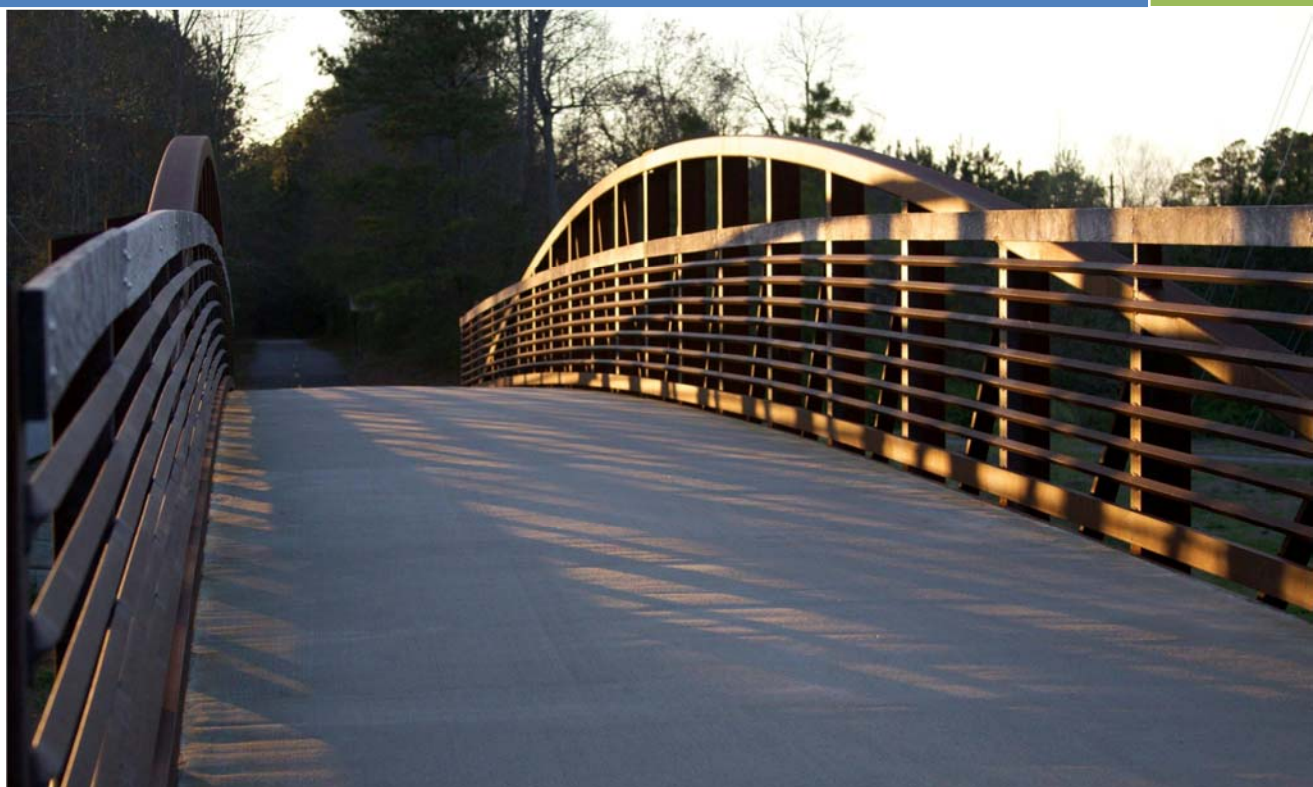




THE CITY OF
**Powder
Springs**™

FY2018 Budget Book



ANNUAL
OPERATING
BUDGET

**CITY OF POWDER SPRINGS, GEORGIA
ADOPTED ANNUAL
OPERATING BUDGET
2018**



Submitted by
Pam Conner, City Manager

Prepared by
Finance Department
Diana Belanger, Finance Director

Last Revised: May 10, 2017

Elected Officials



*Al Thurman
Mayor*



*Patrick Bordelon
Post 1 – At Large*



*Patricia Wisdom
Post 2 –At Large*



*Cheryl Sarvis
Ward 1*



*Doris Dawkins
Ward 2*



*Nancy Hudson
Ward 3*

Vision Statement

Powder Springs, a city inspired by the past, invigorated by the present, and innovative about the future



Mission Statement

The City of Powder Springs government, residents and businesses working together to promote a safe, economically secure & stimulating city, where people want to visit and call home

*Create
Destinations
that appeal to
residents and visitors*

*Develop
and promote a
Safe City*

*Create an
atmosphere of
Community*

*Attract
and retain
Businesses*

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BUDGET TRANSMITTAL LETTER

Honorable Mayor and City Council
Powder Springs, GA

Dear Mayor Thurman and City Council:

The Proposed Budget for FY 2018 is hereby submitted for your review and consideration. It is largely the product of Town Hall Meetings, City Council retreat, collaboration with City staff and budget workshops to identify needs for the coming fiscal year. The priorities set at the end of that process are preserved in the Proposed Budget.

The Proposed Operating Budget includes more than \$17.4 million of investment in City services and infrastructure: including \$7.5 million for General Fund day-to-day operations, and an additional \$5.4 million for capital projects. The Proposed Budget is based on principles reflected in the City's values and Council's core strategies. Those strategies include:

1. Create Destinations that appeal to residents and visitors
2. Develop and promote a safe City
3. Create an Atmosphere of Community
4. Attract and retain businesses

The activities used both in the development of this budget, as well as the guiding principles in our budget process, include:

- Minimizing the financial burden on the City's taxpayers;
- Providing a balanced program of quality service; and
- Making annual decisions that can be sustained over the long term.

Minimizing the financial burden on the City's taxpayers

Economic development is addressed to diversify the City's tax base with more quality commercial properties that will generate tax revenues and reduce homeowners' tax burden. Working with Council and the Development Authorities, the City plans to formulate economic development policy that ensures incentives are market-driven and protects City of Powder Springs taxpayers from undue cost and risk.

This Budget includes a net gain over FY 2017 of one additional full time position. This adjustment recognizes the quality of City staff and their capacity to meet a growing City's needs without automatic annual increases in every department.

Providing a balanced program of quality service

The Proposed Budget provides quantitative measures of performance that allow citizens to gauge the City's progress and success in various operating areas. Departments are providing performance measures as a part of the Budget, and these metrics will be monitored throughout the year along with revenue and expenditures.

This Budget includes funds for \$5.4 million in capital projects that address public safety needs, water, sewer, streets and storm water needs, as well as the expansion of Linear Park and initiate the process to implement LCI recommendations through the use of a Development Team. If we do not continue to renew and add to the City's capital stock, then our service delivery will suffer in every major basic service area. The Proposed Budget accomplishes this while minimizing taxpayers' financial burden.

Customer service will be a primary focus across the City in FY 2018. We must continue to develop courtesy and responsiveness as fundamentals of our approach while setting a foundation for healthy, productive communications between the City and its customers.

Making annual decisions that can be sustained over the long term

Employee compensation is adjusted, providing salary increases more in line with market conditions while maintaining the employee portion of health insurance premiums to more closely mirror packages offered by neighboring cities and the surrounding labor market.

Financial reserves are maintained at levels that provide a necessary cushion against the likelihood that we will face another major flood or comparable emergency at some point in the foreseeable future. As paralleled with other cities in Cobb County, and cities of similar population in Georgia, these operating reserves range from three months to twenty-four months. The City of Powder Springs' operating reserves are maintained to cover six months of operations, and Debt Service reserves meet legal requirements.

Revenues are trending in a favorable position; however, growth is slow. Much of the savings that the City has accrued is a direct result of prior budget cuts, downsizing and conservative spending. This balanced budget achieves City goals, funds capital needs and demonstrates slow conservative and strategic growth. This methodology is how the City survived the recession and this same methodology is how the City will continue to prosper and fund future obligations and capital needs, while continuing to maintain those reserve levels necessary to sustain the impact of any future disaster, be it economic or physical.

Long-term debt is planned and structured for affordability and annual review. As our long-term financial planning considers local and national economic factors, the annual budget that derives from this long-term plan allows the Council to re-evaluate the City's position each year and ensure that the City continues to live within its means.

We are creating a customer friendly, responsive, innovative and financially responsible government. The City's management team is committed to seeing this effort through. Thank you for your assistance in the preparation of this Proposed Budget for FY 2018.

Sincerely,

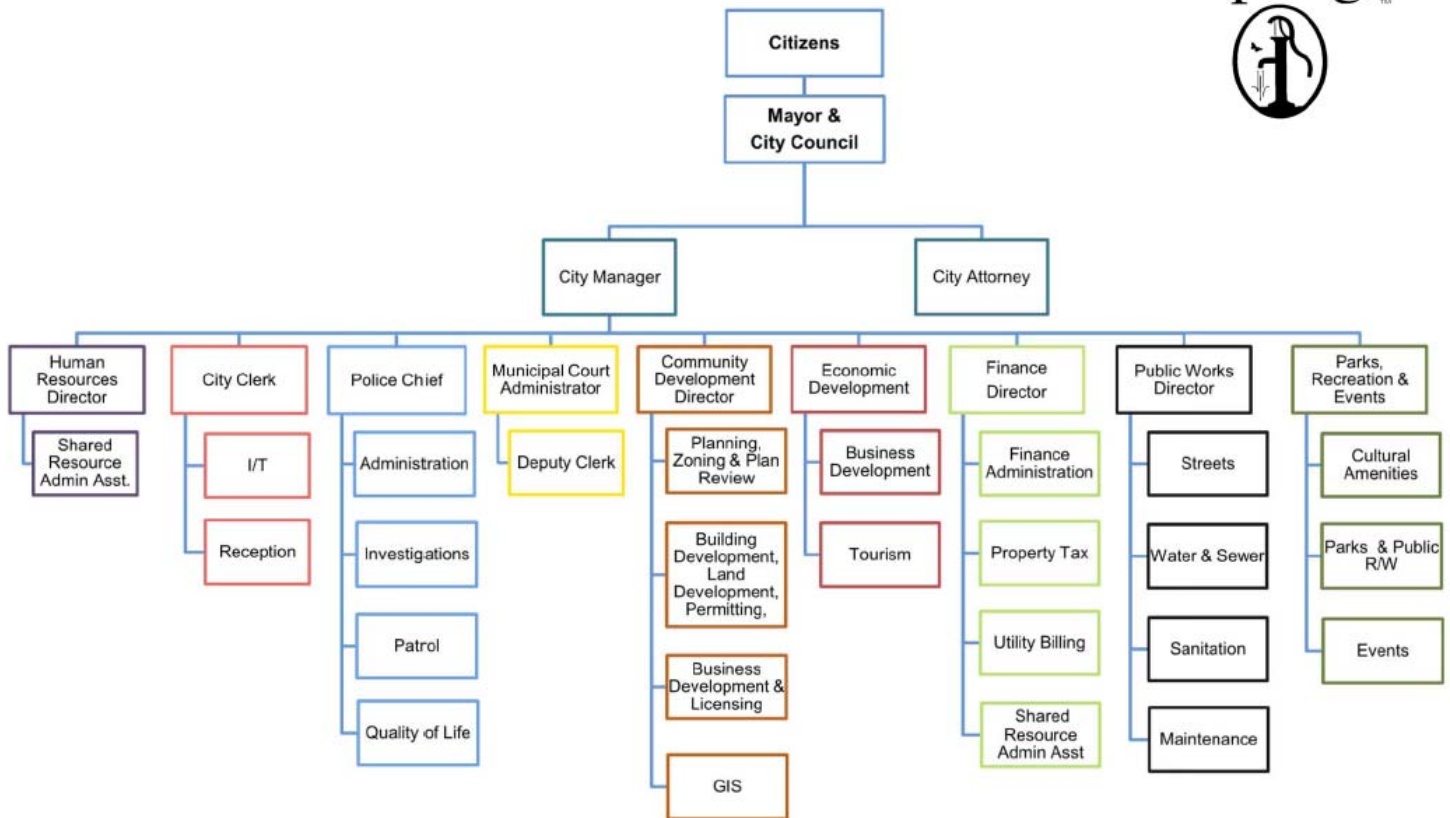
Pam Conner
City Manager

Diana Belanger
Finance Director

CITY ORGANIZATION

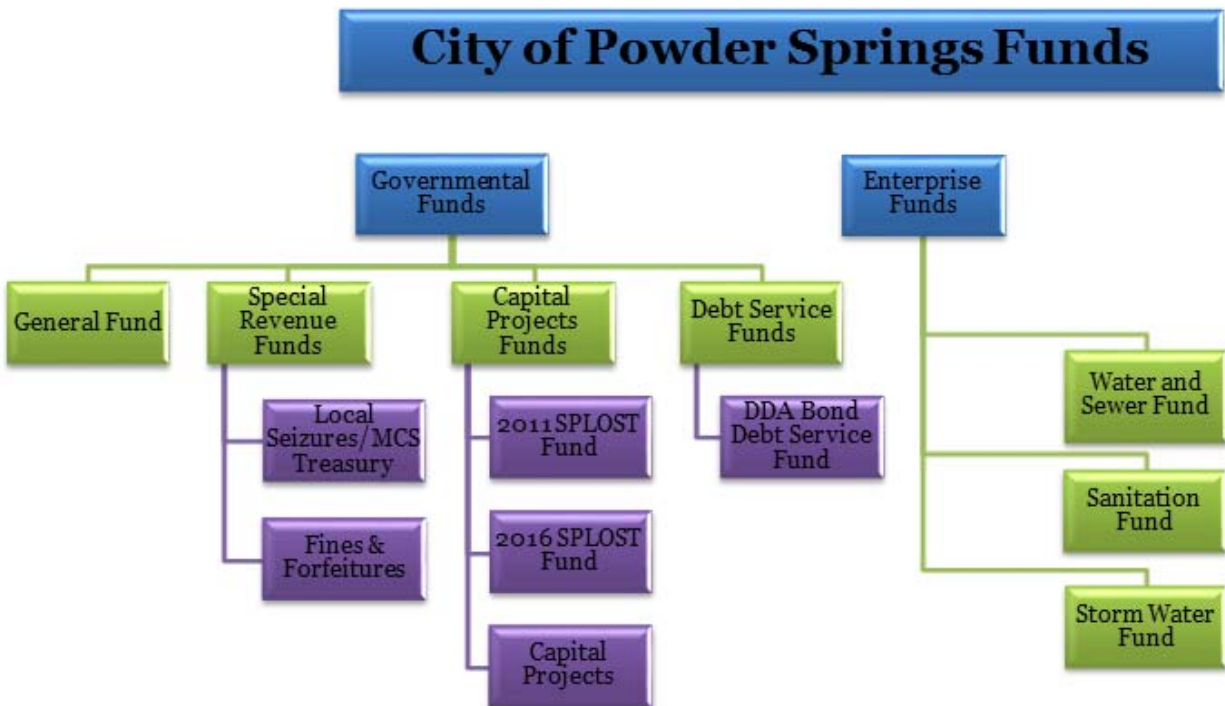
The **City of Powder Springs** operates under a Mayor-Council form of government. The Mayor and all five Council members are elected by the people to four-year terms. The governing body appoints a City Manager to oversee the day-to-day operations of the City

FY 2018 Organizational Chart



FUND STRUCTURE

The chart below represents the various fund types contained within the City's Budget.



FUND BALANCE POLICY

Purpose. The following policy has been adopted by the Mayor and City Council in order to address the implications of Governmental Accounting Standards Board (“GASB”) Statement No. 54, Fund Balance Reporting and Governmental Fund Definitions. The policy is created in consideration of unanticipated events that could adversely affect the financial condition of the City and jeopardize the continuation of necessary public services. This policy will ensure that the City maintains adequate fund balances and reserves in order to:

- Provide sufficient cash flow for daily financial needs,
- Secure and maintain investment grade bond ratings,
- Offset significant economic downturns or revenue shortfalls, and
- Provide funds for unforeseen expenditures related to emergencies.

This policy and the procedures promulgated under it supersede all previous regulations regarding the City’s fund balance and reserve policies.

Fund type definitions. The following definitions will be used in reporting activity in governmental funds across the City. The City may or may not report all fund types in any given reporting period, based on actual circumstances and activity.

The *general fund* is used to account for all financial resources not accounted for and reported in another fund.

Special revenue funds are used to account and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

Debt service funds are used to account for all financial resources restricted, committed or assigned to expenditure for principal and interest.

Capital projects funds are used to account for all financial resources restricted, committed or assigned to expenditure for the acquisition or construction of capital assets.

Permanent funds are used to account for resources restricted to the extent that only earnings, and not principal, may be used for purposes that support the City’s purposes.

Enterprise funds are used to account for business-type activities that are supported by user fees and charges for services.

Fund balance reporting in governmental funds. Fund balance will be reported in governmental funds under the following categories using the definitions provided by GASB Statement No. 54:

FUND BALANCE POLICY (CON'T)

Nonspendable fund balance

Definition– includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained in-tact.

Classification – Nonspendable amounts will be determined before all other classifications and consist of the following items (as applicable in any given fiscal year):

- The City will maintain a fund balance equal to the balance of any long-term outstanding balances due from others (including other funds of the City)
- The City will maintain a fund balance equal to the value of inventory balances and prepaid items (to the extent that such balances are not offset with liabilities and actually result in fund balance)
- The City will maintain a fund balance equal to the corpus (principal) of any permanent funds that are legally or contractually required to be maintained in-tact
- The City will maintain a fund balance equal to the balance of any land or other nonfinancial assets held for sale

Restricted fund balance

Definition – includes amounts that can be spent only for the specific purposes stipulated by the constitution, external resource providers, or through enabling legislation.

Committed fund balance

Definition – includes amounts that can be used only for the specific purposes determined by a formal action of the City's highest level of decision---making authority (i.e., the City Council).

Authority to Commit – Commitments will only be used for specific purposes pursuant to a formal action of the Mayor and City Council. A majority vote is required to approve a commitment and a two---thirds majority vote is required to remove a commitment.

Assigned fund balance

Definition – includes amounts intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the general fund, assigned fund balance represents the remaining amount that is not restricted or committed.

Authority to Assign – The Mayor and City Council delegates to the City Manager or his/her/their designee the authority to assign amounts to be used for specific purposes. Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular fund.

Unassigned fund balance

Definition – includes the residual classification for the City's general fund and includes all spendable amounts not contained in the other classifications. In other funds, the unassigned classification should be used only to report a deficit balance from overspending for specific purposes for which amounts had been restricted, committed, or assigned.

FUND BALANCE POLICY (CON'T)

Operational guidelines. The following guidelines address the classification and use of fund balance in governmental funds:

Classifying fund balance amounts – Fund balance classifications depict the nature of the net resources that are reported in a governmental fund. An individual governmental fund may include non-spendable resources and amounts that are restricted, committed, or assigned, or any combination of those classifications. The general fund may also include an unassigned amount.

Encumbrance reporting – Encumbering amounts for specific purposes for which resources have already been restricted, committed or assigned should not result in separate display of encumbered amounts. Encumbered amounts for specific purposes for which amounts have not been previously restricted, committed or assigned, will be classified as committed or assigned, as appropriate, based on the definitions and criteria set forth in GASB Statement No. 54.

Prioritization of fund balance use – When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it shall be the policy of the City to consider restricted amounts to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it shall be the policy of the City that committed amounts would be reduced first, followed by assigned amounts and then unassigned amounts.

Minimum unassigned fund balance – The City will maintain a minimum unassigned fund balance in its General Fund ranging from 45% to 55% of the subsequent year's budgeted expenditures and outgoing transfers. This minimum fund balance is to protect against cash flow shortfalls related to timing of projected revenue receipts and to maintain a budget stabilization commitment.

Use of assigned fund balances will require the authorization of the Mayor and City Council as part of the budgeting process and will include a detailed listing of how the funds will be used.

Replenishing deficiencies – when fund balance falls below the minimum 45% range, the City will replenish shortages/deficiencies using the budget strategies and timeframes described below.

The following budgetary strategies shall be utilized by the City to replenish funding deficiencies:

- The City will reduce recurring expenditures to eliminate any structural deficit or,
- The City will increase revenues or pursue other funding sources, or,
- Some combination of the two options above

Minimum fund balance deficiencies shall be replenished within the following time periods:

- Deficiency resulting in a minimum fund balance between 45% and 50% shall be replenished over a period not to exceed one year
- Deficiency resulting in a minimum fund balance of less than 45% shall be replenished over a period not to exceed five years

FUND BALANCE POLICY (CON'T)

Surplus fund balance – Should unassigned fund balance of the General Fund ever exceed the maximum 50% range, the City will assign such fund balance surpluses for one-time expenditures that are nonrecurring in nature and which will not require additional future expense outlays for resurfacing and emergency preparedness expenditures.

Implementation and review. Upon adoption of this policy the Mayor and City Council authorizes the Finance Director to establish any standards and procedures which may be necessary for its implementation. The Finance Director shall review this policy at least annually and make any recommendations for changes to the Mayor and City Council.

BUDGET CALENDAR

City of Powder Springs 2018 Budget Calendar					
Participation					
Date	Mayor & City Council	City Manager	Finance Director	Department Heads	Description
Tuesday, November 01, 2016		✓	✓		Finalize FY18 Budget Calendar
Tuesday, November 29, 2016		✓	✓	✓	Fall retreat to discuss new program budgeting process and inventory programs
Tuesday, January 03, 2017		✓	✓	✓	Begin preparation of budget worksheets (new program-based budgeting templates & 5-year actual to budget analysis per department)
Tuesday, January 10, 2017		✓	✓	✓	Complete program ranking and create super category projects for tasks and goals
Tuesday, January 24, 2017	✓	✓			State of the City - Town Hall for budget input
Friday, January 27, 2017			✓	✓	Distribute budget worksheets and meet with Department Heads regarding new budget allocation process
Monday, January 30, 2017	✓	✓	✓	✓	Host Budget workshop regarding new budget process
Friday, February 17, 2017			✓	✓	Deadline for budget worksheets
Wednesday, March 01, 2017	✓	✓	✓	✓	Annual Retreat
Tuesday, March 14, 2017	✓	✓	✓		Town Hall meeting to discuss new budget process and receive feedback regarding program offerings
Monday, April 24, 2017		✓	✓		City Manager and Finance Director meet to discuss budget submissions
Tuesday, April 25, 2017		✓	✓	✓	City Manager and Finance Director to meet with departments to discuss budget submissions
Thursday, May 04, 2017	✓	✓	✓		Budget retreat with Mayor and City Council
Tuesday, May 09, 2017			✓		Advertise for Public Hearing
Thursday, May 11, 2017	✓	✓	✓	✓	Town Hall meeting - Budget Presentation
Monday, May 15, 2017	✓	✓	✓		1st Budget Reading and Public Hearing for FY2018 Budget
Tuesday, May 16, 2017		✓	✓		Budget Open House Workshop
Thursday, May 18, 2017		✓	✓		Budget Open House Workshop
Tuesday, May 23, 2017		✓	✓		Budget Open House Workshop
Monday, June 05, 2017	✓				2nd Budget Reading for FY2018 Budget (Budget Adoption)
Thursday, June 29, 2017			✓		Publish adopted budget and upload to City website

FINANCIAL SUMMARIES

CITY-WIDE SUMMARY

	GOVERNMENTAL FUNDS				ENTERPRISE FUNDS			
	General Fund	Special Revenue Funds	Debt Service		Enterprise Funds			
SOURCE OF FUNDS:	General Fund	Local Seizure & MCS Funds	Fines & Forfeitures Fund	DDA Bond Debt Service Fund	Water and Sewer Fund	Sanitation Fund	Storm Water Fund	TOTALS
Taxes	5,499,453.00							5,499,453.00
Licenses and Permits	575,000.00							575,000.00
Intergovernmental	249,000.00							249,000.00
Charges for Services	1,171,000.00				5,965,300.00	1,291,087.80	401,956.93	8,829,344.73
Fines and Forfeitures	-		548,144.33					548,144.33
Investment Income	12,000.00							12,000.00
Contributions	17,500.00							17,500.00
Miscellaneous	35,250.00							35,250.00
Other Financing Sources	2,500.00		52,699.83	770,162.50	736,579.13		75,004.47	1,636,945.93
TOTAL SOURCES	7,561,703.00	-	600,844.16	770,162.50	6,701,879.13	1,291,087.80	476,961.40	17,402,637.99
USE OF FUNDS:								
General Government	1,697,815.86							1,697,815.86
Culture & Recreation	401,402.03							401,402.03
Housing & Development	560,281.49		93,225.26					653,506.75
Judicial			454,919.07					454,919.07
Public Safety	2,825,012.35		52,699.83					2,877,712.18
Public Works	1,357,028.77				6,701,879.13	1,291,087.80	476,961.40	9,826,957.10
Debt Service				770,162.50				770,162.50
Transfers Out	720,162.50							720,162.50
TOTAL USES	7,561,703.00	-	600,844.16	770,162.50	6,701,879.13	1,291,087.80	476,961.40	17,402,637.99

CITY-WIDE REVENUES

	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	FY2017 Budget	Proposed FY2018	\$ Change	% Change
Taxes	\$ 4,832,871.35	\$ 5,001,241.06	\$ 5,239,485.19	\$ 5,154,350.00	\$ 5,499,453.00	\$ 345,103.00	6.70%
Licenses and Permits	533,708.85	547,049.76	655,629.21	549,590.28	575,000.00	\$ 25,409.72	4.62%
Intergovernmental	538,799.86	454,788.06	303,339.74	441,308.07	249,000.00	\$ (192,308.07)	-43.58%
Charges for Services	8,217,397.68	8,409,054.02	8,727,791.29	8,677,538.00	8,829,344.73	\$ 151,806.73	1.75%
Fines and Forfeitures	347,124.81	303,375.64	383,199.95	540,879.38	548,144.33	\$ 7,264.95	1.34%
Investment Income	4,647.85	5,557.53	9,524.83	7,500.00	12,000.00	\$ 4,500.00	60.00%
Contributions	18,671.40	16,052.03	22,213.14	14,000.00	17,500.00	\$ 3,500.00	25.00%
Miscellaneous	42,771.25	33,933.61	66,849.65	55,000.00	35,250.00	\$ (19,750.00)	-35.91%
Other Financing Sources	796,525.62	919,608.03	833,367.92	2,955,922.42	1,636,945.93	\$ (1,318,976.49)	-44.62%
TOTAL REVENUES	\$ 15,332,518.67	\$ 15,690,659.74	\$ 16,241,400.92	\$ 18,396,088.15	\$ 17,402,637.99	\$ (993,450.16)	-5.40%

Overall revenues are projected to decrease by 5.4%; however, the significant decrease is due to a prior-year use of \$816k in fund balance for a transfer into Capital Projects. Without considering the fund balance use in the prior year, the revenues are projected to increase by 2.11%.

Consolidated Revenues: WHERE DOES THE MONEY COME FROM?

Did you know that not all City services are paid for with your property taxes?

Here are examples of some City services and how they are funded.

Funded by Property Taxes:

- ✓ Building & Vehicle Maintenance
- ✓ General Government Services
- ✓ Culture and Recreation
- ✓ Keep Powder Springs Beautiful
- ✓ Police Protection
- ✓ Senior Services

Not Funded by Property Taxes:

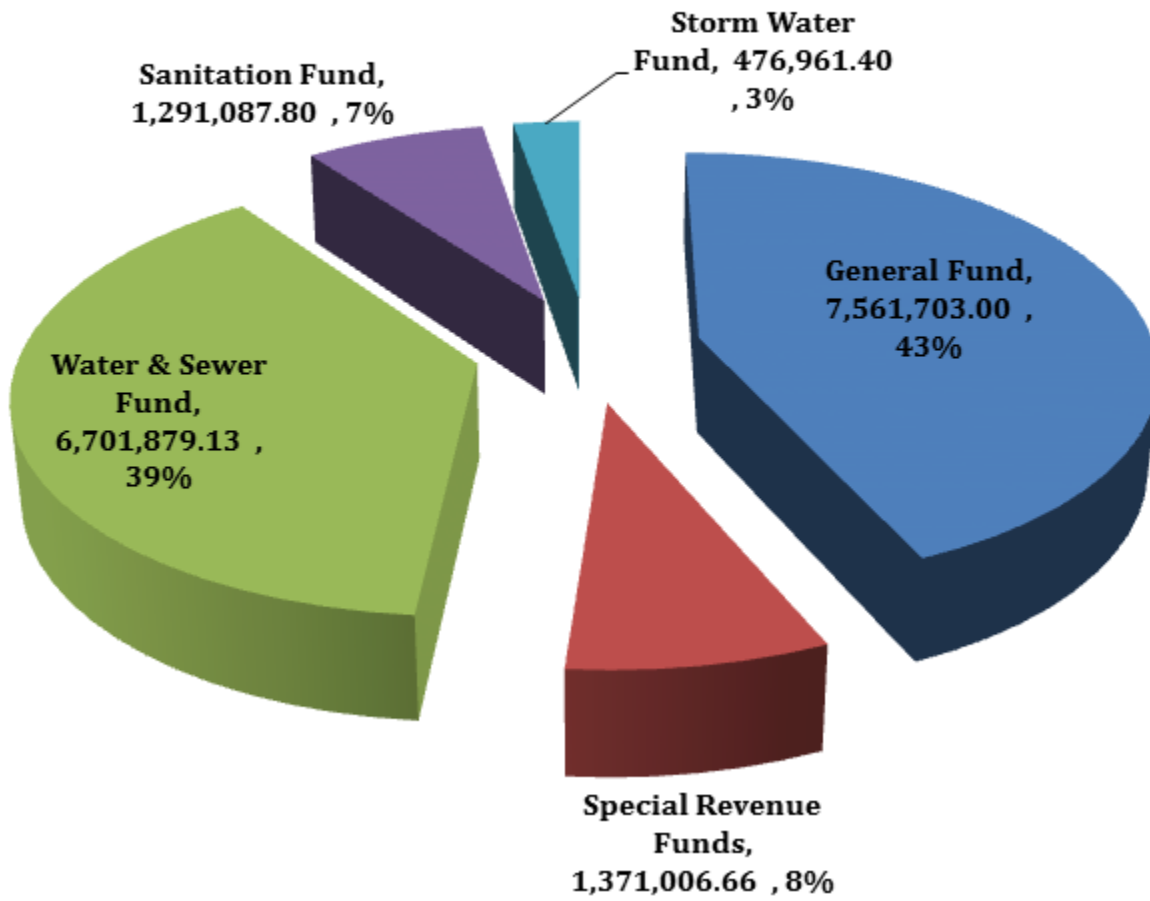
- ✗ SPLOST projects which are funded with SPLOST revenues
- ✗ Water and sewer systems, which are funded with customer fees

CITY-WIDE EXPENDITURES

	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	FY2017 Budget	Proposed FY2018	% Change
General Government	\$ 1,457,299.88	\$ 1,484,060.28	\$ 1,560,588.30	\$ 1,743,135.30	\$ 1,697,815.86	-2.67%
Culture & Recreation	188,631.58	137,983.31	149,748.14	178,507.80	401,402.03	55.53%
Housing & Development	558,029.26	603,036.24	571,225.89	765,882.53	653,506.75	-17.20%
Judicial	145,967.36	159,883.71	223,608.00	374,592.00	454,919.07	17.66%
Public Safety	2,423,010.04	2,890,779.62	3,270,894.70	3,064,277.50	2,877,712.18	-6.48%
Public Works	7,290,088.21	7,219,691.83	7,483,506.61	9,890,324.75	9,826,957.10	-0.64%
Debt Service	788,291.87	767,220.19	816,118.43	843,121.25	770,162.50	-9.47%
Transfers Out	1,105,826.87	1,783,840.34	1,442,380.94	1,536,247.02	720,162.50	-113.32%
TOTAL EXPENSES	\$ 13,957,145.07	\$ 15,046,495.52	\$ 15,518,071.01	\$ 18,396,088.15	\$ 17,402,637.99	-5.40%

Anticipated expenditures are budgeted at an overall 5.4% decrease compared to the 2017 budget. However, as mentioned on the previous page, there are general fund transfers to the Capital projects that will require the use of fund balance. When those projects are excluded, the anticipated expenditures have been budgeted at a decrease of less than 1.05% compared to 2017.

FY2018 TOTAL BUDGET \$17,402,637.99



The **General Fund** is the main fund of the City and is what pays for all City activities related to providing central government services. These General Fund services include police; street repairs; parks and recreation; housing and development; and internal support services of finance, information technology and human resources. The main revenue source for the General Fund is property taxes.

The **Special Revenue Funds** are smaller funds set up to hold the revenues and expenditures that are legally restricted for specific purposes. Examples of some of these funds include the Seizure fund, the Authority Boards fund, the Fines and Forfeitures Fund and the Debt Service fund.

The **Water & Sewer Fund** pays to operate and maintain the City's water and sewer systems. Revenues come from water and sewer customers who are billed monthly based on how much water they use.

The **Sanitation Fund** pays to operate and maintain the City's sanitation services. Revenues come from sanitation customers who are billed monthly.

