city of POWDER SPRINGS

FY2019 Budget Book



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 14, 2018

Elected Officials



Al Thurman
Mayor



Patrick Bordelon
Post 1 – At Large



Patricia Wisdom
Post 2 –At Large



Henry Lust
Ward 1



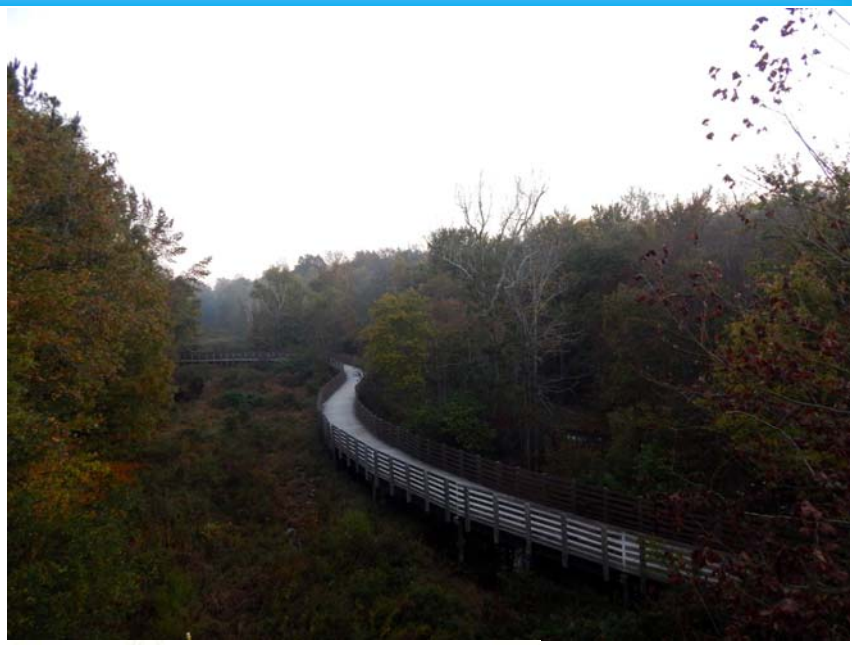
Doris Dawkins
Ward 2

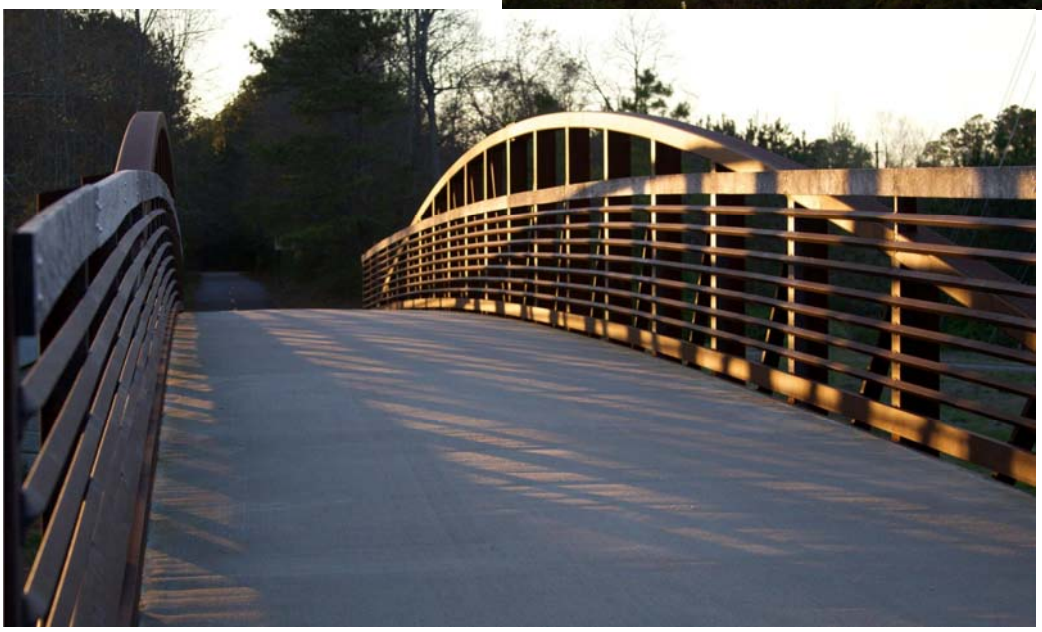


Nancy Farmer
Ward 3

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.

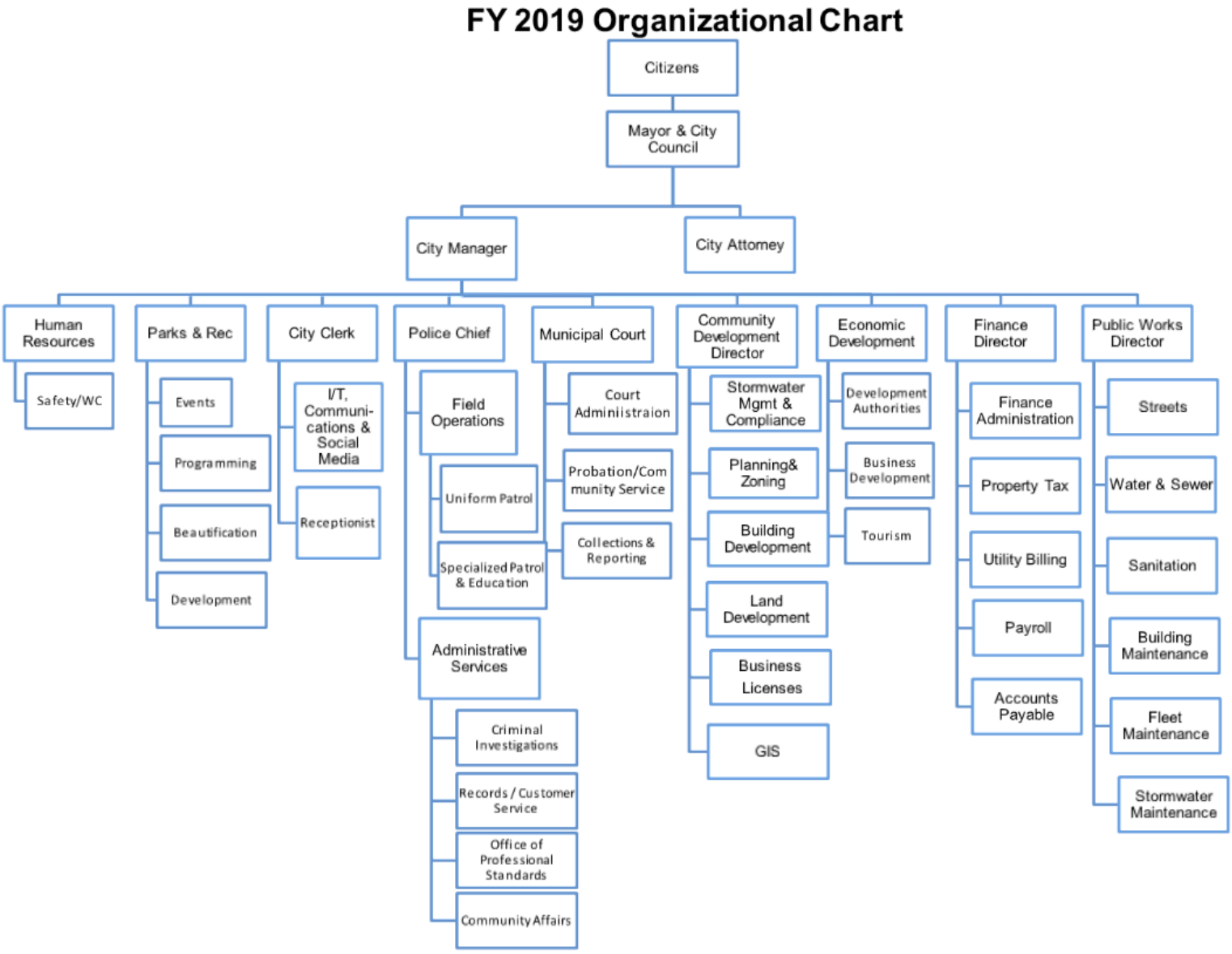
Sincerely,

Pam Conner
City Manager

Diana Belanger
Finance Director

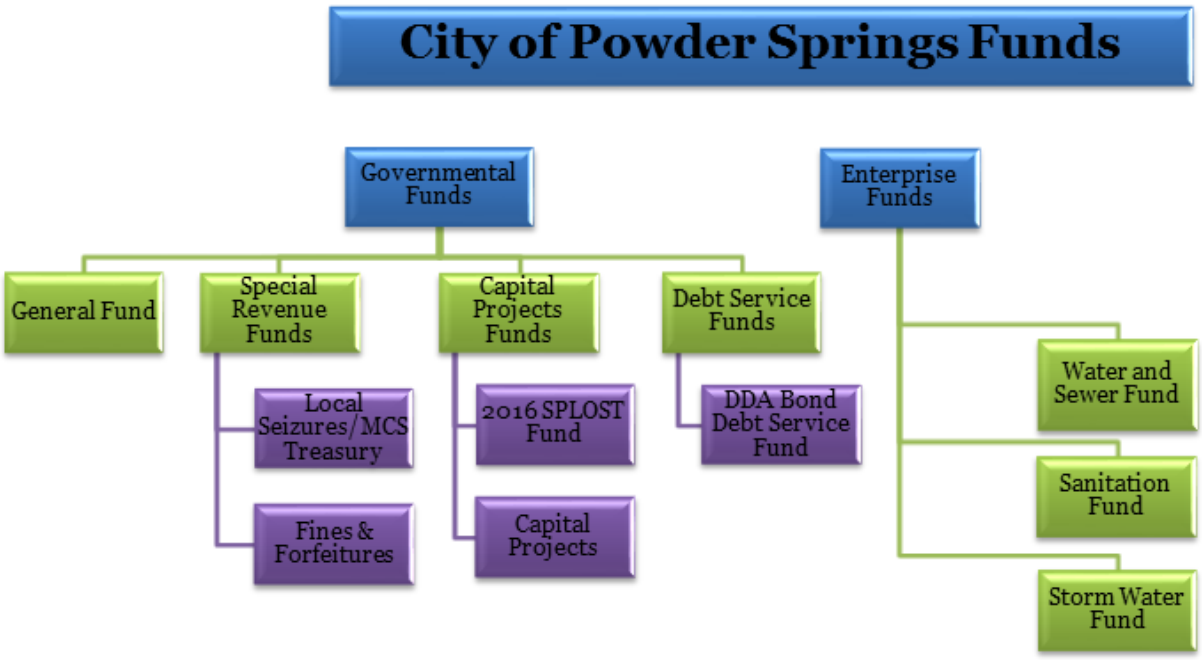
CITY ORGANIZATION

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



FUND STRUCTURE

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



FUND BALANCE POLICY

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

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

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

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

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

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

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

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

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

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

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

FUND BALANCE POLICY (CON'T)

Nonspendable fund balance

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

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

• The City will maintain a fund balance equal to the balance of any long-term outstanding balances due from others (including other funds of the City)

• The City will maintain a fund balance equal to the value of inventory balances and prepaid items (to the extent that such balances are not offset with liabilities and actually result in fund balance)

• The City will maintain a fund balance equal to the corpus (principal) of any permanent funds that are legally or contractually required to be maintained in-tact

• The City will maintain a fund balance equal to the balance of any land or other nonfinancial assets held for sale

Restricted fund balance

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

Committed fund balance

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

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

Assigned fund balance

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

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

Unassigned fund balance

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

FUND BALANCE POLICY (CON'T)

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

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

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

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

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

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

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

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

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

Minimum fund balance deficiencies shall be replenished within the following time periods:
- Deficiency resulting in a minimum fund balance between 45% and 50% shall be replenished over a period not to exceed one year
- Deficiency resulting in a minimum fund balance of less than 45% shall be replenished over a period not to exceed five years

FUND BALANCE POLICY (CON'T)

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

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

BUDGET CALENDAR

City of Powder Springs 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 offerings
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 FY2018 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 FY2018 Budget (Budget Adoption)
Thursday, June 28, 2018			✓		Publish adopted budget and upload to City website

FINANCIAL SUMMARIES

CITY-WIDE SUMMARY

	GOVERNMENTAL FUNDS				ENTERPRISE FUNDS			
	General Fund	*Special Revenue Funds*		*Debt Service*	*Enterprise Funds*			
SOURCE OF FUNDS:	General Fund	Local Seizure & MCS Funds	Fines & Forfeitures Fund	DDA Bond Debt Service Fund	Water and Sewer Fund	Sanitation Fund	Storm Water Fund	**TOTALS**
Taxes	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**

CITY-WIDE REVENUES

	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	Fy2017 Actuals	Adopted FY2018 Budget	Current FY2018 Budget	FY2019 Proposed Budget	$ Change (from FY18-FY19)	% Change
Taxes	$ 4,832,871.35	$ 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	533,708.85	547,049.76	655,629.21	763,765.30	575,000.00	679,015.02	624,050.00	$ (54,965.02)	-8.09%
Intergovernmental	538,799.86	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	8,217,397.68	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	347,124.81	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	4,647.85	5,557.53	9,524.83	19,774.66	12,000.00	24,300.00	38,000.00	$ 13,700.00	56.38%
Contributions	18,671.40	16,052.03	22,213.14	17,803.63	17,500.00	17,500.00	7,000.00	$ (10,500.00)	-60.00%
Miscellaneous	42,771.25	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	796,525.62	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	$ 15,332,518.67	$ 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:

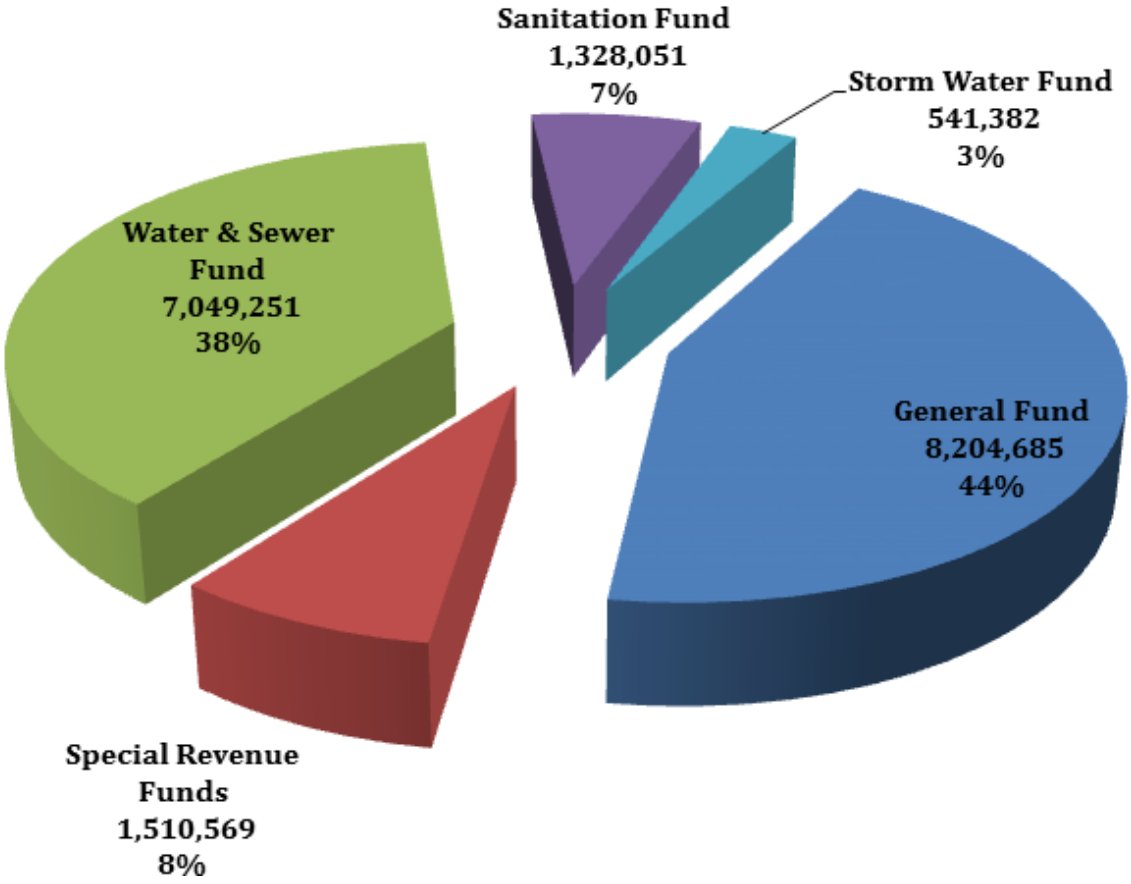
- × SPLOST projects which are funded with SPLOST revenues
- × Water and sewer systems, which are funded with customer fees

CITY-WIDE EXPENDITURES

	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	FY2017 Actuals	FY2018 Adopted Budget	FY2018 Amended Budget	Proposed FY2019	$ Change (from FY18-FY19)	% Change
General Government	$ 1,457,299.88	$ 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	188,631.58	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	558,029.26	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	145,967.36	159883.71	223,608.00	309,790.08	454,919.07	498,723.67	410,221.00	$ (88,502.67)	-17.75%
Public Safety	2,423,010.04	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	7,290,088.21	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	788,291.87	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	1,105,826.87	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	$13,957,145.07	$ 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.

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.

FUND REVENUES

General Fund

	FY14		FY15		FY16		FY17		FY18		FY19
Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Real Property Tax (Current Year)	2,094,158.00	2,011,407.09	2,218,251.04	2,201,524.13	2,395,681.01	2,429,112.56	2,575,000.00	2,705,000.43	2,836,879.17	2,990,299.49	3,350,000.00
Real Property Tax (Prior Years)	42,000.00	102,155.49	71,210.03	75,366.86	40,000.00	63,917.32	40,000.00	92,060.15	60,000.00	60,378.06	60,000.00
Personal Property - Current Year	156,687.00	182,805.05	160,585.89	175,704.27	175,000.00	161,529.24	165,000.00	169,818.20	180,650.00	176,500.29	213,000.00
Personal Property - Prior Year	-	31.98	392.01	6,641.56	500.00	1,435.04	1,000.00	11,109.91	6,000.00	4,287.23	5,000.00
Public Utility	31,558.00	46,349.89	45,000.00	47,448.02	45,000.00	50,149.01	48,500.00	30,292.58	45,000.00	46,375.48	50,000.00
Motor Vehicle Taxes (Ad Valorem)	268,439.00	202,004.56	165,000.00	144,691.47	140,000.00	107,615.89	110,000.00	76,301.67	55,150.00	63,824.56	55,500.00
Railroad Equipment Ad Valorem	-	153.94	-	166.91	-	169.08	-	174.31	170.00	180.00	185.00
Motor Vehicle TAVT	369,408.00	565,155.15	490,000.00	531,044.81	495,000.00	475,929.42	450,000.00	406,695.17	345,000.00	396,675.48	365,000.00
Motor Vehicle AAVT	-	-	-	2,080.65	-	2,100.43	-	3,145.33	2,100.00	2,442.13	2,250.00
Mobile Home Taxes	881.00	1,135.70	500.00	1,827.23	1,000.00	1,108.90	500.00	1,694.96	980.00	1,441.70	1,020.00
Heavy Duty Equipment	-	-	-	25.83	-	552.44	250.00	275.49	561.00	243.54	435.00
Intangibles (Reg & Recording)	17,500.00	25,316.09	22,500.00	31,340.26	26,000.00	124,468.02	25,000.00	78,795.21	53,155.00	76,015.92	65,000.00
Insurance Premium Taxes (CB)	695,000.00	719,080.59	751,796.84	751,796.84	803,171.34	803,211.50	775,000.00	869,990.62	926,333.02	926,333.02	964,000.00
Alcoholic Beverage Excise Tax	220,000.00	238,300.94	220,000.00	249,617.58	235,000.00	241,608.44	235,000.00	61,260.54	-	-	-
Alcohol Beverage Excise Tax-Beer &	-	-	-	-	-	-	-	132,736.47	170,429.00	174,997.10	165,000.00
Alcohol Beverage Excise Tax - Liquc	-	-	-	-	-	-	-	41,395.91	83,943.00	39,907.72	40,000.00
Real Estate Transfer (Intangible)	2,500.00	7,128.14	8,875.65	13,189.47	10,000.00	12,626.79	12,000.00	15,340.21	13,750.00	18,450.63	15,000.00
Electric Franchise Fee	475,000.00	403,325.34	405,000.00	412,986.77	400,000.00	446,187.51	409,000.00	451,717.34	455,478.00	436,380.04	431,770.00
Gas Franchise Fee	78,000.00	93,231.14	120,000.00	112,045.50	115,000.00	100,215.76	100,000.00	74,466.46	75,045.21	75,045.21	80,000.00
Cable Franchise Fee	121,000.00	131,073.12	125,000.00	119,359.56	120,000.00	121,985.26	125,000.00	130,535.97	130,500.00	129,343.12	130,000.00
Telephone Franchise Fee	44,473.00	47,527.01	50,000.00	85,555.94	48,000.00	52,693.35	48,000.00	36,774.68	64,673.75	54,905.79	48,000.00
Penalties & Interest - Property Taxe	35,000.00	56,220.45	42,500.00	38,792.40	40,000.00	44,142.23	35,000.00	42,186.86	42,857.00	32,313.25	32,705.00
Bad Check Fees - PT	-	318.66	-	35.00	200.00	35.00	100.00	-	50.00	45.00	50.00
FIFA	200.00	151.02	200.00	-	-	(1,308.00)	-	(630.44)	500.00	884.44	500.00
	4,651,804.00	**4,832,871.35**	**4,896,811.46**	**5,001,241.06**	**5,089,552.35**	**5,239,485.19**	**5,154,350.00**	**5,431,138.03**	**5,549,204.15**	**5,707,269.20**	**6,074,415.00**

General Fund (continued)

	FY14		FY15		FY16		FY17		FY18		FY19
Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Alcoholic Beverage Licenses(CB)	50,000.00	51,625.00	48,000.00	48,575.00	50,000.00	65,265.00	55,000.00	65,475.00	65,000.00	64,250.00	65,500.00
General Business License (CB)	6,000.00	6,458.00	6,000.00	3,250.00	6,000.00	6,190.00	6,000.00	3,035.00	4,500.00	3,190.00	4,500.00
Building Permits	99,500.00	106,673.45	118,000.00	138,281.31	120,000.00	109,619.40	145,590.28	254,215.22	226,375.52	299,664.00	175,000.00
Zoning & Land Use Application	9,500.00	11,430.00	9,500.00	8,822.00	8,000.00	12,337.05	8,000.00	12,633.00	10,500.00	13,315.00	11,000.00
Zoning & Land Use Documents	-	26.00	-	13.00	-	-	-	-	-	-	-
Street Sign Fees	500.00	-	-	285.00	-	-	-	-	-	-	-
Farmers Market Stand Fees	250.00	-	-	-	-	-	-	-	-	-	-
July 4th - Vendor Event Permits	275.00	150.00	-	-	-	-	-	-	-	-	-
Other - Vendor Event Permits	15,000.00	13,700.00	250.00	180.00	-	100.00	-	450.00	-	-	-
Construction Plan Review	1,000.00	1,500.00	7,500.00	2,800.00	5,000.00	22,900.00	5,000.00	5,300.00	5,000.00	5,200.00	5,150.00
Water Flow Test	4,000.00	7,600.00	1,500.00	1,500.00	1,500.00	2,500.00	1,500.00	3,000.00	3,000.00	1,000.00	1,000.00
Inspection Fees	400.00	2,137.60	3,000.00	1,325.00	3,000.00	3,200.00	3,000.00	10,700.00	4,500.00	9,429.22	6,000.00
Soil Erosion Fees	3,000.00	11,665.50	800.00	1,433.60	1,500.00	1,004.40	500.00	1,558.40	1,000.00	1,160.80	1,000.00
Land Disturbing Fees	-	1,709.00	6,000.00	5,526.00	6,000.00	8,466.00	6,000.00	10,719.00	9,000.00	5,466.00	-
Building Plan Review	-	432.00	-	-	-	-	-	-		-	
Street Lights (Community Development)	-	-	-	-	-	12,404.42	-	2,677.14	2,639.50	2,639.50	2,500.00
Other Development/Regulatory Fees	-	-	-	-	40,000.00	40,000.00	-	61.00	-	-	-
Occupational Taxes	275,000.00	283,741.87	270,000.00	289,427.33	275,000.00	346,708.00	280,000.00	355,881.38	315,000.00	311,795.40	315,000.00
Insurance Company Fees	36,000.00	32,588.50	36,000.00	35,535.89	36,000.00	34,575.00	36,000.00	34,940.38	32,000.00	35,968.00	35,000.00
Penalties & Interest - License & Permits	5,000.00	2,140.60	3,000.00	10,030.63	3,000.00	2,764.36	3,000.00	3,014.78	500.00	1,813.56	2,400.00
Penalties & Interest - Occupational Taxes	-	-	-	-	-	-	-	-	-	-	-
Bad Check Fees	-	11.33	-	65.00	-	35.00	-	105.00	-	-	-
	505,425.00	**533,588.85**	**509,550.00**	**547,049.76**	**555,000.00**	**668,068.63**	**549,590.28**	**763,765.30**	**679,015.02**	**754,891.48**	**624,050.00**

General Fund (continued)

	FY14		FY15		FY16		FY17		FY18		FY19
Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Federal Government Grants	-	1,099.90	-	2,199.80	-	2,749.75	-	-	-	-	-
Federal Seizure Award	72,770.70	151,180.78	177,276.34	177,276.34	150,000.00	53,560.40	225,308.07	173,428.34	12,189.00	119,902.00	25,000.00
State Government Grants	-	-	41,711.00	37,815.00	3,500.00	-	-	-	-	15,800.00	10,000.00
Norfolk Southern Quiet Zone-Silent (	351,787.85	250,629.65	-	-	-	-	-	-	-	-	
Local Government Grants	-	-	-	3,503.00	-	6,000.00	-	-	5,000.00	-	
Cobb County Hb 489	121,794.00	121,822.43	224,912.00	224,912.12	229,357.39	229,357.39	230,000.00	234,412.15	244,581.25	244,581.25	245,000.00
ICE Overtime Reimbursement	-	14,067.10	2,000.00	9,081.80	5,500.00	11,672.20	4,000.00	(1,530.59)	4,000.00	5,594.14	3,000.00
	546,352.55	**538,799.86**	**445,899.34**	**454,788.06**	**388,357.39**	**303,339.74**	**459,308.07**	**406,309.90**	**265,770.25**	**385,877.39**	**283,000.00**

	FY14		FY15		FY16		FY17		FY18		FY19
Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Indirect Cost Allocations	759,973.00	759,972.00	684,173.00	684,174.00	699,579.00	699,579.00	760,000.00	760,000.00	825,000.00	825,000.00	775,000.00
Street Lights - UB	317,000.00	334,506.83	330,000.00	342,664.86	330,000.00	347,127.49	330,000.00	355,653.48	335,000.00	358,678.50	360,000.00
Penalties & Interest - Street Lights	12,000.00	9,379.94	8,500.00	10,257.70	9,000.00	11,000.99	9,000.00	11,323.57	11,000.00	12,282.95	11,500.00
Bad Check Fees	-	674.66	-	-	-	-	-	-		-	
	1,088,973.00	**1,104,533.43**	**1,022,673.00**	**1,037,096.56**	**1,038,579.00**	**1,057,707.48**	**1,099,000.00**	**1,126,977.05**	**1,171,000.00**	**1,195,961.45**	**1,146,500.00**

General Fund (continued)

	FY14		FY15		FY16		FY17		FY18		FY19
Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Investment Income	4,500.00	4,647.85	5,000.00	5,557.53	5,000.00	9,524.83	7,500.00	19,774.66	22,000.00	41,916.87	38,000.00
July 4th Donations	-	8,000.00	2,000.00	250.00	2,000.00	6,000.00	2,000.00	5,000.00	5,000.00	5,000.00	-
National Night Out Donations	-	-	1,000.00	10,779.28	-	(284.14)	-	2,128.31	2,000.00	900.00	1,000.00
Senior Center Donations	-	7,822.40	2,000.00	-	14,000.00	16,213.14	6,500.00	2,618.68	5,000.00	-	-
Police - Explorer Revenue	-	2,849.00	-	4,958.75	3,000.00	5,640.00	5,500.00	6,500.00	5,000.00	5,500.00	5,500.00
Other Donations	-	-	-	-	-	2,325.69	-	1,556.64	-	629.58	500.00
Cultural Art Center Event Donations	-	-	1,000.00	64.00	-	250.00	-	-	500.00	-	-
Town Square Event Sponsorships	-	-	4,000.00	-	500.00	-	-	-	-	-	-
	4,500.00	**23,319.25**	**15,000.00**	**21,609.56**	**24,500.00**	**39,669.52**	**21,500.00**	**37,578.29**	**39,500.00**	**53,946.45**	**45,000.00**

	FY14		FY15		FY16		FY17		FY18		FY19
Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Open Records Request Reimb/Fee	-	-	-	22.84	-	225.62	-	(21.65)	-	176.67	-
Wellness Program Credits	-	-					10,000.00	-	-	-	-
Police Miscellaneous-Take Home Car Pro	-	-	2,535.31	2,819.65	6,000.00	10,461.33	-	767.13	-	-	-
Downtown Park Space Rental	-	-	-	-	-	-	-	-	-	1,159.14	-
Old Museum Space Rental	-	-	-	-	-	-	-	-	-	360.00	720.00
Ford Center Rental Income	10,000.00	1,310.00	10,000.00	9,362.00	14,000.00	16,325.00	15,000.00	11,435.00	15,000.00	16,200.00	8,000.00
Cultural Arts Center Rental Income	-	-	2,000.00	740.00	5,800.00	11,559.50	10,000.00	3,400.00	5,000.00	950.00	-
Miscellaneous Revenue	-	25,892.79	-	4,016.77	-	4,532.30	5,000.00	52.48	250.00	2,532.61	1,000.00
Miscellaneous Revenue (Police)	10,000.00	15,568.46	12,500.00	16,972.35	15,000.00	16,064.35	15,000.00	17,515.87	15,000.00	16,482.15	16,000.00
Miscellaneous Revenue (Senior Center)	6,000.00	-	2,500.00	-	-	-	-	26,091.85	-	2,649.00	2,000.00
	26,000.00	**42,771.25**	**29,535.31**	**33,933.61**	**40,800.00**	**59,168.10**	**55,000.00**	**59,240.68**	**35,250.00**	**40,509.57**	**27,720.00**

	FY14		FY15		FY16		FY17		FY18		FY19
Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Transfer From Fines & Forfeitures	-	-	36,896.50	-	-	-	-	-	-	-	-
Transfer in from Capital (Impact S)	-	2,819.62	-	-	-	-	2,062.87	-	46,274.89	46,274.89	4,000.00
Sale of Gen Fixed Assets	-	-	150,000.00	150,000.00	-	10,334.00	-	-	-	-	-
Auction Proceeds	5,000.00	5,414.13	20,705.00	2,387.84	5,000.00	6,915.49	5,000.00	86.86	2,500.00	3,560.76	-
Insurance Claim Proceeds	-	-	-	-	-	-	-	27,358.12	-	1,716.92	-
Use of Fund Balance	-	-	1,066,366.96	-	1,175,183.94	-	819,416.26	-	387,804.48	-	-
	5,000.00	**8,233.75**	**1,273,968.46**	**152,387.84**	**1,180,183.94**	**17,249.49**	**826,479.13**	**27,444.98**	**436,579.37**	**51,552.57**	**4,000.00**

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 (proposed) millage rate of 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.

Fines & Forfeitures Fund

	FY15		FY16		FY17		FY18		FY19
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Municipal Court Fines	440,000.00	342,368.00	375,000.00	475,579.69	649,588.00	859,230.17	702,250.00	701,075.20	642,500.00
Fine Remittances to Cobb Co	-132,000.00	(83,640.17)	(93,750.00)	(143,737.21)	(168,500.00)	(195,534.68)	(208,919.37)	(155,199.10)	(158,975.00)
Municipal Court Fines - LPR	0.00	-	15,390.00	1,835.76	11,000.00	11,190.45	8,313.70	-	-
Code Enforcement Fines	50,000.00	32,588.57	40,000.00	45,635.79	40,500.00	34,812.83	40,500.00	22,691.47	25,000.00
Code Enforcement Abatements	1,000.00	12,059.24	1,000.00	3,862.27	5,200.00	13,907.19	6,500.00	1,723.94	5,000.00
Miscellaneous Revenue	-	-	-	23.65	-	-	-	-	-
Transfer in from General Fund	-	-	2,376.60	-	-	-	524.54	-	134,211.00
Budgeted Use of Fund Balance	-	-	33.00	-	23,991.38	-	52,699.83	-	-
Total Revenue	**359,000.00**	**303,375.64**	**340,049.60**	**383,199.95**	**561,779.38**	**723,605.96**	**601,868.70**	**570,291.51**	**647,736.00**

**Adopted as its own Fund in FY15*

As established in Article IV. Municipal Court
Section 4.13 - Jurisdiction; powers.

(a)The *municipal court* shall try and punish violations of this Charter, all city ordinances, and such other violations as provided by law.

(b) The *municipal court* shall have authority to punish those in its presence for contempt. Such punishment shall not exceed the maximum amount and or penalties including public incarceration as set forth in Georgia law, and as may be amended from time to time including surcharges as required by law.

(c) The *municipal court* may fix punishment for offenses within its jurisdiction not exceeding the fine or incarceration not to exceed that prescribed by Georgia Law and as may be amended from time to time or alternative sentencing as may be provided by law.

(d) The *municipal court* shall have authority to establish a schedule of fees to defray the cost of operation and shall be entitled to reimbursements of the cost of meals, transportation, and caretaking of prisoners bound over to other *courts* for violations of state law.



