

**PROPOSED BUDGET**  
**FISCAL YEAR 2022**



**Submitted by: Pam Conner, City Manager**

**Date: June 7, 2021**

## **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 visit and want to call home.**

## **Strategic Priorities**

- ◆ **Create Destinations that appeal to residents and visitors**
- ◆ **Develop and Promote a Safe City.**
- ◆ **Create an Atmosphere of Community**
- ◆ **Attract and Retain Businesses**



*Elected Officials*



*Al Thurman  
Mayor*



*Patrick Bordelon  
Post 1 – At Large*



*Patricia Wisdom  
Post 2 –At Large*



*Henry Lust  
Ward 1*



*Doris Dawkins  
Ward 2*



*Nancy Farmer  
Ward 3*

## BUDGET TRANSMITTAL LETTER



May 12, 2021 and June 7, 2021

Honorable Mayor and Council  
Powder Springs, GA

Dear Mayor Thurman and City Council:

Please find attached the submitted annual operating and capital budget for the City's fiscal year beginning July 1, 2021 and ending June 30, 2022 (FY22). It provides for the continuation of City services and capital improvements without a change to the millage rate of 9.5 and with a minor increase fees for utility lighting services of .50 a month (\$6.00 annually). It also includes several enhancements as described below.

Mindful of your strategic priorities and policy directions from the Comprehensive Plan and tasks identified at your fall retreat (see budget appendix), the budget funds staffing and related operational costs to accomplish these priorities and goals. It assumes continued remote and virtual services in a waning pandemic, improved technologies and citizen outreach, maintenance of six-months' operating reserves, expanded events, continued professional services, steady residential growth and realignment of functional areas.

There is a reduction in the overall budget due in part to the impacts from the pandemic, including items such as franchise fees and interest income. On the other hand, the demand for and shortage of housing and available land is expected to produce more housing starts, resulting in a continued modest increase in the tax digest from this residential growth.

### **Operating Plan Summary:**

The FY22 submitted budget reflects planned expenditures of \$12,846,093 million, which represents a decrease from current year. General fund revenue growth is projected to decrease 3.63% overall, owing to a decrease namely in franchise fees, interest income, and contributions and donations. Enterprise fund revenues and expenses are expected to increase 16.09% and 3.33% respectively.

Given stability in revenues for the last fiscal year, FY21, the City was able to implement field pay adjustments of 3 percent in January 2021 for non-exempt personnel who perform their jobs in the field (sworn officers, public works, stormwater). These positions will be enhanced even more in FY22 when they, along with all other employees, receive

pay adjustments in July 2021 (FY22) based upon recommendations in the pay and classification study performed in the spring of 2021. The average adjustment is 6% although there are a few that will be adjusted 3% (those already at market) and some over 7% (mostly public works and public safety).

Additionally, the FY22 budget is enhanced with the realignment of city services into two agencies that will be managed by executive directors. The Development and Infrastructure Agency will manage public works, community development, stormwater, GIS and IT. The Public Services, Equity and Inclusion Agency will manage Police, Municipal Court, Parks and Recreation, and Communications. We were able to achieve this realignment in large part by eliminating one position in public safety that was authorized two years ago but never filled and one position in economic development.

The FY22 budget also includes two new sanitation employees, a part-time intern to assist the Human Resources Department, part-time professional service assistance for Human Resources and professional services in areas requiring specialized expertise and experience, including communications, procurement and economic development.

### **Capital Improvements Plan Summary:**

Once fund balance is stabilized at six months of reserves, the submitted budget recommends continued allocation of 10% of prior year fund balance to emergency preparedness and resurfacing. Additionally, the recommendation funds three police department vehicles and allocates 50% of the cost of a truck for parks and recreation. It includes technology improvements, relocation expenses during the municipal building renovation and engineering expenses related to curb cut investigations on US278.

#### *Changes to the Budget in Governmental Activities.*

Property tax revenues are projected to increase 5% as a result of increased property values and new growth from residential development and a small amount of commercial growth. Additionally, building permits and occupational taxes (popularly called business licenses) will also see an increase in the upcoming fiscal year. However, fines and forfeitures, facility rental incomes, interest income and franchise fees are expected to decrease. The TAVT revenues are anticipated to see an increase given the regulatory changes made by the Georgia General Assembly last year.

The submitted budget projects an increase in governmental activities expenses primarily related to the additional personnel, compensation adjustments, increased expenses for costs associated with health care, workers' compensation and liability insurance.

#### *Changes to the Budget in Enterprise Funds.*

Revenues in both Sanitation and Stormwater are projected to see a small increase as a result of new development added to the City. Sanitation is expected to increase by 14.44%

to \$1,719,229 and Stormwater by 20.37% to \$698,751. The majority of both of these increases are due to an increase in the use of Fund Balance to cover expenditures.

Expenses in stormwater are expected to increase slightly as a result of increased costs in health care and workers compensation, as well as a pond repair project, should it be determined that such repair is appropriate under federal, state and local regulations.

Expenses in sanitation are expected to rise as a result of another increase in landfill and recycling expenses, additional personnel, increased costs in health care, workers' compensation and a replacement sanitation vehicle. Although budgeted Sanitation expenses appear to show a decline, actual expenses will increase because two garbage trucks were budgeted in the prior year but only one was purchased. That truck was carried over into this year's budget. A sanitation study that is still underway is expected to recommend a fee increase beginning in FY23 with gradual increases every year thereafter for the next 10 years. A fee increase is not recommended in FY22.

### Key Points in the FY22 Budget

The submitted budget was prepared to support to the greatest extent possible citywide initiatives, departmental activities and department operations that help achieve the City's core strategies of *promoting a safe city, attracting and retaining business, creating destinations and creating an atmosphere of community.*

- Operating reserves are maintained at the six months with no tax increase;
- There are a total of 89 authorized positions (includes the elected body), which is a net increase of 2 positions.
- Operational expenses increase by \$25,000 for a camera system to aid in public safety investigations.
- Liability insurance, workers' compensation and health insurance increase by 6%, 36% and 6% respectively.
- Approximately \$200,000 is included for compensation adjustments for all personnel, except the City Manager, with the higher adjustments in public works and public safety.
- Finance staffing includes a 10-hour/week Chief Financial Officer, a departmental director and deputy director, a senior accountant, utility manager and a part-time property tax specialist.
- Two agencies, each overseen by executive directors, consolidate similar services as noted above. Additionally, staff and professional services are re-distributed between various departments (i.e. the utility billing clerk will now be a part of the Finance Department and the economic development professional will be a part of the economic development budget rather than community development).
- An additional audit expense amount is added to account for the single audit that will be required for receipt of local relief funds from the federal government.
- Various revenues are down as a result of the pandemic, including franchise fees, interest income, contributions and donations and fines and forfeitures.



- With respect to the enterprise funds, landfill and recycling expenses have increased in sanitation, and a pond repair is budgeted in the stormwater fund in the event it is determined such repair is contemplated by governing regulations
- The budget continues to address business development, marketing, public information, and audit activities by experienced contract professionals for a combined amount of \$256,075.
- The CIP includes 3 police department vehicles at \$141,000 (with a 4<sup>th</sup> to be acquired from seizure funds), police department technology needs of approximately \$103,000.00, citizen engagement tools of approximately \$20,000 and relocation expenses of \$117,000 associated with vacating city hall, community development and municipal court when municipal court is renovated.

### Millage Rate

The recommended FY22 budget does not include an increase in the millage rate; the millage rate of 9.5 would be retained. That rate will enable us to continue and build upon what we have started with a gradual expansion of our workforce and improved efficiencies with technology.

Technology has enabled us to weather the various obstacles encountered during the pandemic in serving the public. With existing and expanded technology tools, we were able to expand our on-line services and reach a larger proportion of our population. Our public meetings will continue to include a virtual component to better serve those who are unable to attend in person meetings and will also allow staff the tools needed to complete work from a remote location as appropriate.

Depending on the length of time before herd immunity is achieved, we would anticipate continued technology adjustments in the following fiscal year. As noted last year, the results of the pandemic are expected to affect us for the foreseeable future, and we must be flexible and able to adjust to changing conditions. Additionally, we are expected to experience many changes at the state and federal level, which will in turn impact us.

### Summary

The submitted budget includes \$12,846,093 million of investment in City services and infrastructure, a slight decrease from our current budget. It will maintain our financial reserves at a healthy level to respond to an unplanned event. The City of Powder Springs' operating reserves are maintained to cover six months of operations, and once the fund balance has been stabilized at six months, ten percent of funds are assigned each to resurfacing and emergency preparedness projects. A portion of remaining unassigned fund balance in the General Fund will be assigned to continue building a long-term capital budget.

Revenues are estimated in a careful and intentional manner and will be examined regularly throughout the fiscal year. The remaining dollars that the City may recognize at

the end of FY21 budget would be attributed to postponed events, staffing shortages and managed spending.

Existing long-term debt is small for our operations. Bonds issued in 2005 and 2018 will be satisfied in 2025 and 2031, respectively, and those issued in 2021 will be satisfied in 2041. The sale of the water and sewer system provides an annual payment of \$550,000 for ten years, ending in July 2029. Monies in the water and sewer fund are currently invested in a special capital reserve fund at Georgia Fund One.

The FY22 submitted budget has been developed based upon information received from the public at Town Hall or other public meetings and in collaboration with the elected body and City departments. The priorities established during this budget development process include personnel increases, compensation adjustments, improved technologies and capital investment.

It is important to note that unless we can grow our boundaries and take advantage of development opportunities, both residential and commercial, the fiscal challenges we will face from increasing exemptions and service costs will continuously stretch our capacity to achieve the priorities of the City's Comprehensive and Strategic Plans to work with residents and businesses to promote a safe, economically secure and stimulating city where people want to visit, do business and call home. However, as stated last year, with the resources we do have, we will strive to improve technologies where possible, maintain infrastructure and facilities, promote and celebrate our hometown character and good quality of life, collaborate on best ways to deliver essential services, expand partnerships with the community to deliver the desired outcomes and services, and invest in the City's future by addressing changes in our economy, workforce and society.

I would like to thank the Mayor and Council for their guidance and contributions and each department head for their dedication and effort in preparing their departmental requests during challenging times. They have collaborated as a team in recommending solutions and options in meeting the priorities established by the elected officials and the public as recommended in our many planning documents. A special thanks is extended to Travis Sims and Michelle Collings for their work in preparing the submitted budget document.

Sincerely,

Pam Conner  
City Manager



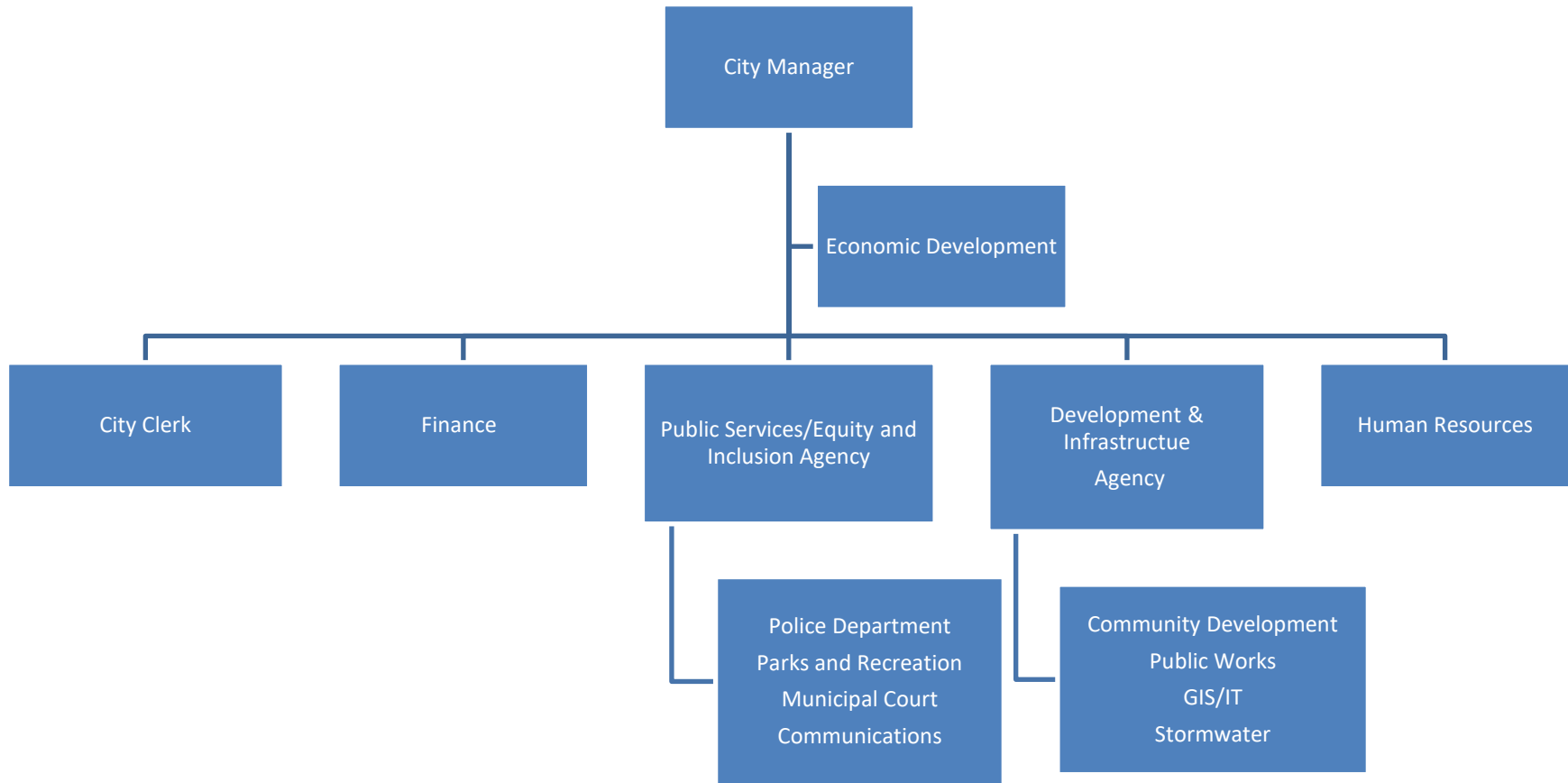


## FISCAL YEAR 2022 BUDGET INSTRUCTIONS | CALENDAR

January 26	City Manager finalizes Budget; Budget worksheets distributed.
January 28	State of the City Town Hall and Budget kickoff
February 19	Budget worksheets due to City Manager
February 22-26	CM and Finance meet with Directors about budget requests
March 5	CM and Finance meet about requests and revenue projections
March 19	City Manager and Finance meet and determine updates and “final preliminary” draft budget (except for salaries TBD from study);
March 31	Finance submits “budget book” to CM
April 8	City Manager and Department Directors meet regarding budget 9AM-12:30PM (virtual and in person)
April 9	Meeting with Council regarding SPLOST 1:00-4:30PM (virtual and in person)
April 15	Numbers back from sanitation study; compensation study
April 16	CM and Finance update budget based on studies
April 20	CM and DD meet with Mayor and Council
April 27	Town Hall Preliminary Budget
April 28	Preliminary budget discussion at Agenda Meeting
May 3	Draft Town Hall Budget Presentation at council meeting (or May 6)
May 4	Budget Open House – day and evening 10AM-7PM
May 12	City Council Receives Proposed Budget at Agenda meeting
May 17	First Public Hearing – Reading of Ordinance and Budget
May 20	Budget Open House – evening only 6-8PM
June 2	Budget discussion at council agenda
June 7	Second Public Hearing - Reading of Ordinance and Budget Adoption
July 1	Budget Implementation



# The City of Powder Springs Organizational Chart FY2022





REVENUES				
	Total All Department Budget Requests	General Fund	Special Revenue Funds	Enterprise Funds
REVENUE CATEGORIES				
31 TAXES	\$7,316,483	\$7,316,483	\$0	\$0
32 LICENSES AND PERMITS	\$685,700	\$685,700	\$0	\$0
33 INTERGOVERNMENTAL REVENUES	\$835,000	\$835,000	\$0	\$0
34 CHARGES FOR SERVICES	\$2,457,933	\$568,651	\$0	\$1,889,282
35 FINES AND FORFEITURES	\$568,500	\$548,500	\$20,000	\$0
36 INVESTMENT INCOME	\$6,100	\$5,000	\$100	\$1,000
37 CONTRIBUTIONS & DONATIONS	\$2,000	\$2,000	\$0	\$0
MISCELLANEOUS REVENUE	\$14,680	\$14,680	\$0	\$0
OTHER FINANCING SOURCES	\$959,697	\$432,000	\$0	\$527,697
<b>TOTAL REVENUES</b>	<b>\$12,846,093</b>	<b>\$10,408,014</b>	<b>\$20,100</b>	<b>\$2,417,980</b>
Prior Year Budget	\$12,882,281	\$10,799,517	\$0	\$2,082,764
Budget Increase/Decrease Amounts	(\$36,187)	(\$391,503)	\$20,100	\$335,216
Percent Change From Prior Year	-0.28%	-3.63%	#DIV/0!	16.09%
EXPENDITURES				
	Total All Department Budget Requests	General Fund	Special Revenue Funds	Enterprise Funds
EXPENDITURE CATEGORIES				
51 PERSONNEL SERVICES & EMPLOYEE BENEFITS	\$6,007,490	\$5,323,440	\$0	\$684,050
52 PURCHASED/CONTRACTED SERVICES	\$3,791,509	\$2,793,670	\$20,100	\$977,739
53 SUPPLIES	\$831,005	\$747,932	\$0	\$83,073
54 CAPITAL OUTLAYS	\$437,358	\$0	\$0	\$437,358
55 INTERFUND/INTERDEPARTMENTAL CHARGES	\$210,251	\$0	\$0	\$210,251
57 OTHER COSTS	\$245,509	\$220,000	\$0	\$25,509
58 DEBT SERVICE	\$890,971	\$890,971	\$0	\$0
61 OTHER FINANCING USES	\$432,000	\$432,000	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$12,846,093</b>	<b>\$10,408,014</b>	<b>\$20,100</b>	<b>\$2,417,980</b>
Prior Year Budget	\$13,139,684	\$10,799,517	\$0	\$2,340,167
Budget Increase/Decrease Amounts	(\$293,591)	(\$391,504)	\$20,100	\$77,813
Percent Change From Prior Year	-2.23%	-3.63%	#DIV/0!	3.33%

**GENERAL FUND SUMMARY**



**EXPENDITURES**

	Personnel Services	Purchased/Contracted Services	Supplies	Capital Outlays	Other Costs	Debt Service	Other Financing Uses	Department Total
City Council	\$119,056	\$44,000	\$12,500	\$0	\$0	\$0	\$0	<b>\$175,556</b>
City Manager	\$382,680	\$253,950	\$3,050	\$0	\$0	\$0	\$0	<b>\$639,680</b>
City Clerk	\$202,445	\$116,294	\$1,000	\$0	\$0	\$0	\$0	<b>\$319,739</b>
Elections	\$0	\$19,000	\$0	\$0	\$0	\$0	\$0	<b>\$19,000</b>
Finance	\$453,960	\$51,210	\$4,000	\$0	\$0	\$0	\$0	<b>\$509,170</b>
IT	\$0	\$243,000	\$6,000	\$0	\$0	\$0	\$0	<b>\$249,000</b>
Human Resources	\$121,731	\$25,950	\$1,000	\$0	\$0	\$0	\$0	<b>\$148,681</b>
General Administration	\$166,643	\$574,434	\$155,630	\$0	\$120,000	\$0	\$0	<b>\$1,016,707</b>
Court	\$187,928	\$118,680	\$5,150	\$0	\$50,000	\$0	\$0	<b>\$361,758</b>
Police	\$2,358,692	\$212,855	\$154,402	\$0	\$0	\$0	\$0	<b>\$2,725,949</b>
Public Works	\$501,355	\$581,731	\$363,550	\$0	\$0	\$0	\$0	<b>\$1,446,636</b>
Parks & Recreation	\$229,405	\$234,160	\$27,600	\$0	\$0	\$0	\$0	<b>\$491,165</b>
Community Development	\$313,207	\$160,458	\$480	\$0	\$0	\$0	\$0	<b>\$474,145</b>
Code Enforcement	\$198,489	\$36,310	\$13,450	\$0	\$0	\$0	\$0	<b>\$248,249</b>
Economic Development	\$87,849	\$121,638	\$120	\$0	\$0	\$0	\$0	<b>\$209,607</b>
Non Departmental	\$0	\$0	\$0	\$432,000	\$50,000	\$890,971	\$0	<b>\$1,372,971</b>
<b>Total</b>	<b>\$5,323,440</b>	<b>\$2,793,670</b>	<b>\$747,932</b>	<b>\$432,000</b>	<b>\$220,000</b>	<b>\$890,971</b>	<b>\$0</b>	<b>\$10,408,014</b>

**REVENUES**

	Licenses & Permits	Intergovernmental Revenues	Charges for Services	Fines & Forfeitures	Investment Income	Miscellaneous Revenue	Other Financing Sources	Total	
Taxes	\$7,316,483	\$685,700	\$835,000	\$568,651	\$548,500	\$5,000	\$16,680	\$432,000	<b>\$10,408,014</b>

**SPECIAL REVENUE FUNDS**



**EXPENDITURES**

	Personnel Services	Purchased/Contracted Services	Supplies	Capital Outlays	Other Costs	Debt Service	Other Financing Uses	Department Total
Federal Confiscated Assets	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	<b>\$10,000</b>
State Confiscated Assets	\$0	\$10,100	\$0	\$0	\$0	\$0	\$0	<b>\$10,100</b>
<b>Total</b>	<b>\$0</b>	<b>\$20,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,100</b>

**REVENUES**

	Licenses & Permits	Intergovernmental Revenues	Charges for Services	Fines & Forfeitures	Investment Income	Miscellaneous Revenue	Other Financing Sources	Total
<b>Taxes</b>								
\$0	\$0	\$0	\$0	\$20,000	\$100	\$0	\$0	<b>\$20,100</b>

**ENTERPRISE FUNDS**



**EXPENDITURES**

	Personnel Services	Purchased/Contracted Services	Supplies	Capital Outlays	Other Costs	Debt Service	Interfund/Inter-Departmental	Department Total
Sanitation Fund	\$533,889	\$597,122	\$76,458	\$288,000	\$13,509	\$0	\$210,251	<b>\$1,719,229</b>
Stormwater Fund	\$150,161	\$380,617	\$6,615	\$149,358	\$12,000	\$0	\$0	<b>\$698,751</b>
<b>Total</b>	<b>\$684,050</b>	<b>\$977,739</b>	<b>\$83,073</b>	<b>\$437,358</b>	<b>\$25,509</b>	<b>\$0</b>	<b>\$210,251</b>	<b>\$2,417,980</b>

**REVENUES**

	Licenses & Permits	Intergovernmental Revenues	Charges for Services	Fines & Forfeitures	Investment Income	Miscellaneous Revenue	Other Financing Sources	Total
Taxes	\$0	\$0	\$1,889,282	\$0	\$1,000	\$0	\$527,697	<b>\$2,417,980</b>



