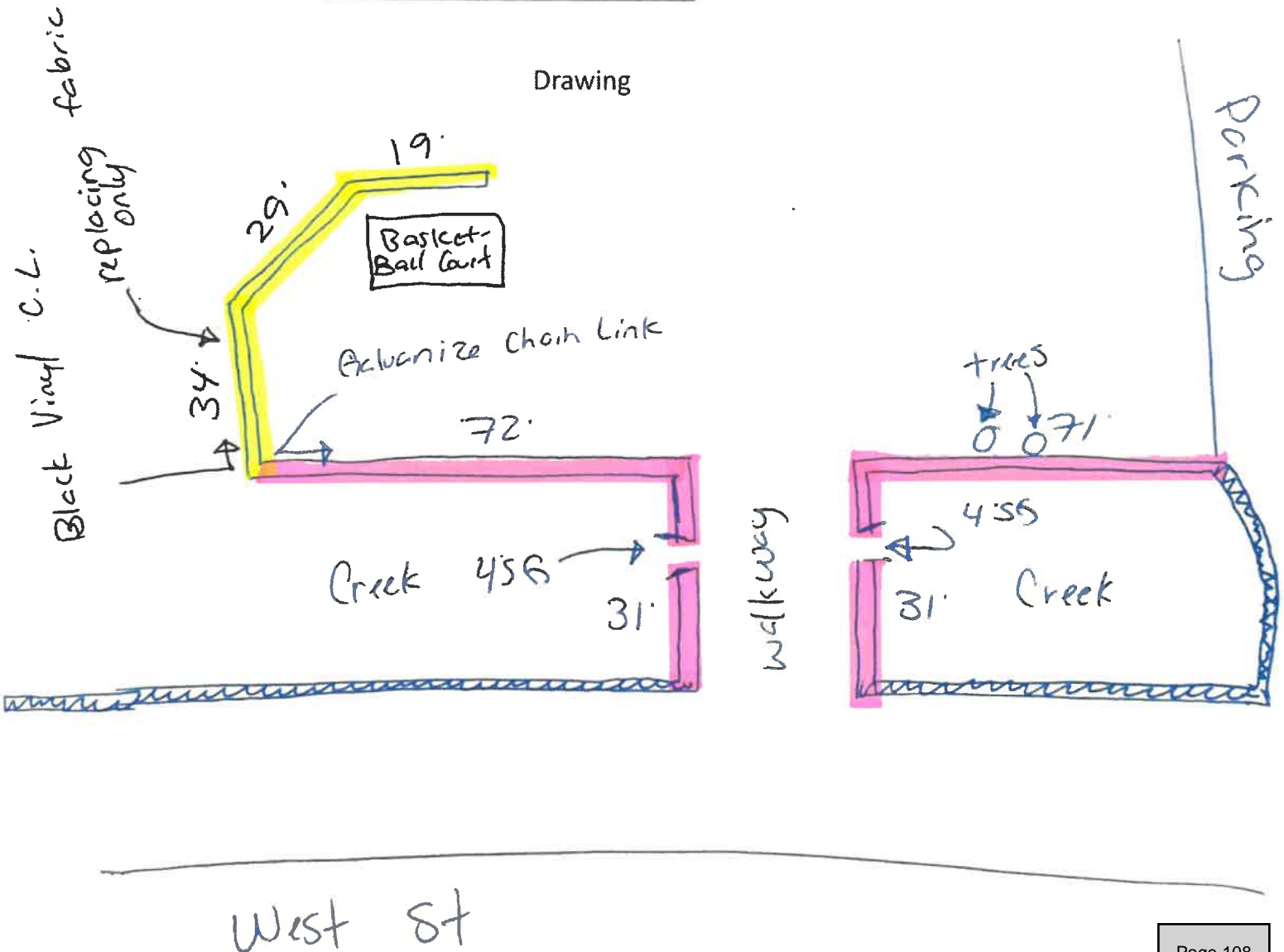
101 Jonesboro Road, McDonough, Ga, 30253  
Office: 770-506-3222

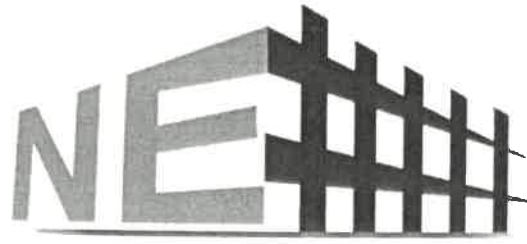
Rodrigo Velez - Sales  
Cell: 404-514-0586  
Email: rodrigo@ne-fence.com

Brad Muroe - Derkins Park

Customer Name: Forest Park Public Works

Drawing





# NATURAL ENCLOSURES FENCE COMPANY

101 Jonesboro Road, McDonough, GA 30253 Phone: 770-506-3222 Fax: 770-506-3228

*Surround your grounds with custom fences and outdoor designs*

DATE: 09/14/23

Bill To: Forest Park Public Works  
 Contact: Brad Munroe  
 Phone: 404-323-1504  
 Email: [bmunroe@forestparkga.gov](mailto:bmunroe@forestparkga.gov) Perkins Park

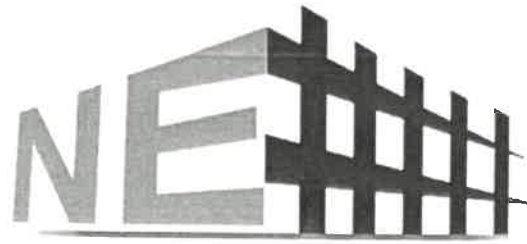
SALESPERSON	JOB LOCATION	TYPE	TERMS
Rodrigo Velez	5127 West St, Forest Park, GA 3029	Commercial	As Agreed
QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
210'ft	<u>Fence</u> Installing galvanize commercial 9 guage chain link,(6) 3" terminals, 2" line post, and 1 5/8" top rail knuckle knuckle		\$7,160.00
2	4'ft wide x 6'ft tall commercial galvanize single walk in gate w/ fork latch  **Customer will remove existent fence line and post**  Lead Time Is 3-5 Weeks Out Price includes material and labor		
<b>TOTAL</b>			<b>\$7,160.00</b>

Natural Enclosures carries workman's comp. and liability insurance.  
 Make all checks payable to Natural Enclosures, LLC

\_\_\_\_\_  
 Sign Here  
 \_\_\_\_\_  
 Print Name

do herby agree to all the terms and Conditions set forth by Natural Enclosures, L.L.C on this \_\_\_\_ day of \_\_\_\_\_, 2023.  
 Work will not be scheduled until this sheet is signed, dated and faxed to Natural Enclosures, L.L.C  
 Thank you for your business

*HIGHLIGHTED IN P.C*



# NATURAL ENCLOSURES FENCE COMPANY

101 Jonesboro Road, McDonough, GA 30253 Phone: 770-506-3222 Fax: 770-506-3228

*Surround your grounds with custom fences and outdoor designs*

DATE: 09/14/23

Bill To: Forest Park Public Works  
 Contact: Brad Munroe  
 Phone: 404-323-1504  
 Email: [bmunroe@forestparkga.gov](mailto:bmunroe@forestparkga.gov) Perkins Park

SALESPERSON	JOB LOCATION	TYPE	TERMS
Rodrigo Velez	5127 West St, Forest Park, GA 3029	Commercial	As Agreed
QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
	<u>Fence</u>		\$3,028.00
48'ft	Install 6'ft tall commercial knuckle knuckle black 9 gauge chain link, (3) 3" terminal post, 2" line post, and 1 5/8" top rail		
34'ft	Replacing existent black chain link fabric commercial knuckle knuckle 9 gauge, framing will remain  **Customer will remove existent fence line and post**  Lead Time Is 3-5 Weeks Out Price includes material and labor		
<b>TOTAL</b>			<b>\$3,028.00</b>

Natural Enclosures carries workman's comp. and liability insurance.  
 Make all checks payable to Natural Enclosures, LLC

\_\_\_\_\_  
 Sign Here

\_\_\_\_\_  
 Print Name

do hereby agree to all the terms and Conditions set forth by Natural Enclosures, LLC on this \_\_\_\_ day of \_\_\_\_, 2023.  
 Work will not be scheduled until this sheet is signed, dated and faxed to Natural Enclosures, LLC  
 Thank you for your business

**HIGHLIGHTED IN PIC**

**File Attachments for Item:**

**11. Council Discussion and Approval for the Lighting Addition Agreement – Public Works  
Department**

**Background/History:**

Lighting Services Agreement: Project# LP86983

The City of Forest Park was asked to investigate low lighting issues within the vicinity of Lake Mirror Rd and Old Dixie Hwy next to the Clorox Company. Georgia Power has just finished installing 13 new lights for the Clorox company at an additional \$810/month on their bill to try to increase the lighting in their parking areas, entry exit gates, crosswalk, and railroad crossing area. Clorox company is requesting the City to install 4 pole light fixtures along Lake Mirror Rd to mitigate the low lighting issues. This cost to the city would be \$160 monthly and will come out of Street Lighting 100-51-4260-53-1233.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Council Discussion for Lighting Addition Agreement – Public Works Department

**Submitted By:** Bobby Jinks

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

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**Background/History:**

Lighting Services Agreement: Project# LP86983

The City of Forest Park was asked to investigate low lighting issues within the vicinity of Lake Mirror Rd and Old Dixie Hwy next to the Clorox Company. Georgia Power has just finished installing 13 new lights for the Clorox company at an additional \$810/month on their bill to try to increase the lighting in their parking areas, entry exit gates, crosswalk, and railroad crossing area. Clorox company is requesting the City to install 4 pole light fixtures along Lake Mirror Rd to mitigate the low lighting issues. This cost to the city would be \$160 monthly and will come out of Street Lighting 100-51-4260-53-1233.

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**Cost:** \$ 160.00 a month

**Budgeted for:** \_\_\_\_\_ Yes  No

**Financial Impact:**

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**Action Requested from Council:**

# Lighting Services Agreement

Project # LP86983

Customer Legal Name FOREST PARK CITY OF DBA \_\_\_\_\_

Service Address 17 Lake Mirror Rd FOREST PARK GA 30297 County Clayton - GA

Mailing Address PO BOX 69 FOREST PARK GA 30298

Email rclark@forestparkga.gov Tel # 404-366-4720 Alt Tel # \_\_\_\_\_

Tax ID# 2562 Business Description Municipality

Existing Customer Yes  No  If Yes (and if possible), does customer want the Service added to an existing account? Yes  No  If Yes, which Account Number? \_\_\_\_\_

### Selected Components

Action	Qty	Wattage	Type	Description
INS	4	180	LED	Area

<b>Service Cost (\$)</b>	<b>Regulated Cost (\$)*</b>	<b>Monthly Cost (\$)*</b>	<b>Term (Months)</b>	1
\$134.72	\$25.28	\$160.00		

\* The actual Regulated Cost will be calculated using the tariffs approved by Georgia Public Service Commission at the time of billing. The estimate is based on Summer Rates in effect at the time of this proposal. Excludes applicable sales tax.

#### Project Notes:

Install 4 new LED fixtures along Lake Mirror Rd in front of Clorox.

Customer agrees to this Lighting Services Agreement with Georgia Power Company under the attached terms and conditions and authorizes all actions noted on this agreement.

Customer also agrees to allow removal of existing lights. Yes  N/A

Type	Customer	Tariff	Content
NESC	Gov	EOL	NLC

<b>Pre-Payment (\$)</b>
\$0.00

Customer recognizes that the individual signing this Agreement on its behalf has authority to do so.

Customer Authorization	Georgia Power Authorization
<b>Signature:</b>	<b>Signature:</b>
<b>Print Name:</b> Ricky Clark	<b>Print Name:</b> Joe Cobb
<b>Print Title:</b> City Manager	<b>Print Title:</b> Account Exec
<b>Date:</b>	<b>Date:</b>

## TERMS and CONDITIONS (*Lighting – Governmental Service*)

Item #11.

1. **Agreement Scope.** This Lighting Services Agreement (“**Agreement**”) establishes the terms and conditions under which Georgia Power Company (“**GPC**”) will provide lighting and related service (collectively, the “**Service**”) to the customer identified on Page 1 (“**Customer**”) at the Service Address shown on Page 1 (the “**Premises**”). GPC may install, update, modify, or replace any GPC-owned pole, base, wiring, conduit, fixture, control, equipment, device, or related item at the Premises (collectively, “**GPC Assets**”) for any reason related to the Service or to use of GPC Assets.
2. **Term and Termination.** The initial Agreement term is stated on Page 1, calculated from the date of the first bill. After the initial term, this Agreement automatically renews on a month-to-month basis until terminated by either party by providing written notice of intent to terminate to the other party (in accordance with the notice provisions of the *Miscellaneous* section below) at least 30 days before the desired termination date. The initial term and any renewal term or terms are collectively the “**Term**.”
3. **Intent and Title.** This Agreement governs GPC’s provision of the Service to Customer and is not a sale, lease, or licensing of goods, equipment, property, or assets of any kind. GPC retains the sole and exclusive right, title, and interest in and to all GPC Assets. Customer acknowledges that GPC Assets, although attached to real property, always will remain the exclusive personal property of GPC and that GPC may remove GPC Assets upon Agreement termination. **GPC makes no representation or warranty regarding treatment of this transaction by the Internal Revenue Service or the status of this transaction under any federal or state tax law. Customer enters into this Agreement in sole reliance upon its own advisors.**
4. **Payment.** GPC will invoice Customer monthly for the Monthly Cost as described on Page 1. The Service Cost portion of the Monthly Cost will renew at the amount shown on Page 1, but the Regulated Cost portion will be determined by the applicable Georgia Public Service Commission-approved tariff at the time of billing. Customer agrees to pay the total amount billed in full by the invoice due date. If a balance is outstanding past the due date, Customer acknowledges that GPC may require Customer to pay a deposit of up to two times the Estimated Monthly Charge in order to continue Service. If applicable, Customer must provide a copy of its Georgia sales tax exemption certificate. Customer must pay costs associated with any Customer-initiated change to the Service after the date of this Agreement.
5. **Premises Activity.** Customer hereby grants to GPC and its contractors, agents, and representatives the right and license to enter the Premises at any time to perform any activity related to the Service or to GPC’s use of the GPC Assets, including the right to access the Premises with vehicles, GPC Assets, or other tools or equipment, and to survey, dig, or excavate, in order to: (i) install and connect GPC Assets, provide Service, or provide or install any other service; (ii) inspect, maintain, test, replace, repair, disconnect, or remove GPC Assets; (iii) install additional equipment or devices on GPC Assets; or (iv) conduct any other activity reasonably related to the Service or GPC Assets (collectively, “**GPC Activity**”). Customer represents or warrants that it has the right to permit GPC to provide the Service and to perform the GPC Activity upon the Premises and, if applicable, has obtained express written authority and required permission from all Premises owners, and any other person or entity with rights in the Premises, to enter into this Agreement and to authorize the GPC Activity and the Service.
6. **Installation and Underground Work.** Customer recognizes that the Service requires installation of GPC Assets. Customer warrants or covenants that: (i) the Premises’ final grade will vary no more than six inches from the grade existing at the time of installation; and (ii) if applicable and required for proper installation, Premises property lines will be clearly marked before installation.
  - A. **Customer Work.** If GPC, upon Customer’s request, allows Customer, itself or through a third party, to perform any activity related to installation of GPC Assets (including trenching), Customer warrants or covenants that the work will meet GPC’s installation specifications (which GPC will provide to Customer and which are incorporated by this reference). Customer must provide GPC at least 10 days’ prior written notice of its schedule for the work, so that GPC can schedule GPC’s installation work promptly thereafter. Customer will be responsible for any additional costs arising from non-compliance with GPC’s specifications, Customer’s failure to complete Customer’s work by the agreed completion date, or failure to provide GPC timely notice of any schedule change.
  - B. **Underground Facility/Obstruction Not Subject to Dig Law.** Because GPC Activity may require excavation not subject to the Georgia Utility Facility Protection Act (O.C.G.A. §§25-9-1 – 25-9-13) (“**Dig Law**”), **Customer must mark any private utility or facility (e.g., gas/water/sewer line; irrigation facility; fiber/data/communication line) or other underground obstruction at the Premises that is not subject to the Dig Law.** If GPC causes or incurs damage due to Customer’s failure to mark a private facility or obstruction before GPC commences GPC Activity, Customer is responsible for all damages and any loss or damage resulting from any such delay.
  - C. **Unforeseen Condition.** The estimated charges shown on Page 1 include no allowance for subsurface rock, wetland, underground stream, buried waste, unsuitable soil, underground obstruction, archeological artifact, burial ground, threatened or endangered species, hazardous substance, or similar condition (“**Unforeseen Condition**”). If GPC encounters an Unforeseen Condition in connection with any GPC Activity, GPC, in its sole discretion, may stop all GPC Activity until Customer either remedies the condition or agrees to reimburse all GPC costs arising from the condition. Customer is responsible for all costs of modification or change to GPC Assets requested by Customer or dictated by an Unforeseen Condition or circumstance outside GPC’s control.
7. **GPC Asset Protection and Damage.** Throughout the Term, in the event of any work or digging near GPC Assets, Customer (or any person or entity working on Customer’s behalf) must: (i) provide notices and locate requests to the Georgia Utilities Protection Center (“**UPC**”) and other utility owners or operators as required by the then-current Dig Law; (ii) coordinate with the UPC and any utility facility owner/operator as required by the Dig Law; and (iii) comply with the High-voltage Safety Act (O.C.G.A. §§46-3-30 – 46-3-40). As between Customer and GPC, Customer is responsible for any damage arising from failure to comply with applicable law or for damage to GPC Assets caused by anyone other than GPC or a GPC contractor, agent, or representative.
8. **Pole Attachments.** Nothing in this Agreement conveys to Customer any right to attach or affix anything to any GPC Asset. Customer agrees that it will not, and will not permit others to, rearrange, disconnect, remove, relocate, repair, alter, tamper with, or otherwise interfere with any GPC Asset. If Customer desires to attach or affix anything to GPC Assets, Customer must first obtain GPC’s written consent. Customer may call GPC Lighting and Smart Services business unit at 1-888-660-5890 to request consent.
9. **Interruption of Service.** Customer understands that Service is provided on an “as is” and “as available” basis and may be interrupted. If there is a Service interruption, Customer must notify GPC. Following notice, GPC will restore Service, at no cost to Customer. Customer may notify GPC by either calling 1-888-660-5890 or by reporting online at: <https://www.georgiapower.com/community/outages-and-stormcenter/power-outage-overview/street-light-outage.html>.
10. **Disclaimer; Damages.** **GPC makes no covenant, warranty, or representation of any kind (including warranty of fitness for a particular purpose, merchantability, or non-infringement) regarding Service, GPC Assets, or any GPC Activity.** Customer acknowledges that, due to the unique characteristics of the Premises, Customer’s needs, or selection of GPC Assets, the Service may not follow IESNA guidelines. **Customer waives any right to consequential, special, indirect, treble, exemplary, incidental, punitive, loss of business reputation, interruption of Service or loss of use (including loss of revenue, profits, or capital costs) damages in connection with the loss or interruption of Service, GPC Assets, or this Agreement, or arising from damage, hindrance, or delay involving the Service, GPC Assets, or this Agreement, whether or not reasonable, foreseeable, contemplated, or avoidable.** To the extent GPC is liable under this Agreement, and to the extent allowed by applicable law, GPC’s liability is expressly limited to: (i) with respect to the Service purchased by Customer, the annual amount paid by Customer for the Service; or (ii) with respect to any other liability, to proven direct damages in an amount not to exceed \$100.00. Customer is solely responsible for safety of the Premises; Customer agrees that GPC has no obligation to ensure safety of the Premises and that GPC has no liability for any personal injury, real or personal property damage or loss, or negative impact to Customer or any third party that occurs at the Premises.
11. **Risk Allocation.** Each party will be responsible for its own acts and the results of its acts, except as otherwise described in this Agreement.
12. **Georgia Security, Immigration, and Compliance Act.** Customer is a “public employer” as defined by O.C.G.A. § 13-10-91 and this is a contract for physical performance of services in Georgia. Compliance with O.C.G.A. § 13-10-91 is a condition of this Agreement and is mandatory. GPC will provide to Customer a contractor’s affidavit for installation services as required by O.C.G.A. § 13-10-91. If GPC employs any subcontractor in connection with installation under this Agreement, GPC also will secure from each subcontractor an affidavit attesting to compliance with O.C.G.A. § 13-10-91.
13. **Default.** Customer is in default if Customer: (i) does not pay the entire amount owed to GPC within 45 days after the due date; (ii) terminates this Agreement without proper notice and prior to the end of the then-current Term; or (iii) breaches any material term, warranty, covenant, or representation of this Agreement. GPC’s waiver of a past or concurrent default will not waive any other default. If a default occurs, GPC may: (a) immediately terminate this Agreement; (b) remove any GPC Asset from the Premises; or (c) seek any available remedy provided by law, including the right to collect any past due amount, or any amount due for the Service during the remaining Term.
14. **Miscellaneous.** This Agreement contains the parties’ entire agreement relating to the Service, GPC Assets, and GPC Activity and replaces any prior agreement, written or oral. Subject to applicable law, GPC may modify the terms of this Agreement by providing 30 days’ prior written notice of such modification to Customer. If Customer uses the Service or makes any payment for the Service on or after the modification effective date, Customer accepts the modification. GPC’s address for notice is 1790 Montreal Circle, Tucker, GA 30084-6801; Customer’s address for notice is stated on Page 1. Either party may update administrative or contact information (e.g., address, phone, website) at any time by written notice to the other. Customer will not assign, in whole or in part, this Agreement or any right or obligation it has under this Agreement; any such assignment without GPC’s prior written consent will be void and of no effect. In this Agreement: (i) “**include(ing)**” means “include, but are not limited to” or “including, without limitation”; (ii) “**or**” means “either or both” (“A or B” means “A or B or both A and B”); (iii) “**e.g.**” means “for example, including, without limitation”; and (iv) “**written**” or “**in writing**” includes email communication. Georgia law governs this Agreement. If a court rules an Agreement provision unenforceable to any extent, the rest of that provision and all other provisions remain effective.

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## LEGISLATURE FOR LIGHTING SERVICE AGREEMENT

The City Of Forest Park is seeking approval from Council to enter into a Lighting Service Agreement #LP86983 with Georgia Power. This agreement with Georgia Power will mitigate the low lighting issues along Lake Mirror Rd in front of the Clorox Bldg. This agreement is for Georgia Power to install 4 new LED light fixtures on poles and the City will incur the monthly cost of \$160.00.

**File Attachments for Item:**

**12. Council Discussion and Approval of a Secondary Internet Provider Agreement- IT Department**

**Background/History:**

Many of our core sites currently have alternate internet connections as a failover if our primary circuits experience an outage. Unfortunately, the current backup circuits are provided from the same vendor as our primary circuits, thus offering very little redundancy. We are bringing before Mayor and Council new contracts with an alternate provider that will offer true redundancy as a backup to our primary circuits, providing better uptime for the City. In addition to better reliability, these secondary connections will reduce our monthly operating cost by approximately \$2,400 per month. I am asking for Mayor and Council to approve the attached contracts for internet services. For security reasons, the details regarding the specifics of our internet providers have been omitted.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Secondary Internet Provider Agreement

**Submitted By:** Josh Cox, IT Director

**Date Submitted:** October 31<sup>st</sup>, 2023

**Work Session Date:** November 6th, 2023

**Council Meeting Date:** N/A

**Background/History:**

Many of our core sites currently have alternate internet connections as a failover if our primary circuits experience an outage. Unfortunately, the current backup circuits are provided from the same vendor as our primary circuits, thus offering very little redundancy. We are bringing before Mayor and Council new contracts with an alternate provider that will offer true redundancy as a backup to our primary circuits which will provide better uptime for the City. In addition to better reliability, these secondary connections will reduce our monthly operating cost by approximately \$2,400 per month. I am asking for Mayor and Council to approve the attached contracts for internet services. For security reasons, I have intentionally omitted the details regarding the specifics of our internet providers.

**Cost: \$**

**Budgeted for:**  Yes  No

N/A

These alternate circuits would bring a reduction in cost to the City and provide better service.

I am asking for Mayor and Council to approve the attached contracts to replace our current

**File Attachments for Item:**

**13. Council Approval of the Recommended Proposed Millage Rate- Public Hearing #3-Finance Department**

**Background/History:**

The City of Forest Park has tentatively adopted a 2023 millage rate, which will require an increase in property tax by 25.23 percent due to property values increasing. With all of the growth in values surrounding Forest Park, valuations have increased. Staff is not proposing a millage increase; however, due to this increase in values, pursuant to State Law it had to be advertised as a tax increase. The proposed tax increase for a home with a fair market value of \$100,000.00 is approximately \$20.00.

The first Public Hearing was held on October 30, 2023 at 11:00 am and there were no persons present to speak. The second Public Hearing was held on October 30, 2023 at 5:00 p.m. and there were no persons present to speak. The final Public Hearing according to State Law will be held in conjunction with the November 6, 2023 Council Meeting.

**NOTICE**

The Forest Park City Council does hereby announce that the millage rate will be set at a meeting to be held at Forest Park City Hall 745 Forest PKWY, on November 6, 2023 at 7:00pm and pursuant to the requirements of O.C.G.A. § 48-5-32 does hereby publish the following presentation of the current year's tax digest and levy, along with the history of the tax digest and levy for the past five years.

**CURRENT 2023 PROPERTY TAX DIGEST AND 5 YEAR HISTORY OF LEVY**

		COUNTY WIDE	2019	2020	2021	2022	2023
C o u n t y w i d e	V A L U E	Real & Personal	686,632,924	798,201,427	675,235,726	776,970,943	967,553,071
		Motor Vehicles	10,387,240	10,365,520	2,085,100	8,208,270	8,281,670
		Mobile Homes	90,413	92,189	90,021	91,589	97,073
		Timber - 100%	0	0	0	0	0
		Heavy Duty Equipment	18,339	16,919	3,822	11,489	62,575
		Gross Digest	697,128,916	808,676,055	677,414,669	785,284,313	975,994,389
		Less Exemptions	44,621,507	58,853,644	44,695,519	44,717,195	44,715,846
		<b>NET DIGEST VALUE</b>	<b>652,507,409</b>	<b>749,822,411</b>	<b>632,719,150</b>	<b>740,567,118</b>	<b>931,278,543</b>
	R A T E	Gross Maintenance & Operation Millage	0.0241	0.0212	0.0252	0.0201	0.0172
		Less Rollback (Local Option Sales Tax)	0.0074	0.0045	0.0084	0.0034	0.0005
<b>NET M&amp;O MILLAGE RATE</b>		<b>0.0167</b>	<b>0.0167</b>	<b>0.0167</b>	<b>0.0167</b>	<b>0.0167</b>	
T A X	<b>TOTAL M&amp;O TAXES LEVIED</b>	<b>\$10,925</b>	<b>\$12,522</b>	<b>\$10,594</b>	<b>\$12,399</b>	<b>\$15,590</b>	
	Net Tax \$ Increase	\$460	\$1,597	(\$1,928)	\$1,806	\$3,190	
	Net Tax % Increase	4.19%	14.62%	-15.40%	17.05%	25.73%	

## NOTICE OF PROPERTY TAX INCREASE

The City of Forest Park has tentatively adopted a 2023 millage rate which will require an increase in property tax by 25.23 percent, due to property values increasing. Even though the City of Forest Park is proposing to keep the millage rate at 16.74 mills, the increase in property values results in a property tax increase.

All concerned citizens are invited to the public hearing on the tax increase to be held at the City of Forest Park City Hall 745 Forest PKWY on October 30<sup>th</sup>, 2023, at 11:00am and 5:00pm.

Time and place of additional public hearings on this tax increase are at Forest Park City Hall 745 Forest PKWY on November 6<sup>th</sup>, 2023, at 7:00pm

This tentative increase will result in a millage rate of 16.74 mills, an increase of 25.23 percent. Without this tentative increase, the millage rate will be no more than .5 mills. The proposed tax increase for a home with a fair market value of \$100,000.00 is approximately \$20.00.

**File Attachments for Item:**

**14. Council Discussion and Approval of Budget Adjustment-Increased Revenue & Park Improvements-** Finance Department

**Background/History:**

The City of Forest Park's FY23-24 Operating Budget was unanimously adopted by City Council on June 29<sup>th</sup>, 2023. Prior to the adoption of the budget, Finance staff advised that funding and revenues would continuously be monitored for accuracy and reporting purposes. With aggressive efforts to recover delinquent property taxes, it has been determined that the adopted revenues can be adjusted \$350,000.00 due to increased revenues collected for outstanding property taxes. This will increase the stated revenue that was amended on September 18<sup>th</sup>, 2023, by \$350,000.00. It is recommended that City Council approve a budget amendment to accurately reflect the corrected operating budget amount of \$42,336,503.00 for FY23-24.



# City Council Agenda Item

**Subject:** Budget Adjustment – Increased Revenue & Park Improvements

**Submitted By:** Jeremi K. Patterson

**Date Submitted:** 10/31/2023

**Work Session Date:** 11/06/2023

**Council Meeting Date:** 11/06/2023

**Background/History:**

The City of Forest Park’s FY23-24 Operating Budget was unanimously adopted by City Council on June 29<sup>th</sup>, 2023. Prior to the adoption of the budget, Finance staff advised that funding and revenues would continuously be monitored for accuracy and reporting purposes. With aggressive efforts to recover delinquent property taxes, it has been determined that the adopted revenues can be adjusted \$350,000.00 due to increased revenues collected for outstanding property taxes. This will increase the stated revenue that was amended on September 18<sup>th</sup>, 2023, by \$350,000.00. It is recommended that City Council approve a budget amendment to accurately reflect the corrected operating budget amount of \$42,336,503.00 for FY23-24.

**Cost:** \$300,000.00

**Budgeted for:** \_\_\_\_\_ **Yes**   X   **No**

**Financial Impact:**

The correction will increase the stated revenue previously adopted on September 18<sup>th</sup>, 2023, from \$41,986,503 to \$42,336,503.00.

**Action Requested from Council:**

The request of City Council is to honor the amendment request to correct the understated revenues of \$300,000 to reflect in the FY 23-24 Revenue category of Real Property-Prior GL# 100-00-0000-31-1200 and be used for park repairs and or renovations.

- 100-20-1110-54-2503 PROJECTS FUND – MAYOR – \$50,000.00
- 100-20-1110-54-2504 WARD 1 PROJECTS – K JAMES – \$50,000.00
- 100-20-1110-54-2505 WARD 2 PROJECTS – D ANTONIE - \$50,000.00
- 100-20-1110-54-2506 WARD 3 PROJECTS – H GUTIERREZ – \$50,000.00
- 100-20-1110-54-2507 WARD 4 PROJECTS – L WELLS – \$100,000.00
- 100-20-1110-54-2508 WARD 5 PROJECTS – A MEARS – \$50,000.00



**CITY OF FOREST PARK  
FY2023-2024 BUDGET AMENDMENTS**

DEPARTMENT: FINANCE  
FUND: 100

DATE: 11/02/23

Amendment Number _____
---------------------------

**TRANSFER FROM: FINANCE**

Dept.	Account Number	Account Name	Transfer Amount	Original Budget	Amended Budget	Expenses To Date	Current Balance	Amended Balance
22	100-00-0000-31-1200	REAL PROPERTY - PRIOR	\$350,000.00	\$0.00	-\$350,000.00	\$0.00	\$0.00	\$350,000.00
<b>TOTAL</b>			<b>\$350,000.00</b>	<b>\$0.00</b>	<b>-\$350,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$350,000.00</b>

**TRANSFER TO: POLICE**

Dept.	Account Number	Account Name	Transfer Amount	Original Budget	Amended Budget	Expenses To Date	Current Balance	Amended Balance
20	100-20-1110-54-2530	PROJECTS FUND – MAYOR	\$50,000.00	\$40,000.00	\$90,000.00	\$0.00	\$40,000.00	\$90,000.00
20	100-20-1110-54-2504	WARD 1 PROJECTS – K JAMES	\$50,000.00	\$30,000.00	\$80,000.00	\$0.00	\$30,000.00	\$80,000.00
20	100-20-1110-54-2505	WARD 2 PROJECTS – D ANTONIE	\$50,000.00	\$30,000.00	\$80,000.00	\$0.00	\$30,000.00	\$80,000.00
20	100-20-1110-54-2506	WARD 3 PROJECTS – H GUTIERREZ	\$50,000.00	\$30,000.00	\$80,000.00	\$1,306.06	\$28,693.94	\$78,693.94
20	100-20-1110-54-2507	WARD 4 PROJECTS – L WELLS	\$100,000.00	\$30,000.00	\$130,000.00	\$1,799.00	\$28,201.00	\$128,201.00
20	100-20-1110-54-2508	WARD 5 PROJECTS – A MEARS	\$50,000.00	\$20,000.00	\$70,000.00	\$803.48	\$19,196.52	\$69,196.52
<b>TOTAL</b>			<b>\$350,000.00</b>	<b>\$180,000.00</b>	<b>\$530,000.00</b>	<b>\$3,908.54</b>	<b>\$176,091.46</b>	<b>\$526,091.46</b>

**JUSTIFICATION:**

The request of City Council is to honor the amendment request to correct the understated revenues of \$350,000.00 to reflect in the FY 23-24 Revenue category of Real Property-Prior GL# 100-00-0000-31-1200 and be used for park repairs and or renovations to the above listed account numbers.

Finance Director: John W. Wiggins III Recommend Approval: Yes Date: 11/2/2023	City Clerk: Randi Rainey Recommend Approval: Date:	City Manager: Ricky L. Clark Jr. Recommend Approval: Date:	Date Incode Updated: Date: _____ Action: _____
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**File Attachments for Item:**

**15. Council Discussion and Approval on the Second Public Hearing by Mayor and Council on the 2023 Comprehensive Plan Update- Planning and Community Development**

**Background/History:**

A comprehensive plan is a guide for communities to invest, develop and allocate services based on a shared vision formed through a public process. It is long-range that looks ahead 5 to 20 years. It assists communities in understanding its needs and desires, as well as strengths and weaknesses. The comprehensive plan looks across many facets of a city such as population, land use, housing, economic development, transportation, and other socio-economic elements. This is the 2023 Comprehensive Plan Update document. Forest Park updated its last Comprehensive Plan in 2018.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Second Public Hearing by Mayor and Council on the 2023 Comprehensive Plan Update

**Submitted By:** Planning & Community Development Department

**Date Submitted:** October 31, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

**Background/History:**

A comprehensive plan is a guide for communities to invest, develop and allocate services based on a shared vision formed through a public process. It is long-range that looks ahead 5 to 20 years. It assists communities in understanding its needs and desires, as well as strengths and weaknesses. The comprehensive plan looks across many facets of a city such as population, land use, housing, economic development, transportation, and other socio-economic elements. This is the 2023 Comprehensive Plan Update document. Forest Park updated its last Comprehensive Plan in 2018.

**Cost: \$ N/A**

**Budgeted for:**  Yes  No

**Financial Impact: 0.00**

**Action Requested from Council:**

No action is required. This is an opportunity to brief the community on the contents of the plan, and to hear any recommendations and to notify the community when the plan will be submitted for review by the Department of Community Affairs and the Atlanta Regional Commission.





# CITY OF FOREST PARK 2023 COMPREHENSIVE PLAN



Date

prepared by the





## Vision

# ONE **great** REGION

## Mission

*Foster thriving communities for all within the Atlanta region through collaborative, data-informed planning and investments.*

## Goals



**Healthy, safe, livable communities** in the Atlanta Metro area.



**Strategic investments** in people, infrastructure, mobility, and preserving natural resources.



Regional services delivered with **operational excellence** and **efficiency**.



**Diverse stakeholders engage** and take a regional approach to solve local issues.



**A competitive economy** that is inclusive, innovative, and resilient.

## Values

**Excellence** – A commitment to doing our best and going above and beyond in every facet of our work allowing for innovative practices and actions to be created while ensuring our agency's and our colleague's success.

**Integrity** – In our conduct, communication, and collaboration with each other and the region's residents, we will act with consistency, honesty, transparency, fairness and accountability within and across each of our responsibilities and functions.

**Equity** – We represent a belief that there are some things which people should have, that there are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends.



Atlanta Regional Commission

229 Peachtree Street, NE | Suite 100  
Atlanta, Georgia 30303  
[atlantaregional.org](http://atlantaregional.org)

# ACKNOWLEDGEMENTS

## Steering Committee

Sparkle Adams – Community Member  
 Minister Justin Cook – Community Member  
 Carolyn Franklin – Community Member  
 Roderick Jackson – Forest Park Planning Commission Member  
 Carmen Jones – Community Member  
 Hector Gutierrez – Forest Park City Council Member  
 Jonathan Rashmir – Community Member  
 Bruce Abraham – Forest Park Economic Development Director  
 LaShawn Gardiner – Forest Park Planning and Community Development Director  
 SaVaughn Irons – Forest Park City Planner

## City of Forest Park Staff

LaShawn Gardiner – Director of Planning & Community Development  
 SaVaughn Irons – City Planner

## Atlanta Regional Commission Staff

Andrew Smith – Planning Coordinator, Community Development  
 Shima Khodagholi – Planner, Community Development  
 Maliha Amin – Program Assistant, Community Development

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# EXECUTIVE SUMMARY

One of the most impactful responsibilities of local government is planning – a word used to describe how a community shapes and guides growth and development. This update of Forest Park’s Comprehensive Plan offers the opportunity to look beyond the execution of the day-to-day city services and consider where the City wants to be in the next five-years and the necessary steps to achieve that vision.

The most recent Comprehensive Plan for the City of Forest Park was adopted in 2018. The Georgia Department of Community Affairs mandates every city to provide an update to the Comprehensive Plan every five years to maintain the Qualified Local Government (QLG) status of the city and continue to receive funding for projects within the city.

This document has been shaped by combined efforts of the City Council, City Staff, stakeholders and active public participation and delves into the current advancement of the city and makes efforts to yield prospective opportunities for the city.

Forest Park’s Comprehensive Plan includes:

- Background
- Issues, Needs, and Opportunities
- Community Vision, Goals, and Policies
- Population
- Housing
- Broadband Access
- Economic Development
- Transportation
- Natural, Cultural, and Historic Resources
- Land Use
- Community Work Program
- Report of Accomplishments
- Appendix-Supporting Resources



CHAPTER 1

# BACKGROUND





# INTRODUCTION

The City of Forest Park is now in its 115th year of incorporation, and perhaps more than ever, the City is looking to the future to determine how it will adapt to new realities, grow strategically, and invest wisely in its people and places.

Broadly speaking, a comprehensive plan is a guide for communities to invest, develop and allocate services according to a shared vision formed through a public process. This is the City of Forest Park's Comprehensive Plan and is meant to be used as that guide on simple every day decisions and complex, long-term challenges. It has three distinctive features:

- It is long-range, looking ahead 5, 10, and 20 years
- It is comprehensive, looking across many different facets of what a City does
- It is deliberative, looking within to understand the needs and desires of the City

Forest Park last updated their Comprehensive Plan in 2018, so this document includes new data, revised polices and a reimagined work program. It affirms the City's foremost vision, defines quality community goals and lays out a list of tasks for City leaders, staff and citizens to address a diverse range of issues and opportunities that, if completed, will take the City of Forest Park to new heights.

Some of the work of shaping the City of Forest Park's future will be done by residents, businesses, and nonprofits. However, the City of Forest Park's government and civic leadership will play the most important role in implementing the Comprehensive Plan's vision using these key tools:

- Regulation
- Capital spending
- Programs and staffing

The City provided multiple public engagement opportunities for the community to garner input on community issues and opportunities related to land use, transportation, housing, economic development and potential changes to the Future Land Use map and associated narrative, as well as potential work program items.

This document weaves the ideas, viewpoints, and thoughts of many diverse voices from the community into a common vision. The City of Forest Park's success in implementing this common vision will depend on strong leadership of the elected body and engaged citizens holding up the Community Work Program as the way forward.

Overall, the plan focuses on ways citizens and City officials in Forest Park can work together to make their City a better place for all to live, work and play for years to come.



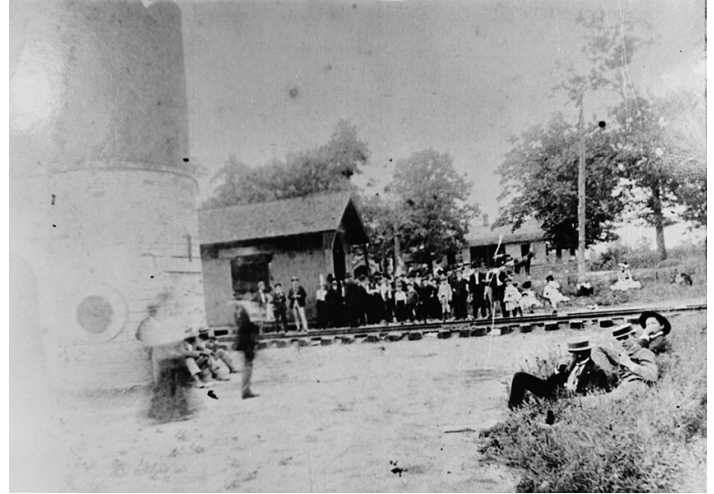
*City of Forest Park Comprehensive Plan Updated in 2018*

# CONTEXT

Settled in the 1820s by farming families and railroad employees, the City of Forest Park has a long and storied history and was essential to the original growth of Atlanta as a rail hub. Forest Park first developed as a “wood and water stop” for the Macon and Western Railroad, which was later purchased by the Central Railroad and Banking Company of Georgia and extended into Atlanta. It earned itself the nickname “Stump Town,” due to the cutting down of trees to provide fuel for the passenger and freight trains going in and out of Atlanta, leaving only stumps behind.

From this modest rail stop, the City of Forest Park officially incorporated in 1908 and grew significantly as commerce around the railroad flourished and Atlanta became a vibrant metropolis. Two major developments thereafter greatly impacted the City of Forest Park: the construction of what is now Hartsfield-Jackson Atlanta International Airport (ATL) and Fort Gillem. In 1925, the Atlanta Speedway was converted into an airfield that grew to become the world’s most travelled airport today and the major commercial hub of Delta Air Lines. Fort Gillem was founded in 1941 as a satellite installation of nearby Fort McPherson, taking advantage of the nearby air and rail infrastructure. Both developments have shaped the growth and development of the City of Forest Park in significant ways.

The airport attracted commercial and industrial developments into the City’s western and northern areas, while both the airport and Fort Gillem are major job centers for the local workforce. The 1,465-acre Fort Gillem eventually annexed into the City in 1973 and remained active until 2011, when it closed, and negotiations began with the City of Forest Park for its purchase in 2012. ATL has expanded numerous times, building a fifth runway, the tallest control tower in the U.S., and the Maynard H. Jackson International Terminal in the early 2000s. It continues to be the state’s largest economic driver and a global asset for the City of Forest Park. Similarly, the Ford Motor Company’s Atlanta Assembly factory in nearby Hapeville was another major employer of the local workforce from 1947 to 2006.



*Depot along the railroad to Jonesboro in Clayton County, 1900  
Courtesy of Google Archive*



*Forest Park, 1971*



So, the City of Forest Park began as a turn of the century railroad town, but much of its development was shaped largely by post-WWII suburban growth and the impacts of the auto and aviation industry to the west and a massive military installation to the east. Since the end of WWII, this growth resulted in Forest Park's emergence as a viable center of commerce and livlihood.

The 1990s and 2000s, however, brought significant shifts in the economy to Forest Park, with decline and closures of major employers, such as Eastern airlines in 1991, the Ford Atlanta Assembly in 2006, and Fort Gillem beginning in 2005 until its closing in 2011. The 2008 economic recession further impacted the City's fortunes, only worsened by the countywide impact from the loss of public school accreditation in 2008. Even public transit ceased service in Clayton County in 2010, stranding residents without access to jobs and services.

Yet, Forest Park has perservered through these tough times by undertaking numerous planning efforts. In

2001, Forest Park was one of ten initial recipients of the Atlanta Regional Commission's (ARC) Livable Centers Initiative (LCI). This study focused on revitalizing the town center and preparing for proposed future commuter rail. After many years, the City began to implement this plan, and in 2014, Clayton County residents voted to join the MARTA system. MARTA is now conducting the Environmental Review process for the High Capacity Transit expansion planned for Clayton County by 2027. City officials and leaders are also actively involved with regional planning and coordination efforts, such as the Aerotropolis Atlanta Alliance and Finding the Flint, to share opportunities and stimulate growth.

Today, the City of Forest Park is the largest city in Clayton County with a diverse population of 19,932. With a renewed vision, this well-positioned City aims to write a new chapter in its history.



*Fort Gillem, Founded in 1941*

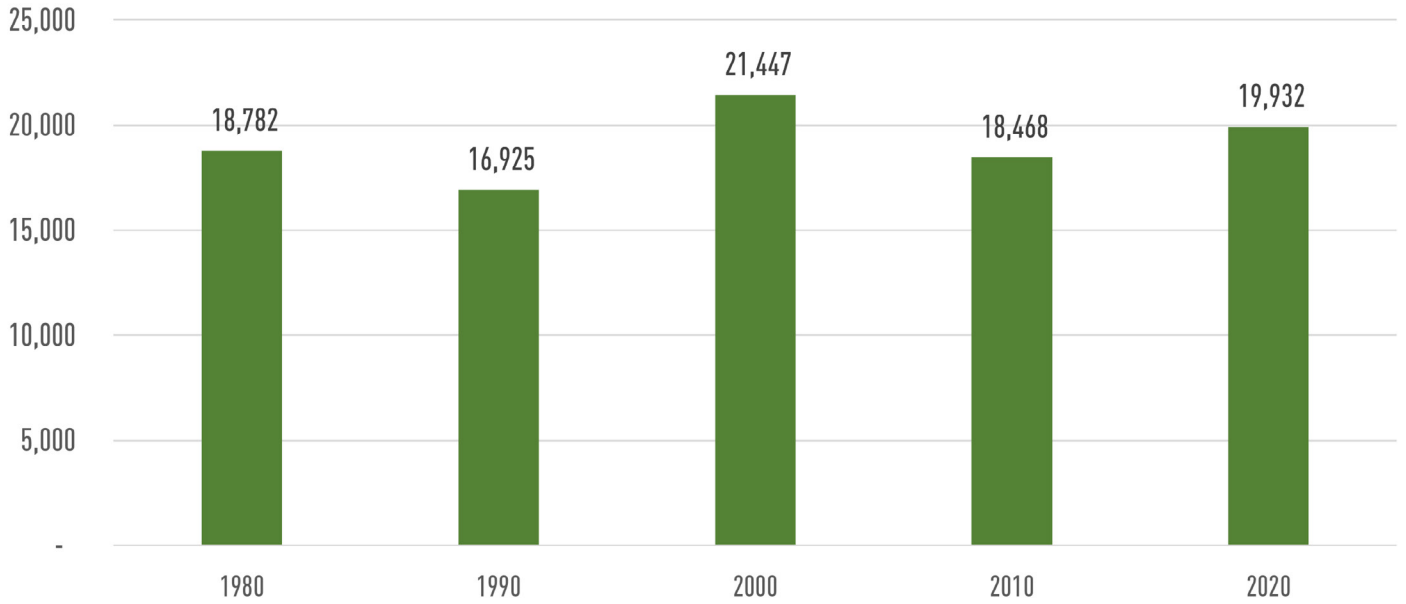
CHAPTER 2

# WHO WE ARE: DATA & DEMOGRAPHICS



# DEMOGRAPHICS

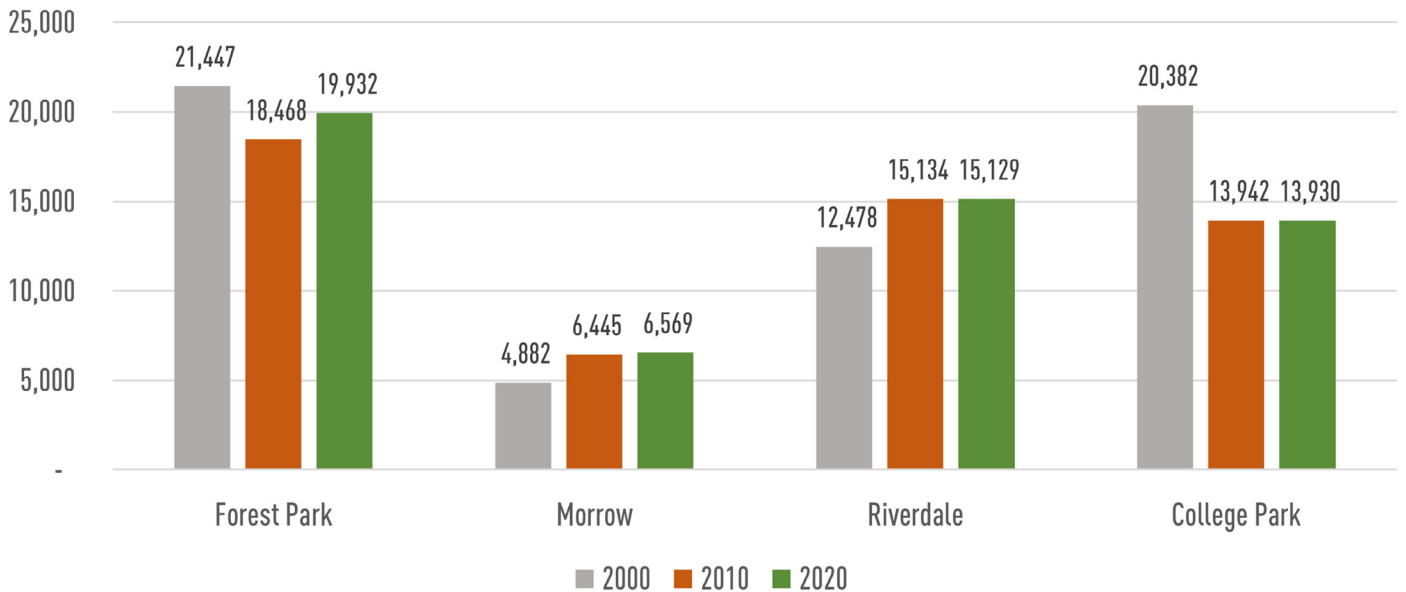
## POPULATION CHANGE



Data Source: US Census Bureau; American Community Survey, 2020

Forest Park's population has had fluctuations, but in general, it has been remained almost stable from 1980 to 2020.