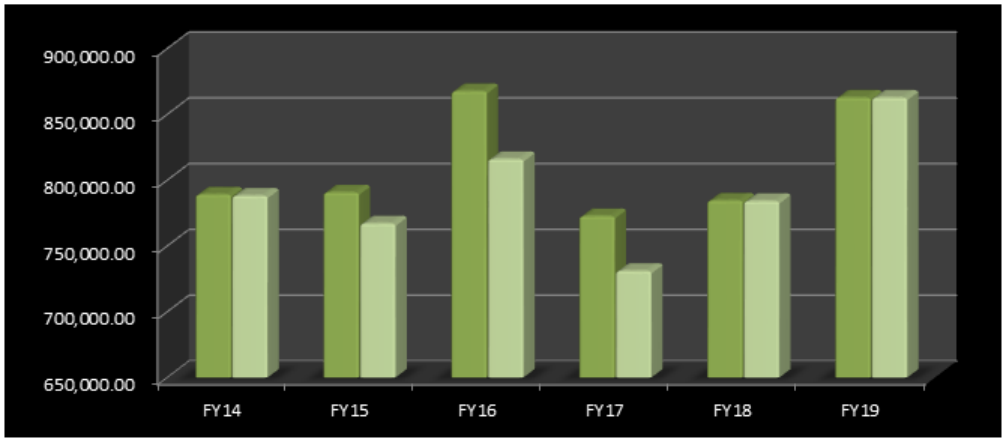
DDA Bond Debt Service Fund

DDA BOND DEBT SERVICE FUND	FY14		FY15		FY16		FY17		FY18		FY19
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
DDA Banking Interest Earned	0.00	-	0.00	-	-	6.70	-	-	-		-
Transfer in from General Fund	670,541.00	669,636.87	790,783.00	739,840.34	800,750.20	749,080.94	699,077.77	672,578.83	700,416.41	700,066.43	725,700.00
Transfer in from Capital Projects Fund	118,655.00	118,655.00	0.00	27,379.85	67,030.79	67,030.79	33,121.25	58,580.19	84,182.97	84,182.97	137,133.00
Budgeted Use of Fund Balance	0.00	-	0.00	-	-	-	40,570.98	-	-	-	-
Total Revenue	**789,196.00**	**788,291.87**	**790,783.00**	**767,220.19**	**867,780.99**	**816,118.43**	**772,770.00**	**731,159.02**	**784,599.38**	**784,249.40**	**862,833.00**

**Adopted as its own Fund in FY14*

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

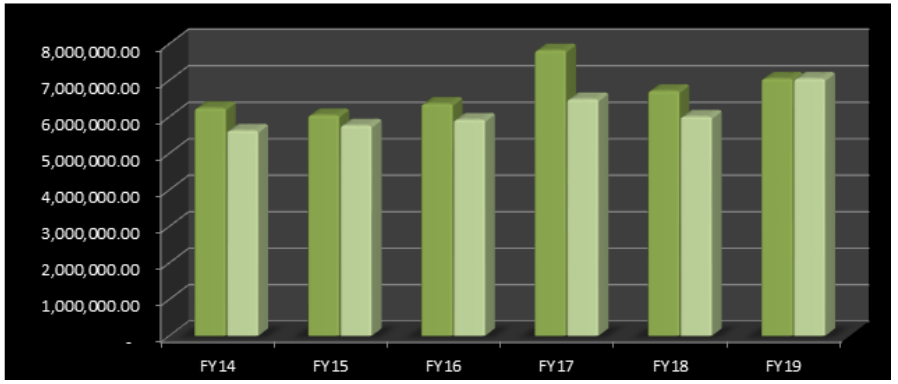
Outstanding Bonds include the 2005 Series, the 2014 Series (Refunded 2006 Series) and the most recently issued 2018 Series. Amortization Schedule to follow Program Expenditures page.



Water & Sewer Fund

	FY14		FY15		FY16		FY17		FY18		FY19
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Local Government Grants	-	-	-	-	-	-	-	5,700.00	-	-	-
Sewer Usage Charges	2,920,366.00	2,578,890.36	2,785,098.00	2,320,757.27	2,720,000.00	2,353,739.57	2,450,000.00	2,483,779.53	2,400,000.00	2,522,538.18	2,650,000.00
Tap on Fees	18,000.00	107,687.42	25,000.00	108,332.82	50,000.00	64,801.93	60,000.00	197,063.27	60,000.00	164,652.37	125,000.00
Water Usage Charges	2,494,034.00	2,402,924.95	2,640,500.00	2,751,000.94	2,550,000.00	2,933,976.75	2,865,000.00	3,113,466.43	2,950,000.00	2,568,964.19	2,750,000.00
Disconnect Fee	-	35,760.50	34,246.00	47,800.00	38,500.00	42,992.50	42,750.00	130,690.00	75,000.00	172,686.07	150,000.00
Notification Fees	35,000.00	28,575.56	25,000.00	40,095.00	30,000.00	36,180.00	36,500.00	13,795.00	-	1,540.00	1,500.00
Tampering Fees	800.00	1,265.00	500.00	2,155.00	1,000.00	1,660.07	1,500.00	2,220.00	2,250.00	590.00	1,500.00
Meter Fees	5,000.00	93,350.00	27,500.00	99,075.00	50,000.00	77,590.00	55,000.00	115,983.70	57,500.00	140,400.00	115,000.00
Stand Pipe Fee	580.00	-	-	-	-	-	-		-	-	-
Credit Card Convenience Fee	-	-	-	17,142.45	10,000.00	19,015.00	15,000.00	19,475.00	18,500.00	19,165.00	19,000.00
DDC/Fire Protection	-	19,311.21	18,500.00	19,250.12	18,500.00	18,820.12	18,720.00	19,270.12	18,500.00	20,040.12	20,000.00
Other Water Charges	11,575.00	15,480.77	13,000.00	2,438.20	2,000.00	3,566.62	2,750.00	6,470.72	5,000.00	13,963.36	8,500.00
Penalties & Interest	175,000.00	159,599.84	160,000.00	187,909.23	150,000.00	200,897.18	185,000.00	203,745.55	210,000.00	206,552.89	210,000.00
Bad Check Fees	3,500.00	22,206.12	5,000.00	5,705.00	5,000.00	5,020.00	5,000.00	4,905.00	5,500.00	5,277.00	5,500.00
Administration Fees	145,151.00	159,212.00	157,500.00	162,267.67	157,500.00	164,715.23	164,000.00	167,030.21	162,000.00	168,655.55	165,000.00
Investment Income	2,500.00	196.80	1,000.00	184.39	500.00	329.32	500.00	691.82	550.00	1,339.24	1,200.00
Miscellaneous Revenue	3,000.00	3,309.24	3,000.00	2,821.40	200.00	3,385.98	200.00	3,017.94	500.00	2,988.45	3,000.00
Insurance Claim Proceeds	-	-	-	-	-	-	0.00	6,069.47	-	-	-
Transfer from General Fund	-	-	-	-	4,381.40	-	1,533.00	-	-	-	-
Budgeted Use of Fund Balance	430,086.00	-	154,033.48	-	572,815.89	-	1,922,002.04	-	751,343.69	-	824,051.00
Total Revenues	**6,244,592.00**	**5,627,769.77**	**6,049,877.48**	**5,766,934.49**	**6,360,397.29**	**5,926,690.27**	**7,825,455.04**	**6,487,673.76**	**6,716,643.69**	**6,009,352.42**	**7,049,251.00**

Consumption	2014	2015	2016	2017	2018
Water Consumption	275,685,074	332,357,994	385,739,126	433,956,517	479,521,951
Sewer Consumption	229,996,855	271,034,706	228,475,362	235,329,623	240,036,215
Billed Amount	3,982,201.56	4,626,839.06	5,381,437.94	6,054,117.68	6,659,529.45
Average No. of Active Accounts	5,282	5,920	6,765	7,442	8,111
Average Account Cost per Month	$ 62.83	$ 65.13	$ 66.29	$ 67.80	$ 68.42
Consumption % Change	5.76%	19.32%	1.79%	8.97%	7.51%



Water & Sewer (continued)
Consumption Data

Sewer Consumption

	2014	2015	2016	2017	Projected 2018	Proposed 2019
Billable Usage < 2,000	22,704,154	21,191,584	16,728,913	19,403,324	17,712,004	19,547,996
Billable Usage > 2,000 and <= 5,00	32,771,360	33,329,465	34,007,208	34,299,596	36,988,202	34,279,166
Billable Usage > 5,000	256,085,664	252,580,947	306,669,278	268,863,239	279,601,304	272,760,086
Rate Charges						
Average No. of Active Accounts	5,802	5,903	5,975	5,996	5,954	6,000
Base Rate ($7.44)	518,002.56	527,019.84	533,448.00	535,322.88	531,573.12	535,680.00
1 - 2,000 gallons ($6.53)	148,258.13	138,381.04	109,239.80	126,703.71	115,659.39	127,648.41
2,001 - 5,000 gallons ($6.89)	225,794.67	229,640.01	234,309.66	236,324.22	254,848.71	236,183.45
5,001 + gallons ($7.25)	1,856,621.06	1,831,211.87	2,223,352.27	1,949,258.48	2,027,109.45	1,977,510.63
Total Billable Revenue	2,748,676.42	2,726,252.76	3,100,349.73	2,847,609.28	2,929,190.67	2,877,022.49
Actual Revenue	2,578,890.36	2,320,757.27	2,353,739.57	2,483,779.53	2,522,538.18	2,650,000.00
% Actual to projected billed	93.82%	85.13%	75.92%	87.22%	86.12%	92.11%

Water Consumption

	2014	2015	2016	2017	Projected 2018	Proposed 2019
Billable Usage < 2,000	24,804,087	24,600,200	22,345,339	16,574,319	21,641,172	21,993,023
Billable Usage > 2,000 and <= 5,00	35,751,980	38,700,371	40,294,664	40,435,436	41,890,562	39,414,603
Billable Usage > 5,000 and <= 10,0	55,553,605	59,680,448	61,694,468	62,081,297	63,553,107	60,512,585
Billable Usage > 10,000 and <= 20,	87,599,652	92,354,669	96,015,929	95,735,334	96,614,433	93,664,003
Billable Usage > 20,000 and <= 50,	92,004,630	94,346,149	101,150,895	99,835,783	98,141,050	97,095,701
Billable Usage > 50,000	49,939,845	75,836,518	100,660,431	61,598,425	33,021,548	64,211,353
Rate Charges*						
Average No. of Active Accounts	6,998	7,048	7,141	7,214	7,025	7,100
Base Rate ($7.16)	601,268.16	605,564.16	613,554.72	619,826.88	603,588.00	610,032.00
1 - 2,000 gallons ($5.48)	120,795.90	124,477.01	117,536.48	89,004.09	117,511.57	120,521.77
2,001 - 5,000 gallons ($5.67)	183,765.18	207,046.98	224,038.33	229,268.92	237,519.48	223,480.80
5,001 - 10,000 gallons ($5.96)	300,545.00	328,839.27	346,722.91	363,175.59	378,776.52	360,655.01
10,001 - 20,000 gallons ($6.26)	497,566.02	534,733.53	567,454.14	587,814.95	604,806.35	586,336.66
20,001 - 50,000 gallons ($6.55)	547,427.55	571,737.66	625,112.53	641,944.08	642,823.88	635,976.84
50,001 + gallons ($6.85)	310,625.84	480,803.52	651,272.99	413,941.42	226,197.61	439,847.77
Total Billable Revenue	2,561,993.65	2,853,202.15	3,145,692.11	2,944,975.93	2,811,223.40	2,976,850.85
Actual Revenue	2,402,924.95	2,751,000.94	2,933,976.75	3,113,466.43	2,568,964.19	2,750,000.00
% Actual to projected billed	93.79%	96.42%	93.27%	105.72%	91.38%	92.38%

**Listed at FY19 rates (rates changed year to year based on CCMWA rate increases for water purchases)*

Sanitation Fund

	FY14		FY15[1]		FY16		FY17		FY18		FY19
Account Description	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Refuse Collection Charges	1,100,000.00	1,096,523.73	1,175,280.00	1,207,563.86	1,196,670.00	1,228,732.01	1,220,000.00	1,272,479.87	1,240,000.00	1,262,288.43	1,275,000.00
Brush Pick-up	-	294.50	-	236.50	250.00	557.50	500.00	833.00	500.00	595.00	450.00
Other Household Pickup	-	582.53	-	4,193.00	2,500.00	4,932.00	2,750.00	4,878.00	2,750.00	3,903.00	3,601.00
Lost/Damaged Cart Fee	-	-	-	-	-	-	500.00	-	-	-	-
Penalties & Interest	35,000.00	34,509.19	31,800.00	39,720.45	32,000.00	42,964.22	35,000.00	44,080.66	46,000.00	44,214.97	44,000.00
Investment Income	250.00	605.21	450.00	769.79	500.00	1,373.02	500.00	2,884.33	1,750.00	5,637.23	4,500.00
Miscellaneous Revenue	-	-	-	-	-	182.71	50.00	425.00	87.80	996.65	500.00
Transfer In From General Fund	-	-	-	-	1,844.80	-		-	1,398.78	-	-
Budgeted Use of Fund Balance	91,875.00	-	139,466.00	-	822.44	-	275,266.00	-	528.50	-	-
Total Revenues	**1,227,125.00**	**1,132,515.16**	**1,346,996.00**	**1,252,483.60**	**1,234,587.24**	**1,278,741.46**	**1,534,566.00**	**1,325,580.86**	**1,293,015.08**	**1,317,635.28**	**1,328,051.00**

[1]Rate change effective January 2015.

	2014	2015[2]	2016	2017	Projected 2018	Proposed 2019
1/2 City Garbage	1,613.75	2,000.00	1,760.00	1,620.00	2,040.00	2,060.00
1/2 County Garbage	114.25	264.00	143.00	209.00	264.00	250.00
Business With 2 Carts	2,817.00	4,185.00	3,996.00	4,860.00	4,860.00	4,860.00
Business With 3 Carts	1,065.00	1,152.00	1,344.00	1,536.00	1,536.00	1,550.00
City Senior Garbage	52,874.50	72,220.00	72,320.00	73,930.00	76,200.00	77,724.00
City Garbage	802,457.50	874,874.00	906,860.00	938,324.67	1,001,760.00	1,030,805.00
County Garbage	98,778.00	105,798.00	107,096.00	107,074.00	113,520.00	114,250.00
City With 2 Carts	42,355.50	52,550.00	55,700.00	61,025.00	63,000.00	64,390.00
County With 2 Carts	5,431.50	6,237.00	6,480.00	6,480.00	6,804.00	6,804.00
Business Garbage	5,853.50	5,896.00	5,764.00	5,764.00	6,072.00	6,133.00
Happy Valley Trailer[3]	8,165.00	5,180.00	-	-		
Villa Springs[1]	13,852.50	-	-	-		
Actual Billed (CY)	1,035,378.00	1,130,356.00	1,161,463.00	1,200,822.67	1,276,056.00	1,308,826.00
Budgeted (FY)	1,100,000	1,175,280	1,196,670	1,220,000	1,240,000	1,275,000
% Billed to Budget	94.13%	96.18%	97.06%	98.43%	102.91%	102.65%
# of Accounts	4787	4961	5107	5260	5394	5450
Increase in Customer Base		3.6%	2.9%	3.0%	2.5%	1.0%

[1]Billing correction for CY2013 billing error
[2]Rate increase effective Janaury 1st 2015
[3]Moved into City Garbage bill code in 2016

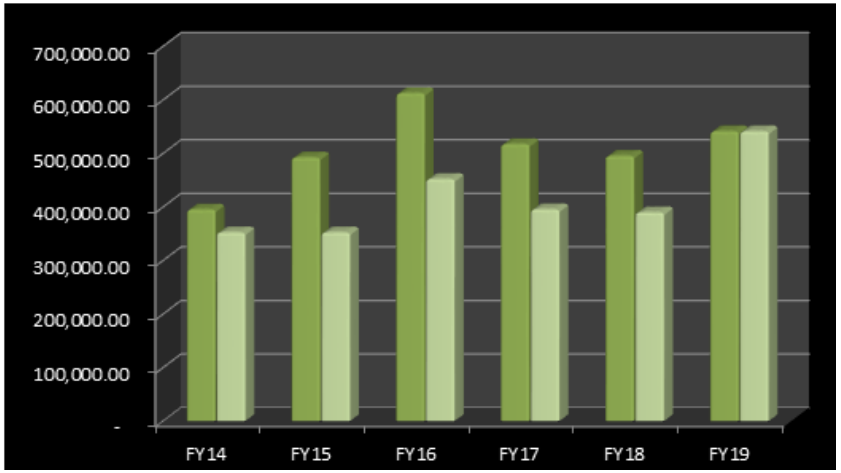


Storm Water Fund

	FY14		FY15		FY16[1]		FY17		FY18		FY19
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Storm Water Charges	324,123.00	352,579.32	352,580.00	352,539.37	353,308.00	355,654.61	355,000.00	351,905.56	356,956.93	364,181.36	363,000.00
Detention Pond Charges	-	-	-	-	156,269.00	96,558.05	62,318.00	43,731.42	45,000.00	25,830.56	30,000.00
Transfer From General Fund	-	-	-	-	230.60	-	1,008.00	-	174.85	-	63,226.00
Budgeted Use of Reserve	71,132.00	-	139,913.00	-	102,815.30	-	99,054.00	-	93,419.72	-	85,156.00
Total Revenue	**395,255.00**	**352,579.32**	**492,493.00**	**352,539.37**	**612,622.90**	**452,212.66**	**517,380.00**	**395,636.98**	**495,551.50**	**390,011.92**	**541,382.00**

[1]Inital year for Detention Pond Maintenance Program

Billing Data							
	2013	2014	2015	2016	2017	2018	2019
Units	9,855.27	9,855.57	9,904.27	9,911.47	9,913.47	10,221.89	10,384.42
Accounts	5,708.00	5,705.00	5,696.00	5,698.00	5,697.00	5,906.00	5,995.00
Cost per Unit	36.30	35.77	35.59	35.88	35.50	35.63	34.96
Unit % Change		0.003%	0.494%	0.073%	0.020%	3.111%	1.590%

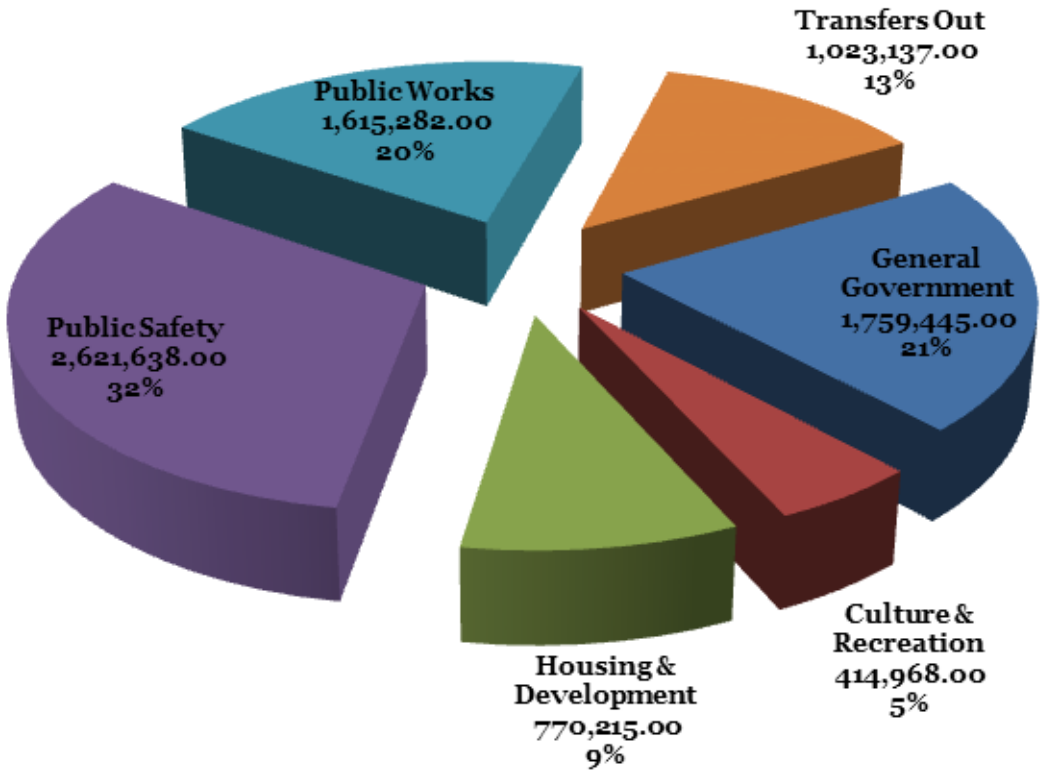


FUND EXPENDITURES

GENERAL FUND

	FY14		FY15		FY16		FY17		FY18		FY19
									Amended		Proposed
Expenses	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Budget**
Council	118,455.00	108,228.52	117,842.50	108,427.41	128,264.98	108,023.23	123,505.00	100,757.20	135,433.03	123,084.98	132,463.00
Mayor	39,332.50	37,212.87	39,571.00	36,474.93	42,768.56	40,104.42	45,492.00	34,307.79	57,913.21	57,023.41	61,563.00
Admin	633,770.70	634,688.87	765,757.00	686,855.01	741,429.40	624,826.89	744,002.30	593,587.49	550,564.18	431,570.63	631,563.00
City Clerk	-	-	-	-	144,313.00	129,621.38	145,732.00	124,966.41	189,833.11	178,985.10	162,538.00
Elections	831.00	713.10	12,000.00	-	18,100.00	18,099.74	-	-	10,000.00	4,419.52	5,000.00
Finance	364,532.00	353,168.74	361,489.99	351,476.73	346,416.80	327,528.46	331,495.00	312,125.81	365,395.93	333,157.85	369,660.00
Data/IT	240,113.00	240,054.74	203,300.00	214,849.32	272,998.87	211,791.28	217,500.00	211,417.59	236,196.17	231,736.75	230,000.00
Human Resources	85,882.65	83,233.04	87,565.50	85,976.88	103,958.60	100,592.90	135,409.00	130,270.21	164,267.55	153,781.88	166,658.00
Municipal Court	176,846.00	145,967.36	-	-	-	-	-	-	-	-	
Police	2,669,844.84	2,423,857.10	3,064,990.54	2,891,940.75	3,296,869.81	3,279,730.71	3,143,128.75	2,951,604.36	2,960,588.46	2,851,940.13	2,621,638.00
Building Grounds & Maintenance									297,633.89	312,608.09	341,163.00
Streets	558,886.75	551,311.00	516,421.57	393,967.53	622,169.86	494,534.59	618,442.59	493,541.66	360,722.78	326,698.77	433,918.00
Street Lighting	421,000.00	338,105.05	379,500.00	356,101.74	380,000.00	324,624.11	387,197.00	335,621.18	379,000.00	337,016.87	380,000.00
Traffic Engineering	9,000.00	6,183.99	9,000.00	6,820.13	9,000.00	6,090.46	9,825.12	6,398.33	11,000.00	6,704.90	10,000.00
Fleet Maintenance									372,296.70	356,810.20	450,201.00
Misc. City Part & Contr	2,055.00	2,025.00	-	-	-	-	-	-	-	-	-
Trail Maintenance	-	-	2,500.00	1,000.00	1,000.00	433.60	1,000.00	135.45	-	-	-
Powder Springs Day	69,694.81	68,699.25	-	-	-	-	-	-	-	-	-
4th of July Celebration	30,000.00	18,989.33	30,000.00	24,412.72	30,000.00	30,028.29	-	-	-	-	-
Christmas Celebration	9,500.00	8,664.37	-	-	-	-	-	-	-	-	-
Keep Powder Springs Beautiful	1,500.00	1,275.20	3,000.00	2,217.13	4,000.00	2,915.65	4,500.00	2,889.78	-	-	-
Other City Events	550.00	550.00	-	-	-	-	-	-	-	-	-
Ford Center	28,186.00	28,105.66	31,576.00	25,328.85	27,115.00	22,186.46	33,950.00	25,773.82	-	-	-
Cultural Arts Center	-	-	10,950.00	5,622.58	7,160.00	7,008.35	18,200.00	7,156.79	-	-	-
Senior Citizens Center	47,256.13	41,833.70	46,175.50	39,853.43	54,287.30	45,116.77	50,643.80	50,521.27	63,234.33	59,486.33	89,693.00
Seven Springs Museum	11,729.98	11,448.36	12,109.00	12,256.45	20,793.30	17,193.40	23,914.00	22,417.47	28,368.02	27,670.05	32,066.00
Park Development & Programming									60,837.33	63,974.99	52,288.00
Recreation, Culture & Community Svcs									73,372.79	73,615.60	68,320.00
Beautification									112,035.23	93,419.49	89,740.00
Special Events	-	-	24,400.00	24,296.30	23,800.00	23,232.78	50,450.00	47,610.92	98,228.48	83,346.28	82,861.00
Library	7,187.19	7,040.71	5,200.00	2,995.85	5,350.00	1,882.84	5,350.00	4,294.44	-	-	-
Building Development/Inspection	72,570.00	70,499.97	101,310.00	88,735.81	82,010.00	68,483.29	126,240.28	121,432.78	235,954.27	229,125.44	273,692.00
Planning	299,934.00	270,223.11	290,201.98	270,675.75	319,952.00	281,193.01	320,301.87	292,822.09	272,242.57	257,137.71	223,024.00
Planning & Zoning Commission	15,920.00	15,590.05	25,130.00	15,164.01	10,215.00	5,455.78	14,710.00	5,779.55	61,127.35	52,564.01	81,975.00
Code Enforcement	164,800.00	150,603.38	-	-	-	-	-	-	-	-	-
Economic Development	52,000.00	49,096.22	95,371.99	91,938.44	112,116.60	105,619.72	138,343.00	133,072.05	152,078.74	134,491.03	191,524.00
Other Financing Uses											
Transfer to Fines & Forfeitures Fund			-	-	2,376.60	-	-	-	524.54	-	134,211.00
Transfer to Authority Boards Fund			44,000.00	44,000.00	10,000.00	-	55,000.00	55,000.00	-	-	-
Transfer to Capital Projects Fund	436,190.00	436,190.00	1,123,292.00	1,000,000.00	693,300.00	693,300.00	719,277.00	659,337.25	222,857.38	222,857.38	100,000.00
Transfer to DDA Bond Debt Fund	670,541.00	669,636.87	790,783.00	739,840.34	800,750.20	749,080.94	699,077.77	672,578.83	700,416.41	646,506.28	725,700.00
Transfer to Water & Sewer Fund					4,381.40	-	1,533.00	-	2,622.71	-	-
Transfer to Sanitation Fund					1,844.80	-	-	-	1,398.78	-	-
Transfer to Storm Water Fund					230.60	-	1,008.00	-	174.85	-	63,226.00
	6,131,377.55	**5,667,368.69**	**8,193,437.57**	**7,521,228.09**	**8,316,972.68**	**7,718,699.05**	**8,165,227.48**	**7,395,420.52**	**8,176,318.79**	**6,780,370.01**	**8,204,685.00**

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

Goal and Objective for FY19:
1. Diversify the tax base with more non-residential use
2. Foster strong community connections
3. Provide an effective public safety program and quality infrastructure

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

	PROGRAM							
	Legislative	*Communication*	*Planning*	*Quasi-Judicial*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL								
Salaries (Full Time)	12,000.00	12,000.00	30,000.00	6,000.00	**60,000.00**	**60,000.00**	-	**0.00%**
Health Insurance	1,857.79	1,857.79	4,644.51	928.90	**9,289.00**	**3,452.82**	**5,836.18**	**169.03%**
Retiree Health Insurance	769.00	769.00	1,921.00	385.00	**3,844.00**	**3,950.00**	**(106.00)**	**-2.68%**
Dental Insurance	281.60	281.60	703.50	141.30	**1,408.00**	**1,078.53**	**329.47**	**30.55%**
Life Insurance	75.60	75.60	189.00	37.80	**378.00**	**420.00**	**(42.00)**	**-10.00%**
FICA (SS)	744.00	744.00	1,860.00	372.00	**3,720.00**	**3,720.00**	-	**0.00%**
Medicare	174.00	174.00	435.00	87.00	**870.00**	**870.00**	-	**0.00%**
Workers Comp	228.00	228.00	570.00	114.00	**1,140.00**	**1,705.00**	**(565.00)**	**-33.14%**
Retirement	1,221.00	1,221.00	3,052.50	610.50	**6,105.00**	**7,632.00**	**(1,527.00)**	**-20.01%**
TOTAL PERSONNEL BUDGET	**17,350.99**	**17,350.99**	**43,375.52**	**8,676.51**	**86,754.00**	**82,828.35**	**3,925.65**	**4.74%**
OPERATING (ALLOCATED)	**20%**	**20%**	**50%**	**10%**	**100%**			
Property Liability	651.80	651.80	1,629.50	325.90	**3,259.00**	**3,314.00**	**(55.00)**	**-1.66%**
Travel	200.00	200.00	500.00	100.00	**1,000.00**	**500.00**	**500.00**	**100.00%**
AL 1 Expenses	400.00	400.00	1,000.00	200.00	**2,000.00**	**2,500.00**	**(500.00)**	**-20.00%**
AL 2 Expenses	400.00	400.00	1,000.00	200.00	**2,000.00**	**2,500.00**	**(500.00)**	**-20.00%**
W 1 Expenses	400.00	400.00	1,000.00	200.00	**2,000.00**	**2,500.00**	**(500.00)**	**-20.00%**
W 2 Expenses	400.00	400.00	1,000.00	200.00	**2,000.00**	**2,500.00**	**(500.00)**	**-20.00%**
W 3 Expenses	400.00	400.00	1,000.00	200.00	**2,000.00**	**2,500.00**	**(500.00)**	**-20.00%**
Registrations & Training	840.00	840.00	2,100.00	420.00	**4,200.00**	**1,000.00**	**3,200.00**	**320.00%**
Registrations & Training AL1	500.00	500.00	1,250.00	250.00	**2,500.00**	**2,000.00**	**500.00**	**25.00%**
Registrations & Training AL2	500.00	500.00	1,250.00	250.00	**2,500.00**	**2,000.00**	**500.00**	**25.00%**
Registrations & Training W 1	500.00	500.00	1,250.00	250.00	**2,500.00**	**2,000.00**	**500.00**	**25.00%**
Registrations & Training W 2	500.00	500.00	1,250.00	250.00	**2,500.00**	**2,000.00**	**500.00**	**25.00%**
Registrations & Training W 3	500.00	500.00	1,250.00	250.00	**2,500.00**	**2,000.00**	**500.00**	**25.00%**
Contributions to Local Events	750.00	750.00	1,875.00	375.00	**3,750.00**	**3,000.00**	**750.00**	**25.00%**
Dues (City)	110.00	110.00	275.00	55.00	**550.00**	**500.00**	**50.00**	**10.00%**
Other Expenses	100.00	100.00	250.00	50.00	**500.00**	**500.00**	-	**0.00%**
CMA Expenses	300.00	300.00	750.00	150.00	**1,500.00**	**1,550.00**	**(50.00)**	**-3.23%**
OPERATING (DIRECT BILLED)								
Professional Services (Facilitator)			-		-	**5,000.00**	**(5,000.00)**	
Annual Retreat			6,000.00		**6,000.00**	**6,000.00**	-	**0.00%**
Food			1,700.00		**1,700.00**	**1,550.00**	**150.00**	**9.68%**
Printing		750.00			**750.00**	**500.00**	**250.00**	**50.00%**
TOTAL OPERATING BUDGET	**7,451.80**	**8,201.80**	**26,329.50**	**3,725.90**	**45,709.00**	**45,914.00**	**(205.00)**	**-0.45%**
TOTAL PROGRAM BUDGET	**24,802.79**	**25,552.79**	**69,705.02**	**12,402.41**	**132,463.00**	**128,742.35**	**3,720.65**	**2.89%**

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

Identified Programs:

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

Goal and Objective for FY19:

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

Key Performance Objective:

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

	PROGRAM							
	Legislative	*Communication*	*Planning*	*Quasi-Judicial*	*FY2019 Proposed Total*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL								
Salaries (Full Time)	3,600.00	3,600.00	9,000.00	1,800.00	**18,000.00**	**18,000.00**	-	**0.00%**
Salaries (Part Time)	-	11,760.96	3,920.30	-	**15,681.26**	**8,818.75**	**6,862.51**	**77.82%**
Health Insurance	1,468.34	1,467.57	3,669.45	734.00	**7,339.36**	**6,692.32**	**647.04**	**9.67%**
Retiree Health Insurance	288.00	288.00	719.00	144.00	**1,439.00**	**1,350.00**	**89.00**	**6.59%**
Dental Insurance	76.26	76.26	190.64	38.70	**381.85**	**359.51**	**22.34**	**6.21%**
Life Insurance	16.80	16.80	42.00	8.40	**84.00**	**84.00**	-	**0.00%**
FICA (SS)	223.40	952.60	801.26	111.80	**2,089.06**	**1,662.76**	**426.30**	**25.64%**
Medicare	52.20	222.81	187.34	26.10	**488.46**	**388.87**	**99.59**	**25.61%**
Workers Comp	46.00	46.00	115.00	23.00	**230.00**	**361.00**	**(131.00)**	**-36.29%**
Retirement	245.00	245.00	612.50	122.50	**1,225.00**	**4,579.00**	**(3,354.00)**	**-73.25%**
TOTAL PERSONNEL BUDGET	**6,016.00**	**18,676.00**	**19,257.50**	**3,008.50**	**46,958.00**	**42,296.21**	**4,661.79**	**11.02%**
OPERATING (ALLOCATED)	**20%**	**20%**	**50%**	**10%**	**100%**			
Liability Insurance	241.00	241.00	602.50	120.50	**1,205.00**	**1,267.00**	**(62.00)**	**-4.89%**
Cellular Phones	300.00	300.00	750.00	150.00	**1,500.00**	**1,500.00**	-	**0.00%**
Travel	700.00	700.00	1,750.00	350.00	**3,500.00**	**4,500.00**	**(1,000.00)**	**-22.22%**
Registrations & Training	500.00	500.00	1,250.00	250.00	**2,500.00**	**1,750.00**	**750.00**	**42.86%**
Gasoline	100.00	100.00	250.00	50.00	**500.00**	-	**500.00**	
Other Expenses	600.00	600.00	1,500.00	300.00	**3,000.00**	**2,500.00**	**500.00**	**20.00%**
Payments to Other Agencies	200.00	200.00	500.00	100.00	**1,000.00**	**600.00**	**400.00**	**66.67%**
OPERATING (DIRECT BILLED)								
Annual Retreat			1,200.00		**1,200.00**	**1,200.00**	-	**0.00%**
Printing & Binding		200.00			**200.00**	**500.00**	**(300.00)**	**-60.00%**
TOTAL OPERATING BUDGET	**2,641.00**	**2,841.00**	**7,802.50**	**1,320.50**	**14,605.00**	**13,817.00**		
TOTAL PROGRAM BUDGET	**8,657.00**	**21,517.00**	**27,060.00**	**4,329.00**	**61,563.00**	**56,113.21**	**5,449.79**	**9.71%**

Administration - City Manager

Departmental Mission Statement:

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

Description and Overview of the Department:

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

Identified Programs:

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

Goal and Objective for FY19:

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

Key Performance Measure:

1. Conduct a mock budget workshop with employees and with public to increase awareness of budget process.
2. Promote health and wellness plan (reduce % of sick leave hours used)
3. Citizen complains received at the city manager's office or directly into departments will be responded to within two working days of receipt.

	2015	2016	2017	2018	2018	2019
Measures	**Actual**	**Actual**	**Target**	**Goal**	**Actual**	**Goal**
Citizen Complaint Response	UKN	UKN	80%	90%		

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

	2015	2016	2017	2018	2018	2019
Measures	**Actual**	**Actual**	**Target**	**Goal**	**Actual**	**Goal**
Management Reports	0	0	6	12	8	12

Month	Benchmark
July	Begin monthly meeting with business representatives. Monthly update at council agenda from: PW; PD; ED; HR (cont. every other month) Have method in place for employees to ask questions to city manager.
August	Monthly update at council agenda from: Finance; CC; CD; CT (continue every other month)
September	COOP Update and training
October	Mock Budget Workshop with employees and public – open house
January	Begin strategic plan update

9. Update the continuity of operations plan and secure training for elected officials and key personnel.
10. Expand hours of operations or access to museum and senior services.
11. Personally meet with 12 heads of businesses each year to learn of satisfaction with City support and services.
12. Quarterly lunch meetings by city manager in each department so employees can talk about topics/issues they are interested in.
13. Recognize and highlight success, accomplishments and performance of employees.

14. Align retirement and health care plans and costs with resources.
15. Examine opportunities for savings with reorganization or restructuring.
16. Maintain as a continuing goal a fund balance equal to a 180 days of annual operating costs, with a minimum equal at all times to 120 days.
17. Extended evening hours at Community Development bldg. first Monday of each month to view Art Gallery (5-7pm).
18. Extended hours at Community Development bldg. first Tuesday of each month for open house to discuss topic of interest to public (5-7pm)
19. Community Conversations 1st Saturday of each month (9am-11am)
20. Create a method for employees to ask questions to city manager.