General Fund Departmental  
Operating Budgets FY2022





**GENERAL FUND 100 - SUMMARY  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	%
<b><u>REVENUES</u></b>						
Property Taxes	4,802,887	5,012,538	4,971,173	5,025,405	5,481,483	9.08%
Franchise Taxes	760,817	799,245	728,604	754,000	705,000	-6.50%
Business & Occupational Tax	365,652	385,681	371,014	342,889	405,000	18.11%
Insurance Premium Taxes	999,006	1,062,080	1,119,606	1,126,000	1,130,000	0.36%
Licenses & Permits	300,376	235,637	266,158	198,250	280,700	41.59%
Intergovernmental	330,868	822,460	845,213	798,996	835,000	4.51%
Charges for Services	1,165,385	933,682	580,937	750,759	568,651	-24.26%
Municipal Court	-	14,793	421,094	533,032	548,500	2.90%
Interest	80,582	52,532	2,632	45,000	5,000	-88.89%
Contributions & Donations	7,400	8,314	36	4,500	2,000	-55.56%
Miscellaneous	41,415	62,700	33,946	17,000	14,680	-13.65%
Other Financing Sources	9,763	571,739	1,207,468	1,203,686	432,000	-64.11%
<b>Total Revenues</b>	<b>8,864,150</b>	<b>9,961,401</b>	<b>10,547,881</b>	<b>10,799,517</b>	<b>10,408,014</b>	<b>-3.63%</b>
<b><u>OPERATING EXPENDITURES</u></b>						
City Council	173,868	158,317	100,400	174,986	175,556	0.33%
City Manager	569,547	375,085	275,270	406,713	639,680	57.28%
City Clerk	157,883	203,919	205,604	351,727	319,739	-9.09%
Elections	1,221	13,740	-	-	19,000	N/A
Finance	383,912	491,144	316,157	483,544	509,170	5.30%
Information Services	227,635	243,312	165,719	245,000	249,000	1.63%
Human Resources	156,909	112,879	81,130	119,429	148,681	24.49%
General Administration	-	900,956	553,899	945,394	1,016,707	7.54%
Municipal Court	-	-	225,603	380,082	361,758	-4.82%
Police	2,745,170	2,560,285	1,822,864	2,594,945	2,725,949	5.05%
Public Works	1,271,511	1,358,640	792,645	1,517,641	1,446,636	-4.68%
Parks & Recreation	357,632	319,923	295,703	489,265	491,165	0.39%
Code Enforcement	-	-	138,805	145,142	248,249	71.04%
Community Development	570,619	475,228	365,088	531,457	474,145	-10.78%
Economic Development	109,837	178,919	127,594	212,452	209,607	-1.34%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>6,725,745</b>	<b>7,392,349</b>	<b>5,466,481</b>	<b>8,597,777</b>	<b>9,035,043</b>	<b>5.09%</b>
<b>NON- OPERATING EXPNDITURES</b>						
Other Financing Uses	1,794,985	2,326,660	2,201,740	2,201,740	1,372,971	-37.64%
<b>TOTAL GENERAL FUND</b>	<b>8,520,729</b>	<b>9,719,009</b>	<b>7,668,221</b>	<b>10,799,517</b>	<b>10,408,014</b>	<b>-3.63%</b>



**GENERAL FUND 100 - REVENUE  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
31-1100-000001 Current Year Property Taxes	3,544,350	3,650,071	3,921,417	4,151,691	4,224,925	
31-1100-000002 Prior Years Property Taxes	49,697	130,468	78,590	40,000	51,108	
31-1200-000001 Personal Property Taxes-Current Year	195,058	232,687	208,129	-	230,000	
31-1200-000002 Personal Property -Prior Year	167	17,233	1,461	4,200	4,000	
31-1300-000001 Public Utility	54,734	55,627	49,940	51,108	60,000	
31-1310-000001 Motor Vehicle	-	37,374	23,395	47,500	15,000	
31-1315-000000 Motor Vehicle Tavn Fee	526,651	430,466	358,212	360,000	450,000	
31-1315-000001 Motor Vehicle Avnt Fee	51,608	4,054	-	2,250	1,500	
31-1320-000001 Mobile Home Taxes	1,174	914	227	1,228	500	
31-1320-000002 Heavy Duty Equipment	254	371	155	428	450	
31-1340-000001 Intangibles	88,216	120,305	100,710	72,000	120,000	
31-1400-000001 Insurance Premium Tax	999,006	1,062,080	1,119,606	1,126,000	1,130,000	
31-1500-000001 Alcohol Beverage Excise Tax-Beer & Wine	184,622	193,064	134,444	200,000	210,000	
31-1500-000002 Alcohol Beverage Excise Tax - Liquor	45,812	47,181	35,271	48,000	50,000	
31-1500-000003 Liquor By The Drink (3% Excise Tax)	10,193	13,923	10,389	-	12,000	
31-1600-000001 Real Estate Transfer (Intangible)	30,547	30,590	24,199	27,000	30,000	
31-1710-000000 Electric Franchise Fee	474,991	492,324	481,184	496,000	460,000	
31-1730-000000 Gas Franchise Fee	94,206	98,801	95,136	98,000	95,000	
31-1750-000000 Cable Franchise Fee	127,507	129,040	138,556	130,000	135,000	
31-1760-000000 Telephone Franchise Fee	64,114	79,080	13,729	30,000	15,000	
31-9110-000000 Penalties & Interst - Property Taxes	19,278	46,952	24,502	20,000	22,000	
31-9500-000000 FIFA	256	991	130	-	-	
<b>Total Taxes</b>	<b>6,562,710</b>	<b>6,873,863</b>	<b>6,819,383</b>	<b>6,905,405</b>	<b>7,316,483</b>	<b>5.95%</b>
32-1100-000001 Alcoholic Beverage License	58,373	63,476	60,250	50,000	60,000	
32-1200-000001 General Business License	2,491	845	632	2,000	1,000	
32-2200-000000 Building Permits	190,291	132,975	170,455	120,000	185,000	
32-2210-000001 Zoning & Land Use Application	17,429	12,635	10,640	9,350	12,000	
32-3000-000001 Construction Plan Review Fee	12,725	5,165	6,864	4,150	6,000	
32-3000-000003 Inspection Permits	5,750	(1,929)	1,700	1,200	2,200	
32-3000-000004 Soil Erosion Fees	1,828	1,910	1,608	1,800	2,000	
32-3000-000005 Land Disturbance Fees	7,045	14,321	6,615	7,000	8,000	
32-3000-000007 Streetlights-Comm Dev	1,243	2,641	6,583	2,250	4,000	
32-7000-000001 Occupational Taxes	334,175	349,966	345,439	307,889	375,000	
32-7001-000001 Insurance Company Fees	31,476	35,715	25,575	35,000	30,000	
32-9110-000001 Penalties/Interest Licenses & Permits	134	3,003	766	500	500	
32-9300-000001 Bad Check Fees	20	-	45	-	-	
<b>Total Licenses and Permits</b>	<b>666,028</b>	<b>621,317</b>	<b>637,172</b>	<b>541,139</b>	<b>685,700</b>	<b>26.71%</b>



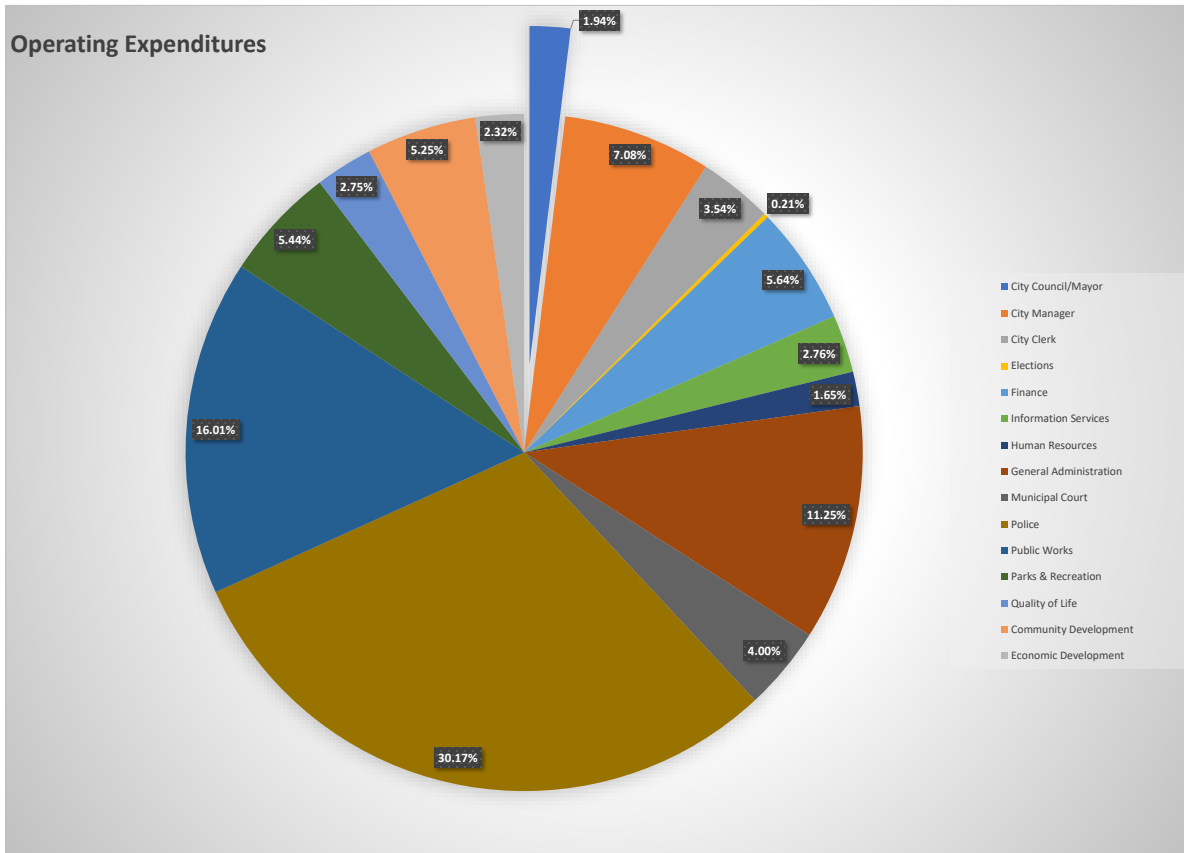
**GENERAL FUND 100 - REVENUE  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
33-4000-000000 State Government Grants	12,328	-	13,541	-	-	
33-6000-000002 Ice Overtime Reimbursement	11,490	8,698	1,764	-	-	
33-6000-000003 Cobb County Water System	-	550,000	550,000	550,000	550,000	
33-6000-000001 Cobb County HB 489	247,265	263,296	278,769	237,500	285,000	
33-7500-000001 CDBG Grant Award - COVID 19	-	-	1,138	11,496	-	
<b>Total Intergovernmental</b>	<b>330,868</b>	<b>822,460</b>	<b>845,213</b>	<b>798,996</b>	<b>835,000</b>	<b>4.51%</b>
34-1700-000000 Indirect Cost Allocations	775,000	325,000	187,500	250,000	210,251	
34-4200-000001 Streetlighting	381,477	296,091	239,969	350,000	356,400	
34-4200-343100 Charges - Public Improvements	-	307,000	149,259	149,259	-	
34-9110-000001 Penalties/Interest Streetlighting	8,908	5,591	4,209	1,500	2,000	
<b>Total Charges for Services</b>	<b>1,165,385</b>	<b>933,682</b>	<b>580,937</b>	<b>750,759</b>	<b>568,651</b>	<b>-24.26%</b>
35-1100-000003 Municipal Court Fines	-	-	330,591	503,032	464,000	
35-1200-000001 Quality Life Enforcement Revenue	-	-	57,408	25,000	45,000	
35-1200-000002 Code Enforcement Abatements	-	14,793	4,103	5,000	3,500	
35-1200-000003 Technology Fees	-	-	26,991	-	36,000	
35-1920-000000 Show Cause Hearing Fines	-	-	2,000	-	-	
<b>Total Fines and Forfeitures</b>	<b>-</b>	<b>14,793</b>	<b>421,094</b>	<b>533,032</b>	<b>548,500</b>	<b>2.90%</b>
36-1000-000001 Interest Income	80,582	52,532	2,632	45,000	5,000	
<b>Total Investment Earnings</b>	<b>80,582</b>	<b>52,532</b>	<b>2,632</b>	<b>45,000</b>	<b>5,000</b>	<b>-88.89%</b>
37-1000-000005 Police-Explorer Revenue	5,500	6,509	36	4,500	2,000	
<b>Total Contributions &amp; Donations</b>	<b>7,400</b>	<b>8,314</b>	<b>36</b>	<b>4,500</b>	<b>2,000</b>	<b>-55.56%</b>
38-1320-000000 Open Records Req Reimb/Fee	130	48	57	-	-	
37-1000-006100 Thurman Sprgs Park Donation	-	-	500	-	-	
38-6100-000001 Downtown Park Space Rental	-	-	85	-	-	
38-6100-000002 Park Revenue Naming Rights	-	14,250	7,125	-	-	
38-6172-000001 Old Museum Office Space Rental	1,550	1,451	850	-	-	
38-9000-000099 Miscellaneous Revenue	2,868	18,413	17,127	1,000	5,000	
38-9000-003200 Miscellaneous Revenue (Police)	19,741	17,078	8,092	16,000	9,680	
38-9000-005520 Miscellaneous Revenue (Senior Center)	3,591	560	110	-	-	
<b>Miscellaneous Revenue</b>	<b>41,415</b>	<b>62,700</b>	<b>33,946</b>	<b>17,000</b>	<b>14,680</b>	<b>-13.65%</b>
39-2100-000001 Sale Of Gen Fixed Assets	6,713	382	1,151	-	-	
39-2100-000003 Insurance Claims Proceeds	-	-	89,784	87,152	-	
90-9100-000000 Cancel Py Budget Expense	-	-	-	-	-	
99-4220-000000 Budgeted Use Of Fund Bal.-Xfer To Capital Project	-	-	982,727	982,727	432,000	
99-4220-000000 Budgeted Use Of Fund Bal.-Resurfacing	-	-	54,547	54,547	-	
99-4220-000000 Budgeted Use Of Fund Bal.-Emergency Preparedness	-	-	54,547	54,547	-	
99-4220-000000 Budgeted Use Of Fund Bal.-Rebudget Park Prepays	-	-	24,713	24,713	-	
<b>Total Other Financing Sources</b>	<b>9,763</b>	<b>571,739</b>	<b>1,207,468</b>	<b>1,203,686</b>	<b>432,000</b>	<b>-64.11%</b>
<b>TOTAL REVENUES</b>	<b>8,864,150</b>	<b>9,961,401</b>	<b>10,547,881</b>	<b>10,799,517</b>	<b>10,408,014</b>	<b>-3.63%</b>



## City Council/Mayor Proposed FY22 Budget

Budget Summary		
Personnel Expense	\$	119,056
Operating Expenses		56,500
<b>Total Budget</b>	<b>\$</b>	<b>175,556</b>
FTE		6.5



# ***Council***

**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.

**Functional areas:**

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

**FY22 Goals and Objectives:**

1. Monitor and Assess Implementation of Goals
2. Public Safety (including code compliance and stormwater)
3. Commercial Development
4. Downtown Parking
5. Increasing Tourism
6. Preparing for Growth and Change
7. Youth Program
8. Finance
9. Staffing

## **FY22 Key Performance Measures:**

1. Public private partnership in downtown; recruit developer
2. Property acquisition
3. Design build public facility
4. Enhanced coordination with partners and establish new partnerships
5. Successful adoption of new incentives ordinance and potential new zoning categories for technology and logistics businesses
6. P4 program prep re: students/families
7. Connection to Silver Comet
8. Signage
9. Marketing website
10. Events
11. Review of Douglas, Ga program
12. Continued dialogue on inclusiveness
13. Improved public reporting for all strategic initiatives including code enforcement and stormwater management
14. Update annexation strategy
15. Parking/mobility review
16. Meeting with state re: curb cuts
17. Participate in county transportation planning effort
18. Scenario and de-escalation training
19. Investment policy
20. Fee review

\*\*Council M.I.T document is located in Appendix A



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

		2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
<b>CITY COUNCIL</b>							
1110-511100	Council - Salaries & Wages	60,000	60,000	46,530	60,000	60,000	
1110-512100	Council - Health Insurance	7,599	8,824	5,897	5,712	6,012	
1110-512101	Council - Health Reimb Account	-	-	298	300	-	
1110-512110	Council - Retiree Health Insurance	2,628	-	-	-	-	
1110-512120	Council - Dental Insurance	581	960	694	968	968	
1110-512140	Council - Life Insurance	338	286	235	420	420	
1110-512200	Council - FICA Expense	3,549	3,629	2,829	3,720	3,720	
1110-512300	Council - Medicare	834	849	662	870	870	
1110-512400	Council - Retirement Contributions	7,729	15,556	2,974	4,260	4,236	
1110-512700	Council - Worker's Compensation	934	-	-	-	-	
1110-523100	Council - Liability Insurance	3,173	-	-	-	-	
	<b>Total Salaries and Benefits</b>	<b>87,365</b>	<b>90,104</b>	<b>60,119</b>	<b>76,250</b>	<b>76,226</b>	
1110-523400	Council - Communicat Print & Binding	677	4,571	2,200	2,200	2,500	
1110-523600	Council - Travel	917	20	-	500	-	
1110-523601	Council - AL1 Expenses	1,395	2,533	-	3,000	3,000	
1110-523602	Council - AL2 Expenses	1,247	193	-	3,000	3,000	
1110-523603	Council - W1 Expenses	1,936	252	-	3,000	3,000	
1110-523604	Council - W2 Expenses	1,144	193	-	3,000	3,000	
1110-523605	Council - W3 Expenses	1,656	-	-	3,000	3,000	
1110-523606	Council - Annual Retreat	5,542	-	3,354	6,000	6,000	
1110-523610	Council - Registrations & Training	3,530	4,131	-	-	-	
1110-523611	Council - Registrations & Training AL1	790	655	50	2,500	2,500	
1110-523612	Council - Registrations & Training AL2	915	340	50	2,500	2,500	
1110-523613	Council - Registrations & Training W 1	-	625	50	2,500	2,500	
1110-523614	Council - Registrations & Training W 2	990	-	50	2,500	2,500	
1110-523615	Council - Registrations & Training W 3	2,605	-	50	2,500	2,500	
1110-523650	Council - Contributions/Local Events	3,106	-	-	-	-	
1110-523700	Council - Dues (City)	550	-	-	-	-	
1110-523900	Council - Other Expenses	806	545	343	1,000	1,000	
1110-531220	Council - Gasoline	-	-	-	-	500	
1110-531300	Council - Food (Agenda)	1,586	1,099	21	2,342	1,500	
1110-531310	Council - CMA Expenses	2,275	3,020	1,396	2,500	2,500	
	<b>Total Operations and Capital</b>	<b>31,666</b>	<b>18,176</b>	<b>7,563</b>	<b>42,042</b>	<b>41,500</b>	
	<b>Total Budget</b>	<b>119,031</b>	<b>108,280</b>	<b>67,682</b>	<b>118,292</b>	<b>117,726</b>	<b>-0.48%</b>



# Mayor

**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, appoint council committees and prepares annual report to the citizens and councilmembers about the state of the city.

**Functional areas:**

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

**FY22 Goals and Objectives:**

1. Monitor and Assess Implementation of Goals
2. Public Safety (including code compliance and stormwater)
3. Commercial Development
4. Downtown Parking
5. Increasing Tourism
6. Preparing for Growth and Change
7. Youth Program
8. Finance
9. Staffing

## **FY22 Key Performance Measures:**

1. Public private partnership in downtown; recruit developer
2. Property acquisition
3. Design build public facility
4. Enhanced coordination with partners and establish new partnerships
5. Successful adoption of new incentives ordinance and potential new zoning categories for technology and logistics businesses
6. P4 program prep re: students/families
7. Connection to Silver Comet
8. Signage
9. Marketing website
10. Events
11. Review of Douglas, Ga program
12. Continued dialogue on inclusiveness
13. Improved public reporting for all strategic initiatives including code enforcement and stormwater management
14. Update annexation strategy
15. Parking/mobility review
16. Meeting with state re: curb cuts
17. Participate in county transportation planning effort
18. Scenario and de-escalation training
19. Investment policy
20. Fee review



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**MAYOR**

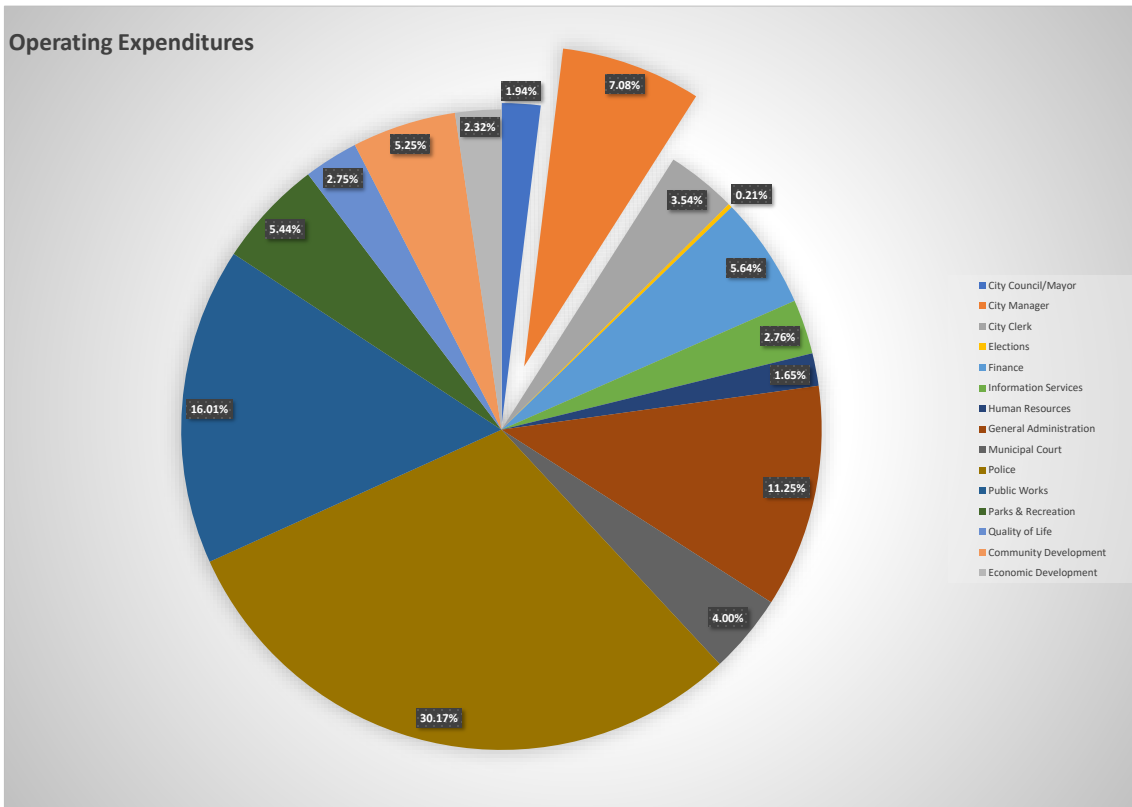
1310-511100	Mayor - Salaries & Wages	18,070	18,000	14,265	18,000	18,000
1310-511200	Mayor - Salaries & Wages (Part Time)	14,221	10,540	8,330	13,697	14,294
1310-512100	Mayor - Health Insurance	5,490	5,726	4,627	5,712	6,012
1310-512110	Mayor - Retiree Health Insurance	1,377	-	298	-	-
1310-512120	Mayor - Dental Insurance	791	698	582	698	698
1310-512140	Mayor - Life Insurance	73	57	46	84	84
1310-512200	Mayor - FICA Expense	1,910	1,769	1,834	1,965	2,002
1310-512300	Mayor - Medicare	449	414	429	460	468
1310-512400	Mayor - Retirement Contributions	1,567	4,667	882	1,278	1,271
1310-512700	Mayor - Worker's Compensation	188	-	-	-	-
1310-523100	Mayor - Liability Insurance	1,173	-	-	-	-
	<b>Total Salaries and Benefits</b>	<b>45,308</b>	<b>41,872</b>	<b>31,292</b>	<b>42,194</b>	<b>42,830</b>
1310-523210	Mayor - Cellular Phones	848	1,358	938	1,000	1,000
1310-523400	Mayor - Printing & Binding	32	-	500	500	500
1310-523600	Mayor - Travel	4,237	4,076	-	6,000	6,000
1310-523606	Mayor - Annual Retreat	745	-	-	1,200	1,200
1310-523610	Mayor - Registrations & Training	1,575	672	50	2,000	2,500
1310-523611	Mayor - Expenses	-	-	-	3,000	3,000
1310-523900	Mayor - Other Expenses	1,484	1,970	(77)	300	300
1310-531220	Mayor - Gasoline	65	88	15	500	500
1310-572010	Mayor - Payments to Other Agencies	544	-	-	-	-
	<b>Total Operations and Capital</b>	<b>9,529</b>	<b>8,165</b>	<b>1,426</b>	<b>14,500</b>	<b>15,000</b>
	<b>Total Budget</b>	<b>54,837</b>	<b>50,037</b>	<b>32,718</b>	<b>56,694</b>	<b>57,830</b>

2.00%



## City Manager Proposed FY22 Budget

Budget Summary		
Personnel Expense	\$	382,680
Operating Expense		257,000
<b>Total Budget</b>	<b>\$</b>	<b>639,680</b>
FTE		3



## **Administration - City Manager**

**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, overseeing the city's daily operations, hiring and supervising the city's department heads and administrative staff, developing a proposed budget, administering city contracts, serving as advisor to the Mayor and Council, and serving as elected officials' liaison to the city's department heads.