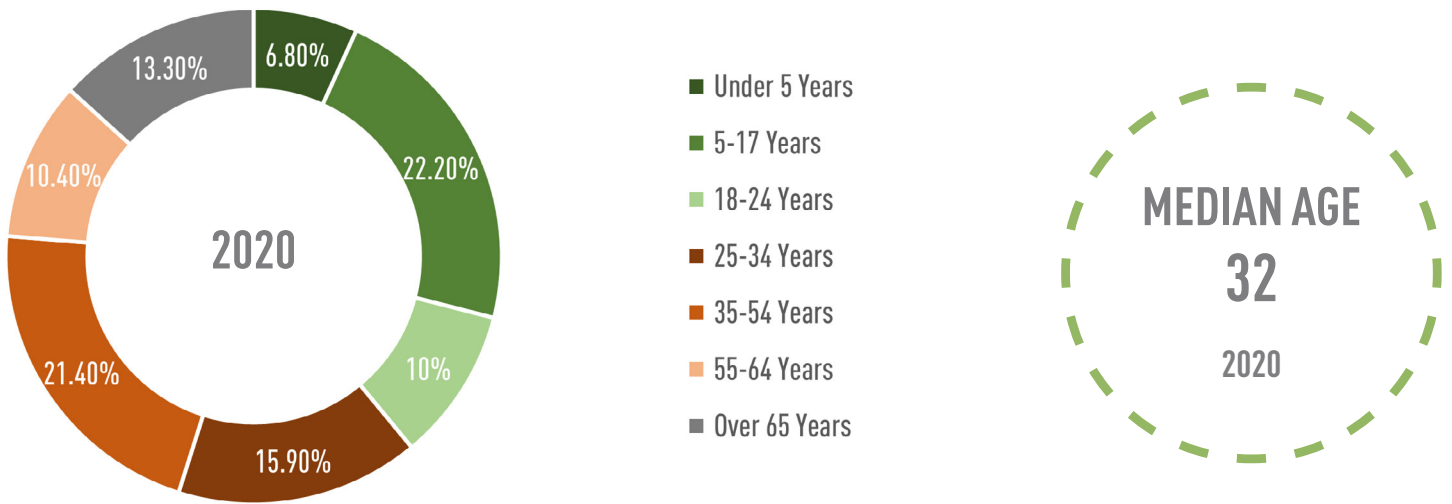
## POPULATION CHANGE COMPARED TO THE NEARBY CITIES



Data Source: US Census Bureau; American Community Survey, 2020

Forest Park's population experienced a 7% net decrease over the 20 years from 2000-2020. However, the City grew by about 8% in the decade 2010-2020, to reach 19,932 persons. The City's population fluctuation is somewhat unique among nearby cities such as Morrow, Riverdale and College Park.

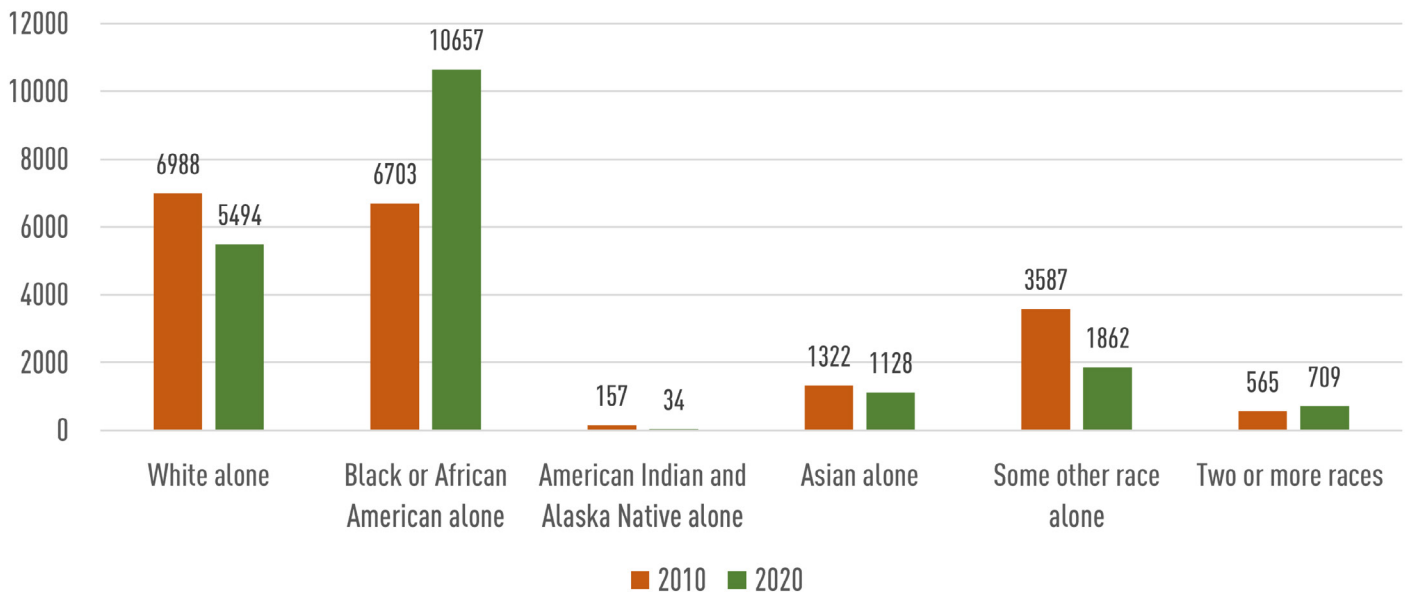
## AGE DISTRIBUTION



Data Source: US Census Bureau; American Community Survey, 2020

The age chart shows that the City of Forest Park has 22.2% of its population between 5 and 17 years and 21.4% between 35 and 54 years. The median age as of 2020 is 32 years.

## RACE DISTRIBUTION 2010 - 2020



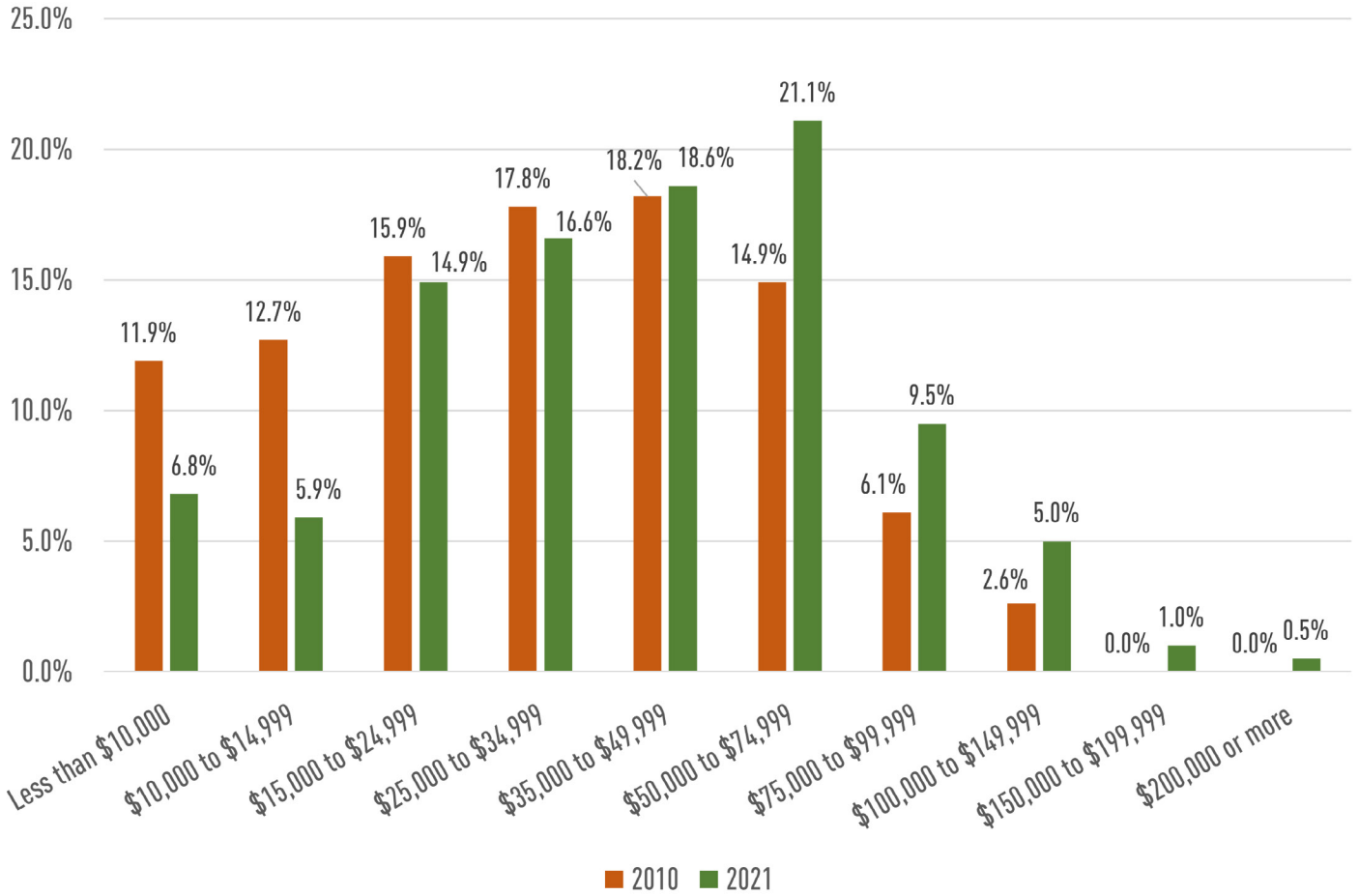
Data Source: US Census Bureau; American Community Survey, 2020

Most residents in the City of Forest Park are Black or African American or White. Compared to the data from 2010, the population of African American people has been increased, and white population has experienced a slight decline.



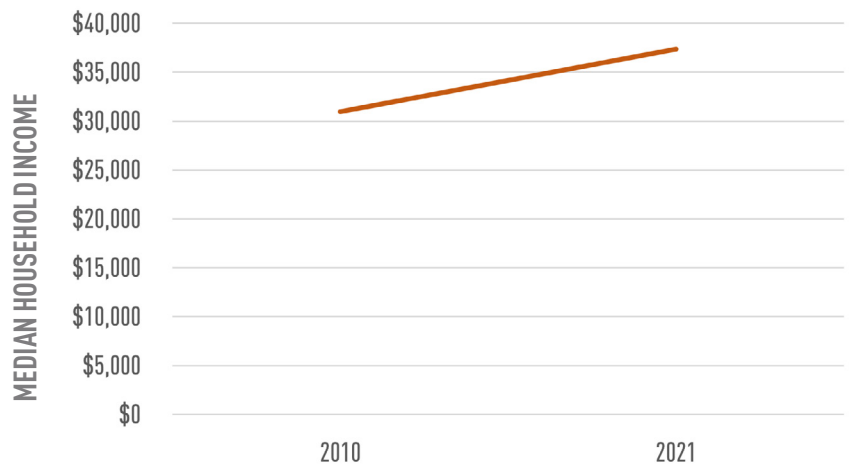
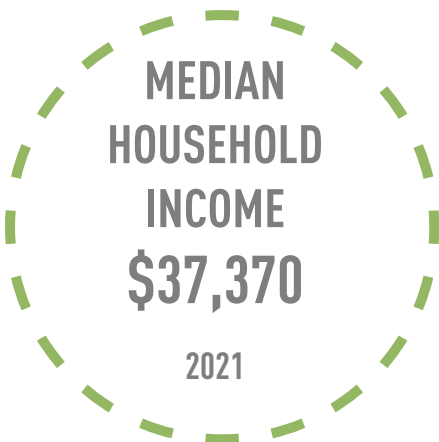
# ECONOMIC TRENDS

## HOUSEHOLD INCOME DISTRIBUTION



Data Source: US Census Bureau; American Community Survey, 2020

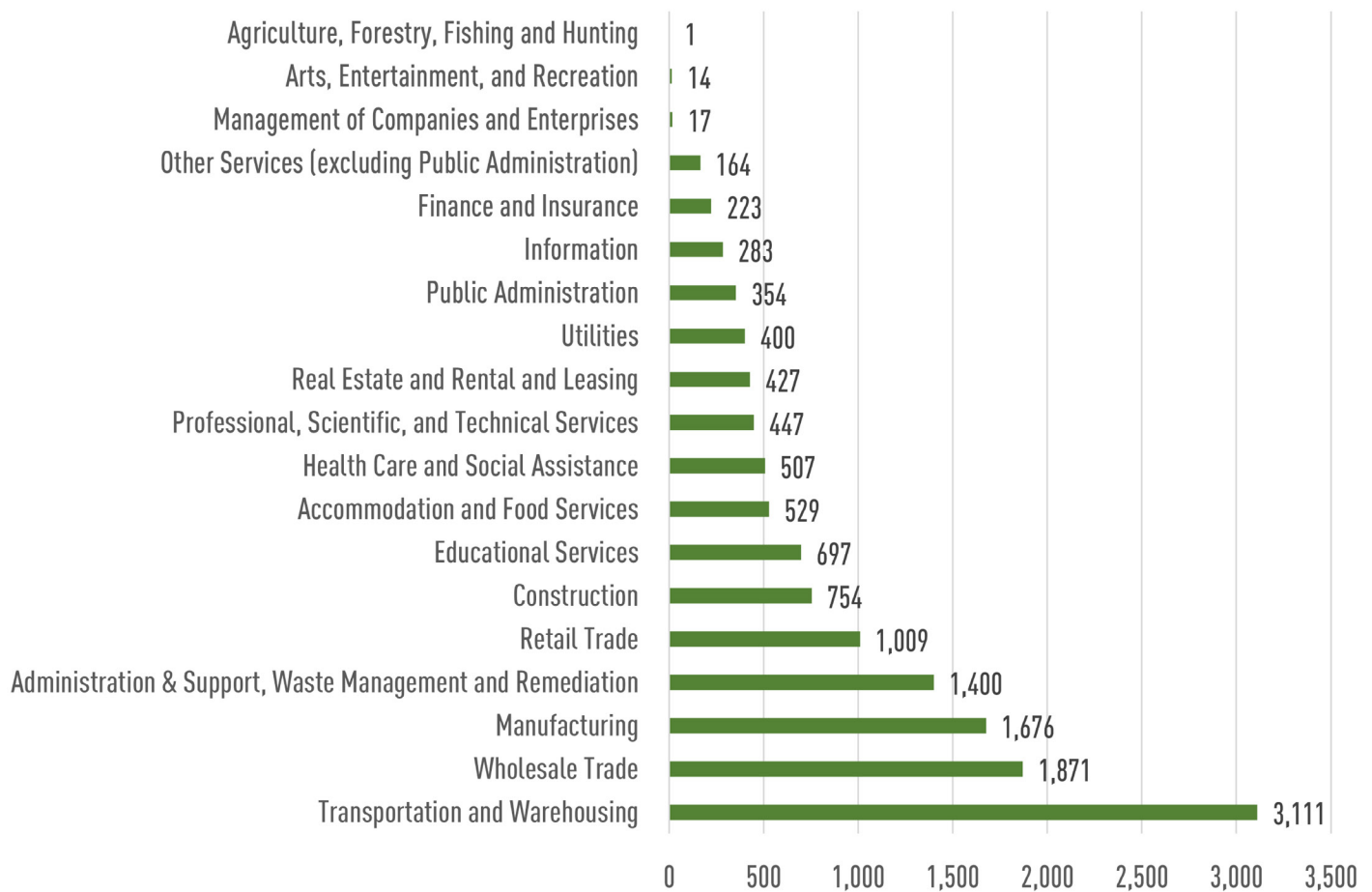
Median Household Income has been increased in the City of Forest Park between 2010 and 2021. 21.1% of the population make \$50,000 to \$74,000, and the median household income in 2021 has been \$37,370.





## RESIDENT AREA CHARACTERISTICS

	Count	Share
Transportation and Warehousing	3,111	22.4%
Wholesale Trade	1,871	13.5%
Manufacturing	1,676	12.1%
Administration & Support, Waste Management and Remediation	1,400	10.1%
Retail Trade	1,009	7.3%

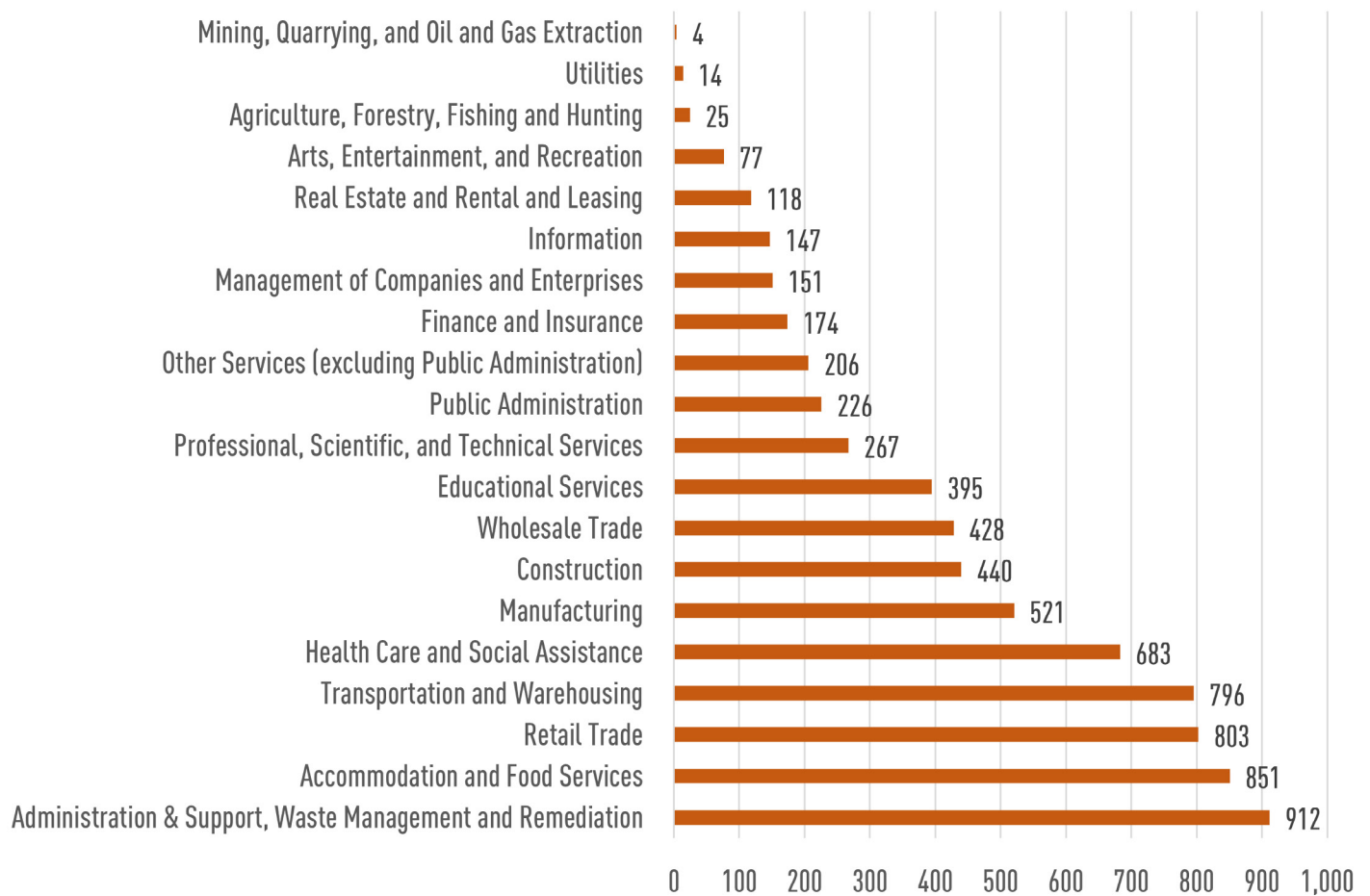


Data Source: LEHD Origin Destination Employment Statistics, 2019

About 24% of Forest Park residents work in Transportation & Warehousing, followed by Wholesale Trade at 13.5% and Manufacturing at about 12%.

## WORKPLACE AREA CHARACTERISTICS

	Count	Share
Administration & Support, Waste Management and Remediation	912	12.6%
Accommodation and Food Services	851	11.8%
Retail Trade	803	11.1%
Transportation and Warehousing	796	11.0%
Health Care and Social Assistance	683	9.4%



Data Source: LEHD Origin Destination Employment Statistics, 2019

The highest share of jobs available in Forest Park is in Administration & Support, Waste Management & Remediation, at about 12.5%, followed closely by Accommodation & Food Services at just under 12%. Retail Trade and Transportation & Warehousing each make up about 11% of the jobs available in the City.



CHAPTER 3

# BROADBAND





# BROADBAND ACCESS

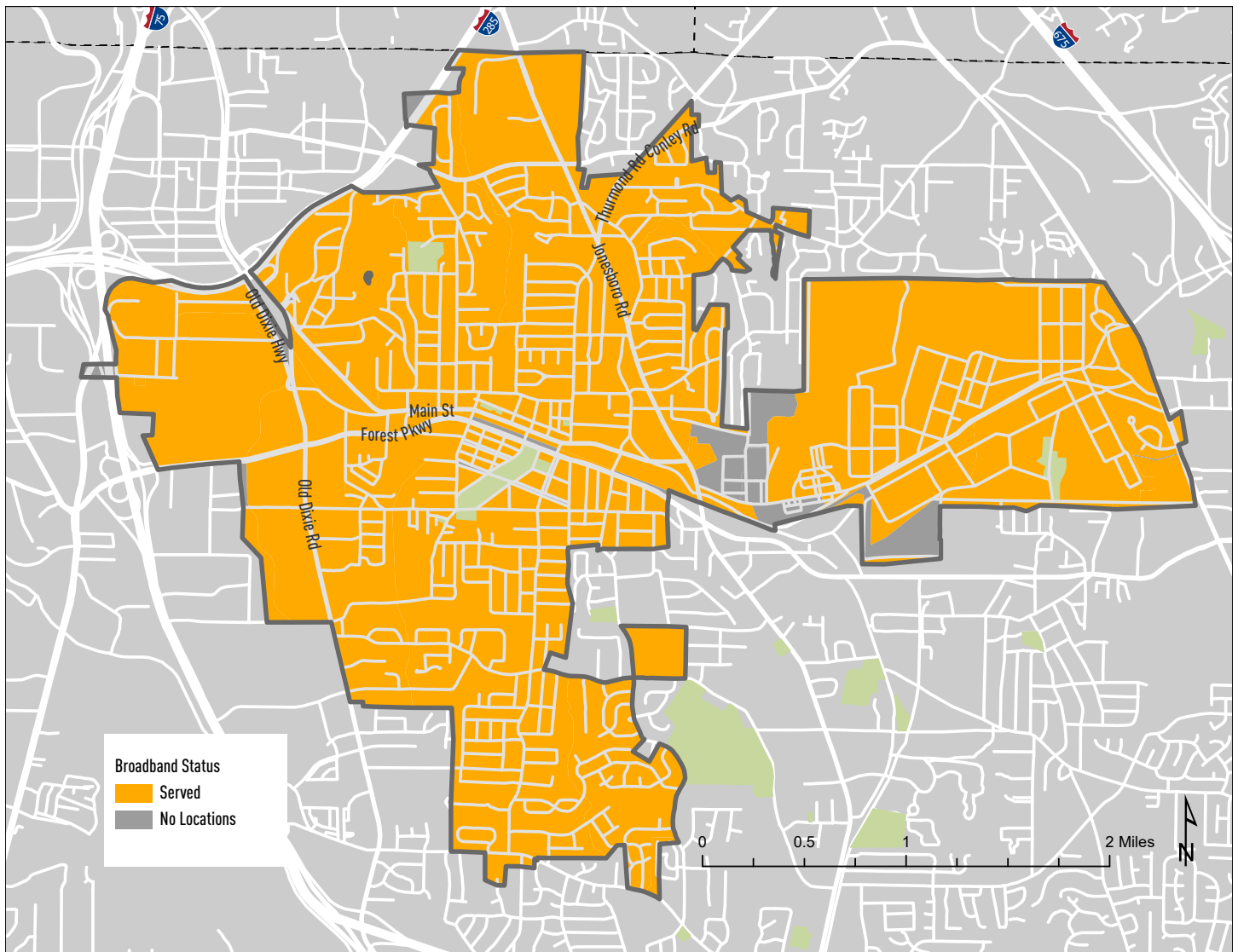
Senate Bill 402, known as the ACE Act (Achieving Connectivity Everywhere), directs local communities to address broadband availability in local comprehensive plans. The local government must make an objective determination of whether it is served by broadband service. Appropriate follow up steps must be identified based on the community's determination of whether it is served by broadband.

As used in this section: "Broadband services" means a wired or wireless terrestrial service that consists of the capability to transmit at a rate of not less than 25 megabits per second in the downstream direction and at least 3 megabits per second in the upstream direction to end users and in combination with such service provides:

1. Access to the Internet; or
2. Computer processing, information storage, or protocol conversion.

"Broadband services provider" means any provider of broadband services or a public utility or any other person or entity that builds or owns a broadband network project.

Metro Atlanta, Clayton County, and the City of Forest Park generally enjoy widespread access to broadband technology from a variety of service providers. As the market for broadband technology continues to expand and improve throughout the region and the State, Forest Park seems positioned to ensure that access to the technology will be available in their market.



CHAPTER 4

# COMMUNITY ENGAGEMENT





# COMMUNITY ENGAGEMENT PROCESS

## COMMUNITY ENGAGEMENT

Public engagement is a key part of any planning process, critical to understanding, co-designing and refining a community's vision, goals, and needs. Using this guiding principle, insight from Forest Park community members and stakeholders drove the development of this plan. Key engagement activities and outcomes are summarized here, and further details can be found in the appendix.

The outreach process included consultation with City staff and officials as well as a Steering Committee. It also featured a project website, an online survey, and an in-person public open house. Multiple means of data collection and different types of activities were conducted at different times throughout the process.

## PROJECT TEAM

The project team consisted of staff representatives from the City of Forest Park Community Development Department as well as staff from the Atlanta Regional Commission (ARC). This team met monthly to discuss progress and goals and review materials and data for public outreach.

## STEERING COMMITTEE

The Steering Committee was made up of representative members of the Forest Park community who provided guidance to the Project Team, served as ambassadors of the plan development process, and helped engage fellow members of the public. The group included members of the community at large, elected officials, and City staff. Committee members are listed in the Acknowledgments section at the beginning of this plan document. The committee met twice during the planning process and also reviewed and offered input on the draft.

**Steering Committee Meeting #1** was held in-person on May 3, 2023 at the City's Planning & Community Development Office, the purpose being to familiarize the committee with the process, requirements and schedule – and to introduce members to each other and the project team. The Project Team shared existing conditions data in the areas of population, housing, transportation, and labor and employment, to get committee members thinking about their community. The team then reviewed the needs and opportunities in the existing plan and facilitated a discussion with committee members on if and how those issues still resonated for Forest Park, along with new needs and opportunities that they believe needed to be documented.

**Steering Committee Meeting #2** was convened online via Microsoft Teams on August 3, 2023. The group participated in a visioning exercise to imagine Forest Park in ten years, reviewed the community goals in the current plan, and brainstormed on potential new goal areas via an interactive polling activity. The committee reviewed other plan elements requiring updates and engaged in a discussion of key issues and community priorities that were important to them. Lastly, the group also reviewed and discussed selected feedback from the online survey that had been received up until that date.

**Steering Committee Plan Review:** The project team shared the initial draft plan with the Steering Committee in October 2023 for review and comment.



## City of Forest Park 2023 Comprehensive Plan Update

Project Website and Survey

### PROJECT WEBSITE

A project website ([publicinput.com/ForestParkPlan](http://publicinput.com/ForestParkPlan)) was established as the hub of information for the plan update. The site provided information about the process, key milestones, announcements, and meetings. It also included background information and housed the online community survey.

### ONLINE COMMUNITY SURVEY

Surveys are a useful method of gathering information, helping the project team better understand the community and its needs while offering a convenient option for respondents to provide feedback. For Forest Park, an online community survey was designed to gather input on a range of issues. The survey featured 16 substantive questions and 10 demographic questions. City staff and Steering Committee members led the charge of marketing the survey to the community via social media, the City website, community announcements, and personal interactions.

The community survey garnered 72 unique participants; 515 views; 1,173 responses to questions; and 168 comments. It also yielded 13 subscribers, which aided in marketing for the Public Open House. In terms of content, it solicited input on assets and challenges; quality of life; natural, historic and cultural resources; future development and land use; housing; transportation, mobility and accessibility (including

bicycle and pedestrian); parking; downtown issues; economic development; and city services.

The survey tool was made available via the project website from late April to early September 2023. It was advertised on the City’s website and social media, to the Steering Committee, and at the Public Open House.

Results of the survey were used to supplement input from the public open house and other avenues to represent the public’s voice regarding the future of Forest Park. A full summary of the online survey results can be found in the appendix.

City of Forest Park 2023 Comprehensive Plan Update				
Project Engagement				
VIEWS	PARTICIPANTS	RESPONSES	COMMENTS	SUBSCRIBERS
515	72	1,173	168	13

*Online Survey Results Overview*

# PUBLIC OPEN HOUSE

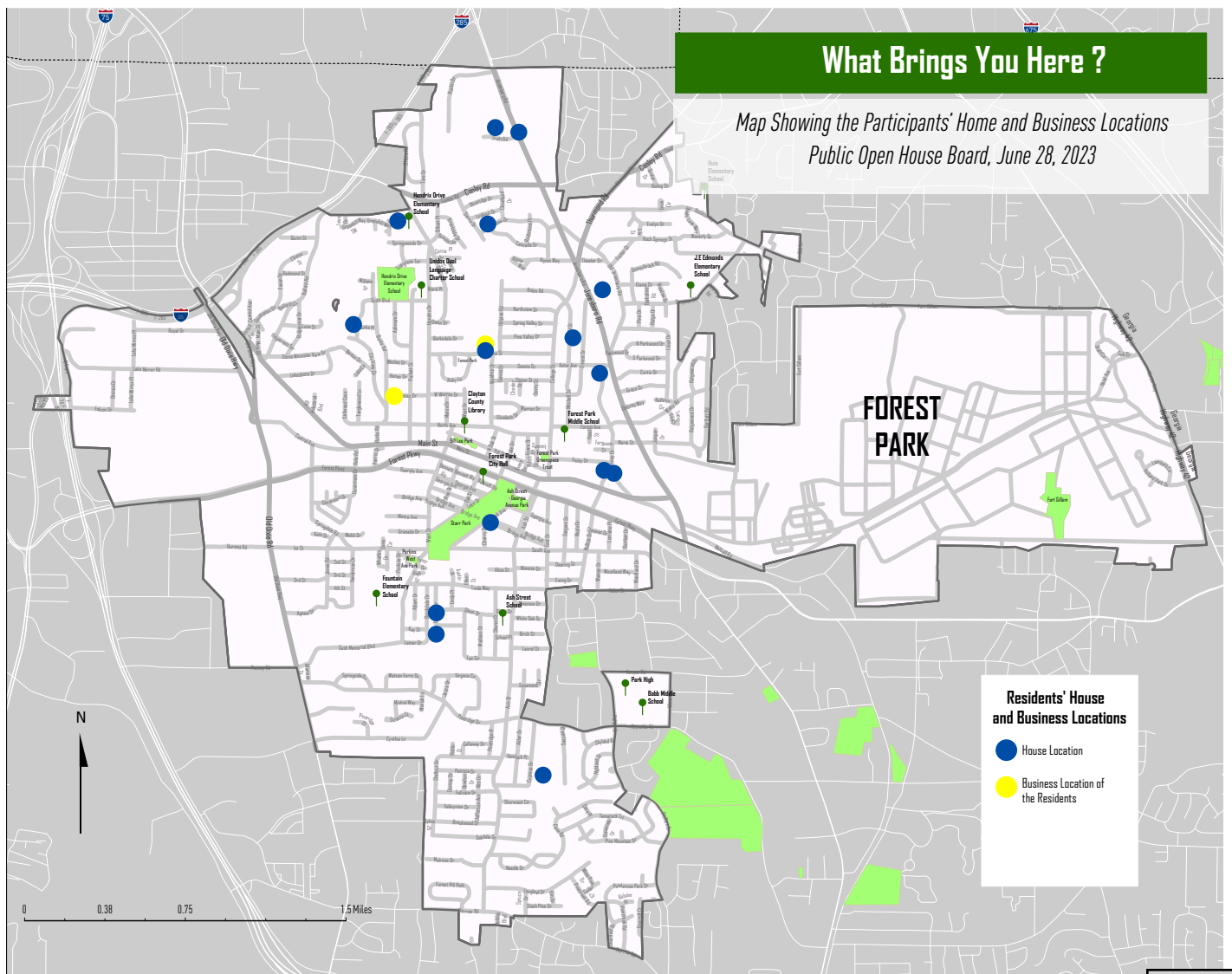
A public open house was held on the evening of June 28, 2023 at the Forest Park Senior Center. The purpose of the event was to acquaint the public with the comprehensive planning process and to gather their feedback to inform the content of the plan.

The Project Team first provided an overview of the planning process and baseline information similar to the content shared with the Steering Committee during the spring, to get participants thinking about their community's issues. Participants then circulated the room at their own pace and interacted with boards at which they reviewed information and documented their input on Forest Park's needs and opportunities, future land use and development, housing, transportation, natural resources, and parks/greenspace.

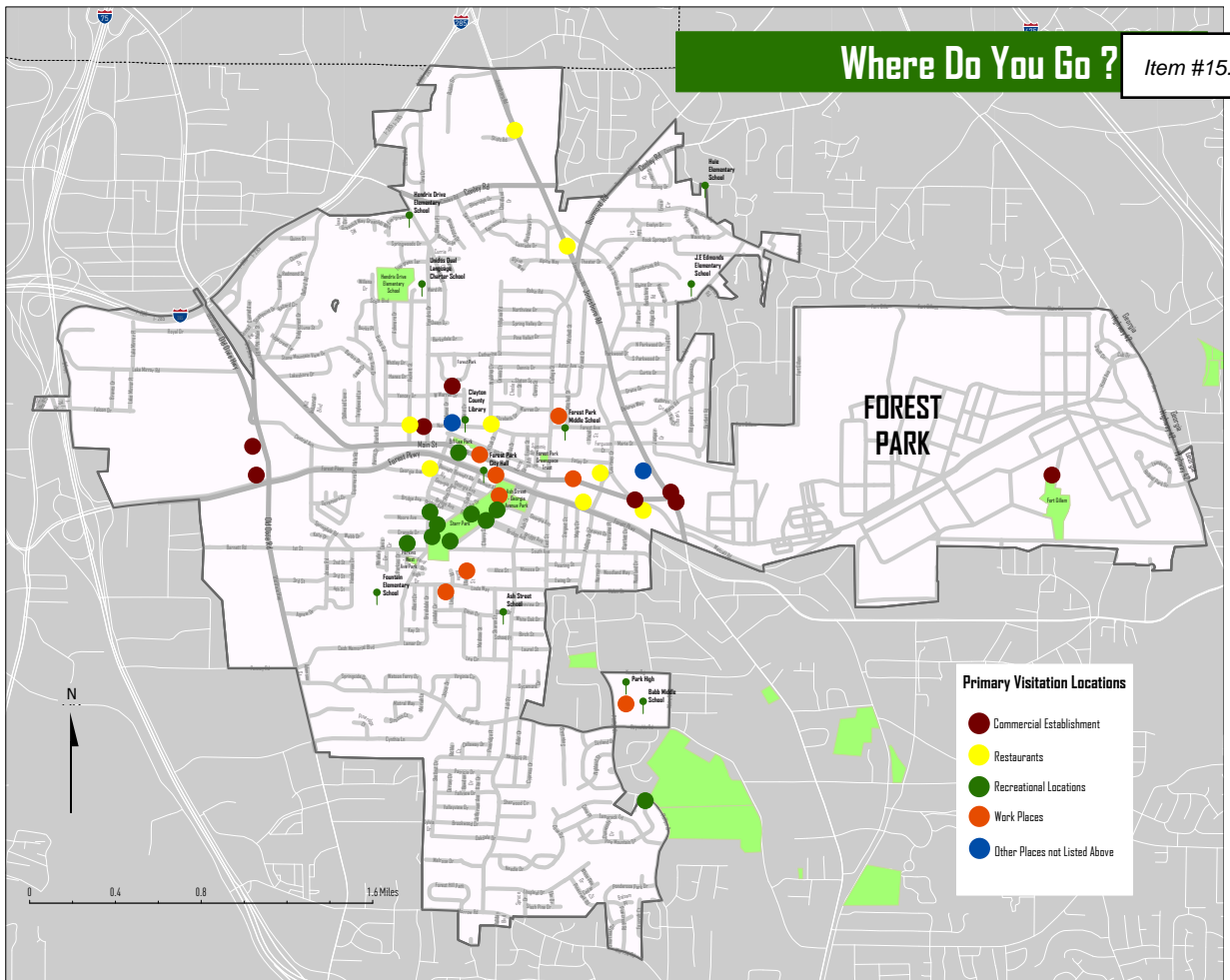
Digitized versions of the marked-up boards showing participant feedback, as well as images from the Open House, are included below. Additional information is found in the appendix.



Public Open House in the City Hall, June 28, 2023



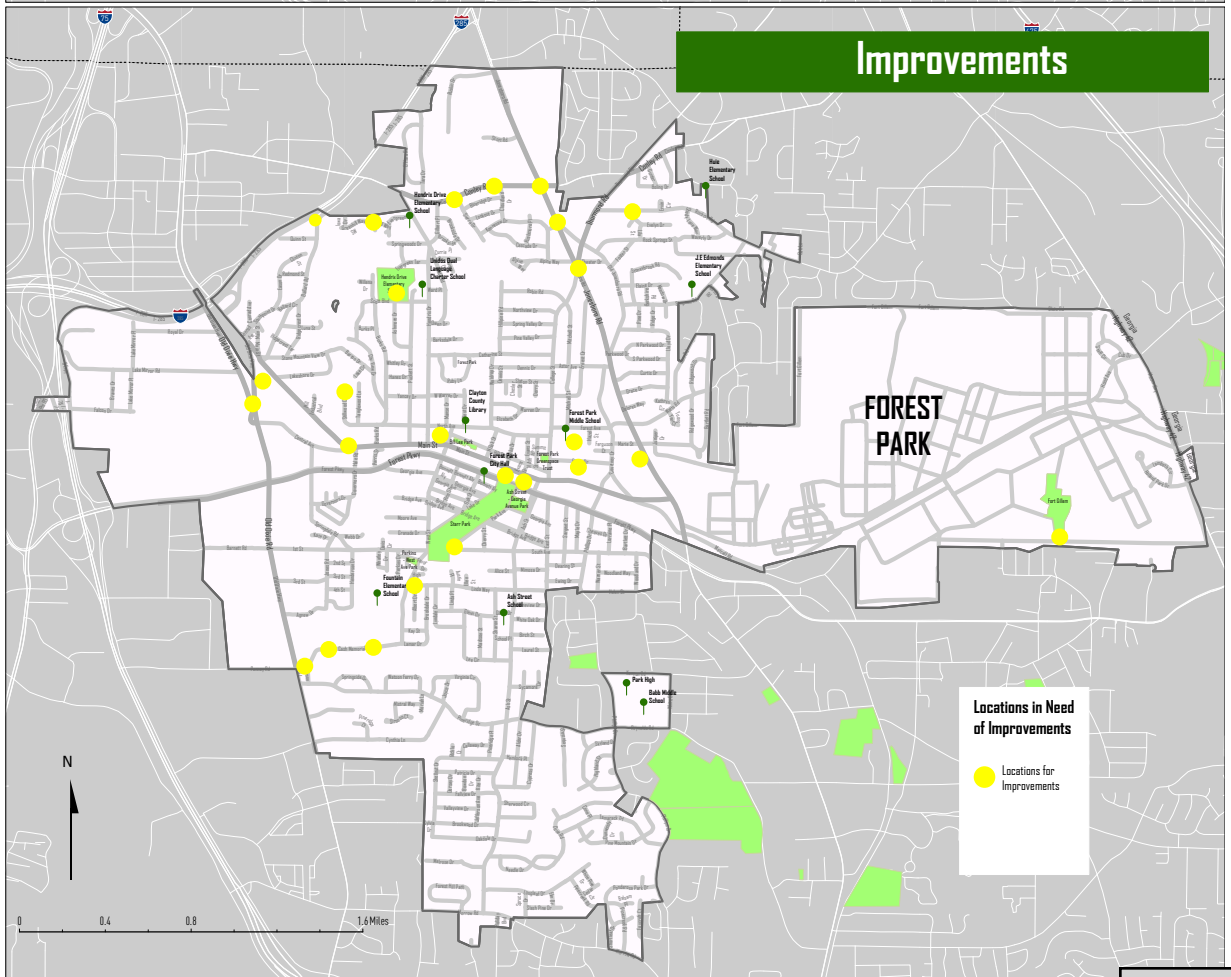




Map Showing the Locations the Participants Visit

Public Open House Board, June 28, 2023

Improvements

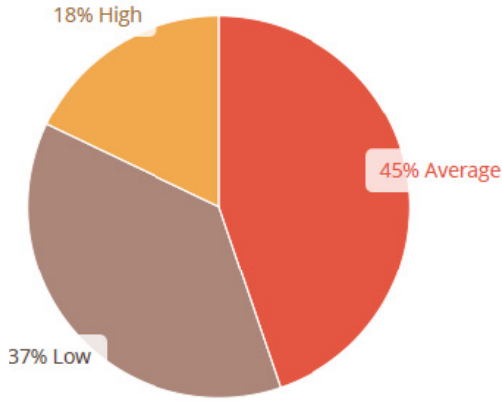


Map Showing the Locations that the Participants Want to See Improvements

Public Open House Board, June 28, 2023

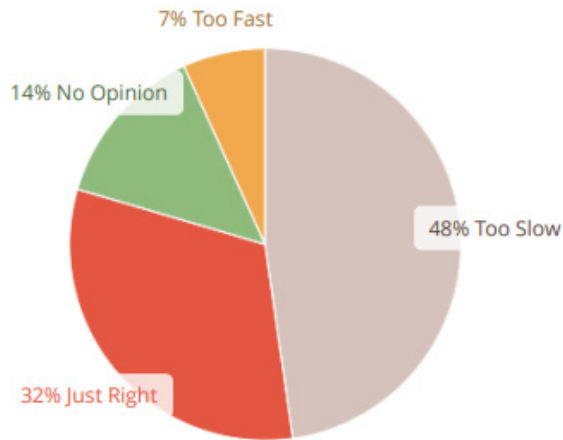
## QUALITY OF LIFE IN FOREST PARK

How the respondents ranked the quality of life in Forest Park:



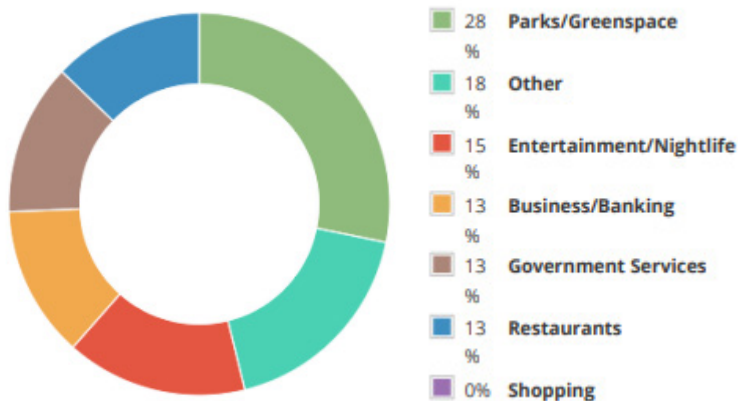
## PACE OF DEVELOPMENT

How the respondents characterized Forest Park's Pace of Development in the last five years:

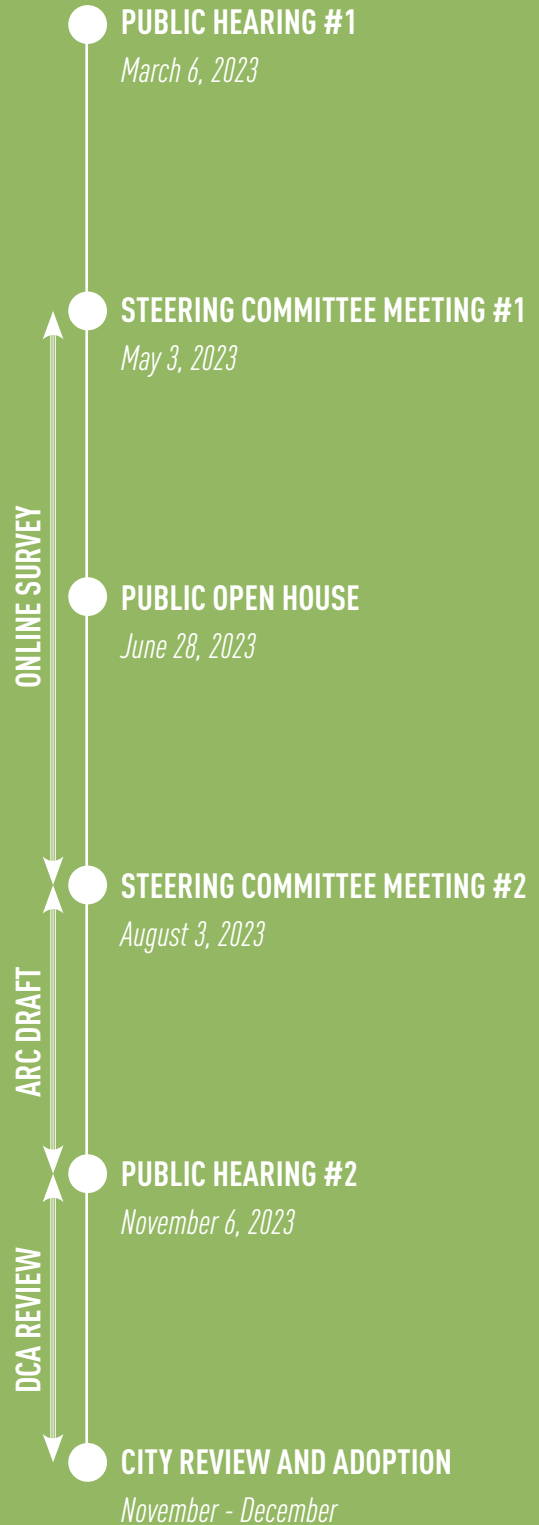


## PRIMARY REASON FOR VISITING DOWNTOWN

Why the respondents visit Forest Park's Downtown:



## TIMELINE



# NEEDS AND OPPORTUNITIES

The following are Needs and Opportunities that Forest Park intends to address on in the future. Needs can be seen as challenges to work on, while Opportunities are assets or strengths to accentuate and build on. They are tied to the Goals covered in the next chapter and are addressed with programs, initiatives and projects in the Community Work Program, covering the next five years, found later in this plan document. This list is based on the Needs and Opportunities identified in the 2018 Comprehensive Plan, with updates informed by community input received during the 2023 plan development process.

## OPPORTUNITIES

### Neighborhoods, Character, People and Institutions

Despite growth in this area of the metro region, Forest Park retains a unique, small-town character and charm that set it apart – manifested in the city’s leadership, civic institutions and sense of community. Community engagement confirms that most residents love and respect their neighbors and care deeply about the stability, safety, cleanliness, and cohesion of their neighborhoods.

### Downtown

Forest Park is fortunate to have a historic downtown. The City should continue to invest in in this area to truly activate it as a community anchor through the pursuit of excellent development, events and programming, and further improvement of the public realm. Key tools for building on this asset are the city’s Livable Centers Initiative (LCI) Downtown Master Plan in (2021), AeroATL Greenway Model Mile Feasibility Study (2021), Starr Park and Neighborhood Master Plan (2017), and Downtown Development Authority and Development Authority (two separate entities).

### Redevelopment Potential

While Forest Park is largely built out, there are many underperforming or underutilized properties in attractive locations that are candidates for redevelopment and infill development, including in the core of the community. These can be effectively planned and managed to align with the character and scale of adjacent neighborhoods and development types.

## Parks and Greenspaces

The community views its parks and greenspaces as key assets to be strengthened through physical expansion and improvements, additional programming for youth and seniors, and parks' use for community events such as concerts.

## Location in the Region

- Forest Park has easy access to I-75, I-285, US 41, US 23/SR 42, and I-675, giving residents connections to employment centers across the southside and the rest of metro Atlanta – and giving workers in other areas easy access to jobs in Forest Park. These routes also serve as major corridors for regionwide and statewide movement of people and goods, which can benefit the city's economy.
- The city is close to Hartsfield-Jackson Atlanta International Airport, one of the largest job centers in the region and an asset connecting the community to the rest of the country and the world.
- MARTA has expanded into Clayton County with an array of bus routes, some of which ultimately connect to MARTA rail in East Point and College Park. The agency is now in the planning stages for implementing Bus Rapid Transit (BRT) linking the East Point rail station to the City of Lovejoy, servicing key points in between including the Airport, Forest Park, Morrow, and Jonesboro. The potential alignment would pass through Forest Park on Forest Parkway and US 41 (Old Dixie Highway), offering community members a fast and reliable connection to the Airport, job centers and the broader region.

## Gillem Logistics Center

Forest Park possesses a regional and statewide economic engine in the Gillem Logistics Center campus, especially considering that the site could have become a largely vacant and abandoned former military facility. The city should work continually to ensure that residents remain connected to job opportunities at Gillem, that the campus boosts the City's tax base, and that negative impacts of warehouse operations are minimized and mitigated.

## State Farmers Market

Aside from contributing to the local and regional economy, this site has a historic character and acts as a unique gateway to Forest Park from I-75. The city should maintain a solid relationship with the market to benefit the local workforce and serve as a steward for the future of the site.

# NEEDS

## LAND USE & DEVELOPMENT

### Retrofitting

Clayton County experienced rapid suburbanization beginning in the mid-20th century, along with extensive infrastructure improvements to keep pace with growth. The challenges of the present and future lay in finding new life for underutilized or vacant properties; retrofitting and upgrading existing infrastructure; preserving historic neighborhoods; supporting the stabilization of existing neighborhoods and housing stock; setting a high standard for the design of new development; remediating natural resource impacts; and maintaining Forest Park's small-town character.

### Downtown Vibrancy

The historic town center of Forest Park has seen substantial public investment in improving streetscaping, beautification, amenities like Bill Lee Park, and civic buildings such as City-owned facilities and the Forest Park branch of the Clayton County Library System. However, there is still a need for more activation and fulfillment of downtown's potential. Specifically, this includes better connectivity both within the district and to adjacent neighborhoods; context-sensitive infill development and redevelopment; additional streetscaping and beautification; and incubation, recruitment and retention of dining and entertainment uses.

### Transit Readiness

As mentioned in the Opportunities section, MARTA is planning for Bus Rapid Transit (BRT) in Clayton County, linking the East Point rail station to the City of Lovejoy and servicing key points in between including the Airport, Forest Park, Morrow, and Jonesboro. The potential alignment would pass through Forest Park on Forest Parkway and US 41 (Old Dixie Highway). City leadership must coordinate with MARTA to ensure the viability of transit-supportive land uses that align with surrounding areas while mitigating negative impacts.

### Warehouse Development

Both of the following needs are critical as pressure for warehouse and distribution development is likely to continue, given the completion of the Port of Savannah Deepening Project and the Georgia Department of Transportation's planned truck lanes (I-75 Commercial Vehicle Lanes Project) that will terminate in Henry County, south of Clayton County.