	2015	2016	2017	2018	2018	2019
Measures	**Actual**	**Actual**	**Target**	**Goal**	**Actual**	**Goal**
Community Open House/Coffees			4	12	6	12

	2015	2016	2017	2018	2018	2019
Measures	**Actual**	**Actual**	**Target**	**Goal**	**Actual**	**Goal**
Extend Hours at CD Gallery		0	0	24		24

	2015	2016	2017	2018	2018	2019
Measures	**Actual**	**Actual**	**Target**	**Goal**	**Actual**	**Goal**
Museum Hours	10	10	16	20	15	20

	2015	2016	2017	2018	2018	2019
Measures	**Actual**	**Actual**	**Target**	**Goal**	**Actual**	**Goal**
Quarterly Mtgs. w/ department (9)			16	36		

	PROGRAM							
	Legislative	*Communication*	*Planning*	*Personnel*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL								
Salaries (Full Time)	25,616.94	29,110.15	34,932.19	26,781.34	**116,440.62**	**114,549.04**	**1,891.58**	**1.65%**
Stipend	1,690.68	1,921.22	2,305.47	1,767.52	**7,684.89**	**4,800.00**	**2,884.89**	**60.10%**
Health Insurance	-	-	-	-	-	-	-	
Dental Insurance	193.54	219.93	263.92	202.34	**879.72**	**829.96**	**49.76**	**6.00%**
Life Insurance	18.48	21.00	25.20	19.32	**84.00**	**84.00**	-	**0.00%**
LTD	-	-	-	-	-	-	-	
FICA (SS)	1,588.22	1,804.84	2,166.22	1,661.09	**7,220.37**	**7,102.04**	**118.33**	**1.67%**
Medicare	371.45	422.10	506.52	388.33	**1,688.39**	**1,660.96**	**27.43**	**1.65%**
Workers Comp	172.70	196.25	235.50	180.55	**785.00**	**1,869.00**	**(1,084.00)**	**-58.00%**
Retirement	537.90	611.25	733.50	562.35	**2,445.00**	**3,053.00**	**(608.00)**	**-19.91%**
TOTAL PERSONNEL BUDGET	**30,189.90**	**34,306.75**	**41,168.50**	**31,562.85**	**137,228.00**	**133,948.00**	**3,280.00**	**2.45%**
OPERATING (ALLOCATED)	**22%**	**25%**	**30%**	**23%**	**100%**			
Liability Insurance	485.10	551.25	661.50	507.15	**2,205.00**	**2,267.00**	**(62.00)**	**-2.73%**
Telephone	2,860.00	3,250.00	3,900.00	2,990.00	**13,000.00**	**10,150.00**	**2,850.00**	**28.08%**
Other Expenses	1,100.00	1,250.00	1,500.00	1,150.00	**5,000.00**	**3,500.00**	**1,500.00**	**42.86%**
Cable TV	88.00	100.00	120.00	92.00	**400.00**	**385.00**	**15.00**	**3.90%**
Copier Paper	88.00	100.00	120.00	92.00	**400.00**	**500.00**	**(100.00)**	**-20.00%**
Oper Supplies & Mat	792.00	900.00	1,080.00	828.00	**3,600.00**	**5,000.00**	**(1,400.00)**	**-28.00%**
Printer Toner/Ink	330.00	375.00	450.00	345.00	**1,500.00**	**1,000.00**	**500.00**	**50.00%**
Gasoline	66.00	75.00	90.00	69.00	**300.00**	**500.00**	**(200.00)**	**-40.00%**
Food	132.00	150.00	180.00	138.00	**600.00**	**600.00**	-	**0.00%**
Internet Services	220.00	250.00	300.00	230.00	**1,000.00**	**2,000.00**	**(1,000.00)**	**-50.00%**
Cellular Phone	440.00	500.00	600.00	460.00	**2,000.00**	**1,500.00**	**500.00**	**33.33%**
Postage Meter	66.00	75.00	90.00	69.00	**300.00**	**335.00**	**(35.00)**	**-10.45%**
Postage	66.00	75.00	90.00	69.00	**300.00**	**405.00**	**(105.00)**	**-25.93%**
Printing & Binding	660.00	750.00	900.00	690.00	**3,000.00**	**3,000.00**	-	**0.00%**
Advertising	660.00	750.00	900.00	690.00	**3,000.00**	**3,000.00**	-	**0.00%**
Legal Notices	110.00	125.00	150.00	115.00	**500.00**	**500.00**	-	**0.00%**
Legal	37,400.00	42,500.00	51,000.00	39,100.00	**170,000.00**	**175,000.00**	**(5,000.00)**	**-2.86%**
OPERATING (DIRECT BILLED)								
Employee Luncheons				1,000.00	**1,000.00**	**1,000.00**	-	**0.00%**
Bereavement Flowers				500.00	**500.00**	**500.00**	-	**0.00%**
Contract Labor		50,000.00	50,000.00		**100,000.00**	**50,000.00**	**50,000.00**	**100.00%**
Landscaping		15,000.00			**15,000.00**	**9,000.00**	**6,000.00**	**66.67%**
Maintenance Contracts		20,000.00			**20,000.00**	**18,000.00**	**2,000.00**	**11.11%**
Misc. city contributions		2,000.00			**2,000.00**	**3,000.00**	**(1,000.00)**	**-33.33%**
Publications/public information		25,000.00			**25,000.00**	**20,000.00**	**5,000.00**	**25.00%**
Annual Retreat	1,000.00				**1,000.00**	**1,000.00**	-	**0.00%**
Registrations & Training	3,770.00			-	**3,770.00**	**2,000.00**	**1,770.00**	**88.50%**
Dues (City)	22,925.00				**22,925.00**	**17,000.00**	**5,925.00**	**34.85%**
Dues (Individual)	2,035.00			-	**2,035.00**	**1,685.00**	**350.00**	**20.77%**
Contingencies	50,000.00				**50,000.00**	**60,000.00**	**(10,000.00)**	**-16.67%**
Electricity		20,000.00			**20,000.00**	**18,000.00**	**2,000.00**	**11.11%**
Storm Water Fees		9,000.00			**9,000.00**	**8,000.00**	**1,000.00**	**12.50%**
Liquor Tax Cobb Portion		15,000.00			**15,000.00**	**19,000.00**	**(4,000.00)**	**-21.05%**
TOTAL OPERATING BUDGET	**125,293.10**	**207,776.25**	**112,131.50**	**49,134.15**	**494,335.00**	**437,827.00**		
TOTAL PROGRAM BUDGET	**155,483.00**	**242,083.00**	**153,300.00**	**80,697.00**	**631,563.00**	**571,775.00**	**59,788.00**	**10.46%**

Office of the City Clerk

Mission Statement:

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

Description and Overview of the Department:

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

Identified Programs:

- **Legislative.** Provides process flow for documenting and facilitating City Council meetings and actions, public records management, record retention management and ethics filings.
- **Administrative and Technology.** Provides excellent customer service at City Hall reception, meeting planning, elected officials travel coordination, oversee summer intern program and special projects. Provides management of contracted

I/T services, city's phone systems and oversight for implementation of new technologies.

- **Communication.** Provides administration for city's website, city's EMC signage, city wide surveys, and social media.

Goal and Objective for FY19 – Legislative:

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

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

FY 19 will be a baseline year to track the number of hours as a process to create a management excel program is in house is completed. Research and Vendor evaluation determined a purchase solution would not be cost effective.

Measure:

Number of City Man hours per FY	FY 18	FY19	FY 20
	No Database line		

Goal and Objective for FY19– Administrative and Technology:

Goal: Implement DID (Direct-In-Dial) connectivity and other call integration tools to more quickly and efficiently route calls. Reduce City's Data Storage usage and decrease cyber security risks.
{Creating an Atmosphere of Community} {Attract and Retain Business}

Key Performance Objective: To provide for effective and efficient call routing for all inbound calls to the right person/department and to achieve higher customer service outcomes for all callers by also implementing an in/out tool for availability through the implementation of Office 365. Full Office 365 implementation will also be the driver to reduce I/T services billings by reducing data storage requirements and implementing two factor authentication for City emails to reduce the City's risk of a cyber attack.

Measure:
Internal Measure for DID implementation would be to have all DID's active and published by November 1. Full Office 365 implementation to include training and on-going data storage reduction by October 1.

Goal and Objective for FY19 – Communication:

Goal: In collaboration with elected officials, city staff and citizens continue to develop communication platforms that delivers information from the City across multiple tools that also incorporate and rolls out the City's new branding to all logo presentations.
{Creating an Atmosphere of Community} {Developing and Promoting a Safe City}

Key Performance Objective: To continue implementation of robust communication tools that reduces the redundancy of points of entry for communication across multiple platforms utilized by the public; reduces the City man hours needed to more efficiently and effectively provide comprehensive communication across all platforms with the public; and to reach more people with our communication tools. Additionally, provide consistency and uniformity of City branding across all communication and logo driven presentation of the City.

Measure:

Number of People Reached across all platforms	FY 18	FY19	FY 20
	No baseline data		

PROGRAMS

	Legislative	*Administrative & Technology*	*Communication*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL							
Salaries (Full Time)	27,106.41	20,329.81	20,329.81	**67,766.03**	**80,501.31**	**(12,735.28)**	**-15.82%**
Salaries (OT)	-	-	-	**-**	**1,000.00**	**(1,000.00)**	**-100.00%**
Health Insurance	-	-	-	**-**	**2,515.87**	**(2,515.87)**	**-100.00%**
Retiree Health Insurance	1,870.66	1,403.05	1,403.05	**4,676.82**	**4,200.00**	**476.82**	**11.35%**
Dental Insurance	-	-	-	**-**	**173.05**	**(173.05)**	**-100.00%**
Life Insurance	33.60	25.20	25.20	**84.00**	**117.60**	**(33.60)**	**-28.57%**
LTD	101.65	76.24	76.24	**254.12**	**301.88**	**(47.76)**	**-15.82%**
FICA (SS)	1,680.60	1,260.45	1,260.45	**4,201.49**	**4,991.08**	**(789.59)**	**-15.82%**
Medicare	393.04	294.78	294.78	**982.61**	**1,167.27**	**(184.66)**	**-15.82%**
Workers Comp	92.00	69.00	69.00	**230.00**	**645.00**	**(415.00)**	**-64.34%**
Retirement	978.00	733.50	733.50	**2,445.00**	**6,106.00**	**(3,661.00)**	**-59.96%**
TOTAL PERSONNEL BUDGET	**32,255.96**	**24,192.02**	**24,192.02**	**80,640.07**	**101,719.06**	**(21,078.99)**	**-20.72%**
OPERATING (DIRECT BILLED)							
Liability Insurance	482.00	361.50	361.50	**1,205.00**	**2,534.00**	**(1,329.00)**	**-52.45%**
Travel	1,419.00			**1,419.00**	**634.00**	**785.00**	**123.82%**
Registrations & Training	1,600.00			**1,600.00**	**925.00**	**675.00**	**72.97%**
Dues (Individual)	391.00			**391.00**	**289.00**	**102.00**	**35.29%**
Oper Supplies & Mat	100.00	200.00	100.00	**400.00**	**460.00**	**(60.00)**	**-13.04%**
Communications			38,383.00	**38,383.00**	**25,715.00**	**12,668.00**	**49.26%**
Contracted Services	5,500.00	6,000.00		**11,500.00**	**13,500.00**	**(2,000.00)**	**-14.81%**
Software Maintenance	12,500.00		-	**12,500.00**	**12,800.00**	**(300.00)**	**-2.34%**
Volunteer Banquet		5,000.00		**5,000.00**	**6,000.00**	**(1,000.00)**	**-16.67%**
Partners In Education		4,000.00		**4,000.00**	**5,000.00**	**(1,000.00)**	**-20.00%**
Municode	5,000.00			**5,000.00**	**4,500.00**	**500.00**	**11.11%**
Legal Notices	500.00			**500.00**	**500.00**	-	**0.00%**
TOTAL OPERATING BUDGET	**27,492.00**	**15,561.50**	**38,844.50**	**81,898.00**	**72,857.00**		
TOTAL PROGRAM BUDGET	**59,747.96**	**39,753.52**	**63,036.52**	**162,538.00**	**174,576.06**	**(12,038.06)**	**-6.90%**

Finance Department

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

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

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

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

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

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

Goals and Objectives for FY19:

Program #1 Accounts Payable

Identified Goal

To increase the number of active vendors enrolled in the City Electronic Accounts Payable remittance program to reduce cost and increase efficiency in delivery of these payments.

Key Performance Objective:

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

	FY2017	FY2017	FY2018	FY2018	FY2019
Measures	**Target**	**Actual**	**Goal**	**Target**	**Goal**
Vendor enrollment (821 active Vendors)	50	65	100	120	200
Reduce expense: Postage (annual savings)	$11.15	$140.50	$322.49	$386.76	$597.28
MICR Toner/printing (savings)	$16.27	$52.15	$80.48	$89.05	$162.63
Efficiency standard (time savings-hours/year)	10.50	10.0	13.50	13.00	20.00

Program # 2 Budget and Reporting

Identified Goal

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

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

Key Performance Objective:

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

Program # 3 General Accounting

Identified Goal

To prepare financial reports that are timely and of the quality warranting an unmodified audit opinion and GFOA awards for excellence in financial reporting.

Key Performance Objective:

To prepare quality financial reports:

	FY2016	FY2017	FY2017	FY2018	FY2019
Measures	**Actual**	**Target**	**Actual**	**Goal**	**Goal**
Was audit opinion unmodified?	Yes	Yes	Yes	Yes	Yes
Did CAFR receive GFOA award?	Yes	Yes	Yes	Yes	Yes
# of material findings in audit	2	1	1	1	0

Program # 4 Payroll

Identified Goal

To process each bi-weekly payroll on time with an error rate of less than 1%

Key Performance Objective:

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

Measures	**FY 2017**	**FY2017**	**FY 2018**	**FY2018**	**FY2019**
	Target	**Actual**	**Goal**	**Target**	**Goal**
# of payroll checks issued	149	208	130	120	100
# of Direct Deposit Notices	2,104	1,988	2,145	2,217	2,292
# Checks/Noticed issued w/error	9	10	5	10	8
% Check/Notices issued w/o error	0.4%	0.45%	0.2%	.4%	.3%

Program # 5 Tax Collection

Identified Goal

To complete an audit of all homestead exemptions on file with the City, as compared with Cobb County, to ensure the accuracy of the tax billing register and to prepare the budget and digest with more accurate and timely data.

Key Performance Objective:

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

	2016	2017	2017	2018	2018	2019
Measures	**Actual**	**Target**	**Actual**	**Goal**	**Target**	**Goal**
Number of billing adjustments	74	62	68	57	64	60

Program # 6 Treasury Management

Identified Goal

To ensure that investment earnings for idle funds exceed the cost of managing those funds and contribute to the "bottom line"

Key Performance Objective:

To continue to actively manage the City's investment portfolios

	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019
Measures	**Actual**	**Target**	**Actual**	**Goal**	**Target**	**Goal**
Interest Expense	2,047.34	2,675.69	$5,452.69	3,150.88	$9,724.05	$10,500.00
Interest Earnings	9,524.83	13,232.92	$19,774.66	16,948.67	$35,427.05	$38,221.02
Net	$ 7,477.49	$10,557.23	$14,321.97	$13,797.79	$25,703.00	$27,721.02

Program # 7 Utility Billing

Identified Goal

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

Key Performance Objective:

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

	2017	2017	2018	2018	2019
Measures	**Target***	**Actual**	**Goal**	**Target**	**Goal**
Number of customers enrolled in e-billing	100	0	300	100	200
Annualized reduction in billing printing/mailing: unit cost per bill (@ $0.45)	$534	$0.00	$1,620	$540	$1,080

**The unit cost for this project increased in FY2018 with an increase in postage*

**This project was placed on hold in order to implement the IVR (Integrated Voice Response) System.*

	PROGRAMS									
	Accounts Payable	*Budget & Reporting*	*General Accounting*	*Payroll*	*Tax Collection*	*Treasury Management*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL	8%	6%	6%	5%	4%	4%	100%			
Salaries (Full Time)	53,206.39	42,061.10	41,324.73	35,912.10	33,607.99	26,966.05	233,078.37	218,216.43	14,861.94	6.81%
Salaries (OT)	-	-	-	-	-	-	-	-	-	
Health Insurance	9,685.69	7,568.60	7,431.08	6,630.26	6,163.46	4,897.47	42,376.56	36,080.10	6,296.46	17.45%
Retiree Health Insurance							-	-	-	
Dental Insurance	615.81	466.10	457.46	395.88	351.89	351.89	2,639.02	2,384.57	254.45	10.67%
Life Insurance	58.80	44.52	43.68	37.80	33.60	33.60	252.00	268.82	(16.82)	-6.26%
LTD	199.52	157.73	154.97	134.67	126.03	101.12	874.04	818.31	55.73	6.81%
FICA (SS)	3,298.80	2,607.80	2,562.13	2,226.56	2,083.71	1,671.87	14,450.86	13,529.42	921.44	6.81%
Medicare	771.49	609.89	599.21	520.73	487.32	391.00	3,379.64	3,164.14	215.50	6.81%
Workers Comp	176.00	120.00	104.00	160.00	128.00	115.00	800.00	1,193.25	(393.25)	-32.96%
Retirement	1,611.50	1,098.75	952.25	1,465.00	1,172.00	1,050.00	7,325.00	10,685.00	(3,360.00)	-31.45%
TOTAL PERSONNEL BUDGET	69,624.00	54,734.50	53,629.50	47,483.00	44,154.00	35,578.00	305,203.00	286,340.04	18,862.96	6.59%
OPERATING (ALLOCATED)	22%	15%	13%	20%	16%	5%	100%			
Liability Insurance	796.00	542.00	505.00	723.00	579.00	470.00	3,615.00	4,434.00	(819.00)	-18.47%
Cellular Phone		457.00					457.00	-	457.00	
Software Maintenance	3,200.00	2,182.00	1,891.00	2,910.00	2,327.00	2,085.00	14,545.00	13,592.50	952.50	7.01%
Maintenance Contracts	473.00	322.50	279.50	430.00	344.00	308.00	2,150.00	2,000.00	150.00	7.50%
Travel	88.00	60.00	52.00	80.00	64.00	57.00	400.00	2,000.00	(1,600.00)	-80.00%
Registrations & Training	330.00	225.00	195.00	300.00	240.00	210.00	1,500.00	3,000.00	(1,500.00)	-50.00%
Dues (City)	110.00	75.00	65.00	100.00	80.00	72.00	500.00	550.00	(50.00)	-9.09%
Dues (Individual)	44.00	30.00	26.00	40.00	32.00	29.00	200.00	100.00	100.00	100.00%
Other Expenses	110.00	75.00	65.00	100.00	80.00	72.00	500.00	500.00	-	0.00%
Oper Supplies & Mat	765.00	521.00	452.00	500.00	500.00	174.00	2,912.00	3,000.00	(88.00)	-2.93%
Printer Toner/Ink	330.00	225.00	195.00	300.00	240.00	75.00	1,500.00	2,000.00	(500.00)	-25.00%
OPERATING (DIRECT BILLED)										
Audit		15,000.00					15,000.00	19,000.00	(4,000.00)	-21.05%
Contract Labor		5,250.00					5,250.00	5,000.00	250.00	5.00%
Tax Notice Preparation					3,500.00		3,500.00	4,000.00	(500.00)	-12.50%
Bank Charges						7,500.00	7,500.00	10,000.00	(2,500.00)	-25.00%
Postage Meter	2,000.00						2,000.00	3,000.00	(1,000.00)	-33.33%
Legal Notices		500.00			2,500.00		3,000.00	4,500.00	(1,500.00)	-33.33%
Billing Services							-	-	-	
TOTAL OPERATING BUDGET	8,246.00	25,464.50	3,725.50	5,483.00	10,486.00	11,052.00	64,529.00	76,676.50	(12,147.50)	-15.84%
TOTAL PROGRAM BUDGET	**77,870.00**	**80,199.00**	**57,355.00**	**52,966.00**	**54,640.00**	**46,630.00**	**369,660.00**	**363,016.54**	**6,643.46**	**1.83%**

Information Technology/Data Processing

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

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

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

- VOA Management
- Software Licensing
- Hardware Lifecycle Management

Program # 1 VOA Management

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

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

	FY2016	FY 2017	FY 2018	FY2019
Measures	**Actual**	**Target**	**Goal**	**Goal**
% of overall IT satisfaction	No Data	No Data		
Average Days to close Issue Tickets	No Data	No Data		

Program # 3 Hardware Lifecycle Management

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

Complete transition to Office 365 and monitor budget savings for ongoing storage needs.

	PROGRAM						
	VOA Management	*Software Licensing*	*Hardware Lifecycle Maintenance*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
OPERATING (DIRECT BILLED)							
Contract Labor	215,000.00			**215,000.00**	**220,000.00**	**(5,000.00)**	**-2.27%**
Software Maintenance		2,000.00		**2,000.00**	**1,500.00**	**500.00**	**33.33%**
Operating Supplies & Materials			500.00	**500.00**	**500.00**	-	**0.00%**
Computers > $5,000			6,500.00	**6,500.00**	**6,500.00**	-	**0.00%**
Printer/Peripherals			4,000.00	**4,000.00**	**1,500.00**	**2,500.00**	**166.67%**
Cabling/Fiber			2,000.00	**2,000.00**	**500.00**	**1,500.00**	**300.00%**
TOTAL OPERATING BUDGET	215,000.00	2,000.00	13,000.00	**230,000.00**	**230,500.00**	**(500.00)**	**-0.22%**
TOTAL PROGRAM BUDGET	**215,000.00**	**2,000.00**	**13,000.00**	**230,000.00**	**230,500.00**	**(500.00)**	**-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. Work involves ensuring compliance with federal, state and city regulations.

Identified Programs:

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

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

Goals and Objectives for FY19:

Program # 1 Recruitment & Staffing

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

Identified Goal

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

Key Performance Objective

Identify and utilize additional recruiting tools and reduce turnover.

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

	FY14	FY15	FY16	FY17	FY17	FY18	FY19
Measure	**Actual**	**Actual**	**Actual**	**Target**	**Actual**	**Goal**	**Goal**
No. of Employees Terminated	20	13	14	21	21	17	13
No. of Funded Positions (FTEs)	80	81	81	83	83	84	84
Turnover Ratio	25%	16%	17%	25%	25%	20%	15%

Program # 2 Compensation & Benefits
Utilize strategies to maintain the city pay plan, monitor the city's market competitiveness and strength of the benefits package. **(Strategy: Develop and Promote Safe City; Create Atmosphere of Community)**

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

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

Status Update: RFP has been developed and will be issued following Open Enrollment period in 2018.

Program # 3 Retirement Plan Administration
Currently offer GMA Pension Plan and a 457/401a matching plan

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

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

Status Update: Survey not yet conducted. There is a focus on health insurance and a committee has been established as of February 2018.

Program # 4 Employee Services & Employee Development
Services ensure compliance with federal, state employment laws and application of city policies and procedures such as drug free workplace, no harassment and equal opportunity employment in a safe working environment. Increase Employee Development opportunities focused on enhancing job skills, improving performance and promoting safety. **Core Strategy: Create an Atmosphere of Community; Attract and Retain Businesses**

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

Key Performance Objective
To identify and provide development and training opportunities in order to demonstrate that the City of Powder Springs values its employees and is committed to promoting career advancement and assisting employees with improving job skills and increasing their

effectiveness in a safe working environment thereby enhancing their value to the organization and maximizing service delivery to Powder Springs residents.

Evaluation criteria s determined by the number of Training & Development Opportunities and Number of participants annually. There should be an increase in opportunities and participants each year. At least 30 % of the employees should participate in the newly identified training modules. There should be a 5% increase in participants each year going forward.

Status Update: A new training initiative called the **Employee Enrichment Academy** has been implemented with a mission to educate employees on all City operations. It is intended that all employees will eventually participate in the academy that will be offered on an annual basis.

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

Status Update: Pilot program begins in March of 2018 and four (4) sessions will be conducted this calendar year. To date thirty (30) employees have signed up. This meets the training goal for 2018.

Program # 5 Record Keeping

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

Identified Goal

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

Key Performance Objective

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

Month	Benchmark
November	Department Head Review of Policies
January	Gather data from other cities on questionable policies
June	Feedback from City Manager
September	Feedback from Attorneys on first half

**In FY18 the City reviewed policies related to overtime and on-call, inclement weather, sick leave accruals, separating performance appraisals from merit based increases and use of social media. In FY19 the goal is to consider topics that are of interest and may present concerns such cyber security and a review of OPEB requirements*

Program # 6 Risk Management

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

Identified Goal

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

Key Performance Objective

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

	FY15	FY16	FY17	FY17	FY18	FY19
Measure	**Actual**	**Actual**	**Target**	**Actual**	**Goal**	**Goal**
Workers Compensation premium & Claims paid	$152,939.12	$117,161.73	$160,639.10	$197,713.01	$152,490.25	$125,730.35
% Change	14.29%	-23.39%	37.1%	68.75%	-5%	-17.5%

Program # 7 Wellness

The Plan is designed to provide a strategy to address and minimize rising healthcare costs. **Core Strategy: Create and Atmosphere of Community**

Identified Goal

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

Key Performance Objective

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

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

	FY17	FY18	FY18	FY19	FY20
Measure	**Actual**	**Goal**	**Actual**	**Goal**	**Goal**
No. of participants identified as high risk	17	16	12	15	14
No. of participants identified as medium risk	14	13	28	12	11
No. of participants identified as low risk	12	14	0	16	18
Total program participants	43	43	27	43	43

	PROGRAM										
	Recruitment & Staffing	*Employee Services*	*Risk Management*	*Wellness*	*Record Keeping*	*Retirement Program Administration*	*Compensation & Benefits Administration*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL											
Salaries (Full Time)	14,596.01	15,900.22	14,596.01	7,950.10	14,595.76	3,974.55	15,900.22	**87,512.87**	**101,940.58**	**(14,427.71)**	**-14.15%**
Health Insurance	2,009.27	1,467.78	2,009.27	733.89	2,009.27	366.95	1,467.78	**10,064.22**	**14,967.56**	**(4,903.34)**	**-32.76%**
Dental Insurance	100.77	76.26	100.77	38.13	100.77	19.06	76.26	**512.02**	**632.82**	**(120.80)**	**-19.09%**
Life Insurance	16.80	16.80	16.80	8.40	16.80	4.20	16.80	**96.60**	**126.00**	**(29.40)**	**-23.33%**
LTD	54.54	59.62	54.54	29.81	54.54	14.91	59.62	**327.58**	**382.28**	**(54.70)**	**-14.31%**
FICA (SS)	904.96	985.78	904.96	492.89	904.96	246.44	985.78	**5,425.77**	**6,320.32**	**(894.55)**	**-14.15%**
Medicare	211.64	230.54	211.64	115.27	211.64	57.64	230.54	**1,268.93**	**1,487.14**	**(218.21)**	**-14.67%**
Workers Comp	83.00	35.00	83.00	17.00	84.00	9.00	34.00	**345.00**	**511.00**	**(166.00)**	**-32.49%**
Retirement	589.00	243.00	589.00	122.00	598.00	60.00	244.00	**2,445.00**	**4,579.00**	**(2,134.00)**	**-46.60%**
TOTAL PERSONNEL BUDGET	**18,566.00**	**19,015.00**	**18,566.00**	**9,507.50**	**18,575.75**	**4,752.75**	**19,015.00**	**107,998.00**	**130,946.70**	**(22,948.70)**	**-17.53%**
OPERATING (ALLOCATED)	**24%**	**10%**	**24%**	**5%**	**25%**	**3%**	**10%**	**100%**			
Liability Insurance	292.00	115.00	292.00	58.00	300.00	33.00	115.00	**1,205.00**	**1,900.00**	**(695.00)**	**-36.58%**
Maintenance Contracts	870.00	358.00	870.00	178.00	882.00	89.00	358.00	**3,605.00**	**3,605.00**	**-**	**0.00%**
Postage Meter	36.00	15.00	36.00	7.50	36.75	3.75	15.00	**150.00**	**150.00**	**-**	**0.00%**
Printing & Binding	120.00	50.00	120.00	25.00	123.00	12.00	50.00	**500.00**	**500.00**	**-**	**0.00%**
Travel	530.00	220.00	530.00	110.00	537.00	53.00	220.00	**2,200.00**	**2,200.00**	**-**	**0.00%**
Registrations & Training	480.00	200.00	480.00	100.00	490.00	50.00	200.00	**2,000.00**	**2,000.00**	**-**	**0.00%**
Dues (Individual)	48.00	20.00	48.00	10.00	49.00	5.00	20.00	**200.00**	**200.00**	**-**	**0.00%**
Other Expenses	24.00	10.00	24.00	5.00	24.50	2.50	10.00	**100.00**	**100.00**	**-**	**0.00%**
Oper Supplies & Mat	230.00	95.00	230.00	47.00	230.00	23.00	95.00	**950.00**	**950.00**	**-**	**0.00%**
Printer Toner/Ink	181.00	75.00	181.00	38.00	182.00	18.00	75.00	**750.00**	**750.00**	**-**	**0.00%**
OPERATING (DIRECT BILLED)											
Pre-employment services	3,500.00							**3,500.00**	**3,300.00**	**200.00**	**6.06%**
Employee Appreciation		7,500.00						**7,500.00**	**7,500.00**	**-**	**0.00%**
Employee Development Training		4,000.00						**4,000.00**	**4,000.00**	**-**	**0.00%**
Consultant Services (Policy)		5,000.00						**5,000.00**	**5,000.00**	**-**	**0.00%**
Wellness Program				27,000.00				**27,000.00**			
TOTAL OPERATING BUDGET	**6,311.00**	**17,658.00**	**2,811.00**	**27,578.50**	**2,854.25**	**289.25**	**1,158.00**	**58,660.00**	**32,155.00**	**26,505.00**	
TOTAL PROGRAM BUDGET	**24,877.00**	**36,673.00**	**21,377.00**	**37,086.00**	**21,430.00**	**5,042.00**	**20,173.00**	**166,658.00**	**163,101.70**	**3,556.30**	**2.18%**

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 fiscal management. 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 Chiefs Chat.
- **Quality of Life** – This program was previously known as Code Enforcement. The unit is charged with maintenance and enforcement of all city codes and ordinances. Additionally, the unit enforces all state and federal laws. *(Reported under Fines & Forfeitures Fund)*

Goals and Key Performance Objectives for FY19:

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

Program #1 Administrative Services:

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

Identified Goal

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

Key Performance Objective

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

	FY2016	FY2017	FY2018	FY2019
Measures	**Actual**	**Actual**	**Estimate**	**Goal**
Average sworn real vacancy rate:	8.7%	3.2%	3.0%	3.0%

Program #2 Operations Division:

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

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

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

	FY2016	FY2017	FY2018	FY2019
Measures	**Actual**	**Actual**	**Estimate**	**Goal**
No. of Violent crimes per 1,000:	N/D	7.9%	8.0%	8.0%

Program #3 Support Services:
Provide a thorough, appropriate, and efficient investigation of criminal activity. Provide for the expeditious and prudent apprehension of suspected violators of the law, regardless of his status in the community, by thorough, appropriate, and efficient investigations. Secure and maintain an inventory of all property, evidence, lost and recovered/stolen property being held by the law enforcement agency; thereby ensuring that all property and evidence is available when needed. Ensure the integrity and adherence to professional standards of the Powder Springs Police Department by processing and investigating all complaints against Agency personnel.

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

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

	FY2016	FY2017	FY2018	FY2019
Measures	**Actual**	**Actual**	**Estimate**	**Goal**
Violent Crime Clearance Rate	N/D	58.74%	50%	50%

Program #4 Employee Enrichment:
To design and implement a training program to fill the training needs of officers, and to promote a high rate of proficiency in the officers of the Powder Springs Police Department. To address career development goals of agency personnel by providing sufficient incentives to maintain operations at 100% of allotted, certified personnel and reduce employee injuries.

Identified Goal
To instill the importance of a healthy lifestyle to our employees

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

	FY2016	FY2017	FY2018	FY2019
Measures	**Actual**	**Actual**	**Estimate**	**Goal**
Percent of employees participating	N/D	N/D	N/D	50%

Program #5 Community Outreach:
Provide the resources necessary for assisting citizens under special non-criminal circumstances. The Powder Springs Police Department management system will plan, staff, coordinate and control resources in support of community oriented policing. Further, the Powder Springs Police Department community relations/crime prevention objectives are shared by all personnel.