The **Storm Water Fund** pays to operate and maintain the City's storm water systems. Revenues come from property owners who are billed annually based upon impervious area existing on their properties

FUND REVENUES



General Fund

	FY14		FY15		FY16		FY17			FY18
Description	Budget	Actual	Budget	Actual	Budget	Actual	Budget	YTD	Projected	Proposed
Real Property Tax (Current Year)	2,094,158.00	2,011,407.09	2,218,251.04	2,201,524.13	2,395,681.01	2,429,112.56	2,575,000.00	2,695,785.81	2,702,693.45	2,830,803.00
Real Property Tax (Prior Years)	42,000.00	102,155.49	71,210.03	75,366.86	40,000.00	63,917.32	40,000.00	78,301.01	81,029.76	60,000.00
Personal Property - Current Year	156,687.00	182,805.05	160,585.89	175,704.27	175,000.00	161,529.24	165,000.00	163,287.13	171,079.05	180,650.00
Personal Property - Prior Year	-	31.98	392.01	6,641.56	500.00	1,435.04	1,000.00	9,887.04	9,925.04	6,000.00
Public Utility	31,558.00	46,349.89	45,000.00	47,448.02	45,000.00	50,149.01	48,500.00	10,176.16	44,500.05	45,000.00
Motor Vehicle Taxes (Ad Valorem)	268,439.00	202,004.56	165,000.00	144,691.47	140,000.00	107,615.89	110,000.00	56,365.30	68,717.74	55,150.00
Railroad Equipment Ad Valorem	-	153.94	-	166.91	-	169.08	-	-	170.00	170.00
Motor Vehicle TAVT	369,408.00	565,155.15	490,000.00	531,044.81	495,000.00	475,929.42	450,000.00	249,795.00	360,825.46	345,000.00
Motor Vehicle AAVT	-	-	-	2,080.65	-	2,100.43	-	-	2,100.00	2,100.00
Mobile Home Taxes	881.00	1,135.70	500.00	1,827.23	1,000.00	1,108.90	500.00	478.44	990.47	980.00
Heavy Duty Equipment	-	-	-	25.83	-	552.44	250.00	275.49	293.26	561.00
Intangibles (Reg & Recording)	17,500.00	25,316.09	22,500.00	31,340.26	26,000.00	124,468.02	25,000.00	48,047.07	55,027.29	53,155.00
Insurance Premium Taxes (CB)	695,000.00	719,080.59	751,796.84	751,796.84	803,171.34	803,211.50	775,000.00	869,990.62	869,990.62	904,868.00
Alcoholic Beverage Excise Tax	220,000.00	238,300.94	220,000.00	249,617.58	235,000.00	241,608.44	235,000.00	61,260.54	61,260.54	-
Alcohol Beverage Excise Tax-Beer &	-	-	-	-	-	-	-	81,666.40	128,993.19	170,429.00
Alcohol Beverage Excise Tax - Liquor	-	-	-	-	-	-	-	29,528.43	62,852.21	83,943.00
Real Estate Transfer (Intangible)	2,500.00	7,128.14	8,875.65	13,189.47	10,000.00	12,626.79	12,000.00	11,112.53	14,708.14	13,750.00
Electric Franchise Fee	475,000.00	403,325.34	405,000.00	412,986.77	400,000.00	446,187.51	409,000.00	451,717.34	451,717.34	455,478.00
Gas Franchise Fee	78,000.00	93,231.14	120,000.00	112,045.50	115,000.00	100,215.76	100,000.00	74,466.46	74,466.46	70,743.00
Cable Franchise Fee	121,000.00	131,073.12	125,000.00	119,359.56	120,000.00	121,985.26	125,000.00	130,535.97	130,535.97	130,500.00
Telephone Franchise Fee	44,473.00	47,527.01	50,000.00	85,555.94	48,000.00	52,693.35	48,000.00	13,435.90	42,302.71	46,766.00
Penalties & Interest - Property Tax	35,000.00	56,220.45	42,500.00	38,792.40	40,000.00	44,142.23	35,000.00	32,439.14	41,617.22	42,857.00
Bad Check Fees - PT	-	318.66	-	35.00	200.00	35.00	100.00	-	-	50.00
FIFA	200.00	151.02	200.00	-	-	(1,308.00)	-	120.52	250.25	500.00
	4,651,804.00	4,832,871.35	4,896,811.46	5,001,241.06	5,089,552.35	5,239,485.19	5,154,350.00	5,068,672.30	5,376,046.22	5,499,453.00

	FY14		FY15		FY16		FY17			FY18
Description	Budget	Actual	Budget	Actual	Budget	Actual	Budget	YTD	Projected	Proposed
Alcoholic Beverage Licenses(CB)	50,000.00	51,625.00	48,000.00	48,575.00	50,000.00	65,265.00	55,000.00	60,225.00	66,575.00	65,000.00
General Business License (CB)	6,000.00	6,458.00	6,000.00	3,250.00	6,000.00	6,190.00	6,000.00	1,415.00	2,525.00	4,500.00
Building Permits	99,500.00	106,673.45	118,000.00	138,281.31	120,000.00	109,619.40	145,590.28	152,468.48	168,244.44	125,000.00
Zoning & Land Use Application	9,500.00	11,430.00	9,500.00	8,822.00	8,000.00	12,337.05	8,000.00	10,528.00	11,853.00	10,500.00
Zoning & Land Use Documents	-	26.00	-	13.00	-	-	-	-	-	-
Street Sign Fees	500.00	-	-	285.00	-	-	-	-	-	-
Farmers Market Stand Fees	250.00	-	-	-	-	-	-	-	-	-
July 4th - Vendor Event Permits	275.00	150.00	-	-	-	-	-	-	-	-
Other - Vendor Event Permits	15,000.00	13,700.00	250.00	180.00	-	100.00	-	450.00	450.00	-
Construction Plan Review	1,000.00	1,500.00	7,500.00	2,800.00	5,000.00	22,900.00	5,000.00	4,200.00	4,800.00	5,000.00
Water Flow Test	4,000.00	7,600.00	1,500.00	1,500.00	1,500.00	2,500.00	1,500.00	2,500.00	3,000.00	3,000.00
Inspection Fees	400.00	2,137.60	3,000.00	1,325.00	3,000.00	3,200.00	3,000.00	7,800.00	8,200.00	4,500.00
Soil Erosion Fees	3,000.00	11,665.50	800.00	1,433.60	1,500.00	1,004.40	500.00	1,278.40	1,278.40	1,000.00
Land Disturbing Fees	-	1,709.00	6,000.00	5,526.00	6,000.00	8,466.00	6,000.00	9,669.00	9,669.00	9,000.00
Building Plan Review	-	432.00	-	-	-	-	-	-	-	-
Street Lights (Community Development)	-	-	-	-	-	12,404.42	-	2,677.14	2,677.14	-
Other Development/Regulatory Fees	-	-	-	-	40,000.00	40,000.00	-	61.00	61.00	-
Occupational Taxes	275,000.00	283,741.87	270,000.00	289,427.33	275,000.00	346,708.00	280,000.00	319,493.80	334,320.38	315,000.00
Insurance Company Fees	36,000.00	32,588.50	36,000.00	35,535.89	36,000.00	34,575.00	36,000.00	27,844.25	32,344.25	32,000.00
Penalties & Interest - License & Permits	5,000.00	2,140.60	3,000.00	10,030.63	3,000.00	2,764.36	3,000.00	393.66	393.66	500.00
Penalties & Interest - Occupational Taxes	-	-	-	-	-	-	-	-	-	-
Bad Check Fees	-	11.33	-	65.00	-	35.00	-	105.00	105.00	-
	505,425.00	533,588.85	509,550.00	547,049.76	555,000.00	668,068.63	549,590.28	601,108.73	646,496.27	575,000.00

General Fund (continued)

Description	FY14		FY15		FY16		FY17		FY18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	YTD	Projected	Proposed
Federal Government Grants	-	1,099.90	-	2,199.80	-	2,749.75	-	-	-	-
Federal Seizure Award	72,770.70	151,180.78	177,276.34	177,276.34	150,000.00	53,560.40	207,308.07	8,853.63	158,778.81	-
State Government Grants	-	-	41,711.00	37,815.00	3,500.00	-	-	-	-	-
Norfolk Southern Quiet Zone-Silent Cross	351,787.85	250,629.65	-	-	-	-	-	-	-	-
Local Government Grants	-	-	-	3,503.00	-	6,000.00	-	-	-	5,000.00
Cobb County Hb 489	121,794.00	121,822.43	224,912.00	224,912.12	229,357.39	229,357.39	230,000.00	234,412.15	234,412.15	240,000.00
ICE Overtime Reimbursement	-	14,067.10	2,000.00	9,081.80	5,500.00	11,672.20	4,000.00	-	3,179.00	4,000.00
	546,352.55	538,799.86	445,899.34	454,788.06	388,357.39	303,339.74	441,308.07	243,265.78	396,369.96	249,000.00

Description	FY14		FY15		FY16		FY17		FY18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	YTD	Projected	Proposed
Indirect Cost Allocations	759,973.00	759,972.00	684,173.00	684,174.00	699,579.00	699,579.00	760,000.00	633,333.30	760,000.00	825,000.00
Street Lights - UB	317,000.00	334,506.83	330,000.00	342,664.86	330,000.00	347,127.49	330,000.00	251,049.05	294,982.63	335,000.00
Penalties & Interest - Street Lights	12,000.00	9,379.94	8,500.00	10,257.70	9,000.00	11,000.99	9,000.00	8,715.48	10,936.35	11,000.00
Bad Check Fees	-	674.66	-	-	-	-	-	-	-	-
	1,088,973.00	1,104,533.43	1,022,673.00	1,037,096.56	1,038,579.00	1,057,707.48	1,099,000.00	893,097.83	1,065,918.98	1,171,000.00

Description	FY14		FY15		FY16		FY17		FY18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	YTD	Projected	Proposed
Investment Income	4,500.00	4,647.85	5,000.00	5,557.53	5,000.00	9,524.83	7,500.00	12,336.01	14,186.41	12,000.00
July 4th Donations	-	8,000.00	2,000.00	250.00	2,000.00	6,000.00	2,000.00	5,000.00	5,000.00	5,000.00
National Night Out Donations	-	-	1,000.00	10,779.28	-	(284.14)	-	2,128.31	2,128.31	2,000.00
Senior Center Donations	-	7,822.40	2,000.00	-	14,000.00	16,213.14	6,500.00	2,618.68	3,653.68	5,000.00
Police - Explorer Revenue	-	2,849.00	-	4,958.75	3,000.00	5,640.00	5,500.00	4,500.00	4,500.00	5,000.00
Other Donations	-	-	-	-	-	2,325.69	-	1,596.64	1,701.64	500.00
Cultural Art Center Event Donations	-	-	1,000.00	64.00	-	250.00	-	-	-	-
Town Square Event Sponsorships	-	-	4,000.00	-	500.00	-	-	-	-	-
	4,500.00	23,319.25	15,000.00	21,609.56	24,500.00	39,669.52	21,500.00	28,179.64	31,170.04	29,500.00

Description	FY14		FY15		FY16		FY17		FY18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	YTD	Projected	Proposed
Open Records Request Reimb/Fee	-	-	-	22.84	-	225.62	-	(21.65)	-	-
Wellness Program Credits	-	-	-	-	-	-	10,000.00	-	-	-
Police Miscellaneous-Take Home Car Pro	-	-	2,535.31	2,819.65	6,000.00	10,461.33	-	767.13	767.13	-
Ford Center Rental Income	10,000.00	1,310.00	10,000.00	9,362.00	14,000.00	16,325.00	15,000.00	10,135.00	12,235.00	15,000.00
Cultural Arts Center Rental Income	-	-	2,000.00	740.00	5,800.00	11,559.50	10,000.00	3,400.00	3,900.00	5,000.00
Miscellaneous Revenue	-	25,892.79	-	4,016.77	-	4,532.30	5,000.00	200.48	250.48	250.00
Miscellaneous Revenue (Police)	10,000.00	15,568.46	12,500.00	16,972.35	15,000.00	16,064.35	15,000.00	13,566.68	15,429.44	15,000.00
Miscellaneous Revenue (Senior Center)	6,000.00	-	2,500.00	-	-	-	-	-	-	-
	26,000.00	42,771.25	29,535.31	33,933.61	40,800.00	59,168.10	55,000.00	28,047.64	32,582.05	35,250.00

Description	FY14		FY15		FY16		FY17		FY18	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	YTD	Projected	Proposed
Transfer From Fines & Forfeitures	-	-	36,896.50	-	-	-	-	-	-	-
Transfer in from Capital (Impact S)	-	2,819.62	-	-	-	-	2,062.87	-	2,062.87	-
Sale of Gen Fixed Assets	-	-	150,000.00	150,000.00	-	10,334.00	-	-	-	-
Auction Proceeds	5,000.00	5,414.13	20,705.00	2,387.84	5,000.00	6,915.49	5,000.00	78.22	550.00	2,500.00
Use of Fund Balance	-	-	1,066,366.96	-	1,175,183.94	-	809,416.26	-	-	-
	5,000.00	8,233.75	1,273,968.46	152,387.84	1,180,183.94	17,249.49	816,479.13	78.22	2,612.87	2,500.00

General Fund: WHERE DOES THE MONEY COME FROM?

FY 2018 General Fund Revenues

Revenue Source	FY18 Proposed Revenue Budget	% of Total
Taxes	5,499,453.00	72.73%
Licenses	575,000.00	7.60%
Intergovernmental	249,000.00	3.29%
Charges For Services	1,171,000.00	15.49%
Investment Income	12,000.00	0.16%
Contributions and Donations	17,500.00	0.23%
Miscellaneous Revenues	35,250.00	0.47%
Other Financing Sources	2,500.00	0.03%
	7,561,703.00	100.00%

Five Largest Revenue Sources for the General Fund

1. Property Taxes 3,077,453 (41%)

A tax on all real and personal property within City limits. Taxes are calculated by taking 40% of the assessed value multiplied by the millage rate of 8.5 mills.

2. Insurance Premium 904,868 (12%)

A tax paid by insurance providers based on premiums collected for policies written within the City.

3. Charges for Services~ Indirect Costs 825,000 (11%)

The Charges for Services revenue type category includes the City's indirect cost allocation charged to other City funds for internal services provided by the General Fund.

4. Franchise Taxes 712,134 (9.5%)

A tax on the use of public right-of-way for private purposes. The City has franchise agreements with utility companies who pay a tax on the use of public right-of-way for running their utility lines.

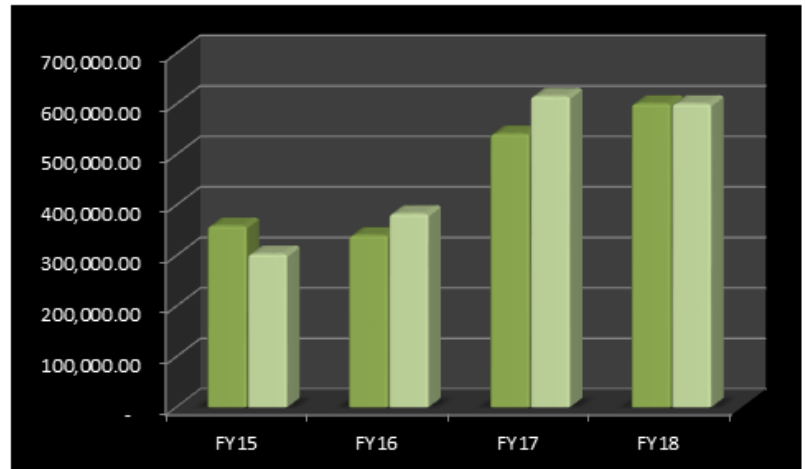
5. Charges for Services~ Street Lights 335,000 (4.5%)

Per Section 11-6 of the City's Code of Ordinances, a rate schedule for street lights shall be established by resolution, which may be amended from time to time, and shall be maintained in the office of the city clerk.

Fines & Forfeitures Fund

	FY15		FY16		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Municipal Court Fines	440,000.00	342,368.00	375,000.00	475,579.69	588,688.00	723,397.09	702,250.00
Fine Remittances to Cobb Co	-132,000.00	(83,640.17)	(93,750.00)	(143,737.21)	(128,500.00)	(167,074.35)	(208,919.38)
Municipal Court Fines - LPR	0.00	-	15,390.00	1,835.76	11,000.00	8,574.20	8,313.70
Code Enforcement Fines	50,000.00	32,588.57	40,000.00	45,635.79	40,500.00	39,786.44	40,000.00
Code Enforcement Abatements	1,000.00	12,059.24	1,000.00	3,862.27	5,200.00	10,763.25	6,500.00
Miscellaneous Revenue	-	-	-	23.65	-	-	-
Transfer in from General Fund	-	-	2,376.60	-	-	-	-
Budgeted Use of Fund Balance	-	-	33.00	-	23,991.38	-	52,699.83
Total Revenue	359,000.00	303,375.64	340,049.60	383,199.95	540,879.38	615,446.63	600,844.16

**Adopted as its own Fund in FY15*



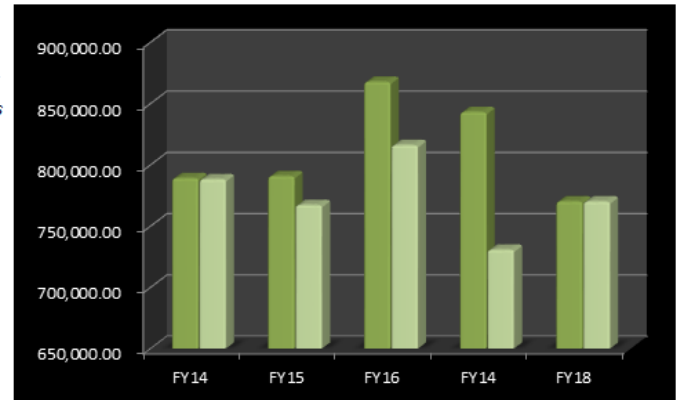
DDA Bond Debt Service Fund

DDA BOND DEBT SERVICE FUND

	FY14		FY15		FY16		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
DDA Banking Interest Earned	0.00	-	0.00	-	-	6.70	-	-	-
Transfer in from General Fund	670,541.00	669,636.87	790,783.00	739,840.34	800,750.20	749,080.94	769,429.02	681,593.75	720,162.50
Transfer in from Capital Projects Fund	118,655.00	118,655.00	0.00	27,379.85	67,030.79	67,030.79	33,121.25	49,175.27	50,000.00
Budgeted Use of Fund Balance	0.00	-	0.00	-	-	-	40,570.98	-	-
Total Revenue	789,196.00	788,291.87	790,783.00	767,220.19	867,780.99	816,118.43	843,121.25	730,769.02	770,162.50

*Adopted as its own Fund in FY14

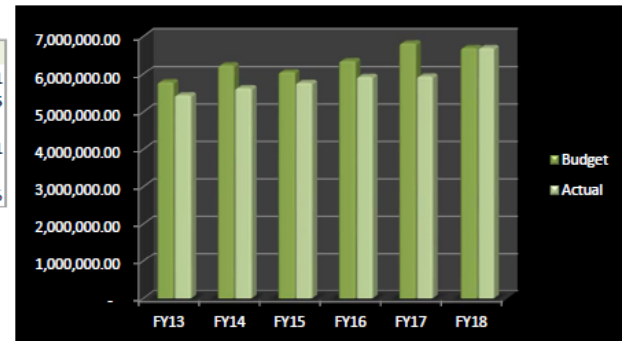
Revenue Sources include a transfer from the General Fund as well as subsequent transfers from the Capital Projects Fund. Impact Fee collections are monitored throughout the year and budget amendments based on actual collections are presented multiple times throughout the year. This process lessens the burden of bond repayment from the General Fund.



Water & Sewer Fund

	FY14		FY15		FY16		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Sewer Usage Charges	2,920,366.00	2,578,890.36	2,785,098.00	2,320,757.27	2,720,000.00	2,353,739.57	2,450,000.00	2,331,738.27	2,400,000.00
Tap on Fees	18,000.00	107,687.42	25,000.00	108,332.82	50,000.00	64,801.93	60,000.00	56,221.84	60,000.00
Water Usage Charges	2,494,034.00	2,402,924.95	2,640,500.00	2,751,000.94	2,550,000.00	2,933,976.75	2,865,000.00	2,949,050.00	2,950,000.00
Disconnect Fee	-	35,760.50	34,246.00	47,800.00	38,500.00	42,992.50	42,750.00	88,113.10	75,000.00
Notification Fees	35,000.00	28,575.56	25,000.00	40,095.00	30,000.00	36,180.00	36,500.00	21,980.69	-
Tampering Fees	800.00	1,265.00	500.00	2,155.00	1,000.00	1,660.07	1,500.00	2,855.17	2,250.00
Meter Fees	5,000.00	93,350.00	27,500.00	99,075.00	50,000.00	77,590.00	55,000.00	61,282.76	57,500.00
Stand Pipe Fee	580.00	-	-	-	-	-	-	-	-
Credit Card Convenience Fee	-	-	-	17,142.45	10,000.00	19,015.00	15,000.00	18,223.45	18,500.00
DDC/Fire Protection	-	19,311.21	18,500.00	19,250.12	18,500.00	18,820.12	18,720.00	18,074.60	18,500.00
Other Water Charges	11,575.00	15,480.77	13,000.00	2,438.20	2,000.00	3,566.62	2,750.00	7,341.88	5,000.00
Penalties & Interest	175,000.00	159,599.84	160,000.00	187,909.23	150,000.00	200,897.18	185,000.00	213,759.34	210,000.00
Bad Check Fees	3,500.00	22,206.12	5,000.00	5,705.00	5,000.00	5,020.00	5,000.00	5,321.38	5,500.00
Administration Fees	145,151.00	159,212.00	157,500.00	162,267.67	157,500.00	164,715.23	164,000.00	161,025.45	162,000.00
Investment Income	2,500.00	196.80	1,000.00	184.39	500.00	329.32	500.00	516.03	550.00
Miscellaneous Revenue	3,000.00	3,309.24	3,000.00	2,821.40	200.00	3,385.98	200.00	403.96	500.00
Transfer from General Fund	-	-	-	-	4,381.40	-	-	-	-
Budgeted Use of Fund Balance	430,086.00	-	154,033.48	-	572,815.89	-	922,002.04	-	736,579.13
Total Revenues	6,244,592.00	5,627,769.77	6,049,877.48	5,766,934.49	6,360,397.29	5,926,690.27	6,823,922.04	5,935,907.93	6,701,879.13

Consumption	2014	2015	2016	2017	2018
Water Consumption	275,685,074	332,357,994	385,739,126	433,958,517	479,521,951
Sewer Consumption	229,996,855	271,034,706	228,475,362	235,329,623	240,036,215
Billed Amount	3,982,201.56	4,626,839.06	5,381,437.94	6,054,117.68	6,659,529.45
Average No. of Active Accounts	5,282	5,920	6,765	7,442	8,111
Average Account Cost per Month	\$ 62.83	\$ 65.13	\$ 66.29	\$ 67.80	\$ 68.42
Consumption % Change	5.76%	19.32%	1.79%	8.97%	7.51%

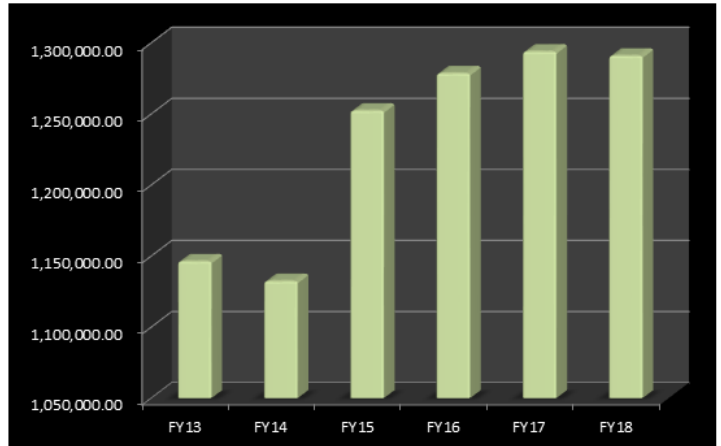
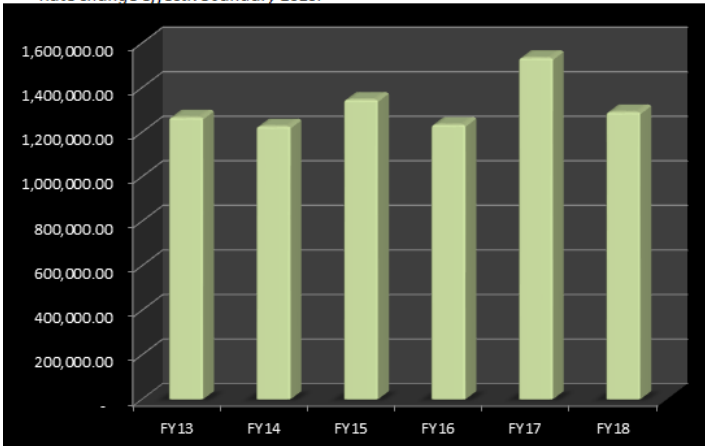


6-Year History: Water & Sewer Fund Budget & Actual Billed Values

Sanitation Fund

Account Description	FY14		FY15 ¹		FY16		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Refuse Collection Charges	1,100,000.00	1,096,523.73	1,175,280.00	1,207,563.86	1,196,670.00	1,228,732.01	1,220,000.00	1,240,360.89	1,240,000.00
Brush Pick-up	-	294.50	-	236.50	250.00	557.50	500.00	617.00	500.00
Other Household Pickup	-	582.53	-	4,193.00	2,500.00	4,932.00	2,750.00	2,748.75	2,750.00
Lost/Damaged Cart Fee	-	-	-	-	-	-	500.00	-	-
Penalties & Interest	35,000.00	34,509.19	31,800.00	39,720.45	32,000.00	42,964.22	35,000.00	47,923.53	46,000.00
Investment Income	250.00	605.21	450.00	769.79	500.00	1,373.02	500.00	2,139.80	1,750.00
Miscellaneous Revenue	-	-	-	-	-	182.71	50.00	262.00	87.80
Transfer In From General Fund	-	-	-	-	1,844.80	-	-	-	-
Budgeted Use of Fund Balance	91,875.00	-	139,466.00	-	822.44	-	275,266.00	-	-
Total Revenues	1,227,125.00	1,132,515.16	1,346,996.00	1,252,483.60	1,234,587.24	1,278,741.46	1,534,566.00	1,294,051.96	1,291,087.80

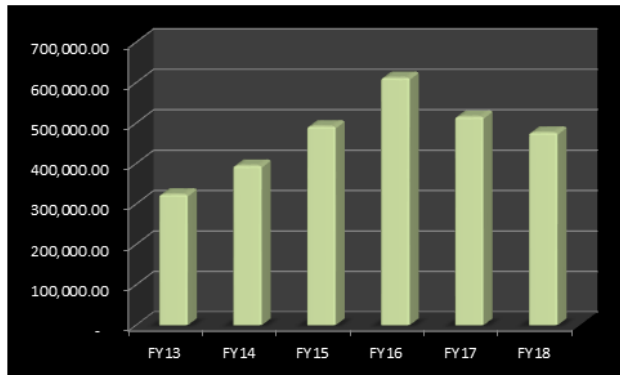
¹Rate change effective January 2015.



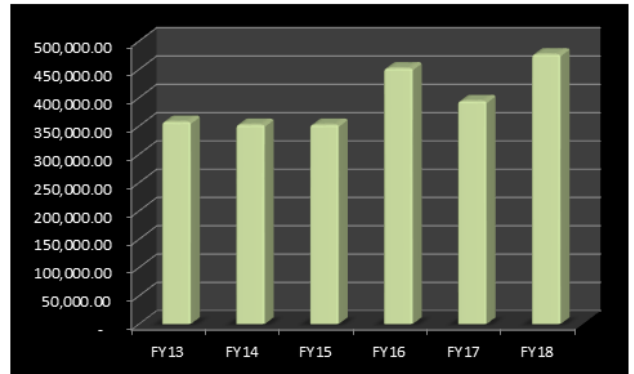
Storm Water Fund

	FY13		FY14		FY15		FY16 ¹		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Storm Water Charges	324,123.00	357,707.88	324,123.00	352,579.32	352,580.00	352,539.37	353,308.00	355,654.61	355,000.00	351,905.56	356,956.93
Detention Pond Charges	-	-	-	-	-	-	156,269.00	96,558.05	62,318.00	42,407.42	45,000.00
Transfer From General Fund	-	-	-	-	-	-	230.60	-	-	-	-
Budgeted Use of Reserve	-	-	71,132.00	-	139,913.00	-	102,815.30	-	99,054.00	-	75,004.47
Total Revenue	324,123.00	357,707.88	395,255.00	352,579.32	492,493.00	352,539.37	612,622.90	452,212.66	516,372.00	394,312.98	476,961.40

¹Initial year for Detention Pond Maintenance Program



6-Year History: Storm Water & Detention
Pond Maintenance Budget Values



6-Year History: Storm Water & Detention
Pond Maintenance Actual Billed Values

Billing Data						
	2013	2014	2015	2016	2017	2018
Units	9,855.27	9,855.57	9,904.27	9,911.47	9,913.47	9,915.47
Accounts	5,708.00	5,705.00	5,696.00	5,698.00	5,697.00	5,697.00
Cost per Unit	36.30	35.77	35.59	35.88	35.50	36.00
Unit % Change		0.003%	0.494%	0.073%	0.020%	0.020%

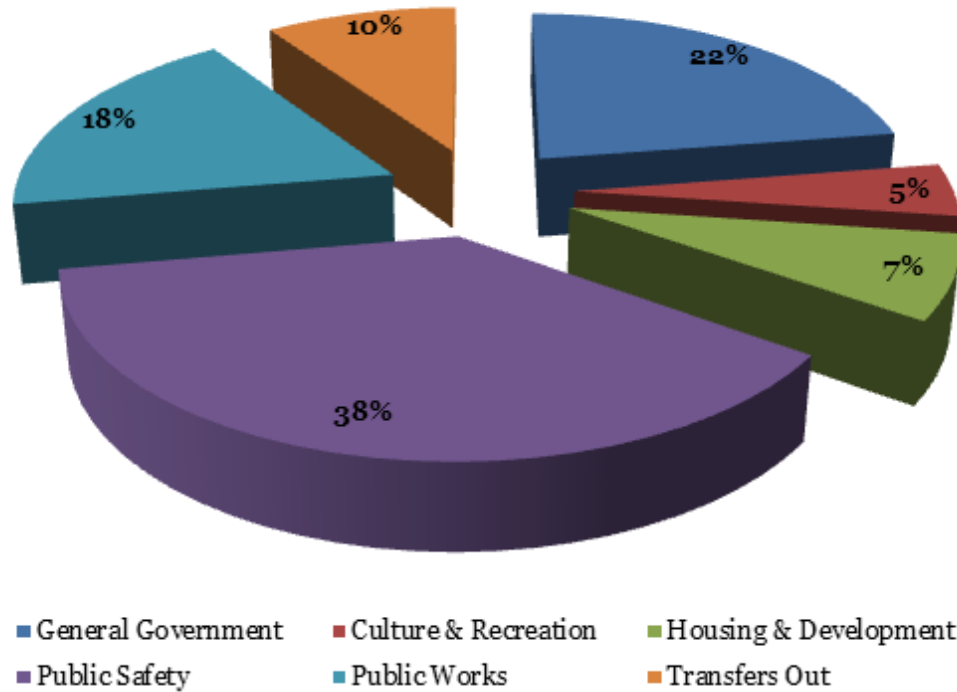
FUND EXPENDITURES



GENERAL FUND

Expenses	FY14		FY15		FY16		FY17 YTD	Projected	FY18 Proposed
	Budget	Actual	Budget	Actual	Budget	Actual			
Council	118,455.00	108,228.52	117,842.50	108,427.41	128,264.98	108,023.23	123,505.00	110,175.47	128,742.35
Mayor	39,332.50	37,212.87	39,571.00	36,474.93	42,768.56	40,104.42	45,492.00	33,768.94	56,113.21
Admin	633,770.70	634,688.87	765,757.00	686,855.01	741,429.40	624,826.89	744,002.30	490,430.85	571,775.00
City Clerk	-	-	-	-	144,313.00	129,621.38	145,732.00	110,696.87	174,576.06
Elections	831.00	713.10	12,000.00	-	18,100.00	18,099.74	-	-	10,000.00
Finance	364,532.00	353,168.74	361,489.99	351,476.73	346,416.80	327,528.46	331,495.00	267,668.92	314,510.98
Purchasing	-	-	-	-	-	-	-	-	-
Data/IT	240,113.00	240,054.74	203,300.00	214,849.32	272,998.87	211,791.28	217,500.00	210,078.38	230,500.00
Human Resources	85,882.65	83,233.04	87,565.50	85,976.88	103,958.60	100,592.90	135,409.00	110,874.16	163,092.70
Building Grounds & Maintenance	-	-	-	-	-	-	-	-	258,271.74
Fleet Maintenance	-	-	-	-	-	-	-	-	371,947.01
Municipal Court	176,846.00	145,967.36	-	-	-	-	-	-	-
Police	2,669,844.84	2,423,857.10	3,064,990.54	2,891,940.75	3,296,869.81	3,279,730.71	3,064,277.50	2,421,440.90	2,825,012.35
Streets	558,886.75	551,311.00	516,421.57	393,967.53	622,169.86	494,534.59	618,442.59	441,415.53	336,810.02
Street Lighting	421,000.00	338,105.05	379,500.00	356,101.74	380,000.00	324,624.11	387,197.00	336,332.07	390,000.00
Traffic Engineering	9,000.00	6,183.99	9,000.00	6,820.13	9,000.00	6,090.46	9,825.12	6,399.97	-
Misc. City Part & Contr	2,055.00	2,025.00	-	-	-	-	-	-	-
Trail Maintenance	-	-	2,500.00	1,000.00	1,000.00	433.60	1,000.00	135.45	529.72
Powder Springs Day	69,694.81	68,699.25	-	-	-	-	-	-	-
4th of July Celebration	30,000.00	18,989.33	30,000.00	24,412.72	30,000.00	30,028.29	-	-	-
Christmas Celebration	9,500.00	8,664.37	-	-	-	-	-	-	-
Keep Powder Springs Beautiful	1,500.00	1,275.20	3,000.00	2,217.13	4,000.00	2,915.65	4,500.00	2,860.47	3,318.64
Other City Events	550.00	550.00	-	-	-	-	-	-	-
Ford Center	28,186.00	28,105.66	31,576.00	25,328.85	27,115.00	22,186.46	33,950.00	23,589.70	29,487.13
Cultural Arts Center	-	-	10,950.00	5,622.58	7,160.00	7,008.35	8,700.00	6,072.15	7,893.80
Senior Citizens Center	47,256.13	41,833.70	46,175.50	39,853.43	54,287.30	45,116.77	50,643.80	38,901.35	45,931.59
Seven Springs Museum	11,729.98	11,448.36	12,109.00	12,256.45	20,793.30	17,193.40	23,914.00	18,337.33	19,352.27
Park Development & Programming	-	-	-	-	-	-	-	-	60,312.78
Recreation, Culture & Community Svcs	-	-	-	-	-	-	-	-	73,372.79
Beautification	-	-	-	-	-	-	-	-	79,635.33
Special Events	-	-	24,400.00	24,296.30	23,800.00	23,232.78	50,450.00	45,976.45	50,691.92
Library	7,187.19	7,040.71	5,200.00	2,995.85	5,350.00	1,882.84	5,350.00	3,434.11	4,979.46
Community Development	-	-	-	-	-	-	-	-	97,834.88
Building Development/Inspection	72,570.00	70,499.97	101,310.00	88,735.81	82,010.00	68,483.29	126,240.28	53,773.29	116,567.11
Planning	299,934.00	270,223.11	290,201.98	270,675.75	319,952.00	281,193.01	320,301.87	233,500.51	279,945.11
Planning & Zoning Commission	15,920.00	15,590.05	25,130.00	15,164.01	10,215.00	5,455.78	14,710.00	6,483.96	10,898.67
Code Enforcement	164,800.00	150,603.38	-	-	-	-	-	-	-
Economic Development	52,000.00	49,096.22	95,371.99	91,938.44	112,116.60	105,619.72	138,343.00	110,839.27	132,419.31
Other Financing Uses	1,106,731.00	1,105,826.87	1,958,075.00	1,783,840.34	1,512,883.60	1,442,380.94	1,536,247.02	1,285,810.27	1,536,247.02
	7,238,108.55	6,773,195.56	8,193,437.57	7,521,228.09	8,316,972.68	7,718,699.05	8,137,227.48	6,330,354.34	7,472,891.42
									7,561,703.00

WHERE DOES THE MONEY GO?



GENERAL GOVERNMENT

Internal departments such as Administration, Finance & Human Resources and Information Technology.

PUBLIC SAFETY

Issued over 5,900 citations and made over seven hundred arrests last year.
Average emergency response times of 6.5 minutes for Police.