- **Managing Future Expansion** – There is a significant amount of existing legacy industrial land in Forest Park, especially in the northern and western areas of the city. Meanwhile, land planned and zoned in the City as cleaner, modern warehouse and industrial has largely been built out or is permitted, as is the case at Gillem Logistics Center. In terms of any potential future warehouse growth beyond that, City leadership needs to be thoughtful and transparent in creating and adhering to a targeted limit on warehouse development and setting clear standards for any future warehouse-oriented rezonings or annexations.
- **Mitigating Impacts** – In terms of existing industrial already on the ground and permitted industrial that will be built in the near future, the challenge going forward is long-term management and mitigation of resulting impacts on traffic congestion, roadway frontage aesthetics, noise, stormwater, tree canopy, air quality, and other areas.



## HOUSING

While development is influenced in large part by the private market, controls and policies set by local governments play a significant role in inducing or deterring certain types of housing.

### Housing Mix

There is a need for a wider range of housing options that reflects the range of life stages and incomes already present in the community and those projected in the future. A single-family detached home may be appropriate for a family of four but not for a single person, a widow, or a young couple.

### Multifamily and Townhome Development

There is strong support for more compact, walkable residential development in the downtown area – shown by the 2021 Livable Centers Initiative (LCI) Plan; multiple downtown mixed-use future land use categories in the 2018 Comprehensive Plan; the 2017 Starr Park Master Plan; ongoing plans for transit-oriented development (TOD) to support future MARTA bus rapid transit (BRT) through downtown Forest Park; and accelerating interest in these housing types from the private market, illustrated by recent permitting for townhome development downtown and in a handful of other areas. At the citywide level, however, the community has not come to a consensus on townhomes and multifamily development in general. This may be because much of Forest Park's current experience with more compact housing types is with older, suburban style apartment complexes that have suffered from neglect or outlived their functional lifespan. Regardless, there are many older, under-utilized or vacant suburban strip commercial and legacy industrial areas outside of downtown that would be suitable for redevelopment. This would act on the recognition for a mix of housing types in the community. Going forward, Forest Park needs to solidify a clear vision and community consensus for compact, walkable residential development at strategically targeted nodes beyond downtown, likely in the form of redevelopment. Key aspects of the community's thinking should be overall need, location, design, walkability, compatibility with adjacent uses, and impacts on schools.

### Ownership vs. Rental

Forest Park, like many other communities in metro Atlanta, experienced the foreclosure crisis during the Great Recession firsthand. This resulted in extensive loss of owner-occupied housing, coupled with the widespread purchase of large numbers of homes by absentee institutional investors. There is a strong community perception that those homes, now rentals, are susceptible to or result in substandard code compliance, overall neglect, and the erosion of neighborhood stability. More engagement, consensus-building and education are needed on this issue and its relationship to future growth in the city.

## TRANSPORTATION

### Walking and Biking Infrastructure

Forest Park needs more and better bicycle and pedestrian infrastructure, to connect downtown to surrounding residential areas, to connect neighborhoods to each other, and to provide recreational/trail opportunities.

Forest Park has made headway recently by completing a multi-use path feasibility study through the AeroATL Greenway Model Mile program (see pp.61-62). The City is also in contracting and procurement on a feasibility study to plan a pedestrian overpass bridge spanning Forest Parkway and the Norfolk Southern rail line, connecting Starr Park to Main Street and the proposed Model Mile Greenway Project.

### Traffic Volume and Congestion

This is seen primarily during peak commuting periods on higher capacity roadways, but community input identifies it as a key challenge in general, with a perception that infrastructure has not kept pace with growth and commuting patterns on the southside.

### Heavy Truck Volume

Forest Park has seen significant growth in warehouse/distribution facilities, especially in the eastern area of the city with the redevelopment of Fort Gillem. This condition creates impacts on roadway safety, state of repair and maintenance, as well as roadway frontage aesthetics, noise, stormwater, tree canopy, and air quality.

### Railroad Disruptions and North-South Connectivity

The city is bisected east-west by an active rail line, with trains frequently stopping in downtown and blocking north-south crossing for vehicles, bike and pedestrians for hours at a time. This issue will only gain importance with increased redevelopment on both sides of the tracks.

Forest Park has made headway recently by completing a multi-use path feasibility study through the AeroATL Greenway Model Mile program (see pp.61-62). The City is also in contracting and procurement on a feasibility study to plan a pedestrian overpass bridge spanning Forest Parkway and the Norfolk Southern rail line, connecting Starr Park to Main Street and the proposed Model Mile Greenway Project.



**Design and  
Maintenance  
of Major  
Roadways**

Many major roadways in Forest Park are aging; they have seen substantial development and increases in traffic in recent decades but are not up to current, best-in-class standards for vehicular comfort and safety, landscaping, streetscaping, stormwater management, access management, and bike/ped infrastructure. The challenge now is to retrofit these roadways to a higher standard that integrates best practices.



**Transit**

As mentioned in the Opportunities section, MARTA is planning for Bus Rapid Transit (BRT) in Clayton County, linking the East Point rail station to the City of Lovejoy and servicing key points in between including the Airport, Forest Park, Morrow, and Jonesboro. The potential alignment would pass through Forest Park on Forest Parkway and US 41 (Old Dixie Highway). City leadership must coordinate with MARTA to ensure project success that supports the City's goals and character.



CHAPTER 5

# COMMUNITY VISION AND GOALS







## VISION:

Forest Park will be a vibrant, inclusive community that maintains its historic character, a diversified and equitable economic base, safe and high-quality neighborhoods, and a mix of amenities. Residents and visitors will have access to housing, jobs, arts and culture, and outdoor and green spaces for recreation and gathering. Downtown Forest Park will reemerge as the city's economic and activity center, creating a sense of community pride and identity.

# GOALS

This section of the plan details goals that the City desires to achieve in the coming years to support the plan's Vision Statement and to address the challenges and accentuate the strengths listed in the Needs and Opportunities section. The foundation of this list lies in the City's previous comprehensive plan, combined with Steering Committee, staff and community input from the 2023 plan update.



1

Partner with civic groups, neighborhood associations and non-profits in new ways to maintain the **city's small-town character**, sense of belonging and connectedness.

2

Work to implement the 2021 Livable Centers Initiative (LCI) Downtown Master Plan as **the blueprint for downtown**:

- Attract high quality, compatible infill development and redevelopment, including residential, dining and entertainment uses
- Invest in the public realm – streetscaping, landscaping, lighting, roadway maintenance, traffic calming, crosswalks, intersection improvements, well-designed parking, and connectivity to surrounding neighborhoods
- Strengthen downtown events, programming, arts, and cultural activities
- Leverage partnerships with Forest Park Downtown Development Authority, Development Authority, and other groups
- Implement the 2021 AeroATL Greenway Model Mile Feasibility, 2017 Study Starr Park and Neighborhood Master Plan, and the upcoming Forest Parkway/Rail Line Pedestrian Bridge Feasibility Study.

3

**Update the City's codes** and ordinances to **encourage desired development** and discourage incompatible development in key areas. This can include the use of permitting incentives, overlays, and time limits on legal non-conforming uses.

4

Coordinate with MARTA on SR 54 Bus Rapid Transit (BRT) planning to ensure the viability of **transit-supportive land uses** at station areas that align with surrounding neighborhoods while mitigating negative impacts.

5

Develop and adhere to a targeted limit on potential future **warehouse development** beyond existing and permitted industrial; and organize a framework for long-term **management and mitigation** of warehouse/industrial impacts on aesthetics, noise, stormwater, tree canopy, air quality, and traffic – including enforcement, signage and truck prohibitions on additional roadways.

6

Attract, incentivize and support a **wider range of housing options** that reflects the range of life stages and incomes present in the community and projected in the future – including **more compact dwellings** such as townhomes and multifamily and **“Missing Middle” housing options**. Focus on thoughtfulness in location, design, walkability, compatibility with adjacent uses, and impacts on schools.





7

Ramp up **code compliance** and catalyze citizen groups to prioritize and implement **neighborhood cleanup**, illegal dumping prevention, and identification of maintenance needs. Ensure that existing and future **rental properties** maintain the highest possible standard of design and code compliance, comparable to other housing products and neighborhoods.

8

Support key job and activity centers such as the **Gillem Logistics Center** and **State Farmers Market**. The city must work continually to ensure that residents remain connected to job opportunities at these sites, that the facilities support the City's tax base, and that negative impacts are minimized and mitigated.

9

Improve **parks and greenspaces** through physical expansion and improvements, programming for youth and seniors, and use for community events such as concerts.

10

Create a plan for **natural resource remediation and protection** in areas experiencing development pressure and those that have been negatively impacted by older models of development, including legacy industrial sites, auto repair facilities, salvage yards, and the like.

11

Ensure that Forest Park's **interstate and state highway interchanges** function efficiently and reflect the city's character through excellent design, gateway and beautification features.

12

**Retrofit and upgrade substandard areas of major roadways** such as Forest Parkway, Old Dixie Highway, and Jonesboro Road to align with best-in-class standards for landscaping, streetscaping, stormwater management, access management, and bike/ped infrastructure.

13

**Upgrade and expand the bicycle and pedestrian network citywide**, connecting downtown to surrounding residential areas, connecting neighborhoods to each other, and providing more recreational/trail opportunities. This includes implementing relevant components of the LCI Downtown Master Plan.

14

**Improve north-south connectivity** by continuing to dialogue with Norfolk Southern on rail crossing closures, and by supporting studies and planned improvements for bike and pedestrian crossings.

CHAPTER 6

# EXISTING PLANS AND STUDIES



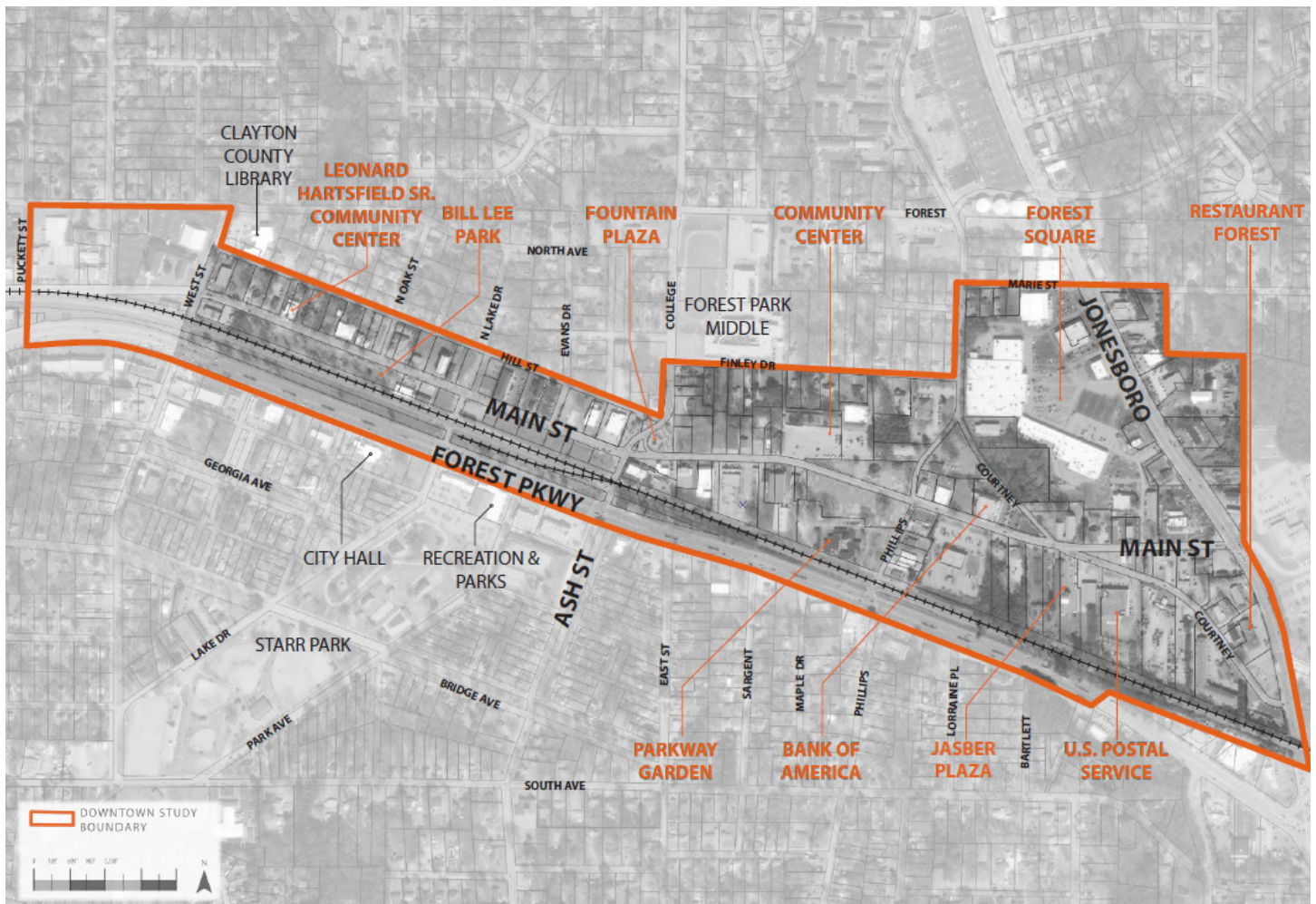


# DOWNTOWN FOREST PARK LIVABLE CENTERS INITIATIVE STUDY (2021)

The City of Forest Park was awarded a grant by Atlanta Regional Planning Commission (ARC) to update the Livable Centers Initiative (LCI) study for its downtown. The purpose of this study is to revisit the original LCI plan and keep it relevant to the current context, changing demographics, market conditions, and economics. The updated LCI plan embraces the passion of the people of Forest Park and the desire to create an active, inclusive, and growing downtown. The intent of the LCI study is to focus on the following outcomes:

- Inform stakeholders about the City of Forest Park’s vision and goals for the downtown area.
- Develop a framework of policies and programs to help accomplish the vision.

- Develop guidance for development type, scale, and character in the study area.
- Identify key redevelopment sites and strategies to activate them.
- List and prioritize implementation strategies, specifically for public investment in the downtown area.
- Review and update zoning regulations and design guidelines in the study area with an emphasis placed on regulations that support LCI priority areas.



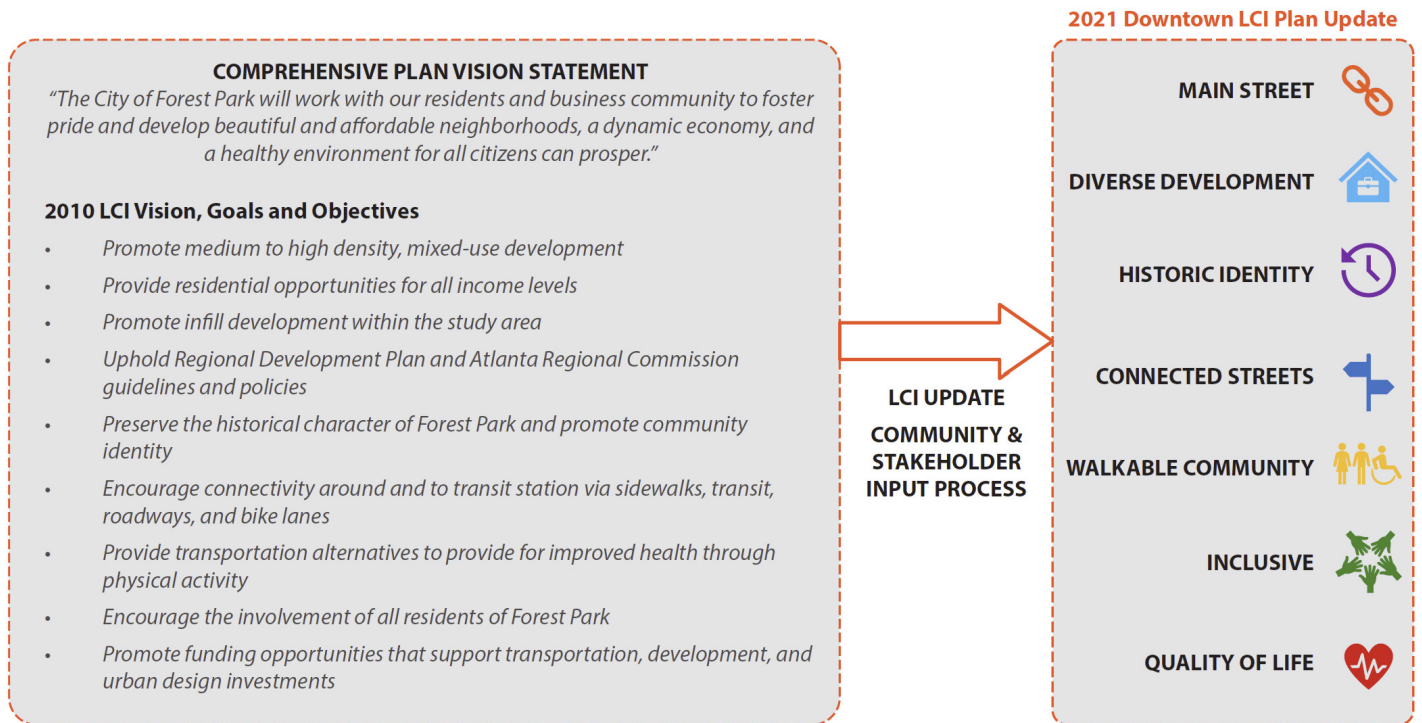
*LCI Project Overview, Downtown Context*

The planning process for the LCI plan was organized around five key tasks: existing plan assessment, housing and market analysis, public input, updated plan, and project deliverables. Strengths, issues, needs and opportunities have been studied in the existing plan assessment. Vision and goals are identified based on 2010 LCI vision, goals, and objectives. Major goals in the updated plan will include:

1. **Main Street Linkage:** Main Street makes downtown identifiable by linking it to the other major destinations, creating continuous urban building edges, developing infill destination retail, adding signage and wayfinding, and incorporating public art as a history recognition.
2. **Diverse Development:** multiple housing types, smaller infill commercial/retail uses, and a mixed-use environment will make downtown a diverse community.
3. **Historic Identity:** adaptive reuse and façade improvements provides identity to this area.
4. **Connected Streets:** with new street connections and walkable sized blocks, intersection improvements, future transit stops Downtown, and a street hierarchy and design standards Downtown will be a walkable and transit-oriented destination.

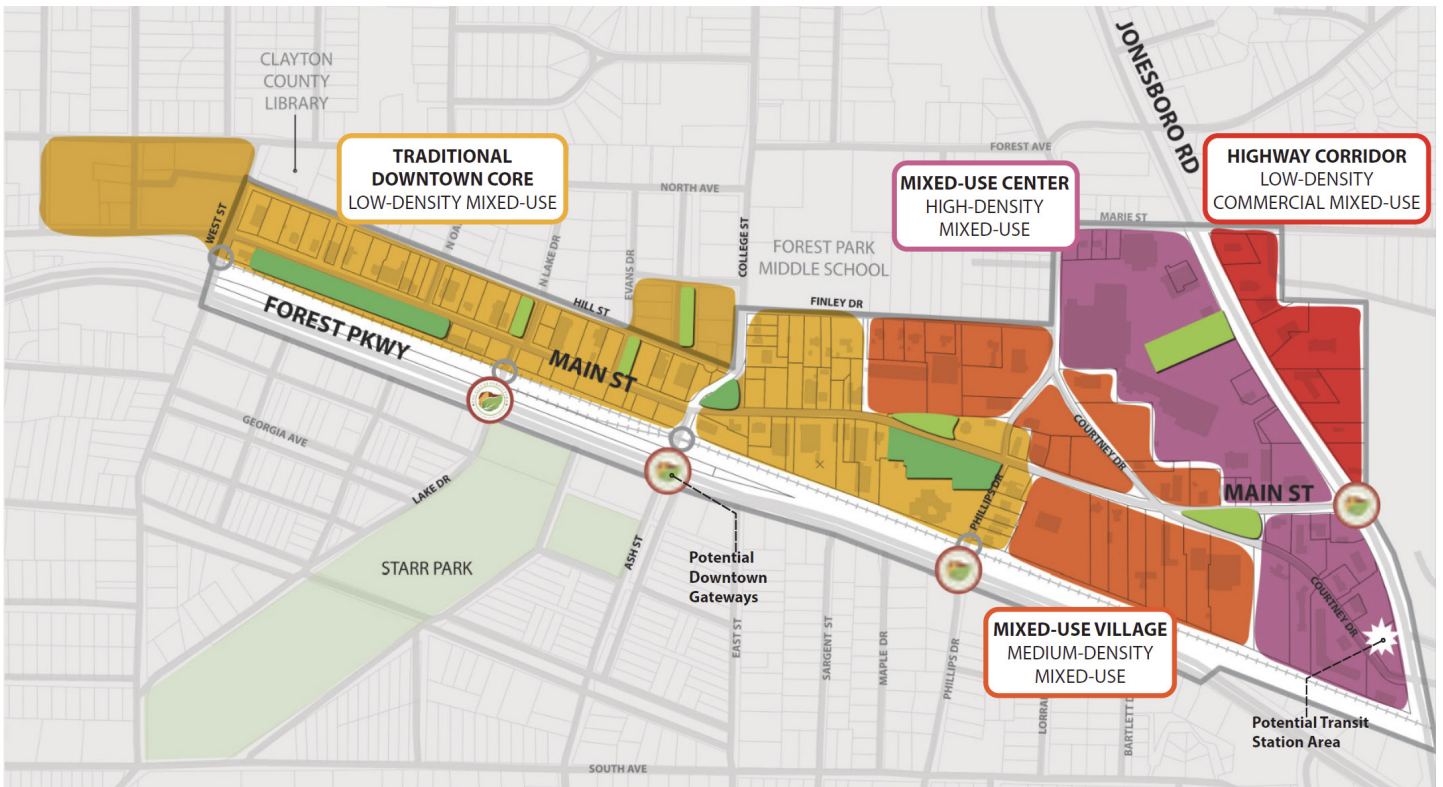
5. **Walkable Community:** sidewalks, planned Model Mile multiuse path, and a pedestrian bridge will prioritize Downtown as a pedestrian-oriented place.
6. **Inclusive Downtown:** providing diverse activities and events for multiple ages and cultures and making Downtown a destination.
7. **Quality of Life:** providing proper areas for the programmed events like urban plazas, small park, outdoor dining, and multipurpose community spaces and aiming to support health and wellness through alternative forms of mobility and physical activity.

The plan provides detailed recommendations and frameworks for development, mobility, open space, and zoning. Mobility Framework Plan is organized into short-term (2-5 years) and long-term (6-15 years) transportation projects, and total projects' costs along with implementation strategies are included in the implementation framework.



*Downtown Vision and Goals in the LCI Plan Update*





**Smart Development Principals for Development Framework Plan**

<p><b>Encouraged</b></p> <ul style="list-style-type: none"> <li>• Compact and higher density development</li> <li>• Narrow lot single-family, single-family attached and multifamily</li> <li>• Mixed-use development</li> <li>• Walkable and pedestrian-oriented streets</li> <li>• Shared parking strategies</li> <li>• Parking in the rear of the development</li> <li>• Drive-throughs on the rear of the development</li> </ul>	<p><b>Discouraged</b></p> <ul style="list-style-type: none"> <li>• Suburban style low-density development</li> <li>• Large lot single-family homes</li> <li>• Stand-alone retail/commercial with a single-tenant in future development</li> <li>• Suburban streets with superblocks and no sidewalks</li> <li>• Parking lots for a single tenant</li> <li>• Large parking lots facing streets</li> <li>• Drive-throughs visible from streets</li> </ul>
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*Conceptual Development Framework Plan and the Principals for the Framework, 2021 LCI Plan Update*



*Traditional Downtown Core, Main Street Development Vision, 2021 LCI Plan Update*



## CLAYTON COUNTY 2034 COMPREHENSIVE PLAN (2022)

Clayton County last updated its Comprehensive Plan in 2014, and the document was amended in 2019 by the Atlanta Regional Commission. This document is an update to that plan with updated policies, data and work program items. The amended plan affirms the county's big picture vision, defines goals and lays out a task list for county leaders, staff, and citizens to address issues to position Clayton County as a leader within metro Atlanta. The Clayton County Comprehensive Plan is the State-mandated comprehensive plan for Clayton County and is a policy document serving as a guide by establishing policies, priorities, and provides the framework for evaluating development proposals. It expresses the community's vision for where, how and what development should occur. The plan provides elements to improve the County with targeted policies to enhance assets and address the issues within the county. Clayton County has a key role to play through regulations, capital spending, and programs and staffing. The comprehensive plan is developed to help the community to promote a vision for what it wants, establish priorities and determine key issues and assets, encourage dialogue, determine how to best allocate limited resources, and provide data analysis and the community ideas for the future.

The plan amended again in 2022 with a new chapter called "Transit Oriented Development". The purpose of this Comprehensive Plan Amendment is to reflect the significant changes associated with MARTA's planned Southlake Bus Rapid Transit (BRT) line.

This Amendment establishes the policy direction of unincorporated Clayton County's future station areas. In the County's next full update process, additional detail and study will be conducted regarding the station areas, particularly around zoning and density.

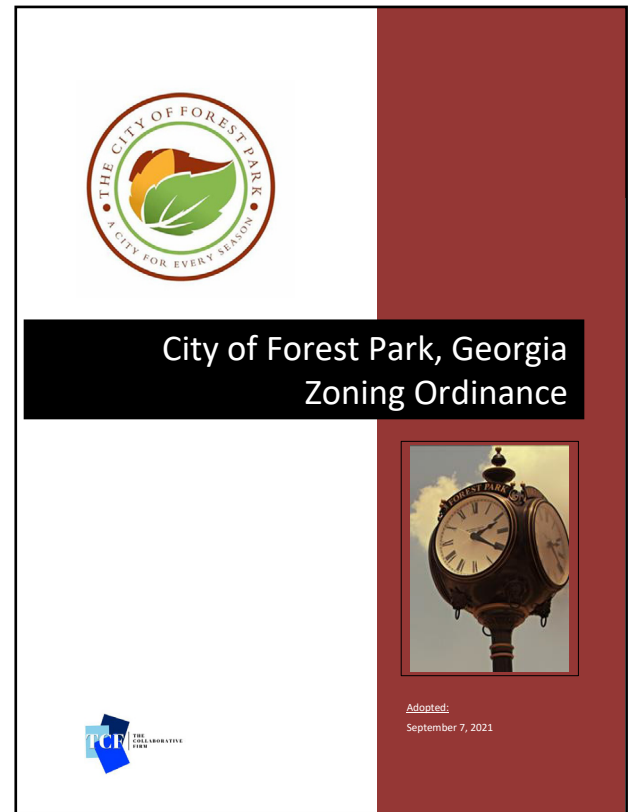


*Clayton County Comprehensive Plan was updated in 2022 to add Transit-Oriented Development chapter.*

## CITY OF FOREST PARK ZONING ORDINANCE (2021)

The City of Forest Park Zoning Ordinance was adopted in 2021 to guide the growth and development of Forest Park in accordance with the City of Forest Park Comprehensive Plan to secure adequate light, air, and convenience of access, and safety from fire, flood, and other dangers, promote the public health, safety, comfort, convenience, morals, and general welfare, and plan for the future development of the City. The document gives intent, permitted uses, conditional uses, and standards for each district. Additionally, it also provides design guidelines for the Downtown Mainstreet District to help attract and direct new growth as the city anticipates development in the Main Street and Gillam Logistic Center areas. In general, the plan aims to ensure that:

1. the community grows with adequate public ways, utilities, health, education, and cultural and recreation facilities;
2. the needs of industry and business be recognized in future growth;
3. areas provide healthful surroundings for family life;
4. the growth of the community is commensurate with and promotes the efficient and economical use of public funds; and
5. the community strives for high aesthetic value and quality planning and design.



*City of Forest Park Zoning Ordinance was updated in September 7, 2021*

## REVITALIZATION OF THE ATLANTA STATE FARMERS MARKET (2018)

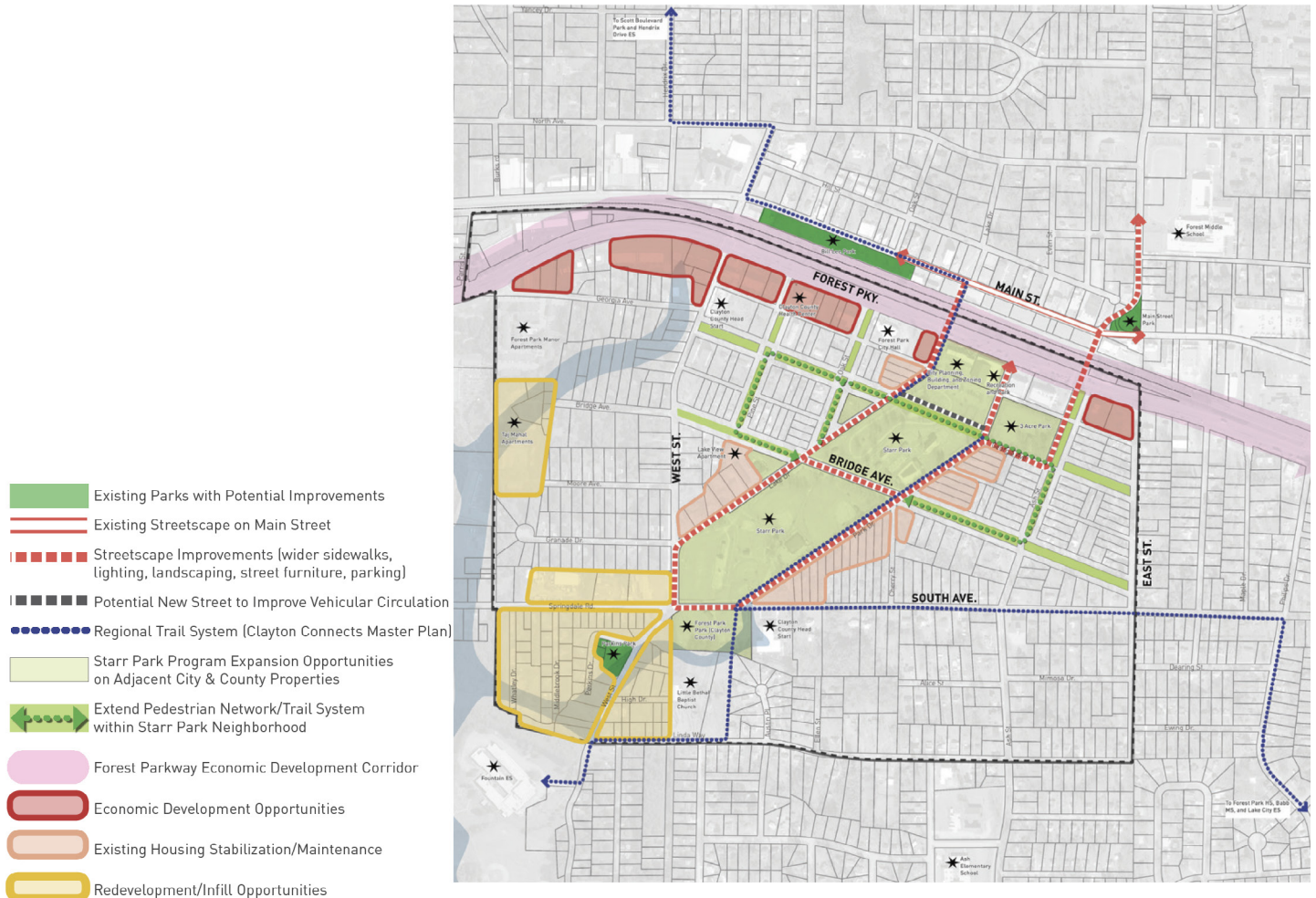
The Revitalization of Atlanta State Farmers Market was published by the House of Representatives Study Committee in 2018. The study focuses on economic development, education, and transportation related to the Atlanta State Farmers Market, located off Interstate 75 and Forest Parkway. The Atlanta State Farmers Market has been a place where farmers sell their products directly to the consumer or be packed to send elsewhere. After the evolution of technologies and progress, the market no longer operates at its full potential. This is due to the lack of public presence and the change in the way that farmers do business. The plan notes that revitalization of the market is possible by using a portion of it for educational purposes, promoting it as a tourist destination, reworking traffic

flow, adding security, and pursuing public-private partnership. The study also states that the committee had a large concern for the economic development in Forest Park. Therefore, the Farmers Market is a significant destination in the City of Forest Park.

# STARR PARK AND NEIGHBORHOOD MASTER PLAN (2017)




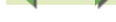






Starr Park and Neighborhood Master Plan study and design was published in 2017, and the project was a study of the existing Starr Park, adjacent Starr Park neighborhood, and City Park and Recreation system, as well as research surrounding recreational facilities and national best practices to create a park master plan and neighborhood revitalization plan. The project is viewed in three interrelated scales of the park, neighborhood, and city and was planned in three phases. The Starr Park and Neighborhood Master Plan explores opportunities for the park, neighborhood, and city to provide the community with a central greenspace. The renovation and reprogramming of Starr Park include maximizing space, engaging users, and offering premier recreational facilities. This redevelopment benefits the neighborhood and serves as an economic driver for the community.

The study provides an analysis of LOS in funding, park acreage, number of facilities, and access to the parks and recreation facilities. The project used the trends and emerging best practices in parks and recreation such as parks and public spaces as documentable high-performance public spaces, the role of virtual and augmented reality in the public realm, placemaking, multi-use and multi-functional spaces, intergenerational spaces, access to nature, improved connectivity, and experimentation and testing of ideas.



Starr Park and Neighborhood Framework Plan



-  Existing Streetscape on Main Street
-  Streetscape Improvements (wider sidewalks, lighting, landscaping, street furniture, parking)
-  Extend Pedestrian Network/Trail Network within the Existing Boulevards
-  Park Program Expansion Opportunities on Adjacent City & County Properties
-  New Street
-  Potential to Improve Development Character and Provide Community Retail Services Surrounding the Park
-  Opportunity to Rethink Park Program of the Under-Utilized Spaces
-  Pedestrian Crosswalk Improvements and Enhancements
-  Gateway/Signage Opportunities
-  Remove Existing Wall for Improved Access and Visibility



Starr Park Framework Plan

Forest Park is currently planning to adjust the Starr Park and Neighborhood Master Plan to include new a City Center/City Hall complex on the current Planning and Community Development building site, overlooking the park. The City has also purchased the V Center Plaza Pavilion property and the former Rite Aid property just east of the Forest Park Recreation Center. The former Rite Aid property is planned to be a flex space incubator for aspiring culinary entrepreneurs. Both buildings are intended to be a part of the City Center/Starr Park redevelopment master plan.



CHAPTER 7

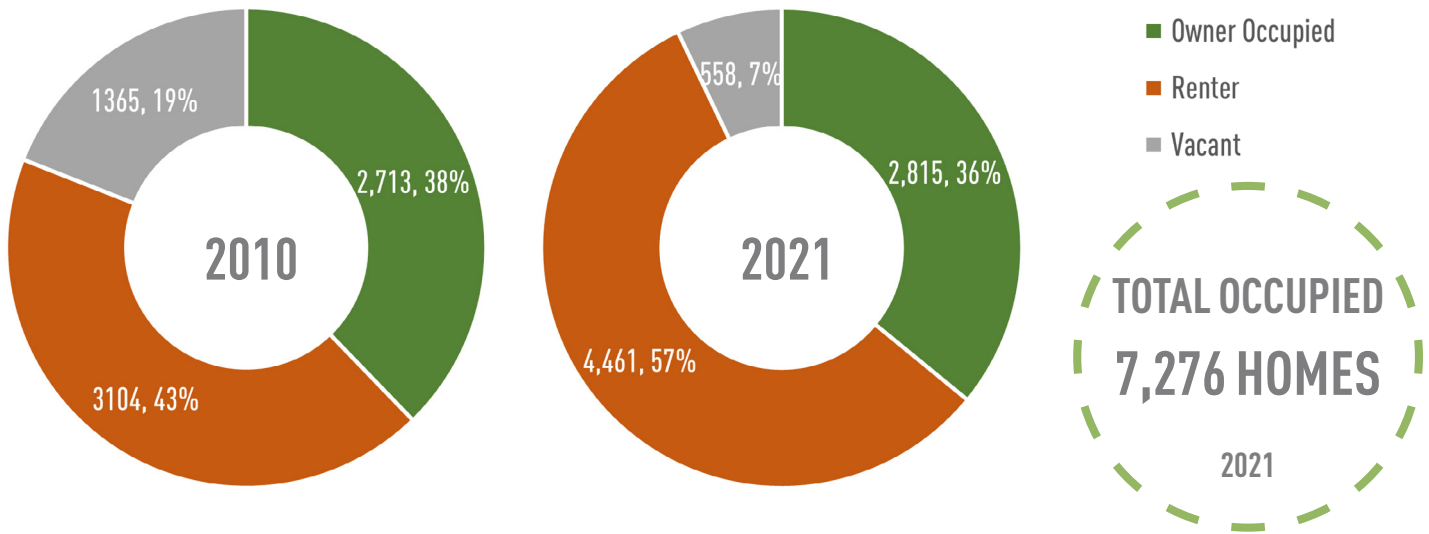
# HOUSING





# HOUSING TRENDS

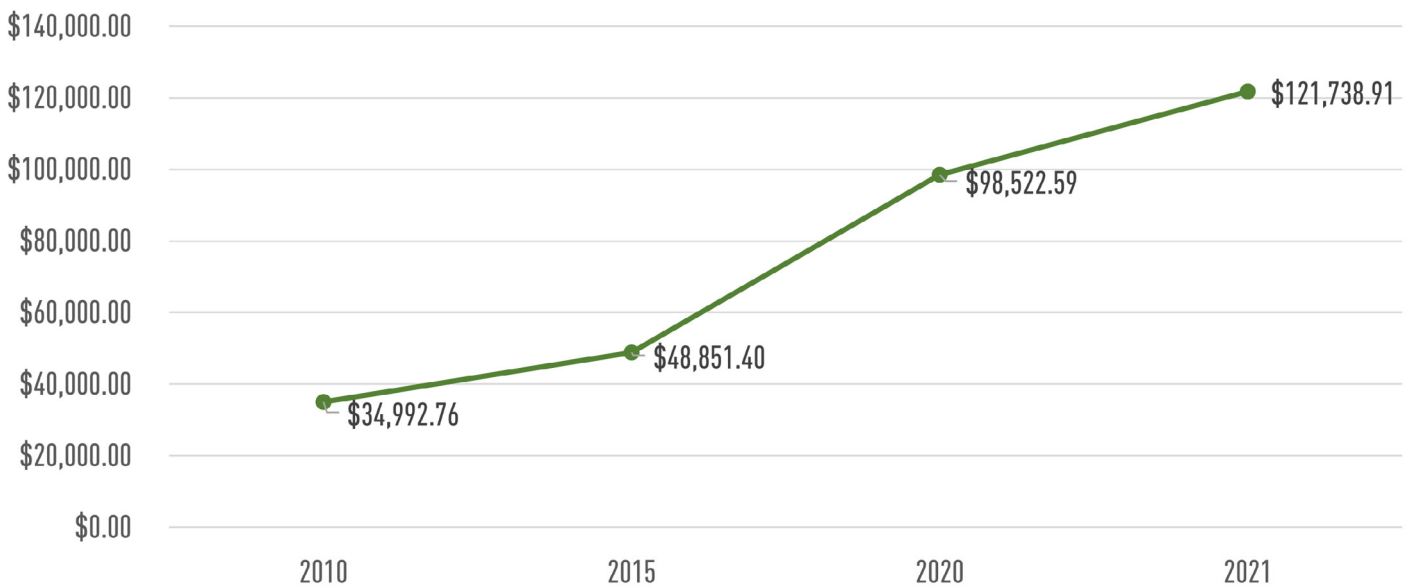
## OWNED, RENTED, AND VACANT HOMES



Data Source: US Census Bureau; American Community Survey, 2020

Around 36% of the total 7,276 occupied homes in Foest Park are owned and 57% are rented. The vacant homes have been decreased from 2010 to 2021.

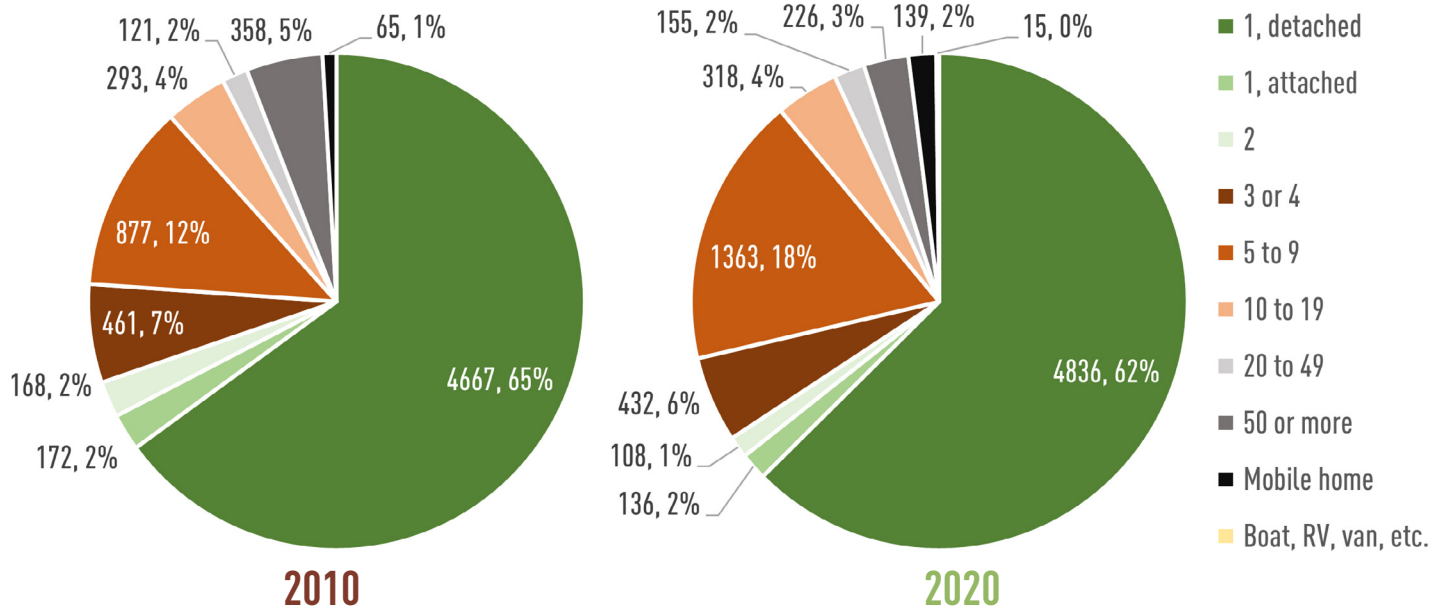
## HOUSING VALUE CHANGE (2010 - 2021)



Data Source: US Census Bureau; American Community Survey, 2020

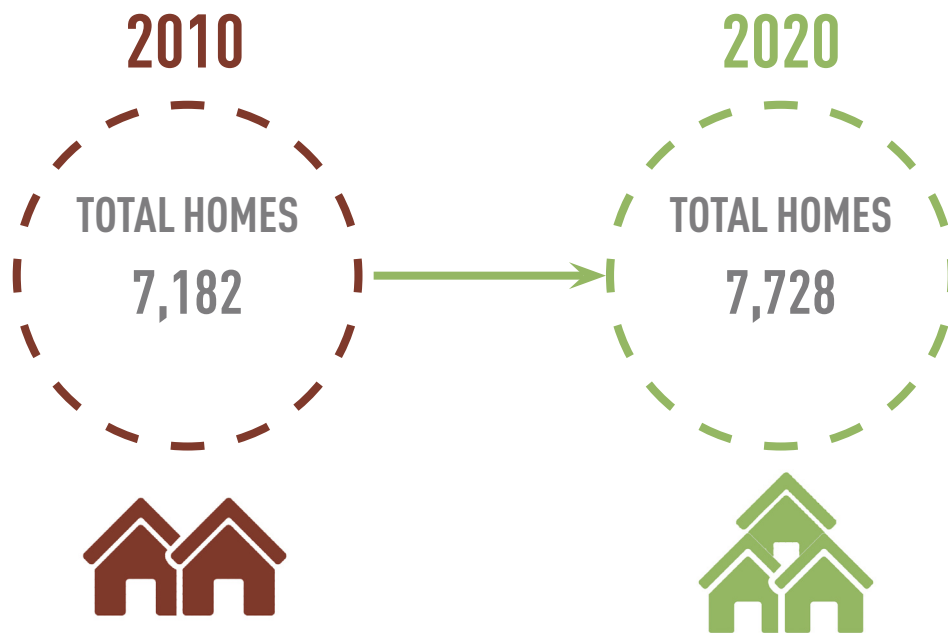
Housing value has been constantly increased from 2010 to 2021, resulting in the average of \$121,739 in 2021.

## HOUSING TYPE MIX (2010 - 2020)



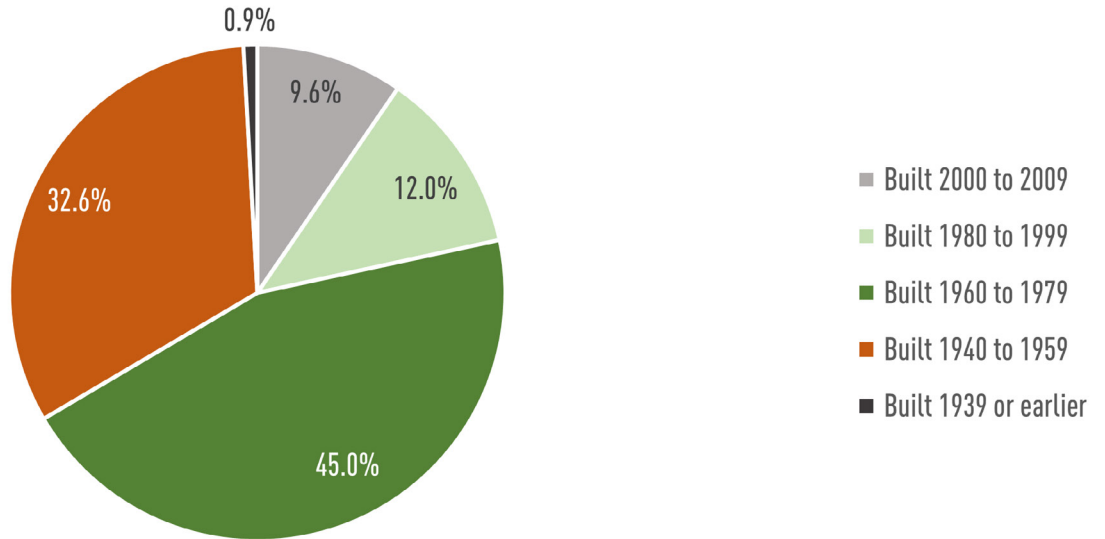
Data Source: US Census Bureau; American Community Survey, 2020

Around 62% of Forest Park's homes are single-family detached houses. Total homes have been increased nearly 7.6% from 2010 to 2020.





## HOUSING AGE MIX



Data Source: US Census Bureau; American Community Survey, 2020

Most houses have been built between 1960 and 1979 in the City of Forest Park, including around 45% of the homes.

## HOUSEHOLD INCOME IN 2020



Data Source: US Census Bureau; American Community Survey, 2020

Most owner occupied and renter occupied households \$50,000 and \$75,000 in Forest Park.

# METRO ATLANTA HOUSING STRATEGY

## THE APPROACH

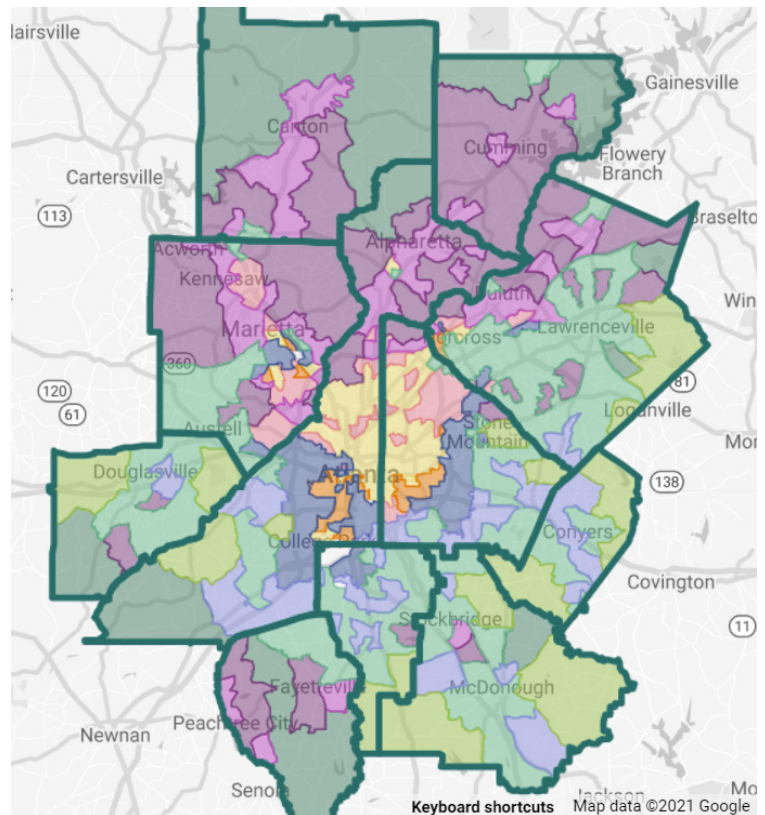
Housing supply isn't keeping up with demand. Costs are rising faster than wages. A strategic, regional approach is needed to address metro Atlanta's housing challenges. The Metro Atlanta Housing Strategy provides detailed information and data about the region's housing market and offers a set of actionable steps that local communities can consider taking to address their housing issues. The goal is to foster a greater mix of housing options in the region, reflective of each community's specific housing needs. The region is broken into 10 housing submarkets based on characteristics such as average sales price, age, type, and size. These submarkets cross city and county lines and include non-contiguous sections.

## FOREST PARK SNAPSHOT

Median Home Sale Price	\$88,200
Change in Median Home Sale Price (2013-2020)	+ 187%
Home Sale Price Per Sq Ft (2020)	\$87,000 sq ft
Percent Change in Home Sale Price Per Sq Ft (2013-2020)	+ 173%
Median Building Area of Home Sales (2020)	1,040 sq ft

Data Source: ARC analysis of Zillow's ZTRAX home sale transactions, 2013 & 2020

- **SUBMARKET 1**  
Higher-priced core neighborhoods [Learn more](#)
- **SUBMARKET 2**  
Higher-priced near core and employment corridor neighborhoods [Learn more](#)
- **SUBMARKET 3**  
Rapidly changing core neighborhoods experiencing the greatest increase in housing costs regionally [Learn more](#)
- **SUBMARKET 4**  
Lower-priced core neighborhoods vulnerable to increasing housing costs [Learn more](#)
- **SUBMARKET 5**  
Suburban neighborhoods along employment corridors with moderate-to-higher-priced mix of single family and multifamily housing [Learn more](#)
- **SUBMARKET 6**  
Suburban neighborhoods with moderate-to-higher-priced housing [Learn more](#)
- **SUBMARKET 7**  
Suburban neighborhoods with lower-to-moderate-priced housing, biggest increase in renters [Learn more](#)
- **SUBMARKET 8**  
Suburban neighborhoods with lowest-priced single-family homes, mix of renters and owners [Learn more](#)
- **SUBMARKET 9**  
Lower-priced rural areas [Learn more](#)
- **SUBMARKET 10**  
Higher-priced rural areas [Learn more](#)



## SUBMARKETS IN FOREST PARK

### Submarket 4

Lowest-priced urban neighborhoods with mostly older single-family and multifamily units, housing both renters and a rapidly declining number of owners.