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

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

	FY2016	FY2017	FY2018	FY2019
Measures	**Actual**	**Actual**	**Estimate**	**Goal**
No. of classes offer (by fiscal year)	2	2	3	3

	PROGRAM								
	Support Services	*Community Outreach Programs*	*Employee Enrichment*	*Operations*	*Administration*	*FY2019 Projected Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL									
Salaries (Full Time)	393,920.15	174,217.07	88,683.65	697,090.70	160,777.09	**1,514,688.66**	**1,572,667.82**	**(57,979.16)**	**-3.69%**
Salaries (Part Time)				10,000.00		**10,000.00**	**12,006.51**	**(2,006.51)**	**-16.71%**
Salaries (OT)	10,000.00	4,400.00	2,400.00	20,000.00	3,200.00	**40,000.00**	**38,834.29**	**1,165.71**	**3.00%**
Shift Differential	-	-	-	10,500.00	-	**10,500.00**	**10,500.00**	-	**0.00%**
Stipends	2,187.50	962.50	525.00	4,375.00	700.00	**8,750.00**	**8,750.00**	-	**0.00%**
Health Insurance	59,219.15	27,714.43	13,277.60	117,196.16	21,188.81	**238,596.15**	**326,654.07**	**(88,057.92)**	**-26.96%**
Retiree Health Insurance	7,485.88	3,293.79	1,796.61	14,971.76	2,395.48	**29,943.52**	**14,615.85**	**15,327.67**	**104.87%**
Dental Insurance	4,338.95	2,006.34	1,048.35	8,244.70	1,317.60	**16,955.94**	**17,113.60**	**(157.66)**	**-0.92%**
Life Insurance	680.40	301.56	153.72	1,253.28	214.20	**2,603.16**	**2,772.00**	**(168.84)**	**-6.09%**
LTD	1,477.20	653.31	332.56	2,614.09	602.91	**5,680.08**	**5,897.50**	**(217.42)**	**-3.69%**
FICA (SS)	24,423.04	10,801.44	5,498.37	43,219.57	9,968.16	**93,910.58**	**98,745.41**	**(4,834.83)**	**-4.90%**
Medicare	5,711.84	2,526.14	1,285.91	10,107.80	2,331.26	**21,962.96**	**23,093.68**	**(1,130.72)**	**-4.90%**
Workers Comp	15,283.48	7,053.91	3,233.04	27,627.82	5,584.35	**58,782.60**	**80,773.37**	**(21,990.77)**	**-27.23%**
Retirement	20,304.70	9,371.40	4,295.23	36,704.65	7,419.03	**78,095.00**	**94,635.00**	**(16,540.00)**	**-17.48%**
TOTAL PERSONNEL BUDGET	**545,032.29**	**243,301.89**	**122,530.05**	**1,003,905.52**	**215,698.89**	**2,130,468.65**	**2,307,059.10**	**(176,590.45)**	**-7.65%**
OPERATING (ALLOCATED)	**24%**	**11%**	**5%**	**43%**	**8%**	**100%**			
Liability Insurance	25,059.32	11,565.84	5,301.01	45,299.54	9,156.29	**96,382.00**	**103,249.00**	**(6,867.00)**	**-6.65%**
Employee Screenings	1,189.40	528.80	269.70	2,169.70	386.40	**4,544.00**	**4,854.29**	**(310.29)**	**-6.39%**
Software Maintenance[t]	9,990.92	4,441.82	2,265.45	18,225.45	3,245.45	**38,169.10**	**41,941.03**	**(3,771.93)**	**-8.99%**
Maintenance Contracts	5,946.97	2,643.94	1,348.48	10,848.48	1,931.82	**22,719.70**	**10,436.71**	**12,282.99**	**117.69%**
R & M Radios	5,233.33	2,326.67	1,186.67	9,546.67	1,700.00	**19,993.33**	**21,844.29**	**(1,850.96)**	**-8.47%**
Telephone	2,093.33	930.67	474.67	3,818.67	680.00	**7,997.33**	**8,786.26**	**(788.93)**	**-8.98%**
Cellular Phones	6,303.79	2,802.58	1,429.39	11,499.39	2,047.73	**24,082.88**	**26,213.14**	**(2,130.26)**	**-8.13%**
Internet Services	59.47	26.44	13.48	108.48	19.32	**227.20**	**233.01**	**(5.81)**	**-2.49%**
Postage Meter	178.41	79.32	40.45	325.45	57.95	**681.59**	**728.14**	**(46.55)**	**-6.39%**
Postage	11.89	5.29	2.70	21.70	3.86	**45.44**	**48.54**	**(3.10)**	**-6.39%**

	PROGRAM								
	Support Services	*Community Outreach Programs*	*Employee Enrichment*	*Operations*	*Administration*	*FY2019 Projected Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
Advertising	190.30	84.61	43.15	347.15	61.82	**727.03**	**728.14**	**(1.11)**	**-0.15%**
Travel	1,784.09	793.18	404.55	3,254.55	579.55	**6,815.91**	**8,252.29**	**(1,436.38)**	**-17.41%**
Registrations & Training	4,757.58	2,115.15	1,078.79	8,678.79	1,545.45	**18,175.76**	**21,844.29**	**(3,668.53)**	**-16.79%**
Dues (Individual)	356.82	158.64	80.91	650.91	115.91	**1,363.18**	**1,067.94**	**295.24**	**27.65%**
Other Expenses	237.88	105.76	53.94	433.94	77.27	**908.79**	**970.86**	**(62.07)**	**-6.39%**
State Law Enforcement Certificat	71.36	31.73	16.18	130.18	23.18	**272.64**	**291.26**	**(18.62)**	**-6.39%**
Oper Supplies & Mat	5,946.97	2,643.94	1,348.48	10,848.48	1,931.82	**22,719.70**	**26,588.57**	**(3,868.87)**	**-14.55%**
Printer Toner/Ink	594.70	264.39	134.85	1,084.85	193.18	**2,271.97**	**2,912.57**	**(640.60)**	**-21.99%**
Firearms Supplies	4,757.58	2,115.15	1,078.79	8,678.79	1,545.45	**18,175.76**	**22,475.07**	**(4,299.31)**	**-19.13%**
Electricity	7,136.36	3,172.73	1,618.18	13,018.18	2,318.18	**27,263.64**	**29,125.71**	**(1,862.07)**	**-6.39%**
Natural Gas	1,784.09	793.18	404.55	3,254.55	579.55	**6,815.91**	**6,796.00**	**19.91**	**0.29%**
Gasoline	20,219.70	8,989.39	4,584.85	36,884.85	6,568.18	**77,246.97**	**85,000.00**	**(7,753.03)**	**-9.12%**
Furniture & Fixtures < $5,000	356.82	158.64	80.91	650.91	115.91	**1,363.18**	**1,456.29**	**(93.11)**	**-6.39%**
Uniforms	4,757.58	2,115.15	1,078.79	8,678.79	1,545.45	**18,175.76**	**15,533.71**	**2,642.05**	**17.01%**
Bullet Proof Vests	1,189.39	528.79	269.70	2,169.70	386.36	**4,543.94**	**2,912.57**	**1,631.37**	**56.01%**
Outsourcing GCIC	10,466.67	4,653.33	2,373.33	19,093.33	3,400.00	**39,986.67**	**43,688.57**	**(3,701.90)**	**-8.47%**
OPERATING (DIRECT BILLED)									
Community Outreach		7,000.00				**7,000.00**	**7,000.00**	**-**	**0.00%**
K 9 Expenses	3,000.00					**3,000.00**	**3,000.00**	**-**	**0.00%**
K 9 Training	3,000.00					**3,000.00**	**3,000.00**	**-**	**0.00%**
Explorer Expense		5,000.00				**5,000.00**	**5,000.00**	**-**	**0.00%**
Honor Guard		1,000.00				**1,000.00**	**1,500.00**	**(500.00)**	**-33.33%**
CID Equip & Supplies	7,500.00					**7,500.00**	**7,475.00**	**25.00**	**0.33%**
New Officer Equipment			3,000.00			**3,000.00**	**3,000.00**	**-**	**0.00%**
TOTAL OPERATING BUDGET	134,174.72	67,075.11	29,981.95	219,721.48	40,216.10	**491,169.36**	**517,953.25**	**(26,783.89)**	**-5.17%**
TOTAL PROGRAM BUDGET	**679,207.00**	**310,377.00**	**152,512.00**	**1,223,627.00**	**255,915.00**	**2,621,638.00**	**2,825,012.35**	**(203,374.35)**	**-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 maintenance of City Property, Roadway maintenance to include right of way, Storm Water services, Water and Sewer services, and Sanitation services within the City of Powder Springs.

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

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

Goals and Key Performance Objectives for FY19:

Program # 1 Roadway System Maintenance

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

Improve the condition of our roadway system to ensure safety

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

Key Performance Objective

Patch and Resurface approximately 4% of our roadways annually.

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

	PROGRAM							
	Roadway System Maintenance	*Street Lighting & Traffic Engineering*	*Fleet Maintenance*	*Building Maintenance*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL								
Salaries (Full Time)	150,459.26		115,555.68	123,022.20	**389,037.14**	**220,701.39**	**168,335.75**	**76.27%**
Salaries (OT)	2,000.00		1,000.00	2,500.00	**5,500.00**	**10,499.17**	**(4,999.17)**	**-47.61%**
Health Insurance	25,917.91		31,196.10	28,771.44	**85,885.45**	**50,456.38**	**35,429.07**	**70.22%**
Dental Insurance	1,759.45		1,700.87	1,700.87	**5,161.19**	**3,376.29**	**1,784.90**	**52.87%**
Life Insurance	252.00		210.00	210.00	**672.00**	**433.44**	**238.56**	**55.04%**
LTD	564.22		433.34	461.33	**1,458.90**	**827.63**	**631.27**	**76.27%**
FICA (SS)	9,328.50		7,164.45	7,627.35	**24,120.30**	**13,683.49**	**10,436.81**	**76.27%**
Medicare	2,181.66		1,675.56	1,783.81	**5,641.04**	**3,200.17**	**2,440.87**	**76.27%**
Workers Comp	5,975.00		1,500.00	1,000.00	**8,475.00**	**18,540.00**	**(10,065.00)**	**-54.29%**
Retirement	4,885.00		6,105.00	6,105.00	**17,095.00**	**13,738.00**	**3,357.00**	**24.44%**
TOTAL PERSONNEL BUDGET	**203,323.00**	**-**	**166,541.00**	**173,182.00**	**543,046.00**	**335,455.96**	**207,590.04**	**61.88%**
OPERATING (ALLOCATED)	**10%**	**0%**	**11%**	**11%**	**33%**			
Liability Insurance	3,615.00		65,784.00	28,006.00	**97,405.00**	**102,981.00**	**(5,576.00)**	**-5.41%**
Security	300.00		326.00	200.00	**826.00**	**646.30**	**179.70**	**27.80%**
Maintenance Contracts	750.00		1,700.00	50.00	**2,500.00**	**1,615.74**	**884.26**	**54.73%**
Telephone	400.00		490.00	40.00	**930.00**	**846.65**	**83.35**	**9.84%**
Cellphone	600.00		400.00	50.00	**1,050.00**	**1,189.19**	**(139.19)**	**-11.70%**
Cable TV	50.00		80.00	5.00	**135.00**	**100.18**	**34.82**	**34.76%**
Internet Services	80.00		70.00	5.00	**155.00**	**138.95**	**16.05**	**11.55%**
Postage	200.00		200.00	15.00	**415.00**	**452.41**	**(37.41)**	**-8.27%**
Other Expenses	300.00		400.00	50.00	**750.00**	**646.30**	**103.70**	**16.05%**
Oper Supplies & Mat	1,000.00		1,200.00	400.00	**2,600.00**	**2,294.35**	**305.65**	**13.32%**
Printer Toner/Ink	100.00		110.00	10.00	**220.00**	**213.33**	**6.67**	**3.13%**
Electricity	600.00	380,000.00	900.00	50.00	**381,550.00**	**381,324.91**	**225.09**	**0.06%**
Natural Gas	500.00		500.00	100.00	**1,100.00**	**969.44**	**130.56**	**13.47%**

	PROGRAM							
	Roadway System Maintenance	*Street Lighting & Traffic Engineering*	*Fleet Maintenance*	*Building Maintenance*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
OPERATING (DIRECT BILLED)								
Employee Screenings	500.00				500.00	500.00	-	0.00%
Engineering	10,000.00				10,000.00	17,000.00	(7,000.00)	-41.18%
Contract Labor	-				-	15,000.00	(15,000.00)	-100.00%
Janitorial				32,000.00	32,000.00	32,000.00	-	0.00%
Janitorial Supplies				7,000.00	7,000.00	7,000.00	-	0.00%
Landscaping	72,000.00				72,000.00	72,000.00	-	0.00%
Repairs & Maintenance	90,000.00	8,000.00		100,000.00	198,000.00	191,500.00	6,500.00	3.39%
Repairs & Maintenance (Vehicles)			209,000.00		209,000.00	173,750.00	35,250.00	20.29%
Repairs & Maintenance (Drainage	-				-	4,000.00	(4,000.00)	-100.00%
Vehicle Maintenance & Parts			2,500.00		2,500.00	2,500.00	-	0.00%
Advertising	650.00				650.00	650.00	-	0.00%
Registration & Training	2,000.00				2,000.00	2,750.00	(750.00)	-27.27%
Dues (Individual)	450.00				450.00	450.00	-	0.00%
Gasoline	10,000.00				10,000.00	10,000.00	-	0.00%
Diesel	5,000.00				5,000.00	5,000.00	-	0.00%
Uniforms	1,500.00				1,500.00	1,500.00	-	0.00%
Bad Debt Expense		2,000.00			2,000.00	2,000.00	-	0.00%
TOTAL OPERATING BUDGET	**200,595.00**	**390,000.00**	**283,660.00**	**167,981.00**	**1,042,236.00**	**1,031,018.75**	**11,217.25**	**1.09%**
CAPITAL REQUESTS								
Vehicles	30,000.00				30,000.00	-	30,000.00	
TOTAL CAPITAL BUDGET	30,000.00		-	-				
TOT PROGRAM BUDGET	***433,918.00***	***390,000.00***	***450,201.00***	***341,163.00***	***1,615,282.00***	***1,366,474.71***	***248,807.30***	***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 planning and producing 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:

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

Goals and Key Performance Objectives for FY19:

Program # 1 Park Development & Programming:

Identified Goal

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 citizens **(Strategy: Create destinations)**

Key Performance Objective

- Continue to pursue grants to further development of Linear Park
- Complete installation of sand volleyball, trails and picnic tables on open space areas.
- Develop a wayfinding design for trail signage.
- Develop a plan to increase the visibility of and to maintain or preserve local cemeteries.

Program # 2 Recreation, Cultural and Community Services Programming

Identified Goal

Expand volunteers in the ambassador groups and develop comprehensive list of volunteer opportunities (**Strategy: Develop and Promote Safe City; Create Destinations; Attract and Retain Business)**

Key Performance Objective

- Continue collaboration with Economic Development in promoting tourism through partnership events and attending trade expos and meetings.
- Manage and assist Arts Advisory Commission to produce annual City-sponsored events at the Ford Center.
- Assist Police Department in producing 90-day challenge programs in additional neighborhoods
- Expand hours of operations or access to museum and senior services.
- Complete organization of the GIPs & GAPs program.
- Expand the summer youth program to include additional location and/or younger age group.

Program # 3 Senior Services:

Identified Goal

To provide robust programming and activities for lifelong community residents **(Strategy: all)**

Key Performance Objective

- Expand senior adult program by adding a program or access to a program in collaboration with Cobb County.
- Expand programming at Senior Center to boost participation.

Program # 4 Museum Operations:

Identified Goal

To protect, preserve and provide an atmosphere to exhibit the unique physical artifacts of the City's heritage **(Strategy: all)**

Key Performance Objective

- Grow visitation to Museum through marketing to schools, civic groups and citizens.
- Develop an inventory of all programming offered, past and present, in the Museum

Program # 5 Beautification:

Identified Goal

Continue to beautify the community through implementation of anti-littering campaigns, clean up events and promotion of recycling **(Strategy: all)**

Key Performance Objective

- Expand programming offered by Keep Powder Springs Beautiful to include cleanup and recycling focus based programs.
- Work with KPSB to implement community enrichment improvement projects in our Parks/Greenspaces.
- Promote targeted cleanup events in neighborhoods
- Add a beautification component to the Pick-It-Up Event.
- Develop City wide anti-littering campaign with an educational component.

- Implement an Adopt-A-Pot program to increase the planters and baskets of seasonal color in the downtown corridor of the City.

Program # 4 Community Events

Identified Goal

Continue to build on signature City events by partnering with City businesses, schools, ambassador groups **(Strategy: Create an atmosphere of community and attract and retain business)**

Key Performance Objective

- Produce the Veteran's Day, Christmas Parade, Tree Lighting, National Night Out Events.
- Continue hosting City-sponsored 5K events including partnering with groups to produce 5k & 10k races.
- Pursue partnership for bike race

	PROGRAM									
	Senior Center	*Museum*	*Park Development & Programming*	*Recreation, Culture and Community Services & Programming*	*Beautification*	*Community Events*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL										
Salaries (Full & Part Time)	44,970.38	16,419.96	31,243.04	26,072.85	39,895.89	43,019.72	**201,621.83**	**162,244.51**	**39,377.32**	**24.27%**
Salaries (OT)	-	-	-	500.00	1,500.00	1,000.00	**3,000.00**	-	**3,000.00**	
Health Insurance	3,302.53	1,321.00	9,728.92	3,669.45	11,839.66	12,353.77	**42,215.33**	**20,229.20**	**21,986.13**	**108.69%**
Dental Insurance	171.59	68.63	604.09	190.64	730.19	756.88	**2,522.03**	**1,235.84**	**1,286.19**	**104.07%**
Life Insurance	37.92	15.12	67.20	42.00	84.00	89.88	**336.12**	**252.00**	**84.12**	**33.38%**
LTD	85.88	37.17	117.16	97.77	149.61	161.32	**648.92**	**503.54**	**145.38**	**28.87%**
FICA (SS)	2,788.17	1,018.03	1,937.07	1,616.52	2,473.51	2,667.24	**12,500.55**	**10,054.51**	**2,446.04**	**24.33%**
Medicare	652.78	238.09	453.02	378.06	578.48	623.79	**2,924.22**	**2,351.46**	**572.76**	**24.36%**
Workers Comp	115.00	115.00	261.75	628.20	383.90	471.15	**1,975.00**	**835.00**	**1,140.00**	**136.53%**
Retirement	3,735.75	-	512.75	1,318.50	805.75	952.25	**7,325.00**	**6,100.00**	**1,225.00**	**20.08%**
TOTAL PERSONNEL BUDGET	**55,860.00**	**19,233.00**	**44,925.00**	**34,514.00**	**58,441.00**	**62,096.00**	**275,069.00**	**203,806.06**	**71,262.94**	**34.97%**
OPERATING (ALLOCATED)	**36%**	**30%**	**5%**	**13%**	**8%**	**9%**	**100%**			
Liability Insurance	633.00	633.00	190.00	456.00	279.00	342.00	**2,533.00**	**3,500.00**	**(967.00)**	**-27.63%**
Maintenance Contracts	1,000.00	500.00	2,000.00	600.00	-	-	**4,100.00**	**675.00**	**3,425.00**	**507.41%**
Telephone	2,500.00	4,200.00	1,000.00	3,500.00	-	-	**11,200.00**	**10,000.00**	**1,200.00**	**12.00%**
Internet Services	1,000.00	1,200.00	2,500.00	2,500.00	-	-	**7,200.00**	**6,750.00**	**450.00**	**6.67%**
Travel	-	-	100.00	300.00	-	-	**400.00**	**622.50**	**(222.50)**	**-35.74%**
Registrations & Training	-	-	100.00	300.00	200.00	-	**600.00**	**982.50**	**(382.50)**	**-38.93%**
Dues (City)	-	-	400.00	400.00	-	-	**800.00**	**800.00**	-	**0.00%**
Dues (Individual)	-	-	150.00	150.00	-	-	**300.00**	**300.00**	-	**0.00%**
Other Expenses	-	-	173.00	450.00	200.00	120.00	**943.00**	**1,082.50**	**(139.50)**	**-12.89%**
Oper Supplies & Mat	15,000.00	800.00	600.00	1,000.00	1,500.00	1,703.00	**20,603.00**	**18,795.00**	**1,808.00**	**9.62%**
Printer Toner/Ink	-	-	150.00	150.00	-	-	**300.00**	**200.00**	**100.00**	**50.00%**
OPERATING (DIRECT BILLED)										
Food					-		-	**750.00**	**(750.00)**	**-100.00%**
Contract Labor		-			29,120.00	-	**29,120.00**	**30,000.00**	**(880.00)**	**-2.93%**
City-Sponsored Events						18,000.00	**18,000.00**	**36,500.00**	**(18,500.00)**	**-50.68%**
Advertising						600.00	**600.00**	**1,250.00**	**(650.00)**	**-52.00%**
Landscaping*			-		-		-	**38,092.60**	**(38,092.60)**	**-100.00%**
Electricity	5,200.00	5,000.00		23,000.00			**33,200.00**	**30,500.00**	**2,700.00**	**8.85%**
Natural Gas	8,000.00	500.00		1,000.00			**9,500.00**	**6,750.00**	**2,750.00**	**40.74%**
Gasoline	500.00						**500.00**	**500.00**	-	**0.00%**
TOTAL OPERATING BUDGET	**33,833.00**	**12,833.00**	**7,363.00**	**33,806.00**	**31,299.00**	**20,765.00**	**139,899.00**	**188,050.10**	**(48,151.10)**	**(0.26)**
TOTAL PROGRAM BUDGET	**89,693.00**	**32,066.00**	**52,288.00**	**68,320.00**	**89,740.00**	**82,861.00**	**414,968.00**	**391,856.16**	**23,111.84**	**5.90%**

Housing and Development

Community Development

Mission Statement:

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

Description and Overview of the Department:

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

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

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

Identified Programs

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

- Development – Works with developers to ensure that development follows procedures meeting Federal, State and Local requirements. Coordinates with different departments and agencies to ensure compliance. Approves subdivision plats and issues land disturbance permits. Completes required inspections to ensure continued compliance until project completion. *(Also Reported Under Water & Sewer Fund)*

- Building Permits – Coordinates with contractors, home owners, business owners, Cobb County Fire Marshal and the City's Building Official to ensure construction meets state and local requirements.

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

- Comprehensive Planning – Maintains the City's Qualified Local Government Status from the State of Georgia Department of Community Affairs by adopting and maintaining the City's Comprehensive Plan and annual updates to the Capital Improvement Element. Confirms compliance with the Impact Fee program.

- Geographic Information Systems (GIS) – Manages, gathers and creates city geospatial data, including parcels, streets, future land use and zoning, Storm water infrastructure, water and sewer and the City boundary.

- Zoning – Reviews zoning and variance applications and makes recommendations to the Planning and Zoning Commission and the Mayor and Council. Reviews permit and business license applications for compliance with the Unified Development Code.

- Floodplain Management – Serves as an information source for homeowners and property owners affected by floodplain regulations. Confirms that development and building is in compliance with regulations. Keeps City in compliance with the requirements of the National Flood Insurance Program (NFIP) and Community Rating System (CRC).

- Project/ Amenity Planning – Implements projects as recommended in the Livable Centers Initiative "Springs in Motion" Major Plan Update adopted in June of 2016.

- Occupational Tax/ Licensing – Issue occupational tax certificates, regulatory licenses and alcohol licenses in accordance with city, state and federal requirements.

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

Goals and Key Performance Objectives for FY19:

Program #1 Development

Identified Goal

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

Key Performance Objective:

	FY17	FY17	FY18	FY18	FY19
Measures	**Target**	**Actual**	**Goal**	**Actual**	**Goal**
Current days from plan receipt to plan approval	60 days		40 days	40 days	30 days
Work Days from plan receipt to comment letter	N/A	Unknown	5	7.7	5

Status Update: On March 29, 2018 the Georgia Soil and Water Conservation Commission recommended approval to the Cobb Soil and Water District of the memorandum of agreement for Powder Springs to complete erosion and sediment control plan review in house. The City of Powder Springs also entered into a memorandum of agreement with Cobb County to establish a one stop shop. The City had 1 One Stop meeting with the county on this year.

Identified Goal

To review all fees collected during the development process to ensure that they are adequate to cover staff and/or consultant's review and compare with peer cities.
Core Strategy: Attract and Retain Businesses; Create Destinations; Develop and Promote a Safe City.

Program # 2 Building Permits

Identified Goal

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

	FY2017	FY2018	FY2018	FY2019	FY2020
Measures	**Actual**	**Target**	**Actual**	**Goal**	**Goal**
Number of Flow Charts	0	1+	6	8	
Revised Applications – Online Forms			0	3	4

Status Update: In FY 2018, five flow charts were added to the city's website. One flowchart is used to summarize the development process. The other five outline procedures for different business types. The Small Business Resource Guide was also added to the City's website.

Program # 3 Comprehensive Planning

Identified Goal

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

Status Update: The City adopted its Comprehensive Plan on October 16, 2017.

Identified Goal

- To maintain the City's Qualified Local Government Status by completing annual updates to the Capital Improvements Element of the Comprehensive Plan.
- To obtain the Local Administered Project Certification from the Georgia Department of Transportation in FY 2019.

Program # 4 Geographic Information Systems (GIS)

Identified Goal

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

Key Performance Objective:

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

	FY17	FY18	FY18	FY19	FY20
Measures	**Actual**	**Target**	**Actual**	**Target**	**Goal**
Number of GIS maps	0	1	8	2	3
Update Schedule		Annual	Annual	Semi-annual	Quarterly

Status Update: The City of Powder Springs was able to add an online mapping application to the website. This application has 8 information features. Maintenance of this data will be important going forward. In the upcoming years, the goal will be adjusted to ensure maintenance of this data.

Program # 5 Zoning

Identified Goal

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

Status Update: This goal was met through the adoption of UDC amendments. The code has been amended per the recommendation of the above referenced report. Two additional amendments were made regarding specific uses to attract businesses in the appropriate zoning district.

Identified Goal
Create updated applications with online forms and publish on the City's website.

	FY2017	FY2018	FY2018	FY2019	FY2020
Measures	**Actual**	**Target**	**Actual**	**Target**	**Goal**
Revised Applications – Online Forms			0	3	5

Program # 6 Floodplain Management

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

Status Update: The City was recertified with a rating of a 6 this year.

Program # 7 Project/ Amenity Planning
Identified Goal
Strengthen the downtown through strategic investments in physical assets and amenities like parks, greenspace and pedestrian connections, as well as other planning and revitalization efforts. **Core Strategy: Create Destinations**

Status Update: The Downtown Development Project is underway. Demolition is scheduled for two buildings before the end of Fiscal Year 18. Development of the Downtown Development Project Amenity will begin in Fiscal Year 19.

Program #8 Occupational Tax/ Licensing
Identified Goal
To improve the licensing process by reviewing all incoming applications within 3 business days. **Core Strategy: Attract and Retain Businesses**

	PROGRAM											
	Development	*Building Permits*	*Comprehensive Land Use Planning*	*GIS*	*Zoning*	*Floodplain Management*	*Project/Amenity Planning*	*Licensing/ Occupational Tax*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL												
Salaries (Full Time)	43,064.12	46,717.61	10,823.35	13,984.48	50,874.61	3,830.11	17,514.16	56,271.46	**243,079.89**	**228,202.97**	**14,876.92**	**6.52%**
Health Insurance	6,876.22	11,637.58	687.62	1,375.24	9,968.48	-	687.62	17,654.04	**48,886.80**	**19,997.89**	**28,888.91**	**144.46%**
Dental Insurance	568.58	559.73	131.96	175.94	703.02	43.99	208.12	869.16	**3,260.50**	**3,100.70**	**159.80**	**5.15%**
Life Insurance	58.80	94.50	12.60	16.80	75.60	4.20	21.00	107.10	**390.60**	**364.35**	**26.25**	**7.20%**
LTD	161.49	175.19	40.59	52.44	190.78	14.36	65.68	211.02	**911.55**	**855.76**	**55.79**	**6.52%**
FICA (SS)	2,670.00	2,896.48	671.02	867.06	3,154.23	237.49	1,085.90	3,488.83	**15,070.99**	**14,148.58**	**922.41**	**6.52%**
Medicare	624.43	677.40	156.93	202.78	737.68	55.54	253.96	815.93	**3,524.67**	**3,308.94**	**215.73**	**6.52%**
Workers Comp	137.74	221.37	29.52	39.35	177.10	9.84	49.19	250.89	**915.00**	**1,224.11**	**(309.11)**	**-25.25%**
Retirement	2,204.62	3,543.15	472.42	629.89	2,834.52	157.47	787.37	4,015.56	**14,645.00**	**13,308.30**	**1,336.70**	**10.04%**
TOTAL PERSONNEL BUDGET	**56,366.00**	**66,523.00**	**13,026.00**	**17,344.00**	**68,716.00**	**4,353.00**	**20,673.00**	**83,684.00**	**330,685.00**	**284,511.60**	**46,173.40**	**16.23%**
OPERATING (ALLOCATED)	**14%**	**23%**	**3%**	**4%**	**18%**	**1%**	**5%**	**26%**	**93%**			
Liability Insurance	907.00	1,458.00	194.00	259.00	1,167.00	65.00	324.00	1,652.00	**6,026.00**	**5,522.46**	**503.54**	**9.12%**
Maintenance Contracts	558.00	481.00	219.00	131.00	613.00	44.00	175.00	831.00	**3,052.00**	**3,051.56**	**0.44**	**0.01%**
Telephone	319.00	275.00	125.00	75.00	350.00	25.00	100.00	475.00	**1,744.00**	**1,743.75**	**0.25**	**0.01%**
Cellular Phones	-	-	-	-	-	-	-	-	-	**435.94**	**(435.94)**	**-100.00%**
Internet Services	40.00	34.00	16.00	10.00	44.00	3.00	13.00	60.00	**220.00**	**217.97**	**2.03**	**0.93%**
Postage Meter	242.00	389.00	52.00	70.00	312.00	17.00	87.00	441.00	**1,610.00**	**1,547.58**	**62.42**	**4.03%**
Other Expenses	129.00	207.00	28.00	37.00	165.00	9.00	46.00	234.00	**855.00**	**1,918.13**	**(1,063.13)**	**-55.43%**
Oper Supplies & Mat	196.00	315.00	42.00	56.00	252.00	14.00	70.00	357.00	**1,302.00**	**1,918.13**	**(616.13)**	**-32.12%**
Printer Toner/Ink	239.00	206.00	94.00	56.00	263.00	19.00	75.00	356.00	**1,308.00**	**1,307.81**	**0.19**	**0.01%**
Electricity	1,288.00	2,070.00	276.00	368.00	1,656.00	92.00	460.00	2,346.00	**8,556.00**	**8,282.81**	**273.19**	**3.30%**
Natural Gas	476.00	765.00	102.00	136.00	612.00	34.00	170.00	867.00	**3,162.00**	**3,051.55**	**110.45**	**3.62%**
OPERATING (DIRECT BILLED)	-											
Printing & Binding	400.00	100.00	300.00	100.00	200.00	800.00	200.00	900.00	**3,000.00**	**3,138.75**	**(138.75)**	**-4.42%**
Postage	200.00	-	-	-	-	550.00	-	600.00	**1,350.00**	**825.00**	**525.00**	**63.64%**
Legal Notices	-				400.00			600.00	**1,000.00**	**3,500.00**	**(2,500.00)**	**-71.43%**
Travel	60.00	40.00	50.00	-	-	100.00	100.00	100.00	**450.00**	**437.50**	**12.50**	**2.86%**
Registrations & Training	400.00	150.00	875.00	300.00	2,825.00	500.00	300.00	500.00	**5,850.00**	**5,850.00**	-	**0.00%**
Dues (Individual)	-	-	690.00	40.00	275.00	245.00	-	70.00	**1,320.00**	**1,320.00**	-	**0.00%**
Engineering	2,000.00	500.00				7,000.00			**9,500.00**	**9,000.00**	**500.00**	**5.56%**
Planning Services			5,000.00						**5,000.00**	**4,745.00**	**255.00**	**5.37%**
Contract Labor	75,000.00	84,442.00						21,664.00	**181,106.00**	**55,000.00**	**126,106.00**	**229.28%**
Software Maintenance				7,470.00	1,000.00	-			**8,470.00**	**8,470.00**	-	**0.00%**
Commission Expense					3,125.00				**3,125.00**	**3,000.00**	**125.00**	**4.17%**
TOTAL OPERATING BUDGET	**82,454.00**	**91,432.00**	**8,063.00**	**9,108.00**	**13,259.00**	**9,517.00**	**2,120.00**	**32,053.00**	**248,006.00**	**124,283.94**	**123,722.06**	**99.55%**
TOTAL PROGRAM BUDGET	**138,820.00**	**157,955.00**	**21,089.00**	**26,452.00**	**81,975.00**	**13,870.00**	**22,793.00**	**115,737.00**	**578,691.00**	**408,795.54**	**169,895.46**	**41.56%**

Economic Development Department

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

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

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

Identified Programs:
Locality Development - Focused targeted business recruitment for identified available properties coupled with inventory marketing and incentive development to assist in developing available commercial properties and augment job creation.
Core Strategy: Attract and Retain Businesses

Work Plan Tasks:
1. Coordinate with economic development external partners to boost exposure through networking to include local, county, and state organizations.
2. Maintain available property inventory with listings on ED, GA Power and Cobb Chamber websites.
3. Make improvements to marketing and incentive packages.
4. Assist DDA with implementing the Downtown Development Project Amenity.
5. Assist DDA with property renovations and business recruitment.
6. Host annual Property Owner's Meeting.
7. Assist DAPS with a targeted industry recruitment strategy for the identified development nodes.
8. Recruit sustainable development on Lewis Road and near U.S. 278

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

Work Plan Tasks:
1. Continue to Co-manage the Business Liaison Team (BLT).
2. Provide ground breaking ceremonies and ribbon cuttings for new businesses.
3. Maintain regular communication with existing businesses via a quarterly BLT newsletter.
4. Continue annual business visits to include information gathering and surveys.
5. Host the BLT/PSBG After Hours.
6. Work with PSBG to help promote membership and their events.
7. Continue to manage the Business Incubator.

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

Work Plan Tasks:
1. Continue to partner with Cobb Travel and Tourism for recreation, film, and heritage tourism marketing opportunities
2. Continue to promote and market economic development activities, accomplishments, and community events.
3. Work in tandem with Parks and Recreation to promote tourism activities.

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

Work Plan Tasks:
1. Continue to collaborate with Workforce Cobb, and identification and participation in local, county, and state workforce development programs and incentives.
2. Restructure the Business Ambassador program to assist with youth workforce development initiatives in the schools.

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

Work Plan Tasks:
1. Perform administrative duties for the DDA and DAPS.
2. Arrange board training opportunities and annual Strategic Planning sessions.
3. Manage authority board contracts with outside agents.
4. Manage authority board properties.

Program # 1 Locality Development:

Identified Goal

- Track vacancy rates on all available commercial properties and create a coordinating target industry contact list.
- Track all development contacts, meetings, and outcomes as they relate to marketed properties and provide quarterly reports to Council.

Key Performance Objective

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

Program # 2 Business Development:

Identified Goal

- Create a more streamlined and manageable approach to interacting and communicating with existing businesses and identifying needs.

Key Performance Objective

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

Program # 3 Tourism:

Identified Goal

- Create and implement an Economic Development Public Relations strategy to include promotion of all Economic Development platforms, programs, and achievements.
- Conduct a marketing and branding study that will research Powder Springs' target demographic(s), and create strategies for attracting new residents, business owners, tourists, and development.
- Increase public art opportunities by one event/project per year.

Key Performance Objective

- Create and maintain a weekly tracking tool.
- Draft an RFP with the assistance of the Development Team.
- Research grant opportunities and potential partnerships and report findings and project proposal to City Manager for review.

Program # 4 Workforce Development

Identified Goal

- Restructure the Business Ambassador program to assist with youth workforce development initiatives

Key Performance Objective:

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

Program # 5 Board Management

Identified Goal

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

Key Performance Objective:

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

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

	PROGRAM								
	Locality Development	*Business Development*	*Workforce Development*	*Marketing & Tourism*	*Authority Board Management*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL									
Salaries (Full Time)	28,797.97	14,398.99	3,599.25	3,600.25	21,598.49	**71,994.94**	**70,583.05**	**1,411.89**	**2.00%**
Health Insurance	7,267.50	3,633.75	908.44	908.44	5,450.62	**18,168.75**	**17,654.48**	**514.27**	**2.91%**
Dental Insurance	351.89	175.94	43.99	43.99	263.92	**879.72**	**829.96**	**49.76**	**6.00%**
Life Insurance	33.60	16.80	4.20	4.20	25.20	**84.00**	**84.00**	-	**0.00%**
LTD	107.99	54.00	13.50	13.50	80.99	**269.98**	**264.69**	**5.29**	**2.00%**
FICA (SS)	1,785.47	892.74	223.18	223.18	1,339.10	**4,463.68**	**4,376.15**	**87.53**	**2.00%**
Medicare	417.57	208.78	52.20	52.20	313.18	**1,043.92**	**1,023.45**	**20.47**	**2.00%**
Workers Comp	94.00	47.00	11.75	11.75	70.50	**235.00**	**341.00**	**(106.00)**	**-31.09%**
Retirement	978.00	489.00	122.25	122.25	733.50	**2,445.00**	**3,053.00**	**(608.00)**	**-19.91%**
TOTAL PERSONNEL BUDGET	**39,834.00**	**19,917.00**	**4,978.75**	**4,979.75**	**29,875.50**	**99,585.00**	**98,209.78**	**1,375.22**	**1.40%**
OPERATING (ALLOCATED)	**40.00%**	**20.00%**	**5.00%**	**5.00%**	**30.00%**	**100.00%**			
Liability Insurance	482.00	241.00	60.25	60.25	361.50	**1,205.00**	**1,267.00**	**(62.00)**	**-4.89%**
Printing & Binding	520.00	260.00	65.00	65.00	390.00	**1,300.00**	**750.00**	**550.00**	**73.33%**
Advertising	2,480.00	1,240.00	310.00	310.00	1,860.00	**6,200.00**	**6,670.00**	**(470.00)**	**-7.05%**
Travel	880.00	440.00	110.00	110.00	660.00	**2,200.00**	**1,700.00**	**500.00**	**29.41%**
Registrations & Training	1,280.00	640.00	160.00	160.00	960.00	**3,200.00**	**2,210.00**	**990.00**	**44.80%**
Other Expenses	400.00	200.00	50.00	50.00	300.00	**1,000.00**	**1,400.00**	**(400.00)**	**-28.57%**
Oper Supplies & Mat	600.00	300.00	75.00	75.00	450.00	**1,500.00**	**1,900.00**	**(400.00)**	**-21.05%**
Printer Toner/Ink	400.00	200.00	50.00	50.00	300.00	**1,000.00**	**400.00**	**600.00**	**150.00%**
Special Events (tourism)	200.00	100.00	25.00	25.00	150.00	**500.00**	**5,500.00**	**(5,000.00)**	**-90.91%**
Special Events Business	680.00	340.00	85.00	85.00	510.00	**1,700.00**	**1,700.00**	-	**0.00%**
Software Maintenance	-	-	-	-	2,400.00	**2,400.00**	**4,279.17**	**(1,879.17)**	**-43.91%**
OPERATING (DIRECT BILLED)									
Advertising					1,000.00	**1,000.00**	**1,000.00**	-	-
Travel					1,500.00	**1,500.00**	**1,500.00**	-	-
Registrations & Training					2,500.00	**2,500.00**	**2,500.00**	-	-
Other Expenses					500.00	**500.00**	**500.00**	-	-
Payments to Others					64,234.00	**64,234.00**	**20,000.00**	**44,234.00**	**221.17%**
TOTAL OPERATING BUDGET	**7,922.00**	**3,961.00**	**990.25**	**990.25**	**78,075.50**	**91,939.00**	**53,276.17**		
TOTAL PROGRAM BUDGET	***47,756.00***	***23,878.00***	***5,969.00***	***5,970.00***	***107,951.00***	***191,524.00***	***151,485.95***	***40,038.05***	***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, the 2006 Series (2014 Refunding Series) and the 2018 Series bond payment that occurs in August and February of each year.