PUBLIC WORKS

Streets department responsible for maintaining 87 miles and 2,112 streetlights within City limits.
New Program Budget divisions include Building & Maintenance and Fleet Maintenance.

CULTURE & RECREATION

Two parks include athletic fields, playgrounds, and a new seasonal outdoor swimming pool/aquatic feature. Facility rentals for weddings, parties and other special events available at discounted rates for city residents.

HOUSING & DEVELOPMENT

Economic Development: Economic Development division focuses on business recruitment, retention and redevelopment

Community Development Planning & Zoning division focuses on zoning, variances, site plan reviews, and compliance with City ordinances.

Issued over two hundred and ninety building permits last year.

GENERAL GOVERNMENT: PROGRAM BUDGETING

Council

Departmental Mission Statement:

Continuously use the best means of providing quality services and facilities to our residents and businesses in order to promote an excellent quality of life and be a community where everyone belongs and opportunity exists in support of the City's vision to be inspired by the past, invigorated by the present and innovative about the future.

Description and Overview of the Department:

The Council is the community's decision makers and is responsible for enacting policies, approving the budget, setting the tax rate, and focusing on major projects and issues such as land use planning (i.e. comprehensive plan), capital financing, and strategic planning.

Identified Programs:

1. Legislative – enact ordinances and resolutions establishing city policies
2. Policy making/planning – plan for major projects, appropriate land uses, capital financing, strategic planning and community/comprehensive planning, budgeting for service delivery.
3. Quasi-judicial – act on zoning and variance applications
4. Communication – regularly engage in dialogue with citizens and businesses

Goal and Objective for FY18:

1. Diversify the tax base with more non-residential use
2. Foster strong community connections
3. Provide an effective public safety program and quality infrastructure

Key Performance Objective:

1. Expand the community engagement efforts to provide more opportunities for community dialogue by adding one new communication program and begin the update to the 2010 strategic plan.
2. Update/amend ordinances that are seen as a barrier to business development.
3. Expand access to museum and senior services.
4. Examine incentives to retaining qualified public safety personnel
5. Resurface roads to retain the above average ranking and reduce backlog to 4%.

Department: City Council's Department
 Department ID: 1110-00
 Position Count 5

	PROGRAM				
	<i>Legislative</i>	<i>Communication</i>	<i>Planning</i>	<i>Quasi-Judicial</i>	<i>Totals</i>
PERSONNEL					
Salaries (Full Time)	12,000.00	9,000.00	30,000.00	9,000.00	60,000.00
Health Insurance	690.56	517.92	1,726.41	517.92	3,452.82
Retiree Health Insurance	790.00	592.50	1,975.00	592.50	3,950.00
Dental Insurance	215.71	161.78	539.27	161.78	1,078.53
Life Insurance	84.00	63.00	210.00	63.00	420.00
FICA (SS)	744.00	558.00	1,860.00	558.00	3,720.00
Medicare	174.00	130.50	435.00	130.50	870.00
TOTAL PERSONNEL BUDGET	14,698.27	11,023.70	36,745.68	11,023.70	73,491.35
OPERATING (ALLOCATED)	20%	15%	50%	15%	100%
Workers Comp	341.00	255.75	852.50	255.75	1,705.00
Retirement	1,526.40	1,144.80	3,816.00	1,144.80	7,632.00
Property Liability	662.80	497.10	1,657.00	497.10	3,314.00
Travel	100.00	75.00	250.00	75.00	500.00
AL 1 Expenses	500.00	375.00	1,250.00	375.00	2,500.00
AL 2 Expenses	500.00	375.00	1,250.00	375.00	2,500.00
W 1 Expenses	500.00	375.00	1,250.00	375.00	2,500.00
W 2 Expenses	500.00	375.00	1,250.00	375.00	2,500.00
W 3 Expenses	500.00	375.00	1,250.00	375.00	2,500.00
Registrations & Training	200.00	150.00	500.00	150.00	1,000.00
Registrations & Training AL1	400.00	300.00	1,000.00	300.00	2,000.00
Registrations & Training AL2	400.00	300.00	1,000.00	300.00	2,000.00
Registrations & Training W 1	400.00	300.00	1,000.00	300.00	2,000.00
Registrations & Training W 2	400.00	300.00	1,000.00	300.00	2,000.00
Registrations & Training W 3	400.00	300.00	1,000.00	300.00	2,000.00
Contributions to Local Events	600.00	450.00	1,500.00	450.00	3,000.00
Dues (City)	100.00	75.00	250.00	75.00	500.00
Other Expenses	100.00	75.00	250.00	75.00	500.00
CMA Expenses	310.00	232.50	775.00	232.50	1,550.00
OPERATING (DIRECT BILLED)					
Professional Services (Facilitator)			5,000.00		5,000.00
Annual Retreat			6,000.00		6,000.00
Food			1,550.00		1,550.00
Printing		500.00			500.00
TOTAL OPERATING BUDGET	8,440.20	6,830.15	33,650.50	6,330.15	55,251.00
TOTAL PROGRAM BUDGET	23,138.47	17,853.85	70,396.18	17,353.85	128,742.35
Total City Council Department Budget (General Fund)			128,742.35		

Mayor

Departmental Mission Statement:

Continuously use the best means of providing quality services and facilities to our residents and businesses in order to promote an excellent quality of life and be a community where everyone belongs and opportunity exists in support of the City's vision to be inspired by the past, invigorated by the present and innovative about the future.

Description and Overview of the Department:

The Mayor serves as the City's official spokesperson, presides at council meetings, signs official documents, appoints council committees and prepares annual report to the citizens and councilmembers about the state of the city.

Identified Programs:

1. Legislative – enact ordinances and resolutions establishing city policies
2. Policy making/planning – plan for major projects, appropriate land uses, capital financing, strategic planning and community/comprehensive planning, budgeting for service delivery.
3. Quasi-judicial – act on zoning and variance applications
4. Communication – regularly engage in dialogue with citizens and businesses

Goal and Objective for FY18:

1. Diversify the tax base with more non-residential use
2. Foster strong community connections
3. Provide an effective public safety program and quality infrastructure

Key Performance Objective:

1. Expand the community engagement efforts to provide more opportunities for community dialogue by adding one new communication program and begin the update to the 2010 strategic plan.
2. Update/amend ordinances that are seen as a barrier to business development.
3. Expand access to museum and senior services.
4. Examine incentives to retaining qualified public safety personnel.
5. Resurface roads to retain the above average ranking and reduce backlog to 4%.

Department: Mayor's Department
 Department ID: 1310-00
 Position Count 1.5

PROGRAM

	<i>Legislative</i>	<i>Communication</i>	<i>Planning</i>	<i>Quasi-Judicial</i>	<i>Total</i>
PERSONNEL					
Salaries (Full Time)	3,600.00	2,700.00	9,000.00	2,700.00	18,000.00
Salaries (Part Time)	-	4,409.38	4,409.38	-	8,818.75
Health Insurance	1,338.46	1,003.85	3,346.16	1,003.85	6,692.32
Retiree Health Insurance	270.00	202.50	675.00	202.50	1,350.00
Dental Insurance	71.90	53.93	179.76	53.93	359.51
Life Insurance	16.80	12.60	42.00	12.60	84.00
FICA (SS)	223.20	440.78	831.38	167.40	1,662.76
Medicare	52.20	103.09	194.44	39.15	388.87
TOTAL PERSONNEL BUDGET	5,572.57	8,926.12	18,678.11	4,179.42	37,356.21
OPERATING (ALLOCATED)	20%	15%	50%	15%	100%
Workers Comp	72.20	54.15	180.50	54.15	361.00
Retirement	915.80	686.85	2,289.50	686.85	4,579.00
Liability Insurance	253.40	190.05	633.50	190.05	1,267.00
Cellular Phones	300.00	225.00	750.00	225.00	1,500.00
Travel	900.00	675.00	2,250.00	675.00	4,500.00
Registrations & Training	350.00	262.50	875.00	262.50	1,750.00
Other Expenses	500.00	375.00	1,250.00	375.00	2,500.00
Payments to Other Agencies	120.00	90.00	300.00	90.00	600.00
OPERATING (DIRECT BILLED)					
Annual Retreat			1,200.00		1,200.00
Printing & Binding		500.00			500.00
TOTAL OPERATING BUDGET	3,411.40	3,058.55	9,728.50	2,558.55	18,757.00

TOTAL PROGRAM BUDGET	8,983.97	11,984.67	28,406.61	6,737.97	56,113.21
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Total Mayor Department Budget (General Fund) 56,113.21

Administration - City Manager

Departmental Mission Statement:

To partner with the Mayor and Council in achieving the goals and objectives set forth in the City's strategic plan and in support of its vision to be inspired by the past, invigorated by the present and innovative about the future in providing the best possible selection of services to citizens, businesses and employees using available resources of time, personal effort and finances.

Description and Overview of the Department:

The administrative services department under management of the city manager is responsible for carrying out all policies, codes, projects and programs established by the governing body with professional courtesy and dedication, developing community relations, overseeing the city's daily operations, hiring and supervising the city's department heads and administrative staff, developing a proposed budget, providing financial oversight, long-term planning, administering city contracts, serving as advisor to the Mayor and Council, and serving as elected officials' liaison to the city's department heads.

Identified Programs:

1. Legislative – assist in preparing ordinances and resolutions to implement city policies
2. Planning – research and provide information and alternatives for consideration by elected officials for major projects, appropriate land uses, capital financing, strategic planning and community/comprehensive planning, sound budgeting for service delivery.
3. Personnel – hire and supervise department heads, act on personnel matters, recommend personnel policy updates, direct and supervise administration of departments and help improve knowledge and skills of employees.
4. Communication – regularly engage in dialogue with employees, elected officials, citizens and businesses and provide end of year reports or such other reports concerning operations of city departments as may be requested.

Goal and Objective for FY18:

1. Expand communications and citizen engagement to maximize citizen satisfaction with communication and outreach (Strategy: Create an Atmosphere of Community; Attract and Retain Business; Develop and promote a safe city).
2. Expand customer service standards (Strategy: Create an Atmosphere of Community; Attract and Retain Business).
3. Improve communications with employees (Strategy: Create an Atmosphere of Community; Develop and Promote a Safe City).
4. Maintain financial stability in operating funds (Strategy: all)
5. Create more open government to increase public information and involvement (Strategy: Create an Atmosphere of Community; Create Destination).

6. Continue improvements to infrastructure for sustainability (Strategy: Attract and Retain Business; Develop and Promote Safe City).

Key Performance Measures:

1. Promote health and wellness plan (reduce % of sick leave hours used)
2. Citizen complaints received at the city manager's office or directly into departments will be responded to within two working days of receipt.

	2015	2016	2017	2018
Measures	Actual	Actual	Target	Goal
Citizen Complaint Response	UKN	UKN	80%	90%

3. Initiate asset management plan for water and sewer infrastructure that will improve capital replacement schedules by 10%.
4. Work with grants consultant in exploring alternative means of funding for recreation, transportation and youth programs; submit 3 applications.
5. Funding is maintained for increased flood protection (disaster preparedness).
6. Prepare, post and disseminate regular reports to the public about major projects and major policy changes.

	2015	2016	2017	2018
Measures	Actual	Actual	Target	Goal
Management Reports	0	0	6	12

7. Begin strategic plan update.
8. Update the continuity of operations plan and secure training for elected officials and key personnel.
9. Quarterly lunch meetings by city manager in each department so employees can talk about topics/issues they are interested in.
10. Recognize and highlight success, accomplishments and performance of employees.
11. Align retirement and health care plans and costs with resources.
12. Examine opportunities for savings with reorganization or restructuring.
13. Maintain as a continuing goal a fund balance equal to a 180 days of annual operating costs, with a minimum equal at all times to 120 days.
14. Extended evening hours at Community Development bldg. first Monday of each month to view Art Gallery (5-7pm)
15. Extended hours at Museum first Thursday of each month (5 – 8 pm)
16. Extended hours at Community Development bldg. first Tuesday of each month for open house to discuss topic of interest to public (5-7pm)
17. Community Conversations once a quarter (9am – 11am)
18. Create a method for employees to ask questions to City Manager

Month	Benchmark
July	Begin monthly meeting with business representatives. Monthly update at council agenda from: PW; PD; ED; HR (cont. every other month) Have method in place for employees to ask questions to city manager.
August	Monthly update at council agenda from: Finance; CC; CD; CT (continue every other

	month)
September	COOP Update and training
January	Begin strategic plan update

Department: City Manager Department

Department ID: 1320-00

Position Count 1

PROGRAM

	<i>Legislative</i>	<i>Communication</i>	<i>Planning</i>	<i>Personnel</i>	<i>Totals</i>
PERSONNEL					
Salaries (Full Time)	11,454.90	17,182.36	28,637.26	57,274.52	114,549.04
Stipend	480.00	720.00	1,200.00	2,400.00	4,800.00
Dental Insurance	83.00	124.49	207.49	414.98	829.96
Life Insurance	8.40	12.60	21.00	42.00	84.00
FICA (SS)	710.20	1,065.31	1,775.51	3,551.02	7,102.04
Medicare	166.10	249.14	415.24	830.48	1,660.96
TOTAL PERSONNEL BUDGET	12,902.60	19,353.90	32,256.50	64,513.00	129,026.00
OPERATING (ALLOCATED)	10%	15%	25%	50%	100%
Workers Comp	186.90	280.35	467.25	934.50	1,869.00
Retirement	305.30	457.95	763.25	1,526.50	3,053.00
Liability Insurance	226.70	340.05	566.75	1,133.50	2,267.00
Telephone	1,015.00	1,522.50	2,537.50	5,075.00	10,150.00
Other Expenses	350.00	525.00	875.00	1,750.00	3,500.00
Cable TV	38.50	57.75	96.25	192.50	385.00
Copier Paper	50.00	75.00	125.00	250.00	500.00
Oper Supplies & Mat	500.00	750.00	1,250.00	2,500.00	5,000.00
Printer Toner/Ink	100.00	150.00	250.00	500.00	1,000.00
Gasoline	50.00	75.00	125.00	250.00	500.00
Food	60.00	90.00	150.00	300.00	600.00
Internet Services	200.00	300.00	500.00	1,000.00	2,000.00
Cellular Phone	150.00	225.00	375.00	750.00	1,500.00
Postage Meter	33.50	50.25	83.75	167.50	335.00
Postage	40.50	60.75	101.25	202.50	405.00
Printing & Binding	300.00	450.00	750.00	1,500.00	3,000.00
Advertising	300.00	450.00	750.00	1,500.00	3,000.00
Legal Notices	50.00	75.00	125.00	250.00	500.00
Legal	17,500.00	26,250.00	43,750.00	87,500.00	175,000.00

Department: City Manager Department
 Department ID: 1320-00
 Position Count 1

PROGRAM

	<i>Legislative</i>	<i>Communication</i>	<i>Planning</i>	<i>Personnel</i>	<i>Totals</i>
OPERATING (DIRECT BILLED)					
Employee Luncheons				1,000.00	1,000.00
Bereavement Flowers				500.00	500.00
Contract Labor		50,000.00			50,000.00
Landscaping		9,000.00			9,000.00
Maintenance Contracts		18,000.00			18,000.00
Misc. city contributions		3,000.00			3,000.00
Publications/public information		20,000.00			20,000.00
Annual Retreat	1,000.00				1,000.00
Registrations & Training	-			2,000.00	2,000.00
Dues (City)	17,000.00				17,000.00
Dues (Individual)				1,685.00	1,685.00
Contingencies	60,000.00				60,000.00
Electricity		18,000.00			18,000.00
Storm Water Fees		8,000.00			8,000.00
Liquor Tax Cobb Portion		19,000.00			19,000.00
TOTAL OPERATING BUDGET	99,456.40	177,184.60	53,641.00	112,467.00	442,749.00
TOTAL PROGRAM BUDGET	112,359.00	196,538.50	85,897.50	176,980.00	571,775.00
Total City Manager Department Budget (General Fund)			571,775.00		

Office of the City Clerk

Mission Statement:

The Office of the City Clerk is committed to providing support to the Mayor and City Council, staff, and the citizens of the City of Powder Springs by accurately recording and maintaining the proceedings of the Council through exceptional customer service and the use of information technologies. The Office of the City Clerk seeks to deliver timely and accessible service in response to all inquiries and requests for public information and records and to provide professional management of City records, striving for excellence in dissemination of information, preservation of records, and upholding integrity and transparency.

Description and Overview of the Department:

- **Documenting and facilitating city council meetings.** The Office of the City Clerk facilitates city council meetings, prepares and distributes agendas, takes minutes, and publicizes all information which is required to be publicized by the law.
- **Document and publish ordinances and resolutions.** The Office of the City Clerk helps ensure that the process of creating an ordinance or resolution follows any legal procedures and processes. They help create the documents, distribute them for amendments and revisions, and publish them for the public to see when such documents are subject to public inspection, public release, and open records laws.
- **Public records management.** To ensure transparency, the Office of the City Clerk is tasked with properly maintaining public records and handling any open records requests.
- **Records retention management.** The Office of the City Clerk organizes, maintains, archives, and deletes records according to Georgia law and the City's records retention schedule.
- **Ethics filings.** The Office of the City Clerk handles the collection and management of documents related to ethics filings for political candidates including campaign contributions and financial disclosure.
- **Administrative.** The Office of the City Clerk provides City Hall reception coverage through one FTE, meeting planning, elected officials travel coordination, oversees summer intern program and special projects.
- **Communication.** The Office of the City Clerk provides administration for city's website, city's EMC signage, city wide surveys, and social media.
- **Technology.** The Office of the City Clerk provides management of contracted I/T services, city's phone systems and oversight for implementation of new technologies.

Identified Programs:

- **Legislative.** Provides process flow for documenting and facilitating City Council meetings and actions, public records management, record retention management and ethics filings.

- **Administrative.** Provides excellent customer service at City Hall reception, meeting planning, elected officials travel coordination, oversee summer intern program and special projects.
- **Communication.** Provides administration for city's website, city's EMC signage, city wide surveys, and social media.
- **Technology.** Provides management of contracted I/T services, city's phone systems and oversight for implementation of new technologies (Open Data Portal and App Development).

Program # 1 Legislative:

Identified Goal

Implement an electronic management tool for Open Record Request for submission, tracking and response distribution. ***{Creating an Atmosphere of Community}***

Key Performance Objective:

Statistically measure number of requests, types of requests, and time associated with each request and determine opportunities via the Website and Open Data Platform to have the requested information available to the requestor without City Employee intervention. By doing so, the City increases its transparency footprint, provides faster and more comprehensive responses and reduces City staff time require to retrieve and prepare for distribution the requested records.

Measure	FY 18	FY19	FY 20
Number of City Man hours per FY			

Program # 2 Administrative:

Identified Goal

Develop call flowcharts and other call integration tools to more quickly and efficiently route calls. ***{Creating an Atmosphere of Community} {Attract and Retain Business}***

Key Performance Objective:

To provide for effective and efficient call routing for all inbound calls to the right person/department and to achieve higher customer service outcomes for all callers by also implementing an in/out tool for availability.

Month	Benchmark
July-August	Request from all department heads there recommend call flow and identify caller directed options
September-October	Spend ½ day shadowing departments to better understand their processes and begin evaluation of In/Out availability
November	Finalize implementation and training plan
December	Implement new work flow models and technologies.

Program # 3 Communication:

Identified Goal

In collaboration with elected officials, city staff and citizens develop a communication platform that delivers information from the City across multiple platforms.

{Creating an Atmosphere of Community} {Developing and Promoting a Safe City}

Key Performance Objective:

To implement a robust communication tool that reduces the redundancy of points of entry for communication across multiple platforms utilized by the public; reduces the City man hours needed to more efficiently and effectively provide comprehensive communication across all platforms with the public; and to reach more people with our communication tools.

Measure	FY 18	FY19	FY 20
Number of People Reached across all platforms			

Program # 4 Technology:

Identified Goal

In collaboration with elected officials, city staff and citizens develop a mobile friendly information tool.

{Creating an Atmosphere of Community} {Creating a Destination}

Key Performance Objective:

To implement a user friendly mobile tool that provides information about the City for residents and guests through both information requested by the user and notifications from the City pushed to the subscribing user. The mobile tool would further serve as a means for the user to notify the City of potential issues like street lights out, etc.

Measure:

Measure	FY 18	FY19	FY 20
Number of App Users			
Number of User Initiated Issues			
% of user initiated issues (as compared to total)			

Department: City Clerk Department
 Department ID: 1330-00
 Position Count: 1.5 FTEs

	PROGRAM				
	<i>Legislative</i>	<i>Administrative</i>	<i>Communication</i>	<i>Technology</i>	<i>Totals</i>
PERSONNEL					
Salaries (Full Time)	30,250.22	30,319.91	13,287.46	6,643.73	80,501.31
Salaries (OT)	500.00	500.00	-	-	1,000.00
Health Insurance	1,006.35	1,509.52	-	-	2,515.87
Retiree Health Insurance	3,000.00	1,200.00	-	-	4,200.00
Dental Insurance	54.66	118.39	-	-	173.05
Life Insurance	42.00	50.40	16.80	8.40	117.60
LTD	113.44	113.70	49.83	24.91	301.88
FICA (SS)	1,875.51	1,879.83	823.82	411.91	4,991.08
Medicare	438.63	439.64	192.67	96.33	1,167.27
TOTAL PERSONNEL BUDGET	37,280.81	36,131.39	14,370.57	7,185.29	94,968.06
OPERATING (ALLOCATED)	40%	30%	20%	10%	100%
Workers Comp	258.00	193.50	129.00	64.50	645.00
Retirement	2,442.40	1,831.80	1,221.20	610.60	6,106.00
Liability Insurance	1,013.60	760.20	506.80	253.40	2,534.00
OPERATING (DIRECT BILLED)					
Travel	634.00				634.00
Registrations & Training	925.00				925.00
Dues (Individual)	289.00				289.00
Oper Supplies & Mat	265.00	-	130.00	65.00	460.00
Communications			25,715.00		25,715.00
Contracted Services	6,500.00	7,000.00			13,500.00
Software Maintenance	10,400.00		2,400.00		12,800.00
Volunteer Banquet		6,000.00			6,000.00
Partners In Education		5,000.00			5,000.00
Municode	4,500.00				4,500.00
Legal Notices	500.00				500.00
TOTAL OPERATING BUDGET	27,727.00	20,785.50	30,102.00	993.50	79,608.00
TOTAL PROGRAM BUDGET	65,007.81	56,916.89	44,472.57	8,178.79	174,576.06

Total City Clerk Department Budget (General Fund) 174,576.06

Finance Department

Mission Statement:

To provide the overall financial services of The City of Powder Springs in a professional, efficient, and cost effective manner. The department operates under established management principles with adherence to established policies, procedures and Generally Accepted Accounting Principles (GAAP) to protect the integrity of the City's assets.

Description and Overview of the Department:

Serving the needs of the Mayor and City Council, the City Manager, all City departments, and the citizens and business community, the Finance Department is separated into five functional divisions. These divisions include Administration, Budget, Treasury Management; Payroll and Receivables; Accounts Payable and Tax Collection; General Accounting and Grants; and Utility Billing.

All divisions work together to measure and report on financial position and results of operations; project and manage cost; plan, recommend, and manage all short/long-term financial needs. The Finance Department is also responsible for advising the Mayor, City Council and City Manager on financial matters; and providing accurate, relevant financial/operational information to departments on a timely basis.

Identified Programs

As previously described, the Finance Department operates five divisions, which manages seven programs. These programs include:

- Accounts Payable – processes accounts payable for approximately 800 active vendors
- Budget & Reporting – completes the annual budget, CAFR and monthly financial reporting requirements
- General Accounting - responsible for overall financial administration and auditing of various city services
- Payroll – processes the bi-weekly payroll checks for approximately 84 City employees
- Tax Collection – processes the tax bills and collects taxes for approximately 6,200 residents and property owners
- Treasury Management – provides banking oversight, management and reconciliation for 17 different bank accounts by the 15th of each month
- Utility Billing - processes the utility bills and collects the revenue for approximately 7,000 customers (*Reported under Enterprise Funds*)

The following information details goals and performance measure for each of these identified programs.

Goals and Objectives for FY18:

Program #1 Accounts Payable

Identified Goal

To increase the number of active vendors enrolled in the City Electronic Accounts Payable remittance program to reduce cost and increase efficiency in delivery of these payments. **(Strategy: Attract and Retain Business)**

Key Performance Objective:

The following table will outline the goals for participation as well as the proposed cost savings.

	FY2017	FY2018	FY2019
Measures	Target	Goal	Goal
Vendor enrollment (821 active Vendors)	50	100	200
Reduce expense: Postage (annual savings)	\$11.15	\$241.49	\$557.28
MICR Toner/printing (savings)	\$16.27	\$70.48	\$162.63
Efficiency standard (time savings-hours/year)	10.50	25.15	46.20

Program # 2 Budget and Reporting

Identified Goal

Maintain the City's Multi-year financial plan to include capital improvement plans integrating related operational costs.

- Coordinate with City departments each year to ensure the capital, vehicle and equipment replacement plans are updated and consistent with city and departmental long-term goals.
- Present updated financial analysis and trending projections at annual management retreat each winter.
- Update plans by December/January each year with annual audited numbers to provide a current base-year cost for future projections.

Key Performance Objective:

Will continue to allocate savings and current year funds to address Capital Project needs. Will alleviate the need to annually list and close out construction projects; instead these CIP funds will be budgeted on a project-length basis.

Program # 3 General Accounting

Identified Goal

To prepare financial reports that are timely and of the quality warranting an unmodified audit opinion and GFOA awards for excellence in financial reporting. **(Strategy: all)**

Key Performance Objective:

To prepare quality financial reports:

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
Was audit opinion unmodified?	Yes	Yes	Yes	Yes
Did CAFR receive GFOA award?	Yes	Yes	Yes	Yes
# of material findings in audit	2	2	1	0

Program # 4 Payroll**Identified Goal**

To process each bi-weekly payroll on time with an error rate of less than 1% **(Strategy: Create Atmosphere of Community; Promote and Develop Safe City)**

Key Performance Objective:

The following table represents payrolls efforts to utilize best practices and continuously strive to improve quality:

Measures	FY2015	FY2016	FY 2017	FY 2018
	Actual	Actual	Target	Goal
# of payroll checks issued	265	240	149	130
# of Direct Deposit Notices	1,982	2,050	2,104	2,145
# Checks/Noticed issued w/error	4	4	9	5
% Check/Notices issued w/o error	2,247	2,290	2,244	2,266

Program # 5 Tax Collection**Identified Goal**

To complete an audit of all homestead exemptions on file with the City, as compared with Cobb County, to ensure the accuracy of the tax billing register and to prepare the budget and digest with more accurate and timely data. **(Strategy: Create Atmosphere of Community; Promote and Develop Safe City)**

Key Performance Objective:

To reduce the number of billing adjustments needed by 23% from the 2016 tax baseline year:

	2015	2016	2017	2018
Measures	Actual	Actual	Target	Goal
Number of billing adjustments	97	74	62	57

Program # 6 Treasury Management

Identified Goal

To ensure that investment earnings for idle funds exceed the cost of managing those funds and contribute to the "bottom line" (**Strategy: Create Atmosphere of Community; Promote and Develop Safe City; Attract and Retain Business**)

Key Performance Objective:

To continue to actively manage the City's investment portfolios

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
Interest Expense	4460.97	2,047.34	2,675.69	3,150.88
Interest Earnings	5,557.53	9,524.83	13,232.92	16,948.67
Net	\$ 1,096.56	\$ 7,477.49	\$10,557.23	\$13,797.79

Department: Finance
 Department ID: 1510-00
 Position Count: 3.5 FTEs (Add'l 6 employees Reported in UB Section of Water & Sewer Fund Program Budget)

PROGRAM								
	<i>Accounts Payable</i>	<i>Budget & Reporting</i>	<i>General Accounting</i>	<i>Payroll</i>	<i>Tax Collection</i>	<i>Treasury Management</i>	<i>Utility Billing - Street Lights</i>	<i>Totals</i>
	4%	5%	5%	5%	6%	9%	1%	33%
PERSONNEL								
Salaries (Full Time)	24,838.21	37,071.09	34,698.18	32,864.23	38,708.04	44,647.40	5,389.28	218,216.42
Health Insurance	4,690.80	4,959.87	5,196.44	5,448.47	6,671.09	8,221.36	892.07	36,080.10
Dental Insurance	241.40	373.48	359.31	373.48	459.99	535.40	41.50	2,384.57
Life Insurance	34.02	37.80	37.80	37.80	47.05	65.95	8.40	268.82
LTD	93.14	139.02	130.12	123.24	145.16	167.43	20.21	818.31
FICA (SS)	1,539.97	2,298.41	2,151.29	2,037.58	2,399.90	2,768.14	334.14	13,529.42
Medicare	360.15	537.53	503.12	476.53	561.27	647.39	78.14	3,164.14
TOTAL PERSONNEL BUDGET	31,797.71	45,417.19	43,076.27	41,361.33	48,992.48	57,053.07	6,763.73	274,461.79
OPERATING (ALLOCATED)	17%	14%	17%	15%	14%	24%		100%
Workers Comp	204.07	161.32	203.46	175.52	164.39	285.11		1,193.25
Retirement	1,827.32	1,443.65	1,820.77	1,570.67	1,471.15	2,551.44		10,685.00
Software Maintenance	2,324.55	1,836.49	2,316.22	1,998.06	1,871.47	3,245.71		13,592.50
Liability Insurance	758.29	599.08	755.57	651.79	610.49	1,058.78		4,434.00
Maintenance Contracts	342.03	270.22	340.81	294.00	275.37	477.57		2,000.00
Travel	341.40	270.22	340.81	294.00	275.37	477.57		2,000.00
Registrations & Training	513.05	405.33	511.21	440.99	413.05	716.36		3,000.00
Dues (City)	94.06	74.31	93.72	80.85	75.73	131.33		550.00
Dues (Individual)	17.10	13.51	17.04	14.70	13.77	23.88		100.00
Other Expenses	85.51	67.56	85.20	73.50	68.84	119.39		500.00
Oper Supplies & Mat	513.05	405.33	511.21	440.99	413.05	716.36		3,000.00
Printer Toner/Ink	342.03	270.22	340.81	294.00	275.37	477.57		2,000.00
OPERATING (DIRECT BILLED)								
Audit		19,000.00						19,000.00
Contract Labor - OPEB		5,000.00						5,000.00
Tax Notice Preparation					4,000.00			4,000.00
Bank Charges						10,000.00		10,000.00
Postage Meter	3,000.00							3,000.00
Legal Notices		2,250.00			2,250.00			4,500.00
TOTAL OPERATING BUDGET	10,362.48	32,067.24	7,336.85	6,329.05	12,178.05	20,281.08	-	88,554.75
TOTAL PROGRAM BUDGET	42,160.18	77,484.43	50,413.12	47,690.39	61,170.53	77,334.15	6,763.73	363,016.54
Total Finance Budget (General Fund)		363,016.54						

Information Technology/Data Processing

Mission Statement:

To provide quality Information Technology (IT) and Data Processing services and solutions that brings optimal business value to our customers.

Description and Overview of the Department:

The core business of the Information Technology and Data Processing Department is to align and support the City's crucial information technology infrastructure, services, solutions and IT human capital to the business needs of the City's departments. The IT Department maintains enterprise security, access control, manages the performance and maintenance of the VOA platform and other data center/network resources, as well as telecommunications and user end points.

Identified Programs

As previously described, the IT Department operates multiple divisions, which manages three programs. These programs include:

- VOA Management
- Software Licensing
- Hardware Lifecycle Management

Program # 1 VOA Management

Identified Goal

Establish Citywide IT Governance Framework based on best practice methodologies focused on information technology (IT) system in a Virtual Office Advantage (VOA) environment. **(Strategy: all)**

Key Performance Objective:

To efficiently and effectively align resources and services with business needs maintaining operating costs at less than 5% of the City's overall budget; and receives a 90% or better on customer satisfaction surveys.

	FY2015	FY2016	FY 2017	FY 2018
Measures	Actual	Actual	Target	Goal
% of overall IT satisfaction				
Average Days to close Issue Tickets				

Program # 3 Hardware Lifecycle Management

Key Performance Objective:

To efficiently and effectively align resources and services with business needs maintaining operating costs at less than 5% of the City's overall budget.

Issue RFP for IT system management services.

Department: Information Technology Department
Department ID: 1535-00
Position Count Outsourced Department - O FTEs

PROGRAM

	<i>VOA</i>		<i>Hardware Lifecycle</i>	
	<i>Management</i>	<i>Software Licensing</i>	<i>Maintenance</i>	<i>Totals</i>
OPERATING (DIRECT BILLED)				
Contract Labor	220,000.00			220,000.00
Software Maintenance		1,500.00		1,500.00
Operating Supplies & Materials			500.00	500.00
Computers > \$5,000			6,500.00	6,500.00
Printer/Peripherals			1,500.00	1,500.00
Cabling/Fiber			500.00	500.00
TOTAL OPERATING BUDGET	220,000.00	1,500.00	9,000.00	230,500.00
TOTAL PROGRAM BUDGET	220,000.00	1,500.00	9,000.00	230,500.00
Total IT Department Budget (General Fund)		230,500.00		

Human Resources Department

Mission

The Department of Human Resources is committed to promoting equal opportunity employment as the City of Powder Springs seeks to recruit, employ and retain the most qualified and suitable employees who perform their jobs in a professional manner with a focus on customer service.

Description and Overview of Department

The Department of Human Resources assists city departments with a wide variety of services related to: Staffing, Compensation & Benefits, Employee Services and Wellness and Risk Management. Work involves ensuring compliance with federal, state and city regulations.

Identified Programs:

- Recruitment & Staffing
- Compensation & Benefits
- Retirement Program Administration
- Employee Services & Development
- Record Keeping
- Risk Management
- Wellness

The following information provides a goal and performance measure for each identified program.

Goals and Objectives for FY18:

Program # 1 Recruitment & Staffing

Services are designed to identify, employ and retain the most suitable candidates for employment with the City of Powder Springs.

Identified Goal

Increase recruiting options. Improve retention. **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Key Performance Objective

Identify and utilize additional recruiting tools and reduce turnover.

Increase the number of sites/organizations where open positions are posted. Reduce the turnover rate from the prior year by at least 5%.

	FY2014	FY2015	FY2016	FY2017	FY2018
Measure	Actual	Actual	Actual	Target	Goal
No. of Employees Terminated	20	13	14	21	17
No. of Funded Positions (FTEs)	80	81	81	83	84
Turnover Ratio	25%	16%	17%	25%	20%

Program # 2 Compensation & Benefits

Utilize strategies to maintain the city pay plan, monitor the city's market competitiveness and strength of the benefits package. **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Identified Goal

To initiate an RFP for benefit administration to ensure competitive and affordable options. **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Key Performance Objective

Provide the most attractive benefit package that remains affordable
Successfully identify benefit administration broker who will help identify and secure affordable benefit options.

