



FY2019 Budget Book



Budget In Brief

Annual

Operating

Budget

**CITY OF POWDER SPRINGS, GEORGIA
ADOPTED ANNUAL
OPERATING BUDGET
2019**



Submitted by
Pam Conner, City Manager

Prepared by

Finance Department
Diana Belanger, Finance Director

Last Revised: May 4th, 2018

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*

Vision Statement

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



Mission Statement

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

*Create
Destinations
that appeal to
residents and visitors*

*Develop
and promote a
Safe City*

*Create an
atmosphere of
Community*

*Attract
and retain
Businesses*

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BUDGET TRANSMITTAL LETTER

Honorable Mayor and City Council
Powder Springs, GA

Dear Mayor Thurman and City Council:

The Proposed Budget for FY 2019 is hereby submitted for your review and consideration. It is largely the product of Town Hall Meetings, City Council retreat, collaboration with City staff and budget workshops to identify needs for the coming fiscal year. The priorities set at the end of that process are preserved in the Proposed Budget.

The Proposed Operating Budget includes more than \$18.6 million of investment in City services and infrastructure: including \$8.2 million for General Fund day-to-day operations, and an additional \$8 million for capital projects. The Proposed Budget is based on principles reflected in the City's values and Council's core strategies. Those strategies include:

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

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

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

Minimizing the financial burden on the City's taxpayers

In order to address the need for economic development in the City, our strategy is to work diligently towards diversification of the City's tax base with more quality commercial properties that will generate tax revenues, thus reducing the tax burden currently held by homeowners. Working with Council and the Development Authorities, the City plans to formulate economic development policy that ensures incentives are market-driven and protects City of Powder Springs taxpayers from undue cost and risk.

This Budget includes a net gain over FY 2018 of five additional full time equivalents. This adjustment recognizes the quality of City staff and their capacity to meet a growing City's needs without automatic annual increases in every department.

Providing a balanced program of quality service

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

The \$8 million allocated to capital projects in Fiscal Year 2019 will address public safety needs, water, sewer, streets and storm water needs, as well as the expansion of Linear Park and initiate the downtown redevelopment park project. If we do not continue to renew and add to the City's capital stock, then our service delivery will suffer in every major basic service area. The Proposed Budget accomplishes this while minimizing taxpayers' financial burden.

Customer service will be a primary focus across the City in FY 2019. We must continue to develop courtesy and responsiveness as fundamentals of our approach while setting a foundation for healthy, productive communications between the City and its customers.

Making annual decisions that can be sustained over the long term

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

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

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

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

We are creating a customer friendly, responsive, innovative and financially responsible government. The City's management team is committed to seeing this effort through. Thank you for your assistance in the preparation of this Proposed Budget for FY 2019.

Sincerely,

Pam Conner
City Manager

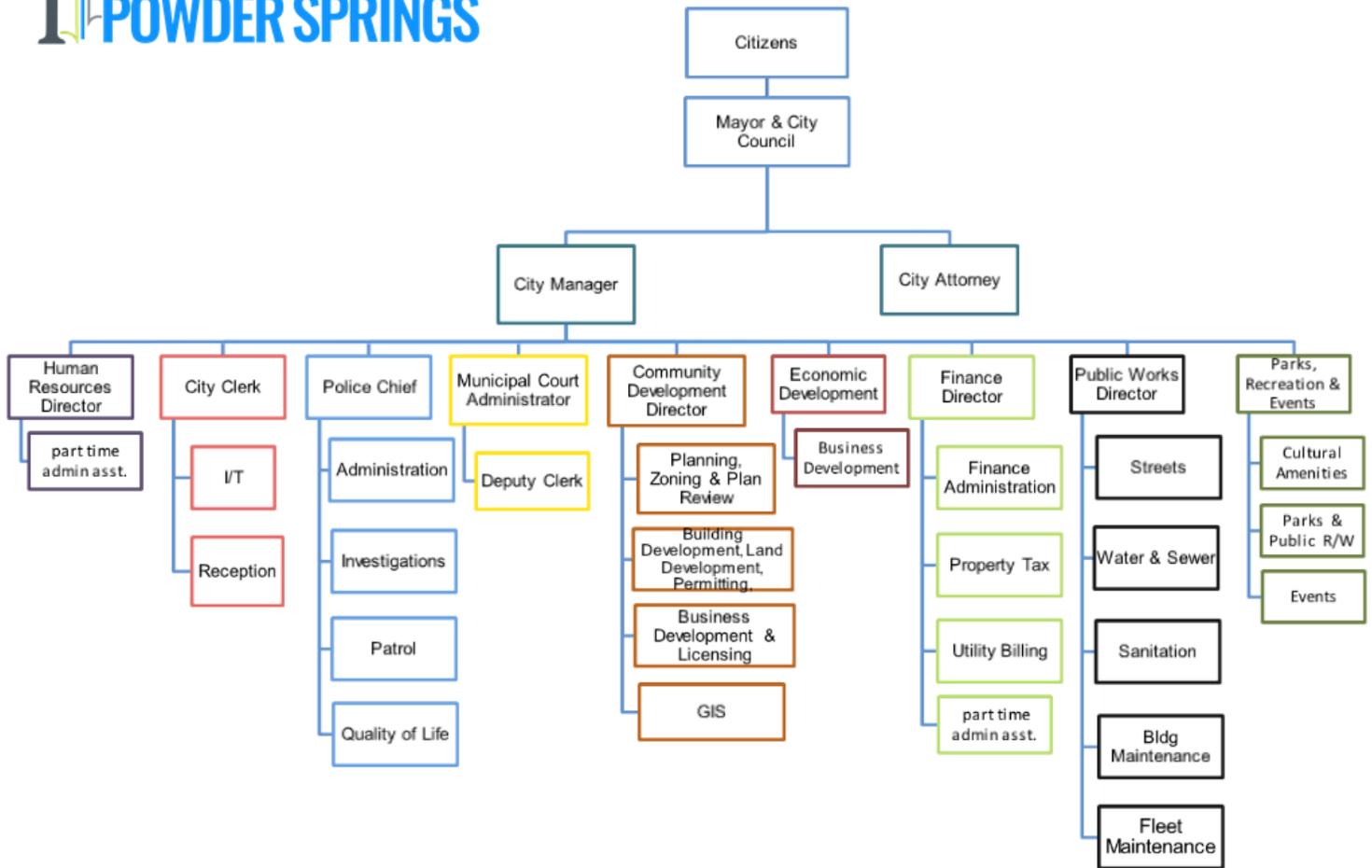
Diana Belanger
Finance Director

CITY ORGANIZATION

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



FY 2019 Organizational Chart



CITY STAFFING AT A GLANCE

FY 2019 Summary of Full-Time Employees

General Government	14	6	Mayor & Council
		2	Administration
		2	Court
		3	Finance
		1	Human Resources
Public Safety	34.5	5	Administration
		23.5	Uniform Patrol Officers
		4	Investigations
		2	Code Enforcement (QOL)
Public Works	29	2.5	Fleet Maintenance
		2.5	Buildings Maintenance
		2.5	Highways & Streets
		8	Sanitation
		3	Sewer
		1.5	Storm water
		5	Utility Billing
		4	Water
Culture & Recreation	5	1	Senior Center
		1	Museum
		2	Park & Recreation Programming
		1	Beautification
Housing & Development	6	5	Community Development
		1	Economic Development

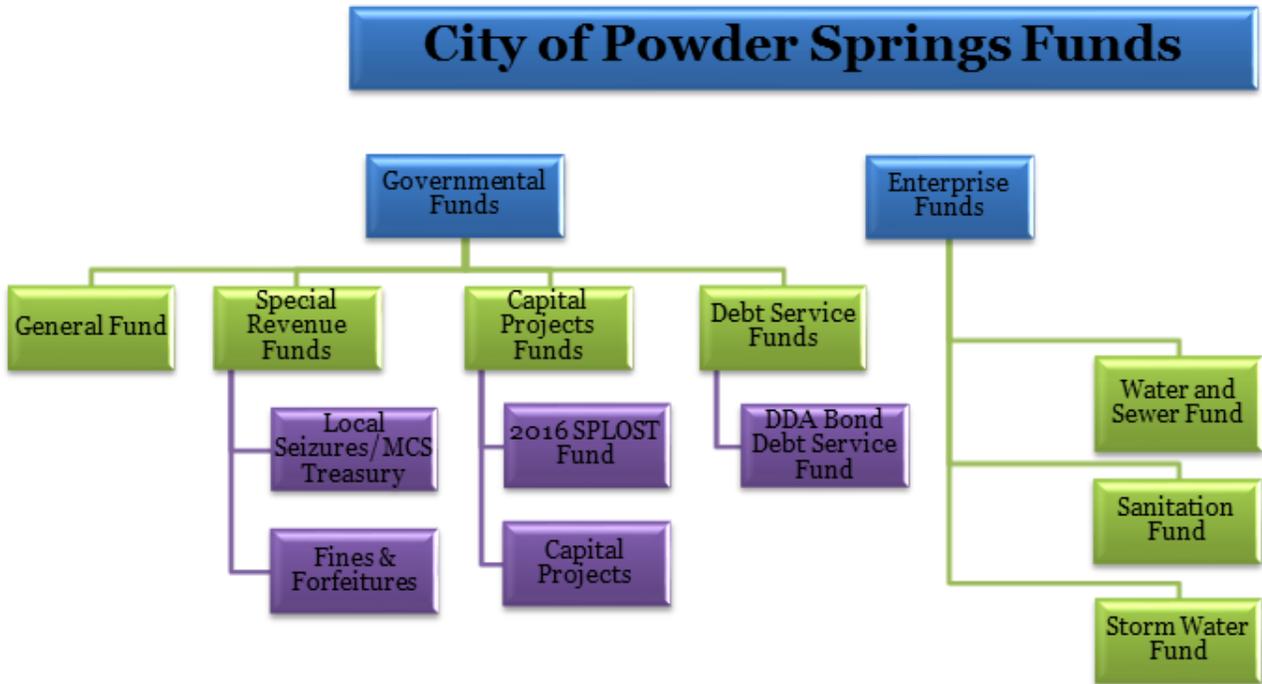
88.5 FTEs

**The following contracted positions are also considered in the FY19 Budget: Utility Customer Care Manager, Utility Billing Clerk, Receptionist, P-T Storm Water Inspector, P-T Permit Coordinator, Parks Maintenance Worker.*