FINES & FORFEITURES FUND

	FY15*		FY16		FY17[1]		FY18		FY19
Municipal Court	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Personnel	105,215.50	93,575.85	122,305.60	99,818.19	197,517.00	150,369.92	208,102.34	190,024.33	176,610.00
Operating	77,110.00	66,307.86	104,129.00	123,789.81	197,975.00	203,262.75	237,921.50	200,262.30	233,611.00
Capital	-	-	-	-	-	-	52,699.83	46,335.62	-
Code Enforcement									
Personnel	5,815.00	7,039.73	5,815.00	5,813.16	122,268.00	116,981.65	86,681.87	98,887.71	188,441.00
Operating	170,859.50	129,482.50	107,800.00	104,660.93	44,019.38	29,142.48	15,963.16	16,961.61	49,074.00
Total Expenses	359,000.00	296,405.94	340,049.60	334,082.09	561,779.38	499,756.80	601,368.70	552,471.57	647,736.00

**Adopted as its own Fund in FY15*

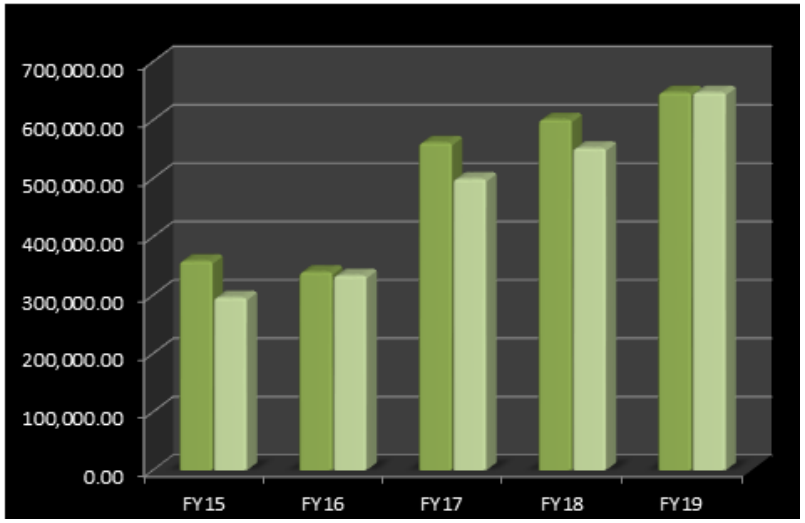
[1] *Code Enforcement Department created in-house within the Quality of Life Division of the Police Department*

Fines & Forfeiture Fund Programs	
Court Administration	347,678.88
Collections & Reporting	37,547.06
Community Service	24,995.07
Quality of Life	237,515.00
Total Budget	647,736.00

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

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

To ensure that all citizens of the city of Powder Springs are afforded the absolute best quality of life. This will be accomplished by enforcing and maintaining compliance with all city codes and ordinances.
To maintain compliance with city codes and ordinances with a minimum of 80% compliance throughout the FY. To engage with property and business owners in efforts to ensure that the city looks and feels like home



Judicial

Municipal Court Department

Mission Statement:

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

Description and Overview of the Department:

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

Identified Programs:

The Municipal Court Department oversees the following programs:

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

Goal and Objective for FY19:

Program # 1 Court Administration

Identified Goal

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

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

Key Performance Objective:

	FY16	FY17	FY17	FY18	FY18	FY19
Measure	**Actual**	**Target**	**Actual**	**Goal**	**Target**	**Goal**
Inmate Housing Expense	$30,682.99	$50,190.00	$56,501.60	$47,597.86	$45,338	$40,500
Municipal court fines	$475,579.69	$732,274.78	$662,991.10	$739,597.53	$558,956	$442,575
	6.46%	6.86%	8.5%	6.5%	8.1%	9.2%

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.

Goals and Key Performance Objectives for FY19:
To accomplish the mission of the Powder Springs Police Department, the following goals are established:

Program #1 Quality of Life:
To ensure that all citizens of the city of Powder Springs are afforded the absolute best quality of life. This will be accomplished by enforcing and maintaining compliance with all city codes and ordinances.

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

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

	FY2016	FY2017	FY2018	FY2019
Measures	**Actual**	**Actual**	**Estimate**	**Goal**
Percent in compliance (average)	N/D	N/D	80%	80%

MUNICIPAL COURT & PD PROGRAMS

	Court Administration	*Collections & Reporting*	*Community Service*	*Quality of Life*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL								
Salaries (Full Time)	86,076.60	11,354.57	16,114.77	144,156.00	257,701.94	166,178.69	91,523.25	55.08%
Salaries (OT)	15,000.00	-	-	5,000.00	20,000.00	25,400.00	(5,400.00)	-21.26%
Salaries (Part Time)	21,460.00	-	-	-	21,460.00	42,161.43	(20,701.43)	-49.10%
Health Insurance	6,117.51	764.69	764.69	18,180.00	25,826.88	24,051.88	1,775.00	7.38%
Retiree Health Insurance	1,008.27	134.44	201.65	-	1,344.36	1,730.94	(386.58)	-22.33%
Dental Insurance	305.03	38.13	38.13	2,030.00	2,411.28	1,206.07	1,205.21	99.93%
Life Insurance	67.20	8.40	8.40	253.00	337.00	171.36	165.64	96.66%
LTD	256.63	33.13	41.53	526.00	857.29	532.18	325.11	61.09%
FICA (SS)	7,597.27	703.98	999.12	9,248.00	18,548.37	14,115.71	4,432.66	31.40%
Medicare	1,776.78	164.64	233.66	2,163.00	4,338.09	3,371.73	966.36	28.66%
Workers Comp	341.85	45.58	68.37	2,000.00	2,455.80	3,127.71	(671.91)	-21.48%
Retirement	3,663.75	488.50	732.75	4,885.00	9,770.00	12,212.00	(2,442.00)	-20.00%
TOTAL PERSONNEL BUDGET	**143,670.88**	**13,736.06**	**19,203.07**	**188,441.00**	**365,051.00**	**294,259.70**	**70,791.30**	**24.06%**
OPERATING (ALLOCATED)	**75%**	**10%**	**15%**		**100%**			
Liability Insurance	1,807.50	241.00	361.50	2,410.00	4,820.00	5,068.00	(248.00)	-4.89%
Bank Charges	4,500.00	600.00	900.00	-	6,000.00	6,000.00	-	0.00%
Maintenance Contracts	3,000.00	400.00	600.00	2,280.00	6,280.00	4,325.57	1,954.43	45.18%
Telephone	1,350.00	180.00	270.00	803.00	2,603.00	2,074.09	528.91	25.50%
Internet Services	262.50	35.00	52.50	23.00	373.00	357.27	15.73	4.40%
Postage Meter	562.50	75.00	112.50	68.00	818.00	761.72	56.28	7.39%
Postage	-	-	-	5.00	5.00		5.00	
Printing & Binding	525.00	70.00	105.00	-	700.00	150.00	550.00	366.67%
Travel	375.00	50.00	75.00	684.00	1,184.00	732.43	451.57	61.65%
Registrations & Training	375.00	50.00	75.00	1,824.00	2,324.00	1,156.43	1,167.57	100.96%
Dues (Individual)	38.00	5.00	8.00	137.00	188.00	83.31	104.69	125.66%
Other Expenses	225.00	30.00	45.00	91.00	391.00	330.29	60.71	18.38%

MUNICIPAL COURT & PD PROGRAMS

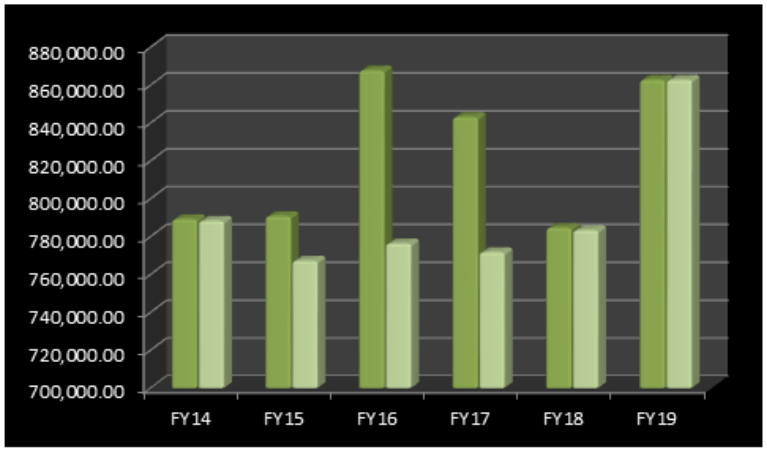
	Court Administration	*Collections & Reporting*	*Community Service*	*Quality of Life*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
Oper Supplies & Mat	2,625.00	350.00	525.00	2,280.00	5,780.00	4,408.57	1,371.43	31.11%
Printer Toner/Ink	750.00	100.00	150.00	228.00	1,228.00	1,090.86	137.14	12.57%
Electricity	9,375.00	1,250.00	1,875.00	2,737.00	15,237.00	13,408.57	1,828.43	13.64%
Natural Gas	2,062.50	275.00	412.50	684.00	3,434.00	2,962.00	472.00	15.94%
Other Equipment < $5,000	1,125.00	150.00	225.00	-	1,500.00	1,500.00	-	0.00%
OPERATING (DIRECT BILLED)								
Employee Screenings	-	-	-	456.00	456.00	151.43	304.57	201.13%
Software Maintenance	-	-	-	3,831.00	3,831.00	1,308.34	2,522.66	192.81%
Cellular Phones	-	-	-	2,417.00	2,417.00	817.72	1,599.28	195.58%
Advertising	-	-	-	73.00	73.00	22.71	50.29	221.44%
State Law Enforcement Certification	-	-	-	28.00	28.00	9.09	18.91	208.03%
Firearms Supplies	-	-	-	1,825.00	1,825.00	701.11	1,123.89	160.30%
R&M Radios	-	-	-	2,007.00	2,007.00	681.43	1,325.57	194.53%
Gasoline				7,753.00	7,753.00	4,000.00	3,753.00	93.83%
Furniture & Fixtures < $5,000	-	-	-	137.00	137.00	45.43	91.57	201.56%
Uniforms	-	-	-	1,824.00	1,824.00	484.57	1,339.43	276.42%
Bullet Proof Vests	-	-	-	456.00	456.00	90.86	365.14	401.87%
Outsourcing GCIC	-	-	-	4,013.00	4,013.00	1,362.86	2,650.14	194.45%
Indirect Costs	44,000.00	6,000.00	-	-	50,000.00	50,000.00	-	0.00%
Prisoner Expense	52,800.00	7,200.00	-	-	60,000.00	60,000.00	-	0.00%
Legal	40,000.00			10,000.00	50,000.00	43,000.00	7,000.00	16.28%
Contract Labor	38,250.00	6,750.00		-	45,000.00	46,800.00	(1,800.00)	-3.85%
TOTAL OPERATING BUDGET	**204,008.00**	**23,811.00**	**5,792.00**	**49,074.00**	**282,685.00**	**253,884.66**		
CAPITAL REQUESTS								
Vehicles						42,005.15	(42,005.15)	
Interview Room Repair/Upgrade						10,694.68	(10,694.68)	
TOTAL CAPITAL BUDGET	-	-	-	-	-	52,699.83		
TOTAL PROGRAM BUDGET	***347,678.88***	***37,547.06***	***24,995.07***	***237,515.00***	***647,736.00***	***600,844.19***	***46,891.81***	***7.80%***

DDA BOND DEBT SERVICE FUND

	FY14*		FY15		FY16		FY17[1]		FY18		FY19
DDA BOND -2005 Series	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Budget**	**Projected**	**Proposed**
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 Charg	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	$3,335,000.00	$556,592.67	$4,200,000.00	$1,162,319.70	$15,833,352.48	$15,833,352.48

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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?

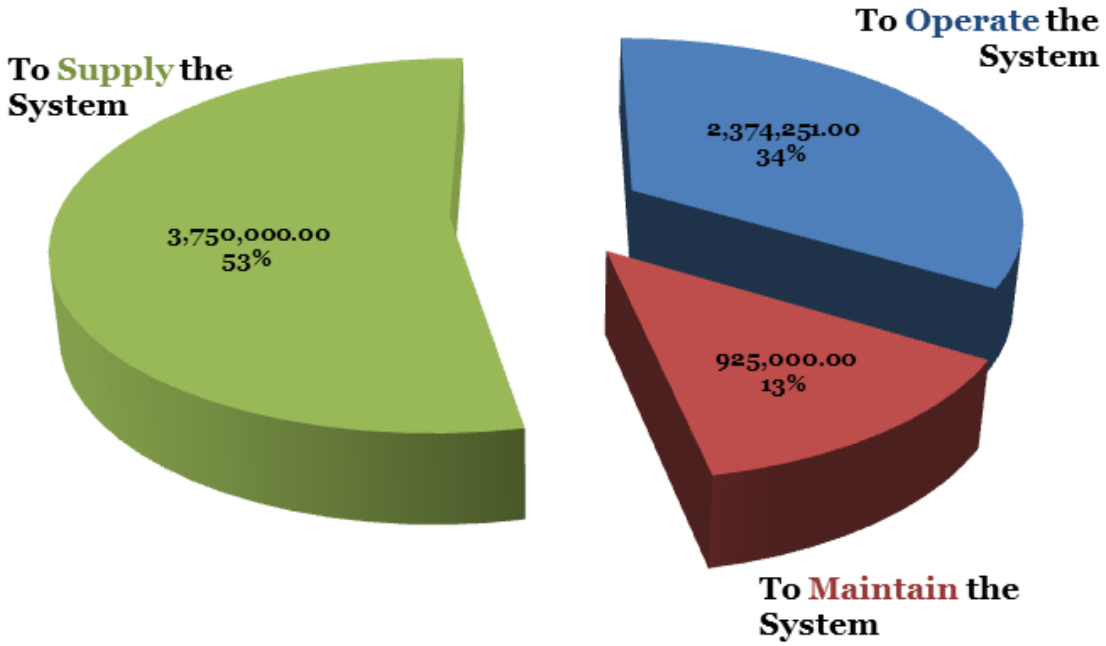
REVENUE SOURCE	AMOUNT
CONSUMPTION CHARGES FOR SERVICES	$ 5,400,000.00
NON-CONSUMPTION CHARGES FOR SERVICES	825,200.00
OTHER FINANCING USES	824,051.00
Total	**$ 7,049,251.00**

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
- Nearly 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



WATER AND SEWER FUND

	FY14		FY15		FY16		FY17		FY18		FY19
Sewer	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Personnel	274,429.00	273,916.60	285,829.50	283,917.08	283,599.20	269,015.68	358,031.00	258,485.58	311,535.44	337,309.31	248,094.00
Operating	1,834,831.00	1,836,561.50	1,923,010.66	1,871,236.62	2,079,548.35	1,839,273.32	2,106,105.00	1,644,035.68	2,062,894.02	1,717,605.12	2,417,532.00
Capital	604,800.00	245,026.86	500,027.00	181,488.61	479,962.00	197,144.91	474,120.00	190,691.09	513,707.56	189,590.74	300,000.00
Debt Service	127,243.00	32,462.43	36,402.00	26,280.24	23,865.00	39,044.35	28,000.00	27,998.62	28,000.00	24,951.27	28,000.00
Water	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Projected**	**Proposed**
Personnel	650,519.00	650,206.10	710,278.00	680,547.01	646,837.20	647,873.74	666,728.50	687,270.48	584,677.49	642,270.84	438,652.00
Operating	2,057,770.00	1,729,532.63	1,733,895.32	1,754,223.75	2,019,471.42	1,858,230.39	2,413,420.54	2,331,556.99	3,302,451.89	2,694,428.57	3,110,973.00
Capital	670,000.00	292,825.35	853,435.00	292,128.00	827,114.12	287,709.85	779,050.00	299,216.04	685,000.00	382,060.12	500,000.00
Debt Service	25,000.00	53,177.54	7,000.00	-	-	13,026.46	-	6,743.71	6,000.00	-	6,000.00
Other Financing Uses							1,000,000.00	1,000,000.00	-	-	
Total Expenses	**6,244,592.00**	**5,113,709.01**	**6,049,877.48**	**5,089,821.31**	**6,360,397.29**	**5,151,318.70**	**7,825,455.04**	**6,445,998.19**	**7,494,266.40**	**5,988,215.97**	**7,049,251.00**

Water & Sewer Fund Programs	
Water System Maintenance	3,778,108.00
Sewer System Maintenance	2,818,722.00
Utility Billing - Water & Sewer	452,421.00
Total Budget	7,049,251.00

Fiscal Year	Residential Gallons	Residential %	Non-Residential Gallons	Non-Residential %	Total Consumption Gallons	Annual Percentage Change
2012	316.5	87%	47.0	13%	363.5	-8.44%
2013	302.1	86%	48.8	14%	350.9	-3.47%
2014	320.1	87%	49.5	13%	369.6	5.33%
2015	316.4	84%	59.8	16%	376.2	1.79%
2016	338.6	85%	60.8	15%	399.4	6.17%
2017	379.9	92%	32.7	8%	412.6	3.30%

Goals for Water & Sewer System Maintenance and Utility Billing:

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

Test approximately 10% of our water meters annually

Replace approximately 7% of our old water meters annually

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

Public Works

Public Works Department

Mission Statement:

The City of Powder Springs is dedicated to serving the people who live, work and do business within our community, providing leadership, vision and exceptional quality of life. Public Works fundamental purpose is to ensure safe roadways, good water quality for the environment, 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 maintenance of City Property, Roadway maintenance to include right of way, Storm Water services, Water and Sewer services, and Sanitation services within the City of Powder Springs.

Identified Programs:

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

- Sewer System Maintenance
- Water System Maintenance

Goals and Key Performance Objectives for FY19:

Program # 1 Water System Maintenance

Identified Goal: Improve the efficiency of our water meters to improve billing and address revenue loss. **(Strategy: Develop and Promote Safe City; Attract and Retain Business)**

- Test approximately 10% of our water meters annually **(Program discontinued)**
- Replace approximately 7% of our old water meters annually*.

	FY17	FY17	FY18	FY18	FY2019
Measure	**Target**	**Actual**	**Target**	**Actual**	**Goal**
Water Meter Testing	10%	10%	No testing	No testing	No testing
Water Meter Testing	7%	7%	7%	*1%	7%

**Work was impacted due to the winter storm debris removal. The City has hired a contractor to perform water meter replacements.*

Identified Goal: Reduce and Eliminate Water Loss to prevent loss of revenue to the City. **(Strategy: Develop and Promote Safe City; Attract and Retain Business)**

- Test a minimum of twenty miles of water lines for leak detection.
- Improve Water Loss Validity Score

	FY17	FY17	FY18	FY18	FY2019
Measure	**Target**	**Actual**	**Target**	**Actual**	**Goal**
Water Leak Detection	20 miles	65 miles	20 miles	40 miles	20 miles
Water Loss Audit Score	76	80	80	TBD	81

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.

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

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

Program # 1 Utility Billing

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

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

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

	PROGRAMS							
	Water System Maintenance	*Sewer System Maintenance*	*Utility Billing - Water*	*Utility Billing - Sewer*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL								
Salaries (Full Time)	151,563.42	101,042.30	132,988.10	61,593.62	**447,187.44**	**605,292.87**	**(158,105.43)**	**-26.12%**
Salaries (OT)	11,500.00	8,000.00	2,000.00	2,000.00	**23,500.00**	**21,500.00**	**2,000.00**	**9.30%**
Health Insurance	44,855.93	29,903.75	25,462.91	8,774.11	**108,996.70**	**127,704.50**	**(18,707.80)**	**-14.65%**
Retiree Health Insurance			2,177.91	2,177.91	**4,355.82**	**-**	**4,355.82**	
Dental Insurance	2,142.12	1,428.09	2,170.02	674.49	**6,414.72**	**7,234.89**	**(820.17)**	**-11.34%**
Life Insurance	352.80	235.20	245.76	102.96	**936.72**	**1,208.22**	**(271.50)**	**-22.47%**
LTD	568.36	378.91	498.70	230.98	**1,676.95**	**2,283.63**	**(606.68)**	**-26.57%**
FICA (SS)	10,109.95	6,760.63	8,369.27	3,942.82	**29,182.67**	**38,965.04**	**(9,782.37)**	**-25.11%**
Medicare	2,364.42	1,581.12	1,957.33	922.11	**6,824.98**	**9,059.48**	**(2,234.50)**	**-24.66%**
Workers Comp	22,240.00	3,700.00	-	-	**25,940.00**	**25,812.70**	**127.30**	**0.49%**
Retirement	17,085.00	14,645.00	-	-	**31,730.00**	**52,708.90**	**(20,978.90)**	**-39.80%**
TOTAL PERSONNEL BUDGET	**262,782.00**	**167,675.00**	**175,870.00**	**80,419.00**	**686,746.00**	**891,770.24**	**(205,024.23)**	**-22.99%**
OPERATING (ALLOCATED)								
Liability Insurance	10,549.00	7,562.00			**18,111.00**	**21,597.50**	**(3,486.50)**	**-16.14%**
Security	1,700.00	1,700.00			**3,400.00**	**2,461.11**	**938.89**	**38.15%**
Maintenance Contracts	3,200.00	3,400.00			**6,600.00**	**6,338.71**	**261.29**	**4.12%**
Telephone	1,200.00	2,000.00			**3,200.00**	**3,330.30**	**(130.30)**	**-3.91%**
Cellphone	1,500.00	2,500.00			**4,000.00**	**4,555.01**	**(555.01)**	**-12.18%**
Cable TV	75.00	225.00			**300.00**	**381.47**	**(81.47)**	**-21.36%**
Internet Services	200.00	300.00			**500.00**	**542.42**	**(42.42)**	**-7.82%**
Postage Meter					**-**	**94.30**	**(94.30)**	**-100.00%**
Postage	582.00	960.00			**1,542.00**	**1,797.78**	**(255.78)**	**-14.23%**
Printing & Binding					**-**	**191.25**	**(191.25)**	**-100.00%**
Other Expenses	800.00	1,400.00			**2,200.00**	**2,580.64**	**(380.64)**	**-14.75%**
Oper Supplies & Mat	3,000.00	4,450.00			**7,450.00**	**8,856.48**	**(1,406.48)**	**-15.88%**
Printer Toner/Ink	620.00	400.00			**1,020.00**	**891.86**	**128.14**	**14.37%**
Electricity	2,000.00	3,000.00			**5,000.00**	**5,549.96**	**(549.96)**	**-9.91%**
Natural Gas	1,000.00	1,900.00			**2,900.00**	**3,877.60**	**(977.60)**	**-25.21%**
OPERATING (DIRECT BILLED)								
Employee Screenings	1,000.00	1,000.00			**2,000.00**	**2,000.00**	**-**	**0.00%**
Software Maintenance			7,320.00	1,550.00	**8,870.00**	**8,075.00**	**795.00**	**9.85%**
Audit			5,000.00	5,000.00	**10,000.00**	**8,000.00**	**2,000.00**	**25.00%**
Engineering	50,000.00	50,000.00			**100,000.00**	**50,500.00**	**49,500.00**	**98.02%**
EPD Testing	20,000.00				**20,000.00**	**65,000.00**	**(45,000.00)**	**-69.23%**

	PROGRAMS							
	Water System Maintenance	*Sewer System Maintenance*	*Utility Billing - Water*	*Utility Billing - Sewer*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
Billing Services			20,000.00	22,500.00	**42,500.00**	**42,500.00**	-	**0.00%**
Banking Charges			5,000.00	3,000.00	**8,000.00**	-	**8,000.00**	
Contract Labor			64,327.00	62,435.00	**126,762.00**	-	**126,762.00**	
Consumer Confidence Report	500.00				**500.00**	**500.00**	-	**0.00%**
Manhole Maintenance		2,800.00			**2,800.00**	**2,750.00**	**50.00**	**1.82%**
Valve Maintenance	5,000.00				**5,000.00**	**5,500.00**	**(500.00)**	**-9.09%**
Repairs & Maintenance	190,000.00	50,000.00			**240,000.00**	**150,000.00**	**90,000.00**	**60.00%**
Repairs & Maintenance (Sewer Line)		2,500.00			**2,500.00**	**2,500.00**	-	**0.00%**
Repairs & Maintenance (Meters)	20,000.00				**20,000.00**	**20,000.00**	-	**0.00%**
Repairs & Maintenance (Drainage)	20,000.00				**20,000.00**	-	**20,000.00**	
Postage Meter	6,000.00	1,200.00			**7,200.00**	**5,000.00**	**2,200.00**	**44.00%**
Advertising	1,500.00	750.00			**2,250.00**	**2,250.00**	-	**0.00%**
Travel		1,250.00			**1,250.00**	**12.50**	**1,237.50**	**9900.00%**
Registration & Training	1,700.00	250.00			**1,950.00**	**2,875.00**	**(925.00)**	**-32.17%**
Dues (Individual)	-				-	**500.00**	**(500.00)**	**-100.00%**
Dues (City)	500.00				**500.00**	**400.00**	**100.00**	**25.00%**
Gasoline	10,000.00	3,000.00			**13,000.00**	**13,000.00**	-	**0.00%**
Diesel	2,500.00	2,500.00			**5,000.00**	**5,000.00**	-	**0.00%**
Water Purchase	1,950,000.00				**1,950,000.00**	**1,650,000.00**	**300,000.00**	**18.18%**
Sewer Processing Charge		1,800,000.00			**1,800,000.00**	**1,750,000.00**	**50,000.00**	**2.86%**
Other Equipment < $5,000	-	-			-	**10,000.00**	**(10,000.00)**	**-100.00%**
Meters	125,000.00				**125,000.00**	**125,000.00**	-	**0.00%**
Uniforms	4,200.00	3,000.00			**7,200.00**	**6,700.00**	**500.00**	**7.46%**
Indirect Costs	275,000.00	175,000.00			**450,000.00**	**500,000.00**	**(50,000.00)**	**-10.00%**
Depreciation Expense	300,000.00	200,000.00			**500,000.00**	**500,000.00**	-	**0.00%**
Bad Debt Expense	6,000.00	3,000.00			**9,000.00**	**9,000.00**	-	**0.00%**
Other Debt Interest		25,000.00			**25,000.00**	**25,000.00**	-	**0.00%**
TOTAL OPERATING BUDGET	**3,015,326.00**	**2,351,047.00**	**101,647.00**	**94,485.00**	**5,562,505.00**	**5,025,108.89**	**537,396.11**	**10.69%**
CAPITAL REQUESTS								
Vehicles	-				-	**35,000.00**	**(35,000.00)**	**-100.00%**
W & S Infrastructure	500,000.00	300,000.00			**800,000.00**	**750,000.00**	**50,000.00**	**6.67%**
TOTAL CAPITAL BUDGET	**500,000.00**	**300,000.00**	-	-	**800,000.00**	**785,000.00**	**15,000.00**	**1.91%**
TOTAL PROGRAM BUDGET	***3,778,108.00***	***2,818,722.00***	***277,517.00***	***174,904.00***	***7,049,251.00***	***6,701,879.13***	***347,371.87***	***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

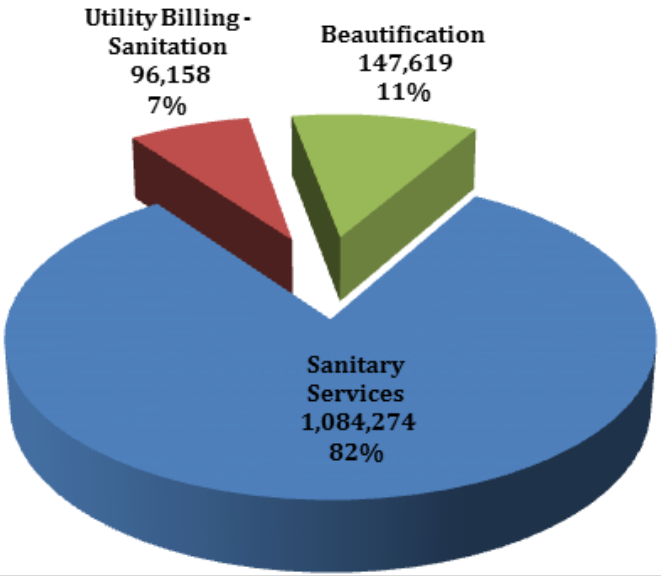
- Staffing of 8 full-time equivalent employees and one contracted employee
- Indirect expenses to cover overhead costs

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



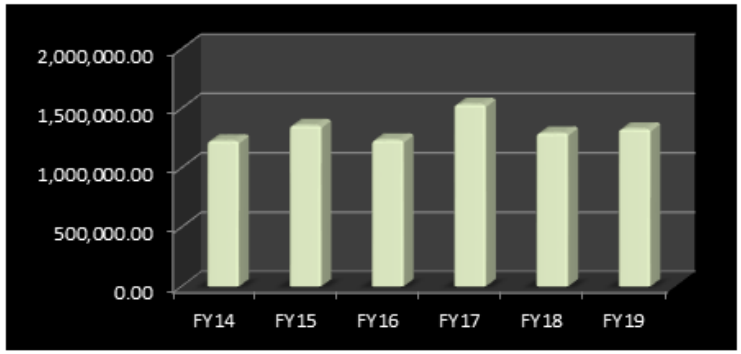
SANITATION FUND

	FY14		FY15		FY16		FY17		FY18		FY19
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Personnel	425,428.00	360,466.00	378,195.00	324,757.31	392,364.80	408,259.66	501,316.00	501,415.43	498,579.70	467,338.61	434,732.00
Operating	676,828.00	609,768.02	711,246.00	427,479.42	685,370.44	629,734.60	771,250.00	684,416.84	750,435.58	670,047.66	826,303.00
Capital	118,799.00	1,377.74	257,555.00	205,279.53	152,817.00	-	259,000.00	25,558.73	44,000.00	44,786.92	67,016.00
Debt Service	6,070.00	2,980.00	10,000.00	-	4,035.00	-	3,000.00	3,868.00	-		-
Total Expenses	**1,227,125.00**	**974,591.76**	**1,356,996.00**	**957,516.26**	**1,234,587.24**	**1,037,994.26**	**1,534,566.00**	**1,215,259.00**	**1,293,015.28**	**1,182,173.19**	**1,328,051.00**

[1]Recycling added to the City's services in FY2015

Sanitation Fund Programs	
Sanitary Services	1,084,274.00
Utility Billing - Sanitation	96,158.00
Beautification	147,619.00
Total Budget	1,328,051.00

	2014 Actual	2015[1] Actual	2016 Actual	2017 Actual	2018 Target	2019 Proposed
Sanitation Full Time Equivalents	7	8	8	8	9	9
Refuse Collection (Tons per Day)	23.86	23.95	24.81	25.58	25.5	24.25



Goals for Sanitation, Beautification and Utility Billing:

Continue to beautify the community:
Expand programming offered by Keep Powder Springs Beautiful to include cleanup and recycling focus based programs.
Work with KPSB to implement community enrichment improvement projects in our Parks/Greenspaces.
Promote targeted cleanup events in neighborhoods
Add a beautification component to the Pick It Up Event.
Develop City wide anti-littering campaign with an educational component.
Implement an Adopt-A-Pot program to increase the planters and baskets of seasonal color in the downtown corridor of the City.
Add a beautification component to the Pick It Up Event.

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.

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

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

Program # 1 Utility Billing

Identified Goal

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

Key Performance Objective:

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

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

Recreation, Cultural and Community Services Department

Departmental Mission Statement:

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

Description and Overview of the Department:

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

Identified Programs:

1. Park Development & Programming
2. Recreation, Cultural and Community Services Programming
3. Senior Center
4. Museum
5. Beautification
6. Community Events

Goals and Key Performance Objectives for FY19:

Program # 5 Beautification:

Identified Goal

Continue to beautify the community through implementation of anti-littering campaigns, clean up events and promotion of recycling **(Strategy: all)**

Key Performance Objective

- Expand programming offered by Keep Powder Springs Beautiful to include cleanup and recycling focus based programs.
- Work with KPSB to implement community enrichment improvement projects in our Parks/Greenspaces.
- Promote targeted cleanup events in neighborhoods
- Add a beautification component to the Pick It Up Event.
- Develop City wide anti-littering campaign with an educational component.
- Implement an Adopt-A-Pot program to increase the planters and baskets of seasonal color in the downtown corridor of the City.