Program # 3 Retirement Plan Administration

Currently offer GMA Pension Plan and a 457/401a matching plan

Identified Goal

Review Pension Plan to determine if there is an alternative composition that would b more beneficial to recipients. **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Key Performance Objective

Offer the most attractive yet affordable Compilation possible. Survey satisfaction of current employees on possible options.

Program # 4 Employee Services & Employee Development

Services ensure compliance with federal, state employment laws and application of city policies and procedures such as drug free workplace, no harassment and equal opportunity employment in a safe working environment. Increase Employee Development opportunities focused on enhancing job skills, improving performance and promoting safety. **Core Strategy: Create an Atmosphere of Community; Attract and Retain Businesses**

Identified Goal

To increase training/development opportunities and increase the number of participants. **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Key Performance Objective

To identify and provide development and training opportunities in order to demonstrate that the City of Powder Springs values its employees and is committed to promoting career advancement and assisting employees with improving job skills and increasing their effectiveness in a safe working environment thereby enhancing their value to the organization and maximizing service delivery to Powder Springs residents.

Evaluation criteria s determined by the number of Training & Development Opportunities and Number of participants annually. There should be an increase in opportunities and

participants each year. At least 30 % of the employees should participate in the newly identified training modules. There should be a 5% increase in participants each year going forward.

	FY17	FY18	FY19	FY20
Measure	Target	Goal	Goal	Goal
No. of Participants	21	26	30	35
No. of Funded Positions (FTEs)	83	84	85	86
% of Participation	N/A	30%	35%	40%

Program # 5 Record Keeping

Maintain personnel policy manual and File management of personnel files, medical files, workers compensation files, applicant information files and I-9 program files.

Identified Goal

Maintain, review and update employee handbook/personnel policy manual as needed.
(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)

Key Performance Objective

Ensure policies reflect the expectations of the City as established by the elected officials. Recommend updates and amendments as deemed appropriate or beneficial to the City. The following timeline demonstrates the implementation schedule for this goal:

Month	Benchmark
November	Department Head Review of Policies
January	Gather data from other cities on questionable policies
March	Feedback from City Manager
June	Present recommendations to Mayor & Council

Program # 6 Risk Management

Monitor Worker's compensation claims, conduct random drug screen program and ensure there is an active Safety Committee. **Core Strategy: Develop & Promote Safe City**

Identified Goal

Decrease worker's compensation claims through safety training and encouraging employee compliance with recommended safety procedures. (Strategy: Develop and Promote Safe City; Create Atmosphere of Community)

Key Performance Objective

Monitor areas that have claims and increase training in areas where claims have been higher. Decrease of least 5% in Worker's Compensation claims from prior year and each year going forward.

	FY2015	FY2016	FY2017	FY2018
Measure	Actual	Actual	Target	Goal
Workers Comp premium & Claims paid	\$152,939.12	\$117,161.73	\$160,639.10	\$152,490.25
% Change	14.29%	-23.39%	37.1%	-5%

Program # 7 Wellness

The Plan is designed to provide a strategy to address and minimize rising healthcare costs.

Core Strategy: Create and Atmosphere of Community

Identified Goal

Activities and education offered to participants to have a based on identified risk by modifying behavior through education. **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Key Performance Objective

The City has faced double digit increases to health insurance premiums for the last several years. Employer sponsored Wellness programs have had some success in combatting increasing healthcare premiums.

Increased participation in the wellness program each year going forward of at least 5% and at least 5% lower number of those identified as high risk and moderate risk for chronic health conditions.

	FY2017	FY2018	FY2019	FY2020
Measure	Actual	Goal	Goal	Goal
No. of participants identified as high risk	17	16	15	14
No. of participants identified as medium risk	14	13	12	11
No. of participants identified as low risk	12	14	16	18
Total program participants	43	43	43	43

Department: Human Resources Department
 Department ID: 1540-00
 Position Count: 1.5 FTEs

PROGRAM								
	Recruitment & Staffing	Employee Services	Risk Management	Wellness	Record Keeping	Retirement Program Administration	Compensation & Benefits Administration	Totals
PERSONNEL								
Salaries (Full Time)	21,291.43	15,587.85	14,091.02	7,793.92	21,291.43	3,896.96	17,987.98	101,940.59
Health Insurance	4,313.94	1,338.46	1,831.37	669.23	4,313.94	334.62	2,165.99	14,967.56
Dental Insurance	163.25	71.90	81.26	35.95	163.25	17.98	99.23	632.82
Life Insurance	29.40	16.80	16.80	8.40	29.40	4.20	21.00	126.00
LTD	79.84	58.45	52.84	29.23	79.84	14.61	67.45	382.28
FICA (SS)	1,320.07	966.45	873.64	483.22	1,320.07	241.61	1,115.25	6,320.32
Medicare	308.73	226.02	204.32	113.01	308.73	56.51	260.83	1,478.14
TOTAL PERSONNEL BUDGET	27,506.66	18,265.94	17,151.25	9,132.97	27,506.66	4,566.48	21,717.74	125,847.70
OPERATING (ALLOCATED)	20%	20%	10%	10%	20%	5%	15%	100%
Workers Comp	102.20	102.20	51.10	51.10	102.20	25.55	76.65	511.00
Retirement	915.80	915.80	457.90	457.90	915.80	228.95	686.85	4,579.00
Liability Insurance	380.00	380.00	190.00	190.00	380.00	95.00	285.00	1,900.00
Maintenance Contracts	200.00	200.00	2,705.00	100.00	200.00	50.00	150.00	3,605.00
Postage Meter	15.00	15.00	7.50	7.50	15.00	3.75	11.25	75.00
Postage Meter	15.00	15.00	7.50	7.50	15.00	3.75	11.25	75.00
Printing & Binding	100.00	100.00	50.00	50.00	100.00	25.00	75.00	500.00
Travel	440.00	440.00	220.00	220.00	440.00	110.00	330.00	2,200.00
Registrations & Training	400.00	400.00	200.00	200.00	400.00	100.00	300.00	2,000.00
Dues (Individual)	40.00	40.00	20.00	20.00	40.00	10.00	30.00	200.00
Other Expenses	20.00	20.00	10.00	10.00	20.00	5.00	15.00	100.00
Oper Supplies & Mat	190.00	190.00	95.00	95.00	190.00	47.50	142.50	950.00
Printer Toner/Ink	150.00	150.00	75.00	75.00	150.00	37.50	112.50	750.00
OPERATING (DIRECT BILLED)								
Pre-employment services	3,300.00							3,300.00
Employee Appreciation		7,500.00						7,500.00
Employee Development Training		4,000.00						4,000.00
Consultant Services (Policy)		5,000.00						5,000.00
TOTAL OPERATING BUDGET	6,268.00	19,468.00	4,089.00	1,484.00	2,968.00	742.00	2,226.00	37,245.00
TOTAL PROGRAM BUDGET	33,774.66	37,733.94	21,240.25	10,616.97	30,474.66	5,308.48	23,943.74	163,092.70
Total Human Resources Department Budget (General Fund)			163,092.70					

Public Safety

Powder Springs Police Department

Mission Statement:

The Powder Springs Police Department exists to enhance the quality of life for the citizens of Powder Springs by implementing integrity based, progressive policing.

Description and Overview of the Department:

The department is primarily responsible for protecting and safeguarding the lives and property of Powder Springs' residents through enforcement of criminal laws and safety education. Core functions are carried out through six operational programs: Administration, Operations, Support Services, Community Outreach, Employee Enrichment, and Quality of Life. In addition, the department works collaboratively with City, County and State departments, area public safety agencies and community organizations to maximize resources and security and to heighten citizen engagement in safety and crime-related issues.

Identified Programs:

- **Administration:** This program includes Fiscal Services, Planning, Special Projects, Inventory Control, Emergency Information Services, Records Management, and Personnel Services. The Fiscal Services Unit provides fiscal management. The Planning and Special Projects Units provide long term planning for growth requirements and oversight of the Inventory Control Unit. Inventory Control provides oversight of the police fleet and supply room inventory. The Records Management function is responsible for the records management system data files. The Recruiting Unit actively seeks qualified applicants.
- **Operations:** This program includes the traditional uniformed patrol officers, Canine (K-9) Unit, Court Liaison, and Part-time unit. The divisions and units within this program provide specific law enforcement services to the public, which includes patrol responses to 911 requests for assistance, investigation and clearance of property crimes and crimes against persons, tracking of suspects, searching for lost children and the elderly, youth crime, and locating illegal drugs. Unit provides speed and DUI enforcement, funeral escorts, and response to traffic accidents.
- **Support Services:** This program consists of the Criminal Investigations Unit (CIU), the Internal Affairs Unit, the Office of Professional Standards, the Accreditation Unit, and the Property/Evidence Control Unit. These sections provide specific investigative services for crimes such as homicides, assaults, fraud, prostitution, and gambling activities, perform drug raids and respond to hostage situations, maintain custody of all property and court evidence, process crime scenes, respond to and investigate domestic violence cases, and provide collective intelligence on gang membership and activity. They also employ strategies to reduce violence by partnering with federal agencies such as the Drug Enforcement Administration and Alcohol Tobacco and Firearms. This unit has officers attached to the Marietta, Cobb, Smyrna Drug Task Force (MCS), and the I.C.E. unit. The Internal Affairs Unit (IA) investigates allegations of misconduct involving officers.

- **Employee Enrichment:** This program includes the Training Unit. The Training Unit provides in-service and recruit training. The Training Unit is responsible for physical fitness efforts to maintain a reasonable fitness standard for our employees. The Training Unit also maintains firearms qualifications for all sworn officers on all department issued firearms, on a semiannual basis.
- **Community Outreach:** Responsible for maintain professional, working partnerships between law enforcement and citizens. This program includes the Bridge the Gap, Citizens Police Academy (CPA), Citizens and Police (CAP), Police Explorers Post, 90 Day Challenge, School Mentoring, and Chiefs Chat.
- **Quality of Life:** This program was previously known as Code Enforcement. The unit is charged with maintenance and enforcement of all city codes and ordinances. Additionally, the unit enforces all state and federal laws. *(Reported under Fines & Forfeitures Fund)*

Goals and Key Performance Objectives for FY18:

To accomplish the mission of the Powder Springs Police Department, the following goals are established:

Program # 1 Agency Administration:

To provide management, administration, and support required for the operation of the department. To ensure that all programs function at the highest level. To ensure the best possible law enforcement service to the citizens of the city of Powder Springs.

Identified Goal

Well Managed Department **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Key Performance Objective

To achieve a real vacancy rate of 3% or less per month for authorized and funded sworn positions. Maintain aggressive recruiting efforts and utilize over-hires.

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
Average sworn real vacancy rate:	6.0%	N/D	N/D	3.0%

Program # 2 Agency Operations:

To provide services which contribute to the preservation of life, the protection of property, and the safety of the community. To prevent crime through aggressive patrol that limits the opportunity for a crime to occur, and through education of citizens that reduces the likelihood of them becoming victims. To maintain peace and public order. To assist during times of natural or technological occurrences or disasters. To apply effective measures against organized crime and related activities. To provide for the safe and effective flow of both vehicular and pedestrian traffic and the investigation of traffic related accidents.

Identified Goal

Safe and Secure Community. (Strategy: Develop and Promote Safe City; Create Atmosphere of Community)

Key Performance Objective

To maintain the number of violent crimes at or below 8.0% per 1,000.
Pursue proactive enforcement and community based initiatives.

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
No. of Violent crimes per 1,000:	9.0%	N/D	N/D	8.0%

Program # 3 Agency Support Services:

To provide a thorough, appropriate, and efficient investigation of criminal activity. To provide for the expeditious and prudent apprehension of suspected violators of the law, regardless of his status in the community, by thorough, appropriate, and efficient investigations. To secure and maintain an inventory of all property, evidence, lost and recovered/stolen property being held by the law enforcement agency; thereby ensuring that all property and evidence is available when needed. To ensure the integrity and adherence to professional standards of the Powder Springs Police Department by processing and investigating all complaints against Agency personnel.

Identified Goal

Safe and Secure Community. (Strategy: Develop and Promote Safe City; Create Atmosphere of Community)

Key Performance Objective

To maintain a minimum FY Violent Crime Clearance Rate of 50% or higher. Maintain well-trained investigators and monitor case clearance rate

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
Violent Crime Clearance Rate	N/D	N/D	N/D	N/D

Program # 4 Employee Enrichment:

To design and implement a training program to fill the training needs of officers, and to promote a high rate of proficiency in the officers of the Powder Springs Police Department. To address career development goals of agency personnel. To provide sufficient incentives to maintain operations at 100% of allotted, certified personnel. To reduce employee injuries.

Identified Goal

To instill the importance of a healthy lifestyle to our employees

Key Performance Objective

To reduce workplace injuries as well as help employees become more engaged in a healthier lifestyle by participation in city sponsored events. Will engage employees with present and future healthy events.

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
Percent of employees participating	N/D	N/D	N/D	50%

Program # 5 Community Outreach:

To provide the resources necessary for assisting citizens under special non-criminal circumstances. The Powder Springs Police Department management system will plan, staff, coordinate and control resources in support of community oriented policing. Further, the Powder Springs Police Department community relations/crime prevention objectives are shared by all personnel.

Identified Goal

More engagement in community events **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community; Create Destinations)**

Key Performance Objective

To maintain a minimum FY scheduled CPA and TPA programs to annually. To engage the community by hosting educational CPA and TPA courses.

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
No. of classes offer (by fiscal year)	2	2	2	3

Department: Police Department
 Department ID: 3200-00
 Position Count 32.5 FTEs (Does not include Code Enforcement)

PROGRAM

	<i>Support Services</i>	<i>Community Outreach Programs</i>	<i>Employee Enrichment</i>	<i>Operations</i>	<i>Administration</i>	<i>Totals</i>
PERSONNEL						
Salaries (Full Time)	234,952.67	302,448.47	141,705.00	640,385.92	253,175.77	1,572,667.82
Salaries (Part Time)	-	4,000.00	1,000.00	6,006.51	1,000.00	12,006.51
Salaries (OT)	6,697.14	7,280.00	3,382.86	16,057.14	5,417.14	38,834.29
Shift Differential	-	-	-	10,500.00	-	10,500.00
Stipends	1,531.25	1,618.75	743.75	3,587.50	1,268.75	8,750.00
Health Insurance	46,803.89	63,448.06	26,153.80	146,631.89	43,616.42	326,654.07
Retiree Health Insurance	2,520.57	2,739.93	1,273.19	6,043.34	2,038.82	14,615.85
Dental Insurance	2,610.86	3,506.61	1,696.19	6,955.33	2,344.60	17,113.60
Life Insurance	458.64	518.28	246.96	1,171.80	376.32	2,772.00
LTD	881.07	1,134.18	531.39	2,401.45	949.41	5,897.50
FICA (SS)	14,567.07	18,999.81	8,847.71	40,571.93	15,758.90	98,745.41
Medicare	3,406.81	4,443.50	2,069.22	9,488.60	3,685.55	23,093.68
TOTAL PERSONNEL BUDGET	314,429.98	410,137.59	187,650.08	889,801.40	329,631.69	2,131,650.73
OPERATING (ALLOCATED)	17%	18%	8%	40%	14%	100%
Workers Comp	13,929.72	15,142.04	7,036.17	33,398.05	11,267.39	80,773.37
Retirement	16,561.13	17,507.48	8,043.98	38,800.35	13,722.08	94,635.00
Liability Insurance	18,068.58	19,101.07	8,776.17	42,332.09	14,971.11	103,249.00
Employee Screenings	837.14	910.00	422.86	2,007.14	677.14	4,854.29
Software Maintenance ¹	7,232.91	7,862.40	3,653.49	17,341.71	5,850.51	41,941.03
Maintenance Contracts	1,799.86	1,956.50	909.14	4,315.36	1,455.86	10,436.71
R & M Radios	3,767.14	4,095.00	1,902.86	9,032.14	3,047.14	21,844.29
Telephone	1,515.23	1,647.10	765.37	3,632.93	1,225.63	8,786.26
Cellular Phones	4,520.57	4,914.00	2,283.43	10,838.57	3,656.57	26,213.14
Internet Services	40.18	43.68	20.30	96.34	32.50	233.01
Postage Meter	125.57	136.50	63.43	301.07	101.57	728.14
Postage	8.37	9.10	4.23	20.07	6.77	48.54
Advertising	125.57	136.50	63.43	301.07	101.57	728.14
Travel	1,423.14	1,547.00	718.86	3,412.14	1,151.14	8,252.29
Registrations & Training	3,767.14	4,095.00	1,902.86	9,032.14	3,047.14	21,844.29
Dues (Individual)	184.17	200.20	93.03	441.57	148.97	1,067.94
Other Expenses	167.43	182.00	84.57	401.43	135.43	970.86
State Law Enforcement Certification	50.23	54.60	25.37	120.43	40.63	291.26
Oper Supplies & Mat	5,022.86	5,460.00	-	12,042.86	4,062.86	26,588.57

Department: Police Department
 Department ID: 3200-00
 Position Count 32.5 FTEs (Does not include Code Enforcement)

PROGRAM

	<i>Support Services</i>	<i>Community Outreach Programs</i>	<i>Employee Enrichment</i>	<i>Operations</i>	<i>Administration</i>	<i>Totals</i>
Printer Toner/Ink	502.29	546.00	253.71	1,204.29	406.29	2,912.57
Firearms Supplies	3,875.92	4,213.25	1,957.80	9,292.96	3,135.13	22,475.07
Electricity	5,022.86	5,460.00	2,537.14	12,042.86	4,062.86	29,125.71
Natural Gas	1,172.00	1,274.00	592.00	2,810.00	948.00	6,796.00
Gasoline	14,875.00	15,725.00	7,225.00	34,850.00	12,325.00	85,000.00
Furniture & Fixtures < \$5,000	251.14	273.00	126.86	602.14	203.14	1,456.29
Uniforms	2,678.86	2,912.00	1,353.14	6,422.86	2,166.86	15,533.71
Bullet Proof Vests	502.29	546.00	253.71	1,204.29	406.29	2,912.57
Outsourcing GCIC	7,534.29	8,190.00	3,805.71	18,064.29	6,094.29	43,688.57
OPERATING (DIRECT BILLED)						
Community Outreach		7,000.00				7,000.00
K 9 Expenses	3,000.00					3,000.00
K 9 Training	3,000.00					3,000.00
Explorer Expense		5,000.00				5,000.00
Honor Guard		1,500.00				1,500.00
CID Equip & Supplies	7,475.00					7,475.00
New Officer Equipment			3,000.00			3,000.00
TOTAL OPERATING BUDGET	129,036.59	137,639.41	57,874.62	274,361.15	94,449.86	693,361.62
TOTAL PROGRAM BUDGET	443,466.56	547,777.00	245,524.69	1,164,162.55	424,081.55	2,825,012.35
Total Police Department Budget (General Fund)		2,825,012.35				

Public Works

Public Works Department

Mission Statement:

The City of Powder Springs is dedicated to serving the people who live, work and do business within our community, providing leadership, vision and exceptional quality of life. Public Works fundamental purpose is to ensure safe roadways, good water quality for the environment, excellent customer service, quality drinking water, a clean thriving healthy community and provide efficient government services to the citizens of Powder Springs through teamwork.

Description and Overview of the Department:

Public Works is responsible for the Building and Grounds maintenance of City Property, Roadway maintenance to include right of way, Storm Water services, Water and Sewer services, Trail maintenance, Sanitation services and Soil and Erosion Control within the City of Powder Springs.

Identified Programs:

The following list provides information regarding the various programs administered by the Public Works Department:

- Roadway System Maintenance
- Street Lighting and Traffic Engineering
- Fleet Maintenance
- Building & Grounds Maintenance
- Events Maintenance
- Sewer System Maintenance (*Reported Under Water & Sewer Fund*)
- Water System Maintenance (*Reported Under Water & Sewer Fund*)
- Sanitation Services (*Reported Under Sanitation Fund*)
- Storm Water Utility (*Reported Under Storm Water Fund*)

Goals and Key Performance Objectives for FY18:

Program # 1 Roadway System Maintenance

Identified Goal (Strategy: Develop and Promote Safe City; Create Destinations; Attract and Retain Business)

Improve the condition of our roadway system to ensure safety

- Apply and secure LMIG grant funds for patching, milling and resurfacing.
- Accomplish patching and resurfacing under the SPLOST program.
- Leverage other State Aid program funds for resurfacing

Key Performance Objective

Patch and Resurface approximately 4% of our roadways annually.

	FY2016	FY2017	FY2018	FY2019
Measure	Actual	Target	Goal	Goal
No of Miles to patch/resurface	1.73	1.85	3.36	3.36
Total miles	87	87	87	87
% resurfaced			4%	4%

Department: Public Works Department
 Department ID: 4200-00; 4210-00; 4250-00; 4260-4520-00
 Position Count 5 FTEs

PROGRAM

	<i>Roadway System Maintenance</i>	<i>Street Lighting & Traffic Engineering</i>	<i>Fleet Maintenance</i>	<i>Building Maintenance</i>	<i>Events Maintenance</i>	<i>Totals</i>
PERSONNEL						
Salaries (Full Time)	67,932.59		75,860.01	73,572.22	3,336.57	220,701.39
Salaries (OT)	2,000.00	-	1,499.17	2,000.00	5,000.00	10,499.17
Health Insurance	9,601.73		22,081.02	18,241.86	531.78	50,456.38
Dental Insurance	933.02		1,635.02	773.52	34.72	3,376.29
Life Insurance	118.44		166.32	142.80	5.88	433.44
LTD	254.75		284.48	275.90	12.51	827.63
FICA (SS)	4,211.82		4,703.32	4,561.48	206.87	13,683.49
Medicare	985.02		1,099.97	1,066.80	48.38	3,200.17
TOTAL PERSONNEL BUDGET	86,037.37	-	107,329.30	100,634.57	9,176.71	303,177.95
OPERATING (ALLOCATED)	6%	0%	7%	7%	0%	
Workers Comp	10,434.00		1,500.00	6,606.00		18,540.00
Retirement	3,053.00		6,106.00	4,579.00		13,738.00
Liability Insurance	3,800.00		75,498.00	23,683.00		102,981.00
Security	287.04		325.93	16.67	16.67	646.30
Maintenance Contracts	717.59		814.81	41.67	41.67	1,615.74
Telephone	376.02		426.96	21.83	21.83	846.65
Cellphone	528.15		599.70	30.67	30.67	1,189.19
Cable TV	44.49		50.52	2.58	2.58	100.18
Internet Services	61.71		70.07	3.58	3.58	138.95
Postage	200.93		228.15	11.67	11.67	452.41
Other Expenses	287.04		325.93	16.67	16.67	646.30
Oper Supplies & Mat	1,018.98		1,157.04	59.17	59.17	2,294.35
Printer Toner/Ink	94.72		107.56	5.50	5.50	213.28
Electricity	588.43	380,000.00	668.15	34.17	34.17	381,324.91

Department: Public Works Department
 Department ID: 4200-00; 4210-00; 4250-00; 4260- 4520-00
 Position Count 5 FTEs

	PROGRAM					
	<i>Roadway System Maintenance</i>	<i>Street Lighting & Traffic Engineering</i>	<i>Fleet Maintenance</i>	<i>Building Maintenance</i>	<i>Events Maintenance</i>	<i>Totals</i>
Natural Gas	430.56		488.89	25.00	25.00	969.44
OPERATING (DIRECT BILLED)						
Employee Screenings	500.00					500.00
Engineering	17,000.00					17,000.00
Contract Labor	15,000.00					15,000.00
Janitorial				32,000.00		32,000.00
Janitorial Supplies				7,000.00		7,000.00
Landscaping	72,000.00					72,000.00
Repairs & Maintenance	100,000.00	8,000.00		83,500.00		191,500.00
Repairs & Maintenance (Vehicles)			173,750.00			173,750.00
Repairs & Maintenance (Drainage)	4,000.00					4,000.00
Vehicle Maintenance & Parts			2,500.00			2,500.00
Advertising	650.00					650.00
Registration & Training	2,750.00					2,750.00
Dues (Individual)	450.00					450.00
Gasoline	10,000.00					10,000.00
Diesel	5,000.00					5,000.00
Uniforms	1,500.00					1,500.00
Bad Debt Expense		2,000.00				2,000.00
TOTAL OPERATING BUDGET	250,772.65	390,000.00	264,617.70	157,637.17	269.17	1,063,296.69
TOTAL PROGRAM BUDGET	336,810.02	390,000.00	371,947.01	258,271.74	9,445.87	1,366,474.64
Total Public Works Department Budget (General Fund)		1,366,474.64				

Culture and Recreation

Recreation, Cultural and Community Services Department

Departmental Mission Statement:

Serve, educate and enhance life for residents and visitors of Powder Springs by providing a variety of affordable recreational, educational, cultural activities and opportunities and to acquire, develop, improve, beautify and maintain parks, trails and recreational facilities serving the needs of all ages and abilities.

Description and Overview of the Department:

The Department includes the Linear Park, neighborhood pocket parks and trails, concession and restroom facility operations, senior services and facilities, museum operations, reception/event hall and theater and is responsible for offering programming options for end users at these facilities in addition to planning and producing community events on the town square.

Identified Programs:

1. Park Development & Programming
2. Recreation, Cultural and Community Services Programming
3. Beautification (*Also Reported Under Sanitation Fund*)
4. Community Events

Goals and Key Performance Objectives for FY18:

Program # 1 Park Development & Programming:

Identified Goal

Continue park development and programming (**Strategy: Create destinations**)

Key Performance Objective

- Complete first phase of linear park
- Obtain approval from state for installation of sand volleyball and disk golf on open space areas.
- Develop a wayfinding design for trail signage.

Program # 2 Recreation, Cultural and Community Services Programming

Identified Goal (**Strategy: Develop and Promote Safe City; Create Destinations; Attract and Retain Business**)

- Expand volunteers in the ambassador groups (Strategy: create an atmosphere of community and create destinations)
- Participate in one 90-day challenge conducted by the police department (Strategy: Develop and promote a safe city).
- Expand hours of operations or access to museum and senior services.

Key Performance Objective

- Assist Police Department in producing two 90-day challenge program.
- Complete the community assessment application for a Boys and Girls Club.
- Apply for funding assistance with CDBG for a Boys and Girls Club.
- Expand the summer youth program from 2 weeks to 1 month.
- Expand senior adult program by adding a program or access to a program in collaboration with Cobb County.
- Provide access to senior center facility during field trips.
- Expand hours of operation at the museum by 6 hours (2 additional days).
- Develop an inventory of all programming offered, past and present, in the senior center, museum and Keep Powder Springs Beautiful.

	2015	2016	2017	2018
Measures	Actual	Actual	Target	Goal
Museum Hours	10	10	15	20

Program # 3 Beautification:**Identified Goal**

Continue to beautify the community **(Strategy: all)**

Key Performance Objective

- Conduct two pick-it up events for trash removal.
- Add a beautification component to the Pick It Up Event with a fine arts celebration or contest.
- Develop a plan to increase the visibility of and to maintain or preserve local cemeteries.
- Add flowers in the downtown core and trim tree canopies to allow a 16-foot clearance on travel corridors.

Program # 4 Community Events**Identified Goal**

Add a community wide event in the downtown in collaboration with local business group **(Strategy: Create an atmosphere of community and attract and retain business)**

Key Performance Objective

- Produce the Independence Day, Veteran's Day, Tree Lighting, National Night Out and Veteran's Day Events.
- Assist Economic Development in hosting City-sponsored 5K events – Run for Food, Spring Chicken Run, Reindeer Run.
- Produce annual City-sponsored events at the Ford Center and Cultural Arts Center on a quarterly basis beginning with the Bridal Expo in the 1st quarter.

Department: Parks & Recreation
 Department ID: 6200-00 6100-00 4520-00 7520-00
 Position Count: 3.5 FTEs

PROGRAM							
	Park Development & Programming	Recreation, Culture and Community Services & Programming	Senior Center	Museum	Beautification	Community Events	Totals
PERSONNEL							
Salaries (Full & Part Time)	30,109.83	30,184.84	32,609.18	10,637.15	41,501.48	17,202.04	162,244.51
Health Insurance	3,897.56	3,897.56	1,711.14	684.46	8,030.78	2,007.70	20,229.20
Dental Insurance	197.03	197.03	82.43	32.97	609.17	117.21	1,235.84
Life Insurance	48.30	48.30	21.00	8.40	100.80	25.20	252.00
LTD	112.91	112.91	41.13	16.45	155.63	64.51	503.54
FICA (SS)	1,866.81	1,866.81	2,021.77	659.50	2,573.09	1,066.53	10,054.51
Medicare	436.59	436.59	472.83	154.24	601.77	249.43	2,351.46
TOTAL PERSONNEL BUDGET	36,669.03	36,744.04	36,959.48	12,193.17	53,572.73	20,732.61	196,871.06
OPERATING (ALLOCATED)	12%	30%	15%	10%	24%	6%	97%
Workers Comp	181.25	253.75	200.00	200.00			835.00
Retirement	2,000.00	3,000.00	1,100.00				6,100.00
Liability Insurance	-	2,000.00	750.00	750.00			3,500.00
Maintenance Contracts	150.00	75.00	300.00	150.00			675.00
Telephone		3,500.00	2,500.00	4,000.00			10,000.00
Internet Services	3,000.00	1,750.00	1,000.00	1,000.00			6,750.00
Travel	172.50	450.00					622.50
Registrations & Training	172.50	450.00			360.00		982.50
Dues (City)	400.00	400.00					800.00
Dues (Individual)	150.00	150.00					300.00
Other Expenses	172.50	450.00			360.00	100.00	1,082.50
Oper Supplies & Mat	1,095.00	1,500.00	12,000.00	1,500.00	2,500.00	200.00	18,795.00
Printer Toner/Ink	150.00	150.00					300.00
OPERATING (DIRECT BILLED)							
Food		-			750.00		750.00
Contract Labor				6,300.00		23,700.00	30,000.00
Contract Labor (Recycling)					105,850.00		105,850.00
City-Sponsored Events						36,500.00	36,500.00
Event Marketing						1,250.00	1,250.00
Landscaping*	16,000.00				72,000.00		88,000.00
Electricity		20,500.00	5,000.00	5,000.00			30,500.00
Natural Gas		2,000.00	2,750.00	2,000.00			6,750.00
Gasoline			500.00				500.00
TOTAL OPERATING BUDGET	23,643.75	36,628.75	26,100.00	20,900.00	181,820.00	61,750.00	350,842.50
TOTAL PROGRAM BUDGET	60,312.78	73,372.79	63,059.48	33,093.17	235,392.73	82,482.61	547,713.56
Total Parks & Recreation Department Budget (General Fund)			391,956.16				
Total Parks & Recreation Department Budget (Sanitation Fund)			155,757.40	GF Beautification	79,635.33		
Total Parks & Recreation Department Budget			547,713.56				

Housing and Development

Community Development

Mission Statement:

To implement the City's ordinances, plans and policies; which are based on the community's vision and provide a comprehensive approach to planning and development that meets the needs of the community and facilitates responsible, high quality and well planned development.

Description and Overview of the Department:

Community Development serves the needs of the business owners, residents, the development community of the City of Powder Springs, as well as the Mayor and Council. The department enacts the city's policies, as well as implementing federal and state mandates to ensure quality development and appropriate utilization of existing spaces to ensure compatibility with community objectives. Community Development is the staff representative of the Planning and Zoning Commission which is a recommending body to the Mayor and Council. The guiding documents of Community Development are the Comprehensive Plan, Unified Development Code and the Code of Ordinances.

The stated purpose of the Unified Development Code, as the main document regulating zoning and development further illustrates the purpose of Community Development as follows:

Promote the health, safety, welfare, morals, convenience, order, and prosperity of the citizens of the city; promote responsible growth, lessen congestion in the public thoroughfares, secure safety from fire and health dangers, and promote desirable living conditions; regulate the distribution and density of uses on the land to avoid both the undue concentration of population and the inappropriate dispersion of population; maintain the integrity and individual character of established communities and settlements, and promote desired character in new developments; prevent the encroachment of incompatible land uses within residential areas and preserve property values; and provide for economically sound and stable land development by assuring the provision in land developments of adequate streets, utilities, services, traffic access and circulation, public open spaces, and maintenance continuity.

Identified Programs

The Community Development Department consists of nine programs, Development, Building Permits, Storm water, Comprehensive Planning, GIS, Zoning, Floodplain Management, Project/Amenity Planning, and Licensing/Occupational Tax. The stated programs can be further described as follows:

- Development – Works with developers to ensure that development follows procedures meeting Federal, State and Local requirements. Coordinates with different departments and agencies to ensure compliance. Approves subdivision plats and issues land disturbance permits. Completes required inspections to ensure continued compliance until project completion. *(Also Reported Under Water & Sewer Fund)*
- Building Permits – Coordinates with contractors, home owners, business owners, Cobb County Fire Marshal and the City's Building Official to ensure construction meets state and local requirements.
- Storm water- Manages and ensures compliance with the NPDES Phase I Municipal Separate Storm Sewer System (MS4) Permit and the Storm water Management Master Plan (SWMP). Community Development coordinates with Public Works who manages maintenance, repairs, and capital projects as they relate to Storm water. *(Reported Under Storm Water Fund)*
- Comprehensive Planning – Maintains the City's Qualified Local Government Status from the State of Georgia Department of Community Affairs by adopting and maintaining the City's Comprehensive Plan and annual updates to the Capital Improvement Element. Confirms compliance with the Impact Fee program.
- Geographic Information Systems (GIS) – Manages, gathers and creates city geospatial data, including parcels, streets, future land use and zoning, Storm water infrastructure, water and sewer and the City boundary.
- Zoning – Reviews zoning and variance applications and makes recommendations to the Planning and Zoning Commission and the Mayor and Council. Reviews permit and business license applications for compliance with the Unified Development Code.
- Floodplain Management – Serves as an information source for homeowners and property owners affected by floodplain regulations. Confirms that development and building is in compliance with regulations. Keeps City in compliance with the requirements of the National Flood Insurance Program (NFIP) and Community Rating System (CRC).
- Project/ Amenity Planning – Implements projects as recommended in the Livable Centers Initiative "Springs in Motion" Major Plan Update adopted in June of 2016.
- Occupational Tax/ Licensing – Issue occupational tax certificates, regulatory licenses and alcohol licenses in accordance with city, state and federal requirements.

The following information details goals and performance measure for each of these identified programs.