93.5 Funded Positions

FUND STRUCTURE

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



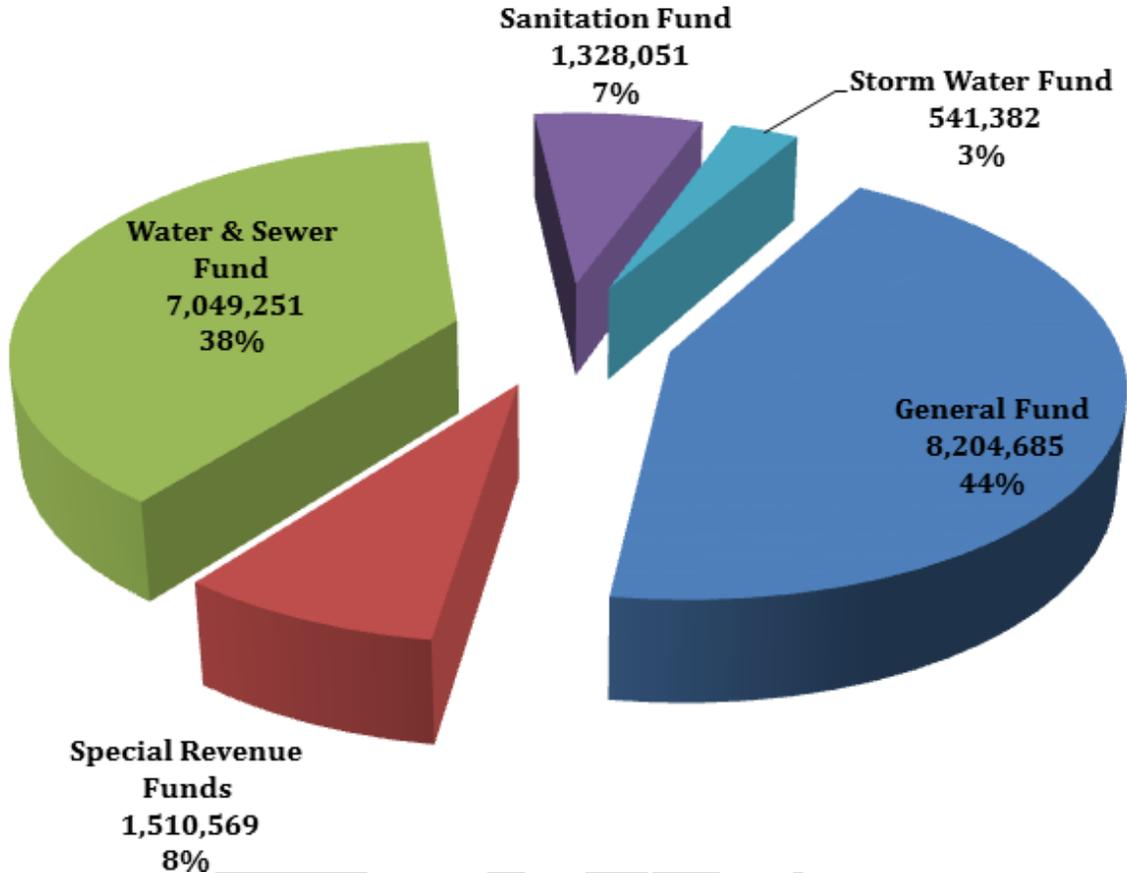
BUDGET CALENDAR

City of Powder Springs 2019 Budget Calendar					
Participation					
Date	Mayor & City Council	City Manager	Finance Director	Department Heads	Description
Friday, December 08, 2017		✓	✓		Finalize FY19 Budget Calendar
Tuesday, December 12, 2017		✓	✓	✓	Fall retreat to discuss new program budgeting process and inventory programs
Tuesday, January 02, 2018		✓	✓	✓	Begin preparation of budget worksheets (new program-based budgeting templates & 5-year actual to budget analysis per department)
Monday, January 08, 2018		✓	✓	✓	Directors to provide any program changes for FY19 (combined, reduced or added programs)
Thursday, January 18, 2018	✓	✓			State of the City - Town Hall for budget input
Friday, January 26, 2018			✓	✓	Distribute budget worksheets and meet with Department Heads regarding new budget allocation process
Wednesday, January 31, 2018	✓	✓	✓	✓	Host Budget workshop regarding new budget process
Friday, February 16, 2018			✓	✓	Deadline for budget worksheets
Wednesday, February 28, 2018	✓	✓	✓	✓	Annual Retreat (February 28th - March 2nd)
Tuesday, March 13, 2018	✓	✓	✓		Town Hall meeting to discuss new budget process and receive feedback regarding program
Monday, April 23, 2018		✓	✓		City Manager and Finance Director meet to discuss budget submissions
Wednesday, April 25, 2018		✓	✓	✓	City Manager and Finance Director to meet with departments to discuss budget submissions
Tuesday, May 01, 2018	✓	✓	✓		Budget retreat with Mayor and City Council
Tuesday, May 08, 2018			✓		Advertise for Public Hearing
Thursday, May 10, 2018	✓	✓	✓	✓	Town Hall meeting - Budget Presentation
Monday, May 21, 2018	✓	✓	✓		1st Budget Reading and Public Hearing for FY2019 Budget
Tuesday, May 22, 2018		✓	✓		Budget Open House Workshop
Thursday, May 24, 2018		✓	✓		Budget Open House Workshop
Thursday, May 31, 2018		✓	✓		Budget Open House Workshop
Monday, June 04, 2018	✓				2nd Budget Reading for FY2019 Budget (Budget Adoption)
Thursday, June 28, 2018			✓		Publish adopted budget and upload to City website

CITY-WIDE SUMMARY

	GOVERNMENTAL FUNDS			ENTERPRISE FUNDS			TOTALS
	General Fund	Special Revenue	Debt Service	Enterprise Funds			
SOURCE OF FUNDS:	General Fund	Fines & Forfeitures Fund	DDA Bond Debt Service Fund	Water and Sewer Fund	Sanitation Fund	Storm Water Fund	
Taxes	6,074,415.00						6,074,415.00
Licenses and Permits	624,050.00						624,050.00
Intergovernmental	283,000.00						283,000.00
Charges for Services	1,146,500.00			6,225,200.00	1,328,051.00	393,000.00	9,092,751.00
Fines and Forfeitures	-	513,525.00					513,525.00
Investment Income	38,000.00						38,000.00
Contributions	7,000.00						7,000.00
Miscellaneous	27,720.00						27,720.00
Other Financing Sources	4,000.00	134,211.00	862,833.00	824,051.00		148,382.00	1,973,477.00
TOTAL SOURCES	8,204,685.00	647,736.00	862,833.00	7,049,251.00	1,328,051.00	541,382.00	18,633,938.00
USE OF FUNDS:							
General Government	1,759,445.00						1,759,445.00
Culture & Recreation	414,968.00						414,968.00
Housing & Development	770,215.00	237,515.00					1,007,730.00
Judicial	-	410,221.00					410,221.00
Public Safety	2,621,638.00						2,621,638.00
Public Works	1,615,282.00			7,049,251.00	1,328,051.00	541,382.00	10,533,966.00
Debt Service	-		862,833.00				862,833.00
Transfers Out	1,023,137.00						1,023,137.00
TOTAL USES	8,204,685.00	647,736.00	862,833.00	7,049,251.00	1,328,051.00	541,382.00	18,633,938.00

FY2019 TOTAL BUDGET \$18,633,938



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

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

The **Water & Sewer Fund** operates and maintains the City's water and sewer system. Revenues are generated from water and sewer customers who are billed monthly based on water consumption.

The **Sanitation Fund** operates and maintains the City's sanitation services. Revenues are generated from sanitation customers who are billed monthly.

The **Storm Water Fund** operates and maintains the City's storm water systems. Revenues are generated from property owners who are billed annually based upon the impervious area existing on their properties

CITY-WIDE REVENUES

	FY2015 Actuals	FY2016 Actuals	FY2017 Actuals	Adopted FY2018 Budget	Current FY2018 Budget	FY2019 Proposed Budget	\$ Change (from FY18-FY19)	% Change
Taxes	\$ 5,001,241.06	\$ 5,239,485.19	\$ 5,431,138.03	\$ 5,499,453.00	\$ 5,549,204.15	\$ 6,074,415.00	\$ 525,210.85	9.46%
Licenses and Permits	547,049.76	655,629.21	763,765.30	575,000.00	679,015.02	624,050.00	\$ (54,965.02)	-8.09%
Intergovernmental	454,788.06	303,339.74	406,309.90	249,000.00	265,770.25	283,000.00	\$ 17,229.75	6.48%
Charges for Services	8,409,054.02	8,727,791.29	9,335,868.65	8,829,344.73	8,826,456.93	9,092,751.00	\$ 266,294.07	3.02%
Fines and Forfeitures	303,375.64	383,199.95	723,605.96	548,144.33	548,144.33	513,525.00	\$ (34,619.33)	-6.32%
Investment Income	5,557.53	9,524.83	19,774.66	12,000.00	24,300.00	38,000.00	\$ 13,700.00	56.38%
Contributions	16,052.03	22,213.14	17,803.63	17,500.00	17,500.00	7,000.00	\$ (10,500.00)	-60.00%
Miscellaneous	33,933.61	66,849.65	59,240.68	35,250.00	35,837.80	27,720.00	\$ (8,117.80)	-22.65%
Other Financing Sources	919,608.03	833,367.92	758,604.00	1,636,945.93	2,898,891.37	1,973,477.00	\$ (925,414.37)	-31.92%
TOTAL REVENUES	\$ 15,690,659.74	\$ 16,241,400.92	\$ 17,516,110.81	\$17,402,637.99	\$ 18,845,119.85	\$ 18,633,938.00	\$ (211,181.85)	-1.12%

As compared to the FY2018 Amended Budget, overall projected revenues are expected to decrease by 1.12%; however, this is a 7% increase over the FY2018 Adopted Budget. The significant increases are in tax revenue that is projected to increase in growth of digest (value and properties), as well as a proposed millage rate increase. The other source of revenue increase is the use of fund balance for Water and Sewer Projects

Consolidated Revenues: WHERE DOES THE MONEY COME FROM?

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

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

- Funded by Property Taxes:**
- ✓ Building & Vehicle Maintenance
 - ✓ General Government Services
 - ✓ Culture and Recreation
 - ✓ Keep Powder Springs Beautiful
 - ✓ Police Protection
 - ✓ Senior Services

- Not Funded by Property Taxes:**
- ✗ SPLOST projects which are funded with SPLOST revenues
 - ✗ Water and sewer systems, which are funded with customer fees

CITY-WIDE EXPENDITURES

	FY2015 Actuals	FY2016 Actuals	FY2017 Actuals	FY2018 Adopted Budget	FY2018 Amended Budget	Proposed FY2019	\$ Change (from FY18-FY19)	% Change
General Government	\$ 1,484,060.28	\$ 1,560,588.30	\$ 1,507,432.50	\$ 1,697,815.86	\$ 1,709,603.18	\$ 1,759,445.00	\$ 49,841.82	2.92%
Culture & Recreation	137,983.31	149,748.14	160,799.94	401,402.03	436,076.18	414,968.00	\$ (21,108.18)	-4.84%
Housing & Development	603,036.24	571,225.89	696,557.43	653,506.75	824,047.96	1,007,730.00	\$ 183,682.04	22.29%
Judicial	159883.71	223,608.00	309,790.08	454,919.07	498,723.67	410,221.00	\$ (88,502.67)	-17.75%
Public Safety	2,890,779.62	3,270,894.70	3,005,966.34	2,877,712.18	2,960,588.46	2,621,638.00	\$ (338,950.46)	-11.45%
Public Works	7,219,691.83	7,483,506.61	7,734,634.75	9,826,957.10	10,703,486.35	10,533,966.00	\$ (169,520.35)	-1.58%
Debt Service	767,220.19	816,118.43	731,159.02	770,162.50	784,599.38	862,833.00	\$ 78,233.62	9.97%
Transfers Out	1,783,840.34	1,442,380.94	2,386,916.08	720,162.50	927,994.67	1,023,137.00	\$ 95,142.33	10.25%
TOTAL EXPENSES	\$ 15,046,495.52	\$ 15,518,071.01	\$16,533,256.14	\$17,402,637.99	\$ 18,845,119.85	\$ 18,633,938.00	\$ (211,181.85)	-1.12%

Anticipated expenditures are budgeted at an overall 1.12% decrease compared to the FY2018 Amended Budget; however, this is a 7% increase over the FY2018 Adopted Budget. The largest increases are in Housing and Development, which includes one-time funding of an annexation plan and changes in Quality of Life staffing, as well as in Public Works for two of the four additional Equipment Operator and Maintenance Worker positions funded.