	PROGRAMS						
	Sanitation Services	*Utility Billing: Sanitation*	*Beautification*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL							
Salaries (Full Time)	284,524.00	10,477.00		295,001.00	373,663.82	(78,662.82)	-21.05%
Salaries (OT)	5,000.00	1,000.00		6,000.00	3,237.37	2,762.63	85.34%
Health Insurance	57,669.00	3,634.00		61,303.00	71,213.18	(9,910.18)	-13.92%
Dental Insurance	2,903.00	176.00		3,079.00	3,588.19	(509.19)	-14.19%
Life Insurance	672.00	17.00		689.00	852.95	(163.95)	-19.22%
LTD	1,067.00	40.00		1,107.00	1,401.24	(294.24)	-21.00%
FICA (SS)	17,951.00	712.00		18,663.00	23,167.16	(4,504.16)	-19.44%
Medicare	4,198.00	167.00		4,365.00	5,418.13	(1,053.13)	-19.44%
Workers Comp	25,000.00			25,000.00	23,432.00	1,568.00	6.69%
Retirement	19,525.00			19,525.00	25,557.72	(6,032.72)	-23.60%
TOTAL PERSONNEL BUDGET	**418,509.00**	**16,223.00**	**-**	**434,732.00**	**531,531.76**	**(96,799.76)**	**-18.21%**
OPERATING (ALLOCATED)							
Liability Insurance	10,809.00			10,809.00	12,668.00	(1,859.00)	-14.67%
Security	800.00			800.00	370.37	429.63	116.00%
Maintenance Contracts	1,200.00			1,200.00	1,111.93	88.07	7.92%
Telephone	1,500.00			1,500.00	485.19	1,014.81	209.16%
Cellphone	1,900.00			1,900.00	681.48	1,218.52	178.80%
Cable TV	160.00			160.00	57.41	102.59	178.70%
Internet Services	480.00			480.00	79.63	400.37	502.79%
Postage	500.00			500.00	259.26	240.74	92.86%
Travel					223.20	(223.20)	-100.00%
Registration & Training					223.20	(223.20)	-100.00%
Dues (City)					148.80	(148.80)	-100.00%
Dues (Individual)					74.40	(74.40)	-100.00%
Other Expenses	900.00			900.00	593.57	306.43	51.62%

	PROGRAMS						
	Sanitation Services	*Utility Billing: Sanitation*	*Beautification*	*FY2019 Proposed Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
Oper Supplies & Mat	3,000.00			3,000.00	1,761.21	1,238.79	70.34%
Printer Toner/Ink	1,000.00			1,000.00	196.62	803.38	408.60%
Electricity	5,000.00			5,000.00	759.26	4,240.74	558.54%
Natural Gas	2,500.00			2,500.00	555.56	1,944.44	350.00%
OPERATING (DIRECT BILLED)							
Employee Screenings	1,500.00			1,500.00	1,500.00	-	0.00%
Audit		2,500.00		2,500.00	4,000.00	(1,500.00)	-37.50%
Billing Services		15,000.00		15,000.00	15,000.00	-	0.00%
Contract Labor (Recycling)			107,135.00	107,135.00	72,377.00	34,758.00	48.02%
Contract Labor		62,435.00		62,435.00	-	62,435.00	
Landscaping			40,484.00	40,484.00	44,640.00	(4,156.00)	-9.31%
Advertising	5,000.00			5,000.00	3,500.00	1,500.00	42.86%
Registration & Training	100.00			100.00	100.00	-	0.00%
Dues (Individual)	200.00			200.00	200.00	-	0.00%
Gasoline	5,000.00			5,000.00	7,790.00	(2,790.00)	-35.82%
Diesel	50,000.00			50,000.00	50,000.00	-	0.00%
Landfill	200,000.00			200,000.00	190,000.00	10,000.00	5.26%
Other Equipment < $5,000	5,000.00			5,000.00	5,000.00	-	0.00%
Dumpsters	1,200.00			1,200.00	1,200.00	-	0.00%
Garbage Carts	20,000.00			20,000.00	20,000.00	-	0.00%
Uniforms	6,000.00			6,000.00	5,000.00	1,000.00	20.00%
Indirect Costs	275,000.00			275,000.00	275,000.00	-	0.00%
Depreciation Expense	67,016.00			67,016.00	44,000.00	23,016.00	52.31%
TOTAL OPERATING BUDGET	**665,765.00**	**79,935.00**	**147,619.00**	**893,319.00**	**759,556.09**	**133,762.91**	**17.61%**
TOTAL PROGRAM BUDGET	***1,084,274.00***	***96,158.00***	***147,619.00***	***1,328,051.00***	***1,291,087.85***	***36,963.15***	***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?

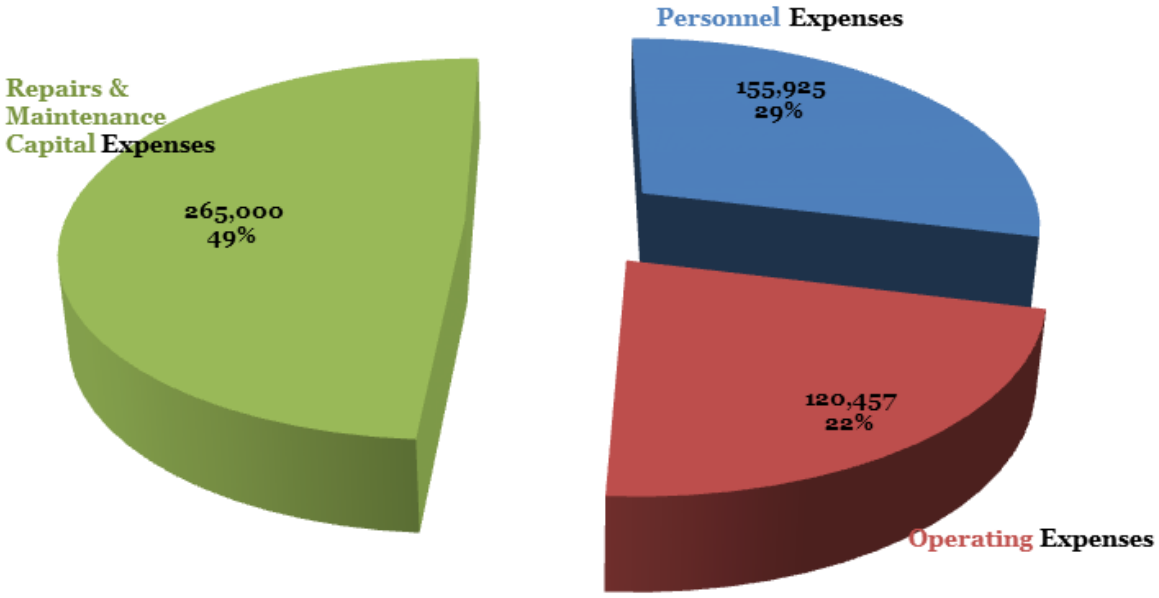
REVENUE SOURCE	AMOUNT
CHARGES FOR SERVICES	$ 363,000.00
TRANSFER IN FROM GENERAL FUND	63,226.00
OTHER FINANCING SOURCES	85,156.00
DETENTION POND MAINTENANCE	30,000.00
TOTAL	**$ 541,382.00**

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

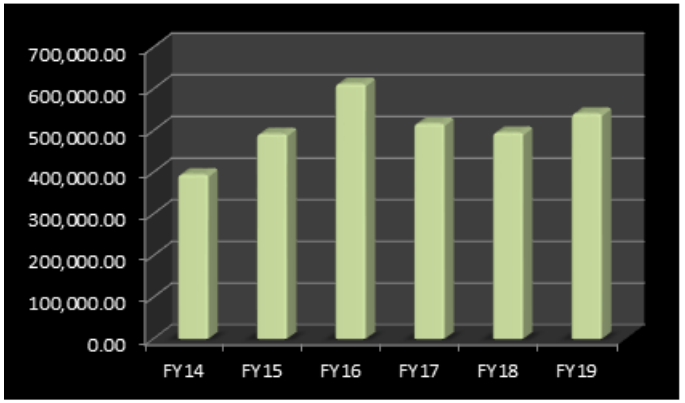


STORM WATER FUND

	FY14		FY15		FY16		FY17		FY18		FY19
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Projected	Proposed
Personnel	139,849.00	108,602.03	120,480.50	117,140.88	114,745.60	110,949.70	168,012.00	109,703.90	131,533.73	83,715.15	155,925.00
Operating	255,406.00	197,585.37	372,012.50	298,323.98	497,877.30	357,994.79	349,368.00	128,470.52	364,017.77	176,471.44	385,457.00
Total Expenses	395,255.00	306,187.40	492,493.00	415,464.86	612,622.90	468,944.49	517,380.00	238,174.42	495,551.50	260,186.59	541,382.00

Strom Water Fund Programs	
Storm Water Infrastructure	383,322.00
Storm Water Development	158,060.00
Total	541,382.00

Structure Type	Total Count	Inspected in 2016	% of Total	Inspected in 2017	% of Total
Catch Basins	1380	276	20%	354	26%
Ditches (in miles/linear feet)	35	35	100%	7	20%
Detention/retention Ponds	143	109	76%	32	22%
Storm Drain Lines (in miles/linear feet)	41.89	8.38	20%	8	19%
Outfalls	317	62	20%	57	19%



Description of Storm Water Utility and Development:

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

Goals for Storm Water Utility and Development:

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

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

Public Works

Public Works Department

Mission Statement:

The City of Powder Springs is dedicated to serving the people who live, work and do business within our community, providing leadership, vision and exceptional quality of life. Public Works fundamental purpose is to ensure safe roadways, good water quality for the environment, 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, as the main document regulating zoning and development further illustrates the purpose of Community Development as follows:

Promote the health, safety, welfare, morals, convenience, order, and prosperity of the citizens of the city; promote responsible growth, lessen congestion in the public

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

Identified Programs

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

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

Goals and Key Performance Objectives for FY19:

Program # 1 Storm Water Development

Identified Goal

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

Key Performance Objective:

	FY2015	FY2016	FY2017	FY2018	FY2018	FY2019
Measures	**Actual**	**Actual**	**Actual**	**Target**	**Actual**	**Target**
Number of Outfalls	318	317	317	301	310	290

For Fiscal Year 2018, storm water numbers are not complete. The reporting year for storm water ends on April 30. Review of the numbers occurs in the month of May. The actual number above for FY 2018 was reported prior to annual computation of storm water data.

1) **To exceed the minimum 20% requirement for inspections of infrastructure in FY19.**

	PROGRAMS					
	Storm Water Infrastructure	*Storm Water Development*	*FY2019 Projected Totals*	*FY2018 Adopted Totals*	*Variance $*	*Variance %*
PERSONNEL						
Salaries (Full Time)	32,130.00	73,781.00	105,911.00	90,482.54	15,428.46	17.05%
Salaries (OT)	1,500.00		1,500.00	1,000.00	500.00	50.00%
Health Insurance	7,339.00	24,616.00	31,955.00	24,968.89	6,986.11	27.98%
Dental Insurance	286.00	689.00	975.00	971.48	3.52	0.36%
Life Insurance	84.00	114.00	198.00	164.63	33.37	20.27%
LTD	121.00	277.00	398.00	339.30	58.70	17.30%
FICA (SS)	1,992.00	4,575.00	6,567.00	5,609.92	957.08	17.06%
Medicare	466.00	1,070.00	1,536.00	1,312.00	224.00	17.07%
Workers Comp	500.00	500.00	1,000.00	786.30	213.70	27.18%
Retirement	1,000.00	4,885.00	5,885.00	5,723.80	161.20	2.82%
TOTAL PERSONNEL BUDGET	**45,418.00**	**110,507.00**	**155,925.00**	**131,358.86**	**24,566.14**	**18.70%**
OPERATING (ALLOCATED)						
Liability Insurance		1,205.00	1,205.00	1,742.05	(537.05)	-30.83%
Security	1,028.00		1,028.00	1,027.78	0.22	0.02%
Maintenance Contracts	3,000.00	920.00	3,920.00	2,831.94	1,088.06	38.42%
Telephone	646.00	850.00	1,496.00	1,496.39	(0.39)	-0.03%
Cellphone	-	1,891.00	1,891.00	1,928.61	(37.61)	-1.95%
Cable TV	-	-	-	178.06	(178.06)	-100.00%
Internet Services	-	240.00	240.00	354.10	(114.10)	-32.22%
Postage	-	841.00	841.00	989.44	(148.44)	-15.00%
Other Expenses	530.00	565.00	1,095.00	1,196.53	(101.53)	-8.49%
Oper Supplies & Mat	1,650.00	2,098.00	3,748.00	3,817.36	(69.36)	-1.82%
Printer Toner/Ink	200.00	263.00	463.00	451.67	11.33	2.51%
Electricity	2,600.00	644.00	3,244.00	2,819.44	424.56	15.06%
Natural Gas	1,550.00	238.00	1,788.00	1,804.17	(16.17)	-0.90%
Travel		50.00	50.00	50.00	-	0.00%
Employee Screenings	200.00		200.00	200.00	-	0.00%
Engineering	20,000.00		20,000.00	-	20,000.00	
Advertising	500.00		500.00	500.00	-	0.00%
Registration & Training	2,000.00	1,500.00	3,500.00	3,650.00	(150.00)	-4.11%
Software Maintenance		1,315.00	1,315.00	1,315.00	-	0.00%
Contract Labor	35,000.00	34,533.00	69,533.00	15,000.00	54,533.00	363.55%
Repairs & Maintenance	235,000.00		235,000.00	250,000.00	(15,000.00)	-6.00%
Repairs & Maintenance (Detention Pd)	30,000.00		30,000.00	50,000.00	(20,000.00)	-40.00%
Gasoline	3,500.00		3,500.00	1,350.00	2,150.00	159.26%
Other Equipment < $5,000			-	2,200.00	(2,200.00)	-100.00%
Uniforms	500.00	400	900.00	700.00	200.00	28.57%
TOTAL OPERATING BUDGET	**337,904.00**	**47,553.00**	**385,457.00**	**345,602.54**	**39,854.46**	**11.53%**
TOTAL PROGRAM BUDGET	***383,322.00***	***158,060.00***	***541,382.00***	***476,961.40***	***64,420.60***	***13.51%***

APPENDICES

PROPOSED CAPITAL PROJECTS FUND EXPENDITURES

2016 SPLOST FUND

City of Powder Springs
2016 SPLOST Budget and Cash Flow
July 2018 - June 2019

Project	Totals
General Streets	-
Resurfacing	200,000
Florence Rd at Dallas Powder Springs Rd Intersection Imp	-
Florence Rd at CH James Pkwy Intersection Imp	240,000
Powder Springs Rd at Sailors Pkwy / Forest Hill Rd Intersection Imp	-
New Macland Rd at Macedonia Rd Intersection Imp	-
Sailors Pkwy at CH James Pkwy Intersection Imp	-
Powder Springs Rd at Flint Hill / Pinegrove / Deer Creek (Joint City-County)	2,266,664
Brownsville Road Improvements	-
Streetscape Projects	-
Parks & Recreation	-
Public Facility Improvements	60,000
Public Safety	116,879
General Government	-
Program Management	105,984
CEIT (Engineering)	240,000
Total	3,229,527

CAPITAL PROJECTS FUND

Description	Balance
CAPITAL PROJECTS FUND EXPENSES:	0
GEN GOV'T BUILDINGS & GROUNDS:	0
Gen Gov't - Payments to Other Agencies	556,542.78
Control Total	**556,542.78**
Streets - Resurfacing	466,094.24
LMIG Projects - Infrastructure/Streets	204,184.80
Control Total	**670,279.04**
TRAIL MAINT - MULTI-YEAR PROJECTS	0
Trail Maint - Site Improvements	40,611.00
Control Total	**40,611.00**
EMERGENCY PREPAREDNESS: Multi-year Projs	0
Emergency Prepa Contingencies	219,311.34
Control Total	**219,311.34**
PLANNING: Multi-Year Projects	0
Planning - Contract Labor	17,181.60
Control Total	**17,181.60**
DOWNTOWN PARK:	0
Downtown Park - Engineering	400,000.00
Dowtown Park - Infrastructure Improvements	2,750,000.00
Control Total	**3,150,000.00**
LINEAR PARK:	0
Linear Park - Construction (Impact$)	100,586.80
Linear Park - Parks	12,391.40
Control Total	**112,978.20**
OTHER FINANCING USES:	0
Other - Transfer to General Fund (Imp $)	4,000.00
Other-Transfer To DDA Bond Fund [IMP $]	55,000.00
Control Total	**59,000.00**
Final Totals	***4,825,903.96***

GENERAL GOVERNMENT BUILDINGS & GROUNDS:
The funds dedicated to this project are for land acquisition and site improvements. These funds are to be used for property acquisition as it relates to prioritized properties for the purpose of implementing the LCI plan. These funds are currently held for the City's Downtown Development Authority and are reimbursed based on an Intergovernmental Agreement (IGA), between the DDA and the City, for the purpose of acquiring and rehabilitating properties in the City's DDA service area.

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

TRAIL MAINTENANCE PROGRAM:
This project was originally funded for $40,000 to be used for architectural and designing of new trail signage to be used along the City's trail way system to advise residents and visitors as to the City's full trail system as well as wayfinding and directional signage to the downtown. After responses for the RFP were received, the City deferred this project until additional funding was available. Additional funding for this project will be allocated from the 2018 Bond Series for trail signage and a branding campaign to bring trail users to the new downtown park.

EMERGENCY PREPAREDNESS PROGRAM:
The Emergency preparedness program was adopted with the 2016 Budget and was approved to be funded by the amount of 10% of the balance of any unrestricted reserve amounts in excess of 6 months of current year operations.

DOWNTOWN PARK PROJECT:
The funds dedicated to this project are the City's 2018 Series Bond Funds, Water and Sewer Funds, remaining funds from the DDA's IGA, as well as Impact Fees. The current projects underway include the demolition of a commercial structure, final design & engineer renderings, and construction management to include Park construction initiating in January of 2019.

LINEAR PARK PROJECT:
The funds dedicated to this project are the City's portion of 2015, 2016 and 2017 CDBG program funds, the City's contribution to this project, as well as Impact Fees. The current projects underway include the grading and clearing of an area to be used as a passive park area with some additional bench seating. The City will also add shad structures to the currently uncovered playground equipment. The City will continue to pursue additional sources of funding in order to complete all phases of the Linear Park.

OTHER FINANCING USES:
Funds received from the City's Impact Fee Program for Public Safety purposes are allocated to a transfer out category to be used as a source of repayment for the outstanding 2005 & 2014 Series Bonds. The City also receives and allocates a portion of the Impact Fees collected for Administrative purposes.

Full Time Equivalents by Function

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 theFY19 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

Function / Program	2012	2013	2014	2015	2016	2017	2018	2019
General Administration								
Council	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Mayor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Elections	-	-	-	-	-	-	-	-
Administration	6.3	7.3	8.3	8.3	8.0	8.5	8.0	6.0
Information Technology	1.0	-	-	-	-	-	-	-
Purchasing -	-	-	-	-	-	-	-	-
Municipal Court	2.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Total General Administration	15.3	14.3	15.3	15.3	16.0	16.5	16.0	14.0
Health and Welfare								
Senior Center	0.5	0.5	0.5	0.5	0.5	0.5	-	-
Culture and Recreation								
Parks and Recreation	-	-	-	-	-	-	1.0	3.0
Senior Center	-	-	-	-	-	-	1.0	1.0
Museum	0.5	0.5	0.5	0.5	0.5	0.5	1.0	1.0
Total Culture and Recreation	0.5	0.5	0.5	0.5	0.5	0.5	3.0	5.0
Housing and Development								
Building Inspection	0.5	-	-	-	-	-	-	-
Community Development	5.0	4.0	4.0	3.0	4.0	5.0	5.0	5.0
Economic Development	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Code Enforcement	2.0	-	-	-	-	2.0	2.0	2.0
Total Housing and Development	7.5	4.0	5.0	4.0	5.0	8.0	8.0	8.0
Public Safety								
Police	33.0	29.0	31.0	30.0	32.0	34.0	33.5	32.5
Public Works								
Buildings & Maintenance	-	-	-	-	-	-	2.0	2.5
Fleet Maintenance	-	-	-	-	-	-	2.0	2.5
Streets	3.0	3.0	3.0	3.0	3.0	3.0	1.0	2.0
Total General Fund Public Works	3.0	3.0	3.0	3.0	3.0	3.0	5.0	7.0
Water & Sewer								
Water	11.8	11.7	11.7	11.7	13.0	13.0	12.0	7.0
Sewer	5.0	6.0	6.0	6.0	5.0	5.0	5.0	5.0
Total Water & Sewer	16.8	17.7	17.7	17.7	18.0	18.0	17.0	12.0
Sanitation	9.0	9.0	7.0	8.0	8.0	10.0	9.0	8.0
Storm Water	-	-	1.0	1.0	1.0	1.0	1.0	2.0
Total	85.5	78.0	81.0	80.0	84.0	91.5	92.5	88.5

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

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
GOVERNING BODY - COUNCIL:											
Salaries & Wages	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	58,891.72	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
Salaries & Wages (Bonus)	750.00	750.00	750.00	450.00	500.00	500.00					
Health Insurance	13,104.00	7,448.88	8,600.00	8,749.56	11,700.00	2,907.80	5,500.00	2,020.86	3,452.81	3,275.92	9,289.00
Health Reimbursement Account	1,000.00	-	1,000.00	-	500.00	-	500.00	-	-	-	
Retiree Health Insurance					1,800.00	2,550.00	3,600.00	1,800.00	3,950.00	3,600.00	3,844.00
Dental Insurance	1,175.00	1,175.28	1,310.00	1,302.00	1,375.00	535.44	660.00	984.69	1,078.54	897.14	1,408.00
Life Insurance	128.00	128.28	140.00	137.40	140.00	90.40	200.00	251.26	420.00	363.24	378.00
FICA Expense	3,778.00	3,410.34	3,766.50	3,405.13	3,782.00	3,744.58	3,725.00	3,684.50	3,720.00	3,720.00	3,720.00
Medicare	870.00	797.58	881.00	796.48	884.50	875.71	870.00	861.81	870.00	870.00	870.00
Retirement Contributions	7,400.00	6,890.31	7,310.00	7,298.04	8,050.00	6,781.40	8,500.00	5,860.30	7,632.00	5,742.24	6,105.00
Worker's Compensation	4,135.00	6,132.84	6,200.00	4,188.70	2,245.00	2,075.41	2,000.00	1,719.13	1,705.00	1,255.00	1,140.00
Professional Services (Facilitator)	4,000.00	3,789.08	4,000.00	3,915.26					5,000.00	-	-
Liability Insurance	8,250.00	7,814.99	5,520.00	4,958.97	4,095.00	3,865.69	3,250.00	3,095.20	3,314.00	3,259.54	3,259.00
Printing & Binding									500.00	-	750.00
Travel			2,500.00	1,718.76	-	(37.50)			500.00	500.00	1,000.00
AL1 Expenses					5,043.06	5,043.06	3,000.00	1,627.31	2,500.00	937.36	2,000.00
AL2 Expenses					4,709.22	5,730.96	3,000.00	1,142.44	4,306.60	3,775.83	2,000.00
W1 Expenses					2,753.65	2,985.79	3,000.00	205.44	5,226.08	5,151.17	2,000.00
W2 Expenses					2,673.00	2,393.00	3,000.00	804.90	2,500.00	2,028.68	2,000.00
W3 Expenses					2,673.00	295.00	3,000.00	815.90	2,500.00	1,412.51	2,000.00
Annual Retreat					6,000.00	5,923.48	6,000.00	5,885.38	6,000.00	5,800.48	6,000.00
Registrations & Training			2,000.00	1,983.37			-	250.00	1,000.00	-	4,200.00
Registrations & Training AL1	1,800.00	1,685.69	1,800.00	1,153.73	722.20	260.00	1,200.00	815.00	2,000.00	1,765.00	2,500.00
Registrations & Training AL2	1,800.00	1,385.48	1,800.00	1,439.87	1,000.00	260.00	1,200.00	1,162.71	2,000.00	1,949.29	2,500.00
Registrations & Training W 1	1,800.00	1,797.17	1,800.00	826.79	919.35	312.92	1,200.00	458.50	2,725.00	3,336.89	2,500.00
Registrations & Training W 2	1,800.00	1,800.00	1,800.00	1,363.83	1,000.00	260.00	1,200.00	1,200.00	2,000.00	1,802.63	2,500.00
Registrations & Training W 3	1,800.00	333.74	1,800.00	1,571.67	1,000.00	260.00	1,200.00	1,089.00	2,000.00	1,533.95	2,500.00
Contributions/Local Events							3,000.00	1,050.00	4,433.00	2,683.00	3,750.00
Dues (City)	500.00	-	500.00	500.00	500.00	-	500.00	-	500.00	500.00	550.00
Other Expenses	1,365.00	1,280.96	1,365.00	1,303.81	1,200.00	288.00	1,200.00	980.98	500.00	170.00	500.00
Food (Agenda)	1,500.00	725.94	1,500.00	1,364.04	1,500.00	1,125.37	1,500.00	1,459.69	1,550.00	1,420.51	1,500.00
CMA Expenses	1,500.00	881.96	1,500.00	-	1,500.00	105.00	1,500.00	1,532.20	1,550.00	913.13	1,700.00
Final Totals	**118,455.00**	**108,228.52**	**117,842.50**	**108,427.41**	**128,264.98**	**108,023.23**	**123,505.00**	**100,757.20**	**135,433.03**	**118,663.51**	**132,463.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
MAYOR:											
Salaries & Wages	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00	18,000.00
Salaries & Wages (Bonus)	150.00	150.00	150.00	150.00	100.00	100.00					
Salaries & Wages (Part-Time)	150.00	150.00	150.00	150.00	100.00	100.00			8,818.76	11,028.90	15,681.26
Health Insurance	4,643.00	4,345.20	5,375.00	5,249.64	5,775.00	5,214.33	6,500.00	5,711.18	6,692.29	6,092.95	7,339.37
Health Reimbursement Account			250.00	500.00	500.00	1,000.00	500.00	-			
Retiree Health Insurance					-	499.84	1,290.00	1,237.74	1,350.00	1,318.19	1,439.00
Dental Insurance	302.00	302.16	335.00	334.80	360.00	301.20	800.00	332.88	359.52	359.61	381.85
Life Insurance	89.00	62.10	72.00	66.72	67.00	50.76	100.00	84.00	84.00	84.00	84.00
FICA Expense	1,127.50	926.22	1,125.50	932.91	1,128.40	916.29	1,116.00	965.56	1,662.76	1,799.79	2,089.06
Medicare	261.00	216.63	263.50	218.20	263.90	214.30	261.00	225.85	388.88	420.92	488.46
Retirement Contributions	1,391.00	1,320.84	1,225.00	1,224.00	1,145.00	1,126.30	1,200.00	984.94	4,579.00	3,445.32	1,225.00
Worker's Compensation	700.00	1,226.56	1,250.00	837.74	450.00	418.02	400.00	360.91	361.00	251.00	230.00
R & M (Vehicles)	50.00	174.82	225.00	233.99	250.00	108.93	250.00	210.75			
Liability Insurance	2,750.00	2,605.00	1,600.00	1,684.63	1,560.00	1,432.77	1,500.00	988.73	1,267.00	1,239.24	1,205.00
Cellular Phones	1,730.00	2,062.19	1,700.00	1,348.40	1,700.00	1,238.78	1,800.00	893.79	1,500.00	896.82	1,500.00
Printing & Binding	500.00	-	250.00	45.00	250.00	319.00	400.00	-			200.00
Travel	4,400.00	3,630.79	4,400.00	2,504.72	4,400.00	4,635.46	4,400.00	1,385.00	3,425.00	2,566.78	3,500.00
Annual Retreat					1,200.00	1,200.00	1,200.00	969.85	2,775.00	2,198.59	1,200.00
Registrations & Training	1,500.00	884.92	1,500.00	621.66	2,800.00	1,455.00	2,800.00	725.00	3,250.00	2,507.63	2,500.00
Other Expenses	739.00	577.46	600.00	1,475.27	1,569.26	1,354.26	1,475.00	1,168.85	2,800.00	677.35	3,000.00
Gasoline	-	377.98	250.00	583.75	250.00	19.18	500.00	62.76			500.00
Payments to Other Agencies	1,000.00	350.00	1,000.00	463.50	1,000.00	500.00	1,000.00	-	600.00	250.00	1,000.00
Final Totals	**39,482.50**	**37,362.87**	**39,721.00**	**36,624.93**	**42,868.56**	**40,204.42**	**45,492.00**	**34,307.79**	**57,913.21**	**53,137.09**	**61,563.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
GENERAL ADMINISTRATION:											
Salaries & Wages	215,801.00	214,910.45	242,665.00	209,600.78	207,620.00	202,294.67	191,520.00	198,387.02	114,549.04	112,491.13	116,440.62
Salaries & Wages (Bonus)	1,225.00	1,175.00	1,500.00	1,500.00	600.00	600.00					
Salaries & Wages (Part Time)			11,835.00	10,665.00	3,000.00	9,043.29	10,000.00	9,365.43			
Salaries (Overtime)					2,700.00	3,186.98	3,500.00	3,759.43			
Stipends									7,200.00	7,249.82	7,684.89
Health Insurance	11,078.00	9,724.98	19,300.00	11,462.07	20,800.00	13,863.55	1,800.00	1,249.03			
Retiree Health Insurance	9,942.00	11,941.86	13,750.00	13,702.69							
Health Reimbursement Account	500.00	-	1,000.00	1,000.00	500.00	-	500.00	-			
Dental Insurance	2,204.00	906.48	1,400.00	2,236.40	2,100.00	659.28	1,430.00	764.20	829.96	814.56	879.73
Life Insurance	350.00	308.40	460.00	517.16	375.00	179.74	205.00	157.50	84.00	84.00	84.00
Long Term Disability	1,414.00	941.18	1,275.00	1,033.77	420.00	403.87	782.00	144.00			
FICA Expense	13,474.00	14,319.24	15,893.00	12,688.13	13,349.20	5,025.43	5,850.00	3,450.29	7,102.04	6,974.45	7,220.37
Medicare	3,129.00	3,348.88	3,722.00	2,967.49	3,108.20	1,175.22	1,370.00	806.90	1,660.96	1,631.12	1,688.39
Retirement Contributions	14,631.00	13,918.49	7,310.00	7,296.00	6,800.00	6,781.40	5,950.00	5,860.30	3,053.00	2,297.28	2,445.00
401a Contribution					50,000.00	17,492.11	2,750.00	3,018.97			
Unemployment Insurance	-	-					-	691.00			
Worker's Compensation	2,048.00	4,047.66	2,500.00	2,498.17	2,175.00	2,077.47	2,150.00	2,149.35	1,869.00	1,170.50	785.00
Employee Luncheon	4,000.00	3,709.13	5,000.00	2,682.67	10,000.00	8,638.36	10,000.00	8,030.86	1,000.00	934.22	1,000.00
Municipal Code Update	4,300.00	700.00	3,800.00	3,778.94							
Legal	133,171.43	110,724.52	175,000.00	148,982.40	163,164.37	163,164.37	175,000.00	148,005.39	194,000.00	137,575.72	175,000.00
Legal - Court Fees					14,335.63	500.00	13,835.63	14,335.63			
Employee Screenings	-	47.66	335.00	448.33	100.00	32.00	100.00	117.00		40.14	
Bereavement/Flowers					500.00	573.98	500.00	741.44	500.00	460.72	500.00
Contract Labor	58,964.00	54,599.30	45,315.00	51,270.65	13,665.00	19,005.00	56,000.00	6,580.00	50,000.00	-	100,000.00
Janitorial Services	4,800.00	6,075.29	7,525.00	7,167.43	9,442.00	12,067.94	30,000.00	29,764.03			
Landscaping	5,000.00	429.14	5,000.00	720.00	9,000.00	3,425.00	10,000.00	3,862.94	14,740.00	6,219.60	15,000.00
Security	650.00	302.40	725.00	709.45	3,055.00	2,631.78	5,000.00	-			
Repairs & Maintenance	7,000.00	8,490.89	10,600.00	14,337.60	22,740.00	15,272.38	42,000.00	23,115.56			
Maintenance Contracts	8,500.00	8,958.64	9,500.00	6,876.20	14,530.00	13,684.55	21,795.00	15,451.58	18,000.00	17,139.75	20,000.00
Misc City Contributions							3,000.00	2,549.97	3,000.00	-	2,000.00

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Liability Insurance	15,231.00	14,510.00	12,478.00	10,548.15	9,915.00	11,425.35	8,500.00	10,277.49	2,267.00	1,239.23	2,205.00
Telephone	13,080.00	8,495.19	8,700.00	8,125.38	8,200.00	14,762.58	15,514.67	9,642.42	15,910.00	12,619.46	13,000.00
Cellular Phones	2,800.00	3,059.59	2,250.00	2,168.92	2,000.00	1,673.38	2,500.00	1,716.33	1,500.00	1,868.42	2,000.00
Cable TV	400.00	386.98	400.00	387.33	400.00	471.06	515.00	363.13	385.00	311.72	400.00
Internet Services	260.00	223.57	260.00	638.57	260.00	332.38	400.00	2,047.88	2,000.00	743.11	1,000.00
Postage Meter	1,373.33	164.18	1,000.00	795.88	500.00	1,636.97	1,750.00	283.24	335.00	270.41	300.00
Postage	2,626.67	4,446.37	2,700.00	2,163.01	2,700.00	2,863.52	4,000.00	253.84	405.00	-	300.00
Printing & Binding	4,000.00	3,094.91	500.00	-	1,000.00	2,198.92	1,400.00	1,531.34	3,000.00	855.78	3,000.00
Advertising	4,000.00	4,990.00	5,000.00	4,570.50	5,000.00	3,990.85	5,500.00	4,645.00	3,145.00	585.00	3,000.00
Communications			6,000.00	6,000.00					20,000.00	4,437.02	25,000.00
Legal Notices	500.00	218.70	515.00	540.25	500.00	60.00	500.00	500.00	500.00	125.80	500.00
Travel	5,031.00	3,966.23	4,500.00	2,487.05	1,700.00	1,491.10	700.00	283.00			
Annual Retreat					1,000.00	402.18	1,000.00	-	1,000.00	1,000.00	1,000.00
Registrations & Training	1,970.00	1,793.40	5,050.00	4,356.54	2,375.00	2,375.00	2,000.00	3,349.01	5,800.00	5,377.65	3,770.00
Dues (City)	12,500.00	14,401.55	15,045.00	15,043.74	15,415.00	16,066.69	16,066.00	16,767.52	17,000.00	18,865.52	22,925.00
Dues (Individual)	500.00	217.00	250.00	162.00	1,685.00	1,595.00	1,685.00	1,521.00	1,685.00	1,296.68	2,035.00
Publications					249.13	249.13	750.00	624.27			
Other Expenses	881.00	453.69	4,976.00	4,206.24	4,750.87	5,424.93	7,500.00	3,991.53	6,524.18	4,083.64	5,000.00
Contingencies	9,546.27	46,350.89	1,744.00	-	44,900.00	-	15,184.00	-			50,000.00
Oper Supplies & Mat	6,645.00	8,640.83	7,000.00	6,763.35	5,000.00	4,432.09	5,000.00	1,806.84	5,000.00	2,121.43	3,600.00
Copier Paper	800.00	-	-	-	500.00	99.98	500.00	-	500.00	89.70	400.00
Printer Toner/Ink	1,000.00	1,733.71	2,150.00	1,273.31	2,000.00	130.74	1,500.00	1,224.65	1,000.00	811.27	1,500.00
Janitorial Supplies	1,800.00	-	750.00	1,313.11	11,000.00	6,941.38	10,000.00	4,953.76			
Electricity	19,000.00	17,936.93	19,000.00	20,172.52	19,000.00	17,553.42	21,000.00	18,216.78	16,920.00	14,014.65	20,000.00
Storm Water Fees	4,970.00	6,969.60	7,021.00	7,020.40	10,000.00	7,056.40	8,000.00	7,246.17	8,000.00	8,454.38	9,000.00
Gasoline	400.00	-	500.00	-	500.00	30.48	500.00	-	500.00	50.63	300.00
Food	350.00	383.34	650.00	625.65	300.00	300.00	500.00	479.13	600.00	288.38	600.00
Volunteer Banquet	4,925.00	4,957.63	5,158.00	5,157.54							
Publications	500.00	85.00	250.00	-	-	149.83	-	149.83			
Vehicles			50,000.00	50,000.00							
Liquor Tax (Cobb Co Portion)	16,500.00	16,137.06	16,500.00	18,194.24	16,500.00	19,335.16	16,500.00	19,355.51	19,000.00	16,160.68	15,000.00
Final Totals	**633,770.70**	**633,195.94**	**765,757.00**	**686,855.01**	**741,429.40**	**624,826.89**	**744,002.30**	**593,587.49**	**550,564.18**	**390,753.56**	**636,563.00**