Goals and Key Performance Objectives for FY18:

Program #1 Development

Identified Goal

To reduce the time from application for plan review to plan approval by entering into a memorandum of agreement with Georgia Soil and Water Conservation Commission and Cobb County to establish a one stop shop. **Core Strategy: Attract and Retain Businesses; Create Destinations; Develop and Promote a Safe City.**

Key Performance Objective:

	FY2017	FY2018	FY2019
Measures	Target	Goal	Goal
Current days from plan receipt to plan approval.	60 days	40 days	30 days

Program # 2 Building Permits

Identified Goal

To simplify the application process by simplifying applications and adding flow charts to improve the usability of the City's website by updating applications and adding flow charts and checklists in order to facilitate the permitting process. **Core Strategy: Create Destinations; Develop and Promote a Safe City; Attract and Retain Businesses.**

Program # 3 Comprehensive Planning

Identified Goal

Maintain the City's Qualified Local Government Status by adopting the 10 year update to the City's 20 year Comprehensive Plan. **Core Strategy: Create an Atmosphere of Community; Create Destinations; Attract and Retain Businesses**

Program # 4 Geographic Information Systems (GIS)

Identified Goal

Utilize the City's ArcGIS online subscription to add GIS mapping to the City's website to allow the public access to data. **Core Strategy: Attract and Retain Businesses; Create an Atmosphere of Community.**

Key Performance Objective:

To add GIS web maps to the city's website:

	FY2017	FY2018	FY2019	FY2020
Measures	Actual	Target	Target	Goal
Number of GIS maps	0	1	2	3

Program # 5 Zoning

Identified Goal

Review the Unified Development Code and make certain amendments as recommended in the Land Development and Business Improvement Guidelines-Creating Business Friendly Procedures report completed by Strategic City Partners in FY 17. **Core Strategy: Create Destinations; Develop and Promote a Safe City.**

Program # 6 Floodplain Management

Identified Goal

Continue participation in the City's Community Rating System program and maintain the City's rating of a 6. **Core Strategy: Develop and Promote a Safe City.**

Program # 7 Project/ Amenity Planning

Identified Goal

Strengthen the downtown through strategic investments in physical assets and amenities like parks, greenspace and pedestrian connections, as well as other planning and revitalization efforts. **Core Strategy: Create Destinations**

Program #8 Occupational Tax/ Licensing

Identified Goal

To improve the licensing process by reviewing all incoming applications within 3 business days. **Core Strategy: Attract and Retain Businesses**

Department: Community Development Departments
 Department ID: 7400-00
 Position Count: 5

	PROGRAM								
	*Development (75%)	Building Permits	Comprehensive Land Use Planning	GIS	Zoning	Floodplain Management	Project/Amenity Planning	Licensing/ Occupational Tax	Totals
PERSONNEL									
Salaries (Full Time)	38,098.71	47,166.27	17,748.35	10,237.67	42,450.70	3,755.34	14,029.23	54,716.70	228,202.97
Health Insurance	7,039.84	8,047.75	334.68	334.68	3,346.76	-	894.19	-	19,997.89
Dental Insurance	529.10	577.78	207.49	124.49	593.10	41.50	165.99	861.24	3,100.70
Life Insurance	53.55	88.20	21.00	12.60	63.00	4.20	16.80	105.00	364.35
LTD	142.87	176.87	66.56	38.39	159.19	14.08	52.61	205.19	855.76
FICA (SS)	2,362.12	2,924.31	1,100.40	634.74	2,631.94	232.83	869.81	3,392.44	14,148.58
Medicare	552.43	683.91	257.35	148.45	615.54	54.45	203.42	793.39	3,308.94
TOTAL PERSONNEL BUDGET	48,778.62	59,665.09	19,735.82	11,531.02	49,860.23	4,102.40	16,232.06	60,073.96	269,979.20
OPERATING (ALLOCATED)	21%	14%	6%	4%	18%	1%	5%	24%	93%
Workers Comp	223.76	193.05	87.75	52.65	245.70	17.55	70.20	333.45	1,224.11
Retirement	2,432.70	2,098.80	954.00	572.40	2,671.20	190.80	763.20	3,625.20	13,308.30
Liability Insurance	1,009.48	870.93	395.88	237.53	1,108.45	79.18	316.70	1,504.33	5,522.46
Maintenance Contracts	557.81	481.25	218.75	131.25	612.50	43.75	175.00	831.25	3,051.56
Telephone	318.75	275.00	125.00	75.00	350.00	25.00	100.00	475.00	1,743.75
Cellular Phones	79.69	68.75	31.25	18.75	87.50	6.25	25.00	118.75	435.94
Internet Services	39.84	34.38	15.63	9.38	43.75	3.13	12.50	59.38	217.97
Postage Meter	282.89	244.06	110.94	66.56	310.63	22.19	88.75	421.56	1,547.58
Printing & Binding	573.75	495.00	225.00	135.00	630.00	45.00	180.00	855.00	3,138.75
Other Expenses	350.63	302.50	137.50	82.50	385.00	27.50	110.00	522.50	1,918.13
Oper Supplies & Mat	350.63	302.50	137.50	82.50	385.00	27.50	110.00	522.50	1,918.13
Printer Toner/Ink	239.06	206.25	93.75	56.25	262.50	18.75	75.00	356.25	1,307.81
Electricity	1,514.06	1,306.25	593.75	356.25	1,662.50	118.75	475.00	2,256.25	8,282.81
Natural Gas	557.80	481.25	218.75	131.25	612.50	43.75	175.00	831.25	3,051.55
OPERATING (DIRECT BILLED)									
Postage	225.00							600.00	825.00
Legal Notices	-				1,000.00			2,500.00	3,500.00
Travel	37.50	50.00	50.00	-	50.00	100.00	50.00	100.00	437.50
Registrations & Training	375.00	150.00	900.00	300.00	2,825.00	500.00	300.00	500.00	5,850.00
Dues (Individual)	-	-	690.00	40.00	450.00	140.00	-	-	1,320.00
Engineering	1,500.00	500.00				7,000.00			9,000.00
Planning Services			4,745.00						4,745.00
Contract Labor		55,000.00							55,000.00
Software Maintenance				7,470.00		1,000.00			8,470.00
Commission Expense					3,000.00				3,000.00
TOTAL OPERATING BUDGET	10,668.35	63,059.96	9,730.44	9,817.26	16,692.23	9,409.09	3,026.35	16,412.66	138,816.34
TOTAL PROGRAM BUDGET	59,446.97	122,725.06	29,466.26	21,348.28	66,552.46	13,511.49	19,258.41	76,486.62	408,795.54
Total Community Development Department Budget (General Fund)			408,795.54						

Economic Development Department

Mission Statement:

To create innovative and sustainable opportunities for business recruitment, retention, and expansion while maintaining a climate of tourism, workforce development, community engagement, and quality of life for residents and businesses.

Description and Overview of the Department:

Currently, a department of one Director, who reports to the City Manager, the Economic Development Department supports and coordinates the economic development activities in conjunction with the City's Key Strategies that promote and enhance the City of Powder Springs; responsibilities include:

- Business Recruitment and Business Retention, including co-management of the Business Liaison Team;
- Facilitation, advisement, administration, and annual planning for the Downtown Development Authority (DDA) and Development Authority of Powder Springs (DAPS);
- Networking and relationship building in the City, County, and State;
- Incentive development and grant research;
- Develops and promotes tourism programs;
- Develops promotional materials and advertising strategies to attract business, trade, and tourism;
- Develops a comprehensive inventory of available properties;
- Completes business target analysis as needed;
- Acts as a liaison between city officials and the business community; and
- Department administrative duties.

Identified Programs:

Locality Development - Focused targeted business recruitment for identified available properties coupled with inventory marketing and incentive development to assist in developing available commercial properties and augment job creation.

Core Strategy: Attract and Retain Businesses

Work Plan Tasks:

1. Coordinate with economic development external partners to boost exposure through networking to include local, county, and state organizations.
2. Maintain available property inventory with listings on ED, GA Powder and Cobb Chamber websites.
3. Make improvements to marketing and incentive packages.
4. Assist with the Downtown Redevelopment Plan implementation.
5. Host an annual Property Owner's Meeting and an annual Developer's Meeting.
6. Contract with a broker to assist with the development of 7 select properties and recruitment of 3 target industry groups.

Business Development: Providing opportunities and resources to entrepreneurs and existing businesses that promote growth, networking, workforce development, and expansion. **Core Strategy: Attract and Retain Businesses**

Work Plan Tasks:

1. Continue to Co-manage the Business Liaison Team (BLT).
2. Provide ground breaking ceremonies and ribbon cuttings for new businesses.
3. Maintain regular communication with existing businesses via the monthly BLT newsletter.
4. Survey all home occupation businesses about their interest in shared office space.
5. Select a business each quarter and a business of the year to recognize for their contribution to the community.
6. Host a Downtown Property/Business owner Open House
7. Work with PSBG to develop a “discount” card for city residents who will get a small discount for shopping at the local business.
8. Create and distribute to all small businesses a resource postcard with website information for small business assistance programs.
9. BLT to host a Development and Business event.
10. Monthly testimonial from a local business at council meetings.

Tourism – Developing and promoting recreation, film, and heritage tourism opportunities. **Core Strategies: Create and Atmosphere of Community, Create Destinations that Appeal to Residents and Visitors.**

Work Plan Tasks:

1. Continue to develop the 5k races and partnerships on Lucille and Wildhorse trails
2. Continue to work with local schools and arts organizations to encourage public and performance art partnership opportunities and events in city venues and facilities
3. Continue to partner with Cobb Travel and Tourism for recreation, film, and heritage tourism marketing opportunities
4. Continue to promote and market economic development activities, accomplishments, and community events.

Workforce Development – Partnering with local organizations and institutions to create workforce development opportunities. **Core Strategies: Attract and Retain Businesses.**

Work Plan Tasks:

1. Continue to collaborate with CobbWorks, and identification and participation in local, county, and state workforce development programs and incentives.
2. Continue working with the Business Ambassadors to assist with youth workforce development initiatives.

Authority Board Management - Provide support and development of board members and management of all Authority Board activities. **Core Strategy: Attract and Retain Businesses.**

Work Plan Tasks:

1. Perform administrative duties for Boards.
2. Arrange board training opportunities and annual Strategic Planning sessions.
3. Manage authority board contracts with outside agents.
4. Work with DDA ad hoc committee to develop a Design/Build RFP for the downtown amenity.

Program # 1 Locality Development:**Identified Goal**

- Create and implement a Business Recruitment Finder's Incentive program that includes a monetary incentive for Real Estate Brokers to bring target industries to Powder Springs to develop key available commercial properties.
- Track vacancy rates on all available commercial properties and create a coordinating target industry contact list.

Key Performance Objective

- Baseline Program Year to include an implementation plan, weekly tracking, and data analysis.
- Baseline Program Year to include an implementation plan, monthly tracking, and data analysis.

Program # 2 Business Development:**Identified Goal**

- Continue annual business site visits to include: visiting with each of the business reps who participated in the 2016 interviews to gather feedback about the past year's progress.

Key Performance Objective

- Baseline Program Year to include implementation plan, weekly tracking, and data analysis

Program # 3 Tourism:**Identified Goal**

- Increase attendance by 35% through marketing and promotion of city sponsored 5k trail events.
- Increase public art opportunities by one event/project per year.

Key Performance Objective

- Create a measurement tool to include past year's attendance and marketing efforts, and then track for 2017-2018.
- Research grant opportunities and potential partnerships and report findings and project proposal to City Manager for review.

	FY2015	FY2016	FY2017	FY2018
Measure (Run 4 Food)	Actual	Actual	Target	Goal
Race Registrations/ Attendance				
Advertising Budget				
ROI (per attendee)				

	FY2015	FY2016	FY2017	FY2018
Measure (Reindeer Run)	Actual	Actual	Target	Goal
Race Registrations/ Attendance				
Advertising Budget				
ROI (per attendee)				

Program # 4 Workforce Development

Identified Goal

- Implement the Great Promise Partnership Program.

Key Performance Objective:

- Baseline Program Year to include implementation plan and tracking sheet.

Program # 5 Board Management

Identified Goal

- Encourage the DAPS and DDA to create an annual Work Plan with DDA focused on the Downtown Redevelopment Plan goals and DAPS on the Target Business Recruitment goals.

Key Performance Objective:

- During annual strategic planning, create a work plan for identified objectives for each board that includes a timeline and budget. Track progress quarterly.

Month	Benchmark
November	Strategic Planning Sessions (DDA/DAPS)
January	Work plan development/budget for DDA/DAPS
March	Implement Work Plans for DDA/DAPS
June	Track status of work plan projects

Department: Economic Development Department
 Department ID: 7510-00
 Position Count: 1

	PROGRAM					Totals
	Locality	Business	Workforce	Marketing &	Authority	
	Development	Development	Development	Tourism	Board Management	
PERSONNEL						
Salaries (Full Time)	11,293.29	14,116.61	4,234.98	26,821.56	14,116.61	70,583.05
Health Insurance	2,824.72	3,530.90	1,059.27	6,708.70	3,530.90	17,654.48
Dental Insurance	132.79	165.99	49.80	315.38	165.99	829.96
Life Insurance	13.44	16.80	5.04	31.92	16.80	84.00
LTD	42.35	52.94	15.88	100.58	52.94	264.69
FICA (SS)	700.18	875.23	262.57	1,662.94	875.23	4,376.15
Medicare	163.75	204.69	61.41	388.91	204.69	1,023.45
TOTAL PERSONNEL BUDGET	15,170.52	18,963.16	5,688.95	36,030.00	18,963.16	94,815.78
OPERATING (ALLOCATED)	16.00%	20.00%	6.00%	38.00%	20.00%	100.00%
Workers Comp	54.56	68.20	20.46	129.58	68.20	341.00
Retirement	488.48	610.60	183.18	1,160.14	610.60	3,053.00
Liability Insurance	202.72	253.40	76.02	481.46	253.40	1,267.00
Printing & Binding	120.00	150.00	45.00	285.00	150.00	750.00
Advertising	1,067.20	1,334.00	400.20	2,534.60	1,334.00	6,670.00
Travel	272.00	340.00	102.00	646.00	340.00	1,700.00
Registrations & Training	353.60	442.00	132.60	839.80	442.00	2,210.00
Other Expenses	224.00	280.00	84.00	532.00	280.00	1,400.00
Oper Supplies & Mat	304.00	380.00	114.00	722.00	380.00	1,900.00
Printer Toner/Ink	64.00	80.00	24.00	152.00	80.00	400.00
Special Events (tourism)	880.00	1,100.00	330.00	2,090.00	1,100.00	5,500.00
Special Events Business	272.00	340.00	102.00	646.00	340.00	1,700.00
Software Maintenance	684.67	855.83	256.75	1,626.08	855.83	4,279.17
OPERATING (DIRECT BILLED)						
Advertising					1,000.00	1,000.00
Travel					1,500.00	1,500.00
Registrations & Training					2,500.00	2,500.00
Other Expenses					500.00	500.00
Payments to Others					20,000.00	20,000.00
TOTAL OPERATING BUDGET	4,987.23	6,234.03	1,870.21	11,844.66	31,734.03	56,670.17
TOTAL PROGRAM BUDGET	20,157.75	25,197.19	7,559.16	47,874.66	50,697.19	151,485.95
Total Economic Development Department Budget (General Fund)				151,485.95		

Special Revenue Funds Revenue/Expenditures

The **Special Revenue Funds** for the City of Powder Springs consist of the Seizure Fund, the Fines and Forfeitures Fund, and the DDA Bond Fund. The Seizure Fund consists of local cash confiscations made by the Police Department. The Fines and Forfeitures Fund is used to track Municipal and Code Enforcement fines and expenditures.

Where Does the Money Come From?

Revenue Source	Amount
TRANSFER IN FROM GENERAL FUND	\$720,162.50
TRANSFER IN FROM CAPITAL PROJECTS FUND	50,000.00
FINES & FORFEITURES	501,644.33
CODE ENFORCEMENT FINES & ABATEMENTS	46,500.00
OTHER FINANCING USES (FUND BALANCE)	52,699.83
TOTAL	\$ 1,371,006.66

Where Does the Money Go?

A Special Revenue Fund is an account established to collect money that must be used for a specific project. Special revenue funds provide an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.

Expense Category	Amount
Judicial	\$ 445,674.15
Public Safety	52,699.83
Housing & Development	102,470.18
Long Term Debt	770,162.50
Total	\$ 1 371,006.66

Those funds restricted to the DDA Bond Fund can only be utilized for the 2005 – 2006 and refunding 2014 bond payment that occurs in August and February of each year.

FINES & FORFEITURES FUND

	FY15*		FY16		FY17 ¹		FY18
	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Municipal Court							
Personnel	105,215.50	93,575.85	122,305.60	99,818.19	197,517.00	150,369.92	207,752.65
Operating	77,110.00	66,307.86	104,129.00	123,789.81	197,975.00	203,262.75	237,921.50
Capital	-	-	-	-	-	-	52,699.83
Code Enforcement							
Personnel	5,815.00	7,039.73	5,815.00	5,813.16	122,268.00	116,981.65	86,507.02
Operating	170,859.50	129,482.50	107,800.00	104,660.93	44,019.38	29,142.48	15,963.16
Total Expenses	359,000.00	296,405.94	340,049.60	334,082.09	561,779.38	499,756.80	600,844.16

*Adopted as its own Fund in FY15

¹ Code Enforcement Department created in-house within the Quality of Life Division of the Police Department

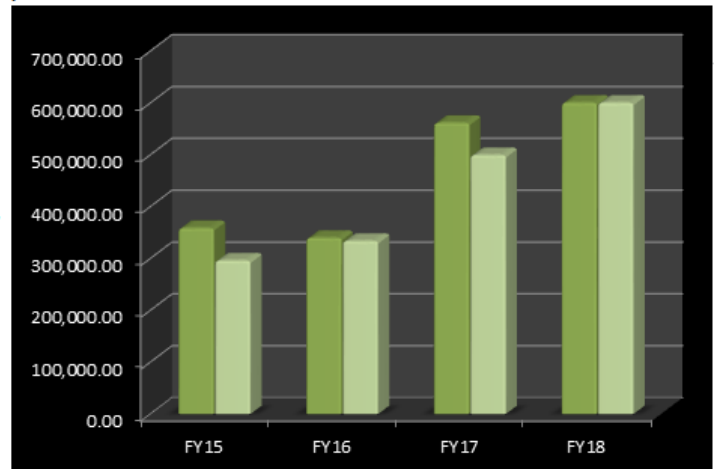
Fines & Forfeiture Fund Programs	
Court Administration	405,583.72
Collections & Reporting	40,090.43
Quality of Life	102,470.18
Public Safety - Support Serv	52,699.83
Total Budget	600,844.16

Goals for Court Administration, Collection & Reporting and Quality of Life (Code Enforcement):

To decrease the inmate housing expense to the City of Powder Springs
Daily contact with the Smyrna Police department to evaluate how many inmates are currently housed. Work closely with the Judge to revisit the case by case to see if a reduction in bond or possible own recognizance release can be granted.

To ensure that all citizens of the city of Powder Springs are afforded the absolute best quality of life. This will be accomplished by enforcing and maintaining compliance with all city codes and ordinances.

To maintain compliance with city codes and ordinances with a minimum of 80% compliance throughout the FY. To engage with property and business owners in efforts to ensure that the city looks and feels like home



Judicial

Municipal Court Department

The Department of the Municipal court is to provide fair and equal access to justice. To provide professional and impartial treatment, and fair and timely resolution of all court matters.

Description and Overview of the Department:

The Department of Municipal Court accurately controls and manages all court correspondence to ensure that the court functions efficiently and properly and keeps abreast of legislative laws and operate the court within the governing framework of state statutes and local ordinances.

Identified Programs:

The Municipal Court Department oversees the following programs:

- Court Administration
- Collections & Reporting
- Community Service *(Reported Under Culture & Recreation in the General Fund)*

Goal and Objective for FY18:

Program # 1 Court Administration

Identified Goal

To decrease the inmate housing expense to the City of Powder Springs (**Strategy: Develop and promote a safe city**).

Objective: Daily contact with the Smyrna Police department to evaluate how many inmates are currently housed. Work closely with the Judge to revisit the case by case to see if a reduction in bond or possible own recognizance release can be granted.

Key Performance Objective:

	FY16	FY17	FY18
Measure	Actual	Target	Goal
Inmate Housing Expense	\$30,682.99	\$50,190.00	\$47,597.86
Municipal court fines	\$475,579.69	\$732,274.78	\$739,597.53
	6.46%	6.86%	6.5%

Powder Springs Police Department

Mission Statement:

The Powder Springs Police Department exists to enhance the quality of life for the citizens of Powder Springs by implementing integrity based, progressive policing.

Description and Overview of the Department:

The department is primarily responsible for protecting and safeguarding the lives and property of Powder Springs' residents through enforcement of criminal laws and safety education. Core functions are carried out through six operational programs: Administration, Operations, Support Services, Community Outreach, Employee Enrichment, and Quality of Life. In addition, the department works collaboratively with City, County and State departments, area public safety agencies and community organizations to maximize resources and security and to heighten citizen engagement in safety and crime-related issues.

Identified Programs:

Quality of Life: This program was previously known as Code Enforcement. The unit is charged with maintenance and enforcement of all city codes and ordinances. Additionally, the unit enforces all state and federal laws.

Goals and Key Performance Objectives for FY18:

To accomplish the mission of the Powder Springs Police Department, the following goals are established:

Program #1 Quality of Life:

To ensure that all citizens of the city of Powder Springs are afforded the absolute best quality of life. This will be accomplished by enforcing and maintaining compliance with all city codes and ordinances.

Identified Goal

More engaged with the community both residential and business **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

Key Performance Objective

To maintain compliance with city codes and ordinances with a minimum of 80% compliance throughout the FY. To engage with property and business owners in efforts to ensure that the city looks and feels like home.

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Target	Goal
Percent in compliance (average)	N/D	N/D	N/D	80%

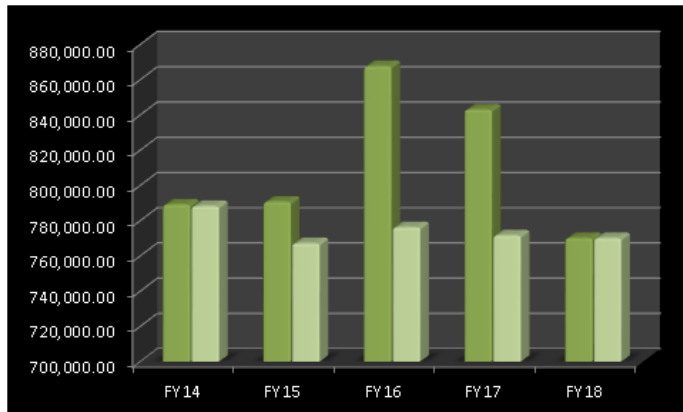
Fines and Forfeiture Fund Programs
Departments: Municipal Courts & Police Departments
Position Count: 4 FTEs

	PROGRAM					
	<i>Court Administration</i>	<i>Collections & Reporting</i>	<i>Community Service</i>	<i>Quality of Life (Code Enforcement)</i>	<i>Public Safety Support Services</i>	<i>Total</i>
PERSONNEL						
Salaries (Full Time)	84,388.57	11,127.89	15,798.78	54,863.46		166,178.69
Salaries (OT)	20,000.00	-	-	5,400.00		25,400.00
Salaries (Part Time)	40,950.00	-	-	1,211.43		42,161.43
Health Insurance	10,201.97	1,339.16	2,008.74	10,502.01		24,051.88
Retiree Health Insurance	1,125.00	150.00	-	455.94		1,730.94
Dental Insurance	287.61	35.95	35.95	846.56		1,206.07
Life Insurance	67.20	8.40	8.40	87.36		171.36
LTD	252.75	32.64	41.04	205.74		532.18
FICA (SS)	9,010.99	690.18	979.52	3,435.01		14,115.71
Medicare	2,107.41	161.41	229.08	873.82		3,371.73
Workers Comp	456.00	60.80	91.20	2,519.71		3,127.71
Retirement	4,579.50	610.60	915.90	6,106.00		12,212.00
TOTAL PERSONNEL BUDGET	173,427.00	14,217.03	20,108.62	86,507.02	-	294,259.67
OPERATING (ALLOCATED)						
Liability Insurance	1,900.50	253.40	380.10	2,534.00		5,068.00
Employee Screenings				151.43		151.43
Bank Charges	4,500.00	1,500.00				6,000.00
Software Maintenance				1,308.34		1,308.34
Maintenance Contracts	3,000.00	400.00	600.00	325.57		4,325.57
Telephone	1,350.00	180.00	270.00	274.09		2,074.09
Internet Services	262.50	35.00	52.50	7.27		357.27
Postage Meter	550.00	75.00	112.50	24.22		761.72
Printing & Binding	100.00	20.00	30.00			150.00
Travel	350.00	50.00	75.00	257.43		732.43
Registrations & Training	350.00	50.00	75.00	681.43		1,156.43
Dues (Individual)	37.50	5.00	7.50	33.31		83.31
Other Expenses	225.00	30.00	45.00	30.29		330.29
Oper Supplies & Mat	2,625.00	350.00	525.00	908.57		4,408.57
Printer Toner/Ink	750.00	100.00	150.00	90.86		1,090.86
Electricity	10,375.00	2,125.00		908.57		13,408.57
Natural Gas	2,200.00	550.00		212.00		2,962.00
Other Equipment < \$5,000	1,350.00	150.00				1,500.00
OPERATING (DIRECT BILLED)						
Cellular Phones				817.72		817.72
Advertising				22.71		22.71
State Law Enforcement Certification				9.09		9.09
Firearms Supplies				701.11		701.11
R& M Radios				681.43		681.43
Gasoline				4,000.00		4,000.00
Furniture & Fixtures < \$5,000				45.43		45.43
Uniforms				484.57		484.57
Bullet Proof Vests				90.86		90.86
Outsourcing GCIC				1,362.86		1,362.86
Indirect Costs	44,000.00	6,000.00				50,000.00
Prisoner Expense	52,800.00	7,200.00				60,000.00
Legal	43,000.00			-		43,000.00
Contract Labor	40,000.00	6,800.00				46,800.00
TOTAL OPERATING BUDGET	209,725.50	25,873.40	2,322.60	15,963.16		253,884.66
CAPITAL REQUESTS						
Vehicles					42,005.15	42,005.15
Interview Room Repair/Upgrade					10,694.68	10,694.68
TOTAL CAPITAL BUDGET					52,699.83	52,699.83
TOTAL PROGRAM BUDGET	383,152.50	40,090.43	22,431.22	102,470.18	52,699.83	600,844.16

DDA BOND DEBT SERVICE FUND

	FY14*		FY15		FY16		FY17 ¹		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
DDA BOND -2005 Series									
Principal	255,000.00	255,000.00	265,000.00	265,000.00	275,000.00	275,000.00	285,000.00	285,000.00	295,000.00
Interest	143,063.00	142,159.37	133,500.00	132,533.86	122,618.00	122,617.18	113,250.00	113,250.00	102,562.50
DDA BOND -2006 Series/2014 Refunding									
Principal	220,000.00	220,000.00	230,000.00	250,000.00	330,000.00	285,000.00	295,000.00	295,000.00	300,000.00
Interest	170,383.00	170,382.50	161,033.00	118,419.33	139,162.99	90,000.00	148,831.25	78,480.00	71,400.00
Fiscal Agent Fees & Bank Charge	750.00	790.00	1,250.00	1,287.00	1,000.00	3,721.25	1,040.00	-	1,200.00
Total Expenses	789,196.00	788,331.87	790,783.00	767,240.19	867,780.99	776,338.43	843,121.25	771,730.00	770,162.50

*Adopted as its own Fund in FY14



DDA Bond Debt Service Fund Programs	
2005 Bond Series	397,562.50
2014 Bond Series (Refundec	371,400.00
Fiscal Agent Fees	1,200.00
Total Budget	770,162.50

FUTURE DEBT SERVICE REQUIREMENTS

Powder Springs (Georgia) Downtown Development Authority
Revenue Bonds
(Outstanding as of August 1, 2006)

DATE	Series 2005 (New \$)		Series 2006 (New \$)		Series 2014 (OG Refunding)		TOTAL	ANNUAL TOTAL
02/01/2007	100,000.00	90,468.75	-	88,542.11	-	-	279,010.86	279,010.86
08/01/2007	-	88,593.75	-	104,852.50	-	-	193,446.25	
02/01/2008	100,000.00	88,593.75	-	104,852.50	-	-	293,446.25	486,892.50
08/01/2008	-	86,718.75	-	104,852.50	-	-	191,571.25	
02/01/2009	110,000.00	86,718.75	180,000.00	104,852.50	-	-	481,571.25	673,142.50
08/01/2009	-	84,656.25	-	101,297.50	-	-	185,953.75	
02/01/2010	110,000.00	84,656.25	185,000.00	101,297.50	-	-	480,953.75	666,907.50
08/01/2010	-	82,593.75	-	97,597.50	-	-	180,191.25	
02/01/2011	110,000.00	82,593.75	195,000.00	97,597.50	-	-	485,191.25	665,382.50
08/01/2011	-	80,531.25	-	93,648.75	-	-	174,180.00	
02/01/2012	255,000.00	80,531.25	200,000.00	93,648.75	-	-	609,180.00	783,360.00
08/01/2012	-	76,125.00	-	89,548.75	-	-	165,673.75	
02/01/2013	245,000.00	76,125.00	210,000.00	89,548.75	-	-	620,673.75	786,347.50
08/01/2013	-	71,531.25	-	85,191.25	-	-	156,722.50	
02/01/2014	255,000.00	71,531.25	220,000.00	85,191.25	-	-	631,722.50	788,445.00
08/01/2014	-	66,750.00	-	80,516.25	-	-	147,266.25	
02/01/2015	265,000.00	66,750.00	230,000.00	80,516.25	20,000.00	29,792.67	692,058.92	839,325.17
08/01/2015	-	61,781.25	-	75,571.25	-	39,780.00	177,132.50	
02/01/2016	275,000.00	61,781.25	240,000.00	75,571.25	45,000.00	39,780.00	737,132.50	914,265.00
08/01/2016	-	56,625.00	-	70,351.25	-	39,240.00	166,216.25	
02/01/2017	285,000.00	56,625.00	-	-	295,000.00	39,240.00	675,865.00	842,081.25
08/01/2017	-	51,281.25	-	-	-	35,700.00	86,981.25	
02/01/2018	295,000.00	51,281.25	-	-	300,000.00	35,700.00	681,981.25	768,962.50
08/01/2018	-	45,750.00	-	-	-	32,100.00	77,850.00	
02/01/2019	310,000.00	45,750.00	-	-	305,000.00	32,100.00	692,850.00	770,700.00
08/01/2019	-	39,937.50	-	-	-	28,440.00	68,377.50	
02/01/2020	320,000.00	39,937.50	-	-	315,000.00	28,440.00	703,377.50	771,755.00
08/01/2020	-	33,937.50	-	-	-	24,660.00	58,597.50	
02/01/2021	335,000.00	33,937.50	-	-	320,000.00	24,660.00	713,597.50	772,195.00
08/01/2021	-	27,656.25	-	-	-	20,820.00	48,476.25	
02/01/2022	350,000.00	27,656.25	-	-	330,000.00	20,820.00	728,476.25	776,952.50
08/01/2022	-	21,093.75	-	-	-	16,860.00	37,953.75	
02/01/2023	360,000.00	21,093.75	-	-	340,000.00	16,860.00	737,953.75	775,907.50
08/01/2023	-	14,343.75	-	-	-	12,780.00	27,123.75	
02/01/2024	375,000.00	14,343.75	-	-	345,000.00	12,780.00	747,123.75	774,247.50
08/01/2024	-	7,312.50	-	-	-	8,640.00	15,952.50	
02/01/2025	390,000.00	7,312.50	-	-	355,000.00	8,640.00	760,952.50	776,905.00
08/01/2025	-	-	-	-	-	4,380.00	4,380.00	
02/01/2026	-	-	-	-	365,000.00	4,380.00	369,380.00	373,760.00
Total	\$4,825,000.00	\$2,084,906.25	\$1,660,000.00	\$1,825,045.86	\$3,335,000.00	\$556,592.67	\$14,286,544.78	\$14,286,544.78

Water & Sewer Fund Revenue/Expenditures

The **Water & Sewer Fund** pays to operate and maintain the City's water and sewer systems. Revenues come from water and sewer customers who are billed monthly based on how much water they use.

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
CONSUMPTION CHARGES FOR SERVICES	\$ 5,350,000.00
NON-CONSUMPTION CHARGES FOR SERVICES	615,300.00
OTHER FINANCING USES	736,579.13
Total	\$ 6,701,879.13

Where Does the Money Go?