General Fund: WHERE DOES THE MONEY COME FROM?

FY 2019 General Fund Revenues

Revenue Source	FY19 Proposed Revenue Budget	% of Total
Taxes	6,074,415.00	74.04%
Licenses	624,050.00	7.61%
Intergovernmental	283,000.00	3.45%
Charges For Services	1,146,500.00	13.97%
Investment Income	38,000.00	0.46%
Contributions and Donations	7,000.00	0.08%
Miscellaneous Revenues	27,720.00	0.34%
Other Financing Sources	4,000.00	0.05%
	8,204,865.00	100.00%

Five Largest Revenue Sources for the General Fund

1. Property Taxes 3,660,705 (45%)

A tax on all real and personal property within City limits. Taxes are calculated by taking 40% of the assessed value multiplied by the millage rate of (proposed) 9.5 mills.

2. Insurance Premium 964,000 (11.7%)

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

3. Charges for Services~ Indirect Costs 775,000 (9.45%)

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

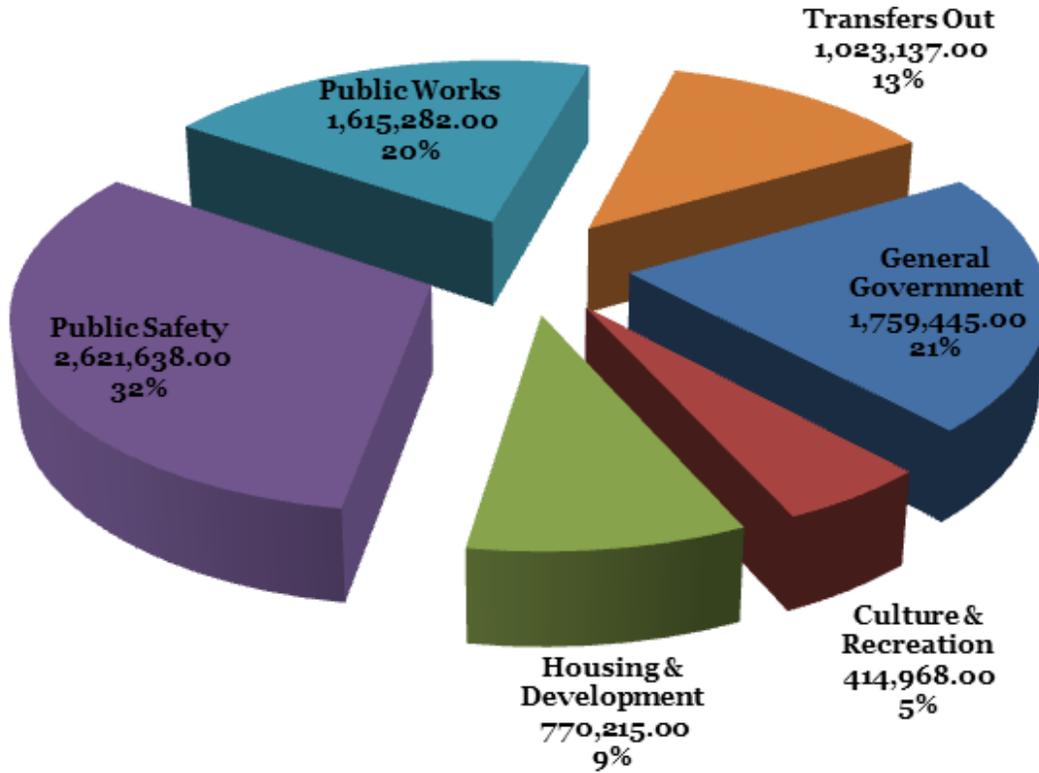
4. Franchise Taxes 689,770 (8.4%)

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

5. Charges for Services~ Street Lights 371,500 (4.5%)

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

WHERE DOES THE MONEY GO?



GENERAL GOVERNMENT

Internal departments such as Mayor & Council, City Manager’s Office, Office of the City Clerk, Finance, Human Resources and Information Technology.

PUBLIC SAFETY

The Police Department issued over 5,850 citations and made over eight hundred arrests last year. Average emergency response times of 4.85 minutes for Police.

PUBLIC WORKS

Streets department is responsible for maintaining 87 miles and 2,112 streetlights within City limits. Two Maintenance divisions were created in FY2018. These include Building & Fleet Maintenance.

CULTURE & RECREATION

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

HOUSING & DEVELOPMENT

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

Community Development: The Planning & Zoning division focuses on zoning, variances, site plan reviews, and compliance with City ordinances. The Building Inspection Division Issued over four hundred building permits last year.

GENERAL GOVERNMENT: PROGRAM BUDGETING

Council

Departmental Mission Statement:

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

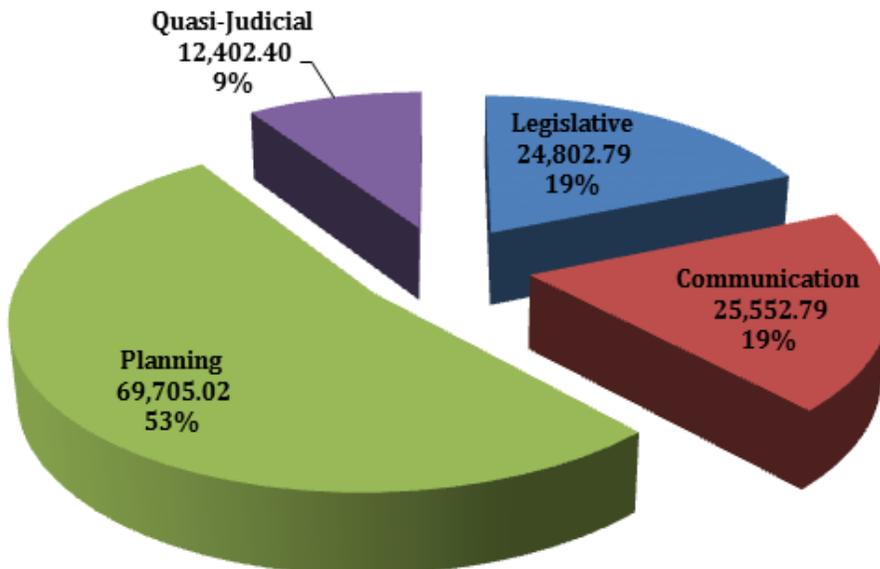
Description and Overview of the Department:

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

Identified Programs:

1. **Legislative** – enact ordinances and resolutions establishing city policies
2. **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

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Legislative	24,802.79	23,138.47	7.19%
Communication	25,552.79	17,853.85	43.12%
Planning	69,705.02	70,396.18	-0.98%
Quasi-Judicial	12,402.40	17,353.85	-28.53%
	\$ 132,463.00	\$ 128,742.35	3%



Mayor

Departmental Mission Statement:

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

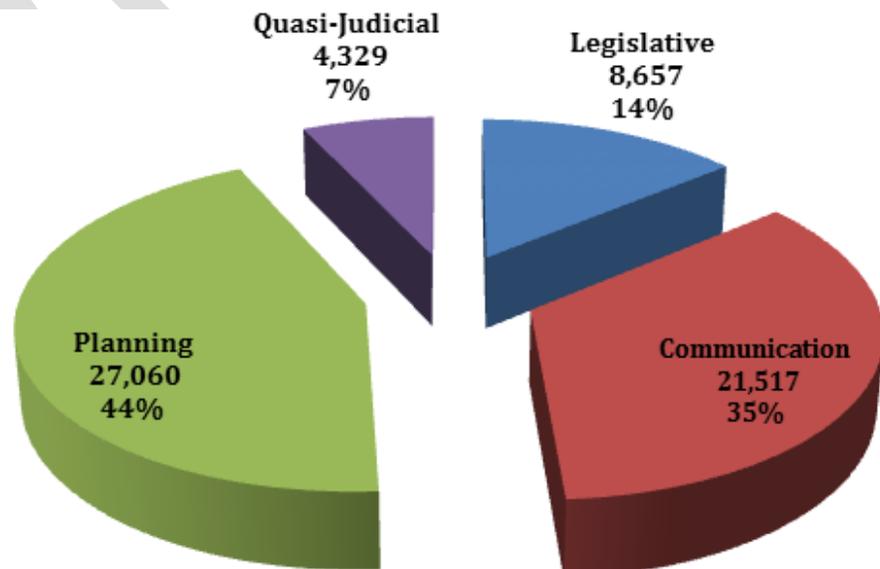
Description and Overview of the Department:

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

Identified Programs:

1. **Legislative** – enact ordinances and resolutions establishing city policies
2. **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

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Legislative	8,657.00	8,983.97	-3.64%
Communication	21,517.00	11,984.67	79.54%
Planning	27,060.00	28,406.60	-4.74%
Quasi-Judicial	4,329.00	6,737.97	-35.75%
	\$ 61,563.00	\$ 56,113.21	10%

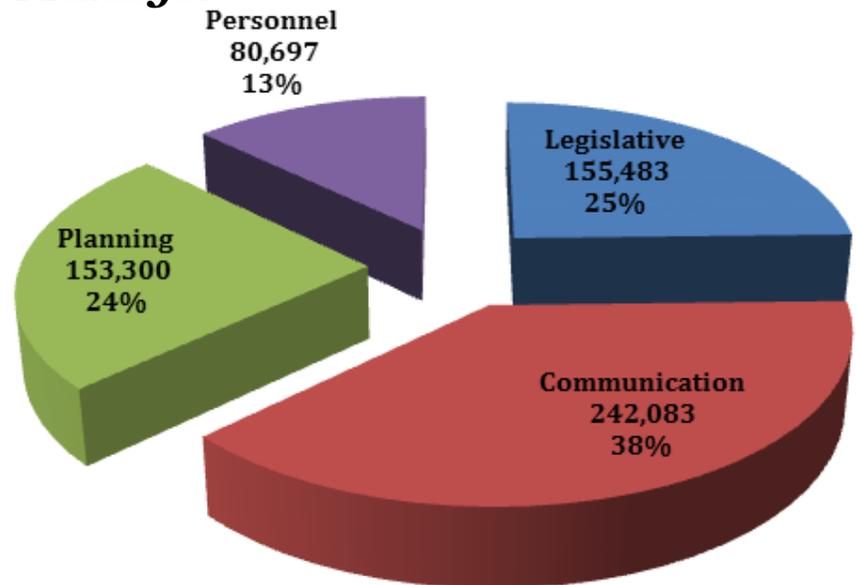


Administration - City Manager

Departmental Mission

Statement:

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



Description and Overview of the Department:

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

Identified Programs:

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

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Legislative	155,483.00	112,359.00	38.38%
Communication	242,083.00	196,538.50	23.17%
Planning	153,300.00	85,897.50	78.47%
Personnel	80,697.00	176,980.00	-54.40%
	\$ 631,563.00	\$ 571,775.00	10%

Office of the City Clerk

Mission Statement:

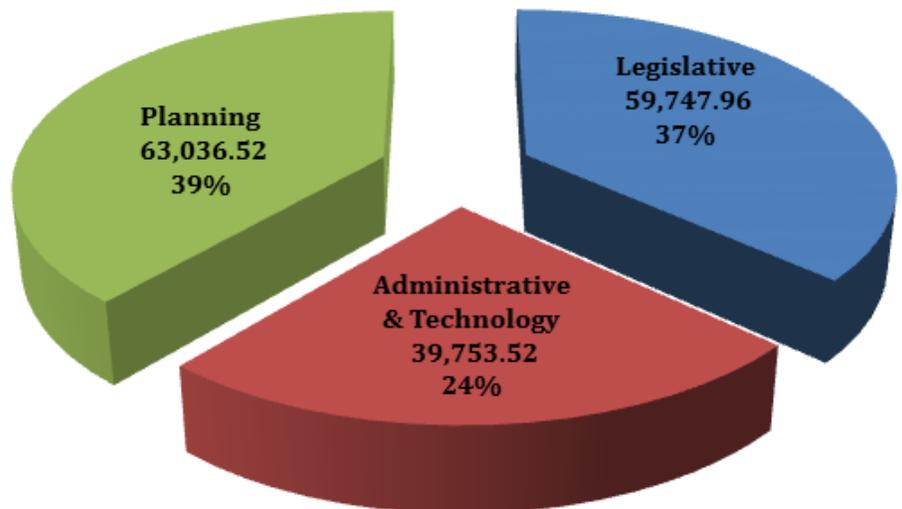
The Office of the City Clerk is committed to providing support to the Mayor and City Council, staff, and the citizens of the City of Powder Springs by accurately recording and maintaining the proceedings of the Council through exceptional customer service and the use of information technologies. The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

Description and Overview of the Department:

- **Documenting and facilitating city council meetings.**

The Office of the City Clerk facilitates city council meetings, prepares and distributes agendas, takes minutes, and publicizes all information which is required to be publicized by the law.

- **Document and publish ordinances and resolutions.** The Office of the City Clerk helps ensure that the process of creating an ordinance or resolution follows any legal procedures and processes. The City Clerk helps to create the documents, distribute them for amendments and revisions, and publish them for the public to see when such documents are subject to public inspection, public release, and open records laws.
- **Public records management.** To ensure transparency, the Office of the City Clerk is tasked with properly maintaining public records and handling any open records requests.
- **Records retention management.** The Office of the City Clerk organizes, maintains, archives, and deletes records according to Georgia law and the City's records retention schedule.



Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Legislative	59,747.96	65,007.81	-8.09%
Administrative & Technology	39,753.52	65,095.68	-38.93%
Planning	63,036.52	44,472.57	41.74%
	\$ 162,538.00	\$ 174,576.06	-5%

- **Ethics filings.** The Office of the City Clerk handles the collection and management of documents related to ethics filings for political candidates including campaign contributions and financial disclosure.
- **Administrative.** The Office of the City Clerk provides City Hall reception coverage through one FTE, meeting planning, elected officials travel coordination, oversees summer intern program and special projects.
- **Communication.** The Office of the City Clerk provides administration for city’s website, city’s EMC signage, city wide surveys, and social media.
- **Technology.** The Office of the City Clerk provides management of contracted I/T services, city’s phone systems and oversight for implementation of new technologies.

Finance Department

Mission Statement:

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

Description and Overview of the Department:

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

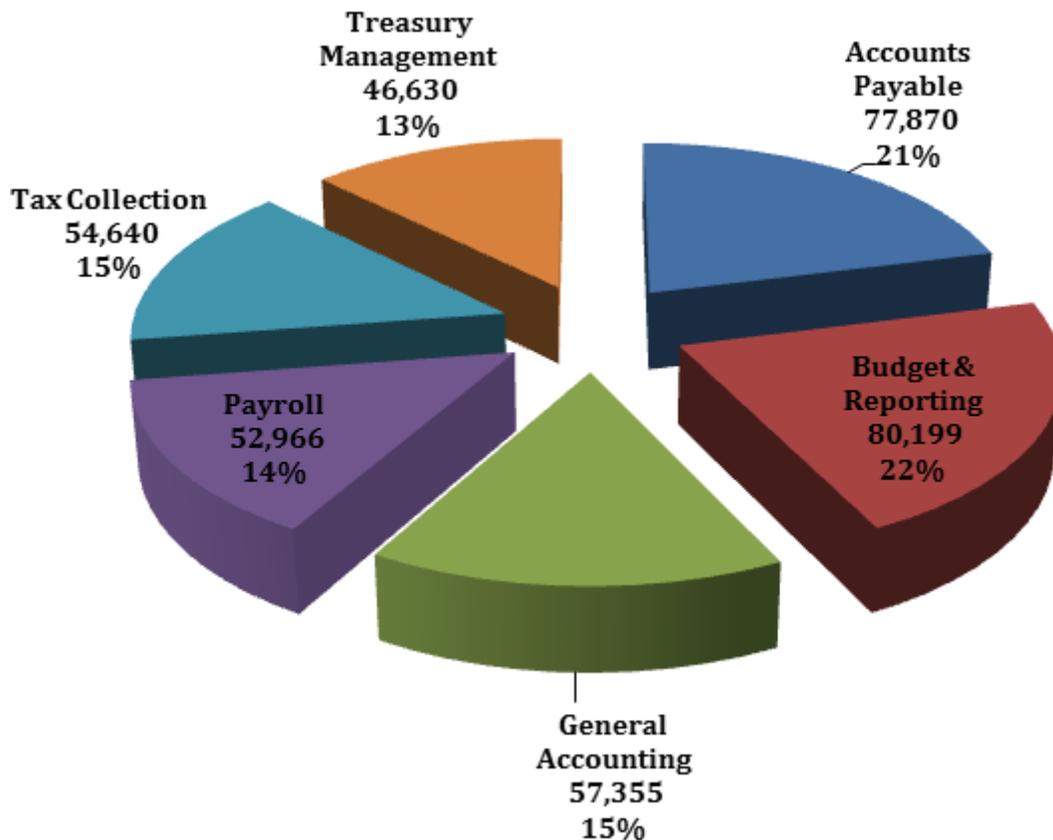
All divisions work together to measure and report on financial position and results of operations; project and manage cost; plan, recommend, and manage all short/long-term financial needs. The Finance Department is also responsible for advising the Mayor, City Council and City Manager on financial matters;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

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Accounts Payable	77,870.00	42,160.18	84.70%
Budget & Reporting	80,199.00	77,484.44	3.50%
General Accounting	57,355.00	50,413.12	13.77%
Payroll	52,966.00	47,960.39	10.44%
Tax Collection	54,640.00	61,170.53	-10.68%
Treasury Management	46,630.00	77,334.15	-39.70%
Street Light Utility Billing	-	6,673.73	-100.00%
	369,660.00	363,196.54	1.78%

Identified Programs

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

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



Information Technology/Data Processing

Mission Statement:

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

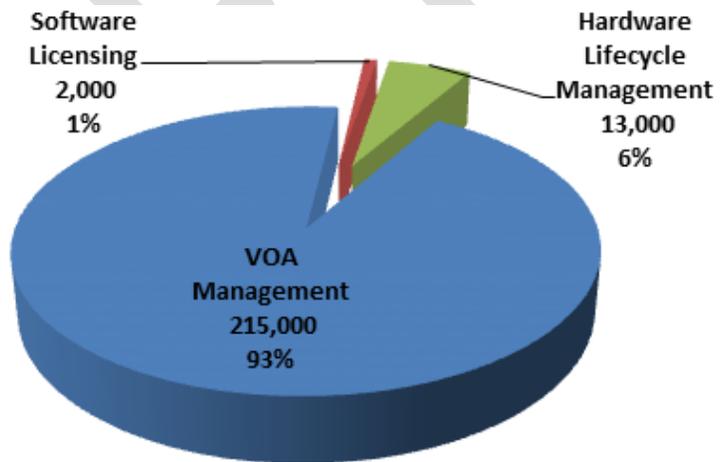
Description and Overview of the Department:

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

Identified Programs

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

- **VOA Management**
- **Software Licensing**
- **Hardware Lifecycle Management**



Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
VOA Management	215,000	220,000	-2.27%
Software Licensing	2,000	1,500	33.33%
Hardware Lifecycle Management	13,000	9,000	44.44%
	230,000	230,500	-0.22%

Human Resources Department

Mission

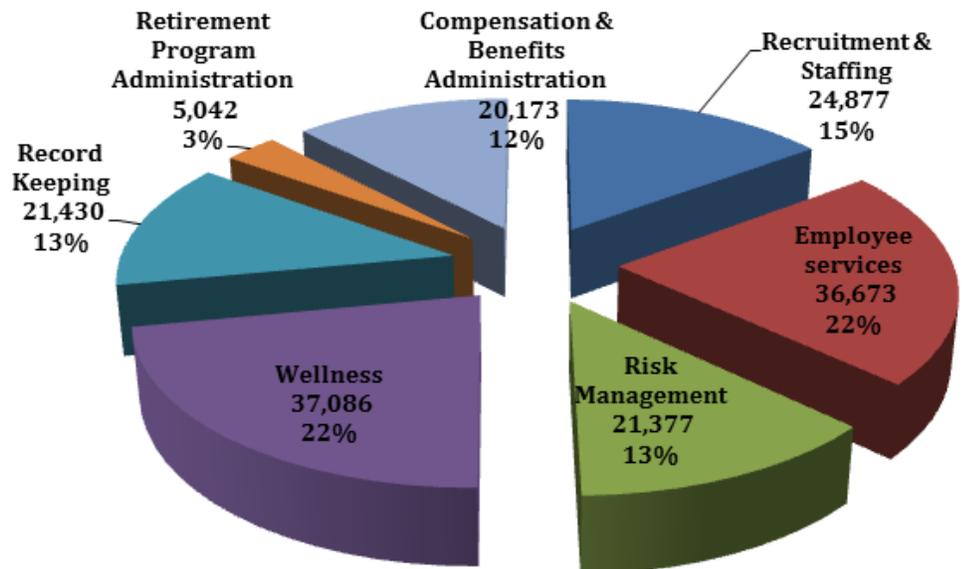
The Department of Human Resources is committed to promoting equal opportunity employment as the City of Powder Springs seeks to recruit, employ and retain the most qualified and suitable employees who perform their jobs in a professional manner with a focus on customer service.