Description	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
CITY CLERK:							
Salaries & Wages	60,840.00	62,981.24	63,882.00	63,551.18	80,501.32	74,381.00	67,766.00
Salaries & Wages (Overtime)					1,000.00	271.07	
Salaries & Wages (Bonus)	200.00	200.00			324.84	324.86	
Health Insurance			-	77.94	2,515.87	2,946.85	4,676.80
Retiree Health Insurance	7,311.44	4,245.90	4,680.00	4,252.32	4,200.00	4,327.68	
Dental Insurance			-	204.40	173.05	320.62	
Life Insurance	100.00	87.78	100.00	108.50	117.60	122.30	84.00
Long Term Disability	315.00	290.22	290.00	261.92	301.88	301.61	254.10
FICA Expense	3,775.00	3,806.75	3,965.00	3,818.82	5,011.21	4,648.57	4,201.50
Medicare	890.00	890.23	928.00	893.05	1,171.98	1,087.17	982.60
Retirement Contributions	2,275.00	2,256.30	2,000.00	1,969.87	6,106.00	4,594.20	2,445.00
401a Contribution			1,278.00	1,376.24			
Worker's Compensation	225.00	19.51	225.00	69.08	645.00	111.00	230.00
Municipal Code Update	6,313.56	5,746.81	4,300.00	3,391.56	4,500.00	5,114.92	5,000.00
Contract Labor	8,500.00	6,550.00	9,306.00	11,180.00	13,500.00	11,660.00	11,500.00
Software Maintenance	10,800.00	9,600.00	18,900.00	4,600.00	23,199.00	20,899.00	12,500.00
Liability Insurance			1,050.00	1,197.08	2,534.00	2,280.98	1,205.00
Cellular Phone	-	114.03	-	456.12	-	456.12	
Printing & Binding			500.00	492.96			
Communications	23,390.00	18,822.35	19,290.00	15,332.62	29,655.00	26,460.19	38,383.00
Legal Notices	500.00	-	500.00	-	500.00	20.00	500.00
Travel	1,713.00	1,675.00	873.00	701.16	634.00	50.29	1,419.00
Registrations & Training	4,225.00	3,517.98	1,725.00	1,001.00	925.00	955.00	1,600.00
Dues (Individual)	290.00	120.70	290.00	99.99	289.00	-	391.00
Oper Supplies & Mat	1,650.00	1,689.09	650.00	844.43	1,028.36	1,149.75	400.00
Volunteer Banquet	6,000.00	6,000.00	6,000.00	5,921.19	6,000.00	5,448.11	5,000.00
Partners in Education	5,000.00	1,007.49	5,000.00	3,242.92	5,000.00	2,158.37	4,000.00
Final Totals	**144,313.00**	**129,621.38**	**145,732.00**	**125,044.35**	**189,833.11**	**170,089.66**	**162,538.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
FINANCIAL ADMINISTRATION:											
Salaries & Wages	217,940.00	235,072.49	227,400.00	228,205.25	218,925.00	208,540.57	198,500.00	196,276.31	218,216.43	182,207.50	233,078.40
Salaries & Wages (Bonus)	1,150.00	1,150.00	1,600.00	1,600.00	600.00	600.00			649.69	649.72	
Salaries (Overtime)	2,500.00	485.03	750.00	125.69			-	166.43			
Health Insurance	16,617.00	12,621.80	22,500.00	22,049.23	15,015.00	14,404.70	26,525.00	26,525.00	36,080.10	34,983.08	42,375.60
Health Reimbursement Account			500.00	500.00	500.00	-	-	-			
Dental Insurance	2,048.00	1,651.08	2,270.00	2,269.20	3,400.00	3,132.06	1,825.00	2,449.26	2,384.56	2,197.12	2,639.00
Life Insurance	315.00	339.70	465.00	484.14	385.00	330.39	290.00	335.14	268.82	226.60	252.00
Long Term Disability	1,093.00	1,000.31	1,125.00	1,106.43	1,100.00	1,098.91	913.00	861.63	818.32	764.43	874.00
FICA Expense	14,743.00	12,628.53	14,299.50	13,081.27	13,174.40	14,473.79	12,575.00	10,821.30	13,569.71	11,337.15	14,451.00
Medicare	3,427.00	2,953.63	3,373.50	3,059.29	3,107.40	3,384.92	2,942.00	2,530.84	3,173.55	2,651.43	3,380.00
Retirement Contributions	12,880.00	12,327.16	9,750.00	9,732.00	6,800.00	6,781.40	6,950.00	6,845.24	10,685.00	8,039.28	7,350.00
401a Contribution							2,070.00	1,907.55			
Worker's Compensation	3,000.00	4,906.28	5,000.00	3,350.95	1,575.00	1,493.10	1,105.00	1,129.15	1,193.87	879.01	803.00
Audit	24,100.00	26,100.00	17,275.00	17,275.00	24,000.00	20,281.68	20,000.00	17,898.59	19,000.00	16,960.00	15,000.00
Employee Screenings	-	292.87			-	56.66	-	22.00			
Contract Labor	2,500.00	4,500.00	-	1,050.00	4,850.00	4,500.00	-	3,680.00	5,000.00	6,400.00	5,250.00
Software Maintenance	23,570.00	16,529.00	17,500.00	17,482.17	13,500.00	13,124.00	15,000.00	14,215.63	13,592.50	15,816.60	14,545.00
Bank Charges	8,159.00	10,157.76	6,000.00	10,900.10	8,500.00	11,020.95	10,500.00	8,446.09	10,000.00	9,197.80	7,500.00
Repairs & Maintenance	500.00	-	-	835.69	1,000.00	-	1,000.00	-			
Maintenance Contracts	1,400.00	445.26	6,500.00	1,313.84	1,000.00	1,777.24	2,300.00	1,958.46	2,000.00	2,079.40	2,150.00
Liability Insurance			3,438.00	1,021.36	6,235.00	5,667.83	3,500.00	3,534.45	4,434.00	4,238.76	3,615.00
Cellular Phones	420.00	455.00	(35.00)	(35.00)						456.12	457.00
Postage Meter	4,000.00	1,732.52	2,250.00	1,505.16	2,750.00	1,726.81	2,750.00	1,760.20	3,000.00	2,036.57	2,000.00
Postage	1,250.00	531.93	750.00	26.79	500.00	10.00	500.00	-			
Printing & Binding	700.00	-	700.00	-	-	102.92	150.00	-			
Advertising	-	476.10	500.00	-	500.00	20.00	500.00	-			
Legal Notices	700.00	20.00	500.00	40.00	3,500.00	4,608.00	4,500.00	3,148.00	4,500.00	-	3,000.00
Travel	3,500.00	843.00	2,600.00	2,289.00	2,600.00	350.00	2,000.00	553.20	1,561.37	-	400.00
Registrations & Training	4,000.00	1,141.00	2,250.00	2,177.00	2,250.00	1,612.95	3,500.00	1,117.79	2,999.99	889.00	1,500.00
Dues (City)	655.00	435.00	750.00	475.00	750.00	435.00	550.00	435.00	550.00	435.00	500.00
Dues (Individual)	1,265.00	305.00	550.00	515.00	550.00	390.00	550.00	290.00	100.00	200.00	200.00
Publications	200.00	105.80	200.00	-	200.00	-					
Other Expenses	200.00	115.90	200.00	100.34	200.00	1,023.76	500.00	-	500.00	349.69	500.00
Oper Supplies & Mat	4,000.00	2,754.60	2,500.00	2,402.01	3,500.00	2,433.23	3,500.00	1,819.81	4,680.02	3,678.80	2,912.00
Printer Toner/Ink	1,500.00	261.33	900.00	528.63	500.00	806.76	2,000.00	462.86	2,000.00	695.98	1,500.00
Uniforms									438.00	438.00	
Tax Notice Preparation	4,400.00	787.00	4,500.00	4,866.49	4,950.00	3,340.83	4,500.00	2,935.88	4,000.00	4,889.69	3,500.00
Janitorial Supplies			1,500.00	134.72							
Other Equipment < $5,000	1,800.00	43.66	1,128.99	1,009.98							
Final Totals	**364,532.00**	**353,168.74**	**361,489.99**	**351,476.73**	**346,416.80**	**327,528.46**	**331,495.00**	**312,125.81**	**365,395.93**	**312,696.74**	**369,732.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
DATA PROCESSING / IT:											
Dental Insurance	-	103.94									
Life Insurance	-	83.56									
Long Term Disability	-	38.46									
Unemployment Insurance	8,658.00	5,940.00									
Workers Compensation			-	613.28							
Web Site Operation Costs	1,000.00	-	-	11,931.89							
Contract Labor	186,280.00	188,207.67	190,000.00	180,120.06	234,780.87	187,279.20	212,500.00	210,695.10	242,166.00	245,913.28	215,000.00
Software Maintenance	7,221.40	7,046.40	6,800.00	14,177.10	6,800.00	-	-	552.98	1,500.00	1,237.72	2,000.00
Cabling					1,750.00	394.54	1,500.00	37.07	1,900.00	3,282.82	2,000.00
Maintenance Contracts	6,513.00	6,513.00	6,500.00	7,131.71							
Telephone					29,668.00	24,117.54	-	-			
Cellular Phone	-	38.01									
Registration & Training	-	850.00									
Oper Supplies & Mat			-	112.14					500.00	74.58	500.00
Software	-	1,150.00									
Other Equipment < $5,000			-	763.14			3,500.00	132.44	4,016.17	3,652.41	4,000.00
Computers < $5,000									6,500.00	2,276.25	6,500.00
Capital Computer Equipment	30,440.60	30,083.70									
Final Totals	**240,113.00**	**240,054.74**	**203,300.00**	**214,849.32**	**272,998.87**	**211,791.28**	**217,500.00**	**211,417.59**	**256,582.17**	**256,437.06**	**230,000.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
HUMAN RESOURCES:											
Salaries & Wages	64,786.28	65,035.48	67,400.00	67,636.77	70,075.00	71,836.88	90,175.00	90,560.83	101,940.59	100,733.69	87,512.88
Salaries & Wages (Bonus)	500.00	500.00	500.00	500.00	200.00	200.00			162.42	162.43	
Health Insurance	4,513.00	4,345.20	5,375.00	5,171.18	5,775.00	5,709.03	11,175.00	11,175.00	14,967.57	15,794.45	10,064.22
Dental Insurance	302.00	302.16	335.00	334.80	355.00	361.44	585.00	770.88	632.82	788.42	512.02
Life Insurance	78.00	77.70	85.00	83.23	85.00	76.34	135.00	143.50	126.00	128.90	96.60
Long Term Disability	289.00	288.72	320.00	309.36	415.00	354.71	406.00	385.65	382.26	391.28	327.58
FICA Expense	4,237.42	3,894.33	4,210.00	4,111.14	4,269.80	4,312.55	5,595.00	6,206.04	6,330.38	5,759.84	5,425.77
Medicare	981.95	910.76	985.50	961.39	1,025.80	1,008.53	1,308.00	1,451.48	1,480.51	1,347.07	1,268.93
Retirement Contributions	5,650.00	5,237.00	2,440.00	2,436.00	2,275.00	2,256.30	3,000.00	2,954.81	4,579.00	3,445.32	2,445.00
401a Contribution							1,730.00	2,069.99			
Worker's Compensation	60.00	-	50.00	224.46	450.00	418.02	400.00	420.82	511.00	376.00	345.00
Employee Appreciation	2,000.00	-	1,500.00	1,128.38	2,500.00	1,629.00	1,500.00	428.41	8,500.00	6,767.91	7,500.00
Wellness Program					8,623.00	6,562.00	12,000.00	8,699.96			27,000.00
Pre-employment Screenings									3,300.00	2,639.70	3,500.00
Contract Labor									5,000.00	-	5,000.00
Maintenance Contracts							1,000.00	91.59	3,605.00	2,887.64	3,605.00
Liability Insurance			1,500.00	255.33	1,560.00	1,540.36	1,500.00	1,374.88	1,900.00	1,760.11	1,205.00
Postage Meter	115.00	77.77	75.00	92.89	75.00	54.48	75.00	37.35	75.00	13.12	150.00
Postage	-	48.63	75.00	30.50	75.00	-	75.00	-	75.00	66.44	-
Printing & Binding							100.00	-	500.00	-	500.00
Travel	1,000.00	1,462.58	1,250.00	1,626.31	1,700.00	1,666.70	1,700.00	1,293.55	2,200.00	856.42	2,200.00
Registrations & Training	780.00	790.00	785.00	794.00	3,500.00	1,426.74	1,000.00	906.00	2,000.00	1,124.00	2,000.00
Employee Development Training									4,000.00	97.61	4,000.00
Dues (Individual)	50.00	50.00	50.00	50.00	50.00	50.00	100.00	50.00	200.00	50.00	200.00
Other Expenses	180.00	47.01	180.00	18.00	100.00	9.85	100.00	-	100.00	10.00	100.00
Oper Supplies & Mat	250.00	165.70	350.00	213.14	750.00	864.11	1,000.00	930.49	950.00	345.85	950.00
Printer Toner/Ink	110.00	-	100.00	-	100.00	255.86	750.00	318.98	750.00	297.22	750.00
Final Totals	**85,882.65**	**83,233.04**	**87,565.50**	**85,976.88**	**103,958.60**	**100,592.90**	**135,409.00**	**130,270.21**	**164,267.55**	**145,843.41**	**166,658.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
BUILDING MAINTENANCE											
Salaries & Wages									73,572.22	78,465.46	123,022.20
Salaries & Wages (Bonus)									324.84	324.86	-
Salaries (Overtime)									2,000.00	2,538.56	2,500.00
Health Insurance									18,241.85	17,027.00	28,771.44
Dental Insurance									773.52	1,055.87	1,700.87
Life Insurance									142.80	151.92	210.00
Long Term Disability									275.90	305.59	461.33
FICA Expense									4,581.62	5,042.39	7,627.35
Medicare									1,071.51	1,179.27	1,783.81
Retirement Contributions									4,579.00	3,445.07	6,105.00
Worker's Compensation									6,606.00	-	1,000.00
Employee Screenings									0.00	-	-
Contract Labor									26,200.00	26,200.00	
Janitorial Services									32,000.00	28,553.86	32,000.00
Security									16.67	101.88	200.00
Repairs & Maintenance									96,312.46	97,122.08	100,000.00
Maintenance Contracts									41.67	120.00	50.00
Liability Insurance									23,683.00	23,758.83	28,006.00
Telephone									21.83	18.57	40.00
Cellular Phone									30.66	24.28	50.00
Cable TV									2.58	0.42	5.00
Internet Services									3.58	-	5.00
Postage									11.67	-	15.00
Building Mainte Legal Notices									0.00	420.00	
Other Expenses									16.67	-	50.00
Oper Supplies & Mat									59.17	353.66	400.00
Printer Toner/Ink									5.50	-	10.00
Janitorial Supplies									7,000.00	7,057.56	7,000.00
Electricity									34.17	-	50.00
Natural Gas									25.00	43.94	100.00
Final Totals	-	-	-	-	-	-	-	-	**297,633.89**	**293,311.07**	**341,163.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
POLICE:											
Salaries & Wages	1,374,902.00	1,371,035.43	1,409,500.00	1,425,548.10	1,506,890.00	1,591,292.60	1,620,250.00	1,595,500.50	1,595,873.17	1,550,000.90	1,514,688.43
Salaries & Wages (Bonus)	15,750.00	14,842.34	13,000.00	13,600.00	6,600.00	6,600.00			14,413.43	5,197.76	
Salaries & Wages (Part Time)	33,500.00	34,039.49	20,000.00	18,010.73	25,000.00	19,664.15	9,000.00	4,939.39	12,006.51	1,974.05	10,000.00
Salaries (Overtime)	47,760.00	49,606.36	42,760.00	41,163.46	57,000.00	67,656.18	63,000.00	52,665.92	38,834.28	44,889.95	40,000.00
Shift Differential	7,107.00	9,104.64	10,000.00	9,237.64	10,000.00	9,269.28	10,500.00	9,082.93	10,500.00	9,073.21	10,500.00
Stipends	7,200.00	6,700.00	8,204.00	7,880.00	8,204.00	7,800.00	8,750.00	8,280.00	8,750.00	7,646.87	8,750.00
Health Insurance	139,689.42	139,023.44	172,000.00	170,598.21	209,900.00	181,758.72	214,055.00	200,068.19	326,654.07	181,419.44	238,596.15
Health Reimbursement Account	4,000.00	1,000.00	2,000.00	-	500.00	500.00	-	-	-	-	
Retiree Health Insurance	15,500.00	11,794.08	14,500.00	14,582.58	16,500.00	14,093.75	16,240.00	19,252.68	14,615.85	22,473.73	29,943.52
Dental Insurance	17,865.00	17,148.76	21,400.00	20,235.92	24,103.00	25,079.76	19,236.00	15,421.38	17,113.59	16,045.41	16,955.94
Life Insurance	2,728.00	2,502.83	2,575.00	2,881.68	2,950.00	2,616.25	3,400.00	2,598.83	2,772.00	2,560.27	2,603.16
Long Term Disability	5,940.00	5,687.80	6,675.00	6,177.50	7,175.00	7,091.05	7,600.00	5,136.59	5,897.50	4,840.51	5,680.08
FICA Expense	90,809.00	84,703.34	86,306.00	86,683.15	98,693.40	98,638.39	106,700.00	96,769.23	101,077.79	99,890.42	93,910.58
Medicare	21,939.00	19,808.83	22,188.50	20,254.84	23,191.40	23,068.72	24,630.00	22,561.45	23,639.15	23,361.47	21,962.96
Retirement Contributions	90,958.00	84,427.30	65,775.00	65,754.00	65,750.00	65,731.32	61,100.00	61,065.44	94,635.02	71,205.60	78,095.00
401a Contribution							21,500.00	22,939.76			
Unemployment Insurance					-	3,300.00	1,500.00	-			
Worker's Compensation	70,000.00	58,127.76	65,900.00	77,753.68	64,100.00	65,711.87	87,203.00	95,626.57	80,773.37	52,051.00	58,782.60
Employee Screenings	3,000.00	3,955.00	3,000.00	4,024.50	3,500.00	8,611.00	5,000.00	5,200.50	4,854.28	4,159.11	4,544.00
Software Maintenance	13,950.00	12,968.00	17,199.00	21,077.00	17,199.00	18,771.00	17,200.00	16,419.00	41,941.02	9,744.33	38,169.10
Witness Fees	500.00	50.00	500.00	135.00	500.00	-					
Landscaping			7,000.00	-	9,500.00	7,000.00					
Repairs & Maintenance	8,525.00	10,485.04	16,230.00	14,400.83	12,427.50	8,698.88	17,000.00	17,089.66			
Maintenance Contracts	15,620.00	15,936.09	8,654.00	8,832.33	8,739.00	8,568.64	12,179.00	21,123.04	10,436.72	10,968.44	22,719.70
R & M (Radios)	27,835.08	26,928.34	24,772.27	22,341.70	15,000.00	17,232.94	22,500.00	15,130.35	21,844.28	21,844.28	19,993.33
R & M (Vehicles)	58,200.00	50,838.18	53,000.00	62,708.17	53,000.00	69,627.72	80,100.76	89,429.12			
Liability Insurance	105,170.38	105,170.38	104,544.00	120,499.10	95,000.00	98,310.79	115,000.00	112,204.25	103,249.02	98,736.09	96,382.00
Telephone	11,400.00	10,026.04	10,000.00	10,279.76	6,000.00	8,759.70	9,014.67	8,679.70	8,786.26	8,808.50	7,997.33
Cellular Phones	10,216.00	9,877.97	10,942.00	12,173.22	14,412.00	18,121.10	31,030.00	22,102.73	26,213.14	25,022.59	24,082.88
Cable TV	960.00	-									
Internet Services	216.00	223.57	216.00	284.77	240.00	214.03	240.00	235.79	232.99	210.81	227.20
Postage Meter	400.00	291.02	400.00	200.45	400.00	309.54	500.00	539.92	728.14	592.79	681.59
Postage	150.00	70.52	150.00	83.58	150.00	39.33	50.00	22.47	48.54	-	45.44
Advertising	-	231.30	250.00	478.60	500.00	699.00	490.00	489.00	728.14	40.00	727.03

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Community Outreach							7,250.00	5,468.55	7,000.00	4,759.34	7,000.00
Travel	4,495.00	4,462.43	7,942.00	5,500.12	4,000.00	4,662.60	11,122.00	6,957.35	8,252.28	5,478.42	6,815.91
Registrations & Training	7,050.00	4,666.66	12,895.00	16,983.00	11,805.00	12,679.00	14,403.00	16,934.52	21,844.28	15,692.00	18,175.76
K9 Expenses					10,000.00	15,189.97	2,000.00	1,702.06	3,000.00	2,734.52	3,000.00
K9 Training	1,000.00	-	-	458.92	3,000.00	80.00	2,000.00	699.00	3,000.00	500.00	3,000.00
Dues (Individual)	900.00	620.00	1,105.00	533.00	1,105.00	1,109.00	1,105.00	804.00	1,067.94	545.00	1,363.18
Other Expenses	-	237.00	-	6,837.53	2,000.00	3,202.04	-	-	970.86	5,206.96	908.79
Explorer Expense	4,550.00	4,593.90	4,800.00	4,326.84	4,800.00	5,613.40	5,000.00	3,944.98	5,000.00	4,213.64	5,000.00
Honor Guard	1,500.00	-	1,500.00	127.20	1,500.00	69.50	40.00	829.90	667.00	-	1,000.00
State Law Enforcement Cert	1,000.00	-	1,000.00	666.42	300.00	300.00	300.00	300.00	1,124.26	1,199.84	272.64
Contingency					101,061.50	-					
Oper Supplies & Mat	13,500.00	12,038.92	13,000.00	12,200.90	26,308.50	32,207.42	23,800.00	21,296.42	26,842.27	14,097.17	22,719.70
Printer Toner/Ink	6,500.00	3,049.82	3,600.00	1,997.34	3,600.00	6,016.81	3,460.00	5,104.81	2,658.87	2,623.11	2,271.97
Officer Supplies			2,100.00	-							
CID Equip & Supplies	3,000.00	2,415.71	3,000.00	2,015.41	5,300.00	4,545.32	8,100.00	8,413.90	7,475.00	4,335.65	7,500.00
Firearms Supplies	8,000.00	2,293.74	42,568.35	40,925.03	28,273.19	24,415.79	16,739.00	16,125.30	22,475.06	13,778.50	18,175.76
Tasers			23,861.25	25,580.45							
Crime Prevention Supplies	300.00	51.50	200.00	683.64	200.00	1,790.73					
Bicycle Unit			3,280.00	3,280.00							
Prisoner Food Expense	250.00	-	200.00	5.08	200.00	-					
Electricity	32,000.00	31,454.78	32,000.00	32,245.08	32,000.00	31,076.66	30,000.00	32,503.99	29,125.72	27,856.01	27,263.64
Natural Gas	4,000.00	3,890.82	5,668.00	2,713.83	5,668.00	1,894.11	6,278.00	3,968.57	6,796.00	4,438.94	6,815.91
Gasoline	90,200.00	87,173.39	78,050.00	78,040.05	95,000.00	68,225.08	82,240.00	71,736.25	85,000.00	74,912.52	77,246.97
Computers < $5,000	17,800.00	16,766.76	999.99	2,275.89	4,000.00	5,111.84	5,000.00	5,045.93			
New Officer Equipment	3,000.00	2,850.00	3,000.00	4,383.76	3,000.00	4,873.95	3,000.00	1,781.20	3,000.00	68.02	3,000.00
Furniture & Fixtures <$5,000	1,000.00	685.08	1,000.00	885.64	1,000.00	437.74	1,500.00	928.55	1,456.28		1,363.18
Uniforms	17,750.00	17,793.36	15,000.00	10,703.22	15,056.84	15,890.14	12,000.00	10,762.06	27,909.56	26,544.25	18,175.76
Bullet Proof Vests			7,700.00	7,184.35	3,300.00	5,299.75	3,300.00	-	5,447.58	6,644.00	4,543.94
Vehicles	178,491.96	-	497,745.90	289,405.14	307,136.97	307,438.63	185,324.12	102,514.41	69,273.66	69,273.66	
Capitalized Equipment			21,808.28	21,615.28	22,000.00	21,799.00	71,199.20	57,794.20	10,895.00	10,235.25	
Other Capital Equipment			8,322.00	8,322.00			18,000.00	18,000.00			
Payments to Other Agencies					189,126.51	189,126.51					
Prisoner Expense (Cobb Co)	18,764.00	18,358.32									
Outsourcing GCIC/Bonding to Cob	53,004.00	53,004.00	53,004.00	53,004.00	53,004.00	53,004.00	45,000.00	45,000.00	43,688.58	43,637.14	39,986.87
Final Totals	**2,669,844.84**	**2,423,010.04**	**3,064,990.54**	**2,890,779.62**	**3,296,869.81**	**3,270,894.70**	**3,143,128.75**	**2,959,190.34**	**2,960,588.46**	**2,611,531.45**	**2,621,638.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
STREETS:											
Salaries & Wages	78,340.00	80,305.90	85,700.00	87,760.85	132,900.00	114,688.30	126,400.00	84,984.13	67,932.59	61,059.91	150,459.26
Salaries & Wages (Bonus)	1,100.00	1,100.00	1,100.00	1,100.00	600.00	600.00			162.42	162.43	
Salaries (Overtime)	3,800.00	349.88	1,500.00	1,357.88	2,000.00	947.13	2,000.00	351.39	2,000.00	505.64	2,000.00
Health Insurance	10,984.00	12,960.68	14,350.00	12,754.13	15,450.00	15,605.04	16,778.00	4,988.86	9,601.73	977.10	25,917.91
Health Reimbursement Acct	500.00	-	500.00	-	500.00	-	500.00	-			
Dental Insurance	1,679.00	1,175.28	1,310.00	1,302.00	1,375.00	1,405.44	1,245.00	218.62	933.02	106.15	1,759.45
Life Insurance	185.00	236.33	185.00	404.75	305.00	273.04	240.00	77.00	118.44	99.19	252.00
Long Term Disability	321.00	542.54	655.00	619.63	685.00	605.78	580.00	151.26	254.75	229.35	564.22
FICA Expense	4,441.00	6,246.69	5,478.50	6,414.90	7,724.40	7,540.55	7,920.00	2,802.71	4,221.89	3,827.13	9,328.50
Medicare	1,019.00	1,460.96	1,286.00	1,500.27	1,767.40	1,763.55	1,860.00	655.46	987.38	895.06	2,181.66
Retirement Contributions	4,765.00	3,640.70	4,875.00	4,872.00	4,550.00	4,531.34	4,000.00	3,939.75	3,053.00	2,297.04	4,885.00
401a Contribution							1,925.00	667.01			
Worker's Compensation	8,825.00	3,857.54	8,500.00	6,403.15	8,000.00	8,554.01	9,650.00	13,712.43	10,434.00	6,772.00	5,975.00
Engineering	15,000.00	199.44	30,600.00	10,299.97	20,965.00	4,343.32	26,900.00	954.04	33,900.00	8,850.00	10,000.00
Employee Screenings	1,000.00	609.50	700.00	361.88	1,000.00	215.70	1,000.00	386.50	500.00	121.36	500.00
Resurfacing	119,811.36	118,458.86									
Contract Labor					10,000.00	10,000.00	23,000.00	13,234.50	15,000.00	13,220.00	
Janitorial	2,500.00	1,300.00	2,500.00	2,469.18			-	-			
Landscaping	60,787.00	62,779.17	95,000.00	60,218.34	110,000.00	112,677.00	145,000.00	143,327.00	72,000.00	72,000.00	72,000.00
Security									287.04	-	300.00
Repairs & Maintenance	50,200.00	49,891.38	65,141.77	65,876.54	129,499.14	124,617.29	100,199.09	97,050.71	106,837.91	113,350.52	90,000.00
Maintenance Contracts	1,200.00	1,337.73	2,000.00	527.29	2,006.75	57.91	2,000.00	593.50	717.59	481.50	750.00
R & M (Vehicles)	17,050.00	14,418.85	15,144.30	8,239.44	16,000.00	10,124.79	26,000.00	26,620.84			
R & M (Drainage)	2,000.00	41,668.57	2,000.00	-	4,000.00	-	4,000.00	-	4,000.00		
Liability Insurance	12,615.00	12,008.38	14,650.00	9,294.06	14,120.00	13,465.23	11,500.00	21,710.20	3,800.00	3,717.89	3,615.00

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Telephone	400.00	16.57	200.00	-			400.00	265.69	376.02	315.59	400.00
Cellular Phones	1,800.00	690.05	1,800.00	956.57	2,500.00	982.80	2,500.00	1,306.30	528.15	525.05	600.00
Cable TV	200.00	173.00	200.00	154.89	300.00	109.22	200.00	108.98	44.49	44.49	50.00
Internet Services	150.00	223.57	250.00	230.44	300.00	227.64	400.00	261.87	61.70	63.25	80.00
Postage									200.93	-	200.00
Advertising					100.00	710.00	450.00	245.00	650.00	-	650.00
Travel	500.00	75.34	500.00	-	1,000.00	-	1,000.00	-			
Registrations & Training	2,000.00	1,805.60	3,896.00	2,749.37	3,000.00	1,243.31	3,000.00	348.00	2,750.00	45.00	2,000.00
Dues (Individual)	500.00	465.00	600.00	38.00	500.00	450.00	500.00	-	450.00	-	450.00
Other Expenses	200.00	344.00	1,000.00	1,750.00	2,000.00	145.49	2,000.00	-	287.04	-	300.00
Oper Supplies & Mat	3,000.00	2,705.11	3,000.00	2,680.35	3,000.00	1,768.16	3,000.00	1,247.11	1,018.98	796.45	1,000.00
Printer Toner/Ink									94.72	96.82	100.00
Electricity									588.43	706.01	600.00
Natural Gas	1,000.00	547.33	1,000.00	613.97	1,000.00	603.09	1,500.00	-	430.56	460.65	500.00
Gasoline	9,500.00	11,482.43	11,000.00	9,540.54	11,000.00	3,396.70	11,000.00	3,978.07	10,000.00	4,433.00	10,000.00
Diesel	11,000.00	3,806.41	6,000.00	2,937.42	6,000.00	1,798.98	6,000.00	3,159.38	5,000.00	4,823.10	5,000.00
Computers < $5,000	1,800.00	1,800.00	1,800.00	143.98			1,500.00	-			
Landscaping Equipment	15,000.00	15,129.12	18,500.00	8,726.88	6,000.00	508.06	-	-			
Other Equipment < $5,000	15,000.00	14,856.81	15,000.00	12,684.60			18,000.00	394.96			
Uniforms	2,100.00	766.94	2,000.00	928.66	2,022.17	1,234.22	2,000.00	837.45	1,500.00	1,308.63	1,500.00
Vehicles							50,000.00	46,359.40			30,000.00
Capitalized Software					70,000.00	40,059.50	2,295.50	2,295.50			
Other Capital Equipment					10,000.00	9,282.00	-	16,308.04			
Infrastructure	18,000.00	15,540.05	20,000.00	-	20,000.00	-					
Prison Labor	39,500.00	35,891.90	39,500.00	38,360.60	-	-					
Brush Mower			37,000.00	29,695.00							
Hopkins Road (Cobb Co)	8,671.00	-									
Norfolk Southern Quiet Zone-Siler	30,443.39	30,443.39									
Final Totals	**558,886.75**	**551,311.00**	**516,421.57**	**393,967.53**	**622,169.86**	**494,534.59**	**618,442.59**	**493,541.66**	**360,722.78**	**302,290.31**	**433,918.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
STREET LIGHTING:											
Repairs & Maintenance					2,500.00	303.00	4,697.00	5,502.00	5,000.00	-	8,000.00
Bad Debt Expense	21,000.00	(4.50)	4,500.00	-	2,500.00	-	2,500.00	-	2,000.00	-	2,000.00
Electricity	400,000.00	338,109.55	375,000.00	356,101.74	375,000.00	324,321.11	380,000.00	330,119.18	372,000.00	328,425.30	380,000.00
Final Totals	**421,000.00**	**338,105.05**	**379,500.00**	**356,101.74**	**380,000.00**	**324,624.11**	**387,197.00**	**335,621.18**	**379,000.00**	**328,425.30**	**390,000.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
TRAFFIC ENGINEERING:											
Traffic - Repairs & Maintenance	2,000.00	-	2,000.00	213.05	2,000.00	-	2,325.12	325.12	3,000.00	-	3,000.00
Traffic - Electricity	7,000.00	6,183.99	7,000.00	6,607.08	7,000.00	6,090.46	7,500.00	6,073.21	8,000.00	6,202.07	8,000.00
Final Totals	**9,000.00**	**6,183.99**	**9,000.00**	**6,820.13**	**9,000.00**	**6,090.46**	**9,825.12**	**6,398.33**	**11,000.00**	**6,202.07**	**11,000.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
FLEET MAINTENANCE:											
Salaries & Wages									75,860.01	75,211.25	115,555.63
Salaries&Wages (Bonus)									324.84	324.86	-
Salaries (Overtime)									1,499.17	2.43	1,000.00
Health Insurance									22,081.01	21,672.10	31,196.10
Dental Insurance									1,635.02	1,057.87	1,700.87
Life Insurance									166.32	152.91	210.00
Long Term Disability									284.48	271.36	433.34
FICA Expense									4,723.46	4,683.39	7,164.50
Medicare									1,104.68	1,095.31	1,675.56
Retirement Contributions									6,106.00	4,594.09	6,105.00
Worker's Compensation									1,500.00	418.70	1,500.00
Security									325.93	-	326.00
Maintenance Contracts									814.81	1,610.66	1,700.00
R & M (Vehicles)									173,750.00	170,317.24	209,000.00
Liability Insurance									75,498.00	76,336.84	65,784.00
Telephone									426.96	185.63	490.00
Cellular Phone									599.70	591.26	400.00
Cable TV									50.52	50.52	80.00
Internet Services									70.07	-	70.00
Postage									228.15	-	200.00
Other Expenses									325.93	307.20	400.00
Oper Supplies & Mat									1,157.04	1,068.95	1,200.00
Printer Toner/Ink									107.56	-	110.00
Veh Maint Parts & Tires									2,500.00	2,488.27	2,500.00
Electricity									668.15	754.34	900.00
Natural Gas									488.89	290.97	500.00
Final Totals	-	-	-	-	-	-	-	-	**372,296.70**	**363,486.15**	**450,201.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
SENIOR CITIZENS CENTER/MUSEUM/TRAIL MAINTENANCE/KPSB/EVENTS/FORD CENTER/CULTURAL ARTS CENTER/LIBRARY (NOW PARKS & RECREATION):											
Salaries & Wages									122,189.26	115,292.44	173,046.00
Salaries & Wages (Bonus)	400.00	400.00	400.00	400.00	200.00	200.00	-	-	812.11	649.72	
Salaries & Wages (Part Time)	19,985.00	19,772.00	21,005.00	20,402.23	22,638.00	22,455.11	22,710.00	23,095.18	27,891.83	27,089.44	28,575.83
Salaries & Wages (Overtime)	2,000.00	695.24	3,000.00	165.74	-	-	-	-	5,000.00	909.98	3,000.00
Health Insurance									20,760.99	14,659.39	42,215.33
Dental Insurance									1,270.55	867.87	2,522.03
Life Insurance									257.88	182.86	336.12
Long Term Disability									516.05	420.53	648.92
Stipends	1,200.00	1,300.00	3,000.00	1,350.00	-	-	-	-			
FICA Expense	1,443.30	1,366.56	1,332.00	1,320.95	1,741.80	1,493.02	1,410.00	1,392.12	10,311.73	8,924.38	12,500.55
Medicare	329.81	319.62	313.50	309.01	420.80	349.14	331.00	325.51	2,411.62	2,087.15	2,924.22
Retirement Contributions									6,100.00	4,594.20	7,325.00
Worker's Compensation	614.00	1,226.56	1,230.00	1,062.20	900.00	666.86	370.00	343.84	835.00	827.00	1,975.00
Legal	250.00	-	-	-	-	-	-	-			
Contract Labor									45,500.00	45,206.40	29,120.00
Landscaping									70,492.50	58,921.00	
Repairs & Maintenance	8,050.00	6,779.60	10,250.00	8,111.97	16,500.00	7,324.10	25,365.00	8,197.96	1,400.00	1,320.13	
Security	78.00	-	78.00	81.60	915.00	-	-	-	16.67	-	
Maintenance Contracts	6,074.00	6,788.40	5,700.00	3,218.40	6,905.00	2,578.00	6,630.00	2,770.04	716.67	2,910.00	4,100.00
R & M (Vehicles)	1,000.00	309.50	500.00	216.50	500.00	174.72	-	1,012.12			
Liability Insurance	5,500.00	5,210.00	4,052.00	3,514.82	4,010.00	3,898.49	3,950.00	3,295.58	3,500.00	3,925.67	2,533.00