### **Functional Areas:**

- **Legislative** – Prepare ordinances, resolutions, programs and projects to implement city policies
- **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 and use of data and a digital footprint to produce outcomes desired by the elected body and public.
- **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.
- **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.

### **FY22 Goals and Objectives:**

- Maintain fiscal stability
- Coordinate efforts to develop financial resilience
- Implement operational reorganization that relies on data and technology to modify service delivery
- Continue to monitor and implement appropriate operational responses considering ongoing pandemic
- Continue development of succession planning for all departments
- Continue development of 3-year capital budget.
- Continue team building culture.

## **FY 22 Key Performance Measures:**

- New organizational structure and technological operational plan put into play and funded
- Completion of standard operating procedures in Finance Department consistent with all other departments about key functions.
- Increased code enforcement and other beautification initiatives.
- Continue marketing plan and communications outreach
- Complete annual update hazard mitigation and emergency preparedness plan and training exercise
- Coordinate quarterly financial reports and analyses
- Maintenance of fund balance equal to 180 days of annual operating costs
- Work with Finance to develop an investment policy and revenue enhancements
- Complete design build of municipal complex and relocate staffing during construction
- Implement urban redevelopment plan to include public private partnership for downtown redevelopment
- Complete parking and transportation needs assessment



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
<b>CITY MANAGER</b>					
1320-511100 Admin - Salaries & Wages	122,589	125,633	89,570	116,441	301,444
1320-511500 Admin Legislative Stipends	-	-	5,622	10,000	10,000
1320-512100 Admin - Health Insurance	-	-	-	-	16,432
1320-512101 Admin - Health Reimbursement Acct	-	-	-	-	1,300
1320-512120 Admin - Dental Insurance	684	757	582	698	1,636
1320-512140 Admin - Life Insurance	73	84	70	84	252
1320-512160 Admin - Long Term Disability	(91)	-	-	487	1,161
1320-512200 Admin - FICA Expense	7,403	7,621	5,778	7,840	18,690
1320-512300 Admin - Medicare	1,739	1,782	1,351	1,833	4,371
1320-512400 Admin - Retirement Contributions	3,238	6,208	12,076	15,090	27,395
1320-512500 Admin - 401a Contribution	-	5,822	-	-	-
1320-512700 Admin - Worker's Compensation	634	-	-	-	-
<b>Total Salaries and Benefits</b>	<b>136,270</b>	<b>147,906</b>	<b>115,049</b>	<b>152,473</b>	<b>382,680</b>
1320-512950 Admin - Employee Luncheon	637	-	-	-	-
1320-521200 Admin - Legal	151,184	118,185	102,120	160,000	175,000
1320-521210 Admin - Professional Services	-	68,842	29,860	45,000	47,000
1320-521270 Admin - Employee Screenings	48	-	-	-	-
1320-521280 Admin - Bereavement/Flowers	537	-	-	-	-
1320-521350 Admin - Contract Labor	102,491	1,313	-	-	-
1320-522140 Admin - Landscaping	13,332	-	-	-	-
1320-522210 Admin - Maintenance Contracts	13,349	-	-	-	-
1320-522330 Admin - Misc City Contributions	2,000	-	-	-	-
1320-523100 Admin - Liability Insurance	1,327	-	-	-	-
1320-523200 Admin - Telephone	9,389	-	-	-	-
1320-523210 Admin - Cellular Phones	1,779	2,031	2,355	1,480	1,000
1320-523220 Admin - Cable TV	309	-	-	-	-
1320-523230 Admin - Internet Services	628	-	-	-	-
1320-523300 Admin - Postage Meter	79	109	-	-	-
1320-523310 Admin - Postage	400	2,499	-	250	150
1320-523400 Admin - Printing & Binding	3,034	499	-	-	-
1320-523500 Admin - Advertising	5,240	13,505	8,620	10,000	-
1320-523505 Admin - Communications	20,325	-	11,121	15,000	10,000
1320-523510 Admin - Legal Notices	150	1,965	550	2,860	-
1320-523600 Admin - Travel	430	298	-	1,000	2,300
1320-523606 Admin - Annual Retreat	1,000	-	-	1,000	2,500
1320-523610 Admin - Registrations & Training	2,267	2,920	774	800	2,500
1320-523700 Admin - Dues (City)	23,869	-	-	-	-
1320-523710 Admin - Dues (Individual)	1,528	1,837	1,495	2,300	3,000
1320-523800 Admin - Publications	-	-	651	7,700	7,500
1320-523900 Admin - Other Expenses	4,587	4,204	2,519	3,500	3,000
1320-523990 Admin - Contingencies	21,870	-	-	-	-
1320-531100 Admin - Oper Supplies & Mat	1,538	1,491	157	1,750	1,500
1320-531110 Admin - Copier Paper	38	378	-	400	350
1320-531120 Admin - Printer Toner/Ink	4,562	-	-	-	-
1320-531200 Admin - Electricity	15,833	-	-	-	-
1320-531215 Admin - Storm Water Fees	8,105	-	-	-	-
1320-531220 Admin - Gasoline	73	-	-	-	-
1320-531300 Admin - Food	728	777	-	1,200	1,200
1320-531400 Admin - Publications	-	5,498	-	-	-
1320-531600 Admin - Computers < \$5,000	-	830	-	-	-
1320-571000 Admin - Liquor Tax (Cobb Co Portion)	20,611	-	-	-	-
<b>Total Operations and Capital</b>	<b>433,277</b>	<b>227,179</b>	<b>160,222</b>	<b>254,240</b>	<b>257,000</b>
<b>Total Budget</b>	<b>569,547</b>	<b>375,085</b>	<b>275,270</b>	<b>406,713</b>	<b>639,680</b>

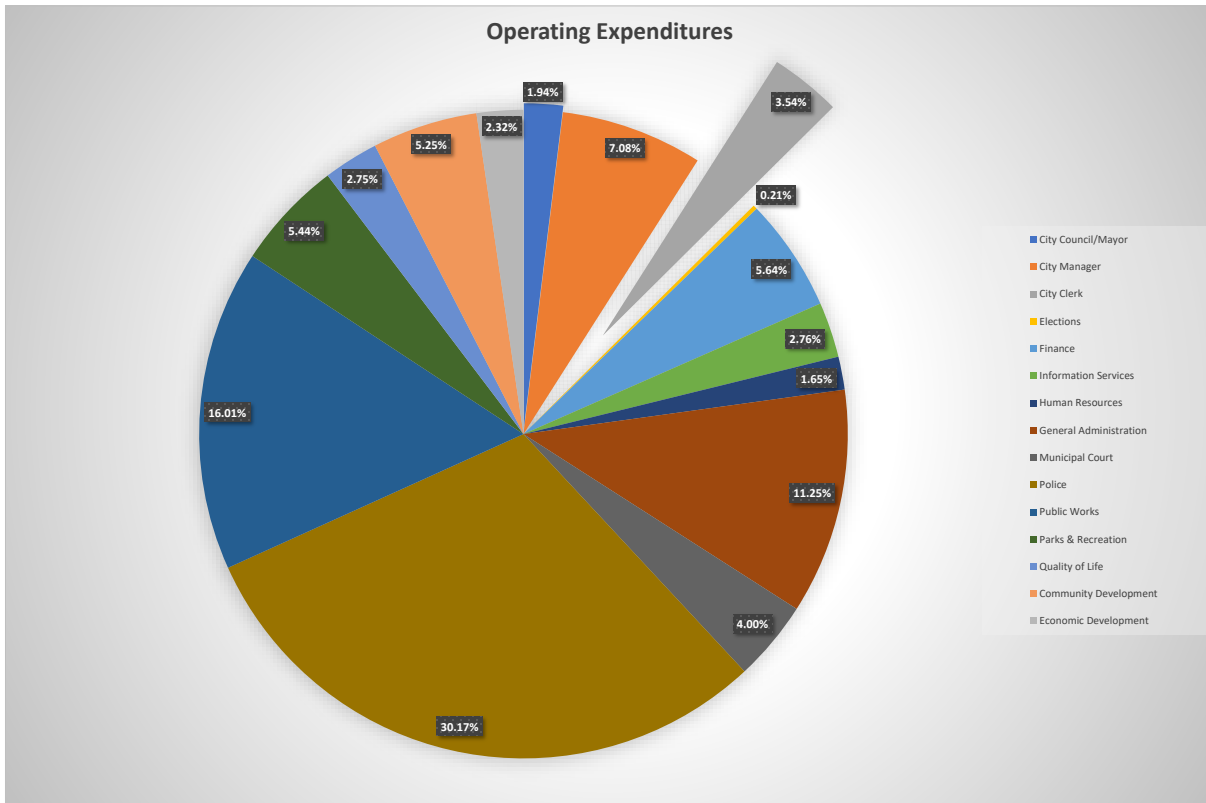
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# City Clerk Proposed FY22 Budget

Budget Summary		
Personnel Expense	\$	202,445
Operating Expenses		117,294
<b>Total Budget</b>	<b>\$</b>	<b>319,739</b>
FTE		2.75



## **Administration - 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, delivering timely and accessible service in response to all inquiries and requests for public information and records, and providing 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:** The Office of the City Clerk facilitates city council meetings, prepares and distributes agendas, takes minutes, and publicizes all information required by law to be publicized; helps ensure that the process of creating an ordinance or resolution follows any legal procedures and processes; helps create, distribute and publish documents; maintains public records and processes open records requests; organizes, maintains, archives, and deletes records according to governing retention schedules; manages documents related to ethics filings for political candidates; provides Customer Service via City Hall reception coverage; coordinates meeting planning, elected officials travel coordination, and special projects; provides consolidation of procurement services and contract administration with best utilization of technology services.

### **Functional Areas**

- **Legislative.** Document and facilitate City Council meetings and actions, public records management, record retention management and ethics filings.
- **Administrative.** Customer service at City Hall via receptionist, meeting planning, elected officials travel coordination, and special projects.
- **Governance.** Provides oversight for mandated compliance and reporting requirements.
- **Procurement.** Provides consolidation of procurement services and Contract Administration.

### **FY22 Goals and Objectives**

- Implement an electronic backup of all permanent record City Council Minutes.
- Implement migration of PEAK AGENDA MANAGEMENT Software.
- Implement JUST FIOA Open Record Software Tool.
- Integrate EDMUNDS Contract Module for Contract Administration.
- Establish a consolidation of procurement services and process flow to maximize efficiencies with best utilization of technology services.
- Continue redundancy planning with on-going Deputy City Clerk training.

## **FY22 Key Performance Measures**

- Conversion of historic City Council minutes to electronic files to increase transparency footprint, provides faster and more comprehensive responses and reduction of staff time required to retrieve information from official minutes.
- Full Use and Integration of PEAK AGENDA MANAGEMENT; JUST FIOA; and EDMUNDS Contract Module technology tools.
- Develop a workflow with supporting technologies and best practices in procurement and Contract Administration to improve the efficiencies in City's procurement needs.
- Update, document, and implement Policies and Practices for City Procurement.



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**CITY CLERK**

1330-511100	City Clerk - Salaries & Wages	88,216	115,232	128,375	185,556	165,976
1330-511300	City Clerk - Salaries (Overtime)	57	-	-	-	-
1330-512100	City Clerk - Health Insurance	(730)	7,398	11,971	15,708	8,705
1330-512101	City Clerk - Health Reimbursement Acct	-	-	102	2,700	2,200
1330-512110	City Clerk - Retiree Health Insurance	4,700	-	-	-	-
1330-512120	City Clerk - Dental Insurance	(58)	593	597	1,261	846
1330-512140	City Clerk - Life Insurance	66	168	210	336	252
1330-512160	City Clerk - Long Term Disability	298	372	389	714	589
1330-512200	City Clerk - FICA Expense	5,075	6,828	7,604	11,504	10,291
1330-512300	City Clerk - Medicare	1,192	1,597	1,779	2,691	2,407
1330-512400	City Clerk - Retirement Contributions	3,136	6,222	9,170	13,174	11,180
1330-512700	City Clerk - Worker's Compensation	188	-	-	-	-
	<b>Total Salaries and Benefits</b>	<b>102,140</b>	<b>138,411</b>	<b>160,197</b>	<b>233,644</b>	<b>202,445</b>

1330-521110	City Clerk - Municipal Code Update	1,400	4,121	700	5,550	6,550
1330-521210	City Clerk - Professional Services	-	16,277	2,520	60,000	26,000
1330-521350	City Clerk - Contract Labor	11,252	15,818	8,261	7,488	9,600
1330-521360	City Clerk - Software Maintenance	9,902	15,060	13,379	16,000	17,245
1330-523100	City Clerk - Liability Insurance	1,173	-	-	-	-
1330-523210	City Clerk - Cellular Phone	544	1,638	-	-	-
1330-523400	City Clerk - Printing & Binding	32	-	-	-	-
1330-523505	City Clerk - Communications	19,591	9,686	18,995	25,742	51,963
1330-523510	City Clerk - Legal Notices	354	159	36	386	500
1330-523600	City Clerk - Travel	1,937	596	348	900	1,575
1330-523610	City Clerk - Registrations & Training	635	949	820	1,325	2,325
1330-523710	City Clerk - Dues (Individual)	-	-	82	292	536
1330-531100	City Clerk - Oper Supplies & Mat	544	1,203	267	400	1,000
1330-531320	City Clerk - Volunteer Banquet	4,808	-	-	-	-
1330-531332	City Clerk - Admin Partners in Education	3,571	-	-	-	-
	<b>Total Operations and Capital</b>	<b>55,743</b>	<b>65,508</b>	<b>45,407</b>	<b>118,083</b>	<b>117,294</b>

**Total Budget**      **157,883**      **203,919**      **205,604**      **351,727**      **319,739**      **-9.09%**

**ELECTIONS**

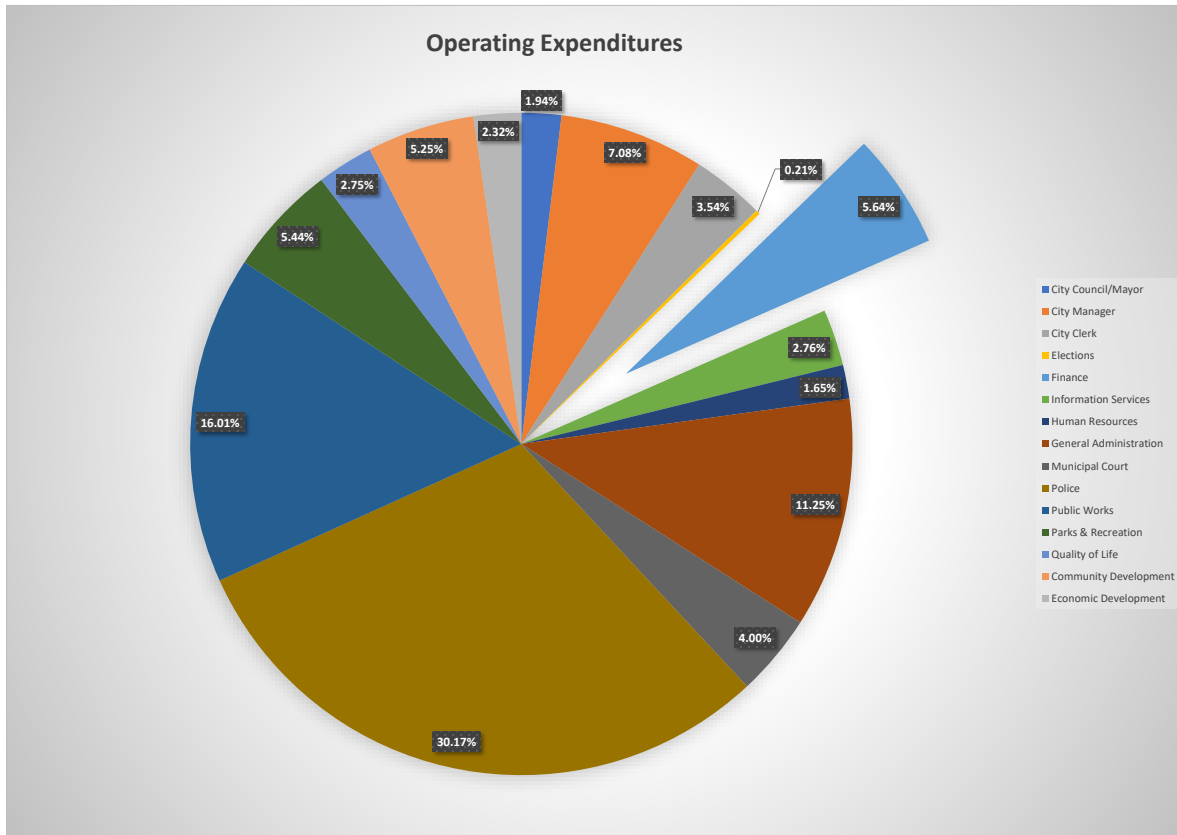
1400-521330	Elections - Event Services	1,221	13,740	-	-	19,000
	<b>Total Budget</b>	<b>1,221</b>	<b>13,740</b>	<b>-</b>	<b>-</b>	<b>19,000</b>

**#DIV/0!**



## Finance Proposed FY22 Budget

Budget Summary		
Personnel Expense	\$	453,960
Operating Expenses		55,210
<b>Total Budget</b>	<b>\$</b>	<b>509,170</b>
FTE		6



## **Administration – Finance**

**Mission Statement** - The City of Powder Springs Finance Department is committed to serving citizens by providing accurate, timely and useful information to the City Council, City Manager, and other city departments to help ensure a financially stable and secure city government and provide fiduciary controls of the City's assets while conforming to the highest standards in a spirit of excellence, integrity and transparency.

**Description and Overview of the Department** - The finance department is accountable for overseeing the city's financial reporting while helping develop procedures ensuring financial integrity. The department is charged with protecting the city's cash position while evaluating secure investment opportunities. Under the finance department's charter outlined by ordinance, the Finance Director serves as the chief fiscal advisor to the city manager and supervises all activities of the finance staff relating to accounting, revenue procedures, expense classifications, project cost and special revenue opportunities. The department utilizes generally accepted accounting principles and governmental accounting standards which are unique to state and local governments. The department maintains accounting systems which provide controls and measurements of revenues and expenses within established guidelines, standards, and regulatory requirements, maximizing technology and providing transparent financial information necessary for the City Manager, City Council and the public to measure the overall fiscal health of the City as a tool in the policy making process.

### **Functional Areas:**

- **Accounts Payable** – Provides assurance the city's validated liabilities are timely paid and comply with the adopted budget and other regulations.
- **Accounts Receivable** – Provide oversight of revenue procedures ensuring receipts are properly classified, properly deposited and reflective of the period's operations.
- **Payroll** – Ensure timely payment of employees in compliance with third party tax & regulations as well as payment of internal benefit appropriations.
- **Property Tax** – Generate, bill, and collect property taxes & fees for city parcels.
- **Financial Reporting** – Evaluate position of city accounts monthly and reporting to city stakeholders quarterly and comprehensively for city audit at year end.
- **Treasury** – Provides investment proposals for excess cash across all funds while planning adequate cash flow within operations.

### **FY22 Goals and Objectives:**

- Develop a long-term training plan for department staff.
- Reevaluate staff and department functions to level staff workloads and assignments.
- Review financial policy and procedures and set up an ongoing schedule to update these regularly.
- Complete a thorough review of property tax processes and records.
- Begin the process of evaluating our existing ERP and future (next 10 years) and options (possible RFP release).
- Establish a mid-range (3 year) anticipated capital improvement plan.
- Create monthly and annual checklists for tasks and reports required by Finance

- Create and maintain a monthly cashflow projection report.
- Update purchasing policy including new language for disposals.