Operating the System

- ❖ Staffing of 17 full-time employees
- ❖ Operating expenses for Water & Sewer Admin and Distribution
- ❖ Indirect expenses to cover overhead costs

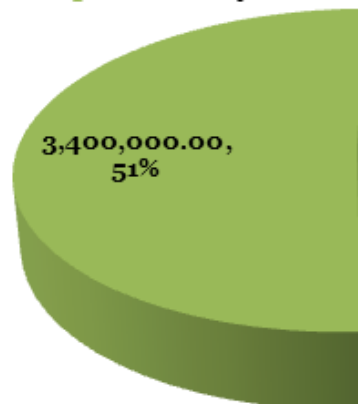
Supplying the System

- ❖ Nearly half of budget will go towards the City's wholesale purchase of water
- ❖ Water system supplied 391 million gallons of water last year

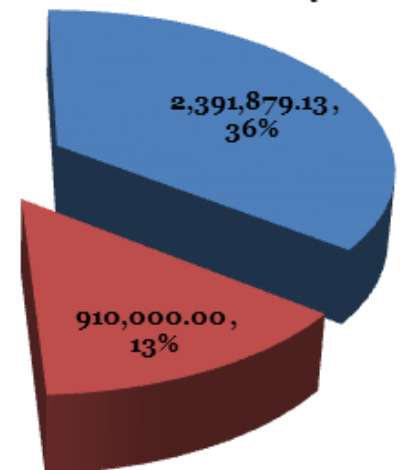
Maintaining the System

- ❖ \$ 785,000 for Water and Sewer Line Infrastructure Improvements
- ❖ \$ 125,000 to pay for water meters

To **Operate** the System



To **Maintain** the System



To **Supply** the System

WATER AND SEWER FUND

	FY13		FY14		FY15		FY16		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Sewer											
Personnel	288,064.08	238,150.56	274,429.00	273,916.60	285,829.50	283,917.08	283,599.20	269,015.68	354,086.00	250,686.04	310,486.36
Operating	1,782,866.00	1,817,779.66	1,834,831.00	1,836,561.50	1,923,010.66	1,871,236.62	2,079,548.35	1,839,273.32	2,110,050.00	1,633,666.76	2,262,365.51
Capital	771,950.00	245,026.87	604,800.00	245,026.86	500,027.00	181,488.61	479,962.00	197,144.91	474,120.00	193,029.34	300,000.00
Debt Service	131,869.00	58,155.29	127,243.00	32,462.43	36,402.00	26,280.24	23,865.00	39,044.35	28,000.00	22,866.84	28,000.00
Water											
Personnel	640,221.50	624,126.90	650,519.00	650,206.10	710,278.00	680,547.01	646,837.20	647,873.74	666,195.50	711,819.14	581,283.88
Operating	1,630,896.00	1,537,274.78	2,057,770.00	1,729,532.63	1,733,895.32	1,754,223.75	2,019,471.42	1,858,230.39	2,392,420.54	2,559,162.40	2,728,743.38
Capital	400,423.00	-	670,000.00	292,825.35	853,435.00	292,128.00	827,114.12	287,709.85	799,050.00	290,042.58	485,000.00
Debt Service	140,633.00	37,830.00	25,000.00	53,177.54	7,000.00	-	-	13,026.46	-	-	6,000.00
Total Expenses	5,786,922.58	4,558,344.06	6,244,592.00	5,113,709.01	6,049,877.48	5,089,821.31	6,360,397.29	5,151,318.70	6,823,922.04	5,661,273.10	6,701,879.13

Water & Sewer Fund Programs	
Water System Maintenance	3,505,641.18
Sewer System Maintenance	2,792,801.81
Utility Billing - Water & Sewer	383,615.16
Development	19,820.98
Total Budget	6,701,879.13

Fiscal Year	Residential Gallons	Residential %	Non-Residential Gallons	Non-Residential %	Total Consumption Gallons	Annual Percentage Change
2012	316.5	87%	47.0	13%	363.5	+8.44%
2013	302.1	86%	48.8	14%	350.9	-3.47%
2014	320.1	87%	49.5	13%	369.6	5.33%
2015	316.4	84%	59.8	16%	376.2	1.79%
2016	338.6	85%	60.8	15%	399.4	6.17%

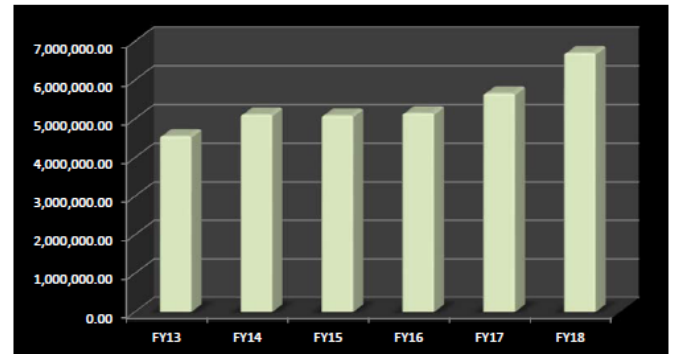
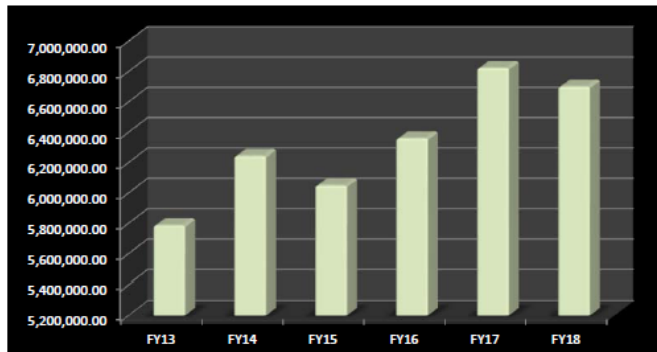
Goals for Water & Sewer System Maintenance and Utility Billing:

Improve the efficiency of our water meters to improve billing and address revenue loss

Test approximately 10% of our water meters annually

Replace approximately 7% of our old water meters annually

To initiate and encourage participation in an e-billing offering to customers to reduce the cost of billing services and provide customers quicker access to their monthly billing statement



Public Works

Public Works Department

Mission Statement:

The City of Powder Springs is dedicated to serving the people who live, work and do business within our community, providing leadership, vision and exceptional quality of life. Public Works fundamental purpose is to ensure safe roadways, good water quality for the environment, excellent customer service, quality drinking water, a clean thriving healthy community and provide efficient government services to the citizens of Powder Springs through teamwork.

Description and Overview of the Department:

Public Works is responsible for the Building and Grounds maintenance of City Property, Roadway maintenance to include right of way, Storm Water services, Water and Sewer services, Trail maintenance, Sanitation services and Soil and Erosion Control within the City of Powder Springs.

Identified Programs:

The following list provides information regarding the various programs administered by the Public Works Department:

- Sewer System Maintenance
- Water System Maintenance

Goals and Key Performance Objectives for FY18:

Program # 1 Water System Maintenance

Identified Goal (Strategy: Develop and Promote Safe City; Create Destinations; Attract and Retain Business)

Improve the efficiency of our water meters to improve billing and address revenue loss

- Secure a contractor to test water meters annually
- City Forces replace old water meters annually

Key Performance Objective

Test approximately 10% of our water meters annually

Replace approximately 7% of our old water meters annually

	FY2016	FY2017	FY2018	FY2019
Measure	Actual	Target	Goal	Goal
No of meters replaced	N/D	486	492	495
Total active meters	6879	6948	7,023	7,073
% replaced		7%	7%	7%

Finance Department

Mission Statement:

To provide the overall financial services of The City of Powder Springs in a professional, efficient, and cost effective manner. The department operates under established management principles with adherence to established policies, procedures and Generally Accepted Accounting Principles (GAAP) to protect the integrity of the City's assets.

Description and Overview of the Department:

Serving the needs of the Mayor and City Council, the City Manager, all City departments, and the citizens and business community, the Finance Department is separated into five functional divisions. These divisions include Administration, Budget, Treasury Management; Payroll and Receivables; Accounts Payable and Tax Collection; General Accounting and Grants; and Utility Billing.

All divisions work together to measure and report on financial position and results of operations; project and manage cost; plan, recommend, and manage all short/long-term financial needs. The Finance Department is also responsible for advising the Mayor, City Council and City Manager on financial matters; and providing accurate, relevant financial/operational information to departments on a timely basis.

Identified Programs

As previously described, the Finance Department operates five divisions, which manages seven programs. The program associated with Water and Sewer Funded programs include:

Utility Billing - processes the utility bills and collects the revenue for approximately 7,000 customers

Program # 1 Utility Billing

Identified Goal

To initiate and encourage participation in an e-billing offering to customers to reduce the cost of billing services and provide customers quicker access to their monthly billing statement. **(Strategy: Create Atmosphere of Community; Promote and Develop Safe City)**

Key Performance Objective:

To achieve a 10% enrollment in the e-billing program over the next three years:

	2017	2018	2019	2020
Measures	Target	Goal	Goal	Goal
Number of customers enrolled in e-billing	100	300	500	700
Annualized reduction in billing printing/mailling: unit cost per bill (@ \$0.445)	\$534	\$1,602	\$2,670	\$3,738

Community Development

Mission Statement:

To implement the City's ordinances, plans and policies; which are based on the community's vision and provide a comprehensive approach to planning and development that meets the needs of the community and facilitates responsible, high quality and well planned development.

Description and Overview of the Department:

Community Development serves the needs of the business owners, residents, the development community of the City of Powder Springs, as well as the Mayor and Council. The department enacts the city's policies, as well as implementing federal and state mandates to ensure quality development and appropriate utilization of existing spaces to ensure compatibility with community objectives. Community Development is the staff representative of the Planning and Zoning Commission which is a recommending body to the Mayor and Council. The guiding documents of Community Development are the Comprehensive Plan, Unified Development Code and the Code of Ordinances.

The stated purpose of the Unified Development Code, as the main document regulating zoning and development further illustrates the purpose of Community Development as follows:

Promote the health, safety, welfare, morals, convenience, order, and prosperity of the citizens of the city; promote responsible growth, lessen congestion in the public thoroughfares, secure safety from fire and health dangers, and promote desirable living conditions; regulate the distribution and density of uses on the land to avoid both the undue concentration of population and the inappropriate dispersion of population; maintain the integrity and individual character of established communities and settlements, and promote desired character in new developments; prevent the encroachment of incompatible land uses within residential areas and preserve property values; and provide for economically sound and stable land development by assuring the provision in land developments of adequate streets, utilities, services, traffic access and circulation, public open spaces, and maintenance continuity.

Identified Programs

The Community Development Department consists of nine programs, Development, Building Permits, Storm water, Comprehensive Planning, GIS, Zoning, Floodplain Management, Project/Amenity Planning, and Licensing/Occupational Tax. The stated programs can be further described as follows:

- Development – Works with developers to ensure that development follows procedures meeting Federal, State and Local requirements. Coordinates with different departments and agencies to ensure compliance. Approves subdivision plats and issues land

disturbance permits. Completes required inspections to ensure continued compliance until project completion.

Goals and Key Performance Objectives for FY18:

Program #1 Development

Identified Goal

To reduce the time from application for plan review to plan approval by entering into a memorandum of agreement with Georgia Soil and Water Conservation Commission and Cobb County to establish a one stop shop. **Core Strategy: Attract and Retain Businesses; Create Destinations; Develop and Promote a Safe City.**

Key Performance Objective:

	FY2017	FY2018	FY2019
Measures	Target	Goal	Goal
Current days from plan receipt to plan approval.	60 days	40 days	30 days

Water and Sewer Fund Programs

Departments: Public Works, Finance, Community Development & City Clerk

Position Count: 17.5 FTEs

	<i>Water System Maintenance</i>	<i>Sewer System Maintenance</i>	<i>Utility Billing - Water</i>	<i>Utility Billing - Sewer</i>	<i>Development</i>	<i>Total</i>
PERSONNEL						
Salaries (Full Time)	191,968.10	155,156.04	180,957.56	64,511.60	12,699.57	605,292.87
Salaries (OT)	12,500.00	7,000.00	1,000.00	1,000.00	-	21,500.00
Health Insurance	39,501.67	31,738.28	43,260.72	10,857.22	2,346.61	127,704.50
Dental Insurance	2,211.91	1,795.33	2,454.69	596.59	176.37	7,234.89
Life Insurance	402.36	326.76	345.29	115.96	17.85	1,208.22
LTD	719.88	581.84	678.59	255.70	47.62	2,283.63
FICA (SS)	12,677.03	10,053.68	11,219.37	4,227.59	787.37	38,965.04
Medicare	2,964.79	2,351.27	2,623.87	935.41	184.14	9,059.48
Workers Comp	22,019.02	3,719.09	-	-	74.59	25,812.70
Retirement	36,634.00	15,264.00	-	-	810.90	52,708.90
TOTAL PERSONNEL BUDGET	321,598.76	227,986.29	242,540.09	82,500.07	17,145.03	891,770.24
OPERATING (ALLOCATED)						
Liability Insurance	12,264.00	8,997.00			336.50	21,597.50
Security	831.48	1,629.63				2,461.11
Maintenance Contracts	2,078.70	4,074.07			185.94	6,338.71
Telephone	1,089.24	2,134.81			106.25	3,330.30
Cellphone	1,529.93	2,998.52			26.56	4,555.01
Cable TV	128.88	252.59				381.47
Internet Services	178.77	350.37			13.28	542.42
Postage Meter					94.30	94.30
Postage	582.04	1,140.74			75.00	1,797.78
Printing & Binding					191.25	191.25
Other Expenses	831.48	1,629.63			119.53	2,580.64
Oper Supplies & Mat	2,951.76	5,785.19			119.53	8,856.48
Printer Toner/Ink	274.39	537.78			79.69	891.86
Electricity	1,704.54	3,340.74			504.69	5,549.96

Water and Sewer Fund Programs

Departments: Public Works, Finance, Community Development & City Clerk

Position Count: 17.5 FTEs

	<i>Water System Maintenance</i>	<i>Sewer System Maintenance</i>	<i>Utility Billing - Water</i>	<i>Utility Billing - Sewer</i>	<i>Development</i>	<i>Total</i>
Natural Gas	1,247.22	2,444.44			185.94	3,877.60
OPERATING (DIRECT BILLED)						
Employee Screenings	1,000.00	1,000.00				2,000.00
Software Maintenance			6,525.00	1,550.00		8,075.00
Audit			4,000.00	4,000.00		8,000.00
Engineering	45,000.00	5,000.00			500.00	50,500.00
EPD Testing	65,000.00					65,000.00
Billing Services			22,500.00	20,000.00		42,500.00
Consumer Confidence Report	500.00					500.00
Manhole Maintenance		2,750.00				2,750.00
Valve Maintenance	5,500.00					5,500.00
Repairs & Maintenance	100,000.00	50,000.00				150,000.00
Repairs & Maintenance (Sewer Line)		2,500.00				2,500.00
Repairs & Maintenance (Meters)	20,000.00					20,000.00
Postage Meter	5,000.00					5,000.00
Advertising	1,500.00	750.00				2,250.00
Travel					12.50	12.50
Registration & Training	1,500.00	1,250.00			125.00	2,875.00
Dues (Individual)	250.00	250.00				500.00
Dues (City)	400.00					400.00
Gasoline	10,000.00	3,000.00				13,000.00
Diesel	2,500.00	2,500.00				5,000.00
Water Purchase	1,650,000.00					1,650,000.00
Sewer Processing Charge		1,750,000.00				1,750,000.00
Other Equipment < \$5,000	5,000.00	5,000.00				10,000.00
Meters	125,000.00					125,000.00
Uniforms	4,200.00	2,500.00				6,700.00
Indirect Costs	325,000.00	175,000.00				500,000.00
Depreciation Expense	300,000.00	200,000.00				500,000.00
Bad Debt Expense	6,000.00	3,000.00				9,000.00
Other Debt Interest		25,000.00				25,000.00
TOTAL OPERATING BUDGET	2,699,042.43	2,264,815.51	33,025.00	25,550.00	2,675.95	5,025,108.89
CAPITAL REQUESTS						
Vehicles	35,000.00					35,000.00
W & S Infrastructure	450,000.00	300,000.00				750,000.00
TOTAL CAPITAL BUDGET	485,000.00	300,000.00	-	-	-	785,000.00
						-
TOTAL PROGRAM BUDGET	3,505,641.18	2,792,801.81	275,565.09	108,050.07	19,820.98	6,701,879.13

Sanitation Fund Revenue/Expenditures

The **Sanitation Fund** pays to operate and maintain of the City's sanitation services. Revenues come from sanitation customers who are billed monthly.

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
REFUSE COLLECTION CHARGES	\$1,240,000.00
BRUSH PICKUP	500.00
OTHER HOUSEHOLD PICKUP	2,750.00
PENALTIES & INTEREST	46,000.00
INVESTMENT INCOME	1,750.00
MISCELLANEOUS REVENUE	87.80
TOTAL	\$1,297,087.80

Where Does the Money Go?

Personnel Services

- ❖ Staffing of 11 full-time equivalent employees
- ❖ Indirect expenses to cover overhead costs

Other Operational Expenses

- ❖ Costs for landfill with average daily collections totaling 25 tons
- ❖ Continue recycling program ~ \$1.99 per resident per month

Capital Expenses

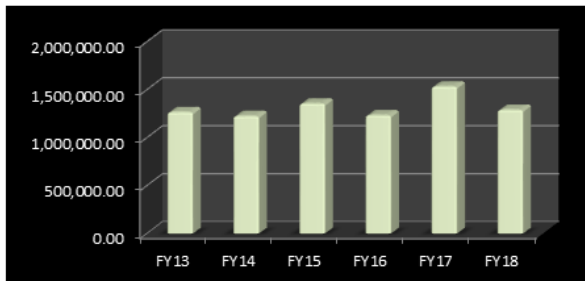
- ❖ Reserve cash equivalent to annual depreciation in order to set-a-side funds for future acquisition of additional vehicles

SANITATION FUND

	FY13		FY14		FY15		FY16		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Personnel	493,078.15	343,044.64	425,428.00	360,466.00	378,195.00	324,757.31	392,364.80	408,259.66	501,316.00	429,178.99	531,531.72
Operating	695,425.00	619,017.64	676,828.00	609,768.02	711,246.00	427,479.42	685,370.44	629,734.60	798,250.00	713,288.39	715,556.08
Capital	1,400.00	1,377.76	118,799.00	1,377.74	257,555.00	205,279.53	152,817.00	-	235,000.00	225,738.24	44,000.00
Debt Service	77,333.00	11,101.67	6,070.00	2,980.00	10,000.00	-	4,035.00	-	-	-	-
Total Expenses	1,267,236.15	974,541.71	1,227,125.00	974,591.76	1,356,996.00	957,516.26	1,234,587.24	1,037,994.26	1,534,566.00	1,368,205.62	1,291,087.80

¹Recycling added to the City's services in FY2015

Sanitation Fund Programs		2013	2014	2015 ¹	2016	2017	2018
		Actual	Actual	Actual	Actual	Projected	Proposed
Sanitary Services	1,062,220.69						
Utility Billing - Sanitation	73,109.71						
Beautification	155,757.40						
Total Budget	1,291,087.80						
Sanitation Full Time Equivalents		9	7	8	8	8	9
Refuse Collection (Tons per Day)		24.06	23.86	23.95	24.81	24.9	24.25



Goals for Sanitation, Beautification and Utility Billing:

Coordinate with Waste Industries to promote recycling to citizens. Increase the customer base by 5% for recycling to improve the environment.

Continue to beautify the community:

Conduct two pick-it up events for trash removal.

Add a beautification component to the Pick It Up Event (Fine Arts celebration/contest).

Develop a plan to increase the visibility of and to maintain or preserve local cemeteries.

Add flowers in the downtown core and trim tree canopies to allow a 16-foot clearance on travel corridors.

Public Works

Public Works Department

Mission Statement:

The City of Powder Springs is dedicated to serving the people who live, work and do business within our community, providing leadership, vision and exceptional quality of life. Public Works fundamental purpose is to ensure safe roadways, good water quality for the environment, excellent customer service, quality drinking water, a clean thriving healthy community and provide efficient government services to the citizens of Powder Springs through teamwork.

Description and Overview of the Department:

Public Works is responsible for the Building and Grounds maintenance of City Property, Roadway maintenance to include right of way, Storm Water services, Water and Sewer services, Trail maintenance, Sanitation services and Soil and Erosion Control within the City of Powder Springs.

Identified Programs:

The following list provides information regarding the various programs administered by the Public Works Department:

- Sanitation Services

Goals and Key Performance Objectives for FY18:

Program #1 Sanitation Services

Identified Goal

Increase the customer base for recycling to improve the environment. **(Strategy: Develop and Promote Safe City; Create Destinations; Attract and Retain Business)**

- Coordinate with Waste Industries to promote recycling to citizens

Key Performance Objective

Increase the recycling customer base by 5% annually

	FY2016	FY2017	FY2018	FY2019
Measure	Actual	Target	Goal	Goal
No of customers recycling	1187	1,292	1,357	1,425
Total sanitation customers	4,711	5,145	5,190	5,210
% of customer recycling	26%	26%	27%	28%

Finance Department

Mission Statement:

To provide the overall financial services of The City of Powder Springs in a professional, efficient, and cost effective manner. The department operates under established management principles with adherence to established policies, procedures and Generally Accepted Accounting Principles (GAAP) to protect the integrity of the City's assets.

Description and Overview of the Department:

Serving the needs of the Mayor and City Council, the City Manager, all City departments, and the citizens and business community, the Finance Department is separated into five functional divisions. These divisions include Administration, Budget, Treasury Management; Payroll and Receivables; Accounts Payable and Tax Collection; General Accounting and Grants; and Utility Billing.

All divisions work together to measure and report on financial position and results of operations; project and manage cost; plan, recommend, and manage all short/long-term financial needs. The Finance Department is also responsible for advising the Mayor, City Council and City Manager on financial matters; and providing accurate, relevant financial/operational information to departments on a timely basis.

Identified Programs

As previously described, the Finance Department operates five divisions, which manages seven programs. The program associated with Water and Sewer Funded programs include:

Utility Billing - processes the utility bills and collects the revenue for approximately 7,000 customers

Program # 1 Utility Billing

Identified Goal

To initiate and encourage participation in an e-billing offering to customers to reduce the cost of billing services and provide customers quicker access to their monthly billing statement. **(Strategy: Create Atmosphere of Community; Promote and Develop Safe City)**

Key Performance Objective:

To achieve a 10% enrollment in the e-billing program over the next three years:

	2017	2018	2019	2020
Measures	Target	Goal	Goal	Goal
Number of customers enrolled in e-billing	100	300	500	700
Annualized reduction in billing printing/mailling: unit cost per bill (@ \$0.445)	\$534	\$1,602	\$2,670	\$3,738

Recreation, Cultural and Community Services Department

Departmental Mission Statement:

Serve, educate and enhance life for residents and visitors of Powder Springs by providing a variety of affordable recreational, educational, cultural activities and opportunities and to acquire, develop, improve, beautify and maintain parks, trails and recreational facilities serving the needs of all ages and abilities.

Description and Overview of the Department:

The Department includes the Linear Park, neighborhood pocket parks and trails, concession and restroom facility operations, senior services and facilities, museum operations, reception/event hall and theater and is responsible for offering programming options for end users at these facilities in addition to planning and producing community events on the town square.

Identified Programs:

1. Park Development & Programming
2. Recreation, Cultural and Community Services Programming
3. Beautification
4. Community Events

Goals and Key Performance Objectives for FY18:

Program # 1 Beautification:

Identified Goal

Continue to beautify the community **(Strategy: all)**

Key Performance Objective

- Conduct two pick-it up events for trash removal.
- Add a beautification component to the Pick It Up Event with a fine arts celebration or contest.
- Develop a plan to increase the visibility of and to maintain or preserve local cemeteries.
- Add flowers in the downtown core and trim tree canopies to allow a 16-foot clearance on travel corridors.

Sanitation Fund Programs

Departments: Public Works, Finance, & Parks & Recreation

Position Count: 11 FTEs

	<i>Sanitation Services</i>	<i>Utility Billing - Sanitation</i>	<i>Beautification</i>	<i>Total</i>
PERSONNEL				
Salaries (Full Time)	305,678.97	42,253.93	25,730.92	373,663.82
Salaries (OT)	3,237.37	-	-	3,237.37
Health Insurance	58,255.04	7,979.06	4,979.08	71,213.18
Dental Insurance	2,801.10	409.40	377.69	3,588.19
Life Insurance	714.00	76.45	62.50	852.95
LTD	1,146.30	158.45	96.49	1,401.24
FICA (SS)	18,952.10	2,619.74	1,595.32	23,167.16
Medicare	4,432.35	612.68	373.10	5,418.13
Workers Comp	23,432.00	-	-	23,432.00
Retirement	24,422.00	-	1,135.72	25,557.72
TOTAL PERSONNEL BUDGET	443,071.21	54,109.71	34,350.80	531,531.72
OPERATING (ALLOCATED)				
Liability Insurance	12,668.00			12,668.00
Security	370.37			370.37
Maintenance Contracts	925.93		186.00	1,111.93
Telephone	485.19			485.19
Cellphone	681.48			681.48
Cable TV	57.41			57.41
Internet Services	79.63			79.63
Postage	259.26			259.26
Travel			223.20	223.20
Registration & Training			223.20	223.20
Dues (City)			148.80	148.80
Dues (Individual)			74.40	74.40
Other Expenses	370.37		223.20	593.57
Oper Supplies & Mat	1,314.81		446.40	1,761.21
Printer Toner/Ink	122.22		74.40	196.62
Electricity	759.26			759.26
Natural Gas	555.56			555.56

Sanitation Fund Programs

Departments: Public Works, Finance, & Parks & Recreation

Position Count: 11 FTEs

	<i>Sanitation Services</i>	<i>Utility Billing - Sanitation</i>	<i>Beautification</i>	<i>Total</i>
OPERATING (DIRECT BILLED)				
Employee Screenings	1,500.00			1,500.00
Audit		4,000.00		4,000.00
Billing Services		15,000.00		15,000.00
Contract Labor (Recycling)			72,377.00	72,377.00
Landscaping (90%)			44,640.00	44,640.00
Advertising	3,500.00			3,500.00
Registration & Training	100.00			100.00
Dues (Individual)	200.00			200.00
Gasoline	5,000.00		2,790.00	7,790.00
Diesel	50,000.00			50,000.00
Landfill	190,000.00			190,000.00
Other Equipment < \$5,000	5,000.00			5,000.00
Dumpsters	1,200.00			1,200.00
Garbage Carts	20,000.00			20,000.00
Uniforms	5,000.00			5,000.00
Indirect Costs	275,000.00			275,000.00
Depreciation Expense	44,000.00			44,000.00
TOTAL OPERATING BUDGET	619,149.48	19,000.00	121,406.60	759,556.08
TOTAL PROGRAM BUDGET	1,062,220.69	73,109.71	155,757.40	1,291,087.80

Storm Water Fund Revenue/Expenditures

The **Storm Water Fund** pays to operate and maintain the City's storm water systems. Revenues come from property owners who are billed annually based upon impervious area.

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
CHARGES FOR SERVICES	\$ 356,956.93
OTHER FINANCING SOURCES	45,000.00
DETENTION POND MAINTENANCE	75,004.47
TOTAL	\$ 476,961.40

Where Does the Money Go?

Personnel Services

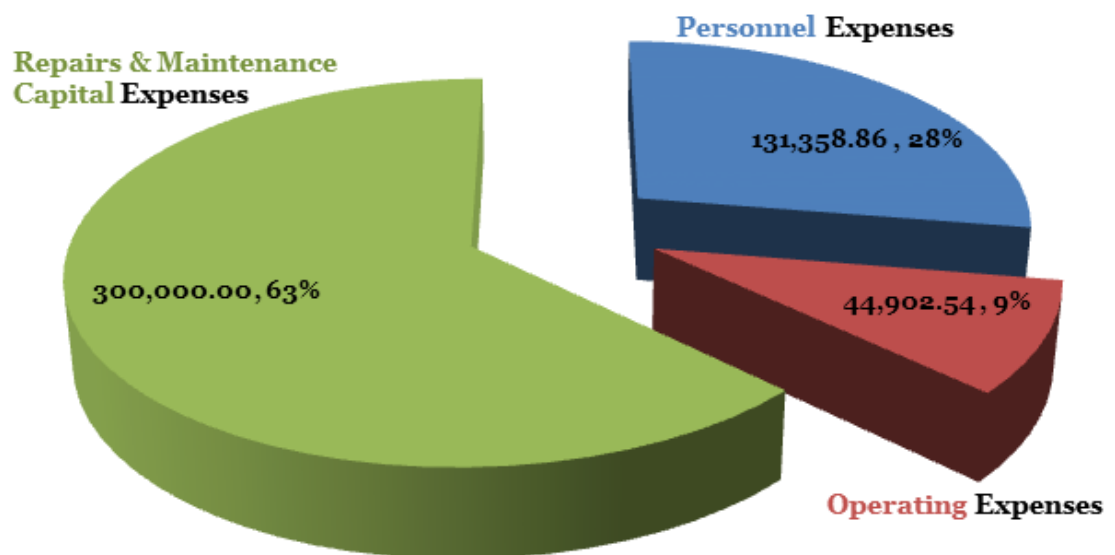
- ❖ Staffing of 2 Full Time Equivalents

Operational Expenses

- ❖ Maintenance, training and equipment
- ❖ Indirect expenses to cover overhead

Capital Expenses

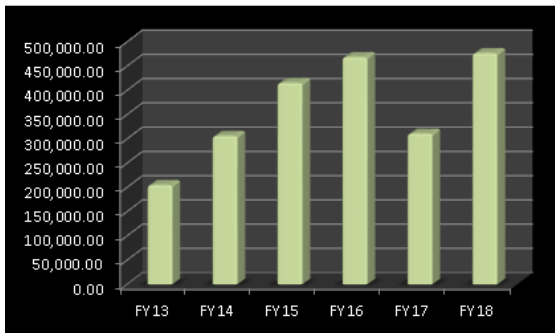
- ❖ \$ 300,000 for Storm Water re-compaction; pond maintenance; system updates and outfall repairs



STORM WATER FUND

	FY13		FY14		FY15		FY16		FY17		FY18
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Personnel	72,047.25	71,385.79	139,849.00	108,602.03	120,480.50	117,140.88	114,745.60	110,949.70	166,804.00	123,941.69	131,358.86
Operating	252,075.75	133,573.66	255,406.00	197,585.37	372,012.50	298,323.98	497,877.30	357,994.79	349,568.00	186,966.74	345,602.54
Total Expenses	324,123.00	204,959.45	395,255.00	306,187.40	492,493.00	415,464.86	612,622.90	468,944.49	516,372.00	310,908.44	476,961.40

Storm Water Fund Programs	
Storm Water Utility	450,092.25
Storm Water Maintenance	26,869.15
Total	476,961.40



Structure Type	Total Count	Inspected in 2016	% of Total
Catch Basins	1380	276	20%
Ditches (in miles/linear feet)	35	35	100%
Detention/retention Ponds	143	109	76%
Storm Drain Lines (in miles/linear feet)	41.89	8.38	20%
Outfalls	317	62	20%

Description of Storm Water Utility and Development:

Manages and ensures compliance with the NPDES Phase I Municipal Separate Storm Sewer System (MS4) Permit and the Storm water Management Master Plan (SWMP). Community Development coordinates with Public Works who manages maintenance, repairs, and capital projects as they relate to Storm Water

Goals for Storm Water Utility and Development:

To increase collection of debris from city streets, trails, and storm sewer infrastructure throughout the year

Continue to improve the accuracy of the inventory of storm water infrastructure by reviewing all labeled outfalls and reclassifying as appropriate, thereby reducing the required number of dry weather inspections by 5%.

Public Works

Public Works Department

Mission Statement:

The City of Powder Springs is dedicated to serving the people who live, work and do business within our community, providing leadership, vision and exceptional quality of life. Public Works fundamental purpose is to ensure safe roadways, good water quality for the environment, excellent customer service, quality drinking water, a clean thriving healthy community and provide efficient government services to the citizens of Powder Springs through teamwork.

Description and Overview of the Department:

Public Works is responsible for the Building and Grounds maintenance of City Property, Roadway maintenance to include right of way, Storm Water services, Water and Sewer services, Trail maintenance, Sanitation services and Soil and Erosion Control within the City of Powder Springs.

Identified Programs:

The following list provides information regarding the various programs administered by the Public Works Department:

- Storm Water Infrastructure

Community Development

Mission Statement:

To implement the City's ordinances, plans and policies; which are based on the community's vision and provide a comprehensive approach to planning and development that meets the needs of the community and facilitates responsible, high quality and well planned development.

Description and Overview of the Department:

Community Development serves the needs of the business owners, residents, the development community of the City of Powder Springs, as well as the Mayor and Council. The department enacts the city's policies, as well as implementing federal and state mandates to ensure quality development and appropriate utilization of existing spaces to ensure compatibility with community objectives. Community Development is the staff representative of the Planning and Zoning Commission which is a recommending body to the Mayor and Council. The guiding documents of Community Development are the Comprehensive Plan, Unified Development Code and the Code of Ordinances.

The stated purpose of the Unified Development Code, as the main document regulating zoning and development further illustrates the purpose of Community Development as follows:

Promote the health, safety, welfare, morals, convenience, order, and prosperity of the citizens of the city; promote responsible growth, lessen congestion in the public thoroughfares, secure safety from fire and health dangers, and promote desirable living conditions; regulate the distribution and density of uses on the land to avoid both the undue concentration of population and the inappropriate dispersion of population; maintain the integrity and individual character of established communities and settlements, and promote desired character in new developments; prevent the encroachment of incompatible land uses within residential areas and preserve property values; and provide for economically sound and stable land development by assuring the provision in land developments of adequate streets, utilities, services, traffic access and circulation, public open spaces, and maintenance continuity.

Identified Programs

The Community Development Department consists of nine programs, Development, Building Permits, Storm water, Comprehensive Planning, GIS, Zoning, Floodplain Management, Project/Amenity Planning, and Licensing/Occupational Tax. The stated programs can be further described as follows:

- Storm water- Manages and ensures compliance with the NPDES Phase I Municipal Separate Storm Sewer System (MS4) Permit and the Storm water Management Master Plan (SWMP). Community Development coordinates with Public Works who manages maintenance, repairs, and capital projects as they relate to Storm water.

Goals and Key Performance Objectives for FY18:

Program # 1 Storm Water Development

Identified Goal

Continue to improve the accuracy of the inventory of storm water infrastructure by reviewing all labeled outfalls and reclassifying as appropriate, thereby reducing the required number of dry weather inspections by 5%. **Core Strategy: Develop and Promote a Safe City**

Key Performance Objective:

	FY2015	FY2016	FY2017	FY2018
Measures	Actual	Actual	Actual	Goal
Number of Outfalls	318	317	317	301

Storm Water Fund Programs

Departments: Public Works& Community Development

Position Count: 2 FTEs

	<i>Storm Water Infrastructure</i>	<i>Storm Water Development</i>	<i>Total</i>
PERSONNEL			
Salaries (Full Time)	73,055.99	17,426.55	90,482.54
Salaries (OT)	1,000.00		1,000.00
Health Insurance	22,735.99	2,232.90	24,968.89
Dental Insurance	722.49	248.99	971.48
Life Insurance	139.44	25.20	164.64
LTD	273.96	65.35	339.31
FICA (SS)	4,529.47	1,080.45	5,609.92
Medicare	1,059.31	252.69	1,312.00
Workers Comp	681.00	105.30	786.30
Retirement	4,579.00	1,144.80	5,723.80
TOTAL PERSONNEL BUDGET	108,776.64	22,582.22	131,358.86
OPERATING (ALLOCATED)			
Liability Insurance	1,267.00	475.05	1,742.05
Security	1,027.78		1,027.78
Maintenance Contracts	2,569.44	262.50	2,831.94
Telephone	1,346.39	150.00	1,496.39
Cellphone	1,891.11	37.50	1,928.61
Cable TV	159.31	18.75	178.06
Internet Services	220.97	133.13	354.10
Postage	719.44	270.00	989.44
Other Expenses	1,027.78	168.75	1,196.53
Oper Supplies & Mat	3,648.61	168.75	3,817.36
Printer Toner/Ink	339.17	112.50	451.67
Electricity	2,106.94	712.50	2,819.44
Natural Gas	1,541.67	262.50	1,804.17

Storm Water Fund Programs

Departments: Public Works& Community Development

Position Count: 2 FTEs

	<i>Storm Water Infrastructure</i>	<i>Storm Water Development</i>	<i>Total</i>
Travel		50.00	50.00
Employee Screenings	200.00		
Advertising	500.00		
Registration & Training	3,500.00	150.00	3,650.00
Software Maintenance		1,315.00	1,315.00
Contract Labor (Street Sweeping)	15,000.00		15,000.00
Repairs & Maintenance	250,000.00		250,000.00
Repairs & Maintenance (Detention Pond)	50,000.00		50,000.00
Gasoline	1,350.00		1,350.00
Other Equipment < \$5,000	2,200.00		2,200.00
Uniforms	700.00		700.00
TOTAL OPERATING BUDGET	341,315.61	4,286.93	345,602.54
<i>TOTAL PROGRAM BUDGET</i>	<i>450,092.25</i>	<i>26,869.15</i>	<i>476,961.40</i>

APPENDICES

PROPOSED CAPITAL PROJECTS FUND EXPENDITURES

2016 SPLOST FUND

City of Powder Springs
2016 SPLOST Budget and Cash Flow July 2017 - June 2018
Revised

Project	Totals
General Streets	-
Resurfacing	482,603.00
Florence Rd at Dallas Powder Springs Rd Intersection Imp	-
Florence Rd at CH James Pkwy Intersection Imp.	-
Powder Springs Rd at Sailors Pkwy / Forest Hill Rd Intersection	-
New Macland Rd at Macedonia Rd Intersection Imp.	-
Sailors Pkwy at CH James Pkwy Intersection Imp	-
Powder Springs Rd at Flint Hill / Pinegrove / Deer Creek / (Joint City-County Project)	405,328.00
Brownsville Road Improvements	803,000.00
Streetscape Projects	-
Parks and Recreation	467,218.00
Public Facility Improvements	76,825.00
Public Safety	53,544.00
General Government	-
Program Management	97,157.00
CEIT (Engineering)	215,000.00
Total	2,600,675.00

CAPITAL PROJECTS FUND

Description	Balance Available for FY18 Expenditure
GEN GOV'T BUILDINGS & GROUNDS:	0
General Gov't - Bank Charges	-207.74
Gen Gov't - Indirect Cost (Impact\$)	9,195.67
Gen Gov't - Land	564,487.00
Gen Gov't - Site Improvements	1,371,569.61
Control Total	1,945,044.54
LMIG Program Expenditures	0
Streets - Resurfacing	424,255.57
LMIG Projects - Infrastructure/Streets	192,836.49
Control Total	617,092.06
TRAIL MAINT - MULTI-YEAR PROJECTS	0
Trail Maintenance - Site Improvements	40,000.00
Trail Maintenance - Other Capital Equipment	611.00
Control Total	40,611.00
EMERGENCY PREPAREDNESS: Multi-year Projs	0
Emergency Preparedness- Contract Labor	5,000.00
Emergency Preparedness- Oper Supplies & Mat	-497.40
Emergency Prepa Contingencies	133,000.00
Control Total	137,502.60
LINEAR PARK:	0
Linear Park - Planning (Impact\$)	5,000.00
Linear Park - Construction (Impact\$)	0.00
Linear Park - Parks	0.00
Control Total	5,000.00
OTHER FINANCING USES:	0
Other - Transfer to General Fund (Imp \$)	2,062.87
Other - Transfer to DDA Bond Fund	17,210.04
Other-Transfer To DDA Bond Fund [IMP \$]	35,458.94
Control Total	54,731.85
Final Totals	2,799,982.05

GENERAL GOVERNMENT BUILDINGS & GROUNDS:

The funds dedicated to this project are for land acquisition and site improvements. These funds are to be used for property acquisition as it relates to prioritized properties for the purpose of implementing the LCI plan. The funds expended since this project's inception in July 2016 were used for an environmental assessment as well as property appraisal.