- Submarket with the lowest median home sale price
- Quickest decline in home ownership
- Rates of home sale price increases are significantly quicker than the regional average (while the actual increase is on par)
- Only Submarket to have a net loss of housing units since 2010, more than 3,000 of which were multifamily
- Greatest proportion of non-white residents

### Submarket 7

Lower-priced suburban neighborhoods with both single-family owners and a large, rapidly-increasing number of single-family renters.

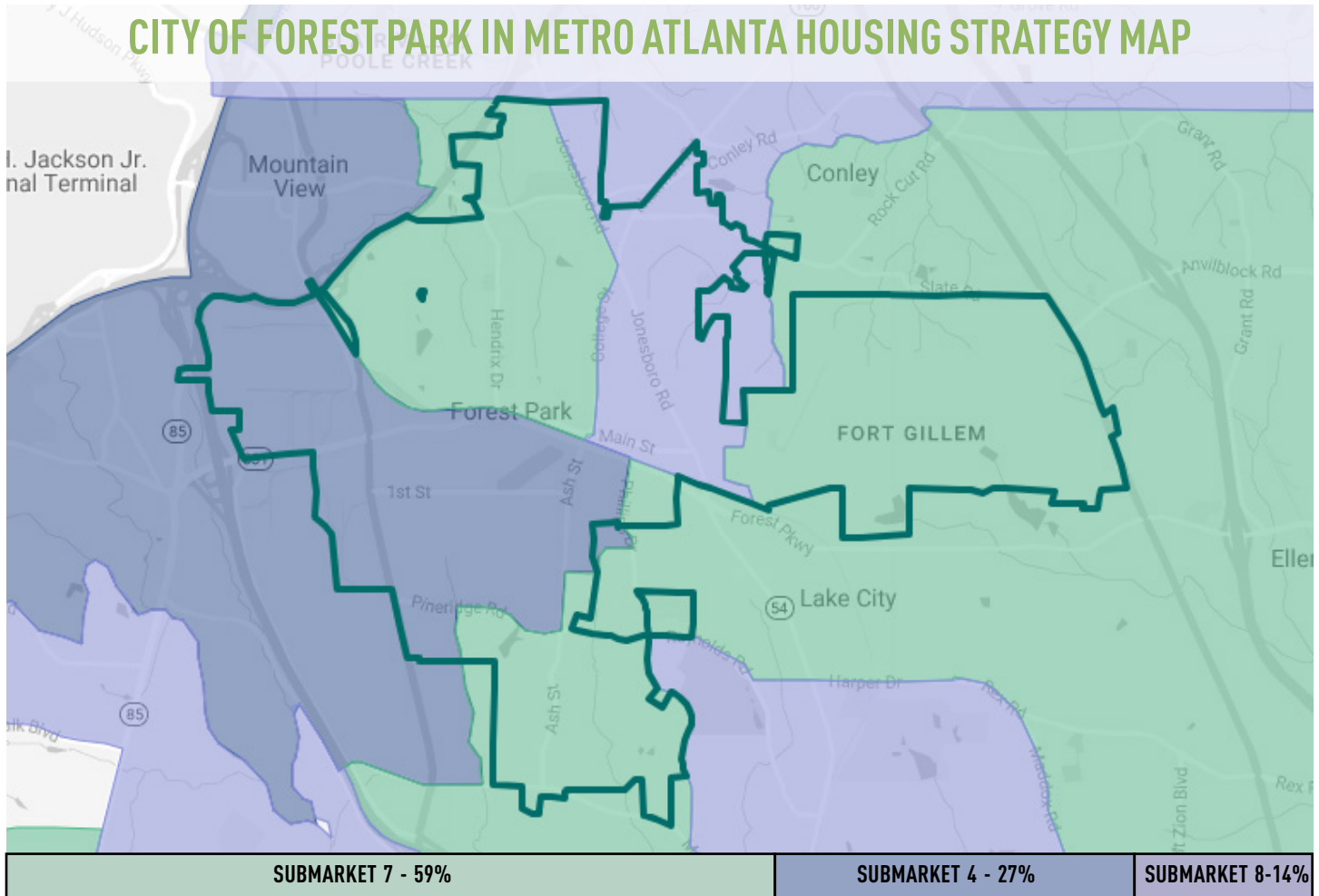
- Greatest increase in the proportion of renters; of the added renter households since 2010, more than 2/3 were into single family units
- Greatest decline in net ownership, having lost more than 14 thousand owner-occupied units since 2010
- The home sale price increases in this Submarket area are slightly below the regional average
- Second largest increase in poverty among the Submarkets

### Submarket 8

Lower-priced moderately-sized suburban homes in neighborhoods mostly consisting of homeowners, albeit with an increasing proportion of renters.

- The home sales prices per square foot are the lowest and have increased the slowest among all the Submarkets
- Nearly a quarter of units are multi-family, albeit with practically no net gain in multi-family units since 2010
- Greatest increase in the proportion of non-white residents

Data Source: metroathousing.org

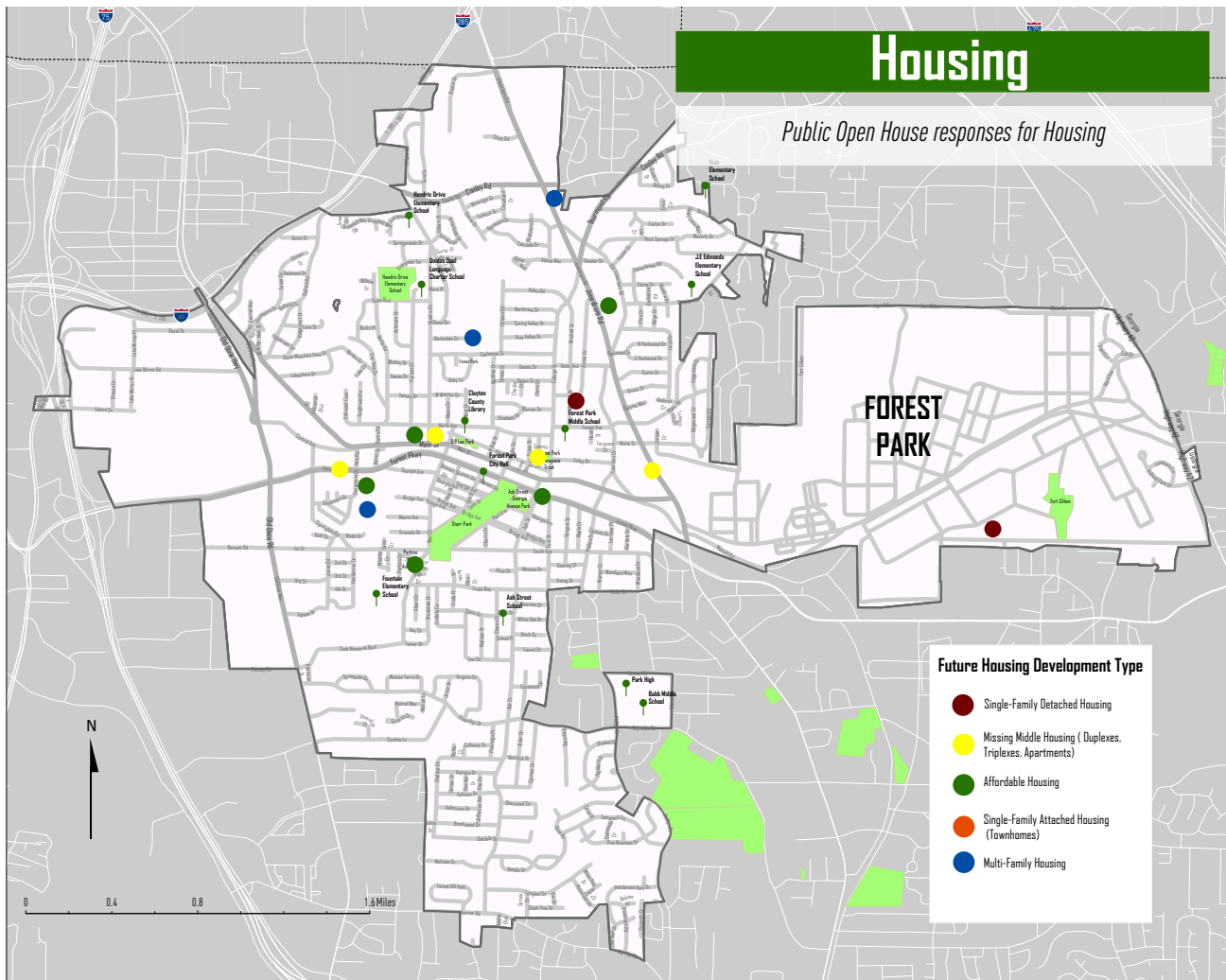


# COMMUNITY INPUT ON HOUSING

The participants were asked to mark the areas that need more housing options. The Future Housing Development Types included in the Open House survey were “Single Family Detached Housing”, “Missing Middle Housing (Duplexes, Triplexes, Apartments)”, “Affordable Housing”, “Single Family Attached Housing (Townhomes)”, and “Multi-family Housing”. Affordable Housing and Missing Middle Housing were two categories that most responses indicated. Single Family Detached Housing was identified as the least, and there were no marks for Single-Family Attached Housing.

The results also shows that the participants identify the most important housing need as the Renovation of Existing Housing.

HOUSING	
Help us prioritize Forest Park's greatest housing and identify new ones!	
Place a ● sticky dot in the "Prioritization" column next to the one need you think is the most significant in the table below. Use a sticky note to identify new needs not included in the table below. Place them in the blank space to the right.	
NEED	PRIORITIZATION
Affordable Housing	● ● ● ● ● ● ● ●
Increased Amenity Requirements	Forest Park is Predominantly Tenant-Based, Necessitating a Tenant Resource Center
Infrastructure Improvements	● ● ● ● ● ● ● ● ● ●
Renovation of Existing Housing	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●
Senior Housing ●	● ● ● ● ● ● ● ●





	Need More	Right Amount	Need Less
Affordable Housing	58%	29%	13%
Senior Housing	47%	47%	7%
Density	29%	59%	12%
Mixed-Income Housing	48%	35%	17%
High-Income Housing (\$400,000+)	37%	20%	43%

*Online Survey responses on how the participants rank housing in the City of Forest Park*

In the online survey, they were asked to rank housing in the City of Forest Park.

Within the survey, 58% indicated that the City needs more “Affordable Housing”, and 48% indicated that they need more “Mixed Income Housing”. “Density” and

“Senior Housing” were two categories that the participants identified as “Right Amount”. 43% indicated that the City needs less “High-Income Housing (\$400,000+)”.



# HOUSING STUDIES

## CLAYTON COUNTY HOUSING AND URBAN DEVELOPMENT (HUD) PROGRAM

The Clayton County HUD Programs Division administers a variety of programs funded by the US Department of Housing and Urban Development (HUD). The County became an Entitlement community in 1998 and since then has received over \$48.8 million. Annually the HUD Programs Division is awarded an average of 2.7 dollars, which is then made available to county agencies, nonprofit organizations, municipalities and other entities serving low- to moderate-income residents. HUD-funded projects are intended to address the following County objectives:

- Decent Housing: Ensuring the provision of decent, safe and sanitary housing options for low- and moderate income households.
- Affordable Housing: Increasing access to affordable housing for low- and moderate income households.
- Suitable Living Environments: Improving the safety and livable of neighborhoods for low- and moderate income persons.
- Community Development: To acquire, construct, or rehabilitate public facilities; provide equipment purchased for public service activities; or provide overall program administration and management resulting in improvements in the social, economic, and physical environment for low- and moderate-income individuals and/or households.
- Homeless Prevention: Increasing shelter and housing options for homeless or near homeless individuals and families. Prevent homelessness through case management and rent/utility assistance.
- Economic Development: Promoting economic development for the benefit of low- and moderate-income communities and households through the provision of job creation and retention.

Under these guidelines projects that have been implemented include but are not limited to:

- Infrastructure Improvements
- Homeless Shelter and Transitional Housing Operations
- Youth Development and Enrichment Opportunities
- Park Renovations
- Homeownership Down Payment Assistance
- Essential Home Repairs for Seniors, Veterans and Disabled Persons
- Rent and Utility Assistance
- Slum and Blight Removal
- Program Areas

The HUD Programs Division provides management and oversight for the following programs:

- Community Development Block Grants (CDBG)
- Emergency Solutions Grant (ESG)
- HOME Investment Partnership (HOME)



# CLAYTON COUNTY 2023-2027 CONSOLIDATED PLAN/2023 ANNUAL ACTION PLAN

Clayton County HUD consolidated plan identifies and addresses HUD’s three (3) priority goals: Decent Housing, Suitable Living Environment and providing Economic Opportunity. The County’s ability to attain these goals using CDBG, HOME, and ESG funds can be identified through the performance measures including Decent Housing, Suitable Living Environment, and Economic Opportunity.

Local municipalities are integral components of the implementation of Clayton County’s Consolidated Plan. Cities within the political boundaries of Clayton County, including Forest Park, Riverdale, Morrow, Jonesboro, Lake City and Lovejoy are expected to actively contribute to the successful implementation of the Consolidated Plan. Each city has historically served as subrecipients and undertaken projects benefiting low- and moderate-income households and communities within their respective jurisdictions.

Recent activity includes the repair and installation of public infrastructure in Forest Park, park improvements in Morrow and Riverdale and street and streetscape improvements in Jonesboro. Over the next five years, it is anticipated that the municipalities will continue to undertake eligible activities that advance the objectives articulated within Clayton County’s 2023-2027 Consolidated Plan. In addition to coordinating efforts with local municipalities, the County cooperates with the Georgia State Department of Community Affairs’ Continuum of Care efforts.

Agencies, groups, organizations and others who participated in the process and the jurisdictions consultations with housing, social service agencies and other entities		
7	Agency/Group/Organization	City of Forest Park
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City was consulted to provide information regarding Non-Homeless Needs.



CHAPTER 8

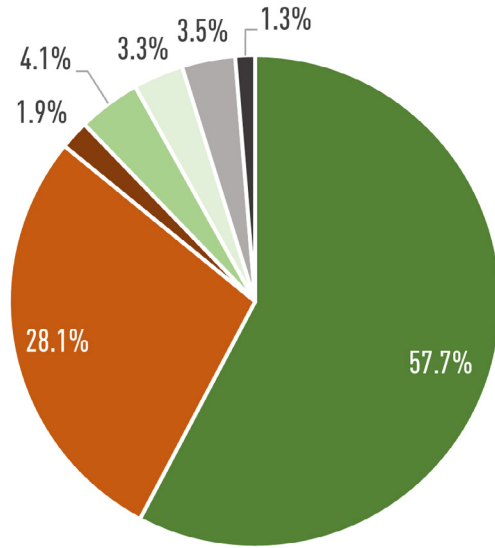
# TRANSPORTATION





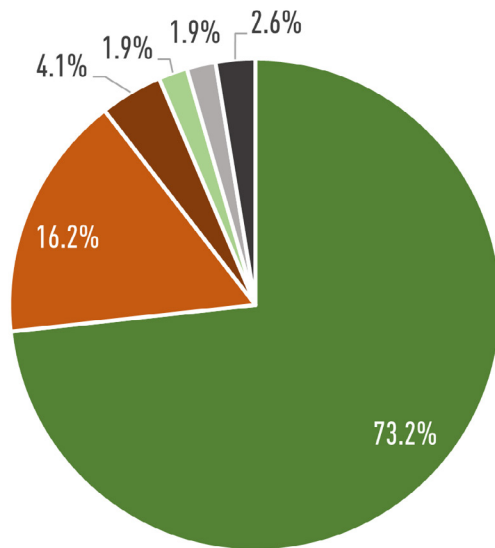
# TRANSPORTATION TRENDS

## TRAVEL MODE CHANGE (2010 - 2021)



### 2010

- Drove alone
- Carpooled
- Public transportation (excluding taxicab)
- Walked
- Bicycle
- Taxicab, motorcycle, or other means
- Worked from home



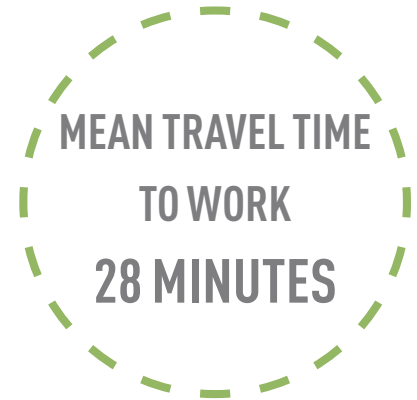
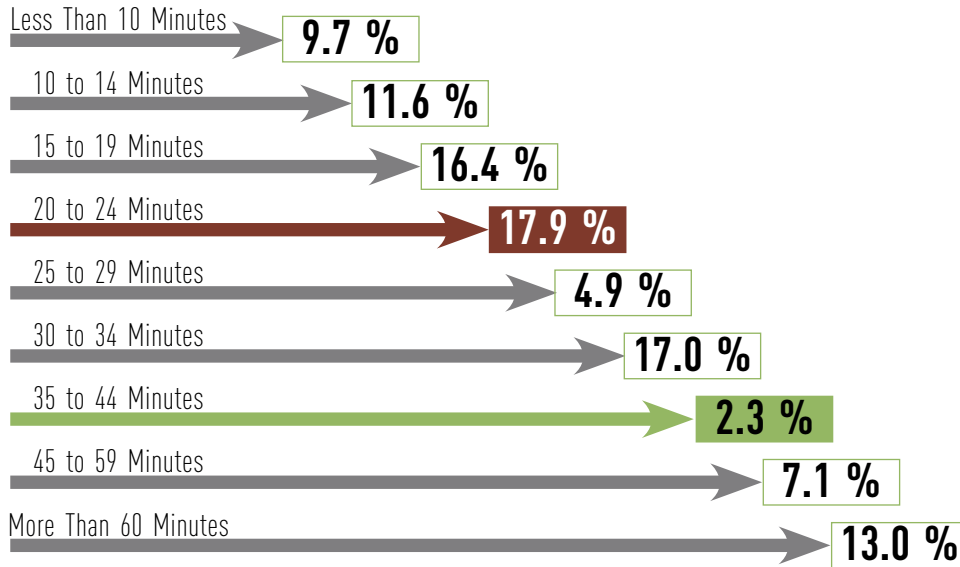
### 2021

- Drive alone
- Carpool
- Public transportation (excluding taxicab)
- Walk
- Taxicab, motorcycle, or other means
- Work from home

Data Source: US Census Bureau; American Community Survey

Approximately 73% of Forest Park’s residents drive to work, 16.2% carpool, and around 4% use public transportation. The remaining residents walk, use other means of transportation, or work from home. The charts show that driving alone has been increased during the last 10 years.

## TRAVEL TIME TO WORK (2021)



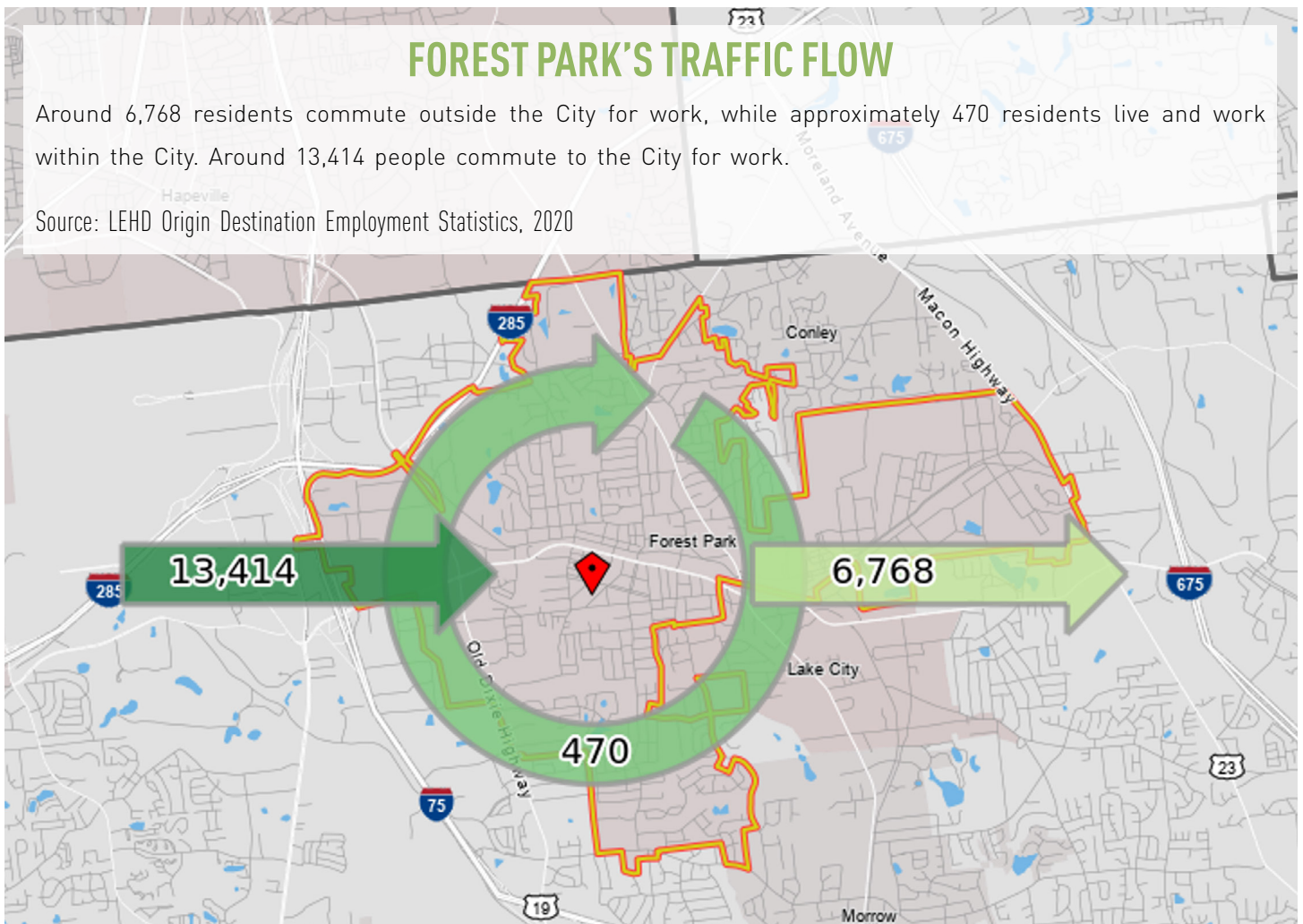
Data Source: census.gov

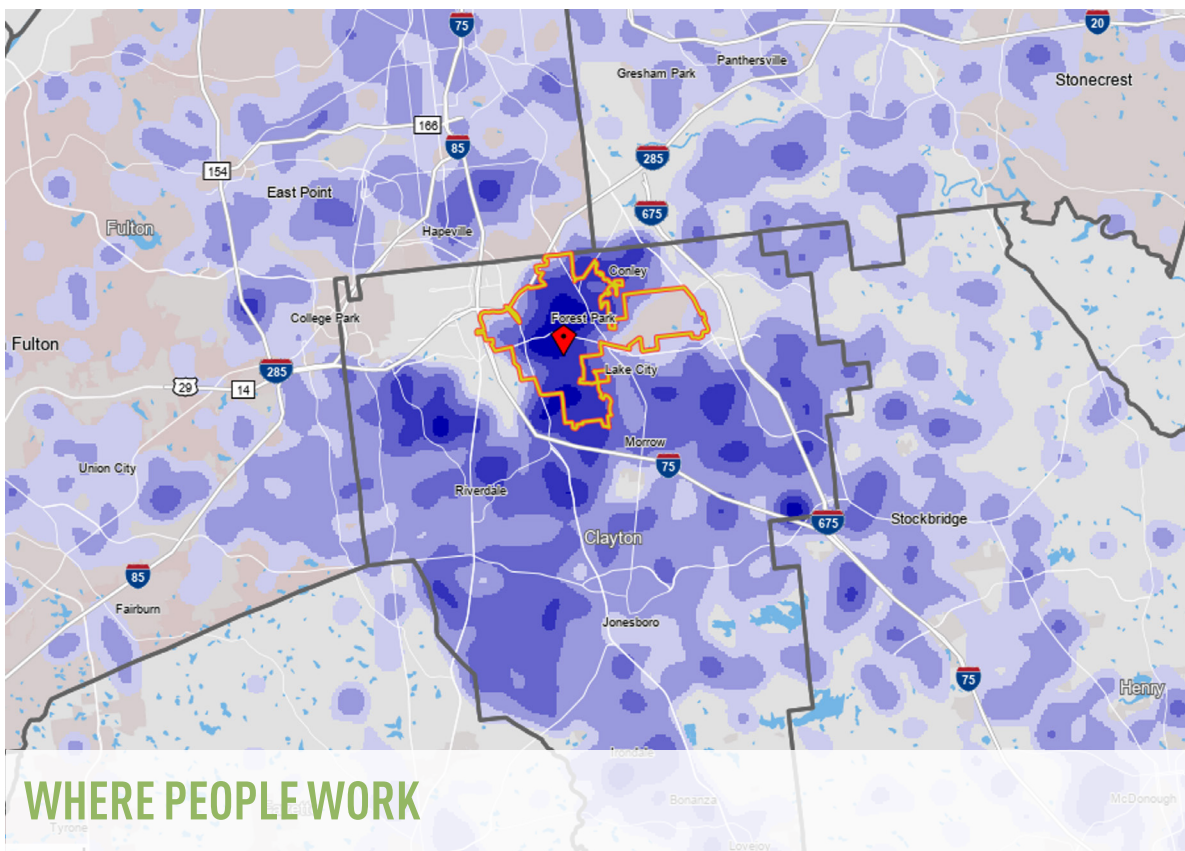
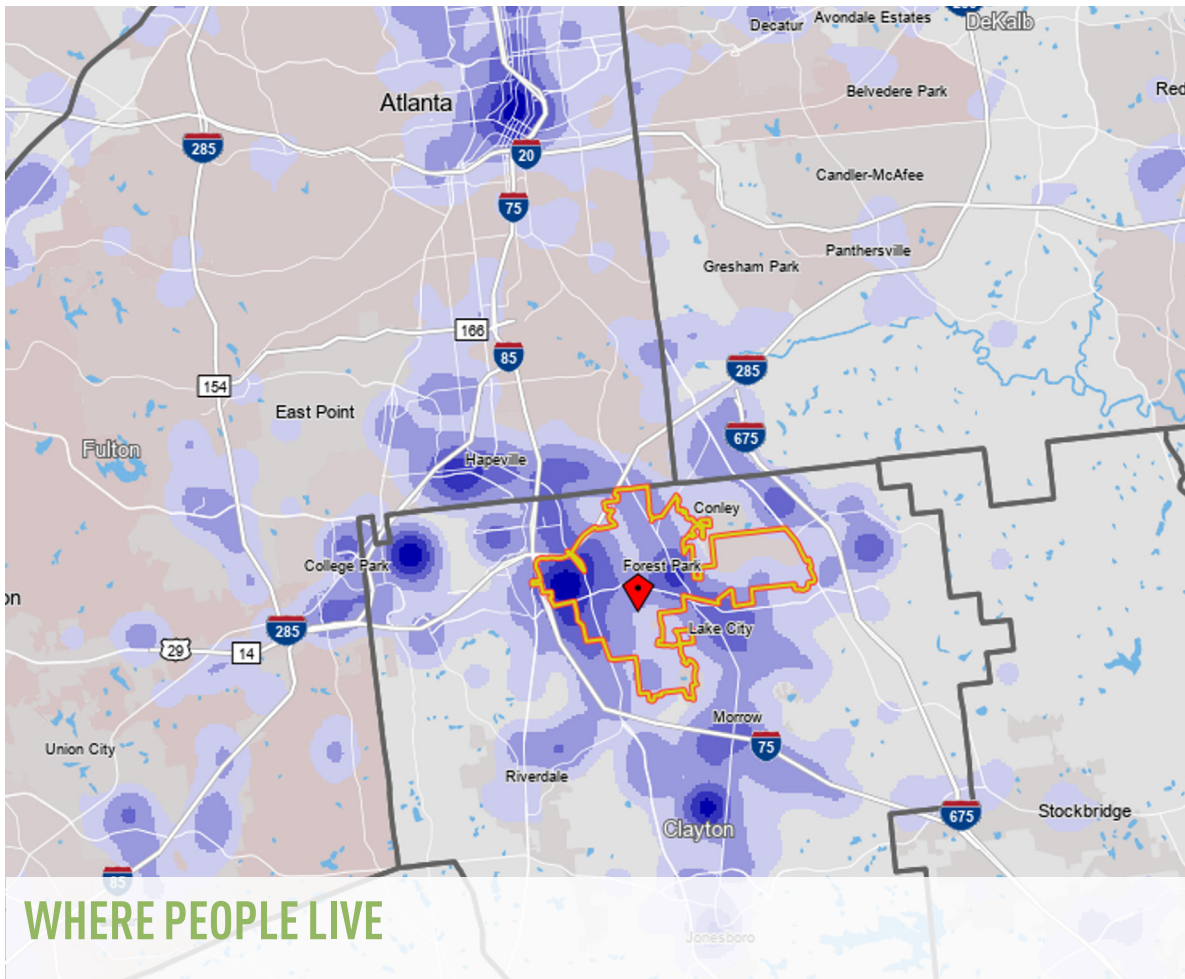
The majority of Forest Park’s residents travel between 20 to 24 minutes to work. Mean travel time to work for Forest Park’s residents is around 28 minutes.

## FOREST PARK’S TRAFFIC FLOW

Around 6,768 residents commute outside the City for work, while approximately 470 residents live and work within the City. Around 13,414 people commute to the City for work.

Source: LEHD Origin Destination Employment Statistics, 2020



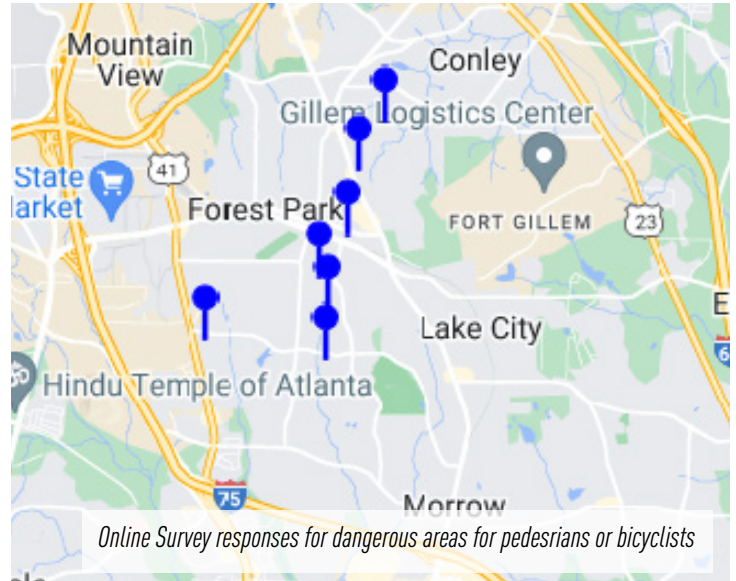




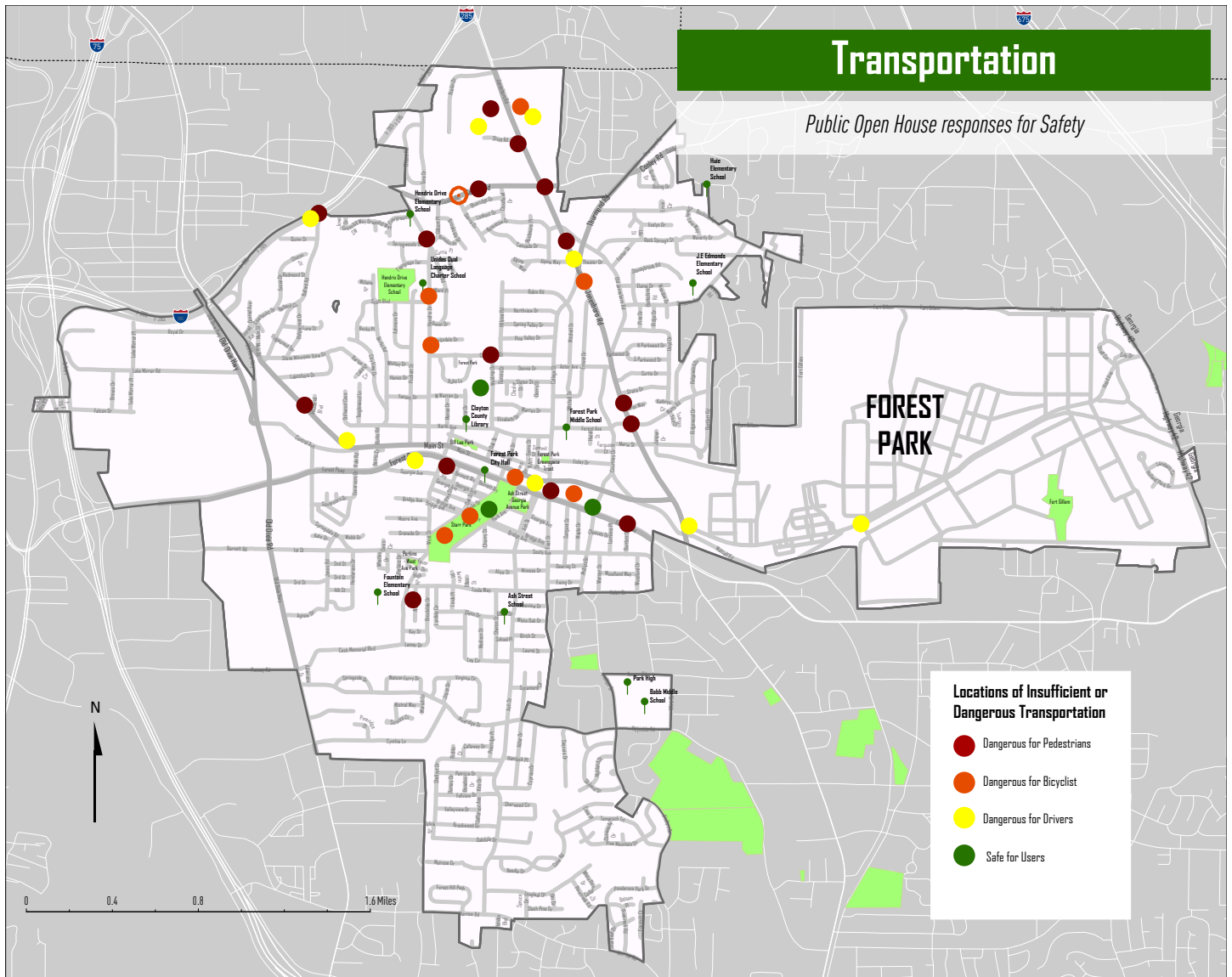
# COMMUNITY INPUT ON TRANSPORTATION

In the online survey, the participants were asked to mark the dangerous areas for pedestrians and bicyclists in Forest Park in the online survey, and were also asked to rate traffic safety, traffic congestion, road conditions, pedestrian and bicycle safety, and public transportation.

The participants were asked to identify safe or dangerous areas for drivers, pedestrians, and bicyclists in the Open House. The most marks are concentrated along Forest Parkway, Main Street, and Jonesboro Road.



*Are there any areas in Forest Park you feel are particularly dangerous for pedestrians or bicyclists?*





	Poor	Below Average	Adequate	Good	Excellent	No Opinion
Traffic Safety	11%	13%	51%	19%	2%	4%
Traffic Congestion	9%	11%	45%	21%	11%	4%
Road Conditions	13%	28%	43%	13%	2%	2%
Pedestrian & Bicycle Safety	36%	28%	23%	6%	2%	4%
Public Transportation	15%	28%	33%	13%	4%	7%

*Online Survey responses on how the participants rank transportation in the City of Forest Park*

Within the survey, the lowest scores for responses to transportation issues fell in the Pedestrian and Bicycle Safety Category. Of the respondents, 36% rated Pedestrian and Bicycle Safety in the City of Forest Park as “Poor” and 28% listed this category as “Below Average.”

The second lowest-scoring category is Public Transportation for which 15% of respondents indicated that Public Transportation is “Poor” and 28% rated this category “Below Average”.



# TRANSPORTATION STUDIES

## CLAYTON COUNTY COMPREHENSIVE TRANSPORTATION PLAN (2018)

Clayton County adopted an updated Comprehensive Transportation Plan in August 2018. This plan is intended as a road map for future development of the County's transportation network based on assessed needs.

Primary goals identified include:

- Enhance and maintain the transportation to meet existing and future needs
- Ensure the transportation system promotes and supports appropriate land use and development
- Encourage and support safety and security
- Improve connectivity and accessibility
- Enhance mobility for all users of the transportation system
- Promote and support economic development and redevelopment
- Improve quality of life, preserve the environment, and protect neighborhood integrity
- Engage the public with effective outreach strategies through an analysis of projected changes in population, employment, and land use throughout Clayton County, future needs were identified.

Because the County is expected to grow in both population and employment while maintaining its predominantly suburban development patterns, traffic volumes and demand on existing transportation infrastructure are expected to grow. Some areas are planning for mixed-use development, which will require specific attention paid to the safety of pedestrians and bicyclists. Both north-south and east-west connectivity are key, but while an emphasis on north-south connectivity focuses on trips to and from Fulton and Henry Counties, east-west connectivity is more focused on intra-county connectivity.

The CTP recommends that local and regional land use and economic development strategies should be coordinated with transportation plans and programs. Recent changes to the County's zoning ordinance encourage economic development and redevelopment through the proposal of new zoning districts. Additionally, Complete Streets will become a larger focus in the long-term to enhance the livability of Clayton communities, particularly as the County supports more mixed-use developments.

The following page shows a list of priority projects in Forest park listed in the CTP.

## PROJECT RECOMMENDATIONS IN FOREST PARK

Project ID	Category	Project Name	Description	Cost	Recommended Source of Funding
5C	Roadway Safety	SR 331/Forest Parkway @ SR 3/US 19/US 41/ Old Dixie Highway Safety Improvement	Intersection Improvement	\$846,000	State / Federal
3959	Operations	Phillips Drive, Springdale Road	Advanced Traffic Management System (ATMS) Signal Equipment Upgrade - Phillips Drive at Reynolds Road and at South Avenue, Springdale Road at Whatley Drive	\$320,000	Local
3101	Operations	Ash Street & Morrow Road	Install Fiber-Optic Trunk Line with Signal Communication Equipment and CCTV Cameras	\$926,000	Local

## AeroATL GREENWAY MODEL MILE - FOREST PARK FEASIBILITY STUDY

The Greenway Plan Model Mile Feasibility study sets up each model mile for the next step of implementation, which includes producing detailed design and construction documents. The goal of this study was to develop feasible alignments with public input by working closely with each community, the Alliance, and the CIDs. Each model mile plan includes a chapter that clearly outlines recommendations for implementation, including key points of interest along the corridor, phasing and prioritization, potential funding sources, project costs, and a design and engineering sequence for final implementation tasks.

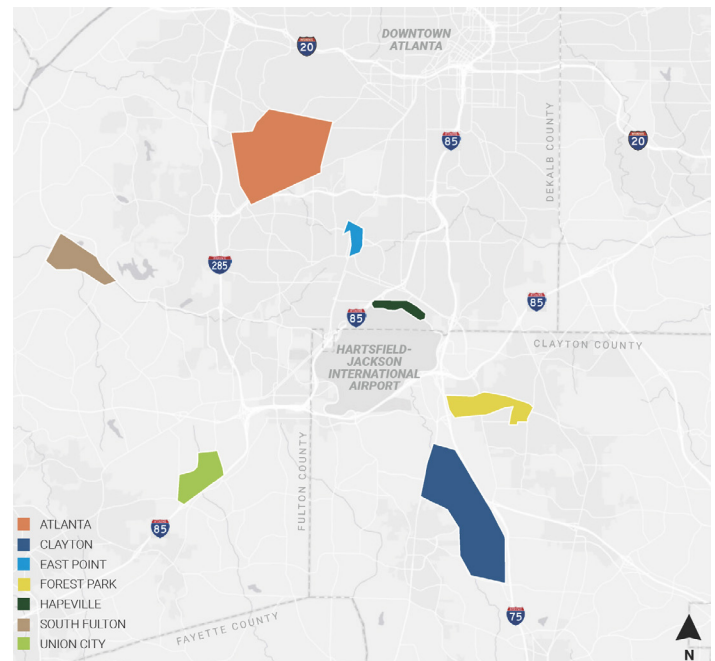
“A comprehensive and inviting trail network that contributes to the quality of life and economic vitality of Aerotropolis communities by giving residents, employees, and visitors safe, direct and enjoyable options for getting around the airport area.” Greenway Model aims to create an interconnected network of multi-use trails that is developed throughout the Aerotropolis region. Seven communities were selected to implement a feasibility study to analyze the proposed trails in detail and include a public engagement process to support the analysis. These communities include City of Eastpoint, City of Hapeville, City of Forest Park, Clayton County, City of South Fulton and Fulton County, Union City, and Atlanta. First priority trails expressed by Local Partners from the City of Forest Park consists of rail adjacent trails on Main Street to Fort Gillem, to Hendrix Elementary School, and trails connecting Fountain Elementary School, Starr Park, and downtown. The identified Model Mile for Forest Park in the plan adopted in 2018 is the Starr Park-Fountain Elementary connection from Forest Parkway to Fountain Elementary along Lake Drive and West Street. The Lake Drive section is proposed as a two-way cycle track and the West-Street section as a neighborhood greenway or shared road. This trail segment extends approximately 1 mile.

Forest Park Model Mile will provide infrastructure for bicycles and pedestrian mobility in an area where the City hopes to spur economic development and give those not in cars or buses a means to safely travel to their jobs. The model mile connects downtown Forest

Park and commercial establishments on Main Street to the regionally significant State Farmers Market. The trail helps to improve the visual character of Forest Parkway and Main Street and connects multiple civic spaces. The trail design also includes the development of a flexible park space with the ability to accommodate food trucks.

The goals the Forest Park community deemed important are:

- Support workforce development: use the trail to connect people to jobs in the industrial/commercial corridor along Forest Parkway.
- Connect: link community spaces together as a cohesive network.
- Image: improve the image and visual character of Main Street and Forest Parkway.



*Aero\_ATL Model Mile Study Area*

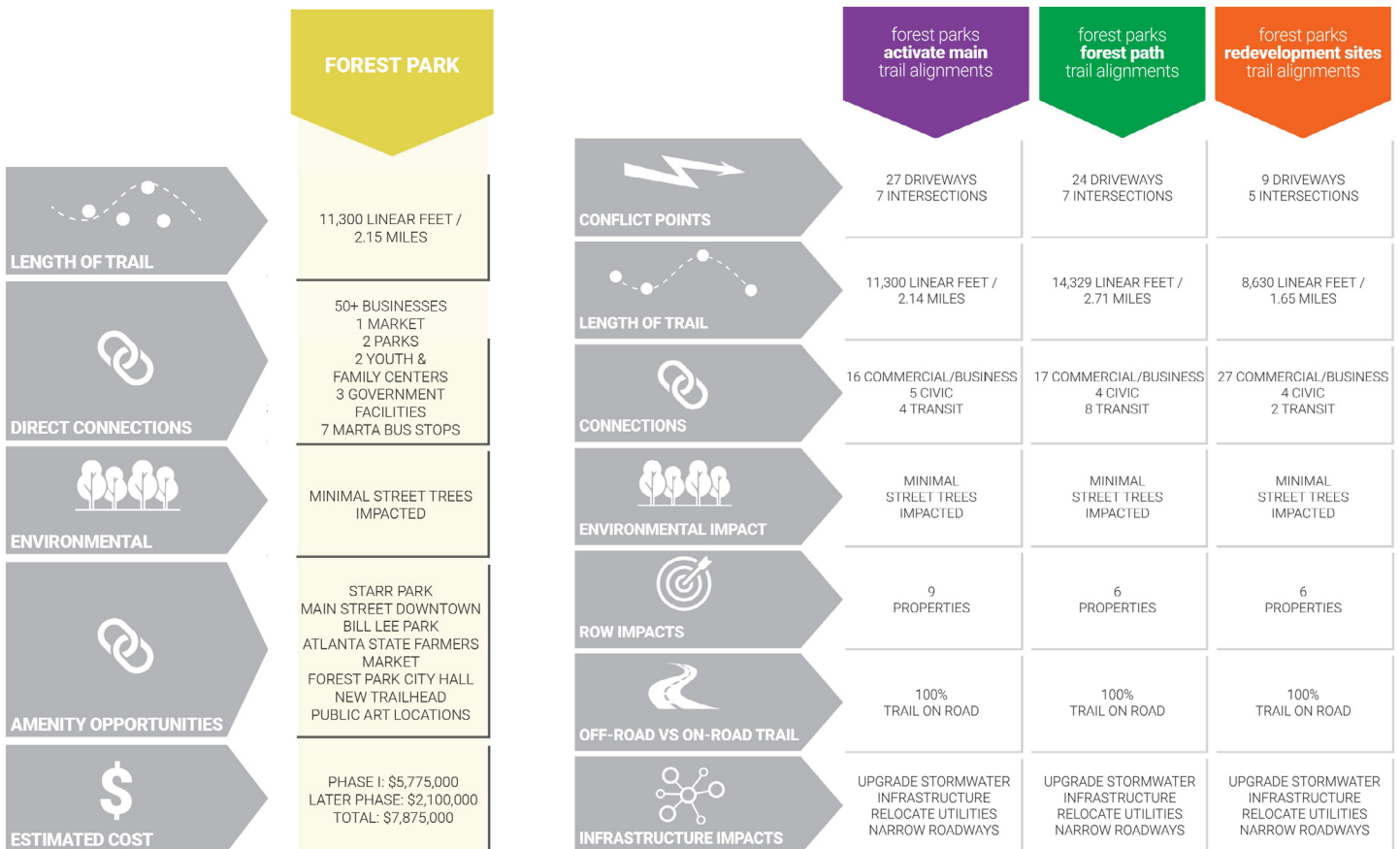


There are multiple historic resources, cultural landmarks, and destinations within the study area. The plan studies all the major areas having an effect on the trail network. Major destinations in the study area are a private two-acre cemetery connected to the Amazing Grace World Outreach Church, Atlanta State Farmers Market, Forest Park City Hall, Forest Park Recreation Center, Main Street, and Clayton County Library Forest Park Branch. Two main open spaces and parks are located in this area which offer community recreation and leisure activities: Starr Park, with multiple entertainment facilities such as a volleyball court, a tennis court, and a mini golf course, and Bill Lee Park located off Main Street. Along with the historical, cultural, and recreational areas, the plan studies the environmental resources, transportation network, and utilities to set the preferred alignment for the Forest Park AeroATL Model Mile Trail.

The plan provides several alternative routes within the study area which are influenced by the existing conditions, construction feasibility, and the ability to link key destinations. Multiple alternatives are proposed and evaluated based on the impacts of constructing

each route.

- The Activate Main Alignment connects Starr Park, existing civic buildings, Bill Lee Park, businesses along Main Street, and the Atlanta State Farmers Market. The focus of this alignment is to help reactivate Main Street and draw people downtown.
- The Forest Path alignment connects Starr Park, existing civic buildings, and the Atlanta State Farmers Market. Similar to portions of Activate Main, this route runs adjacent to Forest Parkway, proposing a road diet in existing shoulder lanes, and utilizes existing railroad right-of-way to create a looped trail and linear park space.
- The Redevelopment Sites Alignment connects Starr Park, existing civic buildings, Bill Lee Park, the Clayton County Library, businesses along Main Street, and two potential redevelopment sites. The intent of this alignment is the potential redevelopment of two existing brownfield sites on Main Street. These properties are currently owned by the City and could act as a catalyst to help rejuvenate interests and redevelopment on Main Street and the downtown area.



# MARTA 2040 TRANSIT PROJECT - CONNECT CLAYTON

## OVERVIEW

Connect Clayton seeks to explore different transit alignments and technology opportunities that comprise a transit network to improve Clayton County's transportation mobility, accessibility, and connectivity to and from the metro Atlanta region. The projects being developed under Connect Clayton include high capacity transit, transit supportive land use, and an operations and maintenance facility.

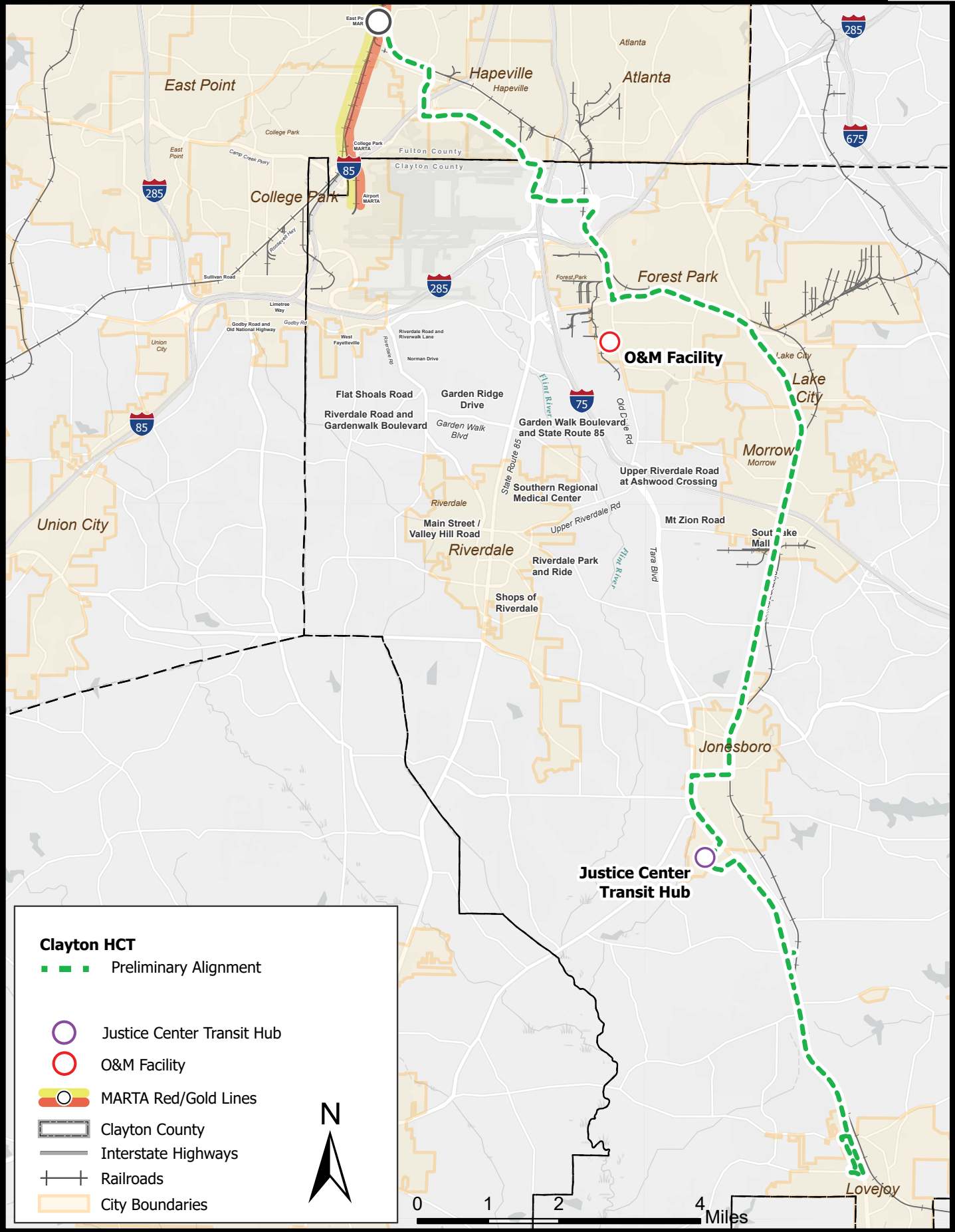
- Southlake Bus Rapid Transit (BRT) emerged as the preferred high capacity option to deliver service to the western portions of the county.
- Transit supportive land use is typically comprised of higher-density, multi-family residential, commercial, or mixed-use developments. An anticipated outcome of Connect Clayton is an amendment to Clayton County's comprehensive plan, which will align Southlake BRT's proposed station areas with consistent land use policies.
- The Clayton Multipurpose Operations and Maintenance (O&M) Facility will support MARTA's service expansion, supplement existing maintenance facilities, and improve MARTA's existing bus network in Clayton County. Additionally, the facility alone will create over 400 jobs in Clayton County.
- SR 54 High-Capacity Transit will explore alternatives for high-capacity, fixed-guideway transit in Clayton County.
- The Clayton Transit Oriented Development (TOD) Pilot Project will examine Clayton County to determine potential areas for TOD around the Southlake BRT stations.