**FY 22 Key Performance Measures:**

- Reorient tasks utilize the strengths of personnel and ensure separation of duties.
- Cross train within the department to ensure that essential functions are performed without interruption.
- Create a regular schedule for reviewing delinquent property tax accounts for accuracy and proceeding with the next steps of collection.
- Track cash and forecast cash flow needs for operations and capital projects.
- Update project funds each month to ensure accounting software is providing actionable information.
- Physically identify items on the capital asset list and assess the condition to develop a replacement schedule.
- Create a single database of deadlines for mandatory reporting for bonds, finance, grants, and etc.
- Delivery of an updated Financial Policy document



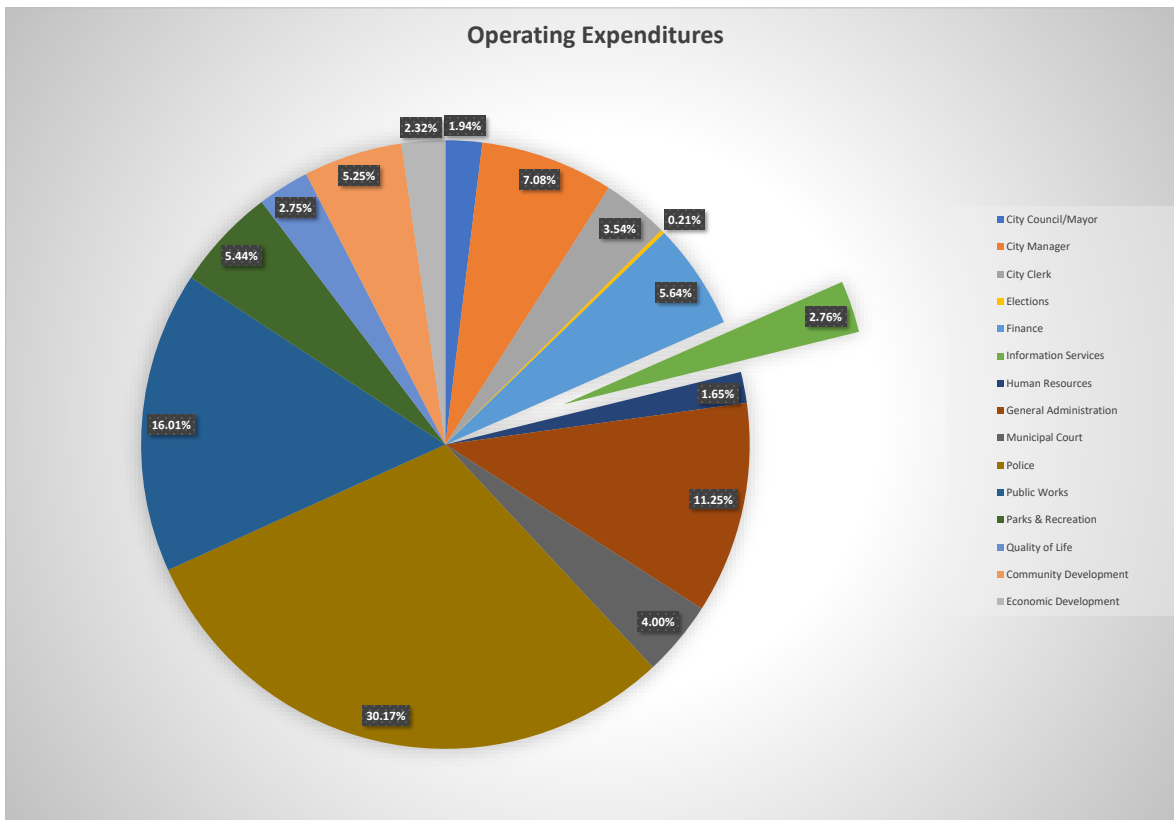


**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
<b>FINANCE</b>						
1510-511100	Finance - Salaries & Wages	151,478	284,037	163,775	293,871	296,659
1510-511200	Finance - Salaries & Wages (Part Time)	-	-	-	-	76,055
1510-511300	Finance - Salaries (Overtime)	43	48	-	-	-
1510-512100	Finance - Health Insurance	34,259	31,110	16,120	29,274	23,903
1510-512101	Finance - Health Reimbursement Acct	-	795	966	5,500	5,600
1510-512120	Finance - Dental Insurance	2,199	1,503	954	802	1,208
1510-512140	Finance - Life Insurance	222	390	229	420	336
1510-512160	Finance - Long Term Disability	798	813	258	1,131	742
1510-512200	Finance - FICA Expense	8,946	16,882	9,935	18,220	23,108
1510-512300	Finance - Medicare	2,102	3,948	2,323	4,261	5,404
1510-512400	Finance - Retirement Contributions	9,585	15,556	14,522	20,865	20,944
1510-512700	Finance - Worker's Compensation	656	-	-	-	-
1510-512960	Finance - Technology Reimbursement	-	-	100	-	-
	<b>Total Salaries and Benefits</b>	<b>210,290</b>	<b>355,083</b>	<b>209,181</b>	<b>374,344</b>	<b>453,960</b>
1510-521210	Finance - Audit	17,280	15,785	23,225	25,000	-
1510-521215	Finance - Professional Services	-	81,979	59,861	50,500	5,000
1510-521270	Finance - Employee Screenings	177	-	-	-	-
1510-521340	Finance - Billing Services	-	-	3,215	3,700	3,700
1510-521350	Finance - Contract Labor	113,263	6,983	2,750	-	-
1510-521360	Finance - Software Maintenance	9,719	13,851	15,500	15,500	29,250
1510-521370	Finance - Bank Charges	5,205	4,497	60	-	60
1510-522210	Finance - Maintenance Contracts	2,130	-	-	-	-
1510-523100	Finance - Liability Insurance	3,520	-	-	-	-
1510-523210	Finance - Cellular Phones	513	637	-	-	-
1510-523300	Finance - Postage Meter	591	328	-	-	-
1510-523400	Finance - Printing & Binding	96	-	100	-	200
1510-523510	Finance - Legal Notices	1,707	-	500	500	4,000
1510-523600	Finance - Travel	-	673	-	2,000	2,000
1510-523610	Finance - Registrations & Training	3,705	6,427	125	5,000	5,000
1510-523700	Finance - Dues (City)	435	-	-	500	750
1510-523710	Finance - Dues (Individual)	-	-	-	750	500
1510-523900	Finance - Other Expenses	686	884	150	750	750
1510-531100	Finance - Oper Supplies & Mat	2,557	3,276	1,489	5,000	4,000
1510-531120	Finance - Printer Toner/Ink	317	421	-	-	-
1510-531160	Finance - Tax Notice Preparation	8,857	204	-	-	-
1510-531300	Finance - Meeting Expense	-	114	-	-	-
1510-531600	Finance - Computers < \$5,000	2,865	-	-	-	-
	<b>Total Operations and Capital</b>	<b>173,623</b>	<b>136,061</b>	<b>106,976</b>	<b>109,200</b>	<b>55,210</b>
	<b>Total Budget</b>	<b>383,912</b>	<b>491,144</b>	<b>316,157</b>	<b>483,544</b>	<b>509,170</b>

5.30%

Budget Summary	
Personnel Expense	\$ -
Operating Expenses	249,000
<b>Total Budget</b>	<b>\$ 249,000</b>





**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**INFORMATION SERVICES**

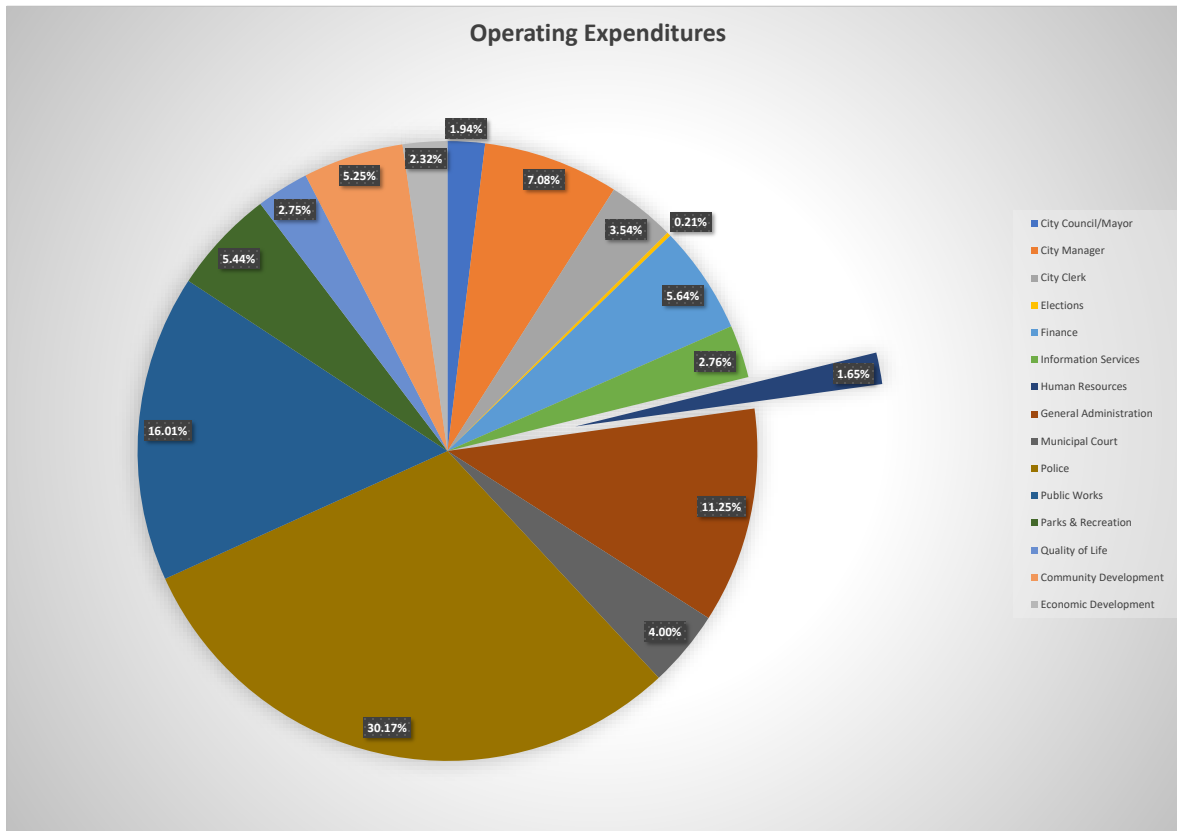
1535-521215	IT - Professional Services	222,494	241,904	158,633	230,000	240,000
1535-521360	IT - Software Maintenance	323	201	250	2,000	1,000
1535-521365	IT - Cabling	30	-	-	2,000	2,000
1535-531100	IT - Oper Supplies & Mat	279	81	40	500	500
1535-531600	IT - Computers < \$5,000	955	-	4,138	6,500	3,000
1535-531650	IT - Other Equipment < \$5,000	3,553	1,127	2,658	4,000	2,500
<b>Total Budget</b>		<b>227,635</b>	<b>243,312</b>	<b>165,719</b>	<b>245,000</b>	<b>249,000</b>

1.63%



## Human Resources Proposed FY22 Budget

Budget Summary		
Personnel Expense	\$	121,731
Operating Expenses		26,950
<b>Total Budget</b>	<b>\$</b>	<b>148,681</b>
FTE		1.25



## **Administration - *Human Resources***

**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, Wellness, and Risk Management. Work involves ensuring compliance with federal, state and city regulations.

### **Functional areas:**

- Recruitment & Staffing | Retirement
- Compensation & Benefits | Wellness
- Employee Services & Development | Enrichment
- Record Keeping | Reporting
- Risk Management
- 

### **FY22 Goals and Objectives:**

- Increase recruiting options and focus on identifying ways to improve retention such as offering development opportunities and competitive salary & benefits.
- Monitor benefit administration to ensure competitive and affordable options and coordinate wellness activities with broker and health insurance carrier.
- Increase training/development opportunities and increase the number of participants by partnering with Cobb County and other training institutions.
- Periodic review of employee handbook/personnel policy manual to ensure that Federal, State and City policies remain current.
- Decrease worker's compensation claims through safety training and encouraging employee compliance with recommended safety procedures.
- Revise standard operating procedures for department as needed and continue work on a succession plan.
- Increase digital processes that will result in use of less paper

### **FY22 Key Performance Measures**

- Number of wellness initiatives & number of employees participating in various activities
- Number of training opportunities provided for employees
- Greater use of electronic records for record keeping (i.e. Worker's Compensation)
- Train intern/HR Assistant



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**HUMAN RESOURCES**

1540-511100	HR - Salaries & Wages	87,981	81,954	64,424	83,788	88,628
1540-511200	HR - Salaries & Wages (Part-time)	-	-	-	-	10,000
1540-512100	HR - Health Insurance	7,095	6,228	5,349	4,998	6,206
1540-512101	HR - Health Reimbursement Acct	-	-	7	1,200	1,600
1540-512120	HR - Dental Insurance	405	293	267	323	497
1540-512140	HR - Life Insurance	98	84	70	84	84
1540-512160	HR - Long Term Disability	281	298	250	323	391
1540-512200	HR - FICA Expense	4,755	4,957	3,899	5,194	6,115
1540-512300	HR - Medicare	1,222	1,159	912	1,215	1,430
1540-512400	HR - Retirement Contributions	4,195	3,112	4,144	5,949	6,781

<b>Total Salaries and Benefits</b>		<b>106,313</b>	<b>98,086</b>	<b>79,321</b>	<b>103,074</b>	<b>121,731</b>
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1540-512900	HR - Employee Appreciation	6,802	7,465	-	-	-
1540-521000	HR - Wellness Program	31,591	-	-	-	-
1540-521215	HR - Professional Services	-	-	-	-	20,000
1540-521275	HR - Recruitment Pre-employ Scrngs	59	1,730	1,308	3,700	2,500
1540-521350	HR - Employee Svc Contract Labor	644	458	-	1,000	-
1540-521998	HR - Compliance Reporting	-	-	-	3,000	1,000
1540-522210	HR - Maintenance Contracts	731	-	-	-	-
1540-523100	HR - Liability Insurance	1,173	-	-	-	-
1540-523300	HR - Postage Meter	10	63	-	-	-
1540-523310	HR - Postage	-	-	-	150	100
1540-523400	HR - Printing & Binding	155	-	-	500	500
1540-523500	HR - Advertising	-	-	-	-	300
1540-523600	HR - Travel	2,017	515	-	600	700
1540-523610	HR - Registrations & Training	970	435	125	575	600
1540-523616	HR - Employee Svc Employee Dev. Train	5,700	1,200	-	5,000	-
1540-523710	HR - Dues (Individual)	100	50	100	230	150
1540-523900	HR - Other Expenses	216	35	-	100	100
1540-531100	HR - Oper Supplies & Mat	216	2,013	276	1,500	1,000
1540-531120	HR - Printer Toner/Ink	211	-	-	-	-
1540-531600	HR - Computers < \$5,000	-	830	-	-	-

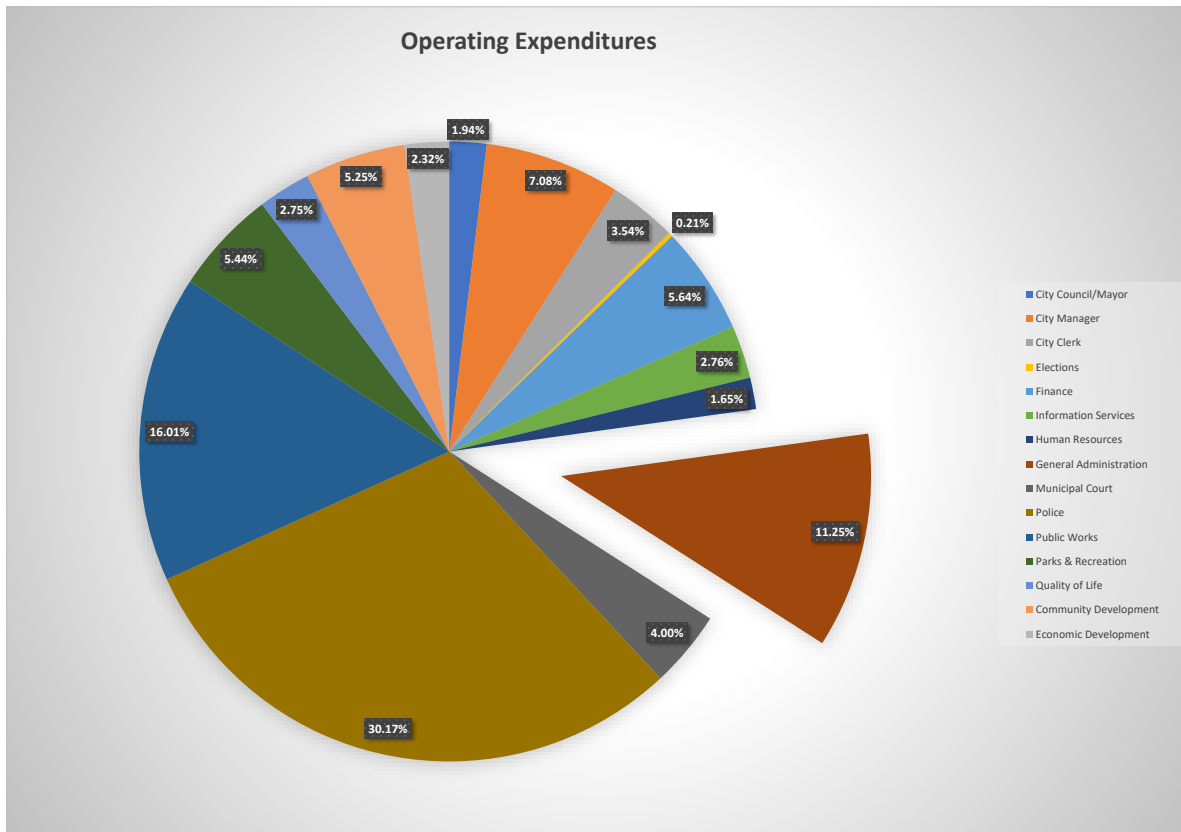
<b>Total Operations and Capital</b>		<b>50,596</b>	<b>14,793</b>	<b>1,809</b>	<b>16,355</b>	<b>26,950</b>
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<b>Total Budget</b>		<b>156,909</b>	<b>112,879</b>	<b>81,130</b>	<b>119,429</b>	<b>148,681</b>
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24.49%

## General Administration Proposed FY22 Budget

Budget Summary	
Personnel Expense	\$ -
Operating Expenses	1,016,707
<b>Total Budget</b>	<b>\$ 1,016,707</b>





**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**GENERAL ADMINISTRATION**

1595-512110	Retiree Health Insurance	-	41,456	27,876	46,000	46,000
1595-512700	Worker's Compensation	-	146,116	69,124	76,500	120,643
1595-512950	Employee Luncheon	-	671	-	5,250	5,250
1595-521210	Professional Services	-	-	5,614	-	28,475
1595-521280	Bereavement/Flowers	-	565	266	900	1,000
1595-521354	Public Outreach	-	-	2,115	-	6,500
1595-521370	General City A Bank Charges	-	-	6,806	20,000	15,000
1595-522140	Landscaping	-	142,121	113,458	173,000	142,941
1595-522210	Maintenance Contracts	-	44,993	32,353	44,000	44,000
1595-522330	Misc City Contributions	-	1,922	1,124	8,800	8,800
1595-523100	Liability Insurance	-	230,933	146,581	196,350	214,563
1595-523200	Telephone	-	42,245	24,940	33,252	25,500
1595-523220	Cable TV	-	542	290	580	-
1595-523230	Internet Services	-	1,117	3,308	5,738	24,480
1595-523210	Cellular Phone	-	-	-	-	1,000
1595-523300	General City A Postage Meter	-	-	972	8,075	8,075
1595-523310	General City A Postage	-	-	2,677	2,500	3,200
1595-523510	General City A Legal Notices	-	-	3,703	1,000	24,200
1595-523610	Registrations & Training	-	2,640	-	-	1,500
1595-523700	Dues (City)	-	22,607	15,353	28,555	30,000
1595-523900	General Admin - Other Expenses	-	-	3,134	3,000	-
1595-523990	Contingencies	-	15,699	-	119,778	100,000
1595-523995	General Admin - Personal Prot Eq.	-	52,298	6,017	11,496	5,000
1595-531120	Printer Toner/Ink	-	4,735	1,067	5,000	6,000
1595-531200	Electricity	-	68,695	38,900	76,630	76,630
1595-531210	Natural Gas	-	9,374	11,757	25,500	25,500
1595-531215	Storm Water Fees	-	10,680	10,550	9,240	12,000
1595-531225	Water and Sewer	-	13,103	9,893	17,000	14,450
1595-531320	Volunteer Banquet	-	5,601	-	3,000	3,000
1595-531330	Partners in Ed	-	762	162	3,000	3,000
1595-571000	Liquor Tax (BOE)	-	21,303	15,862	19,250	20,000
1595-574000	Bad Debt Expense	-	20,778	-	2,000	-

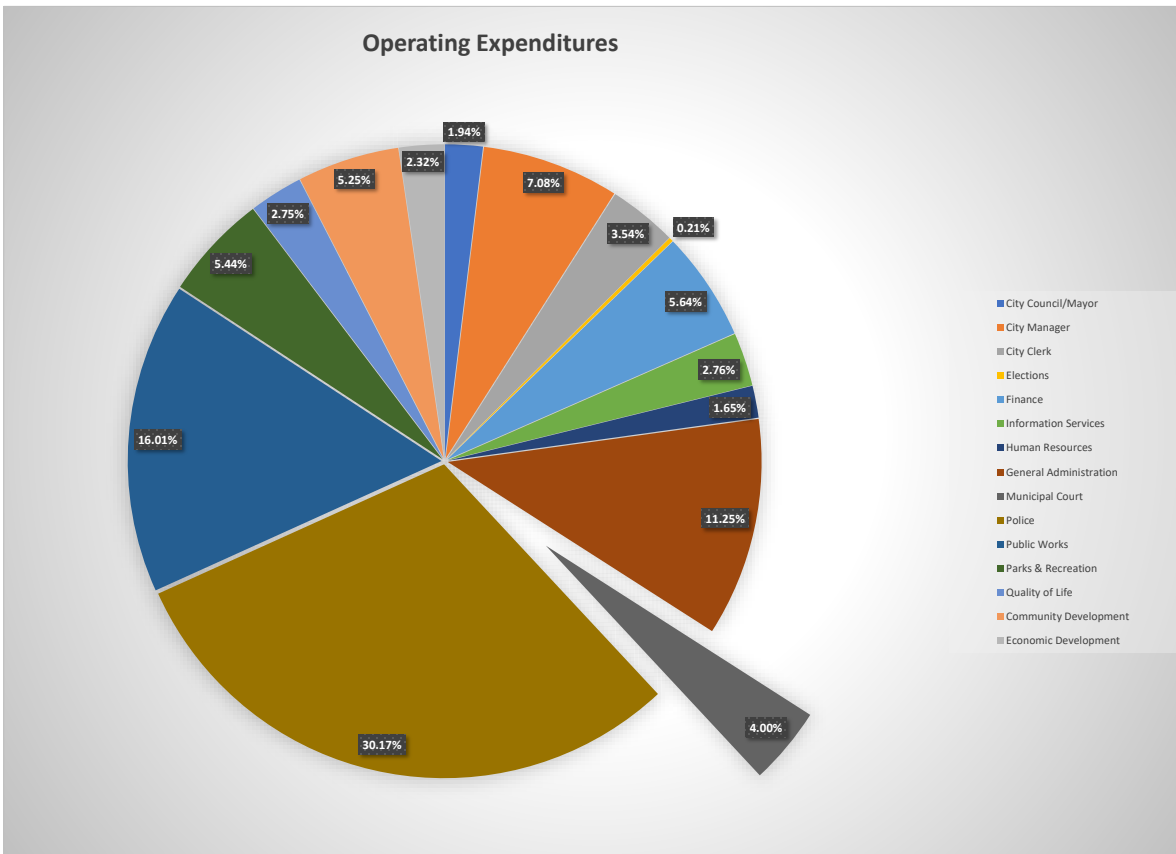
<b>Total Budget</b>	-	<b>900,956</b>	<b>553,899</b>	<b>945,394</b>	<b>1,016,707</b>	
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**7.54%**



# Municipal Court Proposed FY22 Budget

Budget Summary		
Personnel Expense	\$	187,929
Operating Expenses		173,830
<b>Total Budget</b>	<b>\$</b>	<b>361,759</b>
FTE		2



## ***Municipal Court***

**Mission Statement** - It is the mission of the Municipal court 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** - 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.

### **Functional areas:**

1. Court Administration
2. Collections & Reporting
3. Community Service

### **Goal and Objective for FY2022:**

1. To decrease the inmate housing expense to the City of Powder Springs
2. Municipal Court will maintain daily contact with the Smyrna Police department to evaluate how many inmates are currently housed and work closely with the Judge to revisit the case to see if a reduction in bond or possible own-recognizance release can be granted.
3. To complete and close 24 Municipal courts and 12 Quality of life courts successfully
4. To maintain the flow of citation's through the court software system

### **Key Performance Measures FY2022**

1. Percent reduction of inmate expenses from previous fiscal year.
2. Number of cases completed and closed.
3. Number of citations processed.