LOCAL MAINTENANCE IMPROVEMENT GRANT PROGRAM:

The funds dedicated to this project are the State's grant funds and City matching funds to be used for the purposes in the annual Local Maintenance Improvement Grant program application.

TRAIL MAINTENANCE PROGRAM:

This project is currently on hold. This project was originally funded for \$40,000 to be used for architectural and designing of new trail signage to be used along the City's trail way system to advise residents and visitors as to the City's full trail system as well as wayfinding and directional signage to the downtown. After responses for the RFP were received, the City deferred this project until additional funding was available.

EMERGENCY PREPAREDNESS PROGRAM:

The Emergency preparedness program was adopted with the 2016 Budget and was approved to be funded by the amount of 10% of the balance of any unrestricted reserve amounts in excess of 6 months of current year operations. Current year expenditures for the emergency preparedness program were used for CERT classroom training.

LINEAR PARK PROJECT:

The funds dedicated to this project are the City's portion of 2015, 2016 and 2017 CDBG program funds, the City's contribution to this project, as well as Impact Fees. The current projects underway include the completion of the Special Needs Playground, additional parking, as well as a covered basketball court. The City will continue to pursue additional sources of funding in order to complete all phases of the Linear Park.

OTHER FINANCING USES:

Funds received from the City's Impact Fee Program for Public Safety purposes are allocated to a transfer out category to be used as a source of repayment for the outstanding 2005 & 2014 Series Bonds. The City also receives and allocates a portion of the Impact Fees collected for Administrative purposes. In FY2018, these funds will be used to assist in financing the CIE Update.

Full Time Equivalents by Function

CITY STAFFING AT A GLANCE

FY 2018 Summary of Full-Time Employees

General Government	6	Mayor & Council
16	3	Administration
	2	Court
	3.5	Finance
	1.5	Human Resources
Public Safety	6	Administration
35.5	23.5	Uniform Patrol Officers
	4	Investigations
	2	Code Enforcement
Public Works	2	Fleet Maintenance
31	1.5	Buildings & Plant
	1	Highways & Streets
	9	Sanitation
	4	Sewer
	1.5	Storm water
	6	Utility Billing
	6	Water
Culture & Recreation	1	Senior Center
3	1	Museum
	1	Park & Recreation Programming
Housing & Development	5	Community Development
6	1	Economic Development

91.5 Funded Positions

Function / Program	2012	2013	2014	2015	2016	2017	2018
General Administration							
Council	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Mayor	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Elections	-	-	-	-	-	-	-
Administration	6.3	7.3	8.3	8.3	8.0	8.5	8.0
Information Technology	1.0	-	-	-	-	-	-
Purchasing	-	-	-	-	-	-	-
Municipal Court	2.0	1.0	1.0	1.0	2.0	2.0	2.0
Total General Administration	15.3	14.3	15.3	15.3	16.0	16.5	16.0
Health and Welfare							
Senior Center	0.5	0.5	0.5	0.5	0.5	0.5	-
Culture and Recreation							
Parks and Recreation	-	-	-	-	-	-	1.0
Senior Center	-	-	-	-	-	-	1.0
Museum	0.5	0.5	0.5	0.5	0.5	0.5	1.0
Total Culture and Recreation	0.5	0.5	0.5	0.5	0.5	0.5	3.0
Housing and Development							
Building Inspection	0.5	-	-	-	-	-	-
Community Development	5.0	4.0	4.0	3.0	4.0	5.0	5.0
Economic Development	-	-	1.0	1.0	1.0	1.0	1.0
Code Enforcement	2.0	-	-	-	-	2.0	2.0
Total Housing and Development	7.5	4.0	5.0	4.0	5.0	8.0	8.0
Public Safety							
Police	33.0	29.0	31.0	30.0	32.0	34.0	33.5
Public Works							
Buildings & Maintenance	-	-	-	-	-	-	2.0
Fleet Maintenance	-	-	-	-	-	-	2.0
Streets	3.0	3.0	3.0	3.0	3.0	3.0	1.0
Total General Fund Public Works	3.0	3.0	3.0	3.0	3.0	3.0	5.0
Water & Sewer							
Water	11.8	11.7	11.7	11.7	13.0	13.0	12.0
Sewer	5.0	6.0	6.0	6.0	5.0	5.0	5.0
Total Water & Sewer	16.8	17.7	17.7	17.7	18.0	18.0	17.0
Sanitation	9.0	9.0	7.0	8.0	8.0	10.0	9.0
Storm Water	-	-	1.0	1.0	1.0	1.0	1.0
Total	85.5	78.0	81.0	80.0	84.0	91.5	91.5

Five-Year Budget to Actual Expense Analysis (By Department)

CITY COUNCIL: ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	58,891.72	60,000.00	60,000.00	60,000.00
Bonus	750.00	750.00	750.00	450.00	500.00	500.00	-	-	-
Health Insurance	13,104.00	7,448.88	8,600.00	8,749.56	11,700.00	2,907.80	5,500.00	2,025.00	3,452.82
Health Reimbursement Account	1,000.00	-	1,000.00	-	500.00	-	500.00	-	-
Retiree Health Insurance	-	-	-	-	1,800.00	2,550.00	3,600.00	3,600.00	3,950.00
Dental Insurance	1,175.00	1,175.28	1,310.00	1,302.00	1,375.00	535.44	660.00	1,000.00	1,078.53
Life Insurance	128.00	128.28	140.00	137.40	140.00	90.40	200.00	325.00	420.00
FICA Expense	3,778.00	3,410.34	3,766.50	3,405.13	3,782.00	3,744.58	3,725.00	3,378.00	3,720.00
Medicare	870.00	797.58	881.00	796.48	884.50	875.71	870.00	790.02	870.00
Retirement Contributions	7,400.00	6,890.31	7,310.00	7,298.04	8,050.00	6,781.40	8,500.00	5,860.30	7,632.00
Worker's Compensation	4,135.00	6,132.84	6,200.00	4,188.70	2,245.00	2,075.41	2,000.00	1,719.13	1,705.00
Professional Services (Facilitator)	4,000.00	3,789.08	4,000.00	3,915.26	-	-	-	-	5,000.00
Liability Insurance	8,250.00	7,814.99	5,520.00	4,958.97	4,095.00	3,865.69	3,250.00	3,095.20	3,314.00
Printing & Binding	-	-	-	-	-	-	-	-	500.00
Travel	-	-	2,500.00	1,718.76	-	(37.50)	-	-	500.00
AL1 Expenses	-	-	-	-	5,043.06	5,043.06	3,000.00	2,739.38	2,500.00
AL2 Expenses	-	-	-	-	4,709.22	5,730.96	3,000.00	2,616.04	2,500.00
W1 Expenses	-	-	-	-	2,753.65	2,985.79	3,000.00	2,726.08	2,500.00
W2 Expenses	-	-	-	-	2,673.00	2,393.00	3,000.00	2,616.04	2,500.00
W3 Expenses	-	-	-	-	2,673.00	295.00	3,000.00	2,616.04	2,500.00
Annual Retreat	-	-	-	-	6,000.00	5,923.48	6,000.00	5,777.50	6,000.00
Registrations & Training	-	-	2,000.00	1,983.37	-	-	-	250.00	1,000.00
Registrations & Training AL1	1,800.00	1,685.69	1,800.00	1,153.73	722.20	260.00	1,200.00	815.00	2,000.00
Registrations & Training AL2	1,800.00	1,385.48	1,800.00	1,439.87	1,000.00	260.00	1,200.00	688.50	2,000.00
Registrations & Training W 1	1,800.00	1,797.17	1,800.00	826.79	919.35	312.92	1,200.00	688.50	2,000.00
Registrations & Training W 2	1,800.00	1,800.00	1,800.00	1,363.83	1,000.00	260.00	1,200.00	845.00	2,000.00
Registrations & Training W 3	1,800.00	333.74	1,800.00	1,571.67	1,000.00	260.00	1,200.00	420.00	2,000.00
Contributions/Local Events	-	-	-	-	-	-	3,000.00	1,550.00	3,000.00
Dues (City)	500.00	-	500.00	500.00	500.00	-	500.00	-	500.00
Other Expenses	1,365.00	1,280.96	1,365.00	1,303.81	1,200.00	288.00	1,200.00	966.98	500.00
Food (Agenda)	1,500.00	725.94	1,500.00	1,364.04	1,500.00	1,125.37	1,500.00	1,475.56	1,550.00
CMA Expenses	1,500.00	881.96	1,500.00	-	1,500.00	105.00	1,500.00	1,592.20	1,550.00
Final Totals	118,455.00	108,228.52	117,842.50	108,427.41	128,264.98	108,023.23	123,505.00	110,175.47	128,742.35

MAYOR: ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00
Salaries & Wages (Bonus)	150.00	150.00	150.00	150.00	100.00	100.00	-	-	-
Salaries & Wages (Part Time)	-	-	-	-	-	-	-	-	8,818.75
Health Insurance	4,643.00	4,345.20	5,375.00	5,249.64	5,775.00	5,214.33	6,500.00	5,789.12	6,692.32
Health Reimbursement Account	-	-	250.00	500.00	500.00	1,000.00	500.00	-	-
Retiree Health Insurance	-	-	-	-	-	499.84	1,290.00	1,237.74	1,350.00
Dental Insurance	302.00	302.16	335.00	334.80	360.00	301.20	800.00	332.88	359.51
Life Insurance	89.00	62.10	72.00	66.72	67.00	50.76	100.00	84.00	84.00
FICA Expense	1,127.50	926.22	1,125.50	932.91	1,128.40	916.29	1,116.00	958.30	1,662.76
Medicare	261.00	216.63	263.50	218.20	263.90	214.30	261.00	224.15	388.87
Retirement Contributions	1,391.00	1,320.84	1,225.00	1,224.00	1,145.00	1,126.30	1,200.00	984.94	4,579.00
Worker's Compensation	700.00	1,226.56	1,250.00	837.74	450.00	418.02	400.00	360.91	361.00
R & M (Vehicles)	50.00	174.82	225.00	233.99	250.00	108.93	250.00	124.38	-
Liability Insurance	2,750.00	2,605.00	1,600.00	1,684.63	1,560.00	1,432.77	1,500.00	988.73	1,267.00
Cellular Phones	1,730.00	2,062.19	1,700.00	1,348.40	1,700.00	1,238.78	1,800.00	893.73	1,500.00
Printing & Binding	500.00	-	250.00	45.00	250.00	319.00	400.00	-	500.00
Travel	4,400.00	3,630.79	4,400.00	2,504.72	4,400.00	4,635.46	4,400.00	-	4,500.00
Annual Retreat	-	-	-	-	1,200.00	1,200.00	1,200.00	969.85	1,200.00
Registrations & Training	1,500.00	884.92	1,500.00	621.66	2,800.00	1,455.00	2,800.00	2,075.00	1,750.00
Other Expenses	739.00	577.46	600.00	1,475.27	1,569.26	1,354.26	1,575.00	245.21	2,500.00
Gasoline	-	377.98	250.00	583.75	250.00	19.18	500.00	-	-
Payments to Other Agencies	1,000.00	350.00	1,000.00	463.50	1,000.00	500.00	1,000.00	500.00	600.00
Final Totals	39,332.50	37,212.87	39,571.00	36,474.93	42,768.56	40,104.42	45,592.00	33,768.94	56,113.21

CITY MANAGER (ADMINISTRATION):	FY2014 Final	FY2014	FY2015 Final	FY2015	FY2016 Final	FY2016	FY2017 Current	FY2017 Projected	FY2018 Total
ACCOUNT DESCRIPTIONS	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Proposed Budget
Salaries & Wages	215,801.00	214,910.45	242,665.00	209,800.78	207,820.00	202,294.67	188,100.00	188,979.31	114,549.04
Salaries & Wages (Bonus)	1,225.00	1,175.00	1,500.00	1,500.00	600.00	600.00	-	-	-
Salaries & Wages (Part Time)	-	-	11,835.00	10,866.00	3,000.00	9,043.29	11,000.00	10,302.97	-
Salaries (Overtime)	-	-	-	-	2,700.00	3,186.98	4,700.00	4,070.93	-
Stipends	-	-	-	-	-	-	-	-	4,800.00
Health Insurance	11,078.00	9,724.98	19,300.00	11,462.07	20,800.00	13,883.55	3,000.00	1,873.55	-
Health Reimbursement Account	500.00	-	1,000.00	1,000.00	500.00	-	-	-	-
Retiree Health Insurance	9,942.00	11,941.88	13,750.00	13,702.69	-	-	-	-	-
Dental Insurance	2,204.00	908.48	1,400.00	2,238.40	2,100.00	659.28	830.00	798.22	829.96
Life Insurance	350.00	308.40	460.00	517.16	375.00	179.74	205.00	150.50	84.00
Long Term Disability	1,414.00	941.18	1,275.00	1,033.77	420.00	403.87	782.00	122.78	-
FICA Expense	13,474.00	14,319.24	15,893.00	12,888.13	13,349.20	5,025.43	4,000.00	2,941.58	7,102.04
Medicare	3,129.00	3,348.88	3,722.00	2,967.49	3,108.20	1,175.22	2,740.00	954.05	1,880.98
Retirement Contributions	14,631.00	13,918.49	7,310.00	7,296.00	6,800.00	6,781.40	5,950.00	5,880.30	3,053.00
401a Contribution	-	-	-	-	50,000.00	17,492.11	2,750.00	3,001.50	-
Unemployment Insurance	-	-	-	-	-	-	-	691.00	-
Worker's Compensation	2,048.00	4,047.68	2,500.00	2,498.17	2,175.00	2,077.47	2,150.00	2,149.35	1,889.00
Employee Luncheon	4,000.00	3,709.13	5,000.00	2,882.67	10,000.00	8,838.38	10,000.00	8,471.28	1,000.00
Municipal Code Update	4,300.00	700.00	3,800.00	3,778.94	-	-	-	-	-
Legal	133,171.43	110,724.52	175,000.00	148,982.40	163,164.37	163,164.37	175,000.00	167,880.04	175,000.00
Legal - Court Fees	-	-	-	-	14,335.83	500.00	13,835.83	12,890.63	-
Employee Screenings	-	47.68	335.00	448.33	100.00	32.00	100.00	80.00	-
Bereavement/Flowers	-	-	-	-	500.00	573.98	500.00	580.78	500.00
Contract Labor	58,984.00	54,599.30	45,315.00	51,270.65	13,885.00	19,005.00	58,000.00	5,000.00	50,000.00
Janitorial Services	4,800.00	6,075.29	7,525.00	7,167.43	9,442.00	12,067.94	30,000.00	26,735.00	-
Landscaping	5,000.00	429.14	5,000.00	720.00	9,000.00	3,425.00	10,000.00	4,802.94	9,000.00
Security	650.00	302.40	725.00	709.45	3,055.00	2,831.78	5,000.00	-	-
Repairs & Maintenance	7,000.00	8,490.89	10,600.00	14,337.60	22,740.00	15,272.38	20,000.00	22,749.78	-
Maintenance Contracts	8,500.00	8,958.64	9,500.00	6,876.20	14,530.00	13,884.55	21,795.00	15,400.77	18,000.00
Misc City Contributions	-	-	-	-	-	-	3,000.00	2,749.97	3,000.00
Liability Insurance	15,231.00	14,510.00	12,478.00	10,548.15	9,915.00	11,425.35	8,500.00	10,277.49	2,267.00
Telephone	13,080.00	8,495.19	8,700.00	8,125.38	8,200.00	14,782.58	15,514.67	9,407.19	10,150.00
Cellular Phones	2,800.00	3,059.59	2,250.00	2,168.92	2,000.00	1,873.38	2,500.00	1,407.49	1,500.00
Cable TV	400.00	388.98	400.00	387.33	400.00	471.08	515.00	395.23	385.00
Internet Services	260.00	223.57	260.00	638.57	260.00	332.38	400.00	2,438.88	2,000.00
Postage Meter	1,373.33	164.18	1,000.00	795.88	500.00	1,636.97	1,750.00	321.27	335.00
Postage	2,828.67	4,446.37	2,700.00	2,163.01	2,700.00	2,883.52	4,000.00	312.84	405.00
Printing & Binding	4,000.00	3,094.91	500.00	-	1,000.00	2,198.92	3,000.00	2,031.34	3,000.00
Advertising	4,000.00	4,990.00	5,000.00	4,570.50	5,000.00	3,990.85	5,500.00	5,075.00	3,000.00
Communications	-	-	6,000.00	6,000.00	-	-	-	-	-
Legal Notices	500.00	218.70	515.00	540.25	500.00	60.00	500.00	500.00	500.00
Travel	5,031.00	3,968.23	4,500.00	2,487.05	1,700.00	1,491.10	700.00	273.00	-
Annual Retreat	-	-	-	-	1,000.00	402.18	1,000.00	-	1,000.00
Registrations & Training	1,970.00	1,793.40	5,050.00	4,356.54	2,375.00	2,375.00	2,000.00	1,788.01	2,000.00
Dues (City)	12,500.00	14,401.55	15,045.00	15,043.74	15,415.00	16,086.69	16,086.00	16,767.52	17,000.00
Dues (Individual)	500.00	217.00	250.00	162.00	1,685.00	1,595.00	1,685.00	1,195.00	1,685.00
Publications	-	-	-	-	249.13	249.13	750.00	624.27	-
Other Expenses	881.00	453.69	4,976.00	4,206.24	4,750.87	5,424.93	7,500.00	4,276.57	3,500.00
Contingencies	9,546.27	46,350.89	1,744.00	-	44,900.00	-	37,184.00	-	60,000.00
Oper Supplies & Mat	8,645.00	8,640.83	7,000.00	6,763.35	5,000.00	4,432.09	5,000.00	2,012.26	5,000.00
Copier Paper	800.00	-	-	-	500.00	99.98	500.00	-	500.00
Printer Toner/Ink	1,000.00	1,733.71	2,150.00	1,273.31	2,000.00	130.74	1,500.00	1,242.45	1,000.00
Janitorial Supplies	1,800.00	-	750.00	1,313.11	11,000.00	6,941.38	10,000.00	7,043.76	-
Electricity	19,000.00	17,938.93	19,000.00	20,172.52	19,000.00	17,553.42	21,000.00	17,487.95	18,000.00
Storm Water Fees	4,970.00	6,969.60	7,021.00	7,020.40	10,000.00	7,056.40	8,000.00	7,246.17	8,000.00
Gasoline	400.00	-	500.00	-	500.00	30.48	500.00	-	500.00
Food	350.00	383.34	650.00	625.65	300.00	300.00	500.00	479.13	600.00
Volunteer Banquet	4,925.00	4,957.63	5,158.00	5,157.54	-	-	-	-	-
Publications	500.00	85.00	250.00	-	-	149.83	-	149.83	20,000.00
Computers > \$5,000	-	1,492.93	-	-	-	-	-	-	-
Vehicles	-	-	50,000.00	50,000.00	-	-	-	-	-
Liquor Tax (Cobb Co Portion)	16,500.00	16,137.06	16,500.00	18,194.24	16,500.00	19,335.18	16,500.00	17,615.15	19,000.00
	633,770.70	634,688.87	765,757.00	686,855.01	741,429.40	624,826.89	744,002.30	598,960.99	571,775.00

CITY CLERK: ACCOUNT DESCRIPTIONS	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	60,840.00	62,981.24	63,882.00	60,177.16	80,501.31
Salaries & Wages (Overtime)	-	-	-	-	1,000.00
Salaries & Wages (Bonus)	200.00	200.00	-	-	-
Health Insurance	-	-	-	1,927.17	2,515.87
Retiree Health Insurance	7,311.44	4,245.90	4,680.00	4,252.32	4,200.00
Dental Insurance	-	-	-	262.80	173.05
Life Insurance	100.00	87.78	100.00	119.00	117.60
Long Term Disability	315.00	290.22	290.00	290.10	301.88
FICA Expense	3,775.00	3,806.75	3,965.00	4,018.95	4,991.08
Medicare	890.00	890.23	928.00	875.87	1,167.27
Retirement Contributions	2,275.00	2,256.30	2,000.00	1,969.87	6,106.00
401a Contribution	-	-	1,278.00	1,350.70	-
Worker's Compensation	225.00	19.51	225.00	69.08	645.00
Municipal Code Update	6,313.56	5,746.81	4,300.00	2,100.00	4,500.00
Contract Labor	8,500.00	6,550.00	9,306.00	6,830.00	13,500.00
Software Maintenance	10,800.00	9,600.00	18,900.00	15,600.00	12,800.00
Liability Insurance	-	-	1,050.00	1,197.08	2,534.00
Cellular Phone	-	114.03	-	456.12	-
Printing & Binding	-	-	500.00	468.01	-
Communications	23,390.00	18,822.35	19,290.00	16,835.41	25,715.00
Legal Notices	500.00	-	500.00	-	500.00
Travel	1,713.00	1,675.00	873.00	701.16	634.00
Registrations & Training	4,225.00	3,517.98	1,725.00	1,115.00	925.00
Dues (Individual)	290.00	120.70	290.00	99.99	289.00
Oper Supplies & Mat	1,650.00	1,689.09	650.00	711.57	460.00
Volunteer Banquet	6,000.00	6,000.00	6,000.00	5,921.19	6,000.00
Partners in Education	5,000.00	1,007.49	5,000.00	1,198.85	5,000.00
	144,313.00	129,621.38	145,732.00	128,547.40	174,576.06

FINANCE: ACCOUNT DESCRIPTION S	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	217,940.00	235,072.49	227,400.00	228,205.25	218,925.00	208,540.57	198,500.00	195,100.01	218,216.42
Salaries & Wages (Bonus)	1,150.00	1,150.00	1,600.00	1,600.00	600.00	600.00	-	-	-
Salaries (Overtime)	2,500.00	485.03	750.00	125.69	-	-	-	166.43	-
Health Insurance	16,617.00	12,621.80	22,500.00	22,049.23	15,015.00	14,404.70	26,525.00	38,398.61	36,080.10
Health Reimbursement Account	-	-	500.00	500.00	500.00	-	-	-	-
Dental Insurance	2,048.00	1,651.08	2,270.00	2,269.20	3,400.00	3,132.06	1,825.00	2,783.22	2,384.57
Life Insurance	315.00	339.70	465.00	484.14	385.00	330.39	290.00	376.63	268.82
Long Term Disability	1,093.00	1,000.31	1,125.00	1,106.43	1,100.00	1,098.91	913.00	989.26	818.31
FICA Expense	14,743.00	12,628.53	14,299.50	13,081.27	13,174.40	14,473.79	12,575.00	10,759.44	13,529.42
Medicare	3,427.00	2,953.63	3,373.50	3,059.29	3,107.40	3,384.92	2,942.00	2,516.38	3,164.14
Retirement Contributions	12,880.00	12,327.16	9,750.00	9,732.00	6,800.00	6,781.40	6,950.00	6,845.24	10,685.00
401a Contribution	-	-	-	-	-	-	2,070.00	2,185.41	-
Worker's Compensation	3,000.00	4,906.28	5,000.00	3,350.95	1,575.00	1,493.10	1,105.00	1,129.15	1,193.25
Audit	24,100.00	26,100.00	17,275.00	17,275.00	24,000.00	20,281.68	20,000.00	16,398.59	19,000.00
Employee Screenings	-	292.87	-	-	-	56.66	-	-	-
Contract Labor	2,500.00	4,500.00	-	1,050.00	4,850.00	4,500.00	-	-	5,000.00
Software Maintenance	23,570.00	16,529.00	17,500.00	17,482.17	13,500.00	13,124.00	15,000.00	14,206.54	13,592.50
Bank Charges	8,159.00	10,157.76	6,000.00	10,900.10	8,500.00	11,020.95	10,500.00	5,839.56	10,000.00
Repairs & Maintenance	500.00	-	-	835.69	1,000.00	-	1,000.00	-	-
Maintenance Contracts	1,400.00	445.26	6,500.00	1,313.84	1,000.00	1,777.24	2,300.00	1,966.66	2,000.00
Liability Insurance	-	-	3,438.00	1,021.36	6,235.00	5,667.83	3,500.00	3,534.45	4,434.00
Cellular Phones	420.00	455.00	(35.00)	(35.00)	-	-	-	-	-
Postage Meter	4,000.00	1,732.52	2,250.00	1,505.16	2,750.00	1,728.81	2,750.00	1,579.41	3,000.00
Postage	1,250.00	531.93	750.00	28.79	500.00	10.00	500.00	-	-
Printing & Binding	700.00	-	700.00	-	-	102.92	150.00	-	-
Advertising	-	476.10	500.00	-	500.00	20.00	500.00	-	-
Legal Notices	700.00	20.00	500.00	40.00	3,500.00	4,608.00	4,500.00	3,148.00	4,500.00
Travel	3,500.00	843.00	2,600.00	2,289.00	2,600.00	350.00	2,000.00	553.20	2,000.00
Registrations & Training	4,000.00	1,141.00	2,250.00	2,177.00	2,250.00	1,612.95	3,500.00	885.79	3,000.00
Dues (City)	655.00	435.00	750.00	475.00	750.00	435.00	550.00	435.00	550.00
Dues (Individual)	1,265.00	305.00	550.00	515.00	550.00	390.00	550.00	290.00	100.00
Publications	200.00	105.80	200.00	-	200.00	-	-	-	-
Other Expenses	200.00	115.90	200.00	100.34	200.00	1,023.76	500.00	-	500.00
Oper Supplies & Mat	4,000.00	2,754.60	2,500.00	2,402.01	3,500.00	2,433.23	3,500.00	2,036.37	3,000.00
Printer Toner/Ink	1,500.00	281.33	900.00	528.63	500.00	806.76	2,000.00	361.76	2,000.00
Tax Notice Preparation	4,400.00	787.00	4,500.00	4,866.49	4,950.00	3,340.83	4,500.00	2,935.88	4,000.00
Janitorial Supplies	-	-	1,500.00	134.72	-	-	-	-	-
Other Equipment < \$5,000	1,800.00	43.66	1,128.99	1,009.98	-	-	-	-	-
Final Totals	364,532.00	353,168.74	361,489.99	351,476.73	346,416.80	327,528.46	331,495.00	315,410.98	363,016.54

IT/DATA PROCESSING: ACCOUNT DESCRIPTION S	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Dental Insurance	-	103.94	-	-	-	-	-	-	-
Life Insurance	-	83.56	-	-	-	-	-	-	-
Long Term Disability	-	38.46	-	-	-	-	-	-	-
Unemployment Insurance	8,658.00	5,940.00	-	-	-	-	-	-	-
Workers Compensation	-	-	-	613.28	-	-	-	-	-
Web Site Operation Costs	1,000.00	-	-	11,931.89	-	-	-	-	-
Contract Labor	186,280.00	188,207.67	190,000.00	180,120.06	234,780.87	187,279.20	212,500.00	210,984.36	220,000.00
Software Maintenance	7,221.40	7,046.40	6,800.00	14,177.10	6,800.00	-	-	552.98	1,500.00
Cabling	-	-	-	-	1,750.00	394.54	1,500.00	37.07	500.00
Maintenance Contracts	6,513.00	6,513.00	6,500.00	7,131.71	-	-	-	-	-
Telephones	-	-	-	-	29,668.00	24,117.54	-	-	-
Cellular Phones	-	38.01	-	-	-	-	-	-	-
Registrations & Training	-	850.00	-	-	-	-	-	-	-
Oper Supplies & Mat	-	-	-	112.14	-	-	-	-	500.00
Software	-	1,150.00	-	-	-	-	-	-	-
Computers < \$5,000	-	-	-	-	-	-	-	-	6,500.00
Other Equipment < \$5,000	-	-	-	763.14	-	-	3,500.00	132.44	1,500.00
Capital Computer Equipment	30,440.60	30,083.70	-	-	-	-	-	-	-
Final Totals	240,113.00	240,054.74	203,300.00	214,849.32	272,998.87	211,791.28	217,500.00	211,706.85	230,500.00

HUMAN RESOURCES:	FY2014 Final	FY2014	FY2015 Final	FY2015	FY2016 Final	FY2016	FY2017 Current	FY2017 Projected	FY2018 Total
ACCOUNT DESCRIPTIONS	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Proposed Budget
Salaries & Wages	64,786.28	65,035.48	67,400.00	67,636.77	70,075.00	71,836.88	90,175.00	90,597.43	101,940.59
Salaries & Wages (Bonus)	500.00	500.00	500.00	500.00	200.00	200.00	-	-	-
Health Insurance	4,513.00	4,345.20	5,375.00	5,171.18	5,775.00	5,709.03	11,175.00	16,849.68	14,967.55
Dental Insurance	302.00	302.16	335.00	334.80	355.00	361.44	585.00	755.55	632.82
Life Insurance	78.00	77.70	85.00	83.23	85.00	76.34	135.00	136.50	126.00
Long Term Disability	289.00	288.72	320.00	309.36	415.00	354.71	406.00	381.19	382.28
FICA Expense	4,237.42	3,894.33	4,210.00	4,111.14	4,269.80	4,312.55	5,595.00	5,709.93	6,320.32
Medicare	981.95	910.76	985.50	961.39	1,025.80	1,008.53	1,308.00	1,335.44	1,478.14
Retirement Contributions	5,650.00	5,237.00	2,440.00	2,436.00	2,275.00	2,256.30	3,000.00	2,954.81	4,579.00
401a Contribution	-	-	-	-	-	-	1,730.00	1,901.70	511.00
Worker's Compensation	60.00	-	50.00	224.46	450.00	418.02	400.00	420.82	-
Employee Appreciation	2,000.00	-	1,500.00	1,128.38	2,500.00	1,629.00	1,500.00	635.85	7,500.00
Wellness Program	-	-	-	-	8,623.00	6,562.00	12,000.00	8,749.96	-
Maintenance Contracts	-	-	-	-	-	-	1,000.00	89.78	3,605.00
Employee Screenings	-	-	-	-	-	-	-	-	3,300.00
Contract Labor	-	-	-	-	-	-	-	-	5,000.00
Liability Insurance	-	-	1,500.00	255.33	1,560.00	1,540.36	1,500.00	1,374.88	1,900.00
Postage Meter	115.00	77.77	75.00	92.89	75.00	54.48	75.00	25.81	75.00
Postage	-	48.63	75.00	30.50	75.00	-	75.00	-	75.00
Printing & Binding	-	-	-	-	-	-	100.00	25.00	500.00
Travel	1,000.00	1,462.58	1,250.00	1,626.31	1,700.00	1,666.70	1,700.00	1,341.30	2,200.00
Registrations & Training	780.00	790.00	785.00	794.00	3,500.00	1,426.74	1,000.00	790.00	6,000.00
Dues (Individual)	50.00	50.00	50.00	50.00	50.00	50.00	100.00	50.00	200.00
Other Expenses	180.00	47.01	180.00	18.00	100.00	9.85	100.00	-	100.00
Oper Supplies & Mat	250.00	165.70	350.00	213.14	750.00	864.11	1,000.00	919.34	950.00
Printer Toner/Ink	110.00	-	100.00	-	100.00	255.86	750.00	361.63	750.00
	85,882.65	83,233.04	87,565.50	85,976.88	103,958.60	100,592.90	135,409.00	135,406.60	163,092.70

FLEET MAINTENANCE:	FY2014 Final	FY2014	FY2015 Final	FY2015	FY2016 Final	FY2016	FY2017 Current	FY2017 Projected	FY2018 Total
ACCOUNT DESCRIPTIONS	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Proposed Budget
Salaries & Wages									75,860.01
Salaries (Overtime)									1,499.17
Health Insurance									22,081.02
Dental Insurance									1,635.02
Life Insurance									166.32
Long Term Disability									284.48
FICA Expense									4,703.32
Medicare									1,099.97
Retirement Contributions									6,106.00
Worker's Compensation									1,500.00
Security									325.93
Maintenance Contracts									814.80
Liability Insurance									75,498.00
Telephone									426.96
Cellular Phones									599.70
Cable TV									50.52
Internet Services									70.07
Postage									228.15
Other Expenses									325.93
Oper Supplies & Mat									1,157.04
Printer Toner/Ink									107.56
Electricity									668.15
Natural Gas									488.89
Vehicle Maintenance & Parts									2,500.00
R & M (Vehicles)									173,750.00
Mayor - R & M (Vehicles)	50.00	174.82	225.00	233.99	250.00	108.93	250.00	149.38	
Police - R & M (Vehicles)	58,200.00	50,838.18	53,000.00	62,708.17	53,000.00	69,627.72	80,100.76	84,944.42	
Streets - R & M (Vehicles)	17,050.00	14,418.85	15,144.30	8,239.44	16,000.00	10,124.79	16,000.00	26,935.97	
Sr Center - R & M (Vehicles)	1,000.00	309.50	500.00	216.50	500.00	174.72	-	974.20	
Code Enf - R & M (Vehicles)	-	-	-	-	-	-	1,500.00	89.18	
Sewage - R & M (Vehicles)	3,000.00	2,330.74	4,067.17	1,467.54	4,000.00	2,510.64	1,000.00	3,118.34	
Water - R & M (Vehicles)	9,000.00	6,753.03	9,634.32	13,420.13	60,000.00	62,027.94	25,000.00	38,323.42	
Solid Waste - R & M (Vehicles)	50,000.00	29,341.17	50,000.00	46,734.36	45,693.45	38,064.54	50,000.00	41,098.61	
Storm Water - R & M (Vehicles)	3,500.00	3,345.21	3,000.00	1,013.69	3,500.00	891.65	3,500.00	1,045.99	
	141,800.00	107,511.50	135,570.79	134,033.82	182,943.45	183,530.93	177,350.76	196,679.51	371,947.01