## SR 54 HIGH CAPACITY TRANSIT

The SR 54 corridor is a major mobility corridor for Clayton County and provides access for Clayton County communities and residents of nearby counties to the Atlanta region. The proposed BRT project addresses the travel demands in a study area generally extending south from the East Point MARTA Rail Station in the City of East Point in Fulton County, GA to the City of Lovejoy in Clayton County, GA. The proposed BRT route would utilize the following roadways, from north to south: Main Street (in College Park), Irene Kidd Parkway, Central Avenue, Virginia Avenue, North Central Avenue, Downtown Hapeville, GA, Mountain View, US 41, Forest Parkway, SR 54, and SR 138. The proposed alignment is approximately 24 miles long, with some fully dedicated lanes and some areas operating in mixed traffic. Transit Signal Priority (TSP) technology would be implemented throughout the alignment.

The purpose of the proposed transit investment is to improve accessibility, travel time reliability, and economic development opportunities by providing high-capacity transit services for commuters accessing activity centers within Clayton County and the greater Atlanta region. BRT buses will be specifically branded to be visibly identifiable and can include near-level boarding, off-board ticket collection, along with other amenities.





## CLAYTON MULTIPURPOSE O & M FACILITY

The Clayton Multipurpose Operations and Maintenance (O&M) Facility will support operations of 31 regional bus routes and 250 buses. The facility will also include a MARTA police precinct, designated training areas, bus maintenance and repair facilities, transit operations and administrative offices, bus fueling points, bus inspection areas, vehicle cleaning facilities, fare retrieval points, bus parking and employee parking.

During the facility planning process, MARTA analyzed over 25 potential sites within Clayton County. The site selection process used 16 evaluation criteria to rank the potential sites including traffic conditions, current land use and zoning, site acquisition costs, site development costs and economic development factors. Located in Forest Park, Georgia, the preferred site consists of two adjacent parcels zoned light industrial and totaling 31 acres. The preferred site is a "greyfield" site, or underutilized land that presents favorable conditions for redevelopment.

The MARTA Clayton Multipurpose O&M Facility is being designed to:

- Increase system efficiency by reallocating equipment from existing MARTA bus maintenance facilities, up to 19 miles away, to the new facility resulting in a reduction in overall bus mileage, lost revenue time and emissions.
- Lower operational costs by reducing lost revenue time, mileage, deadhead costs and bus driver costs.
- Accommodate 250 buses with parking, fueling, washing and maintenance.
- Support fueling and servicing of alternative fuels including natural gas and fully electric buses. The site has nearby electrical infrastructure capable of supporting an all-electric bus fleet.
- Spark economic investment in the community, with the site being located within a federally designated Opportunity Zone.
- Help create construction and new transit jobs locally, employ over 400 employees and enhance safety with the presence of officers at the police precinct. The facility will have a positive future net fiscal impact of about \$174K annually on the City of Forest Park.



Increased System Efficiency



Potential Support of Alternative Fuels



Lower Operational Costs



Investment and Jobs in Clayton County



*Rendering of Police Precinct*



*Rendering of Maintenance Building*



# TRANSIT SUPPORTIVE LAND USE

Transit supportive land use is comprised of higher-density, multi-family residential, commercial, or mixed-use developments that are typically prevalent in transit-oriented development (TOD) patterns. To assist Clayton County’s transit projects in the federal process, MARTA, Clayton County, and local jurisdictions need to work together to implement the Big Five, referenced below.

Clayton’s future high-capacity corridors (SR 54 and SR 85) are not “transit friendly” in terms of land use or zoning. Currently these communities have:

- Low density
- Single/homogenous uses
- Poor walkability
- Suburban-style site design oriented to car
- Over-abundance or surface parking

**The Big Five**

1

**Density/Intensity**

2

**Mixed Uses**

3

**Walkability**

4

**People-Friendly Design**

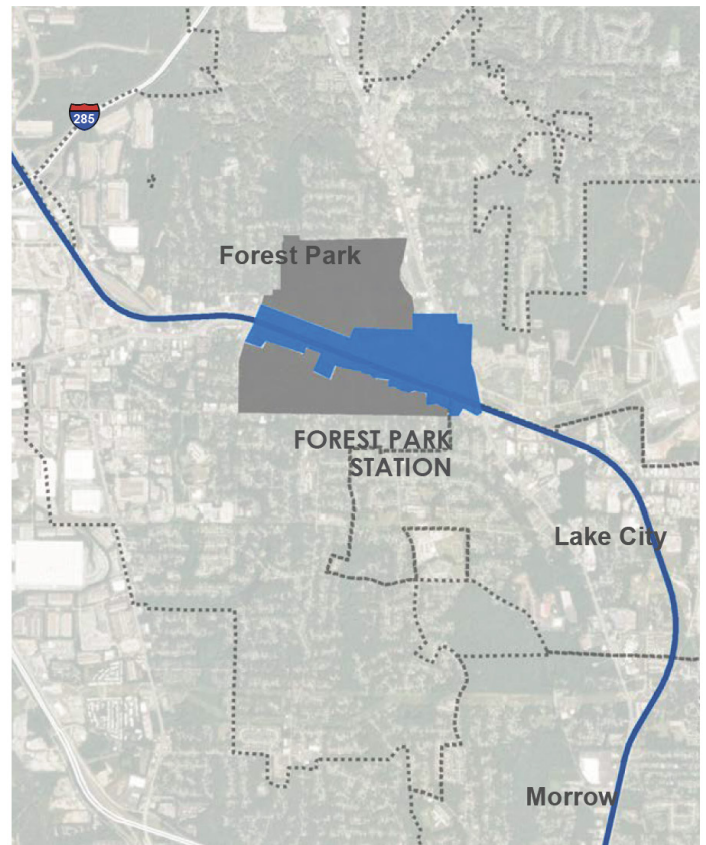
5

**Managed Parking**

1	2	3	4	5
<p><b>DENSITY/INTENSITY</b></p> <ul style="list-style-type: none"> <li>• Number of people</li> <li>• Number of jobs</li> </ul>	<p><b>MIXED USES</b></p> <ul style="list-style-type: none"> <li>• Creates diversity</li> <li>• Encourages activity day &amp; night</li> </ul>	<p><b>WALKABILITY</b></p> <ul style="list-style-type: none"> <li>• Wide sidewalks</li> <li>• Small block sizes</li> <li>• Intersection density</li> </ul>	<p><b>PEOPLE-FRIENDLY DESIGN</b></p> <ul style="list-style-type: none"> <li>• Trees and green spaces</li> <li>• Great streetscapes</li> <li>• Buildings with interesting facades and lots of windows</li> </ul>	<p><b>MANAGED PARKING</b></p> <ul style="list-style-type: none"> <li>• Reduced and hidden parking</li> <li>• Encourages use of transit, walking, and other modes of travel</li> </ul>
<p>HERE IS WHERE WE ARE:</p>	<p>HERE IS WHERE WE ARE:</p>	<p>HERE IS WHERE WE ARE:</p>	<p>HERE IS WHERE WE ARE:</p>	<p>HERE IS WHERE WE ARE:</p>
<p>HERE IS WHERE WE WANT TO GO...</p>	<p>HERE IS WHERE WE WANT TO GO...</p>	<p>HERE IS WHERE WE WANT TO GO...</p>	<p>HERE IS WHERE WE WANT TO GO...</p>	<p>HERE IS WHERE WE WANT TO GO...</p>

In 2022, the MARTA team coordinated with jurisdictions in South Fulton County and Clayton County, along with Clayton County itself to develop amendments to their comprehensive plans. These amendments included language to allow for zoning of land uses that support transit in their geographic areas.

To conclude the Clayton County Transit Supportive Land Use Study, MARTA is providing each jurisdiction with zoning recommendations for better alignment with transit supportiveness, as well as additional station area planning strategies. The recommended approach for implementing transit supportive land uses in Forest Park is to integrate key components of MARTA’s TOD-Core Redevelopment/New Build model ordinance into the City’s current zoning ordinance rewrite. The creation of a new residential overlay based on the Residential Support model ordinance is also recommended.



City Boundary

SR 54 LPA

Recommended TOD Core: Redevelopment/New Build

Recommended Residential Support



CHAPTER 9

# HISTORIC, CULTURAL, AND NATURAL RESOURCES

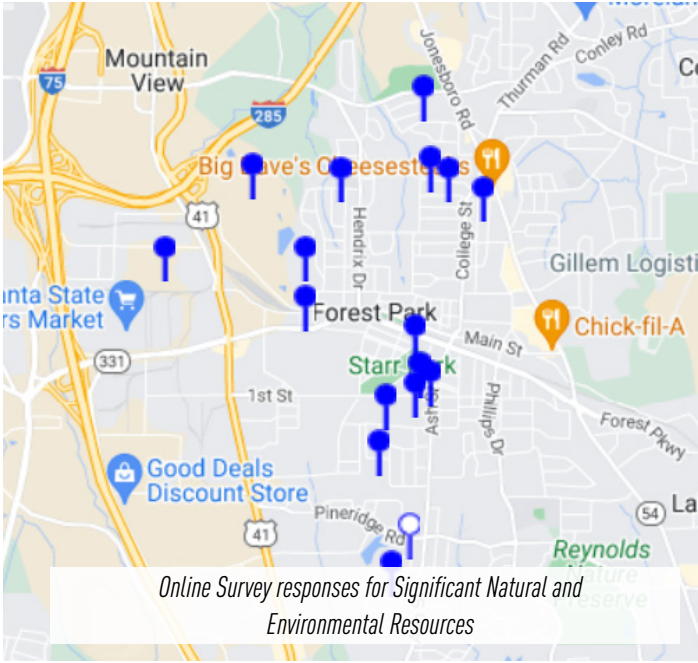




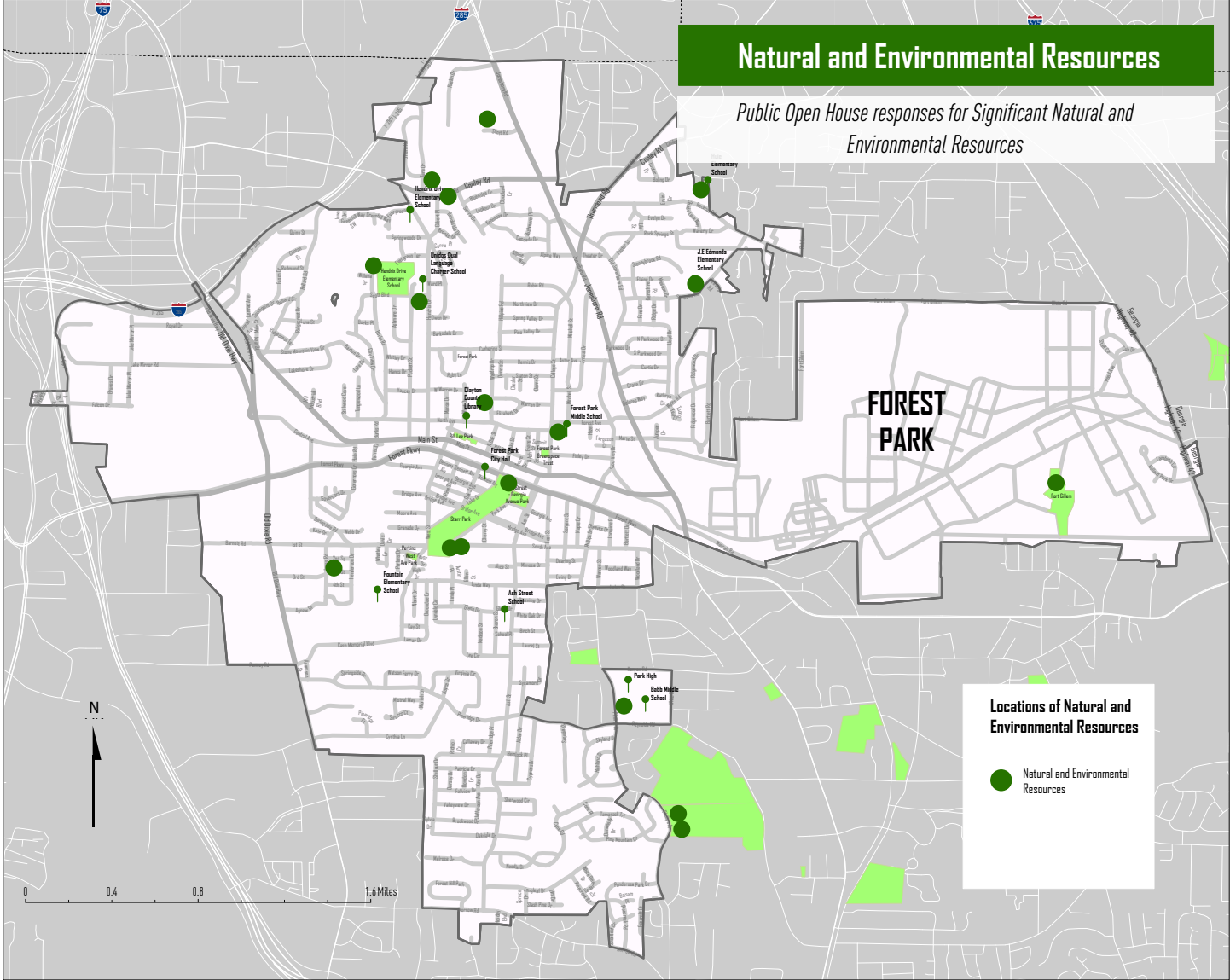


# COMMUNITY INPUT FOR NATURAL & ENVIRONMENTAL RESOURCES

The participants were asked to mark the most important natural and environmental resources in Forest Park. Starr Park, Bill Lee Park, Ballard Pond, Forest Hills Memorial Gardens, and Forest Lake were among the places identified on the map.



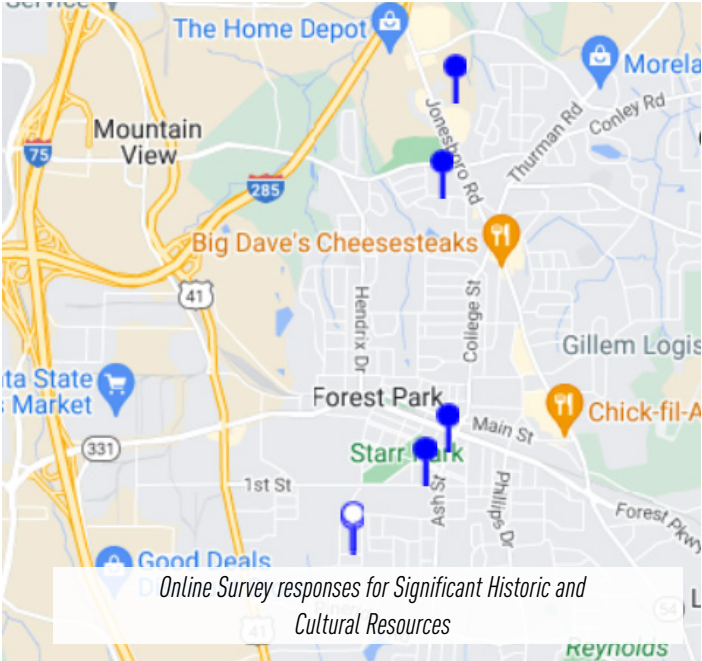
*What are Forest Park's most significant Natural and Environmental Resources?*



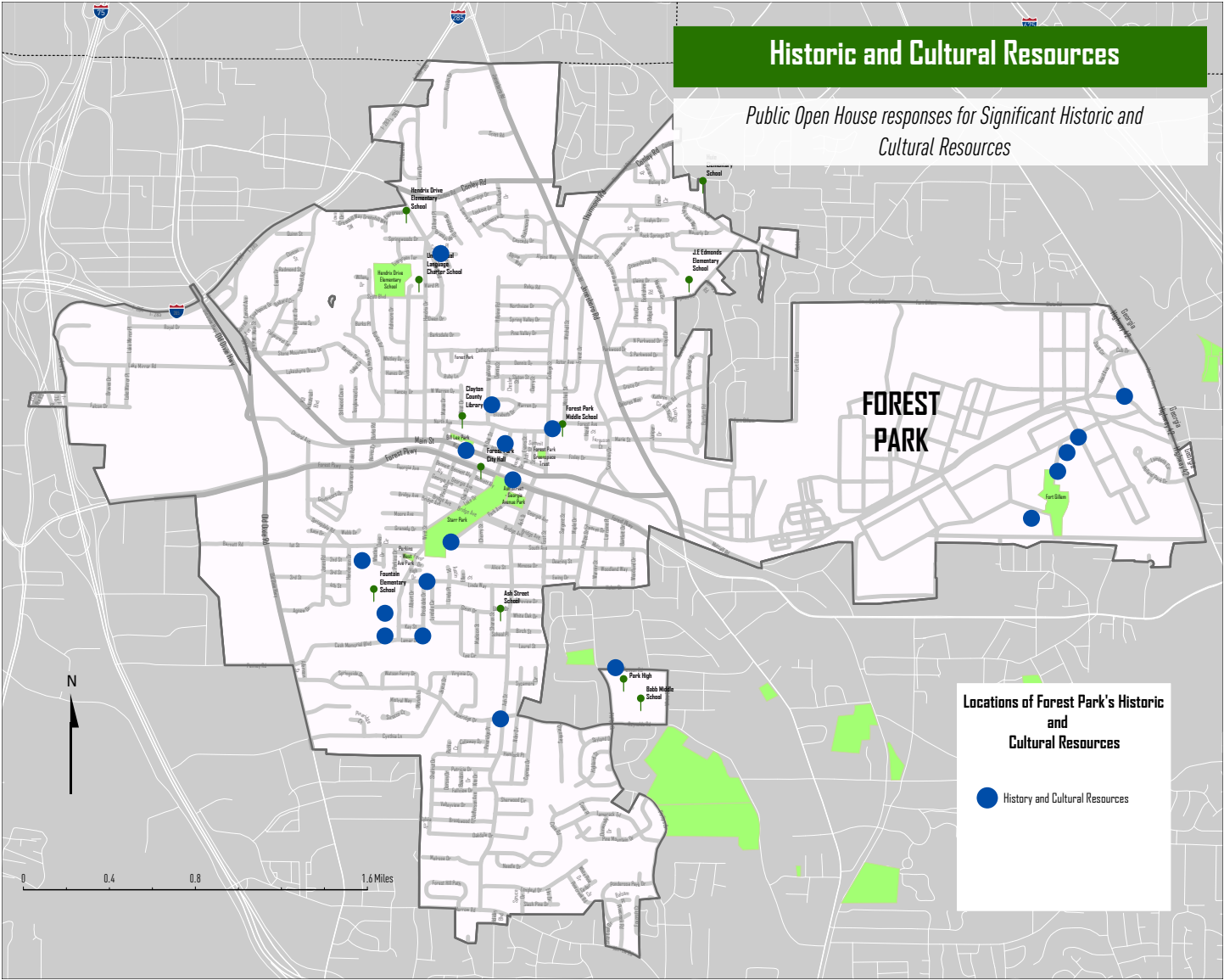


# COMMUNITY INPUT FOR HISTORIC & CULTURAL RESOURCES

The participants were asked to mark the most important historic and cultural resources in Forest Park. Forest Park schools, Clayton County Library, Forest Chapel Baptist Church, and City Hall were among the places identified on the map.



*What are Forest Park's most significant Historic and Cultural resources?*



CHAPTER 10

# FUTURE LAND USE

# FUTURE LAND USE MAP

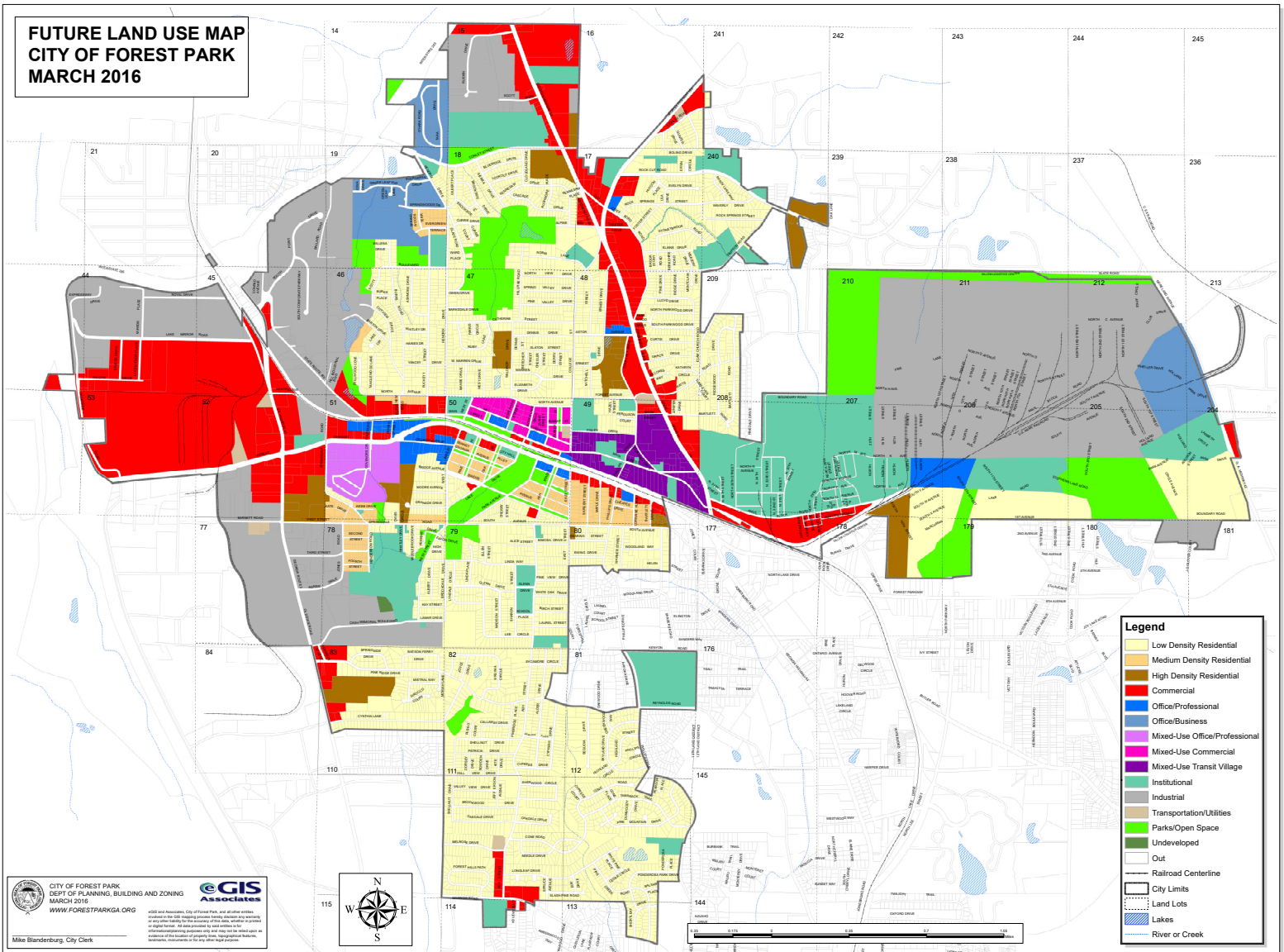
The Future Land Use Map geographically organizes future development the City of Forest Park desires to achieve in the future and is a graphic representation of goals and objectives of this Comprehensive Plan.

Zoning, development regulations, and infrastructure investment will need to evolve to accommodate future land use goals and principles. Decision-makers will also use the future land use descriptions as a policy guide for future rezoning decisions, and as a way to understand broader context around development proposals.

Future land uses provide descriptions regarding these planning elements:

- Desired infrastructure, economic objectives, housing types and building types
- Building form, massing, and style
- Desired use or mix of uses
- Goals to achieve the desired development types

As Forest Park is primarily built out, redevelopment will be key to any growth within the City.





## LOW DENSITY RESIDENTIAL

Includes single-family, detached residential development. This land use category includes large areas of the city which are already developed in single-family residential subdivisions, and includes those areas which are likely to develop in a similar manner over the next twenty years.



## MEDIUM DENSITY RESIDENTIAL

Includes single family detached, single family attached, duplex, triplex, townhouse and condominiums.



## HIGH DENSITY RESIDENTIAL

Includes single family detached, single family attached, duplex, triplex, townhouse, condominiums and multi-family apartments.



## COMMERCIAL

Includes retail or strip malls, auto-related businesses, funeral homes and restaurants.



## OFFICE / PROFESSIONAL

Includes office and professional uses such as finance, insurance, real estate and medical offices.



## OFFICE / BUSINESS

Includes more intensive office-oriented developments such as “office parks” and “business parks” that are directly accessible to the interstate highway system. All development should have the majority of building space allocated for office use.





## MIXED USE OFFICE

Allows for a mixture of office and residential uses in such a way as to foster a live-work environment. Professional offices (finance, insurance, real estate, medical) may locate at ground level with residential condominium or apartment units above. Includes single family detached, single family attached, duplex, triplex, townhouse, condominiums and multi-family apartments.



## MIXED USE COMMERCIAL

allows for a mixture of commercial and residential uses in a "traditional urban" or "main street" fashion. Neighborhood-friendly retail commercial uses such as drugstores, flower shops, and small clothing stores may front on commercial streets with condominium-type residential units and/or offices located above or behind. Includes single family detached, single family attached, duplex, triplex, townhouse, condominiums and multi-family apartments.



## MIXED USE TRANSIT VILLAGE

Consistent with the Transit Village recommended by the Forest Park Livable Centers Initiative Plan, allows for a mixture of neighborhood-friendly commercial, office and residential uses in a vertical arrangement. All development should be pedestrian-oriented and should facilitate access to mass transit facilities.



## INSTITUTIONAL

Includes churches, lodges, hospitals, clubs and community service buildings. This classification also includes public schools and buildings, fire stations, police stations, City buildings, and cemeteries.



## INDUSTRIAL

Includes storage and warehousing facilities, technology related manufacturing with offices, auto repair, utility storage yards, structures which combine office and warehouse/distribution functions, truck terminals, and similar structures and other businesses that are manufacturers but do not necessarily conflict with commercial uses.



## TRANSPORTATION / COMMUNICATION / UTILITIES

Includes airports, water and sewer facilities, power stations, substations, water storage tanks, radio and television stations, limited access highways, and utility corridors.



## PARK / OPEN SPACE

Includes land dedicated to active or passive recreational uses that are either publicly or privately owned and may include playgrounds, public parks, nature preserves, golf courses, reservations, recreation centers, and similar uses. All 100-year floodplain areas in Forest Park are included under the Parks/Open Space classification.



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CHAPTER 11

# COMMUNITY WORK PROGRAM





Item	Description	Fiscal Year					Total Cost (if any)	Responsible Department or Agency
		23-24	24-25	25-26	26-27	27-28		
<b>Population</b>								
P.1	Monitor regional and U.S. Census estimates of the City's population	*	*	*	*	*	Not Applicable	Planning & Community Development
P.2	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	*	*	*	*	*	Staff Time	Planning & Community Development
P.3	Prepare, implement, and revise as appropriate a community information plan and program	*	*	*	*	*	Staff Time	Planning & Community Development
<b>Housing</b>								
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	*	*	*	*	*	Staff Time	Planning & Community Development
H.2	Conduct Neighborhood and Housing Analysis	*	*	*			Staff Time	Planning & Community Development
H.3	Initiate an on-going review of concentrated substandard housing units and use community development funds to help fund improvements	*	*	*	*	*	Staff Time	Planning & Community Development/Code Enforcement
H.4	Continue to enforce the standard housing code	*	*	*	*	*	Staff Time	Planning & Community Development/Code Enforcement
H.5	Establish and promote a housing rehabilitation program partnering with local County and Regional resources	*	*	*	*	*	Staff Time	Planning & Community Development/Code Enforcement
H.6	Monitor available county, state and federal housing programs and disseminate information to individuals and groups in need of such program resources.	*	*	*	*	*	Staff Time	Planning & Community Development/Code Enforcement
H.7	Work with Land Bank on potential housing	*	*	*	*	*	Staff Time	Planning & Community Development
H.8	Research methods to establish Infill Development opportunities	*	*	*	*		Staff Time	Planning & Community Development
H.9	Establish housing strategy for Ft. Gillem	*	*	*	*	*	Staff Time	Planning & Community Development
<b>Economic Development</b>								
ED.1	Provide information on available office space to all potential users or reference sources.	*	*	*	*	*	Staff Time	DDA, City Administration
ED.2	Continue to collaborate with the Urban Redevelopment Authority/Fort Gillem to attract world class industry and business that supports the City's develop goals.	*	*	*	*	*	Staff Time	City Administration, City Council

Item	Description	Fiscal Year					Total Cost (if any)	Responsible Department or Agency
ED.4	Identify and incorporate quality of life enhancements that make the area attractive to corporations.	*	*	*	*	*	Staff Time	All departments
ED.5	Collaborate with Aerotropolis and the DDA to make the City more attractive to businesses and potential homeowners.	*	*	*	*	*	Staff Time	Downtown Development Authority (DDA); Urban Redevelopment Authority (URA); Planning & Community Development & Economic Development
ED.6	Complete signage to key attractions throughout the City	*	*	*	*	*	Staff Time	Public Works (in coordination with Aerotropolis where applicable-Gateway Program)
ED.7	Guide small entrepreneurs to available forms of resources and assistance	*	*	*	*	*	Staff Time	City Manager's Office & DDA
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	*	*	*	*	*	Staff Time	City Manager's Office
ED.9	Stay involved in regional discussions with Aerotropolis and similar agencies	*	*	*	*	*	Staff Time	City Manager's Office, Planning & Community Development
ED.10	Continue to effectively communicate the development process: advocate for streamlining where opportunities exist	*	*	*	*	*	Staff Time	Planning & Community Development, City Manager's Office DDA
ED.11	Continue to enhance the first line of marketing to new and expanding businesses using the City Website, by launching new website	*	*	*	*	*	Staff Time	City Manager's Office & DDA
ED.12	Administer and promote/ market the Opportunity Zone to all existing and prospective businesses.	*	*	*	*	*	Staff Time	City Manager's Office and DDA
ED.13	Solicit, plan, and produce events in conjunction with organizations to offer a variety of affordable entertainment and leisure activities in a safe and attractive environment	*	*	*	*	*	Staff Time	City Manager's Office, Parks and Recreation and DDA
ED.14	Conduct a Market Analysis of Retail and Service Industry	*	*	*	*	*	Staff Time	City Administration
ED.15	Maintain the City's current infrastructure services office (ISO) rating	*	*	*	*	*	Staff Time	Fire Department

Item	Description	Fiscal Year					Total Cost (if any)	Responsible Department or Agency
		23-24	24-25	25-26	26-27	27-28		
<b>Redevelopment</b>								
R.1	Pursue priority-based budgeting to accomplish redevelopment goals with targeted neighborhood redevelopment a priority	*	*	*	*	*	Not Applicable	City Manager, City Council
R.2	Establish an infill development program potential incentives to target developers with senior affordable housing specialization	*	*	*	*	*	Staff Time	City Manager, Planning & Community Development, and DDA
R.3	Continue to collaborate with Clayton County Land Bank	*	*	*	*	*	Staff Time	City Administration, Planning & Community Development
R.4	Continue to collaborate with State on the revitalization efforts of the State Farmers Market to ensure the broader goals of community connectivity and pedestrian accessibility are incorporated	*	*	*	*	*	Staff Time	City Manager, City Council & relevant departments
R.5	Continue to promote public facilities in redevelopment target areas	*	*	*	*	*	Not Applicable	City Administration & City Council
R.6	Implement recommendations of Starr Park Master Plan	*	*	*	*	*	TBD/Cost to be Phased	Parks & Recreation with city departments
R.7	Support Downtown Development Authority, where needed	*	*	*	*	*	TBD	City Council, City Manager
R.8	Seek funding for implementation of neighborhood redevelopment plans, and projects	*	*	*	*	*	TBD	Planning & Community Development
R.9	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks.	*	*	*	*	*	TBD	Public Works
R.10	Promote existing retail space and the redevelopment of vacant retail space. Develop a greyfield redevelopment strategy.	*	*	*	*	*	Staff Time	DDA, City Administration & Economic Development
<b>Housing &amp; Neighborhoods</b>								
H&N.1	Establish a Forest Park Pride program to include public education signage in English and Spanish	*	*	*	*	*	Staff Time	City Council, City Manager & Public Works
H&N.2	Develop design guidelines or overlay district for Starr Park neighborhood	*	*	*	*	*	Staff Time	Planning & Community Development
H&N.3	Implement a targeted rental and abandoned property registration and monitoring program	*	*	*	*	*	Staff Time Consultant	City Administration, City Council & Code Enforcement
H&N.4	Identify a Senior Housing opportunity and recruit a developer	*	*	*	*	*	Staff Time	City Council, City Manager, Planning & Community Development

Item	Description	Fiscal Year					Total Cost (if any)	Responsible Department or Agency
		23-24	24-25	25-26	26-27	27-28		
<b>Urban Design</b>								
UD.1	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines including Aerotropolis	*	*	*	*	*	TBD	Public Works, Planning & Community Development
UD.2	Develop a Placemaking strategy to include Jonesboro Road (like WeLoveBuHi) as a food and cultural destination, Starr Park-wellness and recreation destination, Main Street-retail and restaurants.	*	*	*	*	*	TBD	City Administration, Planning & Community Development
UD.3	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	*	*	*	*	*	Staff Time	Public Works, Planning & Community Development
<b>Land Use</b>								
LU.1	Further develop, refine, and implement land use recommendations for "Character areas"	*	*	*	*	*	Staff Time	Planning & Community Development
LU.2	Update City Land Use and Zoning Maps	*	*	*	*	*	Staff Time	Planning & Community Development
LU.3	Implement GIS platform updates and establish on-going program	*	*	*	*	*	Staff Time	Planning & Community Development
LU.4	Periodically report as may be needed on conformance with regional development plan	*	*	*	*	*	Staff Time	Planning & Community Development
LU.5	Establish Design Guidelines for Jonesboro Road Corridor	*	*	*	*	*	Staff Time	Planning & Community Development
<b>Community Facilities</b>								
CF.1	Implement the master plan for Starr Park	*	*	*	*	*	Cost to Be Phased	Parks & Recreation; other applicable departments
CF.2	Implement a connectivity plan that addresses Forest Parkway, Jonesboro Road, Aerotropolis Greenway, Starr Park and Clayton County network	*	*	*	*	*	Cost to be Phased	City Administration, Planning & Community Development, Public Works
CF.3	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	*	*	*	*	*	Staff Time	Administration, Public Works, Parks & Recreation
CF.4	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	*	*	*	*	*	Staff Time	HR lead with various departments

Item	Description	Fiscal Year					Total Cost (if any)	Responsible Department or Agency
CF.5	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	*	*	*	*	*	Staff Time	Administration; various departments
CF.6	Continue and enhance community-based policing including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit by seeking special grant funds and ensuring program responsibilities are assigned to specific staff	*	*	*	*	*	\$20,000	Police
CF.7	Continue programs of recognition to all public safety staff for the jobs they accomplish as a combination department of full-time and part-time employees	*	*	*	*	*	Staff Time	Fire & Rescue, Police, City Council
CF.8	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	*	*	*	*	*	Staff Time/ Cost to be Determined	Public Works
CF.9	Investigate the need for traffic calming, pedestrian safety elements and integrate traffic calming projects as may be appropriate in the City's capital plan	*	*	*	*	*	Staff Time	Public Works
CF.10	Develop a program incorporating landscaping/streetscaping and green infrastructure into all major road projects to improve water quality provide greater community identity and safety	*	*	*	*	*	Staff Time	Public Works, Planning & Community Development
CF.11	Annually program and implement improvements needed to maintain and upgrade the storm water management system in compliance with the MS4 NPDES Permit	*	*	*	*	*	Staff Time	Public Works
CF.12	Continue to monitor the conditions of municipally owned facilities; schedule improvement to such facilities and grounds as appropriate	*	*	*	*	*	Staff Time	Public Works, Recreation & Parks
CF.13	Continually review and revise the disaster preparedness and management plans in conjunction with Clayton County	*	*	*	*	*	Staff Time	Various Departments
Public Works		23-24	24-25	25-26	26-27	27-28		
PW.1	Use TSPLOST funds for transportation improvements including system improvements described in the Comprehensive Plan	*	*	*	*	*	Staff Time	Public Works



Item	Description	Fiscal Year					Total Cost (if any)	Responsible Department or Agency
PW.2	Work with MARTA to locate facilities and provide enhanced routes within the City. Shelters and trash bins remain a priority.	*	*	*	*	*	TBD	Public Works, Planning & Community Development, City Administration
PW.3	Continue to collaborate with MARTA, Clayton County, and other appropriate entities to develop the Multi-Modal Transportation Center on Forest Parkway	*	*	*	*	*	TBD	Public Works, Planning & Community Development, City Administration
PW.4	Determine the feasibility of a pedestrian bridge over Forest Parkway tied to the proposed city center	*	*	*	*	*	TBD	Public Works, Planning & Community Development, City Administration working with the State and MARTA
PW.5	Continue to prioritize road resurfacing projects, continue drainage maintenance projects and sidewalk repair projects according to most urgent need and implement transportation system improvements as described in the Comprehensive Plan	*	*	*	*	*	TBD-Phased	Public Works
PW.6	Barlett Road Improvements	*	*	*	*	*	Staff Time	Public Works
<b>Intergovernmental Coordination</b>		<b>23-24</b>	<b>24-25</b>	<b>25-26</b>	<b>26-27</b>	<b>27-28</b>		
IC.1	Periodically revisit and update intergovernmental service agreements	*	*	*	*	*	Staff Time	City Administration
IC.2	Revisit agreement with Clayton County Animal Control Services to ensure mutual benefit and greater coordination	*	*	*	*	*	Staff Time	City Administration, Planning & Community Development
IC.3	Monitor legislative changes of adjacent jurisdictions (Lake City, Morrow, Clayton County) for their impact on Forest Park	*	*	*	*	*	Staff Time	Administration

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CHAPTER 12

# REPORT OF ACCOMPLISHMENTS





# REPORT OF ACCOMPLISHMENTS

## KEY TO TERMINOLOGY

Items that are Completed have been finished within the 5-Year reporting period prior to this Comprehensive Plan Update.

Items that are Underway have been initiated or have had partial progress made as of the end of the 5-Year reporting period prior to this Comprehensive Plan Update. They have been carried over into the new 5-year reporting period for this Comprehensive Plan Update.

Items that are Postponed are still priorities for the community and have been carried over into the new 5-Year reporting period for this Comprehensive Plan Update.

Items that are Cancelled will not be carried over into the new 5-Year reporting period for this Comprehensive Plan Update. Generally, these are items that are broad policy statements or routine city operations, and they have been identified appropriately as such.

Item	Description	Status
<b>POPULATION</b>		
P.1	Monitor regional and U.S. Census Bureau estimates of the City's population	Underway
P.2	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	Underway
P.3	Prepare, implement, and revise as appropriate a community information plan and program	Underway
<b>HOUSING</b>		
H.1	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	Underway
H.2	Conduct Neighborhood and Housing Analysis	Underway
H.3	Initiate an on-going review of concentrated substandard housing units and use community development funds to help fund improvements	Underway
H.4	Continue to enforce the standard housing code	Underway
H.5	Establish and promote a housing rehabilitation program partnering with local County and Regional resources	Underway
H.6	Monitor available county, state and federal housing programs and disseminate information to individuals and groups in need of such program resources	Underway
H.7	Conduct Neighborhood and Housing Analysis	Cancelled -Duplicative of item # H.2 above -Replaced with new item in 2024-28 CWP

Item	Description	Status
H.8	Research methods to establish Infill Development opportunities	Underway
H.9	Improve the Condition of Housing Located in the Southwest Region of Forest Park	Cancelled -Routine/ongoing City function -Forest Park now has citywide focus on housing conditions -Replaced with new item in 2024-28 CWP
<b>ECONOMIC DEVELOPMENT</b>		
ED.1	Provide information on available office space to all potential users or reference sources	Underway
ED.2	Continue to collaborate with the Urban Redevelopment Authority/ Fort Gillem to attract world-class industry and business that support the City's develop goals	Underway
ED.3	Work with other City departments to promote economic growth that will result in increasing the tax base	Underway
ED.4	Identify and incorporate quality of life enhancements that make the area attractive to corporations	Underway
ED.5	Collaborate with Aerotropolis and the DDA to make the City more attractive to businesses and potential homeowners	Underway
ED.6	Complete signage to key attractions throughout the City	Underway
ED.7	Guide small entrepreneurs to available forms of resources and assistance	Underway
ED.8	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	Underway
ED.9	Stay involved in regional discussions	Underway
ED.10	Continue to effectively communicate the development process; advocate for streamlining where opportunities exist	Underway
ED.11	Continue to enhance the first line of marketing to new and expanding businesses using the City website	Underway
ED.12	Administer and promote/market the Opportunity Zone to all existing and prospective businesses	Underway
ED.13	Solicit, plan and produce events in conjunction with organizations to offer a wide variety of affordable entertainment and leisure activities in a safe and attractive environment	Underway
ED.14	Conduct a Market Analysis of Retail and Services Industry	Underway
ED.15	Maintain the City's current insurance services office (ISO) rating	Underway
<b>REDEVELOPMENT</b>		
R.1	Pursue priority-based budgeting to accomplish redevelopment goals with targeted neighborhood redevelopment a priority	Underway
R.2	Establish an infill development program potential incentives to target developers with senior affordable housing specialization	Underway
R.3	Continue to collaborate with Clayton County Land Bank	Underway



Item	Description	Status
R.4	Continue to collaborate with the State on the revitalization efforts of the State Farmers Market to ensure the broader goals of community connectivity and pedestrian accessibility are incorporated	Underway
R.5	Continue to promote public facilities in redevelopment target areas	Underway
R.6	Implement recommendations of Starr Park Master Plan	Underway
R.7	Support Downtown Development Authority, where needed	Underway
R.8	Seek funding for implementation of neighborhood redevelopment plans, and projects	Underway
R.9	Assist where possible in improving access, ingress, and egress to outmoded retail centers and upgrade surrounding road networks	Underway
R.10	Promote existing retail space and the redevelopment of vacant retail space. Develop a greyfield strategy.	Underway
<b>HOUSING &amp; NEIGHBORHOODS</b>		
H&N.1	Establish a Forest Park Pride program to include public education signage in English and Spanish for the Clean Sweep initiative	Underway
H&N.2	Develop design guidelines or overlay district for Starr Park neighborhood	Underway
H&N.3	Implement a targeted rental and abandoned property registration and monitoring program	Underway
H&N.4	Identify a Senior Housing opportunity and recruit a developer	Underway
H&N.5	Encourage neighborhood "self-help" activities	Cancelled Absorbed into City Code Enforcement general education and outreach efforts and beautification plan
<b>URBAN DESIGN</b>		
UD.1	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines including Aerotropolis	Underway
UD.2	Develop a Placemaking strategy to include Jonesboro Road (like WeLoveBuHi) as a food and cultural destination, Starr Park - wellness and recreation destination, Main Street -retail and restaurants	Underway
UD.3	Continue to apply for federal and state funding to enhance the streetscapes of road corridors in the City	Underway
<b>LAND USE</b>		
LU.1	Further develop, refine, and implement land use recommendations for "character areas"	Underway
LU.2	Update City Land Use and Zoning Maps	Underway
LU.3	Implement GIS platform updates and establish on-going program	Underway
LU.4	Periodically report as may be needed on conformance with regional development plan	Underway

Item	Description	Status
LU.5	Identify funding and conduct Zoning Audit and Code Update	Complete Below items renumbered accordingly in 2024-28 CWP
LU.6	Establish Design Guidelines for the Jonesboro Road Corridor	Underway
<b>COMMUNITY FACILITIES</b>		
CF.1	Implement the master plan for Starr Park	Underway
CF.2	Implement a connectivity plan that addresses- Forest Parkway, Jonesboro Road, Aerotropolis Greenway, Starr Park and Clayton County network	Underway
CF.3	Periodically review and modify sanitation rates and fees to reflect the actual costs of service provision and to further divisions goals	Cancelled -Routine/ongoing City function -Not applicable given 5-year horizon of previous plan -Below items renumbered accordingly in 2024-28 CWP
CF.4	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	Underway
CF.5	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	Underway
CF.6	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population	Underway
CF.7	Continue and enhance community-based policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit by seeking special grant funds and ensuring program responsibilities are assigned to specific staff	Underway
CF.8	Maintain the City's current Insurance Services Office (ISO) rating	Cancelled -Routine/ongoing City function -Not applicable given 5-year horizon of previous plan -Below items renumbered accordingly in 2024-28 CWP
CF.9	Continue programs of recognition to all public safety staff for the jobs they accomplish as a combination department of full-time and part-time employees	Underway
CF.10	Continue to prioritize road resurfacing projects, continue drainage maintenance projects, and sidewalk repair projects according to most urgent need	Underway
CF.11	Investigate the need for traffic calming, pedestrian safety elements and integrate traffic calming projects as may be appropriate in the City's capital plan	Underway
CF.12	Develop a program incorporating landscaping / streetscaping and green infrastructure into all major road projects to improve water quality provide greater community identity and safety	Underway
CF.13	Annually program and implement improvements needed to maintain and upgrade the storm water management system in compliance with the MS4 NPDES Permit	Underway

Item	Description	Status
CF.14	Continue to monitor the conditions of municipally owned facilities; schedule improvements to such facilities and grounds as appropriate	Underway
CF.15	Prepare, implement, and revise as appropriate a community information plan and programs	Complete City has hired Public Information Officer
CF.16	Continually review and revise the disaster preparedness and emergency management plans in conjunction with Clayton County	Underway
CF.17	Update and review the technology needs for the Mayor and City Council to have electronic agendas and meeting documentation for laptops or tablets	Complete
CF.18	Periodically update the City's Consolidated Action Plan (5-year) for HUD as needed	Cancelled Clayton County function
CF.19	Periodically update the City's Annual Action Plan for HUD as needed	Cancelled Clayton County function
CF.20	Expand the Senior Center and Combine two facilities into one/Community Use	Complete
CF.21	Implement the computerized registration & recreation system	Complete
<b>PUBLIC WORKS/TRANSPORTATION</b>		
PW.1	Work with MARTA to locate facilities and provide enhanced routes within the City. Shelters and trash bins are priority for 2019-2020.	Underway
PW.2	Use TSPLOST funds for transportation improvements including system improvements described in the Comprehensive Plan	Underway
PW.3	Continue to collaborate with MARTA, Clayton County and other appropriate entities to develop the Multi-Modal Transportation Center on Forest Parkway	Underway
PW.4	Identify and develop a Bus Terminal	Complete -5163 and 5265 Old Dixie Highway site selected for MARTA Clayton Multipurpose O&M Facility -Below items renumbered accordingly in 2024-28 CWP
PW.5	Develop a parking deck (underground)	Cancelled -Based on the 2021 LCI study update and current vision for Main Street, an underground parking deck is no longer an option unless incorporated into a private partner-led mixed-use development -Below items renumbered accordingly in 2024-28 CWP
PW.6	Determine the feasibility of a pedestrian bridge over Forest Parkway tied to the proposed transit center	Underway
PW.7	Continue to prioritize road resurfacing projects, continue drainage maintenance projects and sidewalk repair projects according to most urgent need and implement transportation system improvements as described in the Comprehensive Plan	Underway
PW.8	Bartlett Road Improvements	Underway

Item	Description	Status
<b>INTERGOVERNMENTAL COORDINATION</b>		
IC.1	Periodically revisit and update intergovernmental service agreements	Underway
IC.2	Revisit agreement with Clayton County Animal Control Services to ensure mutual benefit and greater coordination	Underway
IC.3	Monitor legislative changes of adjacent jurisdictions (Lake City, Morrow, Clayton County) for their impact on Forest Park	Underway
IC.4	Periodically revisit and revise the intergovernmental land use dispute resolution process	Cancelled Routine/ongoing City function Not applicable given 5-year horizon of previous plan

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# APPENDIX



*PUBLIC HEARING #1*

*PUBLIC HEARING #2*

*STEERING COMMITTEE #1*

*STEERING COMMITTEE #2*

*PUBLIC OPEN HOUSE*

*PUBLIC INPUT ONLINE SURVEY*

# PUBLIC HEARING #1

MARCH 6, 2023

### City of Forest Park NOTICE TO THE PUBLIC

The City of Forest Park Mayor and Council will hold an initial public hearing regarding the City's 2023 Comprehensive Plan Update at Forest Park City Hall Council Chambers, 745 Forest Parkway, on March 6, 2023, at 6:00 p.m.

The purpose of this hearing is to brief the community on the process to be used to develop the plan, opportunities for public participation in plan development, and to obtain input on the proposed planning process.

All interested parties should attend. Questions should be directed to LaShawn Gardiner, Director, Planning & Community Development at [lgardiner@forestpark.gov](mailto:lgardiner@forestpark.gov) or 404-366-4720.