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**MUNICIPAL COURT-FORMERLY IN A SEPARATE FUND**

2650-511100	Court - Salaries & Wages	-	-	120,227	153,225	157,558
2650-511200	Court - Salaries & Wages (Part Time)	-	-	-	-	-
2650-511300	Court - Salaries (Overtime)	-	-	8,310	-	-
2650-512100	Court - Health Insurance	-	-	4,868	6,012	5,712
2650-512101	Court - Health Reimbursement Acct	-	-	-	-	300
2650-512120	Court - Dental Insurance	-	-	267	323	323
2650-512140	Court - Life Insurance	-	-	140	252	252
2650-512160	Court - Long Term Disability	-	-	362	590	608
2650-512200	Court - FICA Expense	-	-	7,297	9,500	9,769
2650-512300	Court - Medicare	-	-	1,707	2,221	2,285
2650-512400	Court - Retirement Contributions	-	-	7,578	10,879	11,124
2650-512700	Court - Worker's Compensation	-	-	-	-	-
	<b>Total Salaries and Benefits</b>	-	-	<b>150,754</b>	<b>183,002</b>	<b>187,929</b>

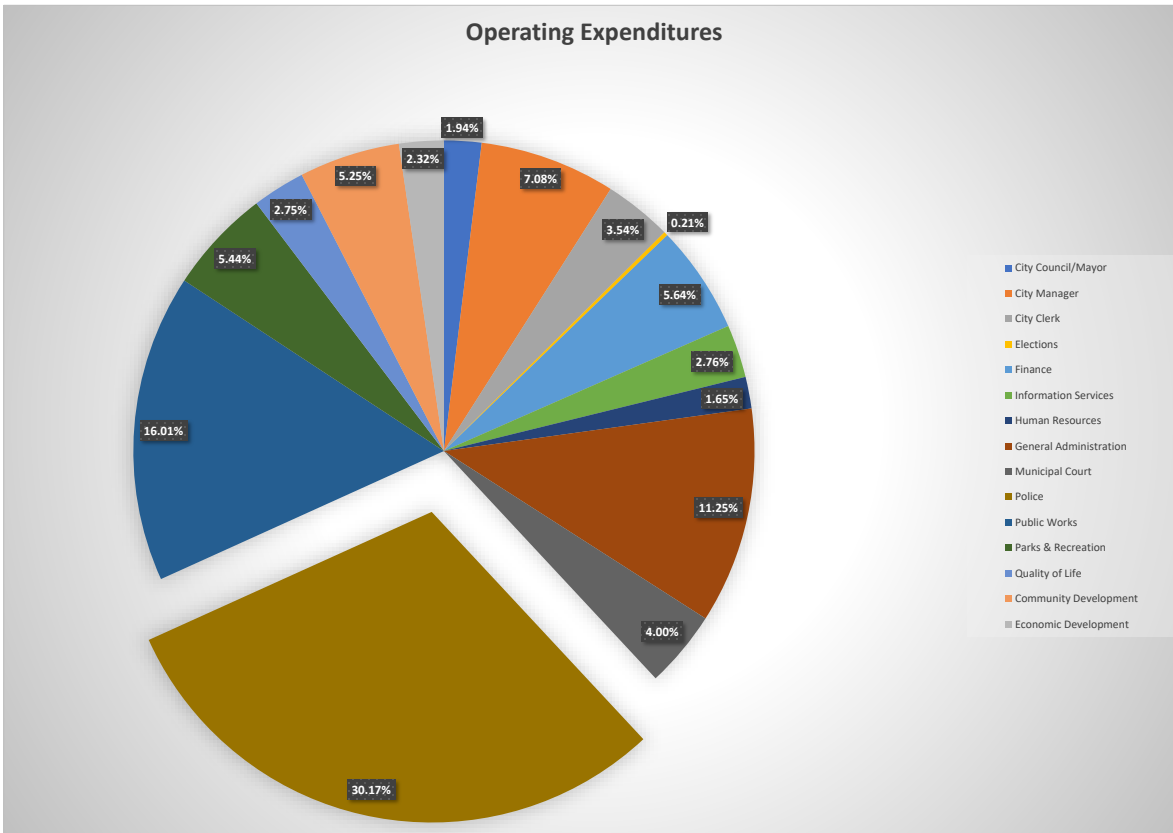
2650-521200	Court - Legal	-	-	40,992	68,000	68,000
2650-521350	Court - Contract Labor	-	-	527	7,500	4,000
2650-521360	Court - Software Maintenance	-	-	15,056	37,500	29,900
2650-522150	Court - Security	-	-	-	15,000	15,000
2650-522210	Court - Maintenance Contracts	-	-	53	-	-
2650-523310	Court - Postage	-	-	-	200	-
2650-523400	Court - Printing & Binding	-	-	614	1,500	1,200
2650-523600	Court - Travel	-	-	-	300	150
2650-523610	Court - Registrations & Training	-	-	-	225	375
2650-523710	Court - Dues (Individual)	-	-	55	55	55
2650-523900	Court - Other Expenses	-	-	-	300	150
2650-531100	Court - Oper Supplies & Mat	-	-	1,058	5,000	3,500
2650-531650	Court - Other Equipment <\$5,000	-	-	-	1,500	1,500
2650-572100	Court - Prisoner Expense	-	-	16,494	60,000	50,000
	<b>Total Operations and Capital</b>	-	-	<b>74,848</b>	<b>197,080</b>	<b>173,830</b>

<b>Total Budget</b>	-	-	<b>225,603</b>	<b>380,082</b>	<b>361,759</b>	<b>-4.82%</b>
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## Police Proposed FY22 Budget

Budget Summary		
Personnel Expense	\$	2,358,692
Operating Expenses		367,257
<b>Total Budget</b>	<b>\$</b>	<b>2,725,949</b>
FTE		33.5



## ***Public Safety***

**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 the City 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.

### **Functional areas:**

- **Administration** – Fiscal Services, Planning, Special Projects, Inventory Control, Emergency Information Services, Records Management, and Personnel Services.
- **Operations** – Traditional patrol; Canine; Specialized Enforcement & Education Division (SPEED), Criminal Investigations, Task Force Officers, and Property / Evidence Control.
- **Support Services** – Internal Affairs Unit, the Office of Professional Standards, the Accreditation Unit, and the Training Unit, to include in-service and recruit training.
- **Community Outreach** – Maintain professional, working partnerships between law enforcement and citizens. This program includes the Pastors, Principals, Parks & Police Program (4P Program), Citizens Police Academy (CPA), Citizens and Police (CAP), Community Emergency Response Team (CERT), Teens Empowered and Mentored by Police Officers (TEMPO Program), and Police Explorers Post.
- **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.

### **FY22 Goals and Objectives:**

- Seek out incentives that will improve our staff recruitment and retention capabilities.
- Improve our use of technology to improve our service to the community. Look for new technology to continue these advancements.
- Improve and increase officer training. Provide in person classes and in-house training for officers

- Re-Design our CAP program to better serve our citizens and increase our community contacts
- Implement programs to increase our traffic enforcement with concentrations on distracted drivers, Commercial Vehicles in no truck zones, and serious injury accidents.
- Improve our department to be more proactive than reactive in our approach to crime and safety.
- Complete CIT training for remaining offices at Police Department.
- Seek out scenario-based De-escalation training for officers.
- Continue to build on our Quality of Life initiatives and success. Continue to improve our compliance rates.

### **FY22 Key Performance Measures**

- Number of citations/cases opened or processed compared to previous years. Reduction in Commercial vehicle traffic and complaints
- Number and type of citizen education initiatives
- Increase training for officers by offering in house training
  - Complete CIT Training for remaining staff
  - Scenario based de-escalation training for officers
- Number and type of community oriented policing activities
  - Work with individual HOA's and the PSBG to create stronger relationships and educational opportunities.
- Empower staff to create incentives that motivate them to stay while recruiting new staff with these same incentives
  - Maintain current staffing levels by increasing department morale through employee inclusiveness of all personnel to create a city-wide team approach in serving our community
- Reduce, Deter, and Prevent Crime through visibility, enforcement, and education
  - Increase and log patrols in neighborhoods and business districts
  - Increase self-initiated productivity
- Increase efficiency of the Quality of Life Unit and operations
  - Coordinate with Patrol to assist with identifying and reporting code compliance issues and assist with enforcement of parking violations/complaints
  - Increase the level of voluntary compliance to 85% through proactive patrols and community engagement
- Crime suppression unit to target increased or specific crime or traffic needs
  - Coordinate with QOL, Patrol and CID with identifying current crime/traffic issues or trends
  - Implement targeted traffic enforcement details to curtail and reduce traffic accidents throughout the city by 20%



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

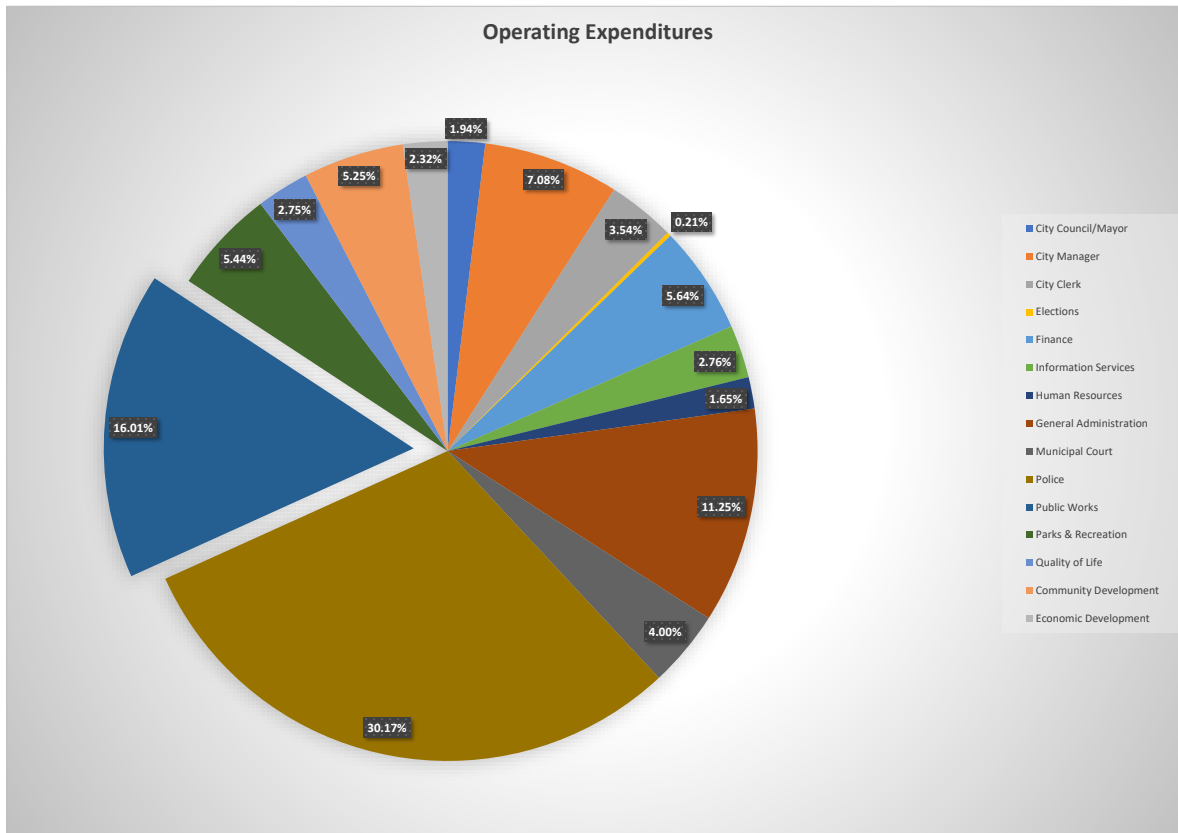
		2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
<b>POLICE</b>						
3200-511100	Police - Salaries & Wages	1,626,304	1,681,838	1,224,772	1,647,785	1,686,073
3200-511200	Police - Salaries & Wages (Part Time)	1,141	-	-	-	23,766
3200-511300	Police - Salaries (Overtime)	41,530	64,086	22,342	40,000	82,400
3200-511400	Police - Shift Differential	6,113	18,117	9,549	12,500	12,500
3200-511500	Police - Stipends	6,700	5,960	3,400	8,400	8,400
3200-512100	Police - Health Insurance	148,476	223,299	163,252	221,646	215,030
3200-512101	Police - Health Reimbursement Account	-	-	3,795	38,400	37,703
3200-512120	Police - Dental Insurance	13,025	13,424	9,836	14,847	15,223
3200-512140	Police - Life Insurance	3,120	2,606	1,995	2,856	2,772
3200-512160	Police - Long Term Disability	4,589	4,878	3,164	6,261	6,686
3200-512200	Police - FICA Expense	99,491	105,486	76,019	105,938	119,197
3200-512300	Police - Medicare	23,373	24,670	17,779	24,776	27,877
3200-512400	Police - Retirement Contributions	99,417	105,780	80,362	115,466	121,065
3200-512700	Police - Worker's Compensation	65,469	-	-	-	-
	<b>Total Salaries and Benefits</b>	<b>2,161,141</b>	<b>2,250,146</b>	<b>1,616,265</b>	<b>2,238,875</b>	<b>2,358,692</b>
3200-521270	Police - Employee Screenings	6,551	4,407	3,361	4,350	4,500
3200-521360	Police - Software Maintenance	56,738	38,452	40,809	47,300	47,000
3200-521361	Police - Flock Camera Maintenance	-	-	-	-	25,000
3200-522200	Police - Repairs & Maintenance	7,926	4,163	-	-	-
3200-522210	Police - Maintenance Contracts	12,718	3,498	2,420	15,350	7,050
3200-522220	Police - R & M (Radios)	19,202	22,004	24,032	27,300	37,350
3200-523210	Police - Cellular Phones	21,679	20,470	18,931	19,680	17,000
3200-523310	Police - Postage	24	5	-	500	500
3200-523400	Police - Printing & Binding	-	-	-	-	1,500
3200-523507	Police - Community Outreach	4,998	3,874	46	6,100	7,800
3200-523600	Police - Travel	3,816	1,747	61	5,450	5,000
3200-523610	Police - Registrations & Training	17,648	7,646	694	5,215	13,315
3200-523619	Police - K9 Expenses	2,707	1,091	348	3,000	3,000
3200-523620	Police - K9 Training	750	750	1,200	2,750	2,750
3200-523710	Police - Dues (Individual)	1,421	6,229	4,572	9,970	8,015
3200-523900	Police - Other Expenses	48,873	280	155	1,000	1,000
3200-523920	Police - Explorer Expense	3,092	3,715	-	5,000	3,000
3200-523930	Police - Honor Guard	-	-	-	1,000	-
3200-523940	Police - State Law Enforcement Cert	500	500	500	375	375
3200-531100	Police - Oper Supplies & Mat	15,709	14,038	4,279	20,700	15,000
3200-531120	Police - Printer Toner/Ink	1,170	1,008	462	-	-
3200-531131	Police - CID Equip & Supplies	5,838	3,625	2,877	7,000	7,000
3200-531132	Police - Firearms Supplies	8,019	7,312	6,478	14,000	11,500
3200-531220	Police - Gasoline	82,893	80,889	47,970	77,250	77,000
3200-531620	Police - New Officer Equipment	1,970	1,736	1,226	6,000	3,000
3200-531630	Police - Furniture & Fixtures <\$5,000	647	1,460	1,200	2,000	2,000
3200-531700	Police - Uniforms	15,455	12,101	7,783	20,000	17,602
3200-531710	Police - Bullet Proof Vests	7,164	6,264	3,445	9,780	5,000
3200-545000	Police - Vehicles	47,673	-	-	-	-
3200-546100	Police - Capitalized Equipment	15,425	-	-	-	-
3200-572200	Police - Outsourcing GCIC/Bonding	45,000	45,000	33,750	45,000	45,000
	<b>Total Operations and Capital</b>	<b>584,029</b>	<b>310,140</b>	<b>206,598</b>	<b>356,070</b>	<b>367,257</b>
	<b>Total Budget</b>	<b>2,745,170</b>	<b>2,560,285</b>	<b>1,822,864</b>	<b>2,594,945</b>	<b>2,725,949</b>

5.05%



## Public Works FY22 Budget

Budget Summary		
Personnel Expense	\$	501,356
Operating Expenses		945,281
<b>Total Budget</b>	<b>\$</b>	<b>1,446,637</b>
FTE		8





## ***Public Works***

**Mission Statement** - The City of Powder Springs is dedicated to serving the people who live, work, and transact business within our community. We are committed to providing leadership, vision, and an exceptional quality of life. Public Works fundamental purpose is to ensure a safe and clean environment for all citizens and visitors by maintaining safe roadways and drainage structures, welcoming and maintained facilities, and sanitary refuse removal.

**Description and Overview of the Department** - Public Works is responsible for roadway maintenance (including right-of-way), maintenance of city properties (improvements and land), storm water infrastructure maintenance and sanitation services within the City of Powder Springs.

### **FY22 Goals and Objectives:**

- Disinfecting all public facilities daily
- Maintaining sufficient supply of inventory to follow CDC guidelines relating to disinfecting public spaces during pandemic
- Apply and secure LMIG grant funds for patching, milling, and resurfacing
- Accomplish patching and resurfacing under the SPLOST program
- Increase safety awareness through updated Safety Training, including best practices to reduce or minimize spread of infection
- Continue training related to storm water management
- Enhance facility maintenance based on CIP funding and approval
- Maintain right-of-way areas to enhance beautification within the City
- Inspect, upgrade and repair storm water infrastructure
- Develop Stormwater infrastructure replacement plan

### **FY22 Key Performance Measures**

- Quantity of disinfectant purchased and maintained
- Frequency of disinfecting practices in all public facilities
- Number of roadways resurfaced, repaired and maintained
- Reduced number of workers comp claims
- Number of classes relating to safety and safe operations
- Number and dollar amount of building repairs
- Amount of trash removed from rights of way
- Number of catch basins cleaned
- Number of catch basins repaired
- Type and dollar amount of stormwater repairs
- Number of lights repaired or replaced
- Number of street signs replaced



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**PUBLIC WORKS**

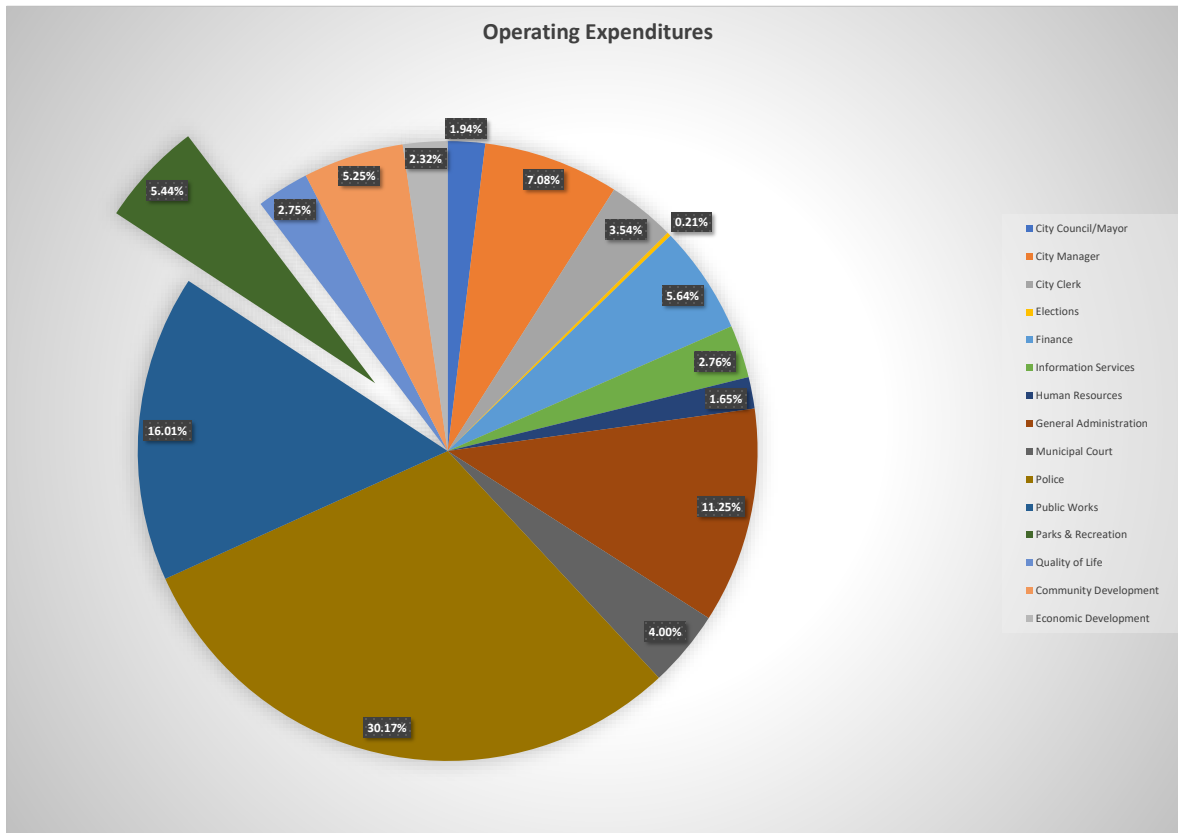
4150-511100	Public Works - Salaries & Wages	-	367,470	254,706	347,901	368,691
4150-511300	Public Works - Salaries (Overtime)	-	756	797	-	-
4150-512100	Public Works - Health Insurance	-	70,133	53,755	61,900	63,138
4150-512101	Public Works - Health Reimb Acct	-	-	1,620	9,200	9,200
4150-512120	Public Works - Dental Insurance	-	4,117	3,314	4,001	4,001
4150-512140	Public Works - Life Insurance	-	702	480	672	672
4150-512160	Public Works - Long Term Disability	-	1,131	783	1,339	1,419
4150-512200	Public Works - FICA Expense	-	21,208	14,699	21,570	22,859
4150-512300	Public Works - Medicare	-	4,960	3,438	5,045	5,346
4150-512400	Public Works - Retirement Contributions	-	31,112	17,189	24,701	26,030
	<b>Total Salaries and Benefits</b>	-	<b>501,590</b>	<b>350,781</b>	<b>476,329</b>	<b>501,356</b>
4150-521230	Public Works - Engineering	-	-	-	10,000	5,000
4150-521270	Public Works - Employee Screenings	-	1,144	205	1,000	500
4150-521300	Public Works - Tree Removal	-	27,425	2,050	30,000	30,000
4150-521350	Public Works - Contract Labor	-	-	680	2,100	-
4150-521390	Public Works - Resurfacing	-	-	-	53,000	53,000
4150-522100	Public Works - Janitorial Services	-	28,472	24,276	37,700	39,600
4150-522150	Public Works - Security	-	-	-	2,526	2,526
4150-522201	Public Works - Building Mtce R&M	-	129,261	24,756	125,317	90,000
4150-522202	Public Works - Street Lighting R&M	-	33	1,280	5,000	2,500
4150-522203	Public Works - Streets R&M	-	156,404	25,448	120,000	131,200
4150-522211	Public Works - Building Mtce - Mtce Con	-	1,069	-	-	-
4150-522213	Public Works - Fleet Mtce - Mtce Contra	-	1,175	-	-	-
4150-522235	Public Works - Fleet Mtce - R&M Vehicle	-	115,004	96,342	214,296	209,000
4150-523210	Public Works - Cellular Phone	-	713	226	1,000	500
4150-523310	Public Works - Postage	-	-	-	415	100
4150-523500	Public Works - Advertising	-	180	270	650	-
4150-523600	Public Works - Travel	-	-	-	500	250
4150-523610	Public Works - Registrations & Training	-	907	325	3,975	2,500
4150-523710	Public Works - Dues (Individual)	-	-	-	505	-
4150-523900	Public Works - Other Expenses	-	1,612	-	1,850	1,000
4150-531100	Public Works - Oper Supplies & Mat	-	4,540	3,144	7,055	7,055
4150-531120	Public Works - Printer Toner/Ink	-	-	-	-	-
4150-531170	Public Works - BM Janitorial Supplies	-	4,619	2,716	7,000	7,000
4150-531180	Public Works-FM Veh Maint Parts & Tire	-	706	-	-	-
4150-531200	Public Works - Electricity (Street Ligh)	-	370,017	238,804	383,100	350,000
4150-531201	Public Works - Traffic Electricity	-	1,090	2,856	950	950
4150-531220	Public Works - Gasoline	-	7,427	8,461	8,000	8,000
4150-531230	Public Works - Diesel	-	1,629	250	10,000	2,500
4150-531500	Public Works - St Light Electricity Traf	-	1,737	81	-	-
4150-531700	Public Works - Uniforms	-	1,887	1,154	2,100	2,100
4150-547000	Public Works - Infrastructure	-	-	8,541	8,590	-
	<b>Total Operations and Capital</b>	-	<b>857,050</b>	<b>441,863</b>	<b>1,036,629</b>	<b>945,281</b>
	<b>Total Budget</b>	-	<b>1,358,640</b>	<b>792,645</b>	<b>1,512,958</b>	<b>1,446,637</b>

**-4.38%**



## Recreation and Parks FY22 Budget

Budget Summary		
Personnel Expense	\$	229,404
Operating Expenses		261,760
<b>Total Budget</b>	<b>\$</b>	<b>491,164</b>
FTE		4



## ***Parks, Recreation and Cultural Affairs***

**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 Parks, Recreation, & Cultural Affairs department provides quality and diversified leisure programs while ensuring all city parks, facilities, and trails are maintained and safe for enjoyment by residents and visitors of all ages. The staff that makes up the department includes three full-time, (Director, Recreation Program Coordinator, and Operations Coordinator) two part-time (Senior Services Coordinator and Museum Coordinator), and one contracted employee (City Special Events Coordinator). Linear Park and Thurman Springs Park are the primary full-service parks within the city. Four additional neighborhood parks and two trails complete list of outdoor amenities. Additionally, the department manages four buildings with the Ford Center Campus to include Senior Services, Ford Reception Hall, and the Patricia C. Vaughn Cultural Arts Center. Also, the department oversees the Seven Springs Museum at the Bodiford House.