Description and Overview of Department

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

Identified Programs:

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



Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Recruitment & Staffing	24,877.00	33,774.66	-26.34%
Employee services	36,673.00	37,733.94	-2.81%
Risk Management	21,377.00	21,240.25	0.64%
Wellness	37,086.00	10,616.97	249.31%
Record Keeping	21,430.00	30,474.66	-29.68%
Retirement Program Administration	5,042.00	5,308.48	-5.02%
Compensation & Benefits Administration	20,173.00	23,943.74	-15.75%
	166,658.00	163,092.70	2.19%

Public Safety

Powder Springs Police Department

Mission Statement:

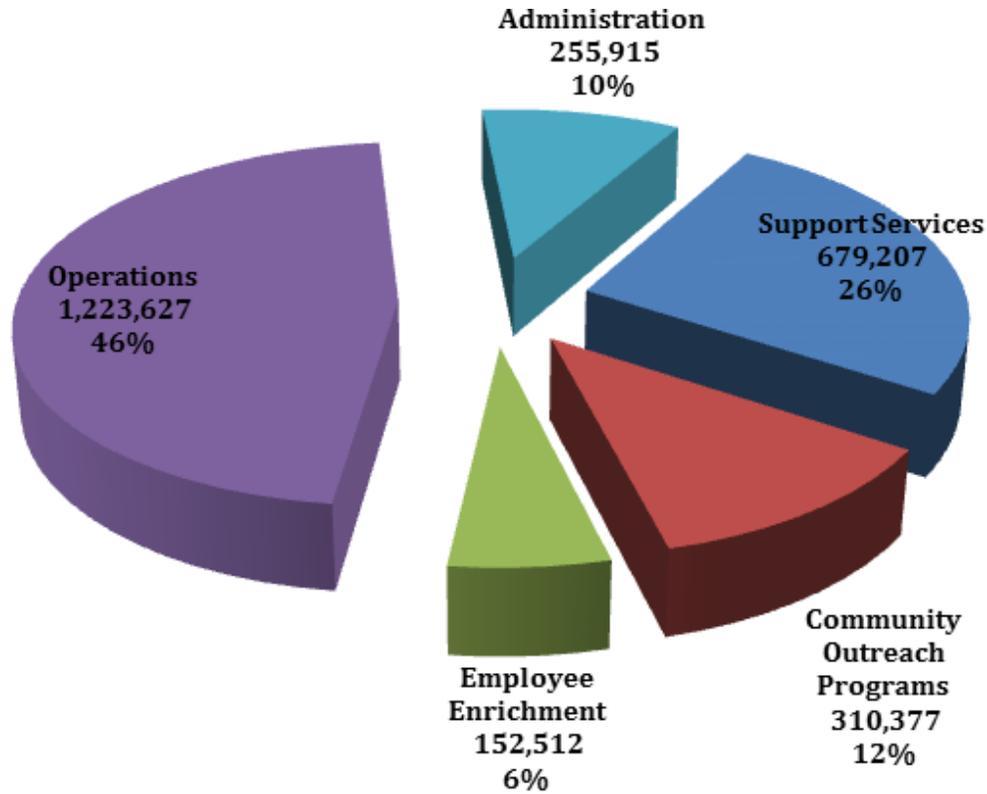
The Powder Springs Police Department exists to enhance the quality of life for the citizens of Powder Springs by implementing integrity based, progressive policing.

Description and Overview of the Department:

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

Identified Programs:

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



- Employee Enrichment** – This program includes the Training Unit. The Training Unit provides in-service and recruit training. The Training Unit is responsible for physical fitness efforts to maintain a reasonable fitness standard for our employees. The Training Unit also maintains firearms qualifications for all sworn officers on all department issued firearms, on a semiannual basis.
- Community Outreach** – Responsible for maintaining professional, working partnerships between law enforcement and citizens. This program includes the Bridge the Gap, Citizens Police Academy (CPA), Citizens and Police (CAP), Community Emergency Response Team (CERT), Police Explorers Post, 90 Day Challenge, School Mentoring, and Chief’s Chat.
- Quality of Life** – This program was previously known as Code Enforcement. *(Reported under Fines & Forfeitures Fund)*

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Support Services	679,207.00	443,466.56	53.16%
Programs	310,377.00	547,777.00	-43.34%
Employee Enrichment	152,512.00	245,524.69	-37.88%
Operations	1,223,627.00	1,164,162.55	5.11%
Administration	255,915.00	424,081.55	-39.65%
	2,621,638.00	2,825,012.35	-7.20%

Public Works

Public Works Department

Mission Statement:

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

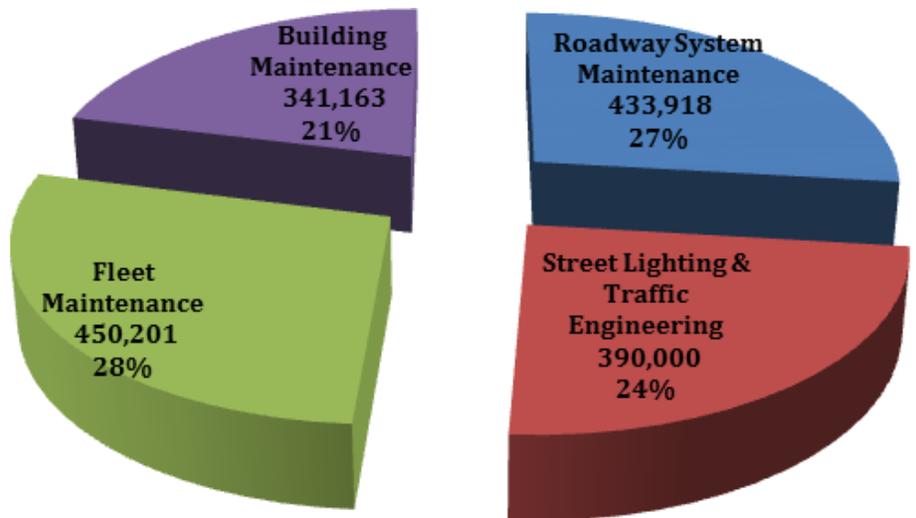
Description and Overview of the Department:

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

Identified Programs:

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

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



Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Roadway System Maintenance	433,918.00	336,810.02	28.83%
Street Lighting & Traffic Engineering	390,000.00	390,000.00	0.00%
Fleet Maintenance	450,201.00	371,947.01	21.04%
Building Maintenance	341,163.00	258,271.74	32.09%
Events Maintenance	-	9,445.87	-100.00%
	1,615,282.00	1,366,474.64	18.21%

Culture and Recreation

Recreation, Cultural and Community Services Department

Departmental Mission Statement:

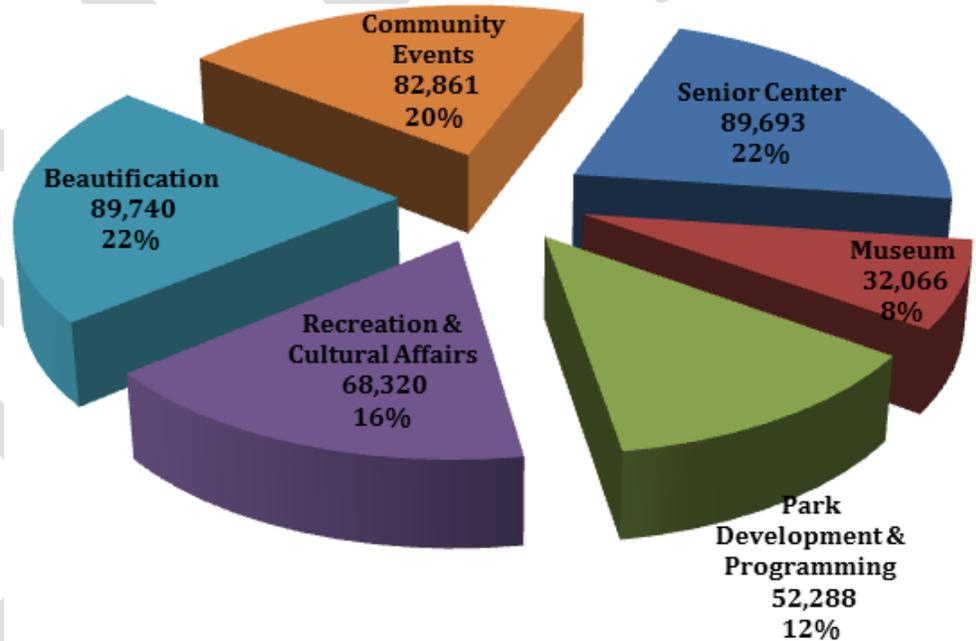
Serve, educate and enhance life for residents and visitors of Powder Springs by providing a variety of affordable recreational, educational, cultural activities and opportunities and to acquire, develop, improve, beautify and maintain parks, trails and recreational facilities serving the needs of all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

Description and Overview of the Department:

The Department includes the Linear Park, neighborhood pocket parks and trails, concession and restroom facility operations, senior services and facilities, museum operations, reception/event hall and theater and is responsible for offering programming options for end users at these facilities. In addition to the aforementioned, plans and produces community events on the Town Square and City Trails. The Department is also responsible for a variety of tasks including ROW litter removal & canopy maintenance, recycling program, tree issues, beautification and management of grounds maintenance and related contracts.

Identified Programs:

- **Park Development & Programming**
- **Recreation & Cultural & Affairs**
- **Senior Services**
- **Museum Operations**
- **Beautification** (Also Reported Under Sanitation Fund)
- **Community Events**



Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Senior Center	89,693.00	63,059.48	42.24%
Museum	32,066.00	33,093.17	-3.10%
Park Development & Programming	52,288.00	60,312.78	-13.31%
Recreation & Cultural Affairs	68,320.00	73,372.79	-6.89%
Beautification	89,740.00	79,635.33	12.69%
Community Events	82,861.00	82,482.60	0.46%
	414,968.00	391,956.15	5.87%

Housing and Development

Community Development

Mission Statement:

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

Description and Overview of the Department:

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

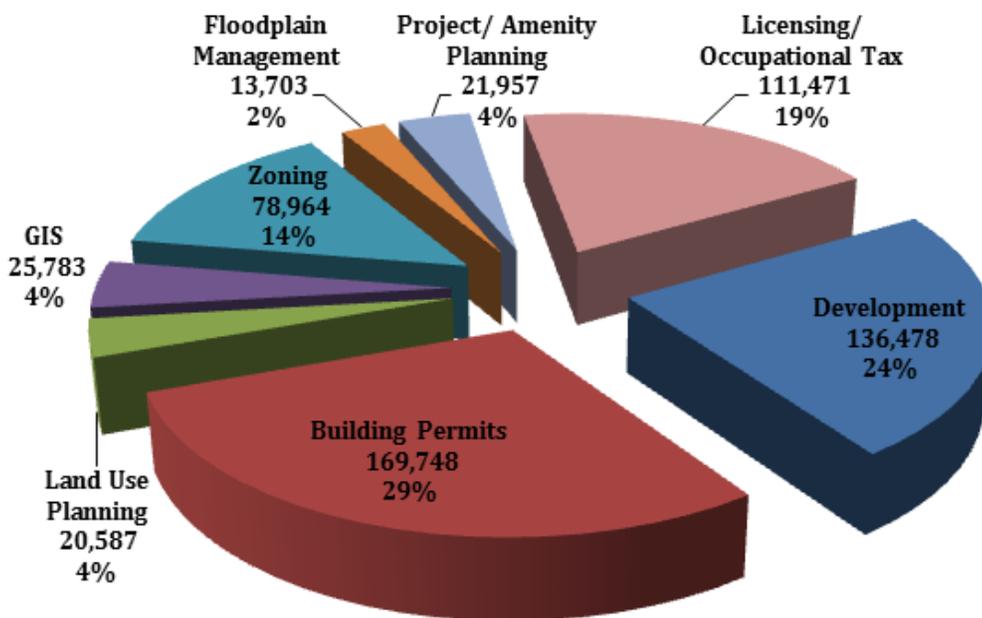
Identified Programs

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

- **Development** – Works with developers to ensure that development follows procedures meeting Federal, State and Local requirements. Coordinates with different departments and agencies to ensure compliance. Approves subdivision plats and issues land disturbance permits. Completes required inspections to ensure continued compliance until project completion.
- **Building Permits** – Coordinates with contractors, home owners, business owners, Cobb County Fire Marshal and the City’s Building Official to ensure construction meets state and local requirements.