<input type="checkbox"/> PROOF O.K. BY: _____	<input type="checkbox"/> O.K. WITH CORRECTIONS BY: _____
PLEASE READ CAREFULLY • SUBMIT CORRECTIONS ONLINE	
<b>GP-94622 (100%)</b>	
ADVERTISER: CITY OF FOREST PARK EXEC	PROOF CREATED AT: 2/8/2023 12:55:57 PM
SALES PERSON: GPJ56	NEXT RUN DATE: 02/15/23
SIZE: 3X5	PROOF DUE: 02/13/23 12:00:00
PUBLICATION: GP-CLAYTON NEWS	

# PUBLIC HEARING #1

MARCH 6, 2023



## CITY COUNCIL REGULAR SESSION

Monday, March 06, 2023 at 7:00 PM  
Council Chambers and YouTube Livestream

### MISSION STATEMENT

It is the mission of the City of Forest Park to enhance, strengthen, and grow our city by collaborating with our community to provide the highest level of service. Striving to be recognized as a diverse community that values and respects all members. We will strive to provide fair, professional, and courteous service through transparency and open communication. As we work to achieve this mission, we will have integrity beyond reproach while employing fiscal discipline and innovation. In this work there are no praises and raises for mediocrity.

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

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

Phone Number: (404) 366.4720

**FOREST PARK CITY HALL**

745 Forest Parkway  
Forest Park, GA 30297

The Honorable Mayor Angelyne Butler, MPA

The Honorable Kimberly James

The Honorable Hector Gutierrez

The Honorable Allan Mears

The Honorable Dabouze Antoine

The Honorable Latresa Akins-Wells

Dr. Marc-Antonie Cooper, City Manager

S. Diane White, City Clerk

Mike Williams, City Attorney

## AGENDA

### VIRTUAL MEETING NOTICE

**DISCLAIMER:** For in-person attendance, all CDC requirements of Masks and Social Distancing is recommended.

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**"

**CALL TO ORDER/WELCOME:**

**INVOCATION/PLEDGE:**

**ROLL CALL - CITY CLERK:**

**PRESENTATIONS:**

1. **Forest Park Fast Track Rental Assistance Quarterly Update** – Executive Offices

#### Background/History:

This is the Quarterly update for Mayor and City Council on the City of Forest Park's Fast Track Rental Assistance Program. This program is administered by the City Edge Initiative on behalf of the city.

# PUBLIC HEARING #1

MARCH 6, 2023

Forest Park, GA

City Council Regular Session Agenda

3/6/2023

## PUBLIC HEARINGS:

2. **Council Approval of Conditional Use Permit at 721 Morrow Road** - Planning & Community Development Department
3. **1st Public Hearing of the 2023 Comprehensive Plan Update** – Planning & Community Development Department

The is the first of two Public Hearings to be held at Regularly Scheduled Council Meetings.

**PUBLIC COMMENTS:** (All Speakers will have 3 Minutes)

**ADOPTION OF THE AGENDA WITH ANY ADDITIONS / DELETIONS:**

**APPROVAL OF MINUTES:**

4. **Council Approval of Council Work Session and Regular Meeting Minutes from February 20, 2023 and Special Called Meeting Minutes from March 1, 2023** - City Clerk

**NEW BUSINESS:**

5. **Council Approval of Arborist Services and Tree Removal** – Public Works Department
6. **Council Approve the Net2Atlanta Contract for new Public Safety Building** – IT Department

**CLOSING COMMENTS BY GOVERNING BODY:**

**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.



# PUBLIC HEARING #1

MARCH 6, 2023

## CITY OF FOREST PARK 2023 COMPREHENSIVE PLAN UPDATE

First Public Hearing – March 6, 2023



### WHY DO WE PLAN?



### BACKGROUND: ARC COMPREHENSIVE PLANNING SERVICES

- ARC Primary Role: coordinate regional & state reviews
- Major Updates: every 10 years, minor update at 5-year mark
- Local planning rules complex:
  - Data-heavy/one-size fits all
  - 3 deliverables
  - Challenging & expensive

2012  
*Rules Revised*

- ARC Primary Role: provide assistance if requested
- Updates every 5 years
- Emphasis on flexibility, customization, & usability:
  - Required elements + menu of optional elements
  - Simplified deliverable

BEFORE

AFTER

# PUBLIC HEARING #1

MARCH 6, 2023

## PROCESS: REQUIRED ELEMENTS

*REQUIRED FOR ALL*



*REQUIRED FOR SOME*



\* = Required for Forest Park

## PROCESS: ELEMENTS REQUIRING UPDATE EVERY 5 YEARS

- Needs and Opportunities
- Broadband
- Land Use
- Report of Accomplishments (ROA) – Status of every item in existing Community Work Program (CWP), covering last 5 years
- New CWP – Items noted as Underway or Postponed in ROA, plus any brand-new items, covering next 5 years

*See pp. 7-12 of DCA rules at Chapter 110-12-1-.03*

## PROCESS: ELEMENTS RCs ARE REQUIRED TO ASSIST WITH

- Goals
- Needs and Opportunities
- Broadband
- CWP

*See p. 6 of DCA rules at Chapter 110-12-1-.03(7)(b)*

This is technically what's required of the RC, but ARC's scope covers more.

# PUBLIC HEARING #1

MARCH 6, 2023

## SCHEDULE: NEAR-TERM

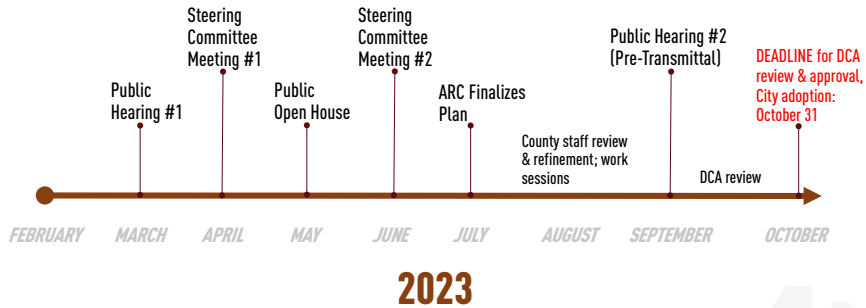
- Sign & execute MOA
  - Initial meetings with local staff to identify:
    - Strengths/weaknesses of existing plan
    - Issues emerging in last 5 years
    - Public engagement considerations
  - Up-front data work (ARC)
  - Site Visit/Tour
- Review & begin editing last plan (ARC)
  - Assemble steering committee
  - Review CWP & evaluate status to inform ROA & new CWP
  - Schedule steering committee meetings, public open house
  - Develop & publish online survey

DEC-JAN

2022-2023

FEB-MAR

## TENTATIVE SCHEDULE: LONG-TERM



# QUESTIONS?

# PUBLIC HEARING #2

OCTOBER 23, 2023

## City of Forest Park NOTICE TO THE PUBLIC

The City of Forest Park Mayor and Council will hold a public hearing regarding the City's 2023 Comprehensive Plan Update at Forest Park City Hall Council Chambers, 745 Forest Parkway, on November 6, 2023, at 7:00 p.m.

The purpose of this hearing is to brief the community on contents of the plan; provide an opportunity for residents to make final suggestions, additions, or revisions; and notify the community of when the plan will be submitted to the Atlanta Regional Commission for review.

All interested parties should attend. Questions should be directed to LaShawn Gardiner, Director, Planning & Community Development at lgardiner@forestparkga.gov or 404-366-4720.

PROOF O.K. BY: \_\_\_\_\_  O.K. WITH CORRECTIONS BY: \_\_\_\_\_

PLEASE READ CAREFULLY • SUBMIT CORRECTIONS ONLINE

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PUBLICATION: GP-CLAYTON NEWS

# PUBLIC HEARING #2

OCTOBER 23, 2023



# STEERING COMMITTEE #1

MAY 3, 2023

# CITY OF FOREST PARK 2023 COMPREHENSIVE PLAN UPDATE

Steering Committee Meeting #1 – May 3, 2023



## AGENDA

- I. Introductions & Overview
- II. Existing Conditions & Trends
- III. Needs & Opportunities
- IV. Vision & Goals
- V. Next Steps

# STEERING COMMITTEE #1

MAY 3, 2023

## INTRODUCTIONS & OVERVIEW



### WHY DO WE PLAN?



# STEERING COMMITTEE #1

MAY 3, 2023

## PROCESS: REQUIRED ELEMENTS

**REQUIRED  
FOR ALL**

VISION &  
GOALS

NEEDS &  
OPPORTUNITIES

COMMUNITY  
WORK  
PROGRAM

BROADBAND

**REQUIRED  
FOR SOME**

CIE

LAND USE

ECONOMIC  
DEVELOPMENT

TRANSPORTATION

HOUSING

*Required for Forest Park: Land Use, Econ Dev't, Transportation, Housing*

## PROCESS: ELEMENTS REQUIRING UPDATE EVERY 5 YEARS

- Needs and Opportunities
- Broadband
- Land Use
- Report of Accomplishments (ROA) – Status of every item in existing Community Work Program (CWP) covering last 5 years
- New CWP – Items noted as Underway or Postponed in ROA, plus any brand-new items, covering next 5 years

*See pp. 7-12 of DCA rules at Chapter 110-12-1-.03*

# STEERING COMMITTEE #1

MAY 3, 2023

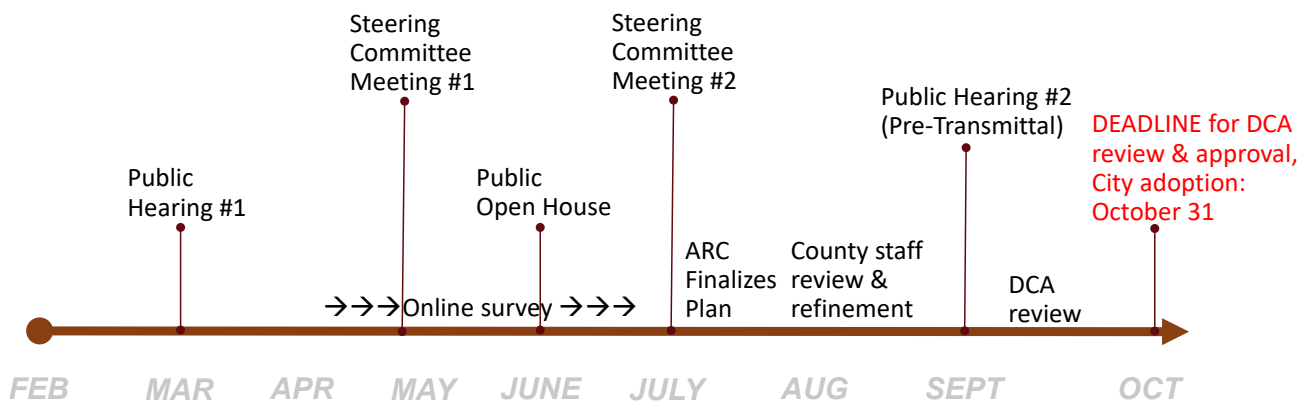
## PROCESS: ELEMENTS RCs ARE REQUIRED TO ASSIST WITH

- Goals
- Needs and Opportunities
- Broadband
- CWP

*See p. 6 of DCA rules at Chapter 110-12-1-.03(7)(b)*

**This is technically what's required of the RC, but ARC's scope covers more.**

## TENTATIVE SCHEDULE: LONG-TERM



2023

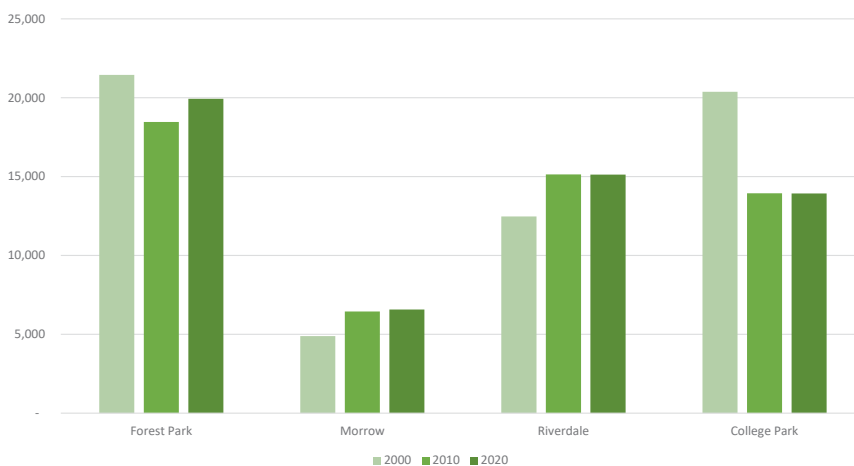
# STEERING COMMITTEE #1

MAY 3, 2023

## EXISTING CONDITIONS & TRENDS

### DEMOGRAPHIC TRENDS

Population Comparison: Change from 2000-2020



Forest Park’s population experienced a 7% **net** decrease over the 20 years from 2000-2020. However, the City **grew** by about 8% in the decade 2010-2020, to reach 19,932 persons.

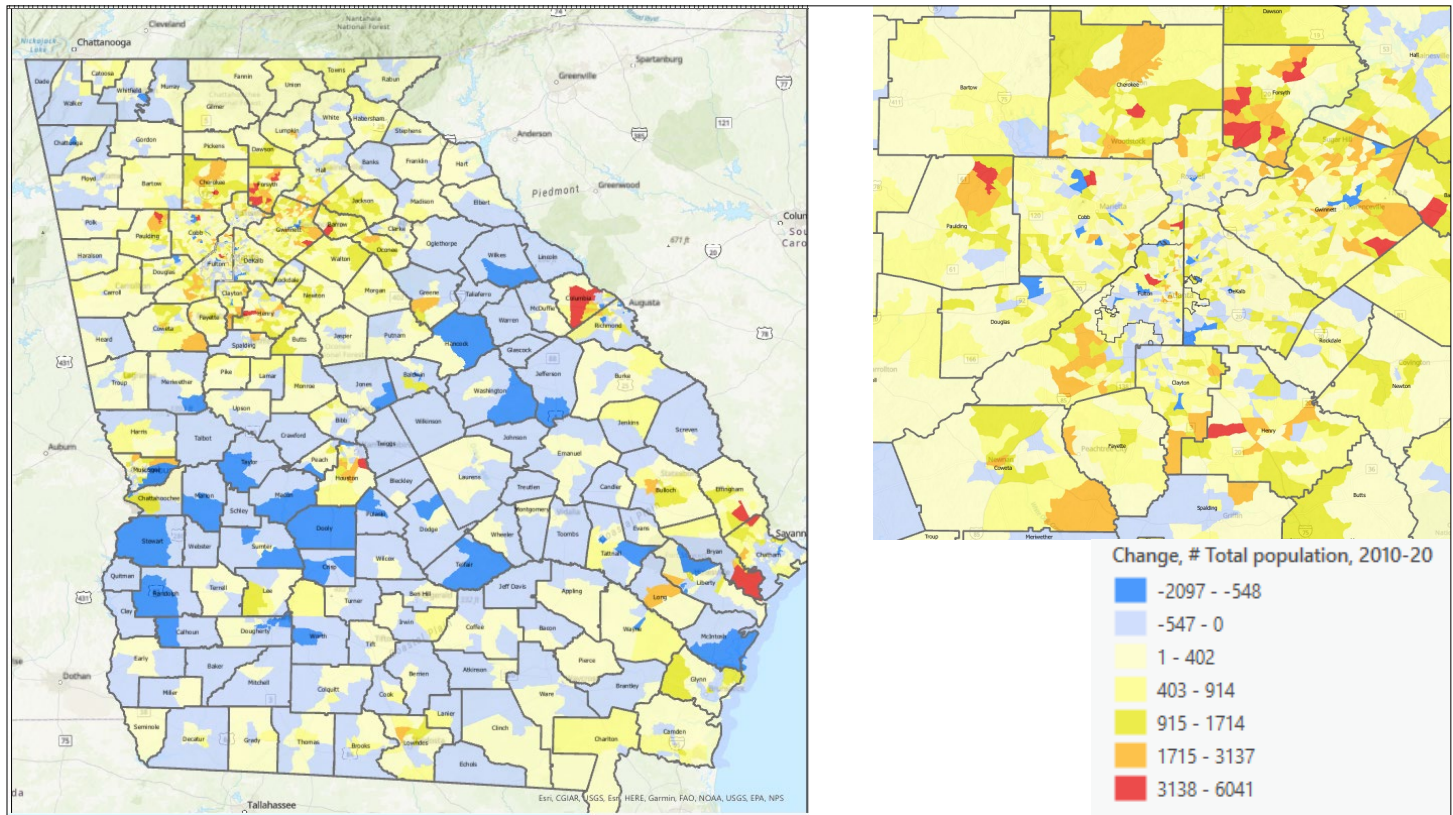
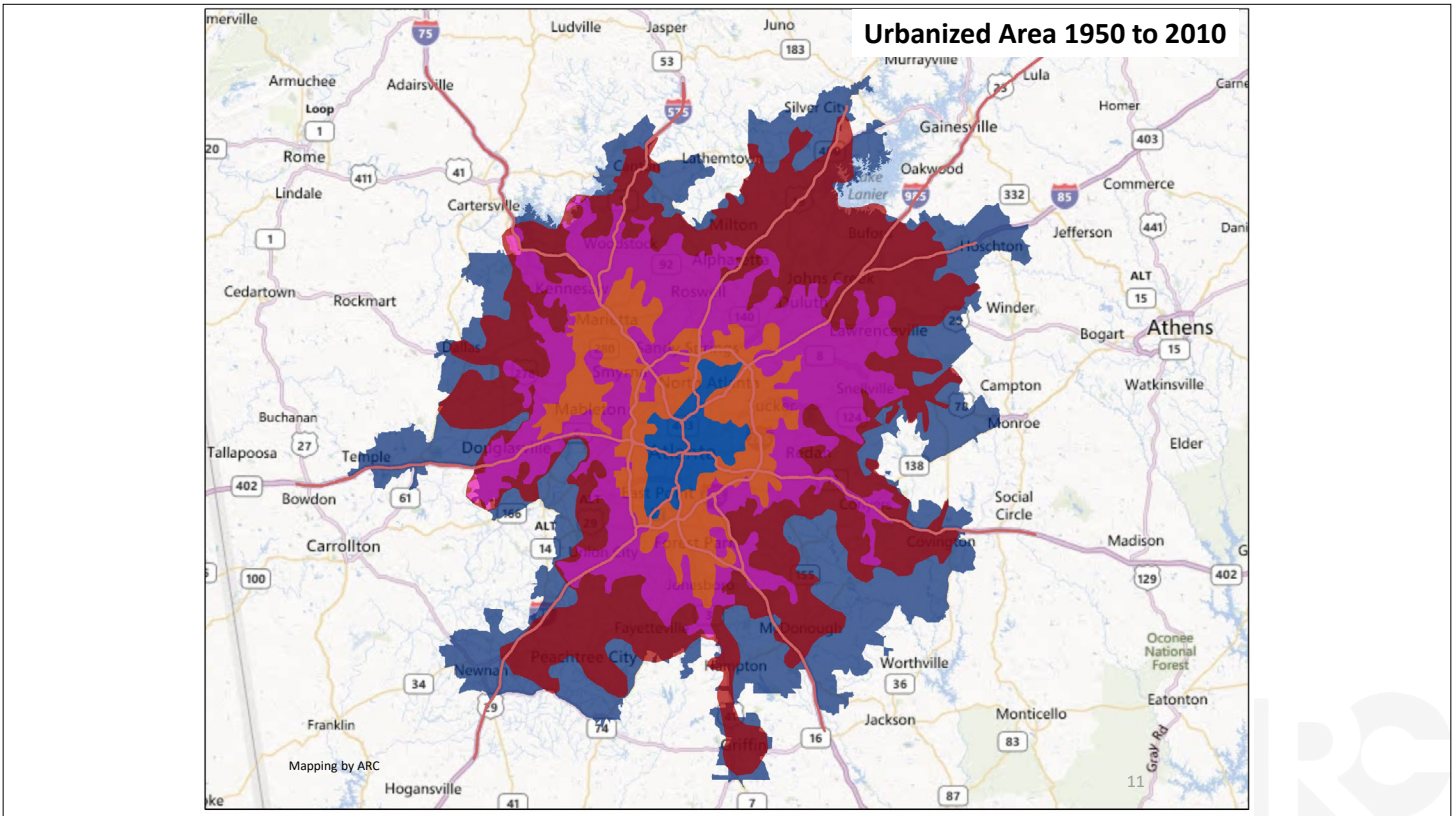
The City’s population fluctuation is somewhat unique among nearby cities such as Morrow, Riverdale and College Park.

Data Source: U.S. Census Bureau, Decennial Censuses, 2000-2020



# STEERING COMMITTEE #1

MAY 3, 2023



# STEERING COMMITTEE #1

MAY 3, 2023

## HOUSING TRENDS

### Metro Atlanta Housing Strategy

- **SUBMARKET 1**  
Higher-priced core neighborhoods  
[Learn more](#)
- **SUBMARKET 2**  
Higher-priced near core and employment corridor neighborhoods  
[Learn more](#)
- **SUBMARKET 3**  
Rapidly changing core neighborhoods experiencing the greatest increase in housing costs regionally  
[Learn more](#)
- **SUBMARKET 4**  
Lower-priced core neighborhoods vulnerable to increasing housing costs  
[Learn more](#)
- **SUBMARKET 5**  
Suburban neighborhoods along employment corridors with moderate-to-higher priced mix of single family and multifamily housing  
[Learn more](#)
- **SUBMARKET 6**  
Suburban neighborhoods with moderate-to-higher priced housing  
[Learn more](#)
- **SUBMARKET 7**  
Suburban neighborhoods with lower-to-moderate-priced housing, biggest increase in renters  
[Learn more](#)
- **SUBMARKET 8**  
Suburban neighborhoods with lowest-priced single-family homes, mix of renters and owners  
[Learn more](#)
- **SUBMARKET 9**  
Lower-priced rural areas  
[Learn more](#)
- **SUBMARKET 10**  
Higher-priced rural areas  
[Learn more](#)

<https://metroathousing.org/>

Keyboard shortcuts Map data ©2021 Google

## HOUSING TRENDS

### Forest Park

- **59% SUBMARKET 7**  
Suburban neighborhoods with lower-to-moderate-priced housing, biggest increase in renters  
[Learn more](#)
- **27% SUBMARKET 4**  
Lower-priced core neighborhoods vulnerable to increasing housing costs  
[Learn more](#)
- **14% SUBMARKET 8**  
Suburban neighborhoods with lowest-priced single-family homes, mix of renters and owners  
[Learn more](#)

CITY SNAPSHOT	
Median Home Sale Price (2020)	\$86,200
Change in Median Home Sale Price (2013-20)	+187%
Home Sale Price Per Sq Ft (2020)	\$87.00 sq ft
Percent Change in Home Sale Price Per Sq Ft (2013-20)	+173%
Median Building Area of Home Sales (2020)	1,040 sq ft

Data source: ARC analysis of Zillow's ZTRAX home sale transactions, 2013 & 2020. Explore this data further in the [DATA EXPLORER](#)

Data Source: metroathousing.org



# STEERING COMMITTEE #1

MAY 3, 2023

## ECONOMIC TRENDS

### 2019 – What jobs do Forest Park residents work in?

	# of Jobs	% Share
Transportation & Warehousing	3,111	22.4%
Wholesale Trade	1,871	13.5%
Manufacturing	1,676	12.1%
Administration & Support, Waste Management & Remediation	1,400	10.1%
Retail Trade	1,009	7.3%

About 24% of Forest Park residents work in Transportation & Warehousing, followed by Wholesale Trade at 13.5% and Manufacturing at about 12%.

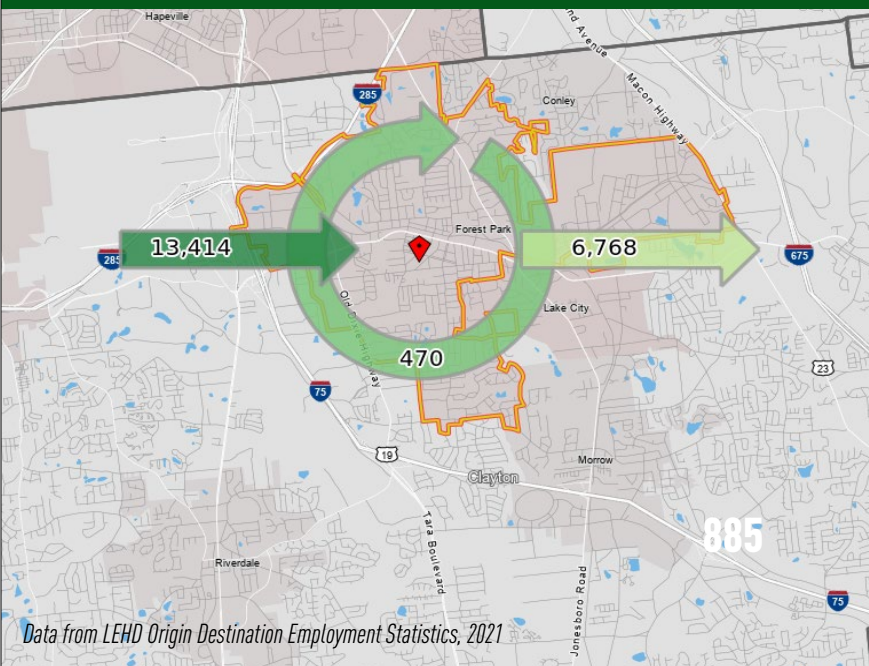
### 2019 – What jobs exist in Forest Park?

	# of Jobs	% Share
Administration & Support, Waste Management & Remediation	912	12.6%
Accommodation & Food Services	851	11.8%
Retail Trade	803	11.1%
Transportation & Warehousing	796	11.0%
Health Care & Social Assistance	683	9.4%

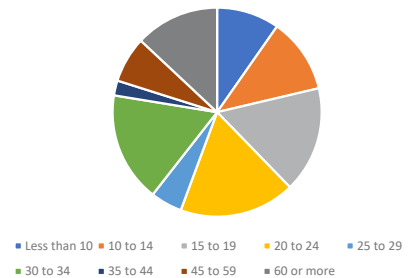
The highest share of jobs available in Forest Park is in Administration & Support, Waste Management & Remediation, at about 12.5%, followed closely by Accommodation & Food Services at just under 12%. Retail Trade and Transportation & Warehousing each make up about 11% of the jobs available in the City.

Data Source: LEHD Origin Destination Employment Statistics, 2019

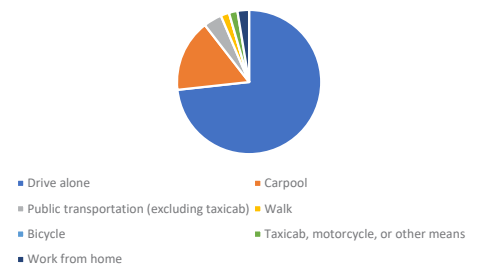
## TRANSPORTATION TRENDS



Commute Time by Band (in Minutes)



Commute Transportation Mode



# STEERING COMMITTEE #1

MAY 3, 2023

## NEEDS & OPPORTUNITIES



### CITY OF FOREST PARK, GEORGIA 2018 COMPREHENSIVE PLAN UPDATE





# STEERING COMMITTEE #1

MAY 3, 2023

## Community Challenges

As the City looks ahead to the next 5 to 10 years, Forest Park will have to face some challenges, including:

- **Aging Population:** The City of Forest Park, like much of the region, is aging rapidly. With a low density housing stock and saturation of corridor commercial development, Forest Park must consider the needs of the aging population and create more affordable options that are better connected to the amenities it needs.
- **Encroaching Land Uses:** Forest Park has a lot of industrial commercial land uses near the airport in the northern and western part of the City. These land uses provide jobs, but prohibit high quality of life for residents.
- **Housing:** Forest Park has a tremendous asset in its neighborhoods and housing stock, but much of it is aging and in need of repairs. Absent landlords and high rental rates have led to intensified code enforcement, but this department is under-resourced, too. The City of Forest Park should look to assess what it can do to come up with innovative approaches to improving their housing challenges.
- **Walkability:** Forest Park is located right off two interstates and is bisected by two state highways. A commercial railroad also runs through the City. Having access to safe and connected pedestrian facilities, including sidewalks, parks, trails and greenways are a major concern for residents, and the City is working to connect key community assets.
- **Environmental Impacts of the Airport:** The airport is a major employment center, but there are real and harmful environmental impacts being located so close to it. Forest Park must work with its regional partners and the airport to address air, water, and noise impacts in the City and on its residents.
- **Poverty:** The City of Forest Park resident profile is skewed to the extreme, with high concentrations of residents falling at the lower end of the spectrum. Forest Park can reach beyond local government and work with the private sector and non-profits to improve conditions for the most at-risk residents.

## Community Strengths

As the City prepares for the next 5 to 10 years, Forest Park offers a wealth of strengths to draw upon, including:

- **Strong Regional Location:** The City of Forest Park is strategically located near the world's busiest airport, Hartsfield-Jackson Atlanta International Airport, and the most significant economic driver of the State of Georgia.
- **Affordable Neighborhoods and Active Civic Spaces:** The people of Forest Park have a long history of gathering together to enjoy opportunities for recreation, open and green space, and socializing. Places like the Forest Park Library, a local favorite Anne and Bill's Restaurant, and Starr Park are some of the City's best.
- **Jobs:** Forest Park has more jobs than residents. Due to its strong regional location and proximity to the airport, Forest Park is a top logistics, food and agri-business submarket for the region, especially for wholesale food distributors. The Fort Gillem Logistics Center redevelopment, Tradeport, and the State Farmers Market are major assets to Forest Park.
- **Diversity:** Forest Park is a diverse community with multiple foreign languages spoken, which is an asset the City should continue to cultivate. This makes Forest Park a food and culture destination. Jonesboro Road could be the Buford Highway of Clayton County.
- **Access:** Forest Park has good access to the surrounding counties by way of I-285, downtown Atlanta by way of I-75, and to the broader parts of the region by way of I-75 and I-675.
- **Potential:** With the MARTA expansion into Clayton County moving through its planning process, the Aerotropolis Atlanta Alliance supporting and coordinating local governments around the airport, and the Fort Gillem redevelopment continuing to build out, there has never been a brighter future for Forest Park. This presents a unique but limited window of opportunity for the City that should be leveraged to advance the goals of Forest Park.



# STEERING COMMITTEE #1

MAY 3, 2023

## VISION AND GOALS

### VISIONING EXERCISE

- Take 30 seconds...
  - Imagine your community 10 years from now
  - What do you see and hear?
  - What are you doing tonight?
  - How are you moving around the community?
  - Who lives here?
  - Who works here?
  - What makes Forest Park special?

# STEERING COMMITTEE #1

MAY 3, 2023

## VISIONING EXERCISE

- **Some possibilities...**

- Welcoming
- Connected
- Bustling
- Fiscally-driven
- Sustainable
- Growing
- Maturing
- Equitable
- Livable
- Intimate

**What else?**

### Vision Statement

*The City of Forest Park will work with our residents and business community to foster pride and develop beautiful and affordable neighborhoods, a dynamic economy, and a healthy environment where all citizens can prosper.*

# STEERING COMMITTEE #1

MAY 3, 2023

## GOALS

### Community Challenges

Aging Population, Environmental Impacts, Imbalance of Owner-to-Rental-Occupied Housing, Neighborhood Stagnation, Poor Walkability and Connectivity

Goals	Policies
Mitigate the environmental impacts of Hartsfield-Jackson Atlanta International Airport (ATL) on Forest Park neighborhoods and community health	Work with regional partners, like Aerotropolis Atlanta Alliance and the City of Atlanta, to fund noise mitigation programs and flood mitigation land uses
Provide sufficient housing options for Forest Park's aging population	Seek out partnerships with affordable housing developers to build senior housing that is accessible and connected to quality of life amenities
Prevent the encroachment of unwanted land uses into residential areas	Maintain appropriate buffer zones between residential land use and non-residential land use
Ensure neighborhood preservation and stabilization as the City evolves	Establish development guidelines for targeted neighborhood redevelopment areas to ensure a range of housing styles and price points
Undertake housing planning processes that promote and incentivize increased homeownership	Support the code enforcement department in developing new and innovative strategies for fighting absent landlords and abandoned property
Establish new and expand existing small-business services and programs that support entrepreneurs, especially for Forest Park youth, and that cater to Forest Park's diverse population	Partner with regional organizations like WorkSource Aerotropolis, the Hartsfield Jackson International Airport, the State Farmers Market, Kroger, and Clayton State University to support local job seekers and provide workforce training programs
Meet State and Metropolitan North Georgia Water Planning District requirements for environmental protection and stormwater mitigation to help mitigate these impacts on Forest Park neighborhoods	Work with Clayton County, the Clayton County Water Authority and the Metropolitan North Georgia Water Planning District to ensure compliance with the State Part 5 criteria, the relevant requirements of the District's 2017 Water Resource Management Plan and the MS-4 permit requirements

28 City of Forest Park Comprehensive Plan

## GOALS

### Community Opportunities

Active public spaces, Diverse population, Growing employment center - Fort Gillem and the State Farmers Market, MARTA expansion, Regional Initiatives - Finding the Flint and Aerotropolis, Strategic location, Strong community pride and character

Goals	Policies
Enhance community and civic space by preserving and regenerating natural environments	Develop trails and greenways that connect to regional amenities and align with County and regional greenspace initiatives
Promote Forest Park as an exceptional place to live, work and play by attracting people with a diverse range of incomes	Establish a formal marketing campaign to promote Forest Park assets, such as its affordable housing stock, access to the airport and future MARTA rail line
Create a unique sense of place in the region	Work with regional partners like Aerotropolis Atlanta and Finding the Flint to implement greenway and blueway projects to improve connectivity for residents and visitors
Reinforce Forest Park's strong community character through design and community events	Establish appropriate development guidelines for targeted redevelopment neighborhood
Leverage Atlanta State Farmers Market (ASFM) as a regional asset to ensure Forest Park's commitment to the agri-business industry	Establish a partnership with the State Department of Agriculture and stakeholders of ASFM to improve connectivity to Forest Park and benefits to broader community
Coordinate and engage with MARTA to ensure the City of Forest Park is well positioned for high capacity transit	Continue to partner with MARTA, ARC, GDOT, and Clayton County to encourage swift and efficient planning and implementation of the Clayton County MARTA expansion
Leverage Fort Gillem development to ensure continued relationship with the City	Establish a partnership with Fort Gillem tenants to support City community development efforts

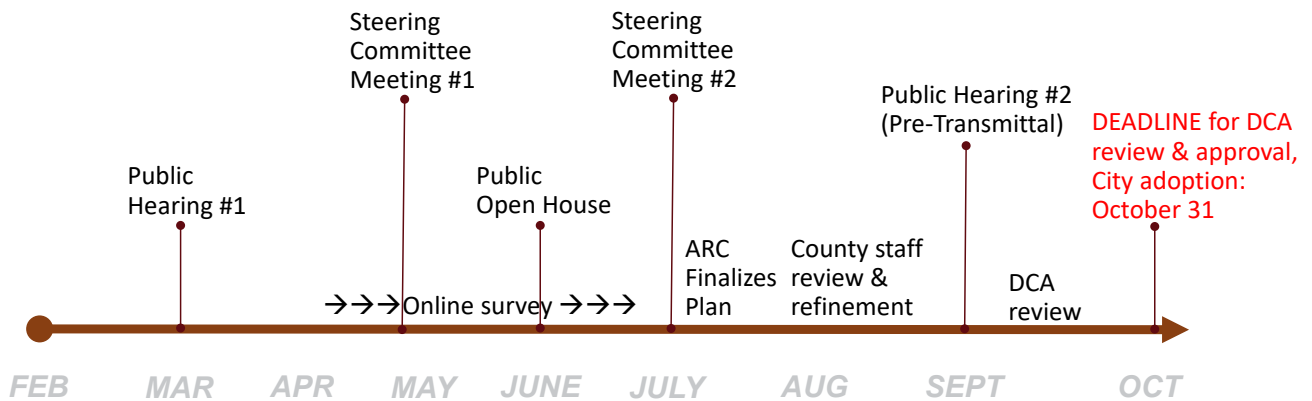
City of Forest Park Comprehensive Plan 29

# STEERING COMMITTEE #1

MAY 3, 2023

## NEXT STEPS

## TENTATIVE SCHEDULE: LONG-TERM



2023

# STEERING COMMITTEE #1

MAY 3, 2023

City of Forest Park 2023 Comprehensive Plan Update

Project Website and Survey

Welcome > Survey > Steering Committee > Public Meeting > Subscribe >

**WHAT IS A COMPREHENSIVE PLAN?**

One of the fundamental responsibilities of local government is planning – a word used to describe how a community shapes and guides growth and development. Updating the comprehensive plan offers communities the opportunity to look beyond the execution of day-to-day services and consider where they want to be in the next five years - as well as what has to be done to get there. Check back here regularly to get up-to-date information about the process and participate in multiple engagement opportunities to help shape the comprehensive plan - and Forest Park's future!

[Continue](#)

**FOLLOW US ON SOCIAL MEDIA**

**COMPLETE**  
Public Hearing #1  
March 6, 2023

**LIVE**  
Survey  
April-June - See "Survey" tab on this website.

**PLANNED**  
Steering Committee Meeting #1  
May 3, 2023

<https://PublicInput.com/ForestParkPlan>

# THANK YOU! QUESTIONS?

**Andrew Smith**  
 Planning Coordinator  
 ARC Community Development Department  
[asmith@atlantaregional.org](mailto:asmith@atlantaregional.org)



# STEERING COMMITTEE #2

AUGUST 3, 2023

# CITY OF FOREST PARK 2023 COMPREHENSIVE PLAN UPDATE

Steering Committee Meeting #2 – August 3, 2023



## AGENDA

- I. Vision & Goals brainstorm session
- II. Recap of selected survey input to date
- III. Next Steps discussion

# STEERING COMMITTEE #2

AUGUST 3, 2023

## POLLING – HOW TO PARTICIPATE

1. Text Voting – Text the message CDEV555 to the phone # 22333 **once** to join. **Later**, during the polls, text your responses to that same #.



2. Web Voting – Go to PollEv.com/cdev555. Wait for each question to appear and then respond.

<https://PollEv.com/cdev555>

## VISION AND GOALS

# STEERING COMMITTEE #2

AUGUST 3, 2023

## VISIONING EXERCISE

- Take 30 seconds...
  - Imagine your community 10 years from now
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## VISIONING EXERCISE

- **Some possibilities...**
  - Welcoming
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  - Equitable
  - Livable
  - Intimate

**What else?**

# STEERING COMMITTEE #2

AUGUST 3, 2023

## Vision Statement

*The City of Forest Park will work with our residents and business community to foster pride and develop beautiful and affordable neighborhoods, a dynamic economy, and a healthy environment where all citizens can prosper.*



Join by Web [PollEv.com/cdev555](https://PollEv.com/cdev555) Join by TextSend [cdev555](tel:22333) to 22333



VISION: Does the 2018 Vision Statement still resonate for you?



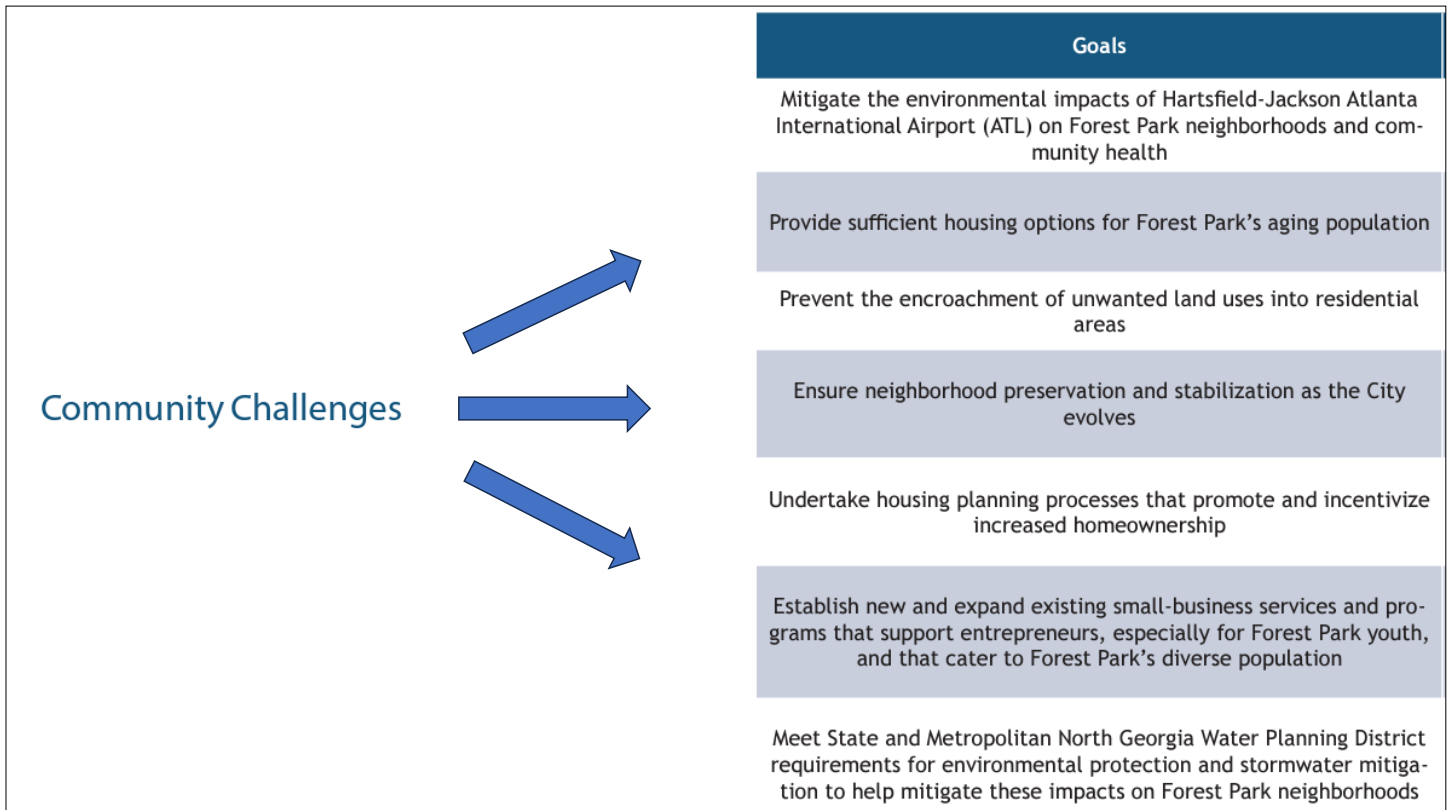
# STEERING COMMITTEE #2

AUGUST 3, 2023

Join by Web [PollEv.com/cdev555](https://www.poll-ev.com/cdev555) Join by TextSend [cdev555](https://www.poll-ev.com/cdev555) to 22333



What's one concept you would add to the Vision Statement? Try to use 1-2 words only.





# STEERING COMMITTEE #2

AUGUST 3, 2023

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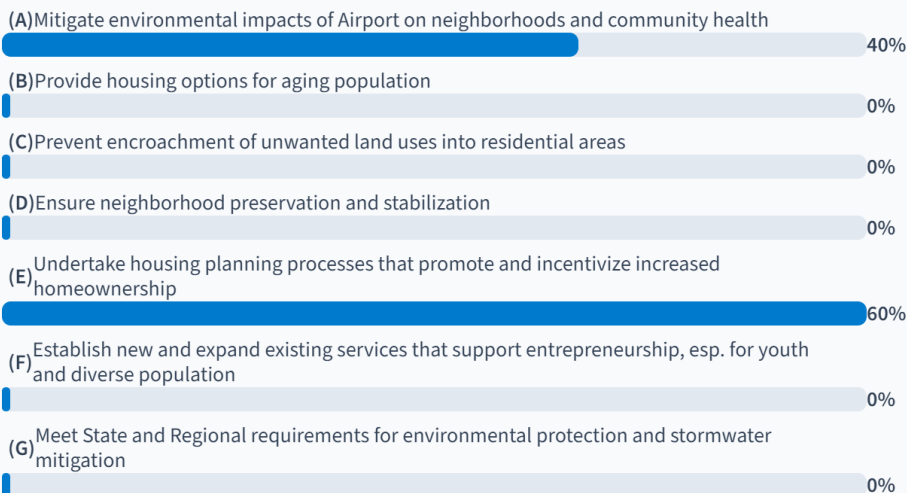
## CHALLENGES > GOALS: Which 2018 Goals still resonate for you? Select all that apply.



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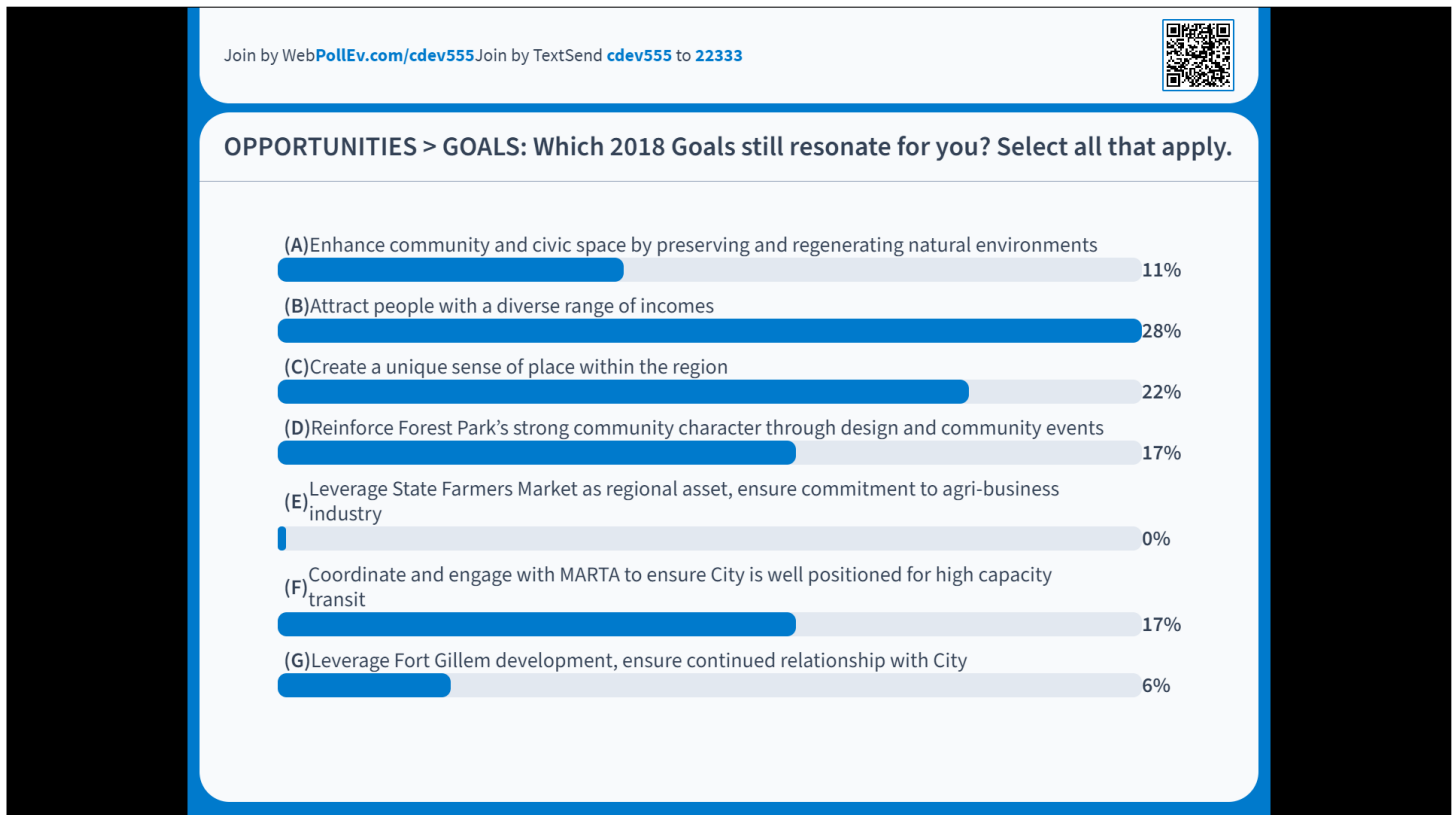


## Which Goal is the MOST important to you? Select only ONE choice.



# STEERING COMMITTEE #2

AUGUST 3, 2023



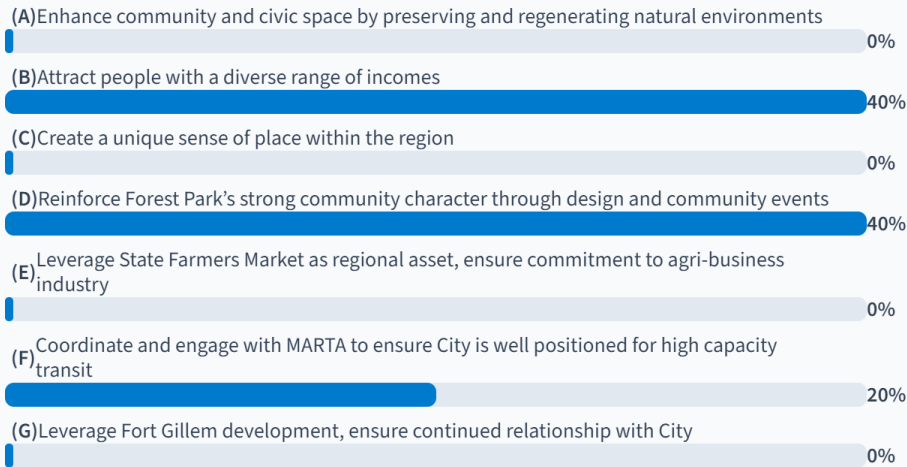
# STEERING COMMITTEE #2

AUGUST 3, 2023

Join by Web [PollEv.com/cdev555](https://PollEv.com/cdev555) Join by TextSend [cdev555](https://TextSend.com/cdev555) to 22333



Which Goal is the MOST important to you? Select only ONE choice.



Join by Web [PollEv.com/cdev555](https://PollEv.com/cdev555) Join by TextSend [cdev555](https://TextSend.com/cdev555) to 22333



GOALS: Describe any NEW Goals you would add. Try to use as few words as possible.



# STEERING COMMITTEE #2

AUGUST 3, 2023

## SELECTED SURVEY FEEDBACK



What is Forest Park's primary **need** (problem or challenge to address)?

Improve sidewalks, greater effort to include Hispanic people, make all citizens aware of laws regarding care and treatment of animals. Make fireworks illegal in the city limits.

one month ago [+ 15 AGREE](#)

Pedestrian and bike paths like other cities and the county have

one month ago [+ 10 AGREE](#)

Police and government reform to create transparency

one month ago [+ 18 AGREE](#)

Community amenities like high-quality grocery stores, nice restaurants, and more parks

one month ago [+ 11 AGREE](#)

Homeless population

one month ago [+ 9 AGREE](#)

Need to put community garden spaces and composting bins throughout the area where we can improve our health. More real farmers market with flea markets... Not just only brick and mortar buildings. We need to keep or create attractive green spaces.

one month ago [+ 11 AGREE](#)

# STEERING COMMITTEE #2

AUGUST 3, 2023

What is Forest Park's strongest **opportunity** (strength or asset to build upon)?