### **Functional Areas:**

- Park Planning & Development
- Park Operations (Maintenance)
- Recreation and Community Services Programming
- Beautification
- City Special Events
- Cultural Arts
- Reception Hall
- Museum

### **FY22 Goals and Objectives:**

- Continue to create an identity for the community through the provision of high-quality passive parks that are ready for use and enjoyment by the residents and examine alternatives for providing services within the context of pandemic guidelines.
- Implement improvements to Hopkins Pedestrian Park.
- Continue development of the linear park.
- Increase visibility/promotion of the downtown district for the users of the Sliver Comet trail.
- Continue to build on signature City events by partnering with City businesses, schools, and ambassador groups

- Expand volunteers in the ambassador groups and develop comprehensive list of volunteer opportunities
- Continue collaboration with other city departments on events focused on engaging citizens and neighborhoods.
- Continue to beautify the community through implementation of anti-littering campaigns, clean up events and promotion of recycling.
- Establish and implement new programs aimed at making the city a tourist destination.
- Ensure musical events at Thurman Springs Park are diverse and support the different cultures throughout the city using quality performers that are both local and area based.
- Increase visibility and interaction with other municipalities that offer leisure services to their residents.

### **FY22 Key Performance Measures:**

- Thurman Springs Park – Implement programming to include music performances, movie nights, community sponsored events, and rentals.
- Hopkins Pedestrian Park – Replace playground to meet national safety standards as well as improve seating for parents & park patrons.
- Linear Park – begin planning/programming for next phase of linear park.
- Research and make application for funding assistance for park projects and programs.
- Silver Comet Trail – Implement marketing strategies for the downtown district along the Silver Comet trail through increased signage and trailhead improvements.
- Review standard operating procedures for routine maintenance of parks/facilities as well as beautification projects to ensure quality and efficiency.
- Continue the park inspection program to identify maintenance and equipment issues.
- Continue to serve as an active participant in the Georgia Recreation & Parks Association at the District and State level and pursue national certifications relative to operations, programs, and professional development.
- Provide training opportunities to staff as well as networking opportunities with other parks & recreation professionals to determine new programs/events to benefit the city and its residents, particularly in a manner that considers pandemic guidelines such as social distancing
- Plan and implement the annual seafood festival and concert series to increase awareness of the city as a tourist destination.
- Complete the city mural project for the downtown district.
- Establish a screening process through the Arts Commission to interview potential musical artists to ensure quality and diversified musical performances at Thurman Springs Park.
- Assess fees & charges within PRCA and recommend fees that maximize return on investments in facilities while meeting market standards.



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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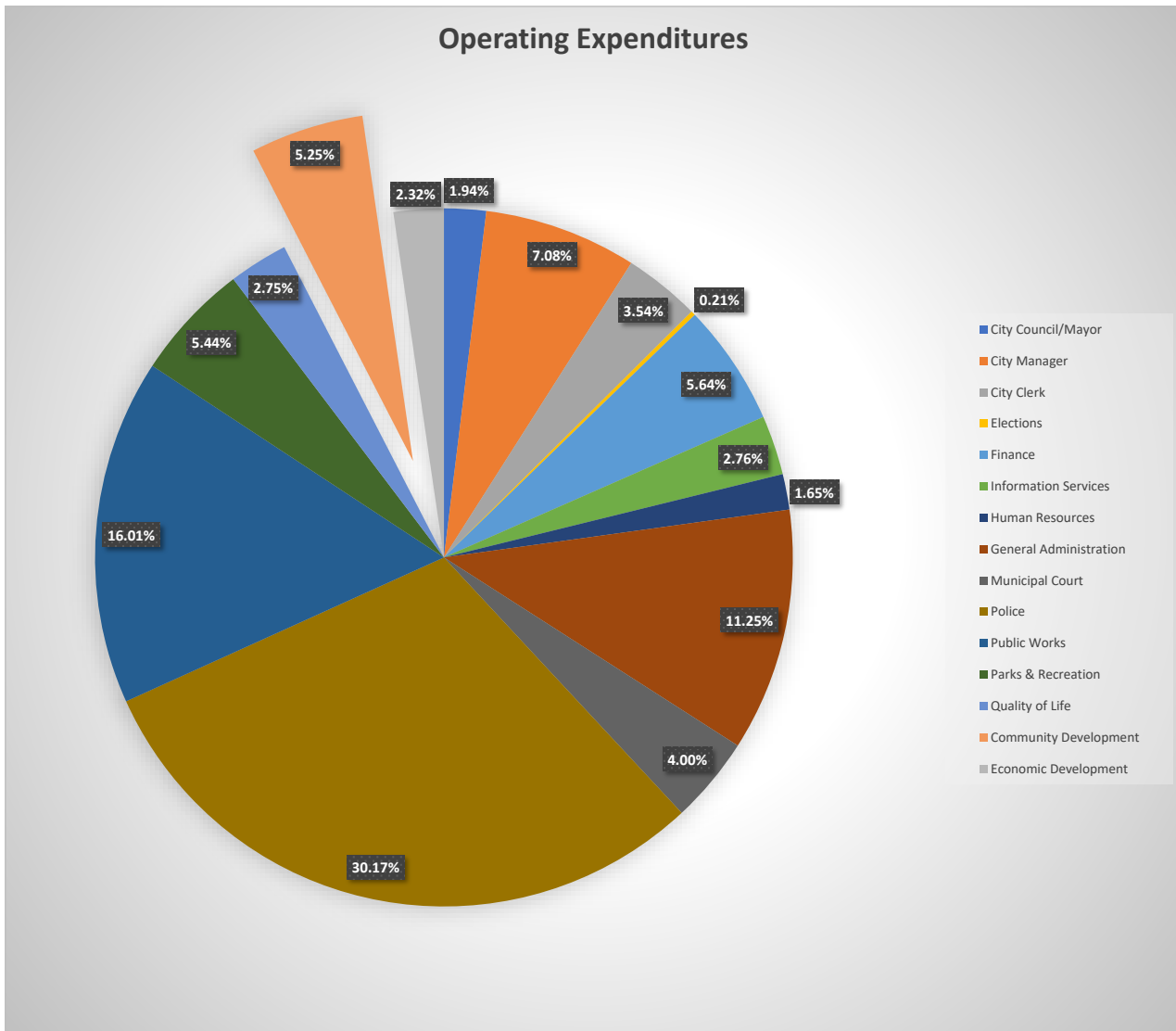
**RECREATION & PARKS**

6100-511100	Park Dev & Prog - Salaries & Wages	75,274	186,133	149,318	196,382	182,129
6100-511200	Park Dev & Prog - Salaries & Wage (PT)	-	-	-	-	6,958
6100-511300	Park Dev & Prog - Salaries (Overtime)	6	-	-	-	-
6100-512100	Park Dev & Prog - Health Insurance	8,128	22,212	14,102	14,994	9,719
6100-512101	Park Dev & Prog - Health Reimbursemen	-	-	20	3,600	3,600
6100-512120	Park Dev & Prog - Dental Insurance	1,878	1,000	607	480	480
6100-512140	Park Dev & Prog - Life Insurance	257	301	224	252	252
6100-512160	Park Dev & Prog - Long Term Disability	457	617	360	590	610
6100-512200	Park Dev & Prog - FICA Expense	4,455	11,331	8,662	12,176	11,723
6100-512300	Park Dev & Prog - Medicare	1,046	2,650	2,026	2,848	2,742
6100-512400	Park Dev & Prog - Retirement Contr	5,719	14,001	7,578	10,890	11,191
6100-512700	Park Dev & - Prog Worker's Comp	1,160	-	-	-	-
	<b>Total Salaries and Benefits</b>	<b>98,381</b>	<b>238,245</b>	<b>182,897</b>	<b>242,212</b>	<b>229,404</b>
6100-521270	Park Dev & Prog - Employee Screenings	436	98	128	-	200
6100-521350	Park Dev & Prog - Contract Labor	57,011	24,945	14,850	28,000	38,000
6100-522140	Park Dev & Prog - Landscaping	100,380	-	35,952	44,475	62,969
6100-522210	Park Dev & Prog - Maint Contracts	2,000	1,500	2,044	9,500	9,500
6100-522320	Park Dev & Prog - Town Sq Events	24,155	12,043	37,497	104,713	100,000
6100-523100	Park Dev & Prog - Liability Insurance	2,165	-	-	-	-
6100-523200	Park Dev & Prog - Telephone	5,216	-	-	-	-
6100-523230	Park Dev & Prog - Internet Services	3,451	1,912	166	-	166
6100-523310	Park Dev & Prog - Comm Events Postage	475	-	-	-	-
6100-523500	Park Dev & Prog - Comm Event Advert	-	-	-	2,900	2,900
6100-523510	Park Dev & Prog - Legal Notices	-	240	-	-	-
6100-523600	Park Dev & Prog - Travel	-	108	-	700	700
6100-523610	Park Dev & Prog - Reg & Training	-	1,585	-	875	875
6100-523700	Park Dev & Prog - Dues (City)	-	-	515	600	250
6100-523710	Park Dev & Prog - Dues (Individual)	-	-	200	250	600
6100-523715	Park Dev & Prog - Partnerships	-	2,470	563	15,000	15,000
6100-523720	Park Dev & Prog - Cultural Arts Comm	-	1,842	400	3,000	3,000
6100-523900	Park Dev & Prog - Other Expenses	140	782	663	1,500	1,200
6100-531100	Park Dev & Prog - Oper Supplies & Mat	2,781	1,820	6,505	15,000	10,000
6100-531200	Park Dev & Prog - Electricity	31,194	3,773	3,975	-	-
6100-531210	Park Dev & Prog - Natural Gas	1,813	-	-	-	-
6100-531220	Park Dev & Prog - Gasoline	-	304	85	540	400
6100-531300	Park Dev & Prog - Mtg Expense (Food)	-	252	388	600	600
6100-531600	Park Dev & Prog - Rec Suppplies	-	8,291	6,532	10,000	10,000
6100-531650	Park Dev & Prog - Other Equip <\$5,000	-	8,288	1,990	9,000	5,000
6100-531700	Park Dev & Prog - Uniforms	-	572	355	400	400
	<b>Total Operations and Capital</b>	<b>231,216</b>	<b>70,824</b>	<b>112,806</b>	<b>247,053</b>	<b>261,760</b>
	<b>Total Budget</b>	<b>329,597</b>	<b>309,069</b>	<b>295,703</b>	<b>489,265</b>	<b>491,164</b>

0.39%

# Community Development FY22 Budget

Budget Summary		
Personnel Expense	\$	313,207
Operating Expenses		160,938
<b>Total Budget</b>	<b>\$</b>	<b>474,145</b>
FTE		5



## ***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 implements the city's policies as well as 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.

### **Functional Areas:**

- **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.
- **Building Permits** – Coordinates with contractors, homeowners, business owners, Cobb County Fire Marshal and the City's Building Official to ensure construction meets state and local requirements.
- **Stormwater**- Manages and ensures compliance with the NPDES Phase I Municipal Separate Storm Sewer System (MS4) Permit and the Stormwater Management Master Plan (SWMP). Community Development coordinates with Public Works who manages maintenance, repairs, and capital projects as they relate to Stormwater.
- **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, Stormwater 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).

- **Economic Development** – this function is a significant responsibility of Community Development and is described separately.
- **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.

### **FY 2021 Goals and Objectives**

- Send out business license renewals by November 1 to allow additional time for processing.
- Create master templates for all agreements and guarantees required in the development process. Provide this information to the applicant early in the process.
- Continue review of incoming occupational tax applications within 3 business days.
- Continue participation in the City’s Community Rating System program and maintain the City’s rating of a 6.
- Complete the Standard Operating Procedures for all application types processed in Community Development.
- Continue to improve the accuracy of the inventory of storm water infrastructure by reviewing all labeled outfalls and reclassifying as appropriate.

### **FY21 Key Performance Measures**

- Number of dry weather inspections compared to previous year.
- Number of occupational tax renewals performed by March 31.
- Number of files scanned into electronic database
- Number of applications submitted and processed online, and number processed in person.
- Amount of time saved with online processing.
- Percentage complete of updated forms
- Number of properties annexed.
- Number of new businesses opened



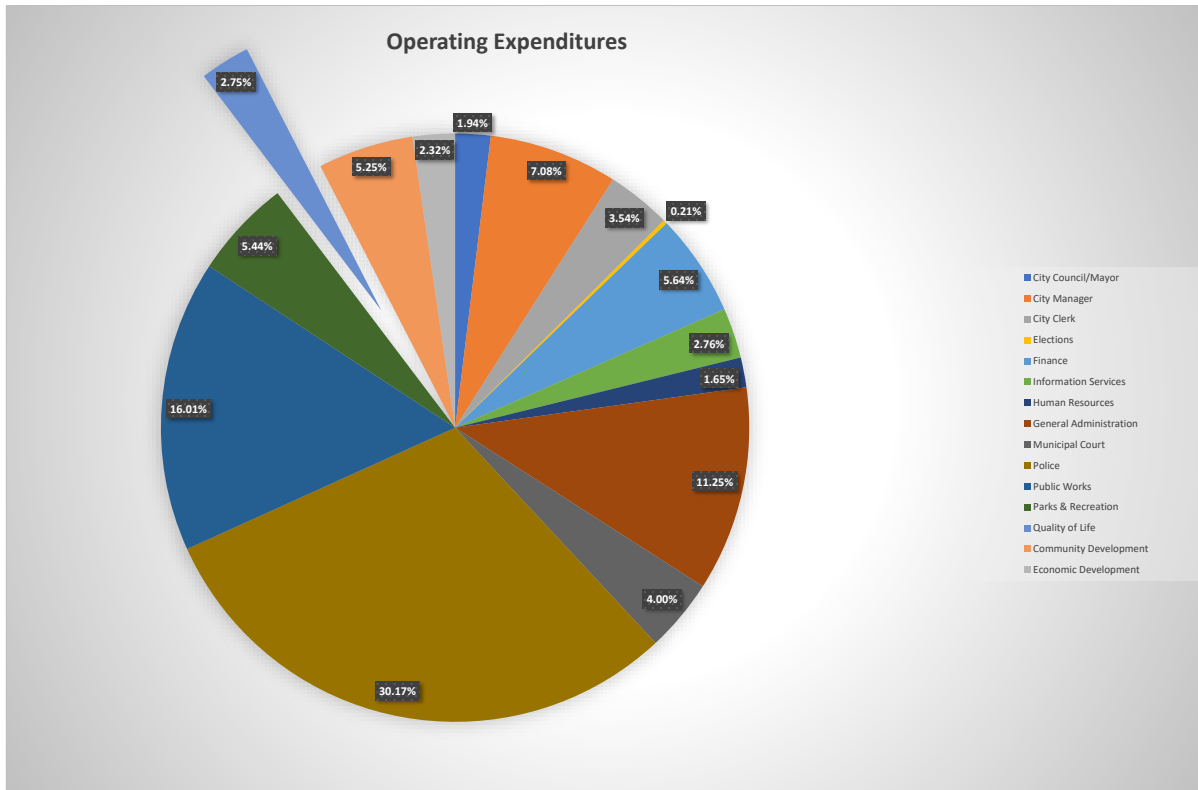
**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

		2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
<b>COMMUNITY DEVELOPMENT - PLANNING AND ZONING</b>							
7410-511100	Planning - Salaries & Wages	194,055	250,149	192,244	244,775	246,271	
7410-512100	Planning - Health Insurance	28,421	22,100	21,936	14,178	22,048	
7410-512101	Planning - Health Reimbursement Acct	-	-	637	2,700	4,500	
7410-512120	Planning - Dental Insurance	2,115	2,090	1,946	2,794	2,794	
7410-512140	Planning - Life Insurance	249	420	350	420	420	
7410-512160	Planning - Long Term Disability	623	775	648	942	948	
7410-512200	Planning - FICA Expense	11,508	14,857	11,507	15,176	15,269	
7410-512300	Planning - Medicare	2,704	3,475	2,691	3,549	3,571	
7410-512400	Planning - Retirement Contributions	13,611	15,556	12,105	17,379	17,387	
7410-512700	Planning - Worker's Compensation	600	-	-	-	-	
	<b>Total Salaries and Benefits</b>	<b>253,886</b>	<b>309,421</b>	<b>244,062</b>	<b>301,913</b>	<b>313,207</b>	
7410-521200	Planning - Legal	510	-	-	-	-	
7410-521210	Planning - Professional Services	-	11,036	35,000	62,000	-	
7410-521230	Planning - Engineering	15,104	19,011	16,246	18,000	20,000	
7410-521240	Planning - Planning Services	460	1,500	-	8,000	8,000	
7410-521350	Planning - Contract Labor	34,760	70,275	58,332	80,000	105,000	
7410-521360	Planning - Software Maintenance	6,900	5,714	5,401	43,686	10,200	
7410-522210	Planning - Maintenance Contracts	2,166	-	-	-	-	
7410-523100	Planning - Liability Insurance	5,866	-	-	-	-	
7410-523200	Planning - Telephone	923	-	-	-	-	
7410-523230	Planning - Internet Services	128	-	-	-	-	
7410-523300	Planning - Postage Meter	127	135	-	-	-	
7410-523310	Planning - Postage	546	1,042	1,214	1,475	1,475	
7410-523400	Planning - Printing & Binding	1,547	2,220	1,906	2,500	2,500	
7410-523500	Planning - Advertising	-	60	-	-	-	
7410-523510	Planning - Legal Notices	438	2,796	742	1,500	1,500	
7410-523600	Planning - Travel	614	2,283	(238)	1,000	1,000	
7410-523610	Planning - Registrations & Training	4,706	3,416	-	1,240	1,240	
7410-523710	Planning - Dues (Individual)	1,101	1,432	956	1,543	1,543	
7410-523900	Planning - Other Expenses	702	235	-	900	800	
7410-523910	Planning - Zoning Commission Expenses	2,325	3,132	1,082	5,000	5,000	
7410-531100	Planning - Oper Supplies & Mat	889	457	385	2,700	2,200	
7410-531120	Planning - Printer Toner/Ink	808	116	-	-	-	
7410-531200	Planning - Electricity	5,492	-	-	-	-	
7410-531210	Planning - Natural Gas	1,548	-	-	-	-	
7410-531650	Planning - Other Equipment <\$5,000	-	6,122	-	-	-	
7410-531700	Planning - Uniforms	-	-	-	-	480	
	<b>Total Operations and Capital</b>	<b>87,657</b>	<b>130,984</b>	<b>121,026</b>	<b>229,544</b>	<b>160,938</b>	
	<b>Total Budget</b>	<b>341,543</b>	<b>440,405</b>	<b>365,088</b>	<b>531,457</b>	<b>474,145</b>	<b>-10.78%</b>



## Quality of Life FY22 Budget

Budget Summary	
Personnel Expense	\$ 198,489
Operating Expenses	49,760
<b>Total Budget</b>	<b>\$ 248,249</b>
FTE	3



## ***Code Enforcement***

"Code enforcement is a function local governments perform that citizens consider important for accomplishing community goals, such as protecting property values and the environment. Others view code enforcement as an annoying intrusion into the free use of private property. Traditionally, it has been a process whereby local governments use various techniques to gain compliance with duly-adopted regulations such as land use and zoning ordinances, health and housing codes, sign standards, and uniform building and fire codes. In recent years, federal and state regulations governing air and water quality and the transport and storage of hazardous wastes, and requirements for implementing the Americans with Disabilities Act have come into play. Local governments are now obliged to include enforcement of these rules and regulations in the array of responsibilities they assume for protecting the public health and welfare.

Contemporary code enforcement involves local enforcement officials in the job of ensuring compliance with policies, codes, rules, regulations, and permits in a proper, timely fashion within the limits of the law. Consequently, enforcement officials must be fully acquainted with the adoption process and the thinking behind the regulations they enforce as well as the legal limits placed on them. Conversely, those who write the laws must understand the problems particular to enforcement and administration as the codes and regulations are implemented.

In this context the code enforcement official is a unique public servant whose responsibility lies squarely between policy making and the realms of law enforcement and litigation. The U. S. Congress, state legislatures, and city councils and county boards of supervisors adopt policies, codes, rules and regulations to solve problems or respond to federal, state, or community mandates. Enforcement applies these laws to specific properties, either by using warnings and notices to persuade voluntary compliance or by filing court actions, all under the rubric of 'police powers'. Local enforcement officials and those who write the policies, codes, rules, and regulations are obligated to understand the management of the code enforcement function and the entire complex process."

Excerpt from Code Enforcement – A Comprehensive Approach by Joseph M. Schilling and James B. Hare. © 1994, Solano Press Books, [www.solano.com](http://www.solano.com)

### **FY22 Goals and Objectives:**

- Maintain voluntary compliance with City codes and regulations
- Ensure that all citizens are afforded the best quality of life.

### **FY22 Key Performance Measures**

- Percentage of voluntary compliance
- Reduce number of blighted or unmaintained properties.