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Development	136,478.00	59,446.97	129.58%
Building Permits	169,748.00	122,725.06	38.32%
Comprehensive Land Use Planning	20,587.00	29,466.26	-30.13%
GIS	25,783.00	21,348.28	20.77%
Zoning	78,964.00	66,552.45	18.65%
Floodplain Management	13,703.00	13,511.49	1.42%
Project/ Amenity Planning	21,957.00	19,258.41	14.01%
Licensing/ Occupational Tax	111,471.00	76,486.62	45.74%
	578,691.00	408,795.54	41.56%

- Storm water- Manages and ensures compliance with the NPDES Phase I Municipal Separate Storm Sewer System (MS4) Permit and the Storm water Management Master Plan (SWMP). *(Reported Under Storm Water Fund)*
- **Comprehensive Planning** – Maintains the City’s Qualified Local Government Status from the State of Georgia Department of Community Affairs by adopting and maintaining the City’s Comprehensive Plan and annual updates to the Capital Improvement Element. Confirms compliance with the Impact Fee program.
- **Geographic Information Systems (GIS)** – Manages, gathers and creates city geospatial data, including parcels, streets, future land use and zoning, storm water infrastructure, water and sewer and the City boundary.
- **Zoning** – Reviews zoning and variance applications and makes recommendations to the Planning and Zoning Commission and the Mayor and Council. Reviews permit and business license applications for compliance with the Unified Development Code.
- **Floodplain Management** – Serves as an information source for homeowners and property owners affected by floodplain regulations. Confirms that development and building is in compliance with regulations. Keeps City in compliance with the requirements of the National Flood Insurance Program (NFIP) and Community Rating System (CRC).
- **Project/ Amenity Planning** – Implements projects as recommended in the Livable Centers Initiative “Springs in Motion” Major Plan Update adopted in June of 2016.
- **Occupational Tax/ Licensing** – Issue occupational tax certificates, regulatory licenses and alcohol licenses in accordance with city, state and federal requirements.



Economic Development Department

Mission Statement:

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

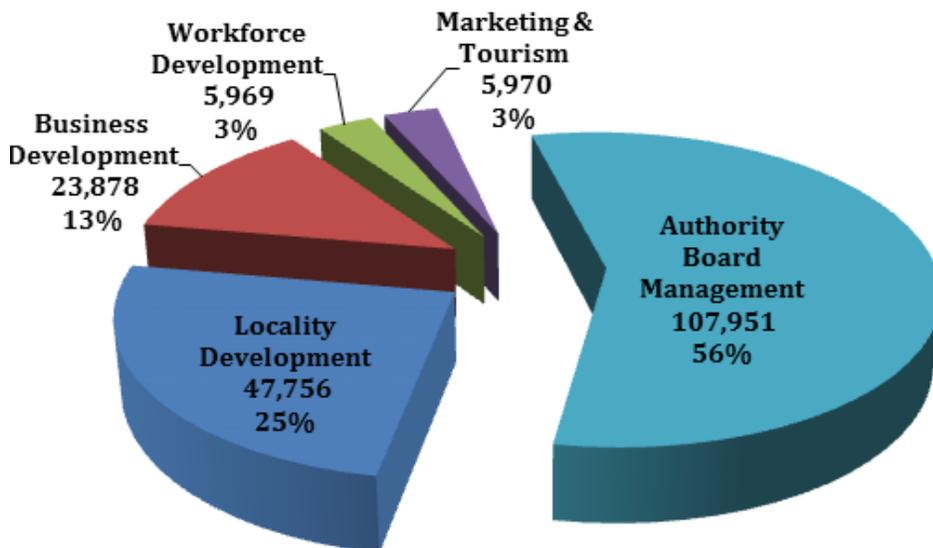
Description and Overview of the Department:

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

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

Identified Programs:

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



Business Development: Providing opportunities and resources to entrepreneurs and existing businesses that promote growth, networking, workforce development, and expansion.

Tourism: Developing and promoting recreation, film, and heritage tourism opportunities.

Workforce Development: Partnering with local organizations and institutions to create workforce development opportunities.

Authority Board Management: Provide support and development of board members and management of all Authority Board activities.

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Locality Development	47,756.00	20,157.75	136.91%
Business Development	23,878.00	25,197.19	-5.24%
Workforce Development	5,969.00	7,559.16	-21.04%
Marketing & Tourism	5,970.00	47,874.66	-87.53%
Authority Board Management	107,951.00	50,697.19	112.93%
	191,524.00	151,485.95	26.43%

Special Revenue Funds Revenue/Expenditures

The **Special Revenue Funds** for the City of Powder Springs consist of the Fines and Forfeitures Fund, and the DDA Bond Fund. The Fines and Forfeitures Fund is used to track Municipal and Code Enforcement fines and expenditures. The DDA Bond Debt Fund is used to track debt service payments incurred through the issuance of Capital Lease proceeds to the City through an intergovernmental Agreement with the Downtown Development Authority.

Where Does the Money Come From?

Revenue Source	Amount
TRANSFER IN FROM GENERAL FUND	\$725,700.00
TRANSFER IN FROM CAPITAL PROJECTS FUND	137,133.00
FINES & FORFEITURES	483,525.00
CODE ENFORCEMENT FINES & ABATEMENTS	30,000.00
TRANSFER IN FROM GENERAL FUND	134,211.00
TOTAL	\$ 1,510,569.00

Where Does the Money Go?

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

Expense Category	Amount
Judicial	\$ 410,221.00
Housing & Development	237,515.00
Long Term Debt	862,833.00
Total	\$ 1,510,569.00

Those funds restricted to the DDA Bond Fund can only be utilized for the 2005 Series, 2006 Series (2014 Refunding Series) and 2018 Series bond payment that occurs in August and February of each year.

Judicial

Municipal Court Department

Mission Statement:

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

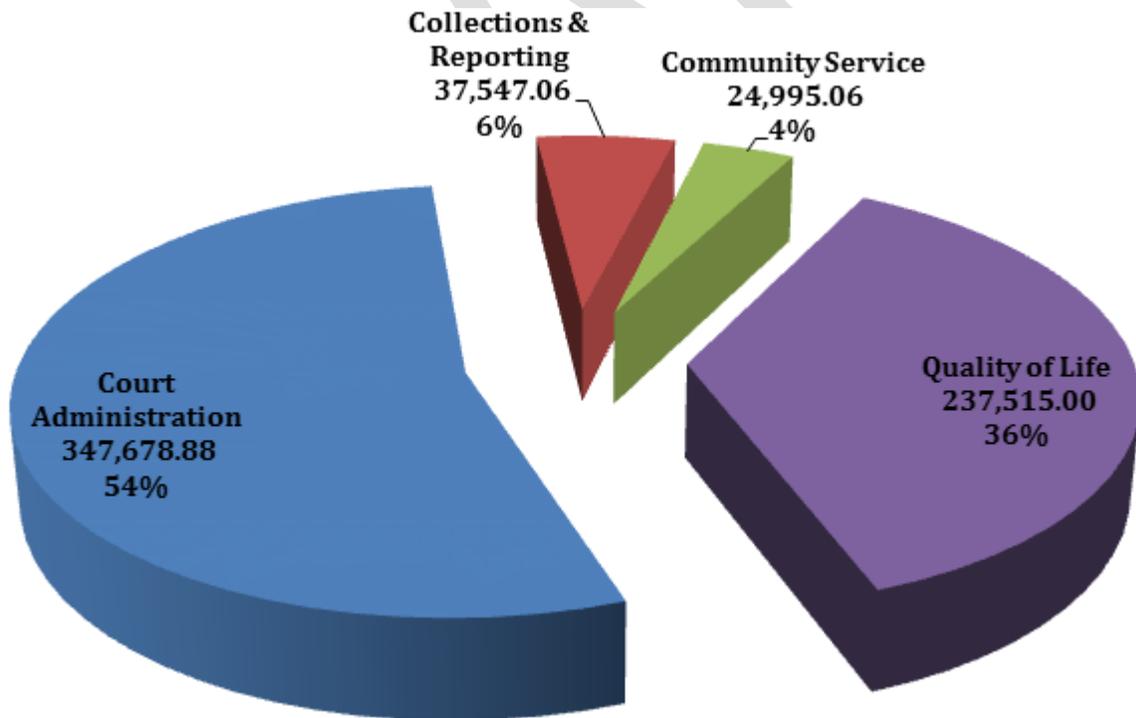
Description and Overview of the Department:

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

Identified Programs:

The Municipal Court Department oversees the following programs:

- **Court Administration**
- **Collections & Reporting**
- **Community Service**



Powder Springs Police Department

Mission Statement:

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

Description and Overview of the Department:

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

Identified Programs:

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

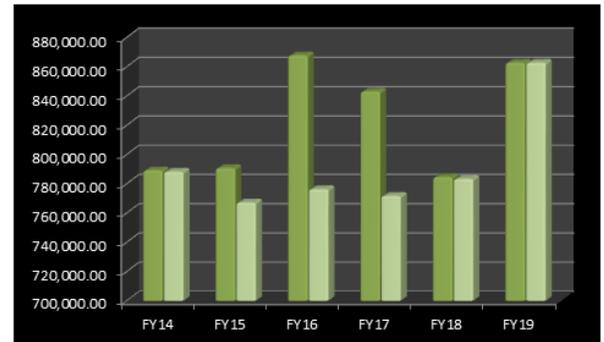
Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Court Administration	347,678.88	383,152.50	-9.26%
Collections & Reporting	37,547.06	40,090.43	-6.34%
Community Service	24,995.06	22,431.22	11.43%
Quality of Life	237,515.00	102,470.18	131.79%
Public Safety - Support Services	-	52,699.83	-100.00%
	647,736.00	600,844.16	7.80%