*The prior year values were pulled from all departments serviced by the newly created Fleet Maintenance Department.
Fleet Supervisor formally reported in the Streets Department

STREETS (ROADWAY MAINTENANCE): ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	78,340.00	80,305.90	85,700.00	87,760.85	132,900.00	114,688.30	126,400.00	87,341.18	67,932.58
Salaries & Wages (Bonus)	1,100.00	1,100.00	1,100.00	1,100.00	600.00	600.00	-	-	-
Salaries (Overtime)	3,800.00	349.88	1,500.00	1,357.88	2,000.00	947.13	2,000.00	297.60	2,000.00
Health Insurance	10,984.00	12,960.68	14,350.00	12,754.13	15,450.00	15,605.04	15,450.00	5,992.44	9,601.73
Health Reimbursement Acct	500.00	-	500.00	-	500.00	-	500.00	-	-
Dental Insurance	1,679.00	1,175.28	1,310.00	1,302.00	1,375.00	1,405.44	1,245.00	380.56	933.02
Life Insurance	185.00	236.33	185.00	404.75	305.00	273.04	240.00	101.50	118.44
Long Term Disability	321.00	542.54	655.00	619.63	685.00	605.78	580.00	197.73	254.75
FICA Expense	4,441.00	6,246.69	5,478.50	6,414.90	7,724.40	7,540.55	7,920.00	3,269.14	4,211.82
Medicare	1,019.00	1,460.96	1,286.00	1,500.27	1,767.40	1,763.55	1,860.00	764.52	985.02
Retirement Contributions	4,765.00	3,640.70	4,875.00	4,872.00	4,550.00	4,531.34	4,000.00	3,939.75	3,053.00
401a Contribution	-	-	-	-	-	-	1,925.00	978.59	-
Worker's Compensation	8,825.00	3,857.54	8,500.00	6,403.15	8,000.00	8,554.01	9,650.00	12,653.81	10,434.00
Engineering	15,000.00	199.44	30,600.00	10,299.97	20,965.00	4,343.32	26,900.00	17,668.20	17,000.00
Employee Screenings	1,000.00	609.50	700.00	361.88	1,000.00	215.70	1,000.00	386.50	500.00
Contract Labor	-	-	-	-	10,000.00	10,000.00	23,000.00	13,280.00	15,000.00
Resurfacing	119,811.36	118,458.86	-	-	-	-	-	-	-
Janitorial	2,500.00	1,300.00	2,500.00	2,469.18	-	-	-	-	-
Landscaping	60,787.00	62,779.17	95,000.00	60,218.34	110,000.00	112,677.00	145,000.00	143,327.00	72,000.00
Security	-	-	-	-	-	-	-	-	287.04
Repairs & Maintenance	50,200.00	49,891.38	65,141.77	65,876.54	129,499.14	124,617.29	100,199.09	67,775.29	100,000.00
Maintenance Contracts	1,200.00	1,337.73	2,000.00	527.29	2,006.75	57.91	2,000.00	781.50	717.59
R & M (Vehicles)	17,050.00	14,418.85	15,144.30	8,239.44	16,000.00	10,124.79	16,000.00	27,337.64	-
R & M (Drainage)	2,000.00	41,668.57	2,000.00	-	4,000.00	-	4,000.00	500.00	4,000.00
Liability Insurance	12,615.00	12,008.38	14,650.00	9,294.06	14,120.00	13,465.23	11,500.00	20,336.37	3,800.00
Telephone	400.00	16.57	200.00	-	-	-	400.00	265.51	376.02
Cellular Phones	1,800.00	680.05	1,800.00	956.57	2,500.00	982.80	2,500.00	1,043.64	528.15
Cable TV	200.00	173.00	200.00	154.89	300.00	109.22	200.00	87.96	44.49
Internet Services	150.00	223.57	250.00	230.44	300.00	227.64	400.00	261.87	61.71
Postage	-	-	-	-	-	-	-	-	200.93
Advertising	-	-	-	-	100.00	710.00	650.00	345.00	650.00
Travel	500.00	75.34	500.00	-	1,000.00	-	1,000.00	-	-
Registrations & Training	2,000.00	1,805.60	3,896.00	2,749.37	3,000.00	1,243.31	3,000.00	-	2,750.00
Dues (Individual)	500.00	465.00	600.00	38.00	500.00	450.00	500.00	-	450.00
Other Expenses	200.00	344.00	1,000.00	1,750.00	2,000.00	145.49	2,000.00	500.00	287.04
Oper Supplies & Mat	3,000.00	2,705.11	3,000.00	2,680.35	3,000.00	1,768.16	3,000.00	1,563.78	1,018.98
Printer Toner/Ink	-	-	-	-	-	-	-	-	94.72
Electricity	-	-	-	-	-	-	-	-	588.43
Natural Gas	1,000.00	547.33	1,000.00	613.97	1,000.00	603.09	1,500.00	-	430.56
Gasoline	9,500.00	11,482.43	11,000.00	9,540.54	11,000.00	3,396.70	11,000.00	3,843.29	10,000.00
Diesel	11,000.00	3,806.41	6,000.00	2,937.42	6,000.00	1,798.98	6,000.00	3,060.82	5,000.00
Computers < \$5,000	1,800.00	1,800.00	1,800.00	143.98	-	-	1,500.00	-	-
Landscaping Equipment	15,000.00	15,129.12	18,500.00	8,726.88	6,000.00	508.06	10,000.00	-	-
Other Equipment < \$5,000	15,000.00	14,856.81	15,000.00	12,684.60	-	-	-	-	-
Uniforms	2,100.00	766.94	2,000.00	928.66	2,022.17	1,234.22	2,000.00	1,160.68	1,500.00
Vehicles	-	-	-	-	-	-	50,000.00	43,829.00	-
Capitalized Software	-	-	-	-	70,000.00	40,059.50	2,295.50	2,295.50	-
Other Capital Equipment	-	-	-	-	10,000.00	9,282.00	18,000.00	16,308.04	-
Prison Labor	18,000.00	15,540.05	20,000.00	-	20,000.00	-	-	-	-
Infrastructure	39,500.00	35,891.90	39,500.00	38,360.60	-	-	-	-	-
Norfolk Southern Silent Crossing	30,443.39	30,443.39	-	-	-	-	-	-	-
Brush Mower	-	-	37,000.00	29,695.00	-	-	-	-	-
Cobb County (Hopkins Rd)	8,671.00	-	-	-	-	-	-	-	-
	558,886.75	551,311.00	516,421.57	393,967.53	622,169.86	494,534.59	617,314.59	481,874.41	336,810.02
*STREET LIGHTING:									
Repairs & Maintenance	-	-	-	-	2,500.00	303.00	4,697.00	5,502.00	8,000.00
Bad Debt Expense	21,000.00	(4.50)	4,500.00	-	2,500.00	-	2,500.00	-	2,000.00
Electricity	400,000.00	338,109.55	375,000.00	356,101.74	375,000.00	324,321.11	380,000.00	335,449.74	380,000.00
	421,000.00	338,105.05	379,500.00	356,101.74	380,000.00	324,624.11	387,197.00	340,951.74	390,000.00
*TRAFFIC ENGINEERING:									
Repairs & Maintenance	2,000.00	-	2,000.00	213.05	2,000.00	-	2,325.12	325.12	-
Electricity	7,000.00	6,183.99	7,000.00	6,607.08	7,000.00	6,090.46	7,500.00	6,274.86	-
	9,000.00	6,183.99	9,000.00	6,820.13	9,000.00	6,090.46	9,825.12	6,599.98	-

*Overall Streets/Roadway Maintenance Budget Reduced ~ Change in Funding Attributed to the Creation of a Fleet Maintenance and Buildings & Grounds Maintenance Division

POLICE DEPARTMENT: ACCOUNT	FY2014 Final	FY2014	FY2015 Final	FY2015	FY2016 Final	FY2016	FY2017 Current	FY2017 Projected	FY2018 Total
DESCRIPTIONS	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Proposed Budget
Salaries & Wages	1,374,902.00	1,371,035.43	1,409,500.00	1,425,548.10	1,506,890.00	1,591,292.60	1,620,250.00	1,568,976.03	1,572,667.82
Salaries & Wages (Bonus)	15,750.00	14,842.34	13,000.00	13,600.00	6,600.00	6,600.00	-	-	-
Salaries & Wages (Part Time)	33,500.00	34,039.49	20,000.00	18,010.73	25,000.00	19,664.15	9,000.00	5,691.04	12,006.51
Salaries (Overtime)	47,760.00	49,606.36	42,760.00	41,163.46	57,000.00	67,656.18	63,000.00	53,339.20	38,834.29
Shift Differential	7,107.00	9,104.64	10,000.00	9,237.64	10,000.00	9,269.28	10,500.00	8,900.84	10,500.00
Stipends	7,200.00	6,700.00	8,204.00	7,880.00	8,204.00	7,800.00	8,750.00	8,042.17	8,750.00
Health Insurance	139,689.42	139,023.44	172,000.00	170,598.21	209,900.00	181,758.72	214,055.00	212,394.11	326,654.07
Health Reimbursement Account	4,000.00	1,000.00	2,000.00	-	500.00	500.00	-	-	-
Retiree Health Insurance	15,500.00	11,794.08	14,500.00	14,582.58	16,500.00	14,093.75	16,240.00	19,849.41	14,615.85
Dental Insurance	17,665.00	17,148.76	21,400.00	20,235.92	24,103.00	25,079.76	19,236.00	16,628.59	17,113.60
Life Insurance	2,728.00	2,502.83	2,575.00	2,881.68	2,950.00	2,616.25	3,400.00	2,735.33	2,772.00
Long Term Disability	5,940.00	5,687.80	6,675.00	6,177.50	7,175.00	7,091.05	7,600.00	5,532.98	5,897.50
FICA Expense	90,809.00	84,703.34	86,306.00	86,683.15	98,693.40	98,638.39	106,700.00	94,628.08	98,745.41
Medicare	21,939.00	19,808.83	22,188.50	20,254.84	23,191.40	23,068.72	24,630.00	22,050.00	23,093.68
Retirement Contributions	90,958.00	84,427.30	65,775.00	65,754.00	65,750.00	65,731.32	61,100.00	61,065.44	94,635.00
401a Contribution	-	-	-	-	-	-	21,500.00	23,447.03	-
Unemployment Insurance	-	-	-	-	-	3,300.00	1,500.00	-	-
Worker's Compensation	70,000.00	58,127.76	65,900.00	77,753.88	64,100.00	65,711.87	87,203.00	98,804.17	80,773.37
Employee Screenings	3,000.00	3,975.00	3,000.00	4,024.50	3,500.00	8,611.00	5,000.00	5,625.00	4,854.29
Software Maintenance	13,950.00	12,968.00	17,199.00	21,077.00	17,199.00	18,771.00	17,200.00	16,419.00	41,941.03
Witness Fees	500.00	50.00	500.00	135.00	500.00	-	-	-	-
Landscaping	-	-	7,000.00	-	9,500.00	7,000.00	-	-	-
Repairs & Maintenance	8,525.00	10,485.04	16,230.00	14,400.83	12,427.50	8,698.88	17,000.00	16,493.29	-
Maintenance Contracts	15,620.00	15,936.09	8,654.00	8,832.33	8,739.00	8,568.64	12,179.00	13,496.81	10,436.71
R & M (Radios)	27,835.08	26,928.34	24,772.27	22,341.70	15,000.00	17,232.94	22,500.00	14,615.80	21,844.29
R & M (Vehicles)	58,200.00	50,838.18	53,000.00	63,608.68	53,000.00	78,260.24	80,100.76	84,944.42	-
Liability Insurance	105,170.38	105,170.38	104,544.40	120,499.10	95,000.00	98,310.79	115,000.00	111,204.25	103,249.00
Telephone	11,400.00	10,026.04	10,000.00	10,279.76	6,000.00	8,759.70	9,014.67	8,677.48	8,786.26
Cellular Phones	10,216.00	9,877.97	10,942.00	12,173.22	14,412.00	18,121.10	31,030.00	21,673.77	26,213.14
Cable TV	960.00	-	-	-	-	-	-	-	-
Internet Services	216.00	223.57	216.00	284.77	240.00	214.03	240.00	235.79	233.01
Postage Meter	400.00	291.02	400.00	200.45	400.00	309.54	500.00	630.86	728.14
Postage	150.00	70.52	150.00	83.58	150.00	39.33	50.00	22.47	48.54
Advertising	-	231.30	250.00	478.60	500.00	699.00	490.00	489.00	728.14
Community Outreach	-	-	-	-	-	-	7,250.00	5,968.55	7,000.00
Travel	4,495.00	4,761.12	7,942.00	5,723.01	4,000.00	4,866.09	11,122.00	9,006.86	8,252.29
Registrations & Training	7,050.00	4,945.03	12,895.00	16,983.00	11,805.00	12,679.00	14,403.00	16,328.52	21,844.29
K9 Expenses	-	-	-	-	10,000.00	15,189.97	2,000.00	1,694.10	3,000.00
K9 Training	1,000.00	-	-	458.92	3,000.00	80.00	2,000.00	3,000.00	3,000.00
Dues (Individual)	900.00	620.00	1,105.00	533.00	1,105.00	1,109.00	1,105.00	804.00	1,067.94
Other Expenses	-	237.00	-	6,837.53	2,000.00	3,202.04	-	-	970.86
Explorer Expense	4,550.00	4,843.90	4,800.00	4,326.84	4,800.00	5,613.40	5,000.00	4,098.42	5,000.00
Honor Guard	1,500.00	-	1,500.00	127.20	1,500.00	69.50	40.00	40.00	1,500.00
State Law Enforcement Cert	1,000.00	-	1,000.00	666.42	300.00	300.00	300.00	300.00	291.26
Contingencies	-	-	-	-	101,061.50	-	-	-	-
Oper Supplies & Mat	13,500.00	12,038.92	13,000.00	12,238.63	26,308.50	32,207.42	23,800.00	20,320.86	26,588.57
Printer Toner/Ink	6,500.00	3,049.82	3,600.00	1,997.34	3,600.00	6,016.81	3,460.00	3,851.17	2,912.57
Officer Supplies	-	-	2,100.00	-	-	-	-	-	-
CID Equip & Supplies	3,000.00	2,415.71	3,000.00	2,015.41	5,300.00	4,545.32	8,100.00	8,291.75	7,475.00
Firearms Supplies	8,000.00	2,293.74	42,568.35	40,925.03	28,273.19	24,415.79	16,739.00	16,125.30	22,475.07
Tasers	-	-	23,861.25	25,580.45	-	-	-	-	-
Crime Prevention Supplies	300.00	51.50	200.00	683.84	200.00	1,790.73	-	-	-
Bicycle Unit Supplies	-	-	3,280.00	3,280.00	-	-	-	-	-
Prisoner Food Expense	250.00	-	200.00	5.08	200.00	-	-	-	-
Electricity	32,000.00	31,454.78	32,000.00	32,245.08	32,000.00	31,076.66	30,000.00	32,076.12	29,125.71
Natural Gas	4,000.00	3,890.82	5,668.00	2,713.83	5,668.00	1,894.11	6,278.00	4,760.44	6,796.00
Gasoline	90,200.00	87,173.39	78,050.00	78,040.05	95,000.00	68,225.08	82,240.00	72,480.19	85,000.00
Computers < \$5,000	17,800.00	16,766.76	999.99	2,275.89	4,000.00	5,111.84	5,000.00	4,185.93	-
New Officer Equipment	3,000.00	2,850.00	3,000.00	4,383.76	3,000.00	4,873.95	3,000.00	1,303.65	3,000.00
Furniture & Fixtures <\$5,000	1,000.00	685.08	1,000.00	885.64	1,000.00	437.74	1,500.00	928.55	1,466.29
Uniforms	17,750.00	17,793.36	15,000.00	10,703.22	15,056.84	15,890.14	12,000.00	10,652.35	15,533.71
Bullet Proof Vests	-	-	7,700.00	7,184.35	3,300.00	5,299.75	3,300.00	-	2,912.57
Vehicles	178,491.96	-	497,745.90	289,405.14	307,136.97	307,438.63	136,967.87	67,363.97	-
Capitalized Equipment	-	-	21,808.28	21,615.28	22,000.00	21,799.00	58,704.20	58,704.20	-
Other Capital Equipment	-	-	8,322.00	8,322.00	-	-	-	-	-
Payments to Other Agencies	-	-	-	-	189,126.51	189,126.51	-	-	-
Prisoner Expense	18,764.00	18,358.32	-	-	-	-	-	-	-
Outsourcing GCIC/Bonding to Cob	53,004.00	53,004.00	53,004.00	53,004.00	53,004.00	53,004.00	45,000.00	45,000.00	43,688.57
	2,669,844.84	2,423,857.10	3,064,990.54	2,891,940.75	3,296,869.81	3,279,730.71	3,064,277.50	2,879,541.29	2,825,012.35

SENIOR CENTER (IN PARKS & RECREATION DEPT):									
ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	-	-	-	-	-	-	-	-	10,967.60
Salaries & Wages (Bonus)	250.00	250.00	250.00	250.00	100.00	100.00	-	-	-
Salaries & Wages (Part Time)	14,576.00	14,457.60	15,430.00	14,831.99	15,900.00	15,422.13	16,685.00	15,894.50	21,641.58
Health Insurance	-	-	-	-	-	-	-	-	1,711.14
Dental Insurance	-	-	-	-	-	-	-	-	82.43
Life Insurance	-	-	-	-	-	-	-	-	21.00
Long Term Disability	-	-	-	-	-	-	-	-	41.13
FICA Expense	963.50	911.83	975.50	935.00	998.40	968.64	1,035.00	985.44	2,021.77
Medicare	220.63	213.25	229.00	218.63	233.90	226.49	242.00	230.38	472.83
Retirement Contributions	-	-	-	-	-	-	-	-	1,100.00
Worker's Compensation	307.00	613.28	615.00	531.10	450.00	333.43	185.00	171.92	200.00
Repairs & Maintenance	6,350.00	3,319.33	4,500.00	3,169.54	9,250.00	4,421.48	5,500.00	2,105.98	-
Maintenance Contracts	2,650.00	3,249.00	2,650.00	2,109.00	3,555.00	1,207.40	3,555.00	1,776.49	300.00
R & M (Vehicles)	1,000.00	309.50	500.00	216.50	500.00	174.72	-	974.20	-
Liability Insurance	2,750.00	2,605.00	2,026.00	1,757.01	2,000.00	1,835.43	1,300.00	1,088.55	750.00
Telephone	3,000.00	1,722.19	2,500.00	1,536.08	1,800.00	1,712.53	2,500.00	3,434.42	2,500.00
Internet Services	-	-	-	-	-	490.00	1,000.00	-	1,000.00
Oper Supplies & Mat	5,900.00	7,876.88	8,000.00	7,220.31	11,500.00	11,174.52	10,000.00	11,729.59	12,000.00
Electricity	5,500.00	2,307.06	3,500.00	2,507.40	3,000.00	4,686.01	5,050.00	4,792.50	5,000.00
Natural Gas	3,289.00	3,696.08	4,500.00	4,144.72	4,500.00	2,252.60	3,091.80	2,747.62	2,750.00
Gasoline	500.00	302.70	500.00	426.15	500.00	111.39	500.00	-	500.00
	47,256.13	41,833.70	46,175.50	39,853.43	54,287.30	45,116.77	50,643.80	45,931.59	63,059.48

MUSEUM (IN PARKS & RECREATION DEPT):									
ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	-	-	-	-	-	-	-	-	4,387.00
Salaries & Wages (Bonus)	150.00	150.00	150.00	150.00	100.00	100.00	-	-	-
Salaries & Wages (Part Time)	5,409.00	5,314.40	5,575.00	5,570.24	6,738.00	7,032.98	6,025.00	6,011.51	6,250.15
Health Insurance	-	-	-	-	-	-	-	-	684.46
Dental Insurance	-	-	-	-	-	-	-	-	32.97
Life Insurance	-	-	-	-	-	-	-	-	8.40
Long Term Disability	-	-	-	-	-	-	-	-	16.45
FICA Expense	355.80	338.89	356.50	354.60	743.40	524.38	375.00	392.58	659.50
Medicare	80.18	79.34	84.50	83.02	186.90	122.65	89.00	91.83	154.24
Worker's Compensation	307.00	613.28	615.00	531.10	450.00	333.43	185.00	171.92	200.00
Contract Labor	-	-	-	-	-	-	-	-	6,300.00
Security	78.00	-	78.00	81.60	915.00	-	915.00	-	-
Repairs & Maintenance	-	-	-	-	1,500.00	433.18	500.00	-	-
Maintenance Contracts	300.00	300.00	300.00	300.00	325.00	302.25	325.00	736.71	150.00
Liability Insurance	-	-	-	66.95	410.00	531.59	1,250.00	1,088.55	750.00
Telephone	2,200.00	2,458.10	2,200.00	2,561.23	2,200.00	3,746.29	4,000.00	4,999.86	4,000.00
Internet Services	-	-	-	-	-	-	-	-	1,000.00
Oper Supplies & Mat	500.00	-	250.00	212.08	1,200.00	947.93	750.00	88.42	1,500.00
Electricity	1,650.00	1,389.11	1,500.00	1,697.55	4,000.00	2,718.81	6,250.00	3,877.73	5,000.00
Natural Gas	700.00	805.24	1,000.00	648.08	2,025.00	399.91	3,250.00	1,893.16	2,000.00
	11,729.98	11,448.36	12,109.00	12,256.45	20,793.30	17,193.40	23,914.00	19,352.27	33,093.17

COMMUNITY DEVELOPMENT (COMBINED): ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
BUILDING DEVELOPMENT/INSPECTION:									
Unemployment Insurance	-	-	-	-	-	(660.00)	-	-	-
Worker's Compensation	-	613.28	-	306.64	-	-	-	-	-
Legal	-	-	-	-	-	-	4,500.00	-	-
City Eng Pln Review/FlowTest	3,000.00	2,119.00	3,000.00	-	3,000.00	-	2,000.00	-	-
Contract Labor	63,048.61	62,733.50	93,300.00	84,290.28	75,000.00	65,928.98	115,590.28	113,422.13	55,000.00
Repairs & Maintenance	139.71	139.71	200.00	29.20	200.00	-	200.00	-	-
Janitorial Services	2,220.00	2,220.00	-	1,295.00	-	-	-	-	-
Postage Meter	886.68	896.66	1,000.00	889.87	1,000.00	490.69	1,000.00	672.88	-
Printing & Binding	300.00	278.48	300.00	312.53	300.00	-	300.00	129.30	-
Advertising	2,225.00	740.60	1,360.00	634.80	1,360.00	2,367.60	1,500.00	1,682.80	-
Registrations & Training	-	-	500.00	194.96	-	-	-	-	-
Dues (Individual)	-	70.00	-	-	-	-	-	-	-
Other Expenses	-	-	500.00	132.53	500.00	-	500.00	-	-
Oper Supplies & Mat	750.00	688.74	650.00	150.00	650.00	356.02	650.00	650.00	-
Printer Toner/Ink	-	-	500.00	500.00	-	-	-	-	-
	72,570.00	70,499.97	101,310.00	88,735.81	82,010.00	68,483.29	126,240.28	116,567.11	
PLANNING:									
Salaries & Wages	176,575.00	173,670.22	180,150.00	169,130.82	202,700.00	176,513.19	170,300.00	152,083.48	228,202.97
Salaries & Wages (Bonus)	2,000.00	2,000.00	2,000.00	2,000.00	1,000.00	1,000.00	-	-	-
Health Insurance	18,759.00	10,863.00	12,925.00	12,949.39	20,050.00	18,080.57	15,426.00	5,974.43	19,997.89
Health Reimbursement Account	440.00	-	-	-	-	-	-	-	-
Dental Insurance	2,731.00	3,482.48	3,875.00	3,660.90	5,065.00	4,329.96	2,214.00	2,053.08	3,100.70
Life Insurance	317.00	374.38	400.00	505.38	525.00	477.62	380.00	276.50	364.35
Long Term Disability	552.00	646.68	740.00	693.31	1,120.00	1,127.71	812.00	560.33	855.76
FICA Expense	11,141.00	12,089.41	11,324.00	12,427.02	18,274.00	19,797.89	14,170.00	15,001.89	14,148.58
Medicare	2,570.00	2,822.66	2,669.00	2,906.27	4,279.00	4,630.18	3,285.00	3,508.59	3,308.94
Retirement Contributions	12,016.00	10,628.01	9,750.00	9,744.00	9,100.00	9,081.41	9,900.00	9,750.73	13,308.30
401a Contribution	-	-	-	-	-	-	1,000.00	803.24	-
Worker's Compensation	4,150.00	6,132.84	6,150.00	3,964.23	1,800.00	1,831.44	1,850.00	1,579.13	1,224.11
Legal	5,000.00	3,681.58	6,000.00	4,024.27	-	-	2,062.87	-	-
Engineering	6,000.00	4,146.25	6,000.00	5,682.72	6,000.00	3,135.00	7,000.00	3,950.00	9,000.00
Employee Screenings	50.00	-	-	89.96	300.00	114.86	-	145.00	-
Contract Labor	-	-	-	-	-	2,200.32	35,568.00	34,979.36	-
Software Maintenance	8,176.00	4,496.00	6,000.00	7,008.86	8,700.00	3,430.00	11,300.00	10,131.44	8,470.00
Repairs & Maintenance	4,227.00	2,643.45	3,200.00	1,884.30	3,200.00	978.67	3,200.00	4,621.30	-
Maintenance Contracts	4,000.00	3,572.76	3,500.00	2,813.65	3,534.00	2,994.85	3,534.00	3,004.73	3,051.56
Liability Insurance	8,250.00	7,814.99	6,650.00	5,727.99	8,785.00	8,530.25	8,250.00	7,689.40	5,522.46
Telephone	2,000.00	1,863.36	2,000.00	1,876.63	1,500.00	2,429.46	2,500.00	1,245.39	1,743.75
Cellular Phones	-	505.07	1,200.00	406.28	550.00	456.12	480.00	456.12	435.94
Internet Services	500.00	223.57	250.00	230.45	250.00	214.03	250.00	220.05	217.97
Postage Meter	1,000.00	200.95	515.00	863.88	525.00	772.13	1,025.00	753.92	1,547.58
Postage	500.00	205.54	300.00	730.00	850.00	598.13	850.00	672.85	825.00
Printing & Binding	2,500.00	1,240.44	2,500.00	1,995.58	2,500.00	1,098.74	2,500.00	2,176.28	3,138.75
Legal Notices	100.00	1,136.60	550.00	317.60	550.00	340.00	550.00	300.00	3,500.00
Travel	150.00	512.36	500.00	411.45	500.00	479.60	500.00	206.08	437.50
Registrations & Training	2,500.00	1,134.00	2,500.00	2,233.29	3,000.00	2,042.20	3,700.00	3,253.08	5,850.00
Dues (Individual)	1,080.00	910.00	895.00	730.00	895.00	590.00	895.00	885.00	1,320.00
Other Expenses	1,000.00	995.43	800.00	105.55	800.00	601.08	800.00	329.30	1,918.13
Oper Supplies & Mat	3,500.00	901.42	2,000.00	1,198.55	2,000.00	1,965.39	2,000.00	975.14	1,918.13
Printer Toner/Ink	750.00	13.48	600.00	600.00	600.00	939.33	1,500.00	1,500.00	1,307.81
Electricity	9,000.00	7,330.17	8,000.00	8,384.30	8,000.00	8,960.02	9,500.00	9,192.74	8,282.81
Natural Gas	3,000.00	3,124.42	3,000.00	2,890.95	3,000.00	1,512.88	3,000.00	1,666.52	3,051.55
Computers < \$5,000	5,400.00	871.59	3,258.98	2,488.16	-	-	-	-	-
	299,934.00	270,223.11	290,201.98	270,675.75	319,952.00	281,193.01	320,301.87	279,945.11	
PLANNING & ZONING COMMISSION:									
Legal	6,500.00	8,442.23	10,000.00	10,017.40	-	-	-	-	-
Planning Services	2,500.00	2,200.00	3,000.00	360.00	3,000.00	2,500.00	7,245.00	1,000.00	4,745.00
Postage	50.00	-	-	-	-	-	-	-	-
Postage Meter	50.00	-	-	-	-	-	-	-	-
Printing & Binding	2,000.00	273.20	1,000.00	714.32	1,000.00	48.00	1,000.00	1,000.00	-
Legal Notices	500.00	610.00	515.00	360.00	515.00	600.00	515.00	390.00	-
Travel	100.00	-	-	-	-	-	-	-	-
Registrations & Training	1,000.00	1,000.00	2,250.00	930.00	2,250.00	-	2,250.00	2,344.65	-
Dues (Individual)	200.00	-	545.00	308.00	200.00	450.00	450.00	450.00	-
Commission Expenses	2,520.00	2,635.00	7,320.00	2,293.25	2,750.00	1,857.78	2,750.00	2,580.00	3,000.00
Oper Supplies & Mat	500.00	429.62	500.00	181.04	500.00	-	500.00	250.00	-
	15,920.00	15,590.05	25,130.00	15,164.01	10,215.00	5,455.78	14,710.00	8,014.55	408,795.54
	388,424.00	356,313.13	416,641.98	374,575.57	412,177.00	355,132.08	461,252.15	404,526.76	

ECONOMIC DEVELOPMENT: ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages	27,500.00	27,423.22	62,000.00	62,238.60	64,685.00	65,132.16	83,100.00	82,897.87	70,583.05
Salaries & Wages (Bonus)	-	-	100.00	100.00	200.00	200.00	-	-	-
Health Insurance	3,039.00	2,974.40	8,600.00	8,399.78	9,240.00	9,552.18	16,483.00	17,521.36	17,654.48
Dental Insurance	819.00	363.80	975.00	967.20	1,015.00	1,044.00	1,015.00	800.50	829.96
Life Insurance	89.00	37.20	95.00	138.84	96.00	87.78	135.00	87.50	84.00
Long Term Disability	199.00	122.10	325.00	313.92	365.00	327.34	375.00	-	284.69
FICA Expense	1,650.00	1,630.64	3,856.50	3,499.37	4,034.80	3,674.28	5,155.00	3,599.70	4,376.15
Medicare	588.00	357.96	901.50	818.41	945.80	859.40	1,210.00	841.85	1,023.45
Retirement Contributions	1,385.00	1,245.54	2,440.00	2,436.00	2,275.00	2,256.30	3,000.00	2,950.85	3,053.00
401a Contribution	-	-	-	-	-	-	910.00	690.80	-
Worker's Compensation	-	-	-	-	-	169.17	370.00	343.58	341.00
Employee Screenings	-	102.82	-	-	-	-	-	-	-
Software Maintenance	-	-	-	-	-	-	-	-	4,279.17
Misc City Contributions (Business Events)	-	-	-	-	-	-	-	-	1,700.00
Liability Insurance	-	-	1,600.00	255.33	1,560.00	1,501.48	1,400.00	1,332.32	1,287.00
Cellular Phone	50.00	-	650.00	-	-	-	-	-	-
Printing & Binding	-	-	-	-	-	102.92	750.00	-	750.00
Advertising	-	-	5,000.00	5,020.00	13,140.00	12,287.11	17,570.00	15,309.56	7,670.00
Tourism	-	-	500.00	62.78	-	-	-	250.00	5,500.00
Travel	600.00	528.87	2,000.00	1,118.91	1,500.00	945.42	1,300.00	1,247.32	3,200.00
Registrations & Training	3,750.00	1,399.34	1,500.00	1,486.00	1,800.00	1,885.00	2,135.00	2,100.98	4,710.00
Contributions	-	-	-	-	6,000.00	1,797.72	-	-	-
Other Expenses	2,581.00	4,510.24	2,500.00	2,976.97	3,360.00	3,223.44	1,435.00	1,353.94	1,900.00
Authority Expense	-	85.04	-	-	-	-	-	-	20,000.00
Oper Supplies & Mat	6,800.00	8,714.37	1,200.00	1,096.37	2,000.00	774.02	2,000.00	1,121.18	1,900.00
Operating Supplies	-	(2,101.57)	-	-	-	-	-	-	400.00
Printer Toner/Ink	-	-	-	-	-	-	-	-	-
Computers < \$5,000	2,950.00	1,802.55	1,128.99	1,009.98	-	-	-	-	-
	52,000.00	49,096.22	95,371.99	91,938.44	112,116.60	105,619.72	138,343.00	132,419.31	151,485.95

SPECIAL EVENTS (IN PARKS AND RECREATION): ACCOUNT DESCRIPTIONS	FY2014 Final Budget	FY2014 Expenditures	FY2015 Final Budget	FY2015 Expenditures	FY2016 Final Budget	FY2016 Expenditures	FY2017 Current Budget	FY2017 Projected Expenditures	FY2018 Total Proposed Budget
Salaries & Wages									17,202.04
Health Insurance									2,007.70
Dental Insurance									117.21
Life Insurance									25.20
Long Term Disability									84.51
FICA Expense									1,066.53
Medicare									249.43
Contract Labor									23,700.00
City-Sponsored Events									36,500.00
Powder Springs Day	69,694.81	68,699.25							
4th of July Celebration	30,000.00	18,989.33	30,000.00	24,412.72	30,000.00	30,028.29			
Christmas Celebration	9,500.00	8,664.37							
Other City Events	550.00	550.00							
Special Events Cultural Arts Center Even			2,704.00	2,704.00	1,300.00	897.82	2,200.00	1,710.26	
Special Events Town Square Events			20,946.00	20,758.45	19,500.00	19,500.00	36,200.00	38,196.22	
Special Events Misc City Contributions			750.00	833.85	500.00	500.00	750.00	42.25	
Special Events - Advertising			-	-	-	-	2,900.00	2,383.59	1,250.00
Special Events - Tourism			-	-	-	-	7,900.00	8,359.60	
Special Events - Other Expenses			-	-	2,500.00	2,334.96	500.00	-	100.00
Operating Supplies									200.00
	109,744.81	96,902.95	54,400.00	48,709.02	53,800.00	53,261.07	50,450.00	50,691.92	82,482.61