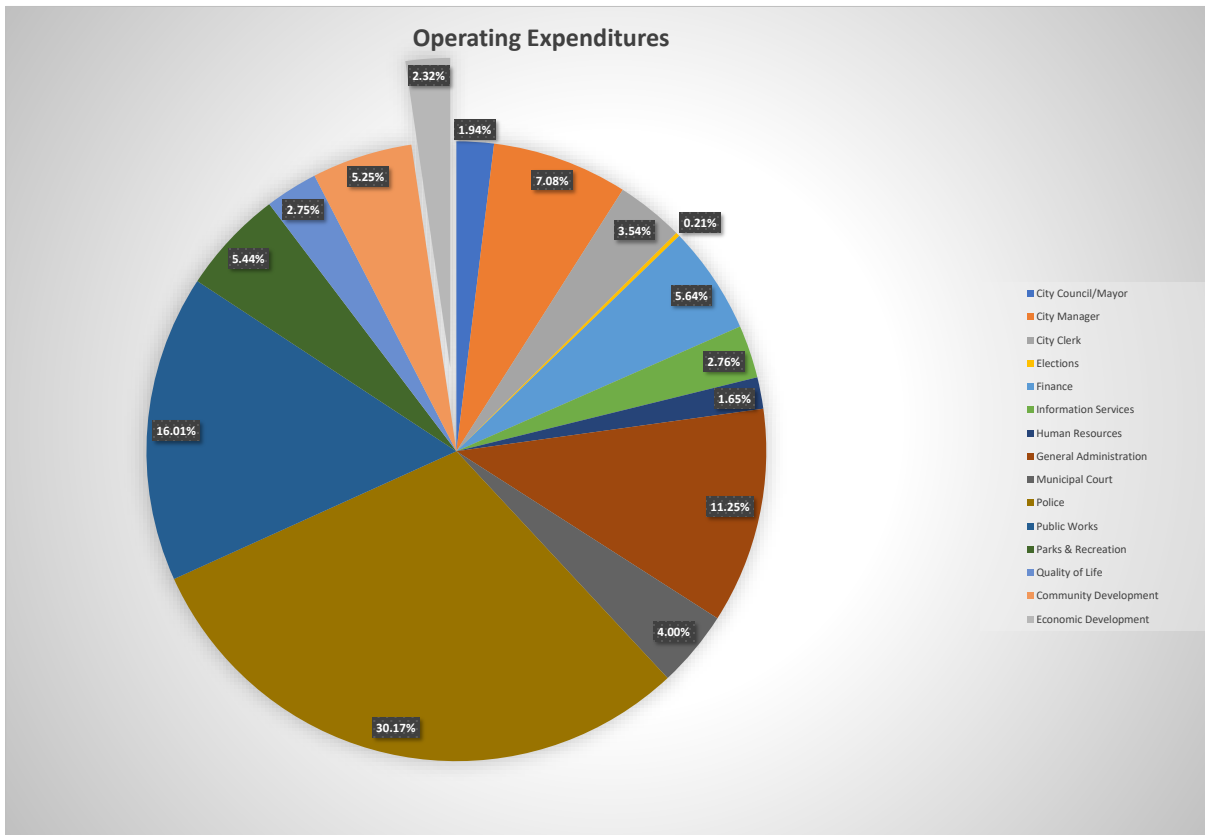
**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
<b>QUALITY OF LIFE</b>						
7451-511100	-	-	84,659	88,424	159,890	
7451-511300	-	-	552	-	-	
7451-512100	-	-	14,736	12,396	10,710	
7451-512101	-	-	-	-	2,796	
7451-512120	-	-	633	646	1,344	
7451-512140	-	-	140	168	252	
7451-512160	-	-	295	340	196	
7451-512200	-	-	4,490	5,483	9,695	
7451-512300	-	-	1,050	1,282	2,318	
7451-512400	-	-	4,374	6,278	11,288	
7451-512700	-	-	-	-	-	
<b>Total Salaries and Benefits</b>	-	-	<b>110,928</b>	<b>115,017</b>	<b>198,489</b>	
7451-521200	-	-	24,884	10,000	30,000	
7451-521270	-	-	-	500	500	
7451-522210	-	-	-	150	150	
7451-523210	-	-	-	1,920	1,920	
7451-523310	-	-	-	250	500	
7451-523600	-	-	-	500	1,000	
7451-523610	-	-	-	1,140	1,200	
7451-523710	-	-	-	600	1,040	
7451-531100	-	-	-	2,000	2,000	
7451-531120	-	-	-	1,500	200	
7451-531132	-	-	-	2,000	1,500	
7451-531220	-	-	2,993	7,750	7,750	
7451-531700	-	-	-	815	2,000	
7451-531710	-	-	-	1,000	-	
<b>Total Operations and Capital</b>	-	-	<b>27,877</b>	<b>30,125</b>	<b>49,760</b>	
<b>Total Budget</b>	-	-	<b>138,805</b>	<b>145,142</b>	<b>248,249</b>	<b>71.04%</b>



## Economic Development FY22 Budget

Budget Summary		
Personnel Expense	\$	87,849
Operating Expenses		121,758
<b>Total Budget</b>	<b>\$</b>	<b>209,607</b>
FTE		1



# ***Economic Development***

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

## **Description and Overview:**

Economic Development supports and coordinates the economic development activities in conjunction with the City's Key Strategies that promote and enhance the City of Powder Springs, including Business Recruitment and Business Retention, implementing and managing the Business Liaison Team; staff and facilitate the operations of the Downtown Development Authority (DDA) and Development Authority of Powder Springs (DAPS); network and build relationships at the local and state level; research appropriate incentives and grant opportunities; develop promotional materials and advertising strategies to attract business, trade and tourism, develop and maintain a comprehensive list of available properties; update and implement business target analysis and retail leakage.

## **Functional Areas:**

- Recruitment and retention
- Authority Board Management
- Marketing/Promotions
- Annexation

## **FY22 Goals and Objectives:**

- Serve as a liaison for new businesses to be a point of contact and to ensure that they navigate the process working through the Community Development Department. Additionally, build relationships with key partners that could serve as resources to new businesses, ex. Kennesaw State University Small Business Development Center.
- Promote business engagement and retention by scheduling in-person meetings and follow-up calls with commercial businesses and recommending improvements based on key findings. Continue to expand Business Liaison Team impact by publishing monthly newsletter and providing open hours.
- Adapting to the changing environment and offering improved virtual accessibility to resources and staff to ensure continuity of business communication. Along those lines, monitoring changes in business needs and being innovative in overcoming new challenges being faced by the business community.

- Make information readily available and creating up-to-date collateral materials. Ensure city website and new marketing website information is periodically updated. Promote ‘Get a Spring in Your Step’ campaign elements to attract and retain businesses and develop next steps for campaign. Develop video content for marketing and business spotlights.
- Pursue training opportunities to develop skills relevant to the job function. Economic Developments staff aims to continue accumulating course credits toward attaining the Georgia Certified Economic Developer Certification offered through the Carl Vinson Institute of Government.
- Identify key target properties adjacent to the city so that we can annex fringe area new developments and other potentially beneficial properties in order to attract new investment and opportunities into the City. Explore incentive strategies for annexation.
- Focus targeted business recruitment for identified available properties coupled with inventory marketing and incentive development to assist in developing available commercial properties and grow job creation. Continually update inventory of available properties. Host a Developers Day to attract potential development and investment in the city.
- Provide support and development of board members and management of all Authority Board activities. Continue working with the Authority Boards to attract key investment, employment, and place-making opportunities for the City.

## **FY22 Key Performance Measures**

- Number of existing businesses surveyed and interviewed.
- Training provided to authority boards
- Projects implemented by authority boards
- Number of available properties to develop
- Incentives recommended and used
- Type of collateral developed
- Number of cold calls made to targeted industries
- Number of recipients of BLT newsletter as compared to FY21
- Audiences reached during marketing campaign
- Number of contacts made with key partners such as Kennesaw State University Small Business Development Center
- Percentage of businesses retained (renewed business license) during calendar year
- Number of attendees and follow-ups from Developers Day and related events
- Number of downtown properties redeveloped
- Number of key target properties annexed
- Number of jobs added
- Number of prospect and property owner introductions facilitated





**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**ECONOMIC DEVELOPMENT**

7510-511100	Eco Dev - Salaries & Wages	24,916	113,973	91,683	118,080	62,010
7510-512100	Eco Dev - Health Insurance	12,167	19,569	18,083	20,094	15,096
7510-512101	Eco Dev - Health Reimbursement	-	-	50	1,800	600
7510-512120	Eco Dev - Dental Insurance	635	987	849	938	698
7510-512140	Eco Dev - Life Insurance	63	172	140	168	84
7510-512160	Eco Dev - Long Term Disability	209	421	347	452	239
7510-512200	Eco Dev - FICA Expense	1,446	6,645	5,473	7,324	3,845
7510-512300	Eco Dev - Medicare	340	1,554	1,280	1,712	899
7510-512400	Eco Dev - Retirement Contributions	3,290	6,222	5,832	8,384	4,378
7510-512700	Eco Dev - Worker's Compensation	402	-	-	-	-
	<b>Total Salaries and Benefits</b>	<b>43,468</b>	<b>149,544</b>	<b>123,736</b>	<b>158,952</b>	<b>87,849</b>
7510-521210	Eco-Dev - Professional Services	-	-	784	30,000	102,000
7510-521270	Eco Dev - Employee Screenings	98	-	-	-	-
7510-521350	Eco Dev - ED Locality Dev Contract Labor	12,888	-	-	-	-
7510-521355	Eco Dev - Grant Implementation	-	-	-	5,500	-
7510-521360	Eco Dev - Locality Dev Software Maint	-	204	-	3,000	-
7510-522305	Eco Dev - Locality Dev Business Events	1,750	-	96	1,700	2,000
7510-523100	Eco Dev - Liability Insurance	1,173	-	-	-	-
7510-523310	Eco Dev - Postage	-	-	-	1,000	500
7510-523400	Eco Dev - Printing & Binding	480	1,041	423	1,300	1,300
7510-523500	Eco Dev - Advertising	7,965	7,320	230	1,000	1,000
7510-523505	Eco Dev - Communications	-	-	-	-	1,338
7510-523520	Eco Dev - Tourism	-	-	100	1,000	1,000
7510-523600	Eco Dev - Travel	56	2,356	-	1,500	4,500
7510-523601	Eco Dev - Travel	-	119	-	1,500	-
7510-523610	Eco Dev - Registrations & Training	1,993	2,999	1,825	1,500	2,000
7510-523615	Eco Dev - Training-Authority	-	-	220	2,500	2,000
7510-523710	Eco Dev - Dues	-	-	-	-	2,000
7510-523900	Eco Dev - Other Expenses	880	413	104	1,000	1,000
7510-523915	Eco Dev - Other Expenses-Authority	-	-	76	500	500
7510-531100	Eco Dev - Oper Supplies & Mat	999	1,923	-	500	500
7510-572010	ED Authority Bd Payments to Others	38,000	13,000	-	-	-
7520-531750	Eco Dev - Uniforms	-	-	-	-	120
	<b>Total Operations and Capital</b>	<b>66,369</b>	<b>29,375</b>	<b>3,858</b>	<b>53,500</b>	<b>121,758</b>
	<b>Total Budget</b>	<b>109,837</b>	<b>178,919</b>	<b>127,594</b>	<b>212,452</b>	<b>209,607</b>

-1.34%



**GENERAL FUND 100 - EXPENDITURES  
FY 2022 PROPOSED BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>Actual as of 3/31/2021</b>	<b>2021 Budget</b>	<b>2022 Budget</b>		
<b><u>OTHER USES</u></b>							
9000-611350	Transfer To Capital Projects	842,566	1,077,478	116,556	116,556	432,000	
9000-611371	Transfer to Capital Projects Fund 371	-	-	1,195,090	1,199,773	-	
9000-611270	Transfer To Fund 270 DAPS	-	35,000	35,000	35,000	50,000	
9000-611540	Transfer To Sanitation	1,607	-	-	-	-	
9000-611400	Transfer To Downtown Dev	750,700	855,094	820,094	820,094	890,971	
9000-611400	Transfer To Downtown Dev	-	-	35,000	35,000	-	
9000-611555	Transfer To Stormwater	63,456	107,580	-	-	-	
	<b>Total Budget</b>	<b><u>1,794,985</u></b>	<b><u>2,326,660</u></b>	<b><u>2,201,740</u></b>	<b><u>2,206,423</u></b>	<b><u>1,372,971</u></b>	<b>-37.77%</b>
<b>GENERAL FUND TOTAL EXPENDITURES</b>		<b><u>8,520,729</u></b>	<b><u>9,719,097</u></b>	<b><u>7,668,221</u></b>	<b><u>10,799,517</u></b>	<b><u>10,408,013</u></b>	<b>-3.63%</b>



**Confiscated Assets  
Budget FY2022**



**FEDERAL CONFISCATED ASSETS FUND 208  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
<b>REVENUES:</b>					
33-1000-000000 Confiscations	-	128,477	13,390	36,197	10,000
36-1000-000001 Interest Revenue	-	-	-	-	-
39-1200-000100 Transfer From General Fund	-	265,710	-	-	-
<b>TOTAL REVENUES</b>	<b>-</b>	<b>394,186</b>	<b>13,390</b>	<b>36,197</b>	<b>10,000</b>
<b>EXPENDITURES:</b>					
3222-521370 Bank Charges	-	-	15	-	-
3222-523900 Seizure - Other Expenses	-	-	-	15,000	-
3222-523610 Registrations & Trainings	-	2,660	-	-	10,000
3222-546000 Vehicles	-	124,671	36,197	36,197	-
3222-546400 Seizure - Other Capital Equip	-	-	-	28,000	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>127,331</b>	<b>36,212</b>	<b>79,197</b>	<b>10,000</b>
<b>OTHER USES:</b>					
9000-611371 Transfer To Cap Proj Fd 371	-	-	53,075	53,075	-
	<b>-</b>	<b>-</b>	<b>53,075</b>	<b>53,075</b>	<b>-</b>



**STATE CONFISCATED ASSETS FUND 210  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
<b>REVENUES:</b>						
35-1300-000001 Confiscations	1,075	92,054	-	-	10,000	
35-1300-000003 Sale Of Confiscated Property	1,400	-	-	-	-	
35-1900-000001 MCS Distributions	62,584	-	-	-	-	
36-1000-000001 Interest Revenue	44	117	85	-	100	
<b>TOTAL REVENUES</b>	<b>65,103</b>	<b>92,171</b>	<b>85</b>	<b>-</b>	<b>10,100</b>	<b>#DIV/0!</b>
<b>EXPENDITURES:</b>						
3222-523900 Other Expenses	-	-	-	12,000	-	
3222-523610 Registrations & Trainings	-	-	-	-	10,100	
3222-546000 Vehicles	-	-	-	-	-	
3223-523610 Registrations & Trainings	-	-	7,260	-	-	
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>7,260</b>	<b>12,000</b>	<b>10,100</b>	<b>-15.83%</b>



**Impact Fees  
Budget FY2022**



**IMPACT FEE FUND  
FY 2022 PROPOSED BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>Actual as of 3/31/2021</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>REVENUES:</b>					
Impact Fees - Public Safety	84,009	54,614	68,944	60,242	58,904
Impact Fees - Recreation	173,893	105,785	149,132	130,420	127,522
Impact Fees-Public - Administration	7,674	4,812	6,672	5,720	5,592
<b>TOTAL REVENUES</b>	<b>265,576</b>	<b>165,211</b>	<b>224,748</b>	<b>196,382</b>	<b>192,018</b>
<b>EXPENDITURES:</b>					
Transfer To General Fund	-	10,357	-	-	-
Transfer To Development Fund	44,881	172,429	86,000	86,000	54,204
Transfer To Capital Project Fund	-	56,515	-	-	-
Bank Service Charges	-	60	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>44,881</b>	<b>239,361</b>	<b>86,000</b>	<b>86,000</b>	<b>54,204</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>220,695</b>	<b>(74,150)</b>	<b>138,748</b>	<b>110,382</b>	<b>137,814</b>
<b>FUND BALANCE BEGINNING OF YEAR</b>	<b>399,440</b>	<b>620,135</b>	<b>545,985</b>	<b>545,985</b>	<b>684,733</b>
<b>FUND BALANCE END OF YEAR</b>	<b>620,135</b>	<b>545,985</b>	<b>684,733</b>	<b>656,367</b>	<b>822,547</b>



**Downtown Development  
Authority  
Budget FY2022**





**DOWNTOWN DEVELOPMENT AUTHORITY FUND 400  
FY 2022 PROPOSED BUDGET**

Description	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**DEBT SERVICE BUDGET**

**REVENUES:**

Transfer From Impact Fees	44,881	172,429	86,000	86,000	54,204
Transfer From General Fund	725,700	820,094	820,094	820,094	890,971
Transfer From Capital Projects	91,133	-	-	-	-
Budgeted Use of Fund Balance	-	-	42,751	42,751	-

**TOTAL REVENUES**

<b>861,714</b>	<b>992,523</b>	<b>948,845</b>	<b>948,845</b>	<b>945,175</b>	<b>-0.39%</b>
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**EXPENDITURES:**

Principal Debt Retirement	615,000	696,000	717,000	717,000	836,948
Interest Expense	245,864	252,062	230,729	231,845	106,863
Fiscal Agent Fees	850	850	850	-	-
Service Fees	-	120	-	-	1,364

**TOTAL DEBT SERVICE**

<b>861,714</b>	<b>949,032</b>	<b>948,579</b>	<b>948,845</b>	<b>945,175</b>	<b>-0.39%</b>
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**Sanitation Fund  
Budget FY2022**

## ***Public Works - Sanitation***

**Mission Statement** - The City of Powder Springs is dedicated to serving the people who live, work, and transact business within our community. We are committed to providing leadership, vision, and an exceptional quality of life. Public Works fundamental purpose is to ensure a safe and clean environment for all citizens and visitors by maintaining safe roadways and drainage structures, welcoming and maintained facilities, and sanitary refuse removal.

**Description and Overview of Sanitation** – The City provides collection and disposal of solid waste to approximately 5,000 customers. The services include recycling pick up through Waste Industries serving approximately 1800 customers and yard waste collection. Additionally the City collects and disposes of appliances and other nonhazardous household goods twice a year through its Reside with Pride program.

### **FY22 Goals and Objectives:**

- Review and update collection routes for greater efficiencies
- Increase safety awareness through updated Safety Training
- Maintain right-of-way areas to enhance beautification within the City with roadside litter pickup program
- Continue street sweeping program of major travel corridors

### **FY22 Key Performance Measures**

- Percentage increase recycling services
- Miles of streets and ditches/roadsides cleaned
- Percentage increase of Reside with Pride collections.
- Amount of trash removed from rights of way



**SANITATION FUND 540  
FY 2022 PROPOSED BUDGET**

2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget
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**REVENUES:**

34-4500-000001 Refuse Collection Charges	1,371,202	1,229,349	1,003,139	1,324,070	1,329,180
34-4510-000002 Brush Pick-Up	197	118	139	500	-
34-4510-000003 Other Household Pickup	4,593	2,164	2,994	3,000	2,500
34-4510-000004 Lost/Damaged Cart Fee	300	30	330	300	500
34-9110-000001 Penalties & Interest	35,027	24,122	19,285	12,000	10,000
36-1000-000001 Investment Income	12,539	9,632	388	6,000	1,000
38-9000-000099 Miscellaneous Revenue	1,903	725	20	500	-
39-1200-000505 Transfer From General Fund	1,607	40,000	-	-	-
99-4220-000000 Budgeted Use Of Fund Balance	-	-	-	155,908	376,049
<b>TOTAL REVENUES</b>	<b>1,427,368</b>	<b>1,306,140</b>	<b>1,026,296</b>	<b>1,502,278</b>	<b>1,719,229</b>

14.44%

**EXPENDITURES:**

4520-511100 Solid Waste - Salaries & Wages	289,907	302,197	231,384	286,832	380,377
4520-511300 Solid Waste - Salaries (Overtime)	3,861	4,115	4,448	-	5,000
4520-512100 Solid Waste - Health Insurance	45,029	42,514	33,186	34,782	54,795
4520-512101 Solid Waste - Health Reimb. Acct	-	-	129	8,600	14,100
4520-512120 Solid Waste - Dental Insurance	2,554	2,788	8,100	1,855	3,860
4520-512140 Solid Waste - Life Insurance	650	707	557	756	924
4520-512160 Solid Waste - Long Term Disability	1,038	964	605	1,104	1,464
4520-512200 Solid Waste - FICA Expense	17,360	17,677	13,972	17,784	23,893
4520-512300 Solid Waste - Medicare	4,078	4,134	3,308	4,159	5,588
4520-512400 Solid Waste - Retirement Contributions	(474)	(1,946)	14,177	20,365	26,855
4520-512600 Solid Waste - Unemployment Costs	-	3,156	-	-	-
4520-512700 Solid Waste - Worker's Compensation	36,714	5,205	5,755	10,800	17,032
<b>Total Salaries and Benefits</b>	<b>400,717</b>	<b>381,510</b>	<b>315,622</b>	<b>387,037</b>	<b>533,889</b>



**SANITATION FUND 540  
FY 2022 PROPOSED BUDGET**

	2019 Actual	2020 Actual	Actual as of 3/31/2021	2021 Budget	2022 Budget	
4520-521210	Solid Waste - Audit	3,240	8,460	3,420	3,420	4,020
4520-521215	Solid Waste-Professional Services	-	-	-	65,000	-
4520-521270	Solid Waste - Employee Screenings	1,742	403	57	1,600	800
4520-521340	Solid Waste - Billing Services	13,808	47,407	19,629	15,000	15,000
4520-521350	Solid Waste - Contract Labor	33,834	-	-	20,000	-
4520-521355	Solid Waste - Contract Labor (Recycling)	145,313	108,851	63,954	166,804	164,640
4520-521360	Solid Waste - Software Maintenance	-	8,489	6,165	8,800	11,000
4520-521370	Solid Waste - Bank Charges	-	4,768	-	-	-
4520-522140	Solid Waste - Beautification Landscaping	-	-	-	34,600	34,600
4520-522210	Solid Waste - Maintenance Contracts	459	3,181	2,660	6,212	6,500
4520-522230	Solid Waste - R & M (Vehicles)	-	-	-	-	-
4520-523100	Solid Waste - Liability Insurance	10,552	-	19,797	27,066	30,291
4520-523200	Solid Waste - Telephone	295	2,537	806	4,694	3,600
4520-523210	Solid Waste - Cellular Phones	967	-	-	-	-
4520-523220	Solid Waste - Cable TV	110	496	512	510	625
4520-523230	Solid Waste - Internet Services	-	283	226	810	3,456
4520-523300	Solid Waste - Postage Meter	-	7,100	3,297	1,140	1,140
4520-523310	Solid Waste - Postage	120	-	-	500	500
4520-523500	Solid Waste - Advertising	1,004	2,135	1,733	6,125	3,000
4520-523600	Solid Waste - Travel	-	-	-	500	250
4520-523610	Solid Waste - Registrations & Training	-	-	-	1,075	1,000
4520-523900	Solid Waste - Other Expenses	245	362	641	1,783	1,500
4520-531100	Solid Waste - Oper Supplies & Mat	633	1,359	2,013	7,840	4,000
4520-531120	Solid Waste - Printer Toner/Ink	218	1,601	5,414	-	-
4520-531200	Solid Waste - Electricity	807	-	-	10,818	10,818
4520-531210	Solid Waste - Natural Gas	889	3,700	1,439	3,600	3,600
4520-531220	Solid Waste - Gasoline	2,213	1,189	44	5,000	1,000
4520-531220	Solid Waste - Water & Sewer	-	-	-	-	2,040
4520-531230	Solid Waste - Diesel	42,563	38,559	16,052	50,000	50,000
4520-531530	Solid Waste - Landfill	200,624	217,328	199,166	238,144	285,000
4520-531610	Solid Waste - Other Equipment < \$5,000	434	2,991	-	5,000	3,000
4520-531660	Solid Waste - Dumpsters	-	-	-	1,200	1,200
4520-531665	Solid Waste - Garbage Carts	19,990	24,993	21,961	25,000	25,000
4520-531700	Solid Waste - Uniforms	5,207	3,462	2,668	6,000	6,000
4520-546000	Solid Waste - Vehicles	-	-	253,328	397,328	288,000
4520-551000	Solid Waste - Indirect Cost	275,000	275,000	187,500	250,000	210,251
4520-561000	Solid Waste - Depreciation Expense	44,951	44,951	-	65,000	-
4520-574000	Solid Waste - Bad Debt Expense	-	34,849	-	3,000	13,509
	<b>Total Operations and Capital</b>	<b>805,219</b>	<b>844,454</b>	<b>812,481</b>	<b>1,433,569</b>	<b>1,185,340</b>
	<b>Total Budget</b>	<b>1,205,936</b>	<b>1,225,964</b>	<b>1,128,103</b>	<b>1,820,606</b>	<b>1,719,229</b>

-5.57%



**Stormwater Fund  
Budget FY2022**



## ***Public Works and Community Development - Stormwater***

**Mission Statement** - The City of Powder Springs is dedicated to serving the people who live, work, and transact business within our community. We are committed to providing leadership, vision, and an exceptional quality of life. A primary function of the stormwater services is to inventory, map, inspect, maintain, replace and upgrade infrastructure.