Location and proximity to major centers

one month ago **18 AGREE**

Access to Atlanta and the airport.

one month ago **15 AGREE**

Ft. Gillem. But at the same time recognizing how Ft. Gillem got started. Without Ft. Gillem. Forest Park's progress wouldn't be what it is today!

one month ago **7 AGREE**

Ripe for economic development due to abundance of empty lots and worn down buildings

one month ago **8 AGREE**

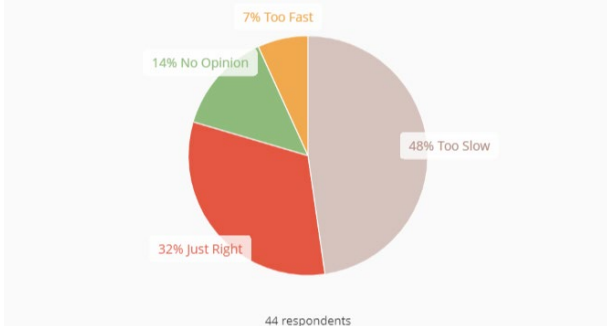
affordable housing (stop McMansions) and recreation potential

one month ago **4 AGREE**

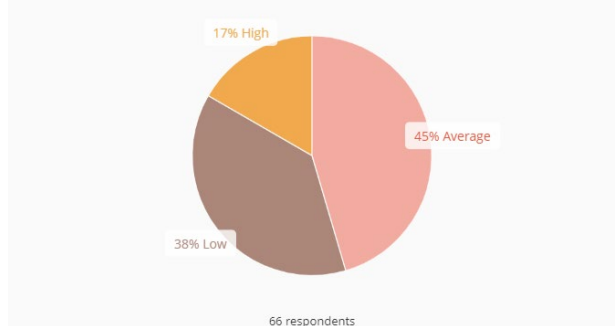
We have businesses here that we aren't focusing enough attention. I can easily see FP as an eclectic art district. We already are culturally diverse and surrounded by art and different cuisine but we aren't marketing it that way. Think beyond Gillem and give some attention to the people who are not coming to You. Go to Them.

one month ago **3 AGREE**

How would you characterize Forest Park's **pace of development** in the last five years?



How would you rate Forest Park's **quality of life**?





# STEERING COMMITTEE #2

AUGUST 3, 2023

### How would you rank Forest Park's housing needs?

	Need More	Right Amount	Need Less
Affordable Housing	58% Need More	29% Right Amount	13% Need Less
Senior Housing	47% Need More	47% Right Amount	7% Need Less
Density	29% Need More	59% Right Amount	12% Need Less
Mixed-Income Housing	48% Need More	35% Right Amount	17% Need Less
High-Income Housing (\$400,000+)	37% Need More	20% Right Amount	43% Need Less

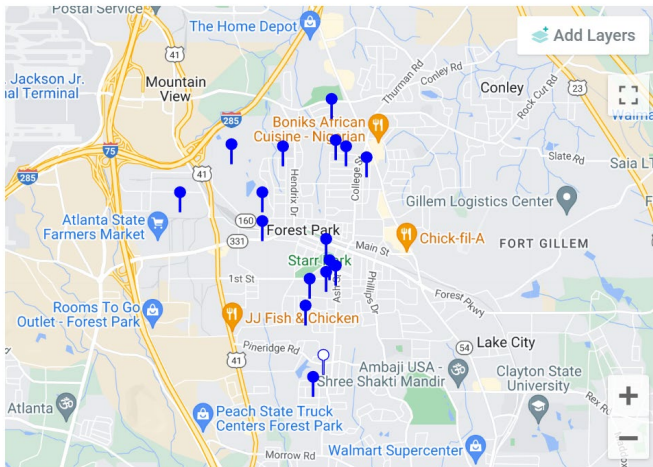
46 respondents

### How would you rank your satisfaction with Forest Park's transportation system?

	Poor	Below Average	Adequate	Good	Excellent	No Opinion
Traffic Safety	11% Poor	13% Below Average	51% Adequate	19% Good	2% Excellent	4% No Opinion
Traffic Congestion	9% Poor	11% Below Average	45% Adequate	21% Good	11% Excellent	4% No Opinion
Road Conditions	13% Poor	28% Below Average	43% Adequate	13% Good	2% Excellent	2% No Opinion
Pedestrian & Bicycle Safety	36% Poor	28% Below Average	23% Adequate	6% Good	2% Excellent	4% No Opinion
Public Transportation	15% Poor	28% Below Average	33% Adequate	13% Good	4% Excellent	7% No Opinion

47 respondents

What are Forest Park's most significant **natural and environmental resources**? What role should the City play in helping to preserve and protect these?

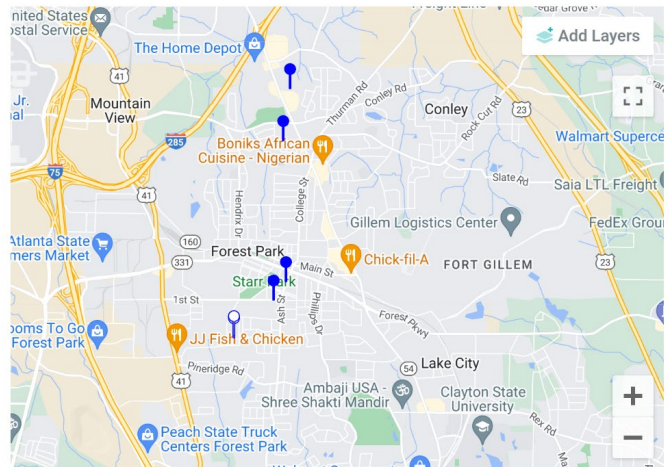


**Parks (Starr, Bill Lee)**

**Streams**

**Undeveloped/Forested Land – wildlife, tree canopy, etc.**

What are Forest Park's most significant **historic and cultural resources**? What role should the City play in helping to preserve and protect these?



**Kiwanis Stadium/Athletic Fields**

**Parks (Starr, Bill Lee)**

**Forest Hills Cemetery (Conley Rd.)**

**Older Buildings**

# STEERING COMMITTEE #2

AUGUST 3, 2023

## NEXT STEPS



### City of Forest Park 2023 Comprehensive Plan Update

Project Website and Survey

Welcome > Survey > Steering Committee > Public Meeting > Subscribe >

#### WHAT IS A COMPREHENSIVE PLAN?

One of the fundamental responsibilities of local government is planning – a word used to describe how a community shapes and guides growth and development. Updating the comprehensive plan offers communities the opportunity to look beyond the execution of day-to-day services and consider where they want to be in the next five years - as well as what has to be done to get there. Check back here regularly to get up-to-date information about the process and participate in multiple engagement opportunities to help shape the comprehensive plan - and Forest Park's future!

Continue

#### FOLLOW US ON SOCIAL MEDIA



COMPLETE

#### Public Hearing #1

March 6, 2023

LIVE

#### Survey

April-June - See "Survey" tab on this website.

PLANNED

#### Steering Committee Meeting #1

May 3, 2023



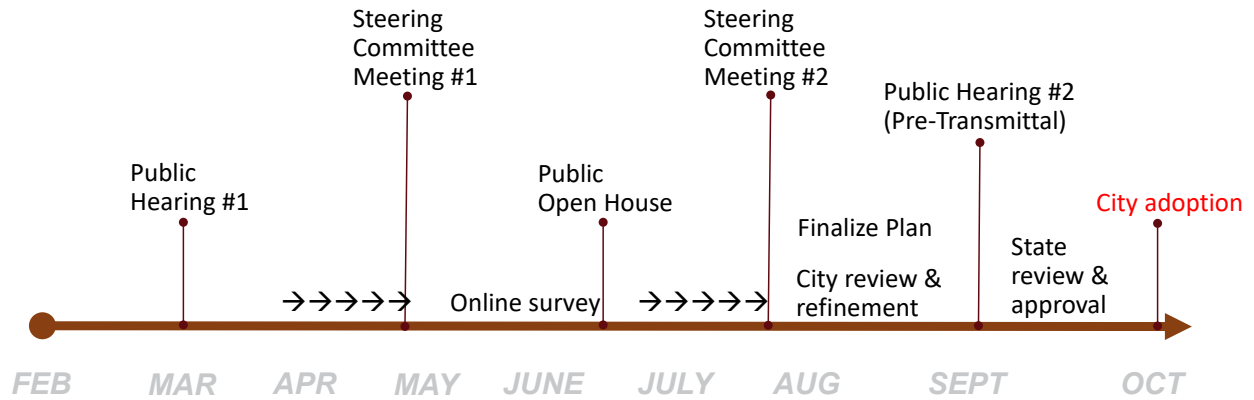
<https://PublicInput.com/ForestParkPlan>



# STEERING COMMITTEE #2

AUGUST 3, 2023

## SCHEDULE



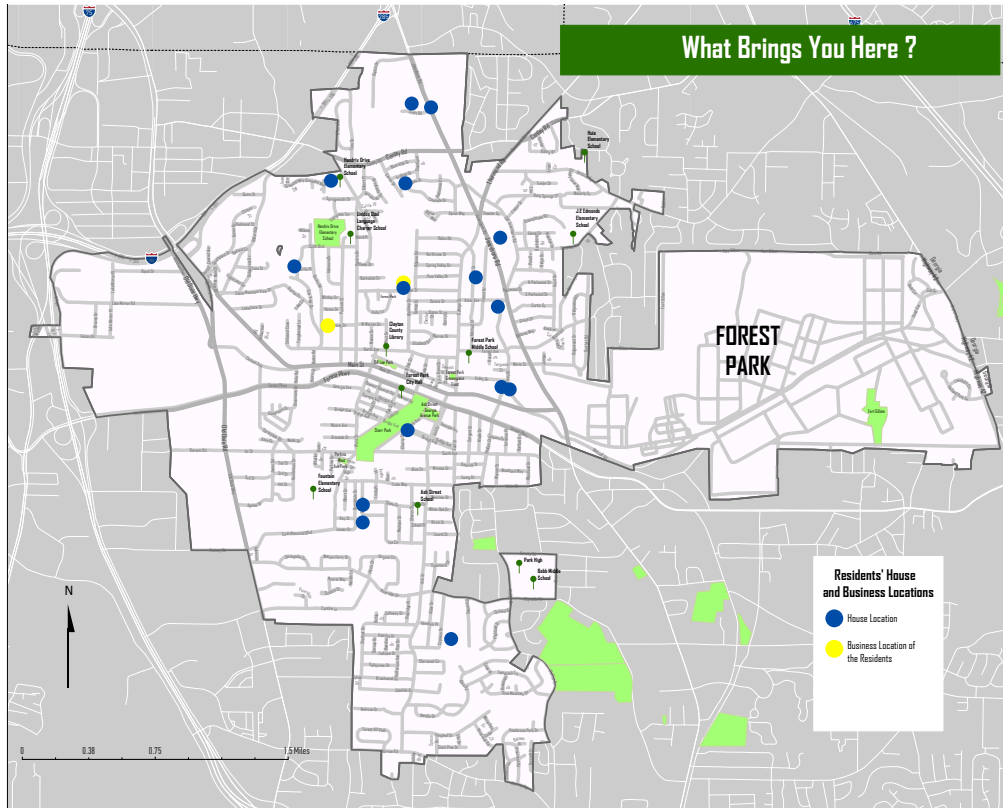
2023

# THANK YOU!

**Andrew Smith**  
Planning Coordinator  
ARC Community Development Department  
[asmith@atlantaregional.org](mailto:asmith@atlantaregional.org)

# PUBLIC OPEN HOUSE

JUNE 28, 2023



## NEEDS

Help us prioritize Forest Park's greatest challenges and identify new ones!  
 Place a ● sticky dot in the "Prioritization" column next to the one challenge you think is the most significant in the table below. Use a sticky note to identify new challenges not included in the table below. Place them in the blank space to the right.

CHALLENGE	PRIORITIZATION
<b>Infrastructure - Sidewalks, crosswalks, roads, bridges, lighting, etc.</b>	Roads and Sidewalks are Crumbling in "Forest" Park, Bike Infrastructure ●
	Whole Main Streets need to be Paved ● ● ● ●
	Keep Single Family Zoning as it is instead of Rezoning
	Need Raise for Policemen and Firemen
<b>Quality of Life Code Enforcement - Litter/dumping, noise, overcrowding, Animal control, etc.</b>	Educate Residents about Spaying / Neutering Opportunities ● ● ●
	Out Law Fire Works ● ●
	Rare Foreign Language Infor for Immigrants ●
	Code Enforcement Selectively Ignores Properties for Specific Owners, Rendering it Ineffective. ● ●
	Utilize Code Enforcement to notify Homeowners about Grants or Assistance for Repairing Dilapidated Homes. ●
<b>Access to Fresh and Healthy Food</b>	● ● ● ● ● ● ●
<b>Stability and Maintenance of Housing Stock and Neighborhoods</b>	Affordable Housing ● ● ● ● ●
	Living on Dead End Road, Dumping and Littering Problems, Additional Single-Family Housing Required ● ●
<b>Programs and Services for Youth and Seniors</b>	● ● ● ● ● ●

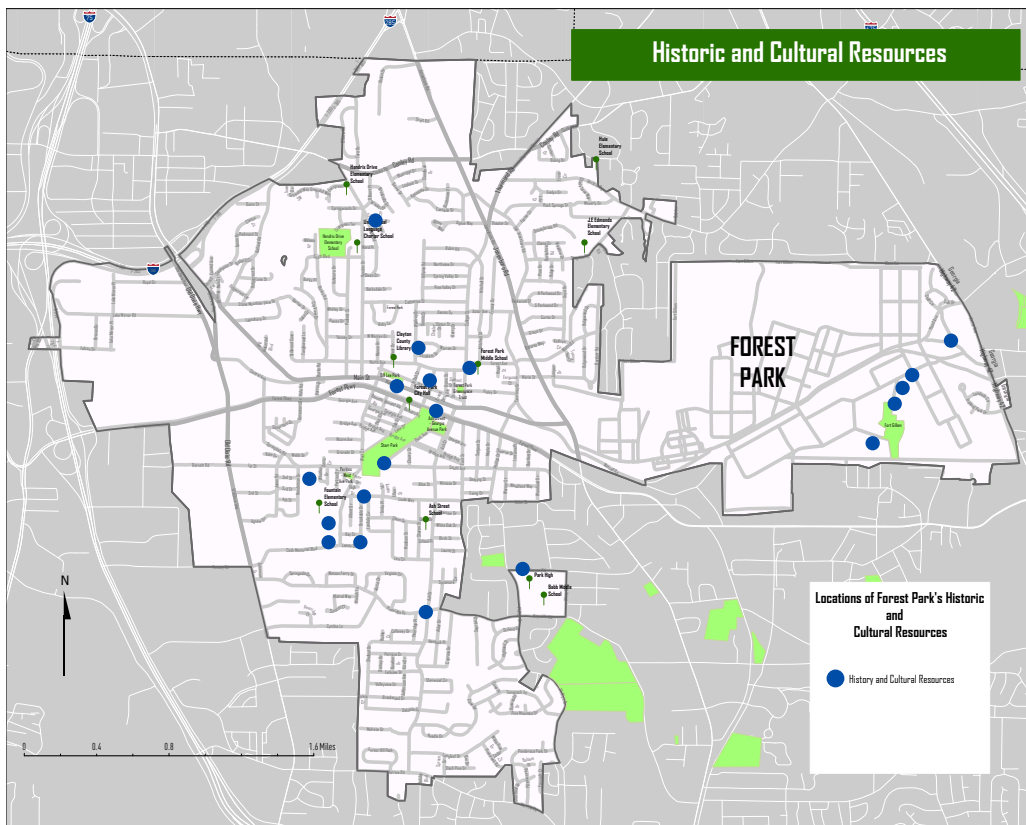
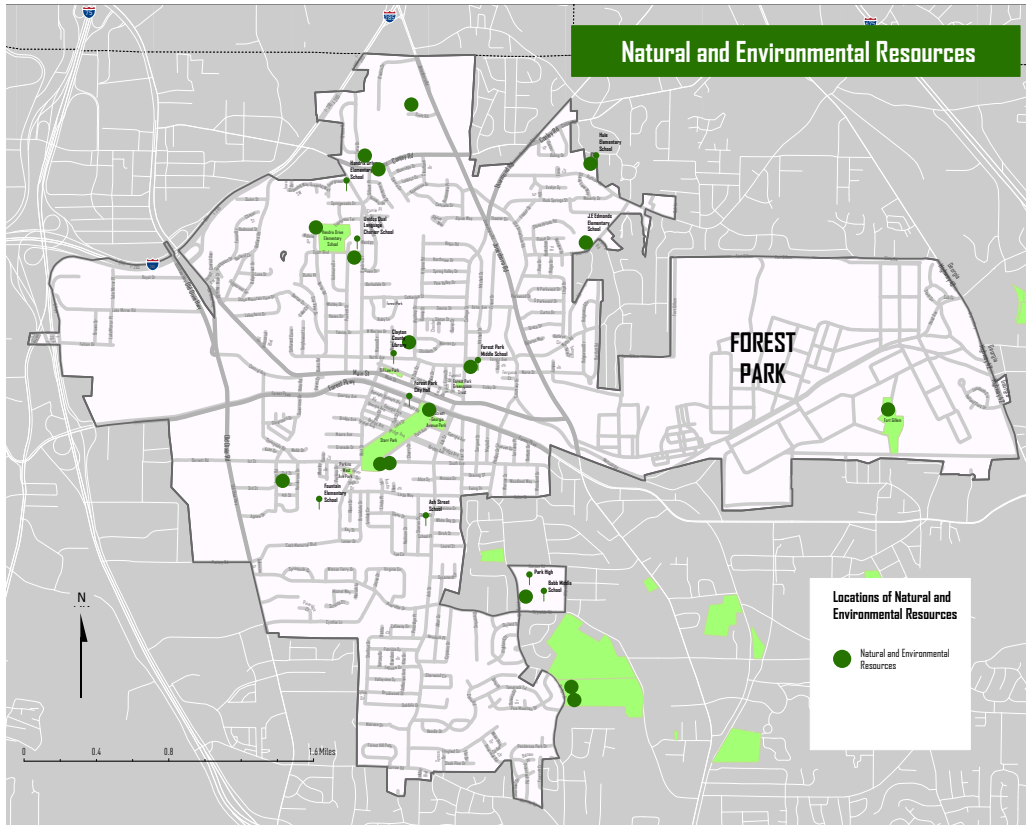
## OPPORTUNITIES

Help us prioritize Forest Park's greatest assets and identify new ones!  
 Place a ● sticky dot in the "Prioritization" column next to the one asset you think is the most significant in the table below. Use a sticky note to identify new assets not included in the table below. Place them in the blank space to the right.

ASSET	PRIORITIZATION
<b>Community Institutions and Identity</b>	● ●
<b>Parks and Community Spaces - Starr Park, Senior Center, Bill Lee Park, etc.</b>	Need Places for Teenagers to Meet ●
	● ● ● ● ● ● ● ●
<b>Affordability Compared to Rest of the Region</b>	Affordability of Forest Park 2-bedroom apartments decreased with rent amount \$1200 ● ●
<b>Proximity to Transportation Corridors and Employment Hubs - Airport, Gillem Logistics Center, Clayton State, etc.</b>	● ● ●
<b>Potential for New Development and Redevelopment</b> ●	Too Many Redevelopments, Overcrowded, not for it! ●
	Do not Redevelop Single Family Residential Areas to Make a Buck and Ruin our Retirement Homes ●
	Affordable Housing or Bus line ●
	Dog Park ●

# PUBLIC OPEN HOUSE

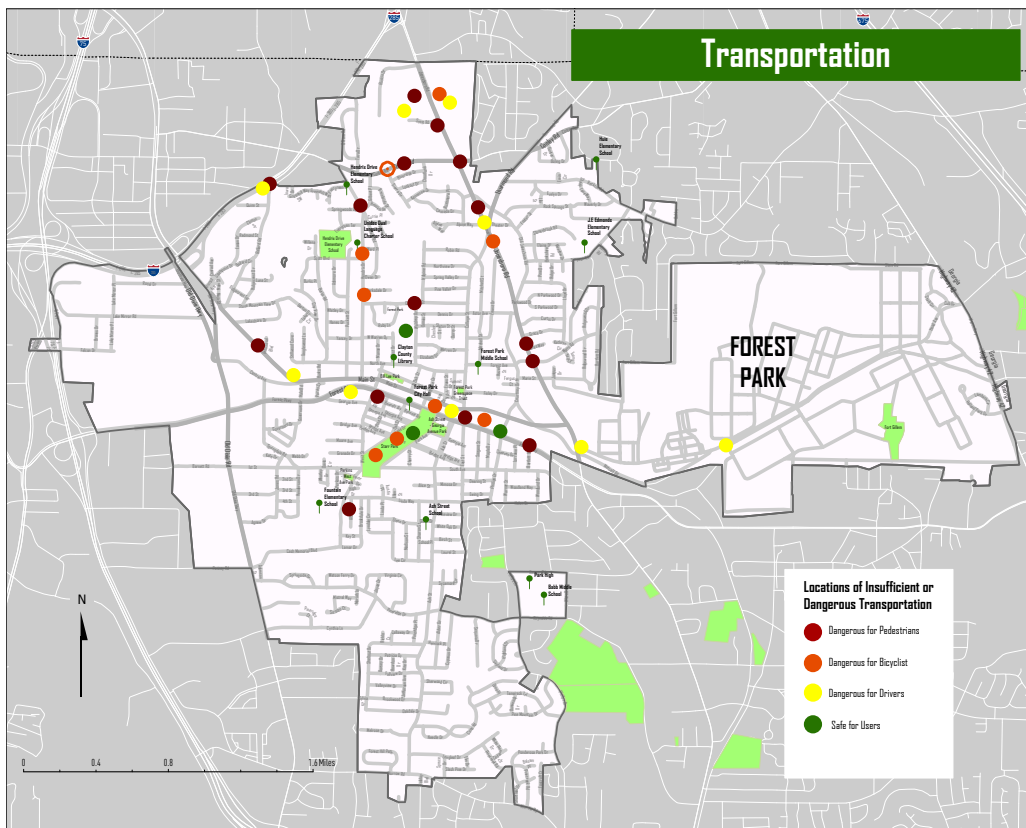
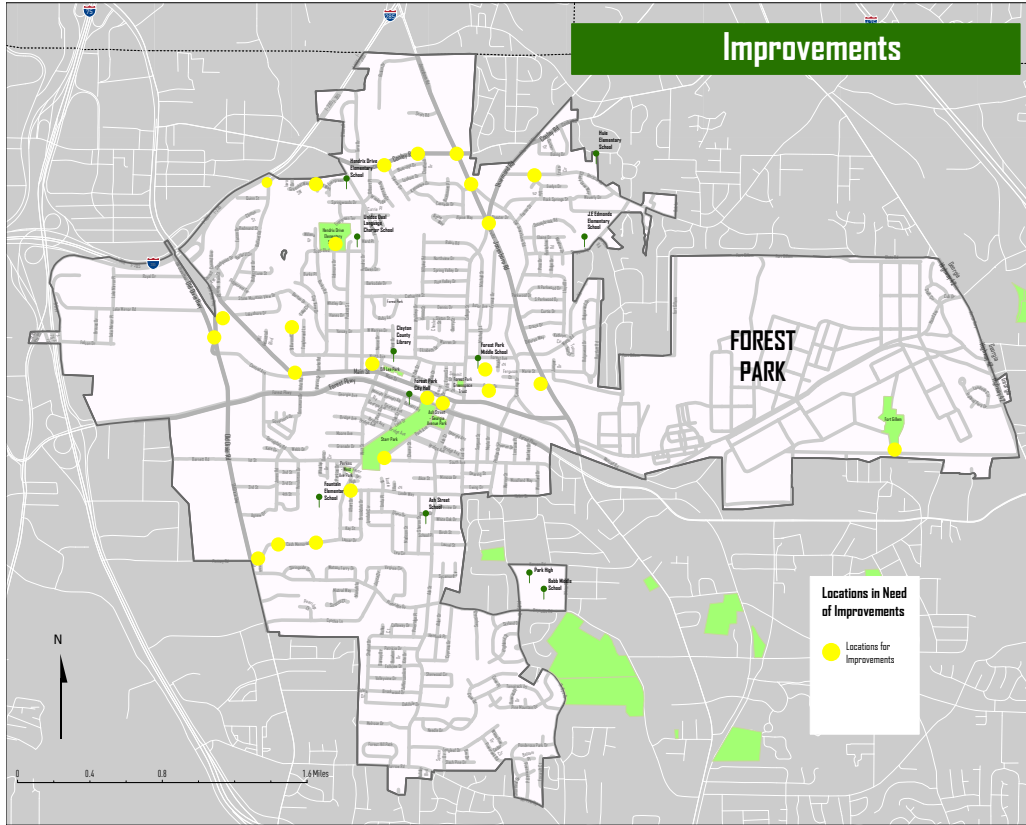
JUNE 28, 2023





# PUBLIC OPEN HOUSE

JUNE 28, 2023

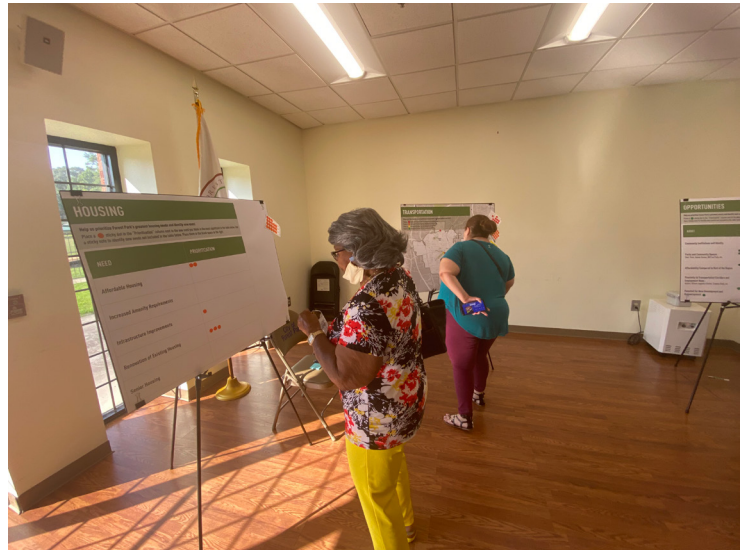






# PUBLIC OPEN HOUSE

JUNE 28, 2023





# PUBLIC OPEN HOUSE

JUNE 28, 2023



# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

## City of Forest Park 2023 Comprehensive Plan Update

### Project Engagement

VIEWS

515

RESPONSES

1,173

SUBSCRIBERS

13

PARTICIPANTS

72

COMMENTS

168



# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

What's one word or phrase you would use to **describe Forest Park** to someone unfamiliar with the community?

---

**Potential**

4 months ago

I love the activities for all ages!! Family & Friendly!!!

6 months ago

**Family**

6 months ago

It would be so helpful if more affordable and available housing to accommodate elderly people who are still able to do for themselves concerning most daily task with little or no needed assistance but are on fixed income. Also if there was one department that has verified individuals and or company, or organization that could be accessible to help with much needed home repairs without such a long waiting list that charges lower rates for seniors.

4 months ago

**Help people's**

6 months ago

**Underdeveloped**

4 months ago

I'd like to see more being done in unincorporated Forest Park where I am a home owner.

4 months ago

**Bigoted**

4 months ago

Let's save the Forest in  
Forest Park

3 months ago

**Food Desert**

3 months ago

The city too ignorant NOT to hate.

4 months ago

Loud and noisy, especially near Starr Park.

4 months ago

**Biggest city in Clayton County**

4 months ago

**Lead by the blind**

3 months ago

# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

perpetual limbo

3 months ago

Lacking total inclusion for everyone

4 months ago

Striving

4 months ago

Landing spot for other metro corrupt players

3 months ago

government by cabal

3 months ago

Ghetto.

3 months ago

Diverse

3 months ago

Quaint

4 months ago

Complicated

2 months ago

poverty

2 months ago

Unkept; dirty; no real code enforcement; embarrassing

3 months ago

Fastidious

3 months ago

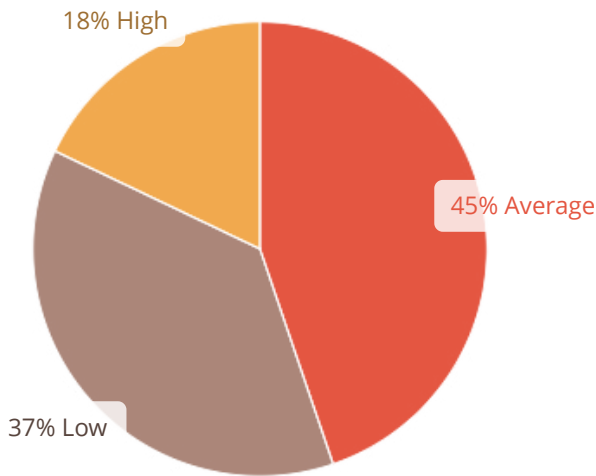
Land of Unrealized Potential

4 months ago

# PUBLIC INPUT ONLINE SURVEY

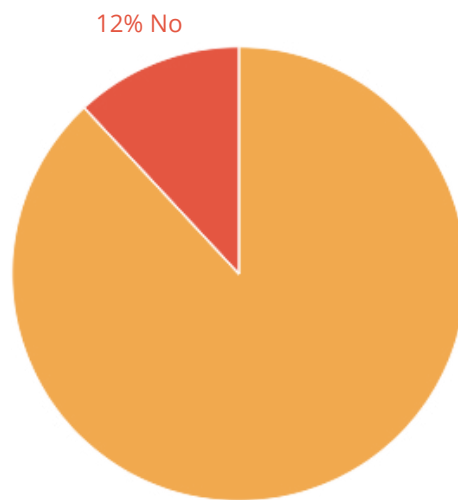
APRIL 2023 - AUGUST 2023

How would you rate Forest Park's **quality of life**?



67 respondents

This survey relates just to the City of Forest Park. Are you aware that Forest Park and Clayton County are separate governments with different geographic boundaries?

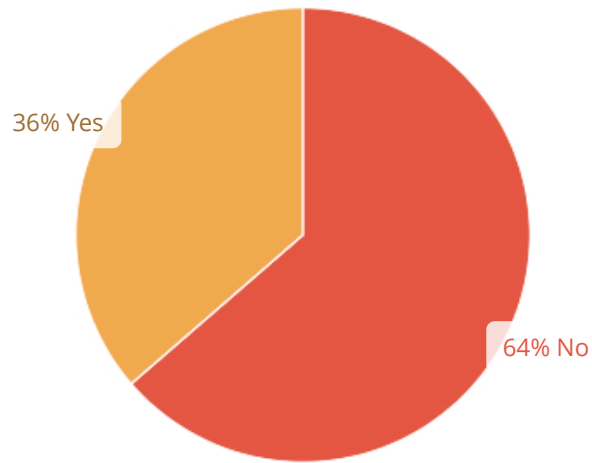


67 respondents

# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

Are you satisfied with how the City of Forest Park is governed and how it operates?



66 respondents

# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

What is Forest Park's primary **need** (problem or challenge to address)?

Consideration for others in our neighborhoods in regards to reducing loud music, loud vehicles, and noisy fireworks late at night, etc., so that we can have a comfortable and peaceful city to live in.

4 months ago

Police and government reform to create transparency

4 months ago

Improve sidewalks, greater effort to include Hispanic people, make all citizens aware of laws regarding care and treatment of animals. Make fireworks illegal in the city limits.

4 months ago

City Beautification, Quality Grocery Stores, Dine-In Restaurants,

3 months ago

Police - more courtesy attention through neighborhoods. Also one of the biggest perhaps is to include other entertainment venues. Not all one sided of color!!!!!!

4 months ago

Community amenities like high-quality grocery stores, nice restaurants, and more parks

4 months ago

Need to put community garden spaces and composting bins throughout the area where we can improve our health. More real farmers market with flea markets... Not just only brick and mortar buildings. We need to keep or create attractive green spaces.

4 months ago

Pedestrian and bike paths like other cities and the county have

3 months ago

Homeless population

4 months ago

Rule by clique, same people run everything, corruption, no transparency. Where is the "open checkbook" Butler promised in her first campaign?

3 months ago

We need sidewalk and road repairs. We lack bike trails and easily accessible walking pathways for walkers and wheelchairs. Desperately in need of social services. I'd like to see a FT staffed community center that can accommodate a wide variety of networking. A plan that removes the transfer station from our community. Establish a specialized mental health crisis unit within the PD. Affordable housing. Acknowledge existing eating establishments and businesses and promote them as a city.

3 months ago

More police presence especially in the early morning around 1-3am. No fireworks unless done by the city.

4 months ago



# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

Update the animal laws to include if a person feeding stray cats that are allowed to take up residence should be responsible in their up keep such as flees, reproduction control. This has become such a big problem in my neighborhood. People are allergic to cats, they keep reproducing, using our yards as bathrooms, all on our vehicles, spraying on all our areas where it's so strong, you can't open your windows, and all times of night and day their mating cries and fighting disturbs our sleep. Most of all, the flees are getting out of control.

4 months ago

Harsh penalties and active enforcement of noise violations.

3 months ago

Thanks for helping

6 months ago

We need to make the Waste Management Transfer station go away. We need to do whatever it takes to achieve that goal.

3 months ago

We need more residents with financial diversity being attracted to our area. Race and color do not matter but income does. We also need to put a limit on rental properties in the area and harsher penalties for those landlords that allow their tenants to leave the neighborhoods looking like trash.

3 months ago

To me the police department of Forest Park seems more like a domestic terrorist organization that terrorizes the citizens of Forest Park daily. They need to learn that this is not okay. The city attorney and city clerk deserve jail time and/or fines for denying open records requests to citizens.

4 months ago

Roderick Jackson

4 months ago

Everyone that used to live here would still live here if the rif raf wasn't pushed in to the county. That is when the downfall began and hasn't recuperated yet. The city needs to address this and get back to being somewhere people are proud of living. To attract and keep quality residents provide better eating establishments, grocery stores, shopping, government officials, better pay for teachers, actually enforcing code (I know for a fact it's not being done), better pay for police officers, safer parks, better lighting, upkeep of all roads, and I could go on and on. Lake City and Morrow seems to have made improvements!

3 months ago

Infrastructure, road, streets, etc...In dire need of repair. With the city growing so quickly, the streets have become difficult to maneuver.

3 months ago

Attracting higher income people.

2 months ago

This place is a food desert!! Needs more healthier choices (i.e. restaurants, cafes, supermarkets).

4 months ago

# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

What is Forest Park's strongest **opportunity** (strength or asset to build upon)?

---

Location and proximity to major centers

4 months ago

Access to Atlanta and the airport.

4 months ago

Ripe for economic development due to abundance of empty lots and worn down buildings

3 months ago

Ft. Gillem. But at the same time recognizing how Ft. Gillam got started. Without Ft. Gillam. Forest Park's progress wouldn't be what it is today!

4 months ago

Proximity to major job centers and transportation options

4 months ago

FINALLY I see more could be more intentional police presence on my street!!! SLOW DOWN LOOK ON OUR PROPERTIES....

3 months ago

affordable housing (stop McMansions) and recreation potential

3 months ago

We have businesses here that we aren't focusing enough attention. I can easily see FP as an eclectic art district. We already are culturally diverse and surrounded by art and different cuisine but we aren't marketing it that way. Think beyond Gillem and give some attention to the people who are not coming to You. Go to Them.

3 months ago

This city is great and will be.

4 months ago

Loop

4 months ago

The current leadership.

4 months ago

The citizens. With it's culturally diverse population, the people should be included in decisions on how to make the city more inviting for us to want to spend time here, activities, shopping, etc.

3 months ago

Being a clean city. Driving from Fayette County to Forest Park it is evident when you change cities during the drive. Forest Park being the more dirty and fun down of the two cities.

3 months ago

# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

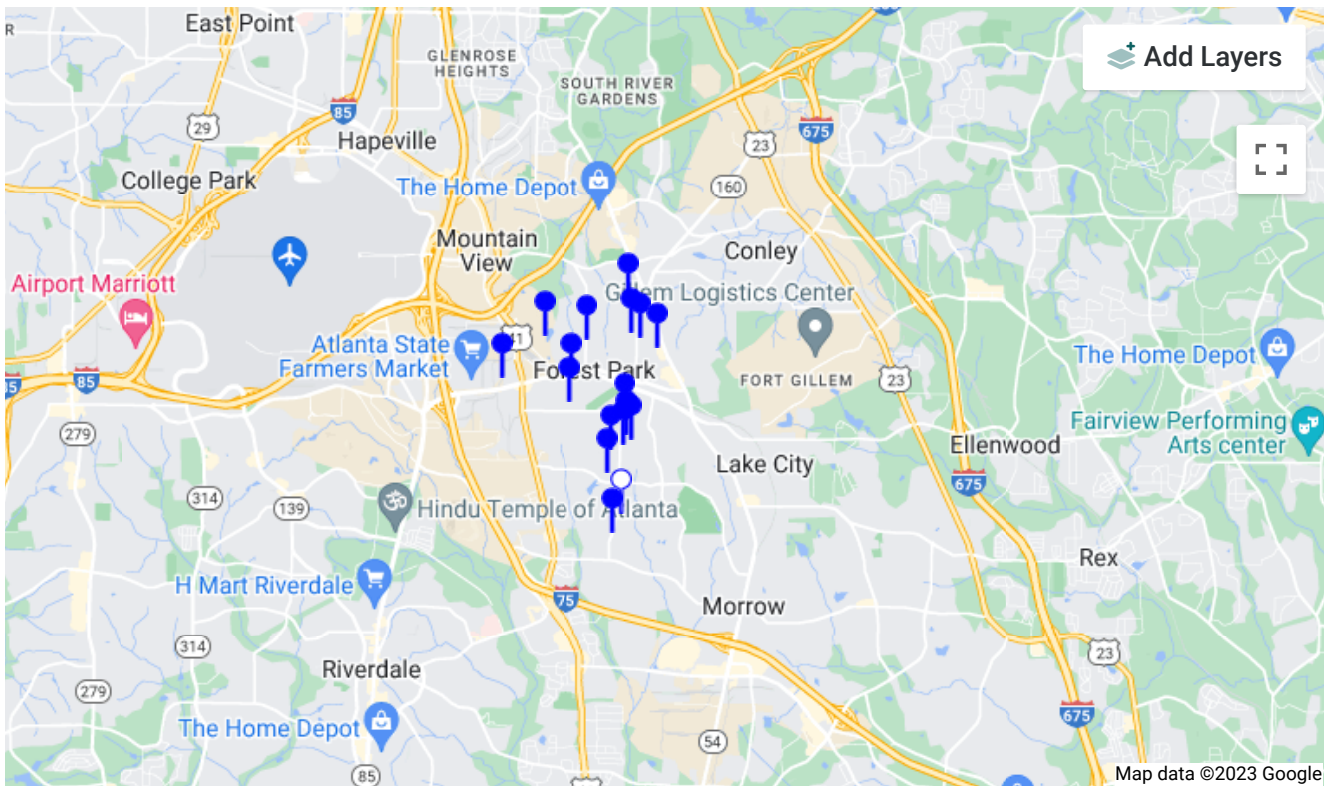
Starr Park. I love all the activities. But we always just base it towards one race or another. Next time have more than one santa clause or a multicultural event. Inclusion is key.

3 months ago

Developing all of the dilapidated and abandoned buildings/housing.

4 months ago

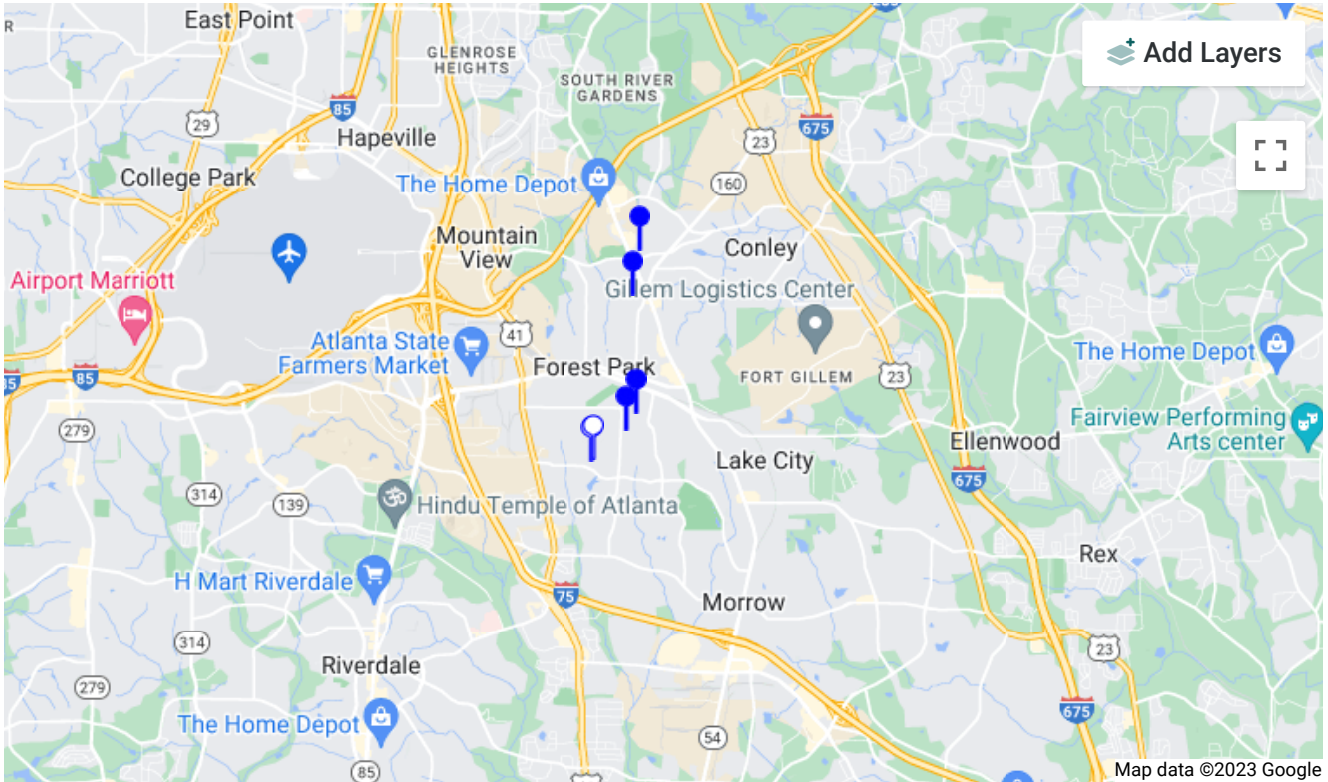
What are Forest Park's most significant **natural and environmental resources**? What role should the City play in helping to preserve and protect these?



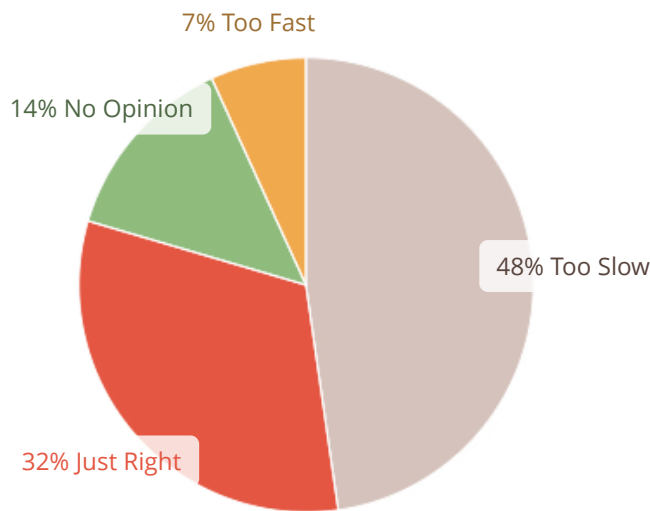
# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

What are Forest Park's most significant **historic and cultural resources**? What role should the City play in helping to preserve and protect these?



How would you characterize Forest Park's **pace of development** in the last five years?

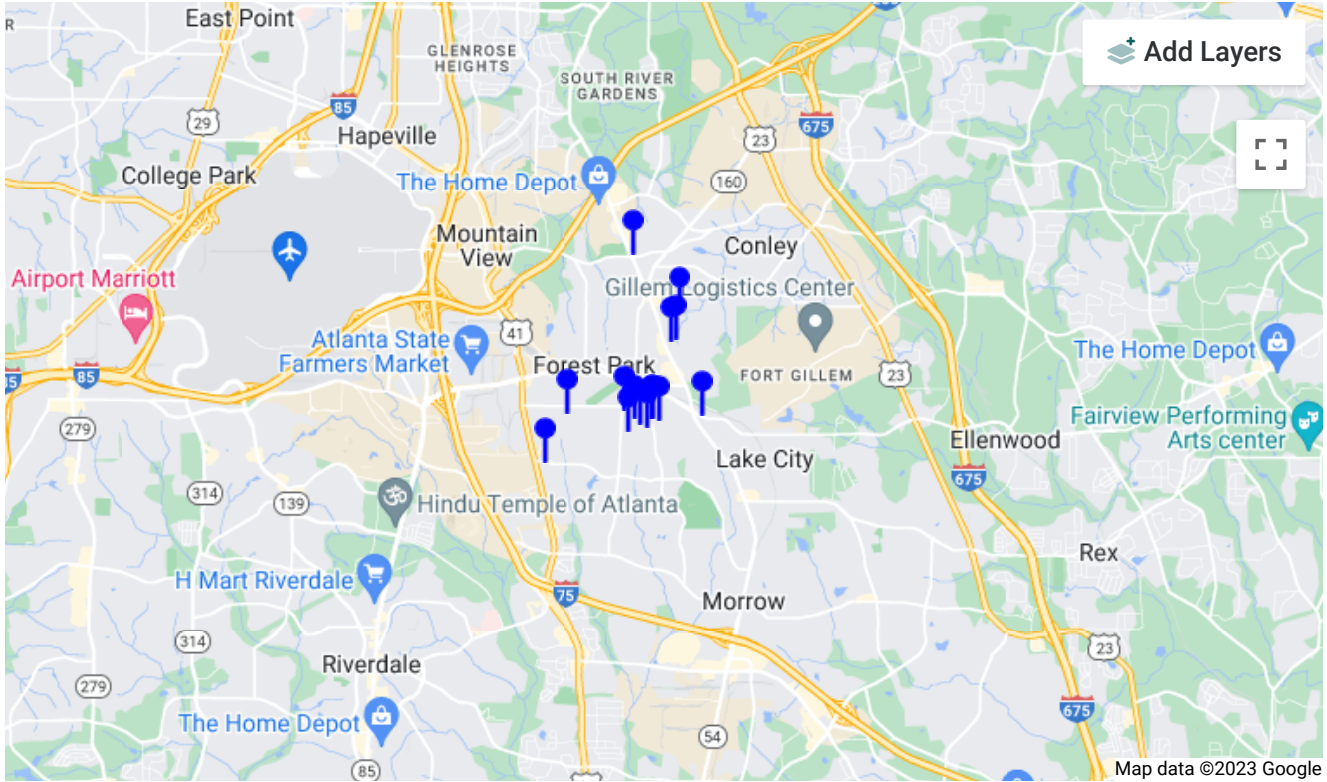


44 respondents

# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

Where would you like to see **future development** focused?



How would you rank Forest Park's **housing needs**?

	Need More	Right Amount	Need Less
Affordable Housing	58% Need More	29% Right Amount	13% Need Less
Senior Housing	47% Need More	47% Right Amount	7% Need Less
Density	29% Need More	59% Right Amount	12% Need Less
Mixed-Income Housing	48% Need More	35% Right Amount	17% Need Less
High-Income Housing (\$400,000+)	37% Need More	20% Right Amount	43% Need Less

46 respondents



# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

What would you describe as Forest Park's **most important housing need**? What role should the City play in helping to support this development?

Addressing vacant and neglected properties.

4 months ago

Need resident homeowners, not investor rental companies owning houses.

4 months ago

Updates, neglected areas, trashy areas, upkeep, pressure on areas to do this. More police presence.

4 months ago

Addressing slumlords and living residences that are full of code violations and unsafe living conditions.

4 months ago

Addressing slumlords who don't upkeep their properties but are allowed to open a new liquor store in the city even though they have violations in the past 5 years on their current properties in the city which is ignored by the city officials.

4 months ago

We need a decent grocery store and a family style sit down restaurant.

4 months ago

Don't raise property taxes so high that homeowners can't afford it.

4 months ago

Zoning for tiny house communities and enforcing code against junk-filled yards.

3 months ago

Better code enforcement! This is an area that has been lacking for sometime. I don't know if they just ride through neighborhoods and really look, or just soak up time. I have addressed people that flip houses and leave a mess in yards without getting a roll off. Also, Forest Park's code states that a person is in violation of grass not being cut that is over 6". Doesn't code enforcement see that? Additionally, cars are parked on grass/yards, away from curbs in the street in subdivisions. This is why Forest Park is the way it is! So sad!!!!!!

4 months ago

Less renters and more home owners to upkeep their own homes/neighborhoods. Enforcing communities to maintain curb appeal instead of having 6+ vehicles parked in their yards, overgrown shrubs and weeds, junk cars, trash

3 months ago

More residents owning and less rentals.

4 months ago

Affordable housing.

4 months ago

We are in desperate need of at-cost housing. Affordable housing and section 8 have had their day and will not bring in homeowners with the kind of disposable income that will be required to attract good retail, dining, and entertainment venues that everyone says they desire.

3 months ago

# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

More mixed-income communities. Forest Park needs more amenities to attract higher-income earners.

4 months ago

Create a program like helping hands that will assist with maintenance and repairs to elderly home owners by volunteers. Most programs offered now, has such a long, long waiting list i.e. weatherization.

4 months ago

Let fences come to front of property line, not front of house

3 months ago

Code Enforcement!!!! Code Enforcement!!! Code Enforcement!! There needs to be a precedent set for the city. I'm so sick of seeing all these messy yards with cars on jacks and truck cabs in driveways and on the street, people not parking in their own driveway, broken window blinds, yard debris, etc.  
the city needs more green space less abandoned buildings, better done in restaurants and better shopping /grocery stores. It's embarrassing to tell people this is the city I live in now. In 20 years it has definitely gone down hill.

3 months ago

60% of housing units in FP are investor owned. We need to get increase the owner occupied rate to be at least 60%. Encourage more owner occupied homes by neighborhood cooperatives. City management to explore funding sources for acquisition and upkeep of homes.

3 months ago

Less rental properties. And rent control policies on some of these slum lords. Alot of the homes here have not been updated since 1950 and want rents close to \$2k for 600 sq feet. We need less rentals and more homes. Need to find a developer to knock down these terrible neighborhoods and bring in new builds not off of Watts Road. Near Starr Park.

3 months ago

Higher income housing and less homeless/street people

2 months ago

Affordable housing and sidewalks

3 months ago

Updating of old homes to be able to support new technologies, and create smart homes.