DDA BOND DEBT SERVICE FUND

	FY14*		FY15		FY16		FY17 ¹		FY18		FY19
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Budget	Projected	Proposed
DDA BOND -2005 Series											
Principal	255,000.00	255,000.00	265,000.00	265,000.00	275,000.00	275,000.00	285,000.00	285,000.00	295,000.00	295,000.00	305,000.00
Interest	143,063.00	142,159.37	133,500.00	132,533.86	122,618.00	122,617.18	113,250.00	113,250.00	116,999.38	116,108.23	64,200.00
DDA BOND -2006 Series/2014 Refunding											
Principal	220,000.00	220,000.00	230,000.00	250,000.00	330,000.00	285,000.00	295,000.00	295,000.00	300,000.00	300,000.00	310,000.00
Interest	170,383.00	170,382.50	161,033.00	118,419.33	139,162.99	90,000.00	148,831.25	78,480.00	71,400.00	71,400.00	91,500.00
DDA BOND -2018 Series											
Principal											
Interest											91,133.00
Fiscal Agent Fees & Bank Charge	750.00	790.00	1,250.00	1,287.00	1,000.00	3,721.25	1,040.00	-	1,200.00	850.00	1,000.00
Total Expenses	789,196.00	788,331.87	790,783.00	767,240.19	867,780.99	776,338.43	843,121.25	771,730.00	784,599.38	783,358.23	862,833.00

*Adopted as its own Fund in FY14

DDA Bond Debt Service Fund Programs	
2005 Bond Series	369,200.00
2014 Bond Series (Refunded 2006 Series)	401,500.00
2018 Bond Series	91,133.00
Fiscal Agent Fees	1,000.00
Total Budget	862,833.00



FUTURE DEBT SERVICE REQUIREMENTS

*Powder Springs (Georgia) Downtown Development Authority
Revenue Bonds*

DATE	Series 2005 (New \$)		Series 2006 (New \$)		Series 2014 (06 Refunding)		Series 2018 (New \$)		TOTAL	ANNUAL TOTAL
08/01/2012	-	76,125.00	-	89,548.75	-	-	-	-	165,673.75	
02/01/2013	245,000.00	76,125.00	210,000.00	89,548.75	-	-	-	-	620,673.75	786,347.50
08/01/2013	-	71,531.25	-	85,191.25	-	-	-	-	156,722.50	
02/01/2014	255,000.00	71,531.25	220,000.00	85,191.25	-	-	-	-	631,722.50	788,445.00
08/01/2014	-	66,750.00	-	80,516.25	-	-	-	-	147,266.25	
02/01/2015	265,000.00	66,750.00	230,000.00	80,516.25	20,000.00	29,792.67	-	-	692,058.92	839,325.17
08/01/2015	-	61,781.25	-	75,571.25	-	39,780.00	-	-	177,132.50	
02/01/2016	275,000.00	61,781.25	240,000.00	75,571.25	45,000.00	39,780.00	-	-	737,132.50	914,265.00
08/01/2016	-	56,625.00	-	70,351.25	-	39,240.00	-	-	166,216.25	
02/01/2017	285,000.00	56,625.00	-	-	295,000.00	39,240.00	-	-	675,865.00	842,081.25
08/01/2017	-	51,281.25	-	-	-	35,700.00	-	-	86,981.25	
02/01/2018	295,000.00	51,281.25	-	-	300,000.00	35,700.00	-	-	681,981.25	768,962.50
08/01/2018	-	45,750.00	-	-	-	32,100.00	-	32,963.00	110,813.00	
02/01/2019	310,000.00	45,750.00	-	-	305,000.00	32,100.00	-	58,170.00	751,020.00	861,833.00
08/01/2019	-	39,937.50	-	-	-	28,440.00	-	58,170.00	126,547.50	
02/01/2020	320,000.00	39,937.50	-	-	315,000.00	28,440.00	61,000.00	58,170.00	822,547.50	949,095.00
08/01/2020	-	33,937.50	-	-	-	24,660.00	-	57,325.15	115,922.65	
02/01/2021	335,000.00	33,937.50	-	-	320,000.00	24,660.00	62,000.00	57,325.15	832,922.65	948,845.30
08/01/2021	-	27,656.25	-	-	-	20,820.00	-	56,466.45	104,942.70	
02/01/2022	350,000.00	27,656.25	-	-	330,000.00	20,820.00	59,000.00	56,466.45	843,942.70	948,885.40
08/01/2022	-	21,093.75	-	-	-	16,860.00	-	55,649.30	93,603.05	
02/01/2023	360,000.00	21,093.75	-	-	340,000.00	16,860.00	61,000.00	55,649.30	854,603.05	948,206.10
08/01/2023	-	14,343.75	-	-	-	12,780.00	-	54,804.45	81,928.20	
02/01/2024	375,000.00	14,343.75	-	-	345,000.00	12,780.00	65,000.00	54,804.45	866,928.20	948,856.40
08/01/2024	-	7,312.50	-	-	-	8,640.00	-	53,904.20	69,856.70	
02/01/2025	390,000.00	7,312.50	-	-	355,000.00	8,640.00	64,000.00	53,904.20	878,856.70	948,713.40
08/01/2025	-	-	-	-	-	4,380.00	-	53,017.80	57,397.80	
02/01/2026	-	-	-	-	365,000.00	4,380.00	305,000.00	53,017.80	727,397.80	784,795.60
08/01/2026	-	-	-	-	-	-	-	48,793.55	48,793.55	
02/01/2027	-	-	-	-	-	-	687,000.00	48,793.55	735,793.55	784,587.10
08/01/2027	-	-	-	-	-	-	-	39,278.60	39,278.60	
02/01/2028	-	-	-	-	-	-	705,000.00	39,278.60	744,278.60	783,557.20
08/01/2028	-	-	-	-	-	-	-	29,514.35	29,514.35	
02/01/2029	-	-	-	-	-	-	724,000.00	29,514.35	753,514.35	783,028.70
08/01/2029	-	-	-	-	-	-	-	19,486.95	19,486.95	
02/01/2030	-	-	-	-	-	-	744,000.00	19,486.95	763,486.95	782,973.90
08/01/2030	-	-	-	-	-	-	-	9,182.55	9,182.55	
02/01/2031	-	-	-	-	-	-	663,000.00	9,182.55	672,182.55	681,365.10
Total	\$4,825,000.00	\$2,084,906.25	\$1,660,000.00	\$1,825,045.86	\$5,335,000.00	\$556,592.67	\$4,200,000.00	\$1,162,319.70	\$15,833,352.48	\$15,833,352.48

Water & Sewer Fund Revenue/Expenditures

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

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
CONSUMPTION CHARGES FOR SERVICES	\$ 5,400,000.00
NON-CONSUMPTION CHARGES FOR SERVICES	825,200.00
OTHER FINANCING USES	824,051.00
Total	\$ 7,049,251.00

Where Does the Money Go?

Operating the System

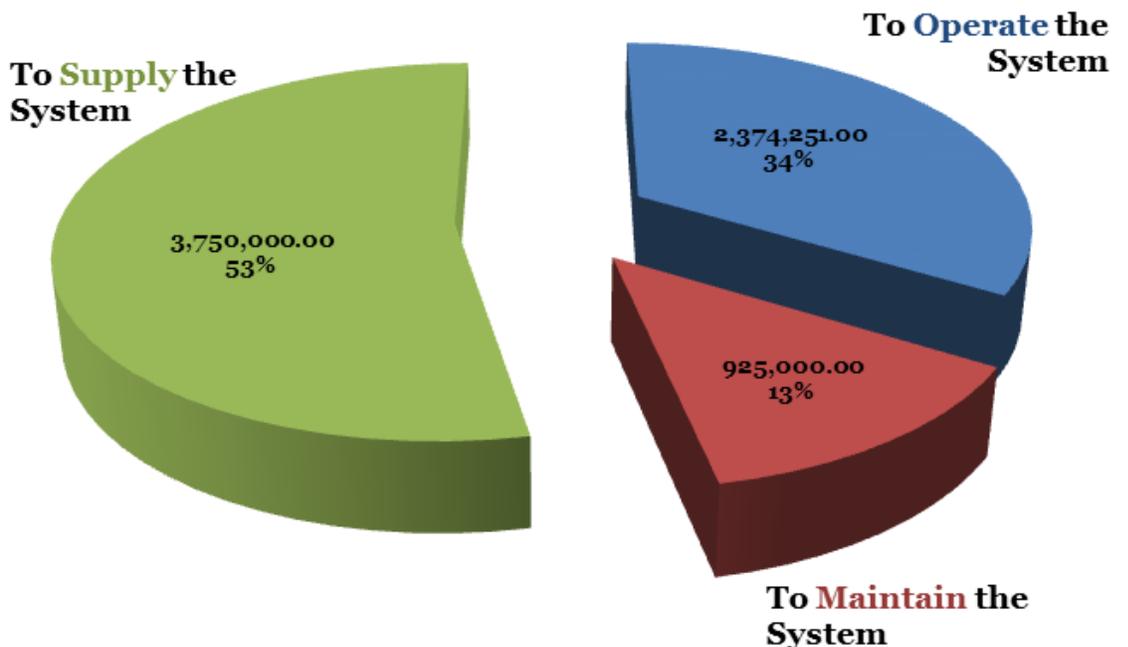
- ❖ Staffing of 12 full-time employees and three contract employees
- ❖ Operating expenses for Water & Sewer Admin and Distribution
- ❖ Indirect expenses to cover overhead costs

Supplying the System

- ❖ Over half of budget will go towards the City’s wholesale purchase of water
- ❖ Water system supplied 412 million gallons of water last year

Maintaining the System

- ❖ \$ 800,000 for Water and Sewer Line Infrastructure Improvements
- ❖ \$ 125,000 to pay for water meters



Public Works

Public Works Department

Mission Statement:

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

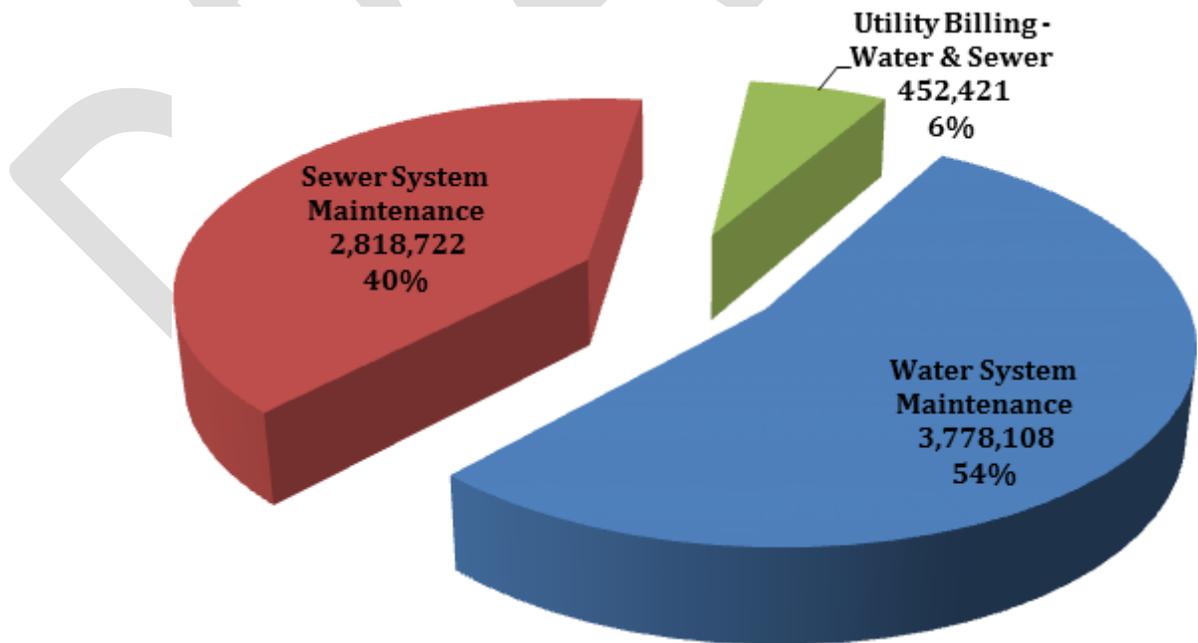
Description and Overview of the Department:

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

Identified Programs:

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

- **Sewer System Maintenance**
- **Water System Maintenance**



Finance Department

Mission Statement:

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

Description and Overview of the Department:

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

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

Identified Programs

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

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

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Water System Maintenance	3,778,108.00	3,505,641.18	7.77%
Sewer System Maintenance	2,818,722.00	2,792,801.81	0.93%
Utility Billing - Water & Sewer	452,421.00	383,615.16	17.94%
Development	-	19,820.98	-100.00%
	7,049,251.00	6,701,879.13	5.18%

Sanitation Fund Revenue/Expenditures

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

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
REFUSE COLLECTION CHARGES	\$1,275,000.00
BRUSH PICKUP	450.00
OTHER HOUSEHOLD PICKUP	3,601.00
PENALTIES & INTEREST	44,000.00
INVESTMENT INCOME	4,500.00
MISCELLANEOUS REVENUE	500.00
TOTAL	\$1,328,051.00

Where Does the Money Go?

Personnel Services

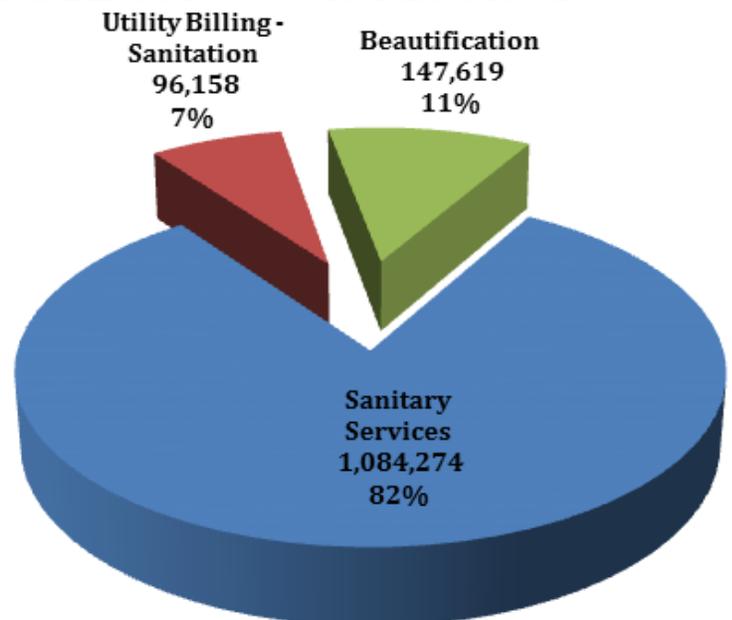
- ❖ Staffing of 8 full-time equivalent employees and one contracted employee
- ❖ Indirect expenses to cover overhead costs

Other Operational Expenses

- ❖ Costs for landfill with average daily collections totaling 25.6 tons
- ❖ Continue recycling program ~ \$1.99 per resident per month

Capital Expenses

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



Public Works

Public Works Department

Mission Statement:

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

Description and Overview of the Department:

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

Identified Programs:

- **Sanitation Services**

Finance Department

Mission Statement:

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

Description and Overview of the Department:

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

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

Identified Programs

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

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

Recreation, Cultural and Community Services Department

Departmental Mission Statement:

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

Description and Overview of the Department:

The Department includes the Linear Park, neighborhood pocket parks and trails, concession and restroom facility operations, senior services and facilities, museum operations, reception/event hall and theater and is responsible for offering programming options for end users at these facilities. In addition to the aforementioned, plans and produces community events on the Town Square and City Trails. The Department is also responsible for a variety of tasks including ROW litter removal & canopy maintenance, recycling program, tree issues, beautification and management of grounds maintenance and related contracts.

Identified Programs:

- **Beautification**

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Sanitary Services	1,084,274	1,062,221	2.08%
Utility Billing - Sanitation	96,158	73,110	31.53%
Beautification	147,619	155,757	-5.23%
	1,328,051	1,291,088	2.86%

Storm Water Fund Revenue/Expenditures

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

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
CHARGES FOR SERVICES	\$ 363,000.00
TRANSFER IN FROM GENERAL FUND	63,226.00
OTHER FINANCING SOURCES	85,156.00
DETENTION POND MAINTENANCE	30,000.00
TOTAL	\$ 541,382.00

Where Does the Money Go?

Personnel Services

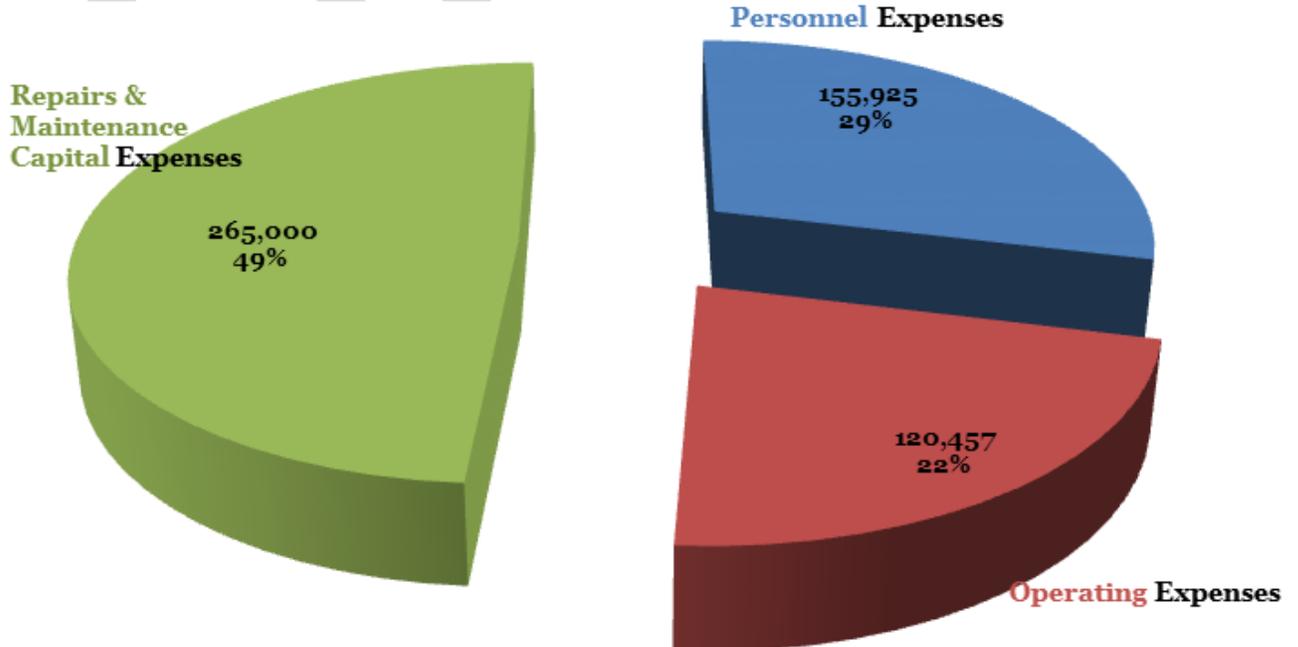
- ❖ Staffing of 2.5 Full Time Equivalents

Operational Expenses

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

Capital Expenses

- ❖ \$ 265,000 for Storm Water re-compaction; pond maintenance; system updates and outfall repairs



Public Works

Public Works Department

Mission Statement:

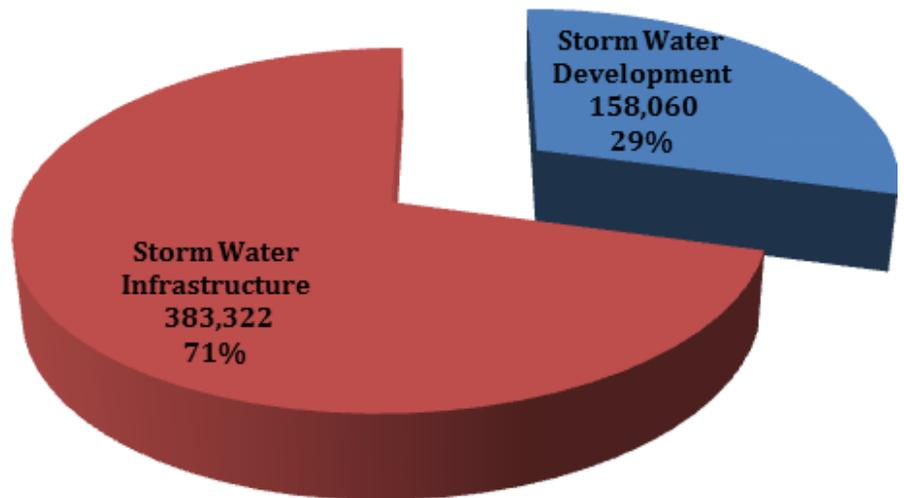
The City of Powder Springs is dedicated to serving the people who live, work and do business within our community, providing leadership, vision and exceptional quality of life. Public Works fundamental purpose is to ensure safe roadways, good water quality for the environment, quality drinking water,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

Description and Overview of the Department:

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

Identified Programs:

- **Storm Water Infrastructure**



Community Development

Mission Statement:

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

Description and Overview of the Department:

Community Development serves the needs of the business owners, residents, the development community of the City of Powder Springs, as well as the Mayor and Council. The department enacts the city's policies, as well as implementing federal and state

mandates to ensure quality development and appropriate utilization of existing spaces to ensure compatibility with community objectives. Community Development is the staff representative of the Planning and Zoning Commission which is a recommending body to the Mayor and Council. The guiding documents of Community Development are the Comprehensive Plan, Unified Development Code and the Code of Ordinances.

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

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

Identified Programs

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

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

Program Category:	FY2019 Proposed Program Budget	FY2018 Adopted Program Budget	% Change
Storm Water Development	158,060.00	26,869.15	488.26%
Storm Water Infrastructure	383,322.00	450,092.25	-14.83%
	541,382.00	476,961.40	13.51%

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