**Description and Overview** – The Community Development manages and oversees compliance with the Municipal Separate Storm Sewer System permit issued by the State under federal requirements as well as implementation of the Stormwater Management Plan. Public works manages the maintenance, repairs and capital projects of the system, from planning to programming and implementing.

### **FY22 Goals and Objectives:**

- Inspect, upgrade and repair storm water infrastructure
- Develop Stormwater infrastructure replacement plan
- Update and maintain the SWMP
- Inspect the stormwater system.

### **FY22 Key Performance Measures**

- Development of a CIP for stormwater repair and maintenance and upgrade
- Percentage of inspections set forth in the MS4 permit
- Number of catch basins cleaned
- Number of catch basins repaired
- Type and dollar amount of stormwater repairs



**STORMWATER FUND 555  
FY 2022 PROPOSED BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>Actual as of 3/31/2021</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
<b>REVENUES:</b>					
34-4300-000000 Stormwater Charges	363,896	485,361	500,470	550,486	505,000
34-4310-000000 Detention Pond Charges	30,099	30,099	30,099	30,000	42,102
39-1200-000100 Transfer From General Fund	63,456	107,580	-	-	-
39-1200-000505 Transfer From Fund 505	9,687	-	-	-	-
99-4220-000000 Budgeted Use Of Fund Balance	-	-	-	-	151,649
<b>TOTAL REVENUES</b>	<b>467,138</b>	<b>623,041</b>	<b>530,569</b>	<b>580,486</b>	<b>698,751</b>

20.37%

**EXPENDITURES:**

4450-511100 Storm Water - Salaries & Wages	14,841	44,928	35,285	47,595	111,244
4450-511300 Storm Water - Salaries (Overtime)	11	-	-	-	-
4450-512100 Storm Water - Health Insurance	26,404	10,221	9,167	13,056	12,878
4450-512101 Storm Water - Health Reimbursement Acct	-	-	7	3,700	3,800
4450-512120 Storm Water - Dental Insurance	835	669	582	1,021	1,021
4450-512140 Storm Water - Life Insurance	219	84	70	168	168
4450-512160 Storm Water - Long Term Disability	410	137	121	367	428
4450-512200 Storm Water - FICA Expense	1,135	2,462	1,947	5,901	6,897
4450-512300 Storm Water - Medicare	267	576	455	1,380	1,613
4450-512400 Storm Water - Retirement Contributions	8,099	(16,868)	4,700	6,757	7,854
4450-512401 Storm Water - Retirement	5,795	-	-	-	-
4450-512700 Storm Water - Worker's Compensation	332	1,157	1,439	2,700	4,258
<b>Total Salaries and Benefits</b>	<b>58,348</b>	<b>43,365</b>	<b>53,773</b>	<b>82,645</b>	<b>150,161</b>
4450-521210 Storm Water - Prof Fees & Audit	-	2,500	53,074	48,435	1,005
4450-521230 Storm Water - Infrastructure Enginrg	1,500	63,408	33,488	51,390	50,000
4450-521270 Storm Water - Employee Screenings	-	37	57	200	200
4450-521350 Storm Water - Infr Contr Labor	36,863	26,590	5,510	35,000	35,000
4450-521360 Storm Water - Dev Software Maint	725	-	-	1,315	1,500
4450-521370 Storm Water - Bank Charges	-	1,151	-	-	-
4450-522200 Storm Water - Repairs & Maint	(282)	100,757	22,247	244,961	244,387
4450-522210 Storm Water - Maint Contracts	3,372	3,181	665	1,553	1,553
4450-523100 Storm Water - Liability Insurance	1,173	-	4,950	6,767	7,573
4450-523200 Storm Water - Telephone	63	428	155	1,174	900
4450-523210 Storm Water - Cellular Phone	142	2,740	572	1,100	1,000
4450-523230 Storm Water - Internet Services	-	50	54	203	864
4450-523310 Storm Water - Postage	60	-	34	785	785
4450-523500 Storm Water - Advertising	90	-	280	500	500
4450-523600 Storm Water - Travel	-	-	-	250	250
4450-523610 Storm Water - Reg & Training	2,935	732	1,834	3,500	3,500
4450-523900 Storm Water - Other Expenses	457	270	-	530	-
4450-531100 Storm Water - Oper Supplies & Mat	3,285	776	524	1,650	1,500
4450-531120 Storm Water - Printer Toner/Ink	1,562	529	-	-	-
4450-531200 Storm Water - Electricity	2,215	-	1,353	2,703	2,705
4450-531210 Storm Water - Natural Gas	166	-	372	900	900
4450-531220 Storm Water - Gasoline	709	865	305	3,500	2,000





**STORMWATER FUND 555  
FY 2022 PROPOSED BUDGET**

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>Actual as of 3/31/2021</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	
4450-531220 Storm Water - Water & Sewer	-	-	-	-	510	
4450-531700 Storm Water - Uniforms	490	413	387	500	500	
4450-561000 Storm Water - Depreciation Expense	5,031	14,657	-	-	-	
4450-574000 Storm Water - Bad Debt Expense	12,000	44,051	-	-	12,000	
4460-522200 Detention Pond - Repairs & Maint	29,200	28,000	28,000	30,000	30,100	
4460-541400 Detention Pond Reconstruction	-	-	-	-	149,358	
<b>Total Operations and Capital</b>	<b>101,755</b>	<b>291,136</b>	<b>153,862</b>	<b>436,916</b>	<b>548,589</b>	
<b>Total Budget</b>	<b>160,103</b>	<b>334,502</b>	<b>207,634</b>	<b>519,561</b>	<b>698,751</b>	<b>34.49%</b>



**Budget FY2022**  
**Authorized Positions**



## AUTHORIZED POSITIONS

Function / Program	2019	2020	2021	2022
<b>General Administration</b>				
City Council	6.0	6.0	6.5	6.5
Administration	6.0	10.0	11.0	13.0
Information Services	0.0	0.0	0.0	0.0
Municipal Court	2.0	2.0	2.0	2.0
<b>Total General Administration</b>	<b>14.0</b>	<b>18.0</b>	<b>19.5</b>	<b>21.5</b>
<b>Culture &amp; Recreation</b>				
Parks & Recreation	3.0	3.0	3.0	3.0
Senior Center	1.0	1.0	0.5	0.5
Museum	1.0	1.0	0.5	0.5
<b>Total Culture &amp; Recreation</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>
<b>Housing &amp; Development</b>				
Quality of Life	2.0	2.0	2.0	3.0
Economic Development	1.0	2.0	2.0	1.0
Community Development	5.0	5.0	5.0	5.0
<b>Total Housing &amp; Development</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
<b>Public Safety</b>				
Police	32.5	34	34	33.5
<b>Total Public Safety</b>	<b>32.5</b>	<b>34.0</b>	<b>34.0</b>	<b>33.5</b>
<b>Public Works</b>				
Building Maintenance	2.5	2.0	2.0	2.0
Fleet Maintenance	2.5	2.0	1.0	1.0
Streets / ROW / Infrastructure	2.0	6.0	5.0	5.0
<b>Total Public Works</b>	<b>7.0</b>	<b>10.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Water &amp; Sewer</b>				
Water	7.0	0.0	0.0	0.0
Sewer	5.0	0.0	0.0	0.0
<b>Total Water &amp; Sewer</b>	<b>12.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Sanitation</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>11.0</b>
<b>Stormwater</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
	<b>88.5</b>	<b>87.0</b>	<b>85.5</b>	<b>89.0</b>



**Budget FY2022**  
**Capital Projects**



**FUND 372-CAPITAL PROJECTS FUND**

DEPT #	DEPARTMENT NAME	AMOUNT	DETAILS
1310	IT	\$ 5,000.00	MyCivic Citizen Engagement Tool Software-Implementation Fee
1535	IT	90,000.00	PD Laptops (36@\$2500)
1535	IT	13,000.00	PD VPN Servers Replacing
1535	IT	63,000.00	IT relocation expense (\$35,000) and AV \$28,000 expense
1535	City wide admin	15,000.00	Dashboarding
1595	City wide admin	13,000.00	Relocation expense FFE (based on quote)
2650	Court	5,000.00	Relocation expense for panic button and metal detector
2650	Court	13,000.00	Relocation expense FFE (based on quote)
2650/1595	CAC	23,000.00	Relocation Expense-modificaiton for public and court hearings
3200	PD	141,000.00	Three new vehicles-estimate of \$47,000 each (3 in capital and 1 in seizures)
6100	Parks	17,000.00	Replacement of City Vehicle
7410	Community Development (Planning/zoning)	10,000.00	GMC continue Stormwater database development; New Digital Inspection Forms
7410	Community Development (Planning/zoning)	24,000.00	Curb Cut/Improvement Work on CH James-Keck and Wood
	<b>TOTAL</b>	<b>\$ 432,000.00</b>	



# Appendix A

## Elected Officials MITs



# City Council most important tasks (MIT's) for period through 6/30/2021

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The City Council adopted various planning documents, including its Comprehensive Plan and Strategic Plan, to create a methodology to prioritize projects while connecting the City's work plans and budget decisions to its overall community goals.

After a delay resulting from COVID-19 restrictions, the City Council did have an opportunity to meet with the City Manager, her leadership team and the City's economic development and organizational structure consultant at a fall retreat in October 2020 to identify 5 MIT's (most important tasks) to focus on for the remainder of FY2021.

Each strategic priority includes the initiatives identified by the elected body in advance of the retreat. The purpose of the exercise was to align the elected official initiatives with the City's vision and mission statements and related strategic priorities. The strategic priorities also included elements of the city staff developed core values.

## **VISION**

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

## **MISSION**

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

## **STRATEGIC PRIORITIES**

Create destinations that appeal to residents and visitors.

Develop and promote a safe city.

Create an atmosphere of community.

Attract and retain businesses.

Governance and efficient operations.

## **ELECTED OFFICIAL INITIATIVES FY21**

Goals and objectives

Critical staffing needs

Commercial development

Downtown development

Tourism and increasing our share of Cobb tourism

Downtown parking

Preparing for growth and change

Youth program

Finance

# Strategic Priority 1 - Create destinations that appeal to residents and visitors

## OVERVIEW

Create attractive and exciting recreational and educational destinations that appeal to residents of all ages and attract new and returning visitors

GOAL	ACTION ITEMS	PRIMARY RESPONSIBILITY*	SUCCESS MEASURES
DOWNTOWN DEVELOPMENT AND PARKING	<ul style="list-style-type: none"> <li>Partnership proposal for a structured or offsite downtown parking program</li> <li>Urban redevelopment plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>DDA</li> <li>Potential developers</li> <li>Community Development</li> <li>Professional services/vendors</li> </ul>	<ul style="list-style-type: none"> <li>Public private partnership in downtown; recruit developer</li> <li>Property acquisition</li> <li>Design build public facility</li> <li>Town Hall meetings</li> <li>Infrastructure funding (Rural Ga)</li> </ul>
COMMERCIAL DEVELOPMENT	<ul style="list-style-type: none"> <li>Investment in strategic enterprises</li> </ul>	<ul style="list-style-type: none"> <li>DAPS</li> <li>PSBG</li> <li>Chamber</li> <li>Ga Dept Econ Development</li> <li>Potential developers</li> </ul>	<ul style="list-style-type: none"> <li>Public private partnership</li> <li>Town Hall meetings</li> <li>Enhanced coordination with partners and establish new partnerships</li> <li>Revise annexation strategy</li> <li>Successful adoption of new incentives ordinance and potential new zoning categories for technology and logistics businesses</li> </ul>
SAFETY & PROTECTING COMMUNITY	<ul style="list-style-type: none"> <li>Neighborhood safety component</li> </ul>	<ul style="list-style-type: none"> <li>Churches</li> <li>Police Department</li> <li>Parks Department</li> <li>PSTF</li> </ul>	<ul style="list-style-type: none"> <li>P4 program prep re: students/families</li> <li>Review of policies</li> </ul>
TOURISM AND INCREASING SHARE OF COBB TOURISM	<ul style="list-style-type: none"> <li>Enhance downtown vision and recreational opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Cobb Travel &amp; Tourism</li> <li>PSBG</li> <li>Parks Department</li> </ul>	<ul style="list-style-type: none"> <li>Connection to Silver Comet – grant application</li> <li>Signage</li> <li>Marketing website</li> <li>Events</li> </ul>



# Strategic Priority 2 – Develop and promote a safe city

## OVERVIEW

Provide a safe environment where residents can work, play and live throughout the community

GOAL	ACTION ITEMS	PRIMARY RESPONSIBILITY*	SUCCESS MEASURES
<b>SAFETY &amp; PROTECTING COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Partnership with community to support community policing initiatives, code enforcement and stormwater management using dashboarding technology</li> <li>• Implement intersection improvements</li> <li>• Communicating preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Cobb Soil &amp; Water Conservation District</li> <li>• GA Association of Conservation Districts</li> <li>• Community Development</li> <li>• Police Department</li> <li>• Court Services</li> <li>• Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• Stormwater repair/replacement plan</li> <li>• Stormwater repairs</li> <li>• Communications to public – survey</li> <li>• Code enforcement enhancement</li> </ul>
<b>PREPARING FOR GROWTH AND CHANGE</b>	<ul style="list-style-type: none"> <li>• Plan and implement SPLOST transportation improvements</li> <li>• Infrastructure upgrades</li> </ul>	<ul style="list-style-type: none"> <li>• Development authorities</li> <li>• Cobb DOT</li> <li>• Georgia DOT</li> <li>• Community Development</li> <li>• Police Department</li> </ul>	<ul style="list-style-type: none"> <li>• Review infrastructure needs (ie intersections, transit, catch basin)</li> </ul>
<b>YOUTH AMBASSADOR PROGRAM</b>	<ul style="list-style-type: none"> <li>• Expand and enhance youth program</li> </ul>	<ul style="list-style-type: none"> <li>• Churches &amp; service organizations</li> <li>• Police Department</li> <li>• Parks Department</li> <li>• Schools</li> <li>• Powder Springs Task Force</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships with local schools</li> <li>• Review of Douglas, Ga program</li> </ul>

# Strategic Priority 3 - Create an atmosphere of community

## OVERVIEW

Develop partnerships and collaborations between the City, businesses and residents.

GOAL	ACTION ITEMS	PRIMARY RESPONSIBILITY*	SUCCESS MEASURES
SAFETY & PROTECTING COMMUNITY	<ul style="list-style-type: none"> <li>Partnership proposal for a structured or offsite downtown parking program</li> <li>Community policing</li> <li>Use of dashboard technology to coordinate code enforcement and stormwater mgmt.</li> <li>Expand communications with public</li> </ul>	<ul style="list-style-type: none"> <li>DDA</li> <li>Potential developers</li> <li>Community Development</li> <li>Police Department</li> <li>Public Works Department</li> <li>IT</li> <li>Communications</li> </ul>	<ul style="list-style-type: none"> <li>Continued dialogue on inclusiveness</li> <li>Improved public reporting for all strategic initiatives including code enforcement and stormwater management</li> </ul>
PREPARING FOR GROWTH AND CHANGE	<ul style="list-style-type: none"> <li>Downtown parking program</li> <li>Revitalized neighborhoods and commercial corridors</li> <li>Implement SPLOST projects</li> </ul>	<ul style="list-style-type: none"> <li>DAPS</li> <li>Potential developers</li> <li>Cobb DOT</li> <li>Georgia DOT</li> <li>Community Development</li> <li>Police Department</li> <li>Public Works Department</li> </ul>	<ul style="list-style-type: none"> <li>Update annexation strategy</li> <li>Update available inventory of sites</li> <li>Successful adoption of new incentives ordinance and potential new zoning categories for technology and logistics businesses</li> </ul>
YOUTH PROGRAM	<ul style="list-style-type: none"> <li>Expand and enhance youth program(s)</li> </ul>	<ul style="list-style-type: none"> <li>Churches and service organizations</li> <li>Police Department</li> <li>Parks Department</li> </ul>	<ul style="list-style-type: none"> <li>Implementation P4 initiative</li> </ul>
TOURISM/ INCREASING SHARE OF COBB TOURISM	<ul style="list-style-type: none"> <li>Support community recreational events that are safe and inclusive</li> </ul>	<ul style="list-style-type: none"> <li>Cobb Travel &amp; Tourism</li> <li>City &amp; County Parks Departments</li> <li>Local recreation associations</li> </ul>	<ul style="list-style-type: none"> <li>Connection to Silver Comet – grant application</li> <li>Signage</li> <li>Marketing website</li> <li>Events</li> </ul>

# Strategic Priority 4 – Attract and retain businesses

## OVERVIEW

Create and maintain an environment necessary for targeted businesses to begin, grow and prosper in order to provide high paying jobs and a diverse tax base.

GOAL	ACTION ITEMS	PRIMARY RESPONSIBILITY*	SUCCESS MEASURES
DOWNTOWN DEVELOPMENT AND PARKING	<ul style="list-style-type: none"> <li>Partnership proposal for a structured or offsite downtown parking program</li> <li>Implement urban redevelopment plan</li> </ul>	<ul style="list-style-type: none"> <li>DDA</li> <li>Potential developers</li> <li>Community Development</li> </ul>	<ul style="list-style-type: none"> <li>Public private partnership</li> <li>Land acquisition</li> <li>Design build</li> <li>Parking/mobility review</li> <li>Town Hall meetings</li> </ul>
COMMERCIAL DEVELOPMENT	<ul style="list-style-type: none"> <li>Develop business model partnership to enhance annexation efforts</li> <li>Explore opportunities for additional development partnerships and incentives</li> <li>Transportation improvements, including curb cuts on 278</li> </ul>	<ul style="list-style-type: none"> <li>DAPS</li> <li>PSBG</li> <li>Chamber (Select Cobb)</li> <li>Ga Dept Econ Development</li> <li>Potential developers</li> <li>Ga Power &amp; GMA</li> <li>Cobb Development Authority</li> <li>Paulding Econ Dev Dept</li> <li>City of Austell</li> <li>GDOT Dis. Engineer</li> </ul>	<ul style="list-style-type: none"> <li>Meeting with state re: curb cuts</li> <li>Participate in county transportation planning effort</li> <li>Enhanced inventory of available sites</li> <li>Successful adoption of new incentives ordinance and potential new zoning categories for technology and logistics businesses</li> </ul>
SAFETY & PROTECTING COMMUNITY	<ul style="list-style-type: none"> <li>Community policing/police training</li> <li>Use of dashboard technology to coordinate code enforcement and stormwater mgmt</li> </ul>	<ul style="list-style-type: none"> <li>Churches</li> <li>Police Department</li> <li>Parks Department</li> <li>Schools</li> <li>IT</li> </ul>	<ul style="list-style-type: none"> <li>Review properties under vacant property ordinances</li> <li>Updated city facility R&amp;M plan</li> <li>Scenario and de-escalation training</li> </ul>
PREPARING FOR GROWTH AND CHANGE	<ul style="list-style-type: none"> <li>Explore opportunities for additional development partnerships and incentives</li> </ul>	<ul style="list-style-type: none"> <li>Development authorities</li> <li>Community Development</li> <li>Private developers</li> </ul>	<ul style="list-style-type: none"> <li>Update annexation strategy</li> <li>Update available inventory of sites</li> <li>Successful adoption of new incentives</li> </ul>

GOAL	ACTION ITEMS	PRIMARY RESPONSIBILITY*	SUCCESS MEASURES
			ordinance and potential new zoning categories for technology and logistics businesses
FINANCE	<ul style="list-style-type: none"> <li>• Generate additional revenues</li> </ul>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Ga Department Econ Dev</li> <li>• Private partners</li> </ul>	<ul style="list-style-type: none"> <li>• Investment policy</li> <li>• Fee review</li> </ul>
TOURISM/ INCREASING SHARE OF COBB TOURISM	<ul style="list-style-type: none"> <li>• Enhance downtown vision and recreational opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Public</li> <li>• Cobb Travel &amp; Tourism</li> <li>• PSBG</li> <li>• Parks Department</li> </ul>	<ul style="list-style-type: none"> <li>• Vacation rental/AirBNB policy</li> <li>• Review obstacles that may exist in entertainment district</li> </ul>

# Strategic Priority 5 – Governance and efficient operations

## OVERVIEW

Implement tools to create efficiencies in service delivery that provide value to the customer.

GOAL	ACTION ITEMS	PRIMARY RESPONSIBILITY*	SUCCESS MEASURES
<p><b>CRITICAL STAFFING</b></p>	<ul style="list-style-type: none"> <li>• Implement dashboarding technology to improve communications and remote access</li> <li>• Partner with providers to improve services and operational efficiencies in work processes</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> <li>• IT</li> <li>• Communications</li> <li>• Outside Vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Data tools such as employee self service in Edmunds</li> <li>• Health screening app</li> <li>• FOIA</li> <li>• SharePoint use</li> <li>• Zoom/remote mtgs</li> <li>• Recommendations relating to public data tools and work process tools</li> <li>• Community survey</li> <li>• Telework policy</li> <li>• Improved public reporting for all strategic initiatives including code enforcement and stormwater management</li> </ul>
<p><b>FINANCE</b></p>	<ul style="list-style-type: none"> <li>• Generate additional revenues</li> <li>• Evaluate non-labor costs</li> </ul>	<ul style="list-style-type: none"> <li>• CM</li> <li>• Finance</li> <li>• HR</li> </ul>	<ul style="list-style-type: none"> <li>• Investment policy</li> <li>• Cost reduction review</li> <li>• Pay in Class study</li> <li>• Emergency cost reduction plan</li> <li>• New or expanded revenue source</li> </ul>