4 months ago

# PUBLIC INPUT ONLINE SURVEY

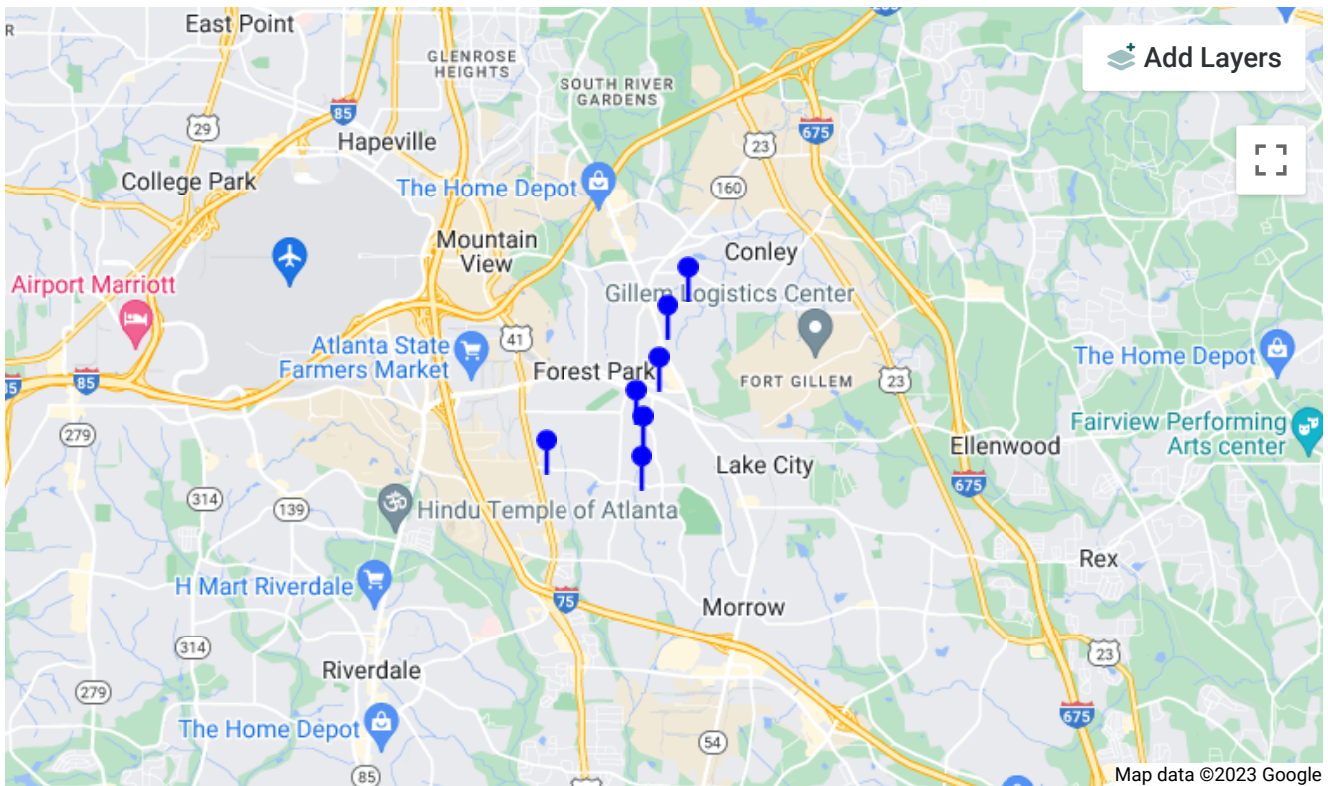
APRIL 2023 - AUGUST 2023

How would you rank your satisfaction with Forest Park's **transportation system**?

	Poor	Below Average	Adequate	Good	Excellent	No Opinion
Traffic Safety	11%	13%	51%	19%	2%	4%
	Poor	Below Average	Adequate	Good	Excellent	No Opinion
Traffic Congestion	9%	11%	45%	21%	11%	4%
	Poor	Below Average	Adequate	Good	Excellent	No Opinion
Road Conditions	13%	28%	43%	13%	2%	2%
	Poor	Below Average	Adequate	Good	Excellent	No Opinion
Pedestrian & Bicycle Safety	36%	28%	23%	6%	2%	4%
	Poor	Below Average	Adequate	Good	Excellent	No Opinion
Public Transportation	15%	28%	33%	13%	4%	7%
	Poor	Below Average	Adequate	Good	Excellent	No Opinion

47 respondents

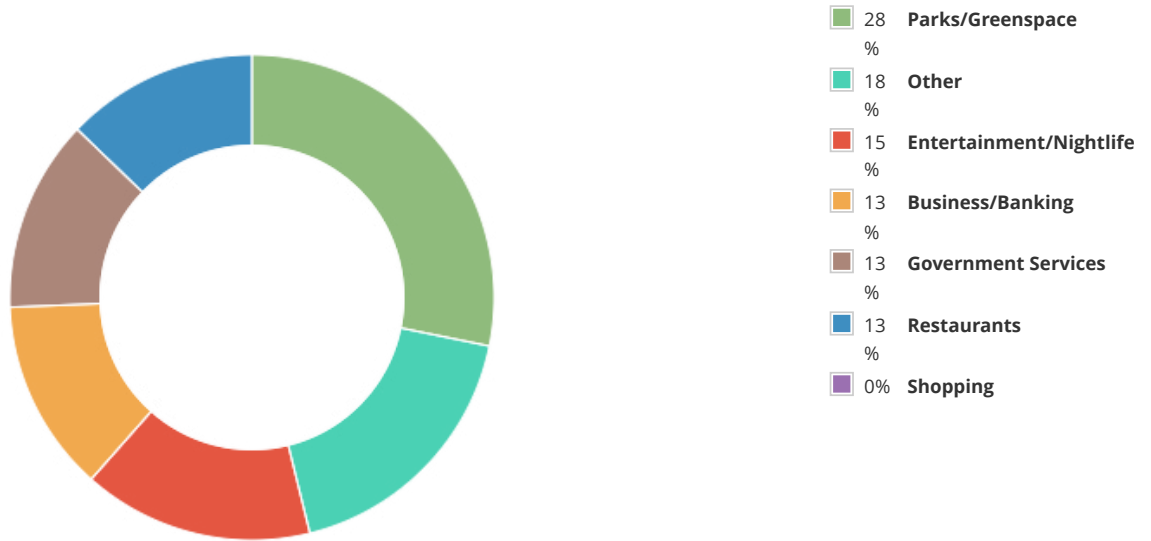
Are there any areas in Forest Park you feel are particularly **dangerous for pedestrians or bicyclists**?



# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

What is your primary reason for visiting downtown Forest Park?



39 respondents

# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

What kinds of **improvements** should be considered to enhance downtown Forest Park?

Every city you visit has a downtown area that you can just walk, shop, eat or sit on the bench and enjoy the scenery it will be nice to see this in Forest Park one day.

4 months ago

Coffee shop and a grocery store on forest parkway would be nice because that senior center will probably have residents who would like to shop.

4 months ago

Improvement on safety. People cross in the wrong areas - not in a crosswalk. Police should help curb this. People that cross dare you to hit them. Also address closed businesses & the like. This makes Forest Park nasty looking & so undesirable to shop. This is why I don't shop in Forest Park. Needs new desirable stores.

4 months ago

Improved bicycle lanes

4 months ago

Manage grass and bushes on side streets that don't have sidewalks. Have incentives for businesses to keep their storefronts clean and maintained inside and out--- like replace missing letters, floors clean, etc. Fine the ones that don't.

4 months ago

In addition to people crossing streets whenever and wherever they want, I do not shop in Forest Park - no quality grocery stores or other businesses. I always shop in other counties. Forest Park needs to take a trip to other areas instead of just focusing on warehouses.

4 months ago

Downtown Forest Park needs a major upgrade: quality restaurants, mixed-development to include housing + retail, and an overall facelift to sidewalks, buildings, and roads. Right now there is no "downtown Forest Park". We need less tire shops, beauty supply stores, & fast food.

3 months ago

Creation of a mixed-use town center with retail and government services

4 months ago

HOPEFULLY one day, Marta will bring a rail stop to downtown Forest Park.

4 months ago

First fix that train system from blocking the road for hours. The construction and renovation of main street needs to go faster. There are a lot of old buildings that need to go or be renovated. Please add locations and businesses where the grown and classy can enjoy an evening out. And business near the piggly wiggly or near discount foods looks ghetto and needs some work.

3 months ago

Look at Fayetteville Pavilion and get something like that

3 months ago



# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

No more fast food. We have too much already. Look at College Park, Hapeville, downtown Decatur, East Point. More than 2 decades of this "Main Street improvement" and still looks like a slum. The only bright spot is the shopping center with YoJays and EV chargers. Center of downtown is Gun City. ridiculous

3 months ago

Please keep the train from blocking everyone from crossing to get to work. All shopping centers are dirty, and the owners need to be held responsible for its upkeep. We know it's the people that live here are making the mess because during the pandemic the Kroger parking lot was finally clean and looked nice!

A lot of money was spent to put in new crosswalks yet pedestrians still cross in the middle of the street!

3 months ago

Daisy Weatherspoon

6 months ago

Which of the following statements apply to you (select all that apply)?

75%	I am a resident of Forest Park	30 ✓
30%	I work in Forest Park	12 ✓
15%	Other	6 ✓
13%	I own a business located in Forest Park	5 ✓

40 Respondents

If you live in Forest Park, have long have you done so?



42 respondents

# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

If you own a business or work in Forest Park, how long have you done so?



41 respondents

What is your age?

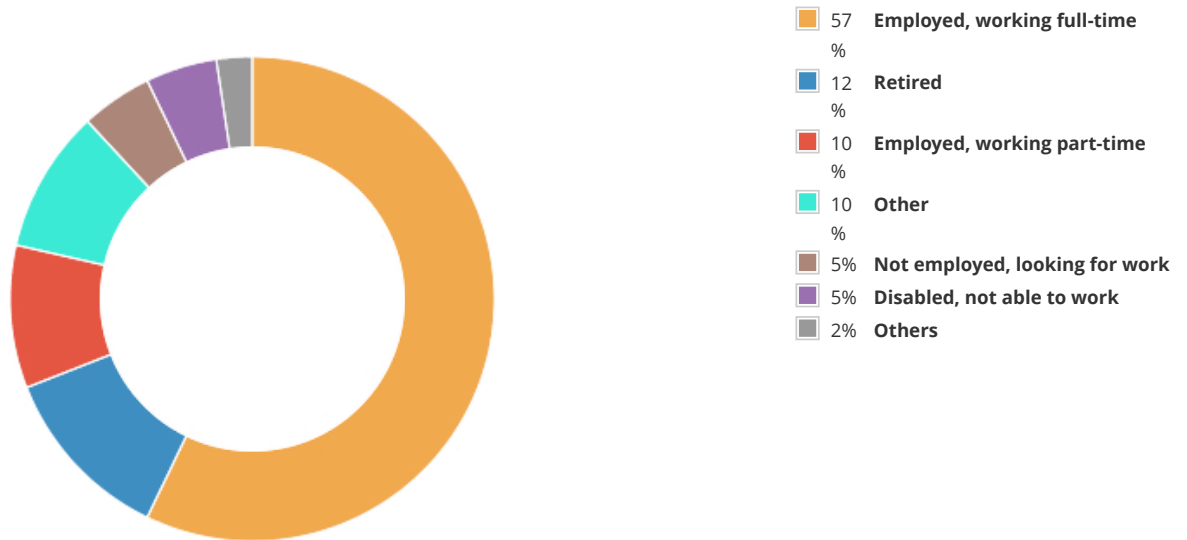


43 respondents

# PUBLIC INPUT ONLINE SURVEY

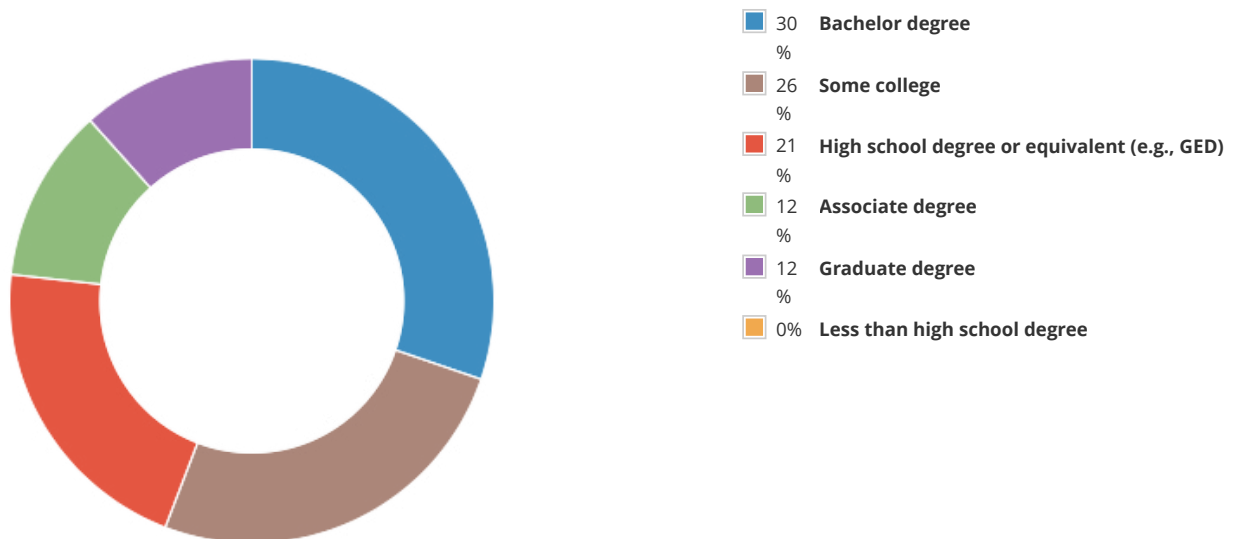
APRIL 2023 - AUGUST 2023

Which of the following categories best describes your employment status?



42 respondents

What is the highest level of school you have completed or the highest degree you have received?

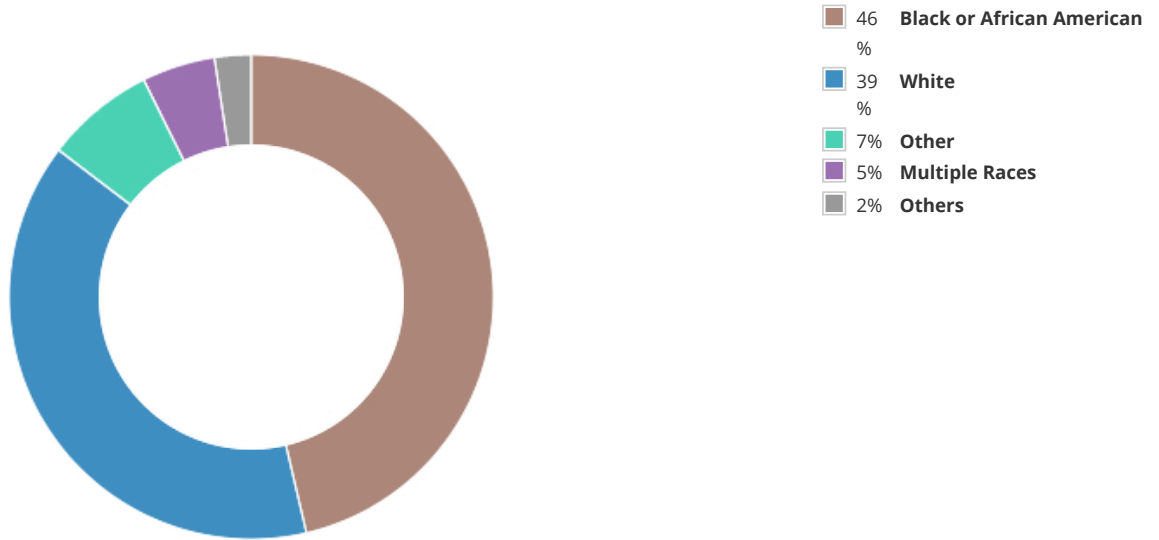


43 respondents

# PUBLIC INPUT ONLINE SURVEY

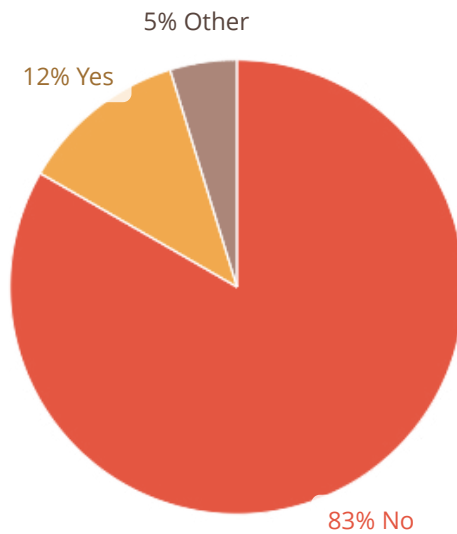
APRIL 2023 - AUGUST 2023

With which race do you identify?



41 respondents

Do you identify as Hispanic, Latino, or Spanish?

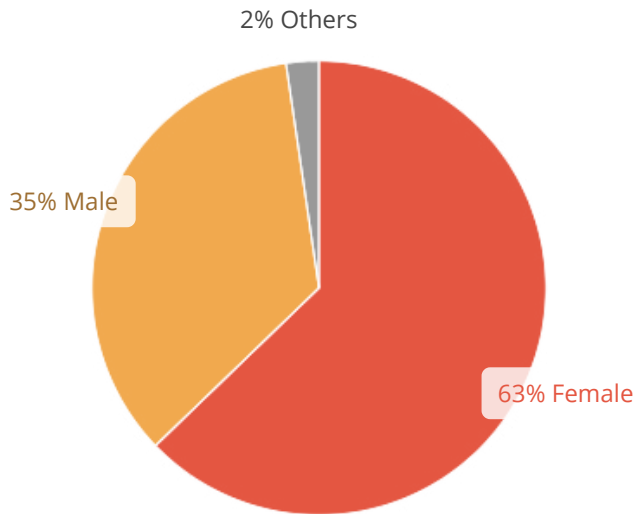


42 respondents

# PUBLIC INPUT ONLINE SURVEY

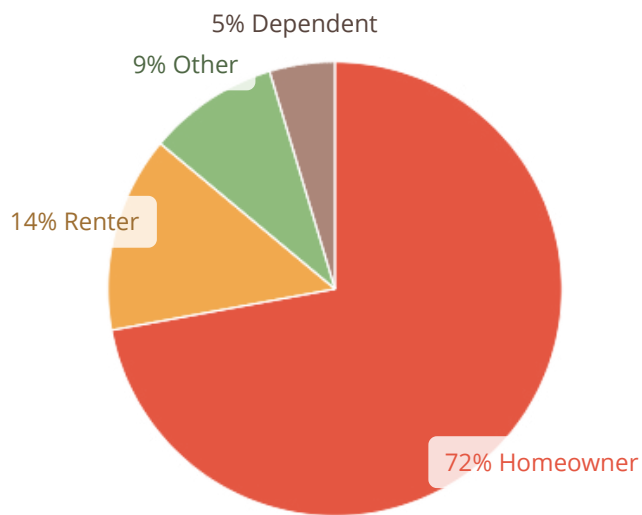
APRIL 2023 - AUGUST 2023

What is your gender identity?



43 respondents

What best describes your housing status?



43 respondents



# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

If desired, please use the space below to list anything else you would like to be considered in Forest Park's future planning efforts that was not covered by the previous survey questions.

There should be a true recycling center and not these carts that are picked up and dumped with trash. They make the city look dirty because there is always a receptacle on street and dump trucks always on the roadways.

3 months ago

Main Street should become a destination for residents and visitors alike. Develop this area with more businesses that will draw diners and shoppers.

3 months ago

Replace broken business signs; remove old buildings not in use and use as green space and keep it maintained so it won't become overgrown such as the area across from the Archives buildings! Old grocery stores such as the one across from Kroger should be torn down or a new business should move in with appropriate signage and prune the bushes as you can't even see the old Dollar Store.

The only thing there is the cleaners which I didn't know was there until the other day! Keep Clayton State clean and a safe place for pedestrians to walk for exercise. It a great place but I'm scared to go out of my own neighborhood to walk for exercise. This city has great access to the interstate, the airport, and a once thriving State Farmer's Market (which is joke!), and please don't make it a concert venue with strip clubs. Forest Park has potential, but the right businesses and people need to be here for it to thrive.

3 months ago

I love the new homes going up near the park. We need to expand that into other parts of Forest Park. We cannot continue to grow if we do not attract those who have the disposable income to buy more higher end homes. We have to build new and weed out those who cannot help the city move forward. Get rid of the slum lords, get rid of section 8 rentals, and get harsher punishments on those store fronts that are filthy eyesores. Not everyone in this community is low class. That is why they go to Eagles Landing and Atlantic station on the weekends....to escape this mess. Make Forest Park look like those communities with their amenities and stores and we will attract the right home owners. Also, we could use high end apartments and condos that are for sale not rent in this area.

3 months ago

Listen to what we are saying Forest Park. We who own homes and pay city taxes are the heart of this community. With what I have read in this public input pole, you see what the community needs to be able to move forward to make our city somewhere to be proud to live. Put the city forward rather than leaving the city and residents behind.

3 months ago

Keep MARTA, RENTERS, INVESTORS OUT! When we moved in the late 90s this was the place to be. NOONE visited us because of fear from FPD! Now YOU elected officials have made us a joke. I was satisfied with just us homeowners!

3 months ago

Forest Park's location is great- access to the airport, downtown, and major interstates in minutes. This should be a sought-after area but the reality is that this area is undesirable due to the large focus on warehouses and lack of economic development, city beautification, code enforcement, & the ability to attract quality retail, restaurants, & folks with higher incomes

3 months ago

Don't destroy the small houses in favor of larger-footprint and out-of-scale McMansions along the park. It wrecks the feel. Start ENFORCING tree replacement and stop allowing wholesale butchering of trees, with or without permits. Start FINING people who cut 100+ year old oak trees and leave a 15-foot-tall stump in their front yards. Shut down the illegal drug trade near High St. and in the neighborhoods. Cities that look like this look that way due to CORRUPTION.

3 months ago

# PUBLIC INPUT ONLINE SURVEY

## APRIL 2023 - AUGUST 2023

Please revisit the idea of including ALL ethnic groups and ages!!!!!!!!!!

4 months ago

Little louder for the BIGOTS in charge!

4 months ago

More economic incentives are needed to attract high-quality business and housing options

4 months ago

To encourage businesses, new and old, to consider hiring and training seniors who live in Forest Park part-time job opportunities. This could help lift up the community.

4 months ago

Get more upscale stores all around . Things for children to do. Things that will make people want to live in Forest Park. Do more for the schools.

4 months ago

Hotel and convention center

4 months ago

The city needs to include animals, wildlife, and low-income families.

4 months ago

Amphitheater, upgrade the park, roads need to be repaved, upgrade the lighting around Forest Park. There is alot of work that needs to get done. I believe the City Manager Ricky Clark can do it with the help of the council with being positive!!!

4 months ago

Residents need to be more informed on laws in areas. My biggest complaint is parking in ROAD and roosters. I would give code enforcement their props from recent years but as of lately NO! Also if they wanna build go DOWNTOWN not in our neighborhoods

4 months ago

We have some gorgeous green spaces and beautiful older trees. This is a positive in my opinion. However, some of the trees in my neighborhood are very close to the road and are dead. I worry that they might fall. I think the city could use an arborist.

4 months ago

Make all areas desirable. Forest Park is so focused in warehouses, that the rest has gone to pot. Plus it's all one sided

4 months ago

The governing body and those that "serve and protect" should do so without biases or obvious bigoted views towards races other than their own. This community has no tolerance for other races and this is on full display at council meetings and events. People should work to get along regardless of their views on things and race. People are people and their are many different views in this world. If someone has a different view from you that does not mean they are worthless. They still have things to contribute to the community. But hate is on full display here if you are different and ask for accountability.

4 months ago

# PUBLIC INPUT ONLINE SURVEY

APRIL 2023 - AUGUST 2023

I would like for Forest park to have a Whole Foods Market so that the community can have healthier food options.

6 months ago

Exercise, Shuffle Board & Linedance

6 months ago

---

Subscribe now to get updates on upcoming engagement opportunities!

No data to display...

How long have you lived in Forest Park?

No data to display...

Comments: City of Marietta 2022 Comprehensive Plan Update | Steering Committee Meeting #3[Copy 12/1/2022][Copy 3/8/2023]



Atlanta Regional Commission

**File Attachments for Item:**

**16. Council Discussion and Approval of Changes to IGA between City and URA-Legal**

**Background/History:**

It is proposed that the City and the URA enter into an intergovernmental agreement to memorialize the current working relationship between the two entities. The attached agreement is substantially the same as previous drafts presented to the City and provides for the following:

1. Allows the URA to utilize City facilities and staff to carry out its functions;
2. Authorizes the Economic Development Director to serve as the Executive Director of the URA;
3. Authorizes the Finance Department to manage the finances of the URA; and
4. Provides for the URA to pay the City an annual amount to reimburse the City for a portion of the staff expense incurred in providing the foregoing work.

A new addition to the agreement authorizes the Public Works Department to maintain, repair and/or install certain URA infrastructure where the cost is estimated to be less than \$100,000. The URA will reimburse the City for the cost of such work.





CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Subject:** Council Discussion of Changes to IGA between City and URA-Legal

**Submitted By:** Michael Williams

**Date Submitted:** November 1, 2023

**Work Session Date:** November 6, 2023

**Council Meeting Date:** November 6, 2023

**Background/History:**

It is proposed that the City and the URA enter into an intergovernmental agreement to memorialize the current working relationship between the two entities. The attached agreement is substantially the same as previous drafts presented to the City and provides for the following:

1. Allows the URA to utilize City facilities and staff to carry out its functions;
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4. Provides for the URA to pay the City an annual amount to reimburse the City for a portion of the staff expense incurred in providing the foregoing work.

A new addition to the agreement authorizes the Public Works Department to maintain, repair and/or install certain URA infrastructure where the cost is estimated to be less than \$100,000. The URA will reimburse the City for the cost of such work.

**Cost: \$ Variable**

**Budgeted for:** \_\_\_\_\_ **Yes** \_\_\_\_\_ **No**

**Financial Impact:**

It is intended for the cost to be neutral to the City, as the URA will reimburse the City for costs expended.

**Action Requested from Council:**

Approval of the IGA.

## INTERGOVERNMENTAL AGREEMENT

THIS INTERGOVERNMENTAL AGREEMENT (this "Agreement") is made and entered into on this \_\_\_\_ day of \_\_\_\_\_, by and between the CITY OF FOREST PARK, GEORGIA (hereinafter referred to as the "City"), and THE URBAN REDEVELOPMENT AGENCY OF THE CITY OF FOREST PARK, GEORGIA (hereinafter referred to as the "URA");

**WHEREAS**, the City and the URA share a joint desire and ambition to spur economic redevelopment in various areas of the City; and

**WHEREAS**, the City and the URA wish to enter into this intergovernmental agreement by which they may set forth in writing the parameters for their relationship in pursuing their joint ambitions and goals for the development of the City.

**NOW, THEREFORE**, for and in consideration of the promises, mutual covenants, and agreements contained herein, the parties do hereby covenant and agree as follows:

### ARTICLE I: PURPOSE OF AGREEMENT

The purpose of this Agreement shall be to establish the parameters under which the URA operates as it endeavors to facilitate the revitalization and development of underutilized and underdeveloped areas in the City, attract private investment, strengthen the City's economic base and tax digest, attract new industries, create jobs, and benefit the residents and citizens of the City.

### ARTICLE II: FUNDING AND APPROPRIATIONS

- a. In consideration for the commitments made by the URA herein, the City may from time to time appropriate funds to be used by the URA, or on its behalf, in carrying out the development goals set forth in this Agreement and in carrying out those functions and activities provided for in this Agreement. In addition, from time to time during the term of this Agreement, the governing body of the City shall review the progress by the City and the URA, and the financial condition of the URA, and when it is deemed prudent and necessary by the City's governing body, it shall appropriate additional funds for use by the URA in carrying out the activities provided for herein. While all such decisions, and the appropriation function, shall remain the exclusive province of the City's governing body, which it may exercise in its sole discretion, the City will consult in good faith with the URA regarding the appropriate level of appropriation, and will, in all events, appropriate sufficient funds to meet all contractual obligations of the URA assumed with the consent of the City.
- b. The URA shall budget for and pay to the City the annual amount of \$                      (i) to supplement certain salaries of the City's economic development staff, (ii) for use of City facilities and (iii) for all services provided to the URA by the City.

**ARTICLE III: DEVELOPMENT ACTIVITIES**

In consideration of the payments and appropriations made by the City under this Agreement, and the other promises and commitments made hereunder, the URA agrees that it shall undertake the following activities whenever and wherever needed in the City, in coordination and cooperation with the City:

- 1. The URA may enter into and execute any contracts, leases, mortgages, or other agreements, including agreements with bondholders or lenders, determined by the URA to be necessary or convenient to implement the provisions and effectuate the purposes of this Agreement. All such contracts, leases, mortgages, or other agreements which impose upon the URA any monetary obligation which cannot be satisfied without money from the City’s budget shall be approved by the City prior to being entered into by the URA.
- 2. From time to time, the URA may acquire property, real or personal, or interests therein, for redevelopment and development purposes, and use or dispose of such property or interests, either through the City or directly with private parties.
- 3. The URA may conduct other planning and implementation activities as are deemed necessary and prudent, including planning and predevelopment activities such as site analysis, environmental analysis, development planning, market analysis, financial feasibility studies, preliminary design, zoning compliance, facilities inspections, and overall analysis of proposed redevelopment plans to ensure consistency with the City’s overall goals and short term and long-range plans.

**ARTICLE IV: URBAN REDEVELOPMENT AGENCY OPERATIONS**

- a. The City expressly authorizes the URA to utilize City Hall for its meeting and other operational purposes. The URA shall also have reasonable access to staff time and resources to conduct its operations. The City’s Director of Economic Development shall function as the URA Executive Director, who shall be responsible for the maintenance of all URA minutes, records, contracts and other official documents, and for ensuring URA compliance with State Law and City ordinances. All such utilization shall be coordinated through and at the direction of the City Manager.

Included within the assignments herein, the URA expressly authorizes the City, and the City pledges, to perform the following duties, including, but not limited to:

- i. Keep all official documents and records of the URA with the same solemnity as it keeps such documents for the City, and serve as the custodian thereof;
- ii. Provide for the lawful assembly of the URA as called for by State law, its bylaws, and the Chair thereof, including all necessary pre-meeting notices and arrangements, adequate circulation of agenda and related documents as

directed by the URA, sufficient places for assembly, appropriate security therefor, post-meeting formalities and all other lawful and necessary duties attendant for lawful assembly of the URA;

- iii. Properly oversee the management and maintenance of all URA assets, both tangible and intangible, including assisting the URA with the negotiation of sales and leases, collection of rents and proceeds, the daily and regular maintenance and upkeep thereof, ensuring that all properties are appropriately insured, and paying all properly assessed invoices related thereto; and
  - iv. Arrange for the acquisition of officers' error and omissions insurance in appropriate amounts for URA members.
- b. Except as provided in subsection d below, as part of City staff functions, the Executive Director will take charge of all URA assets and property, and on behalf of the URA manage the day-to-day operation and maintenance of all such sites. Where appropriate, the Executive Director, or its assignee, shall market for sale or lease, such properties as is deemed in the best interest of the City and the URA. All such transfer of title or leasehold interest shall be approved by the URA board. The URA appoints the Executive Director as an agent of the URA who is hereby authorized to take administrative actions in this regard on behalf of the URA. The URA shall be allowed to provide reasonable input into the selection of any brokers or consultants engaged for the URA's benefit. The Executive Director shall deliver, at least quarterly, a report of activity of URA property. No individual board member shall interfere with the duties and assignments tasked to the Executive Director unless authorized to do so by the URA board. The Executive Director shall be responsible for preparing an annual budget for the URA.
  - c. The URA Treasurer shall be a liaison between the City Finance Department and the URA Board and shall present a monthly financial report to the URA based on information received from the City Finance Department. The URA Treasurer shall also maintain copies of the bank statements and report on information found in the statements to include the credits and debits.
  - d. The URA and the City agree that, except as expressly provided in any other agreement between the City and the URA, the City Finance Department shall be responsible for the financial management of all URA funds, operation of bank accounts and the fiscal management of all assets of the URA.
  - e. If the City has pledged its full, faith and credit for the repayment of any (i) outstanding bonds of the URA or (ii) any other debt for which funds to pay such debt are obtained from income of the URA derived from its bond transactions, the URA hereby delegates to the City the right to make any decisions with respect to those bonds.
  - f. The URA acknowledges that this Agreement is not an exclusive agreement and that the City may contract with other governmental entities for the provision of similar services.

**ARTICLE V: MAINTENANCE OF URA INFRASTRUCTURE**

Where the estimated cost of the maintenance, repair or installation of any URA infrastructure (hereinafter, a “URA Infrastructure Project”) is less than \$100,000, the URA may utilize the City’s Public Works Department employees and equipment for any such URA Infrastructure Project. The Public Works Department, in consultation with the City Manager, shall determine the time, manner in which such work shall be done, and the cost for such work prior to performing such work. If the URA agrees to utilize the Public Works Department, the URA shall reimburse the City for the actual cost incurred by the City for any such work.

**ARTICLE VI: GENERAL PROVISIONS**

- a. **ASSIGNMENT.** This Agreement may not be assigned without the express written consent of all other parties to this Agreement.
- b. **NOTICE.** Any notice required or permitted to be delivered hereunder shall be deemed received when sent by United States certified mail, return receipt requested, or statutory overnight delivery, at the addresses set forth below:

City of Forest Park, Georgia  
 City Hall  
 745 Forest Parkway  
 Forest Park, Georgia 30297  
 Attention: City Manager

Urban Redevelopment Agency of the City of Forest Park  
 745 Forest Parkway  
 Forest Park, Georgia 30297  
 Attention: Chair

- c. **STATE LAW TO APPLY.** This contract shall be construed under and in accordance with the laws of the State of Georgia.
- d. **PARTIES BOUND.** The contract shall be binding upon and inure to the benefit of the Parties hereto and their respective legal representatives, successors, and assigns where permitted by this Agreement.
- e. **SEVERABILITY.** In case any one or more of the provisions contained in this contract shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provision thereof and this contract shall be construed as is such invalid, illegal, or unenforceable provision had never been contained herein.
- f. **PRIOR AGREEMENTS SUPERSEDED.** Except as expressly provided for herein, this Agreement constitutes the sole and only Agreement of the Parties hereto with respect to



the subject matter described herein, and supersedes any prior understandings or written or oral Agreements between the parties respecting the within subject matter. This provision shall not apply to the following agreements or transactions:

- i. Any agreements pertaining to any outstanding bonds of the URA.
  - ii. Any security agreements between the URA and the City.
  - iii. Any outstanding notes evidencing loans of funds from the City to the URA.
- g. **TIME OF ESSENCE.** Time is of the essence of this contract.
- h. **AMENDMENT.** This Agreement may not be modified, amended or terminated in whole or in part in any manner other than by an agreement in writing duly signed and appropriately approved by all parties hereto.
- i. **GENDER.** Words of any gender used in this contract shall be held and construed to include any other gender, and words in the singular number shall be held to include the plural, and vice versa, unless the context requires otherwise.
- j. **HEADINGS.** The headings for each paragraph or section of this Agreement are for convenience of reference only and shall not be deemed a part of this. Agreement for the purposes of interpreting any provision of said Agreement.
- k. **COUNTERPARTS.** This Agreement may be executed in any number of identical counterparts, and each counterpart hereof shall be deemed to be an original instrument, but all counterparts hereof taken together shall constitute but a single instrument.
- l. **CONSTRUCTION OF AGREEMENT.** This Agreement shall not be construed more strongly against any party regardless of which party is responsible for its preparation.
- m. **DATES.** If the final date of any time period or the date for the performance of any obligation hereunder falls upon a Saturday, Sunday, or a bank or government holiday under the laws of the State of Georgia, then the time of such period or the time for the performance of such obligation shall be extended to the next day which is not a Saturday, Sunday, or a bank or government holiday under the laws of the State of Georgia.
- n. **EFFECTIVE DATE AND TERM OF AGREEMENT.** The Effective Date of this Agreement shall be the date on which the last party fully executed this Agreement, and the term of this Agreement shall extend for a period of 10 years.

**[Signatures appear on following page.]**

IN WITNESS WHEREOF, the City and the URA as Parties hereto have caused this Agreement to be executed by their duly authorized representatives and delivered as their act and deed, intending to be legally bound by the terms and provisions of this Agreement.

**CITY OF FOREST PARK**

**URBAN REDEVELOPMENT AGENCY OF  
THE CITY OF FOREST PARK**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chair

ATTEST:

ATTEST:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Secretary

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

RESOLUTION \_\_\_\_

A RESOLUTION AUTHORIZING THE ENTERING INTO AN INTERGOVERNMENTAL AGREEMENT WITH THE URBAN REDEVELOPMENT AGENCY OF THE CITY OF FOREST PARK

**WHEREAS**, it is proposed that the City and the Urban Redevelopment Agency of the City of Forest Park (the “URA”) enter into an intergovernmental agreement to memorialize the working relationship between the URA and the City;

THEREFORE, IT IS NOW RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF FOREST PARK, AS FOLLOWS:

1. **Approval of Execution.** The Intergovernmental Agreement attached hereto as Exhibit A is hereby approved, and the Mayor is hereby authorized to execute said agreement with such changes as are recommended by legal counsel.
2. **Documents.** The Mayor and the City Clerk are authorized to execute, attest to, and seal any documents which may be necessary to effectuate purposes of this resolution, subject to approval as to form by legal counsel.
3. **Severability.** To the extent any portion of this Resolution is declared to be invalid, unenforceable or non-binding, that shall not affect the remaining portions of this Resolution.
4. **Repeal of Conflicting Provisions.** All resolutions are hereby repealed to the extent they are inconsistent with this Resolution.
5. **Effective Date.** This Resolution shall be effective on the date of its approval by City Council.

SO BE IT RESOLVED this 6<sup>th</sup> day of November, 2023.

\_\_\_\_\_

Mayor

(SEAL)

ATTEST:

\_\_\_\_\_

City Clerk

**EXHIBIT A**  
**Intergovernmental Agreement**



**File Attachments for Item:**

**17. Council Discussion and Approval of The Police Department requesting a budget amendment to add (2) Police Officer positions and to delete (1) Police Analyst position - Police Department**

**Background/History:**

The Police Department is authorized a total of 121 positions. These positions consist of sworn and non-sworn personnel.

The request is to delete (1) Police Analyst position that has been vacant for over a year and to add (2) Police Officer positions. (1) of the Police Officer positions will be funded by the POA at Fort Gillem.

This restructuring can help ensure that staffing aligns with the department's priorities and enhances its ability to serve and protect the community effectively.



CITY OF  
**FORESTPARK**

# City Council Agenda Item

**Title of Agenda Item:** The Police Department is requesting a budget amendment to add (2) Police Officer positions and to delete (1) Police Analyst position.

**Submitted By:** Chief Brandon Criss

**Date Submitted:** September 14, 2023

**Work Session Date:** September 18, 2023

**Council Meeting Date:** September 18, 2023

**Background/History:**

**The Police Department is authorized a total of 121 positions. These positions consist of sworn and non-sworn personnel.**

**The request is to delete (1) Police Analyst position that has been vacant for over a year and to add (2) Police Officer positions. (1) of the Police Officer positions will be funded by the POA at Fort Gillem.**

**This restructuring can help ensure that staffing aligns with the department's priorities and enhances its ability to serve and protect the community effectively.**

**Action Requested from Council: Discuss and Vote for approval.**

**Cost:**  
\$39,020

<b>Budgeted for:</b>	<b>Yes</b>	<b>x</b>	<b>No</b>
_____	_____	_____	_____

**Financial Impact: Yes but offset by POA**



# CITY OF FOREST PARK, GA

## JOB DESCRIPTION

*To perform this job successfully, an individual must be able to perform the essential job functions satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the primary job functions herein described. Since every duty associated with this position may not be described herein, employees may be required to perform duties not specifically spelled out in the job description, but which may be reasonably considered to be incidental in the performing of their duties just as though they were actually written out in this job description.*

### **POLICE OFFICER**

**Department: Police**

**Pay Grade: P12**

**FLSA Status: Exempt**

#### **JOB SUMMARY**

The purpose of this classification is to provide protection of life and property, enforcement of federal, state and local laws, response to emergency/non-emergency situations, investigation of criminal activity, and specialized duties within an assigned division/unit which may include the Uniformed Patrol Unit, Community Oriented Policing Services Unit (COPS), or other area.

#### **ESSENTIAL JOB FUNCTIONS**

- Enforces all applicable codes, ordinances, laws and regulations (including traffic, criminal and civil) in order to protect life and property, prevent crime, and promote security.
- Patrols designated areas via motor vehicle, bicycle, or on foot to detect and deter criminal activity and traffic violations; inspects doors, windows, and premises of residential/commercial buildings/properties to ensure security or to detect suspicious conditions; responds to active alarms at residences, businesses, and industries; checks suspicious vehicles, persons, or situations; investigates and reports public safety issues such as roadway hazards, malfunctioning traffic signals, damaged street signs, or other problems; maintains high visibility in the community.
- Responds to calls relayed by dispatchers, including domestic disputes, abuse, assaults, rape, burglaries, thefts, fatalities, abduction, lost/missing persons, search/rescue operations, traffic accidents, property damage, alarms, bomb threats, terrorism, natural disasters, public service duties, stranded motorists, or other problem situations.

- Prevents/discovers commission of crime; issues citations, summonses, or notices; pursues fleeing suspects; apprehends, arrests, and processes criminals, fugitives, offenders, or suspects; conducts searches of suspects, arrestees, vehicles, or buildings; seizes or confiscates illegal substances, contraband, stolen items, or weapons.
- Conducts preliminary investigations of complaints or incidents; interviews victims, complainants and witnesses and records statements; secures crime scenes, processes crime scenes for basic evidence, and protects integrity of evidence; gathers information and evidence and makes photographic records of scenes; places evidence into custodial control; sends evidence to crime laboratory for testing as appropriate; prepares detailed reports and sketches.
- Participates in investigative/undercover operations involving activities such as monitoring known narcotic areas, infiltrating prostitution rings, or investigating underage alcohol buys; develops informants to obtain information relating to criminal investigations.
- Performs rescue functions at accidents, emergencies, and disasters, which may include lifting, dragging or carrying people away from dangerous situations, securing/evacuating people from particular areas, assessing physical injuries, administering CPR or first aid, or extinguishing small fires.
- Enforces vehicle operating laws, parking laws, and DUI laws; conducts field sobriety tests and evaluates ability of impaired drivers to operate motor vehicles; uses visual observation and radar/laser speed detection units to enforce speed laws; checks vehicle insurance, vehicle registrations/vehicle license tags, or vehicle identification numbers.
- Responds to traffic accidents/complaints; investigates collisions/accidents involving fatalities, personal injuries, and hit-and-run drivers; measures accident scenes and makes drawings of accidents; reviews evidence, reconstructs accidents, and makes recommendations; investigates traffic hazards; assists with removal of debris or other hazards from roadways.
- Provides traffic control, crowd control, police protection, or security escorts for accident scenes, malfunctioning traffic signals, school crossings, funerals, businesses, sporting events, dignitary visits, special events, or other situations as appropriate; provides security for court sessions, City Council meetings, or other government functions as needed.
- Performs specialized tasks associated with assignment to Community Oriented Policing Services Unit (COPS); provides safety and education on school campuses as part of the School Resource Officer Program or the Drug & Alcohol Resistance Education (D.A.R.E.) program; patrols assigned school campuses to maintain safety of school environment; creates and implements school/community programs/activities to increase drug awareness and maintain drug-free and violence-free school environments; provides education and counseling to students at various regarding drug abuse/resistance, gang awareness, or other topics; prepares lesson plans and training materials; delivers presentations in classrooms; advises school principals regarding police matters; participates in school/student activities, community meetings, and special community events.





- Provides assistance or backup support to other officers, emergency medical providers, fire department personnel, state/federal law enforcement agencies, other law enforcement agencies, or other public service agencies; monitors location of other officers on calls; provides emergency response on a twenty-four-hour basis as needed.
- Participates in court activities; responds to court subpoenas; assists in preparing case files and evidence for court presentation; testifies and presents evidence during court.
- Serves arrest warrants, search warrants, subpoenas, or other documentation as needed. Transports suspects/arrestees, members of the general public, or other individuals as required.
- Performs public service duties; provides general assistance to the public, such as providing directions, inspecting residential/business properties, assisting stranded motorists, or confining vicious animals; provides general information pertaining to safety, juvenile problems, civil/criminal matters, legal assistance, ordinances, or other issues.
- Operates a variety of standard and specialized machinery, equipment, and tools associated with law enforcement, which may include a police vehicle, standard/emergency vehicles, firearms, chemical weapons, emergency equipment, radar/laser equipment, alcohol testing equipment, drug testing kits, processing kits, handcuffs, restraining devices, baton, flashlight, fire extinguisher, measuring devices, patrol unit camera, photographic equipment, tape recorder, radio/communications equipment, Kevlar vest, gas mask, helmet, safety equipment, telephone, hand tools, or general office equipment.
- Inspects/maintains assigned police vehicle, uniform, weapons, or other equipment.
- Follows safety procedures, utilizes safety equipment, and monitors work environment to ensure safety of employees and other individuals; performs driving functions in a safe and efficient manner under various conditions, including day/night hours, congested traffic, adverse weather conditions, and emergency situations involving speeds in excess of posted limits.
- Requests status reports for driver's license, driver's histories, criminal histories, or other information from state/national (GCIC/NCIC) criminal information computer database.
- Prepares or completes various forms, reports, correspondence, logs, daily pass-on sheets, incident reports, accident reports, impound sheets, miscellaneous reports, arrest/booking reports, Miranda waiver forms, use of force reports, intoxication reports, witness statement forms, juvenile complaint forms, domestic violence forms, missing person reports, field interview reports, citations, summonses, notices, warrant applications, subpoenas, license suspension
- forms, evidence forms, crime laboratory submission forms, vehicle recovery sheets, lesson plans, training materials, diagrams, vehicle maintenance requests, training observation reports, vacation/leave requests, or other documents.
- Receives various forms, reports, correspondence, logs, incident reports, accident reports, impound forms, citations, witness statements, criminal history reports, driver history reports, BOLO notices, bulletins, evidence, forged documents, surveillance

tapes, crime laboratory reports, photographs, subpoenas, invoices, SRO/DARE program documentation, student records, juvenile court records, crime statistics, laws, codes, ordinances, policies, procedures, maps, diagrams, bulletins, manuals, reference materials, or other documentation; reviews, completes, processes, forwards or retains as appropriate.

- Operates a computer to enter, retrieve, review or modify data; utilizes word processing, database, spreadsheet, presentation, email, Internet, or other computer programs.
- Monitors inventory of department equipment and supplies; ensures availability of adequate materials to conduct work activities; initiates request for new/replacement materials.
- Maintains records, logs, and files of work activities; maintains current manuals, policies/procedures, bulletins, map books, and other materials for reference and/or review.
- Communicates in person, via telephone, and/or via two-way radio; provides information and assistance; responds to requests for service or assistance; communicates effectively and coherently over law enforcement radio channels while initiating and responding to radio communications.
- Communicates with supervisors, officers, employees, dispatchers, other divisions/departments, law enforcement agencies, fire personnel, emergency/medical personnel, jail personnel, court officials, attorneys, victims, complainants, prisoners, suspects, students/parents, schoolteachers/officials, the public, the media, outside agencies, and other individuals as needed to obtain information, coordinate activities, review status of work, exchange information, or resolve problems.
- Responds to complaints and questions related to law enforcement issues and activities; mediates civil disputes; provides information, research problems, and initiates problem resolution.
- Creates/maintains positive public relations with the general public; maintains and promotes peace and order in the community; provides education and information to the public on laws, law enforcement, crime prevention, drug abuse, gang awareness, safety, and related issues.
- Attends shift meetings, training sessions, and seminars as required to remain knowledgeable of departmental operations/activities, to promote improved job performance, and to stay current with changing policies, procedures, codes, and criminal/civil case law; participates in physical fitness training and continuing education activities; reads professional literature; maintains professional affiliations.
- Assists with field training and evaluation of new recruits or other personnel as needed.
- Performs general/clerical tasks, which may include making copies, sending/receiving faxes, filing documentation, taking photographs, or running errands.
- Provides assistance to other employees or departments as needed.
- other related duties as required.

## **MINIMUM QUALIFICATIONS**

### **Education and Experience:**

High school diploma or GED; supplemented by completion of basic police officer training program; supplemented by 2 months previous experience and/or training involving law enforcement or security work, and training/work in area of specialized assignment; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.

### **Special Qualifications:**

Must possess and maintain valid Georgia Basic Peace Officer Standard Training (P.O.S.T.) certification. Must possess and maintain valid Intoximeter Operator certification and Radar Operator certification. Assignment to School Resource Officer/D.A.R.E. Program functions requires possession and maintenance of valid School Resource Officer certification or D.A.R.E. Officer certification. Must possess and maintain a valid Georgia driver's license.

### **Knowledge, Skills, Abilities:**

- Ability to determine, calculate, tabulate, and/or summarize data. Includes performing subsequent actions in relation to these computational operations.
- Ability to apply principles of persuasion and/or influence over others in coordinating activities of a project, program, or designated area of responsibility.
- Ability to operate and control the actions of equipment, machinery, tools and/or materials requiring complex and rapid adjustments.
- Ability to utilize a wide variety of reference, descriptive, and/or advisory data and information.
- Ability to perform addition, subtraction, multiplication, and division. May include counting, recording of counts, and basic measuring.
- Ability to apply principles of rational systems; to interpret instructions furnished in written, oral, diagrammatic, or schedule form; and to exercise independent judgment to adopt or modify methods and standards to meet variations in assigned objectives.
- Ability to exercise judgment, decisiveness and creativity in situations involving evaluation of information against measurable or verifiable criteria.

## **PHYSICAL DEMANDS**

The work is heavy which requires exerting up to 100 pounds of force occasionally and/or up to 50 pounds of force frequently or constantly to lift, carry, push, pull, or otherwise move objects, including the human body.



- Hearing: Perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discrimination in sound.
- Mental Acuity: Ability to make rational decisions through sound logic and deductive processes.
- Repetitive Motion: Substantial movements (motions) of the wrist, hands, and/or fingers.
- Speaking: Expressing or exchanging ideas by means of the spoken word including the ability to convey detailed or important spoken instructions to other workers accurately and concisely.
- Visual Acuity: Have close visual acuity to perform an activity such as: preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading.

### **WORK ENVIRONMENT**

Work may be performed with exposure to adverse environmental conditions, such as dirt, dust, pollen, odors, wetness, humidity, rain, temperature and noise extremes, fumes, hazardous materials, machinery, vibrations, electric currents, traffic hazards, bright/dim light, toxic agents, disease, pathogenic substances, violence, animal/wildlife attacks, animal/human bites, explosives, firearms, or rude/irate customers.





NAME	POSITION ID	RATE TYPE	HOME DEPARTMENT	EFFECTIVE DATE	ANNUAL SALARY
Vacant - Police Analyst		Salary	100-31-POLICE SERVICES	Open	\$57,600.00
Vacant - Police Officer		Salary	100-31-POLICE SERVICES	Open	\$46,683.00

FICA 7.65%

Medicare 1.45% (Employer Part)

\$4,406.40

\$835.20

\$3,571.25

\$676.90