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Telephone	8,956.00	8,608.90	9,400.00	8,585.86	9,550.00	10,306.42	14,100.00	13,526.73	11,021.83	10,481.51	11,200.00
Cellular Phone									30.67	-	
Cable TV									2.58	-	
Internet Services	-	-	-	-	-	490.00	1,000.00	160.00	5,753.58	5,594.47	7,200.00
Postage	100.00	-	150.00	-	-	-	-	-	11.67		
Event Services	109,744.81	98,902.95	54,400.00	48,709.02	53,800.00	53,261.07	50,450.00	47,610.92	36,500.00	29,110.28	18,000.00
Advertising									1,250.00	350.00	600.00
Legal Notices									-	140.00	
Travel									622.50		400.00
Registration & Training									982.50		600.00
Dues (City)									800.00		800.00
Dues (Individual)									300.00		300.00
Other Expenses	450.00	1,470.00	1,850.00	315.00	500.00	-	1,000.00	237.00	1,099.15	289.30	943.00
Oper Supplies & Mat	8,600.00	9,559.43	12,000.00	9,687.51	16,700.00	14,997.45	16,750.00	22,101.11	18,854.17	15,607.46	20,603.00
Printer Toner/Ink									305.50	150.00	300.00
Scout Supplies	-	-	-	-	500.00	164.32	500.00	-			
Electricity	21,590.19	18,868.64	26,000.00	23,549.51	27,500.00	27,220.80	31,400.00	31,784.52	30,534.17	30,089.41	33,200.00
Natural Gas	8,239.00	6,457.28	9,750.00	7,036.35	8,725.00	4,055.92	8,041.80	4,730.46	6,775.00	8,453.08	9,500.00
Gasoline	500.00	302.70	500.00	426.15	500.00	111.39	500.00	-	500.00		500.00
Food	500.00	275.20	1,000.00	217.13	1,000.00	304.93	1,000.00	216.85	750.00	167.26	
Furniture & Fixtures <$5,000	-	-	-	-	-	-	2,500.00	-			
Final Totals	**205,604.11**	**188,612.58**	**165,910.50**	**138,679.95**	**173,505.60**	**150,051.74**	**188,007.80**	**160,799.94**	**436,076.18**	**389,220.92**	**414,968.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
BUILDING DEVELOPMENT/INSPECTION / PLANNING / PLANNING & ZONING COMMISSION (NOW COMMUNITY DEVELOPMENT):											
Salaries & Wages	176,575.00	173,670.22	180,150.00	169,130.82	202,700.00	176,513.19	170,300.00	163,154.88	211,227.86	203,590.64	243,079.89
Salaries & Wages (Bonus)	2,000.00	2,000.00	2,000.00	2,000.00	1,000.00	1,000.00	-	-	649.69	649.72	
Health Insurance	18,759.00	10,863.00	12,925.00	12,949.39	20,050.00	18,080.57	15,426.00	4,810.23	24,997.90	16,592.91	48,886.80
Health Reimbursement Account	440.00	-	-	-	-	-	-	-			
Dental Insurance	2,731.00	3,492.48	3,875.00	3,660.90	5,065.00	4,329.96	2,214.00	1,844.16	3,100.69	2,731.53	3,260.50
Life Insurance	317.00	374.38	400.00	505.38	525.00	477.62	380.00	252.00	364.35	358.92	390.60
Long Term Disability	552.00	646.68	740.00	693.31	1,120.00	1,127.71	812.00	480.08	855.76	796.67	911.55
FICA Expense	11,141.00	12,069.41	11,324.00	12,427.02	18,274.00	19,797.89	14,170.00	14,752.07	14,188.87	12,662.90	15,070.99
Medicare	2,570.00	2,822.66	2,669.00	2,906.27	4,279.00	4,630.18	3,285.00	3,450.16	3,318.37	2,961.49	3,524.67
Retirement Contributions	12,016.00	10,628.01	9,750.00	9,744.00	9,100.00	9,081.41	9,900.00	9,750.73	13,308.30	10,365.40	14,645.00
401a Contribution	-	-	-	-	-	-	1,000.00	679.63			
Worker's Compensation	4,150.00	6,746.12	6,150.00	4,270.87	1,800.00	1,171.44	1,850.00	1,579.13	1,224.11	1,003.99	915.00
Legal	11,500.00	12,123.81	16,000.00	14,041.67	-	-	2,062.87	-			
Engineering	6,000.00	4,146.25	6,000.00	5,682.72	6,000.00	3,135.00	7,000.00	6,315.00	8,000.00	6,300.00	9,500.00
Employee Screenings	50.00	-	-	89.96	300.00	114.86	-	92.00			
City Eng Pln Review/FlowTest	3,000.00	2,119.00	3,000.00	-	3,000.00	-	2,000.00	-			
Planning Services	2,500.00	2,200.00	3,000.00	360.00	3,000.00	2,500.00	7,245.00	-	12,245.00	8,800.00	5,000.00
Contract Labor	63,048.61	62,733.50	93,300.00	84,290.28	75,000.00	68,129.30	155,658.28	151,584.64	223,804.36	217,595.17	181,106.00
Software Maintenance	8,176.00	4,496.00	6,000.00	7,008.86	8,700.00	3,430.00	11,300.00	12,341.44	8,470.00	5,000.00	8,470.00
Janitorial Services	2,220.00	2,220.00	-	1,295.00	-	-	-	-			
Repairs & Maintenance	4,366.71	2,783.16	3,400.00	1,913.50	3,400.00	978.67	3,400.00	4,654.76			

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Maintenance Contracts	4,000.00	3,572.76	3,500.00	2,813.65	3,534.00	2,934.85	3,534.00	2,915.54	3,051.56	2,638.57	3,052.00
Liability Insurance	8,250.00	7,814.99	6,650.00	5,727.99	8,785.00	8,530.25	8,250.00	7,689.40	5,522.48	5,455.00	6,026.00
Telephone	2,000.00	1,863.36	2,000.00	1,876.63	1,500.00	2,429.46	2,500.00	1,246.50	1,743.75	1,132.26	1,744.00
Cellular Phone	-	505.07	1,200.00	406.28	550.00	456.12	480.00	456.12	435.94		
Internet Services	500.00	223.57	250.00	230.45	250.00	214.03	250.00	220.05	217.95	161.02	220.00
Postage Meter	1,936.68	1,097.61	1,515.00	1,753.75	1,525.00	1,262.82	2,025.00	1,327.73	1,547.57	1,429.72	1,610.00
Postage	550.00	205.54	300.00	730.00	850.00	598.13	850.00	643.03			1,350.00
Printing & Binding	4,800.00	1,792.12	3,800.00	3,022.43	3,800.00	1,146.74	3,800.00	3,298.20	825.00	946.78	3,000.00
Advertising	2,225.00	740.60	1,360.00	634.80	1,360.00	2,367.60	1,500.00	1,587.00			
Legal Notices	600.00	1,746.60	1,065.00	677.60	1,065.00	940.00	1,065.00	380.00	3,138.75	3,166.28	1,000.00
Travel	250.00	512.36	500.00	411.45	500.00	479.60	500.00	240.54	437.50	509.00	450.00
Registrations & Training	3,500.00	2,134.00	5,250.00	3,358.25	5,250.00	2,042.20	5,950.00	5,328.56	5,850.00	2,560.82	5,850.00
Dues (Individual)	1,280.00	980.00	1,440.00	1,038.00	1,095.00	1,040.00	1,345.00	1,335.00	1,320.00	1,184.00	1,320.00
Other Expenses	1,000.00	995.43	1,300.00	238.09	1,300.00	601.08	1,300.00	293.90	1,918.13	1,001.50	855.00
Commission Expense	2,520.00	2,635.00	7,320.00	2,293.25	2,750.00	1,857.78	2,750.00	1,605.00	3,000.00	3,000.00	3,125.00
Oper Supplies & Mat	4,750.00	2,019.78	3,150.00	1,529.59	3,150.00	2,321.41	3,150.00	2,522.52	1,918.13	1,250.69	1,302.00
Printer Toner/Ink	750.00	13.48	1,100.00	1,100.00	600.00	939.33	1,500.00	1,473.44	1,307.81	881.22	1,308.00
Electricity	9,000.00	7,330.17	8,000.00	8,384.30	8,000.00	8,960.02	9,500.00	10,129.92	8,282.81	7,796.26	8,556.00
Natural Gas	3,000.00	3,124.42	3,000.00	2,890.95	3,000.00	1,512.86	3,000.00	1,601.06	3,051.55	2,337.96	3,162.00
Computers < $5,000	5,400.00	871.59	3,258.98	2,488.16	-	-	-	-			
Final Totals	**388,424.00**	**356,313.13**	**416,641.98**	**374,575.57**	**412,177.00**	**355,132.08**	**461,252.15**	**420,034.42**	**569,324.19**	**524,860.40**	**578,691.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
ECONOMIC DEVELOPMENT:											
Salaries & Wages	27,500.00	27,423.22	62,000.00	62,238.60	64,585.00	65,132.16	83,100.00	83,452.71	70,583.05	68,251.02	71,994.95
Salaries & Wages (Bonus)			100.00	100.00	200.00	200.00			162.42	162.43	-
Health Insurance	3,039.00	2,974.40	8,600.00	8,399.76	9,240.00	9,552.18	16,483.00	16,588.21	17,654.50	16,634.89	18,168.75
Dental Insurance	819.00	363.80	975.00	967.20	1,015.00	1,044.00	1,015.00	768.48	829.95	814.57	879.72
Life Insurance	89.00	37.20	95.00	138.84	96.00	87.78	135.00	84.00	84.00	84.00	84.00
Long Term Disability	199.00	122.10	325.00	313.92	365.00	327.34	375.00	-	264.69	-	269.98
FICA Expense	1,650.00	1,530.54	3,856.50	3,499.37	4,034.80	3,674.28	5,155.00	3,698.56	4,386.22	4,241.63	4,463.68
Medicare	588.00	357.96	901.50	818.41	945.80	859.40	1,210.00	864.96	1,025.81	991.99	1,043.92
Retirement Contributions	1,385.00	1,245.54	2,440.00	2,436.00	2,275.00	2,256.30	3,000.00	2,954.81	3,053.00	2,297.28	2,445.00
401a Contribution							910.00	677.86			
Worker's Compensation					-	169.17	370.00	343.58	341.00	251.00	235.00
Employee Screenings	-	102.62									
Software Maintenance									4,279.16	3,600.00	2,400.00
Business Events									1,700.00	650.00	1,700.00
Cellular Phone	50.00	-	650.00	-							
Liability Insurance			1,600.00	255.33	1,560.00	1,501.48	1,400.00	1,332.32	1,267.00	1,239.24	1,205.00
Printing & Binding					-	102.92	750.00	-	750.00	290.00	1,300.00
Advertising			5,000.00	5,020.00	13,140.00	12,287.11	17,570.00	16,387.22	7,670.00	6,006.36	7,200.00
Tourism			500.00	62.78			-	250.00	5,500.00	165.00	500.00
Travel	600.00	528.87	2,000.00	1,118.91	1,500.00	945.42	1,300.00	1,269.80	3,200.00	1,743.93	3,700.00
Registrations & Training	3,750.00	1,399.34	1,500.00	1,486.00	1,800.00	1,685.00	2,135.00	2,176.98	4,710.00	2,150.00	5,700.00
Contributions					6,000.00	1,797.72					
Other Expenses	2,581.00	4,595.28	2,500.00	2,976.97	3,360.00	3,223.44	1,435.00	1,407.54	1,900.00	2,169.31	1,500.00
Oper Supplies & Mat	6,800.00	6,612.80	1,200.00	1,096.37	2,000.00	774.02	2,000.00	892.96	1,900.00	893.75	1,500.00
Printer Toner / Ink									400.00	270.32	1,000.00
Computers < $5,000	2,950.00	1,802.55	1,128.99	1,009.98							
Payments to Other Agencies									20,417.94	18,417.94	64,234.00
Final Totals	**52,000.00**	**49,096.22**	**95,371.99**	**91,938.44**	**112,116.60**	**105,619.72**	**138,343.00**	**133,149.99**	**152,078.74**	**131,324.67**	**191,524.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
OTHER FINANCING USES:											
Transfer to Fines & Forfeitures					2,376.60	-	-	-	524.54	-	
Transfer To Authority Boards Fd			44,000.00	44,000.00	10,000.00	-	55,000.00	55,000.00			
Transfer to Capital Projects	436,190.00	436,190.00	1,123,292.00	1,000,000.00	693,300.00	693,300.00	719,277.00	659,337.25	222,857.38	222,857.38	100,000.00
TR to DDA Bond Fund	670,541.00	669,636.87	790,783.00	739,840.34	800,750.20	749,080.94	699,077.77	672,578.83	700,416.41	646,506.28	725,700.00
Transfer To Water & Sewer					4,381.40	-	1,533.00	-	2,622.71	-	
Transfer To Sanitation					1,844.80	-			1,398.78	-	
Transfer to Storm Water					230.60	-	1,008.00	-	174.85	-	63,226.00
Final Totals	**1,106,731.00**	**1,105,826.87**	**1,958,075.00**	**1,783,840.34**	**1,512,883.60**	**1,442,380.94**	**1,475,895.77**	**1,386,916.08**	**927,994.67**	**869,363.66**	**888,926.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
MUNICIPAL COURT											
Salaries & Wages			37,440.00	37,598.36	52,950.00	45,829.36	78,208.00	80,206.70	111,315.24	109,372.38	113,545.93
Salaries & Wages (Bonus)			500.00	500.00	200.00	200.00			324.84	324.86	
Salaries & Wages (Part Time)			42,550.00	31,893.75	42,500.00	33,075.00	53,525.00	47,997.50	40,950.00	38,847.36	21,460.00
Salaries (Overtime)					-	30.05	35,000.00	5,698.34	20,000.00	7,964.71	15,000.00
Health Insurance			5,375.00	8,399.76	9,240.00	6,934.25	13,950.00	10,105.53	13,549.88	5,309.52	7,646.88
Retiree Health Insurance			8,600.00	5,875.96	5,775.00	4,651.41	1,800.00	1,308.72	1,275.00	1,308.72	1,344.36
Dental Insurance			970.00	967.20	1,015.00	870.00	1,000.00	725.49	359.51	353.04	381.28
Life Insurance			100.00	100.32	145.00	83.60	170.00	101.50	84.00	168.00	84.00
Long Term Disability			135.00	128.40	270.00	169.92	352.00	174.24	326.43	417.36	331.29
FICA Expense			5,006.00	3,921.28	6,079.80	4,295.49	7,705.00	4,504.41	10,700.83	9,703.58	9,300.37
Medicare			1,172.50	917.08	1,405.80	1,004.61	1,802.00	1,052.87	2,502.61	2,269.38	2,175.09
Retirement Contributions			2,440.00	2,436.00	2,275.00	2,256.36	3,000.00	2,954.76	6,106.00	4,594.20	4,885.00
401a Contribution							630.00	273.42			
Worker's Compensation			927.00	837.74	450.00	418.14	375.00	518.25	608.00	502.00	455.80
Legal							24,000.00	23,924.74	43,000.00	47,446.68	40,000.00
Contract Labor			20,250.00	16,909.59	20,250.00	32,665.09	42,500.00	40,931.58	46,800.00	33,724.49	45,000.00
Bank Charges			-	2,598.69	750.00	3,964.67	5,750.00	5,245.83	6,000.00	4,312.15	6,000.00
Security					750.00	-					
Repairs & Maintenance			1,000.00	1,385.91	1,000.00	1,326.74	6,000.00	5,777.85			
Maintenance Contracts			4,250.00	3,588.44	4,283.00	2,706.80	3,250.00	2,742.76	4,000.00	3,508.00	4,000.00
Liability Insurance			6,725.00	6,659.00	5,750.00	6,122.41	7,500.00	7,481.36	2,534.00	2,478.51	2,410.00
Telephone			750.00	-	675.00	1,034.52	1,700.00	1,630.64	1,800.00	1,683.50	1,800.00
Internet Services			250.00	233.47	225.00	233.53	325.00	257.21	350.00	261.09	350.00
Postage Meter			600.00	517.43	600.00	487.27	600.00	653.86	737.50	481.39	750.00
Printing & Binding			200.00	8.18	200.00	157.82	200.00	717.63	150.00	-	700.00
Travel			500.00	175.16	500.00	170.32	500.00	62.06	475.00	132.98	500.00
Registrations & Training			250.00	400.16	250.00	225.00	250.00	341.00	475.00	225.00	500.00
Dues (Individual)			35.00	-	80.00	45.00	50.00	45.00	50.00	45.00	51.00
Other Expenses			250.00	134.55	250.00	-	250.00	-	300.00		300.00
Oper Supplies & Mat			2,500.00	1,347.34	2,500.00	1,167.85	3,500.00	1,770.39	3,500.00	1,950.12	3,500.00
Printer Toner/Ink			750.00	247.16	750.00	406.03	1,000.00	351.98	1,000.00	269.25	1,000.00
Electricity			11,500.00	14,747.92	11,000.00	13,287.84	12,500.00	13,330.83	12,500.00	11,085.53	12,500.00
Natural Gas			2,700.00	2,219.28	2,700.00	1,493.93	2,000.00	1,471.00	2,750.00	2,697.24	2,750.00
Computers < $5,000					-	-	1,000.00	963.56			
Other Equipment <$5,000			600.00	499.00			1,900.00	1,728.07	1,500.00		1,500.00
Vehicles									42,005.15	36,335.62	
Other Capital Equipment							5,200.00	4,841.00	10,694.68	10,000.00	
Indirect Cost					27,616.00	27,612.00	40,000.00	40,000.00	50,000.00	50,000.00	50,000.00
Prisoner Expense (Cobb Co)			24,000.00	14,636.58	24,000.00	30,682.99	38,000.00	54,361.98	60,000.00	42,838.00	60,000.00
Final Totals	**-**	**-**	**182,325.50**	**159,883.71**	**226,434.60**	**223,608.00**	**395,492.00**	**364,252.06**	**498,723.67**	**430,609.65**	**410,221.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
CODE ENFORCEMENT (NOW QUALITY OF LIFE [PD]):											
Salaries & Wages							93,215.00	97,469.47	54,863.46	59,004.12	144,156.00
Salaries & Wages (Bonus)									162.42	162.43	
Salaries & Wages (Part Time)			5,400.00	5,400.00	5,400.00	5,400.00	5,400.00	4,050.00	1,211.43	3,150.00	
Salaries (Overtime)							6,500.00	1,228.27	5,400.00	1,343.24	5,000.00
Health Insurance							6,440.00	4,174.47	10,957.93	4,243.91	18,180.00
Dental Insurance							1,090.00	1,352.52	846.56	984.26	2,030.00
Life Insurance							200.00	147.00	87.36	101.50	253.00
Long Term Disability							420.00	123.20	205.74	82.04	526.00
FICA Expense			335.00	334.80	335.00	334.80	5,997.00	8,161.51	3,445.08	4,838.46	9,248.00
Medicare			80.00	78.36	80.00	78.36	1,406.00	1,908.67	876.18	1,131.61	2,163.00
401a / Retirement Contributions							1,600.00	1,785.54	6,106.00	4,594.20	4,885.00
Worker's Compensation			-	1,226.57					2,519.71		2,000.00
Legal			15,000.00	12,904.00			10,000.00	9,268.00		8,474.20	10,000.00
Code Enforcement Abatement			16,657.20	15,482.20	8,000.00	4,517.77	13,119.38	1,768.00			
Contract Labor			97,050.00	96,999.96	97,050.00	96,999.96					
Employee Screenings							150.00	-	151.43	100	456.00
Software Maintenance									1308.34	172.54	3,831.00
Repairs & Maintenance							500.00	12.70			
Maintenance Contracts			-	29.20			-	198.90	325.57	96.3	2,280.00
R & M (Vehicles) / (Radios)							1,500.00	34.18	681.43	67.48	2,007.00
Liability Insurance					-	340.11	2,100.00	2,117.26	2,534.00	2,478.45	2,410.00
Telephone									274.09	408.84	803.00
Cellular Phones			255.80	-			1,000.00	237.08	817.72		2,417.00
Internet Services									7.27		23.00
Postage Meter			2,200.00	2,513.81	1,500.00	2,160.05	3,000.00	712.32	24.22		73.00
Printing & Binding			1,000.00	630.42	1,000.00	599.00	1,000.00	365.00			
Advertising									22.71		73.00
Legal Notices			50.00	-							
Travel							2,200.00	2,023.88	257.43		684.00
Registrations & Training							2,500.00	1,910.00	681.43	505	1,824.00
Dues (Individual)							150.00	254.00	33.31		137.00
Other Expenses			-	12.15			200.00	-	39.38		119.00
Oper Supplies & Mat			750.00	148.39			1,000.00	45.48	1609.68	467.25	4,105.00
Printer Toner/Ink			1,000.00	762.37	250.00	44.04	250.00	107.52	90.86	442.14	228.00
Electricity									908.57	1,032.14	2,737.00
Natural Gas									212		684.00
Gasoline							4,000.00	2,073.65	4000	3,456.60	7,753.00
Computers < $5,000							600.00	501.56			
Other Equipment < $5,000							-	899.98	45.43		137.00
Uniforms / Bullet Proof Vests							750.00	519.80	575.43	533.55	2,280.00
Transfer Out to General Fund - GCIC			36,896.50	-					1362.86	1,362.86	4,013.00
Final Totals	**-**	**-**	**176,674.50**	**136,522.23**	**113,615.00**	**110,474.09**	**166,287.38**	**143,449.96**	**102,645.03**	**99,233.12**	**237,515.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
DDA BOND FUND											
DDA BOND FUND EXPENSES:											
Admin - Bank Charges	-	40.00	-	37.00			40.00	-			
Admin - 2005 Bond 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
Admin - 2006 Bond Principal	55,000.00	55,000.00	57,500.00	57,500.00							
Admin - Refunded Series 2014 Bond Princi			-	20,000.00	90,000.00	45,000.00	295,000.00	295,000.00	300,000.00	300,000.00	310,000.00
Series 2014 Bond - Cost of Issuance			-	75,846.00							
Admin - 2005 Bond 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
Admin - 2006 Bond Interest	42,596.00	42,596.00	40,258.00	42,248.28							
Admin - Refunded Series 2014 Bond Intere				(20,000.00)	79,560.00	79,560.00	78,480.00	78,480.00	71,400.00	71,400.00	91,500.00
Admin - Fiscal Agent's Fees	750.00	750.00	1,250.00	1,250.00	1,000.00	3,721.25	1,000.00	-	1,200.00	850.00	1,000.00
Police - 2006 Bond Interest	127,787.00	127,786.50	120,775.00	96,171.05	59,602.99	10,440.00	-	-			
Police - 2006 Bond Principal	165,000.00	165,000.00	172,500.00	172,500.00	240,000.00	240,000.00					
Series 2014 Bond-Payment to Escrow Agent			-	3,259,154.00							
Series 2018 Bond Principal											
Series 2018 Bond Interest											91,133.00
Final Totals	**789,196.00**	**788,331.87**	**790,783.00**	**4,102,240.19**	**867,780.99**	**776,338.43**	**772,770.00**	**771,730.00**	**784,599.38**	**783,358.23**	**862,833.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
WATER & SEWER FUND EXPENSES:											
SEWAGE COLLECTION & DISPOSAL:											
Salaries & Wages	203,849.00	205,769.18	206,275.00	206,905.36	203,500.00	183,456.73	250,400.00	176,519.18	219,667.64	225,962.05	162,635.92
Salaries & Wages (Bonus)	3,000.00	3,000.00	3,000.00	3,000.00	1,400.00	1,400.00			974.53	974.58	
Salaries (Overtime)	3,500.00	3,117.44	6,000.00	5,246.48	4,000.00	2,774.56	4,175.00	5,017.67	8,000.00	6,710.48	10,000.00
Health Insurance	23,586.00	23,381.28	27,200.00	32,041.30	39,575.00	43,106.25	54,746.00	30,299.34	42,595.50	44,132.57	38,677.86
Health Reimbursement Account	1,000.00	-	1,000.00	-	500.00	-	500.00	-	-	-	-
Retiree Health Insurance											2,177.91
Dental Insurance	2,286.00	2,921.52	3,250.00	3,236.40	3,400.00	3,202.32	3,446.00	2,477.92	2,391.92	2,865.65	2,102.58
Life Insurance	464.00	548.52	585.00	602.07	590.00	543.24	780.00	442.59	442.72	484.25	338.16
Long Term Disability	704.00	920.64	1,025.00	1,012.10	990.00	1,002.63	1,076.00	833.38	837.54	682.54	609.89
FICA Expense	12,714.00	12,044.87	13,361.00	11,718.90	11,223.60	10,369.00	15,778.00	13,068.01	14,341.69	14,486.12	10,703.45
Medicare	2,920.00	2,817.19	3,133.50	2,740.57	2,665.60	2,425.01	3,690.00	3,056.33	3,300.81	3,387.88	2,503.23
Retirement Contributions	13,406.00	12,455.40	12,200.00	10,821.90	11,700.00	18,639.02	11,500.00	14,979.50	15,264.00	11,458.10	14,645.00
401a Contribution							1,440.00	3,179.28			
Worker's Compensation	7,000.00	6,940.56	8,500.00	6,216.26	3,750.00	1,857.92	6,250.00	8,612.38	3,719.09	10,256.01	3,700.00
Audit	4,500.00	4,500.00	4,500.00	4,500.00	4,000.00	3,380.28	4,250.00	4,108.10	4,000.00	3,180.00	5,000.00
Engineering					100,000.00	-	4,500.00	-	5,000.00	40,000.00	50,000.00
Employee Screenings	300.00	300.50	300.00	375.74	305.00	239.00	305.00	561.50	1,000.00	62.50	1,000.00
Billing Services	16,400.00	18,309.34	16,000.00	16,809.22	16,800.00	14,371.42	17,500.00	14,434.65	20,000.00	17,867.72	22,500.00
Contract Labor							-	3,164.87			62,435.00
Software Maintenance	8,500.00	8,441.00	8,500.00	8,170.29	7,500.00	6,706.00	10,000.00	7,934.00	1,550.00	1,550.00	1,550.00
Bank Charges			-	36.90			50.00	-			3,000.00
Manhole Maintenance	2,600.00	2,585.56	5,000.00	1,605.77	2,750.00	2,750.00	5,000.00	1,350.00	2,750.00	-	2,800.00
Security									1,629.63	995.69	1,700.00
Repairs & Maintenance	46,000.00	47,929.99	30,000.00	25,393.04	50,000.00	48,437.75	150,000.00	86,918.08	50,528.50	43,209.20	50,000.00
Maintenance Contracts	1,100.00	1,093.60	5,000.00	713.56	2,006.75	1,587.67	2,500.00	2,061.44	4,074.07	334.01	3,400.00
R & M (Vehicles)	3,000.00	2,330.74	4,067.17	1,467.54	4,000.00	2,510.64	1,000.00	3,021.35			
R & M (Sewer Line)	1,800.00	1,798.00	10,000.00	836.00	5,000.00	-	5,000.00	-	2,500.00	-	2,500.00
Liability Insurance	11,423.00	11,326.07	10,897.00	13,891.12	24,195.00	24,751.92	25,500.00	21,098.11	8,997.00	8,911.36	7,562.00

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Telephone	480.00	503.15	450.00	456.67	1,250.00	1,139.82	1,600.00	1,069.74	2,134.81	1,917.01	2,000.00
Cellular Phones	1,200.00	1,103.63	3,500.00	1,475.13	1,600.00	1,603.73	1,600.00	1,285.38	2,998.52	2,424.30	2,500.00
Cable TV	200.00	173.00	200.00	154.88	200.00	109.21	200.00	108.97	252.59	282.97	225.00
Internet Services	150.00	223.57	250.00	230.45	250.00	241.21	350.00	262.04	350.37	337.32	300.00
Postage Meter					-	130.41	500.00	183.03	1,140.74	166.67	1,200.00
Postage	-	-	8,770.50	-			5,000.00	-			960.00
Advertising	1,000.00	588.35	1,000.00	-	1,000.00	-	1,000.00	325.00	750.00	-	750.00
Travel	200.00	120.87	800.00	-	500.00	-	500.00	-			1,250.00
Registrations & Training	400.00	370.00	2,500.00	2,265.00	1,500.00	916.00	1,500.00	1,407.00	1,250.00	185.00	250.00
Dues (Individual)	300.00	249.00	500.00	-	300.00	37.50	300.00	250.00	250.00		
Other Expenses									1,629.63	367.44	1,400.00
Oper Supplies & Mat	2,500.00	1,822.65	3,500.00	3,176.43	2,500.00	2,223.25	3,000.00	1,984.27	5,785.20	3,653.49	4,450.00
Printer Toner/Ink	-	24.31	-	51.65	50.00	127.08	200.00	147.94	537.78	640.52	400.00
Electricity	3,500.00	2,909.49	3,500.00	3,561.98	3,500.00	3,314.45	4,000.00	3,510.86	3,340.74	3,335.33	3,000.00
Natural Gas	3,000.00	2,913.48	4,000.00	2,537.60	3,500.00	610.99	5,000.00	1,280.90	2,444.44	1,925.01	1,900.00
Gasoline	1,100.00	1,090.44	5,500.00	1,953.01	2,500.00	1,841.54	3,000.00	875.91	3,000.00	1,041.88	3,000.00
Diesel	578.00	317.93	2,500.00	589.72	2,500.00	435.39	2,500.00	1,335.24	2,500.00	1,361.32	2,500.00
Cobb Processing Charge	1,576,600.00	1,578,541.35	1,644,235.00	1,645,171.07	1,700,000.00	1,586,271.61	1,700,000.00	1,338,643.34	1,750,000.00	1,369,867.92	1,800,000.00
Computers < $5,000	1,850.00	1,690.36	1,929.99	399.50	2,000.00	-	2,000.00	-	5,000.00	-	
Other Equipment < $5,000	8,200.00	8,176.82	10,000.00	990.99	5,000.00	4,841.32	5,000.00	-			
Uniforms	2,350.00	1,528.30	2,500.00	1,388.10	2,569.60	1,741.41	2,500.00	1,713.96	2,500.00	2,455.68	3,000.00
Vehicles	4,400.00	-									
Capitalized Machinery	-	-	20,000.00	-							
Other Capital Equipment	8,500.00	-	10,000.00	-							
W&S Infrastructure	48,900.00	-	225,000.00	-	250,000.00	-	287,120.00	-	313,707.56		300,000.00
Indirect Cost	135,600.00	135,600.00	133,411.00	133,411.00	132,577.00	132,573.00	145,000.00	145,000.00	175,000.00	175,000.00	175,000.00
Depreciation Expense	543,000.00	245,026.86	245,027.00	181,488.61	229,962.00	197,144.91	187,000.00	190,691.09	200,000.00	199,070.28	200,000.00
Bad Debt Expense	25,000.00	3,610.10	10,000.00	-	-	15,170.43	-	6,743.71	3,000.00	1,500.00	3,000.00
Lease (08 Vacuum Truck)	10,636.00	-									
GEFA Loan Principal	32,053.00	-									
Capital Lease Interest	28,655.00	-									
Other Debt Interest	30,899.00	28,852.33	26,402.00	26,280.24	23,865.00	23,873.92	28,000.00	21,254.91	25,000.00	21,765.15	25,000.00
Final Totals	**2,841,303.00**	**2,387,967.39**	**2,745,269.16**	**2,362,922.55**	**2,866,974.55**	**2,347,858.54**	**2,966,256.00**	**2,121,210.97**	**2,916,137.02**	**2,224,808.01**	**2,993,626.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
WATER:											
Salaries & Wages	488,155.00	490,079.38	517,650.00	506,963.59	457,775.00	463,416.16	482,500.00	489,697.71	368,125.23	363,969.30	284,551.52
Salaries & Wages (Bonus)	4,875.00	4,875.00	4,800.00	4,700.00	2,400.00	2,400.00			1,461.80	1,461.87	
Salaries & Wages (Part Time)			15,000.00	8,629.10	14,350.00	-					
Salaries (Overtime)	10,000.00	9,361.66	11,500.00	9,189.72	9,000.00	6,776.16	8,000.00	14,714.26	13,500.00	8,531.84	13,500.00
Health Insurance	47,563.00	47,176.38	60,850.00	59,988.29	74,250.00	74,386.61	74,643.00	62,373.07	72,108.99	66,728.47	70,318.84
Health Reimbursement Account	1,210.00	500.00	1,000.00	-	500.00	-	500.00	-			
Retiree Health Insurance	8,013.00	9,995.20	5,375.00	8,932.94	4,240.00	(411.87)	4,585.50	4,827.69	3,000.00	4,701.06	2,177.91
Dental Insurance	6,444.00	5,593.70	6,860.00	6,458.68	6,850.00	6,142.14	5,250.00	6,362.15	4,842.97	4,652.57	4,312.14
Life Insurance	911.00	702.44	775.00	1,159.73	1,275.00	1,229.66	1,135.00	926.53	765.50	738.37	598.56
Long Term Disability	2,256.00	1,933.76	2,350.00	1,883.82	2,230.00	1,679.29	2,200.00	1,857.98	1,446.09	1,564.81	1,067.06
FICA Expense	30,600.00	29,424.76	34,048.00	28,785.55	29,347.60	26,734.18	30,290.00	36,384.32	24,774.40	23,185.71	18,479.22
Medicare	6,814.00	6,881.59	7,970.00	6,732.00	7,219.60	6,252.48	7,085.00	8,498.75	5,794.00	5,422.46	4,321.75
Retirement Contributions	29,378.00	29,270.04	26,800.00	23,563.10	26,800.00	44,612.54	25,000.00	32,563.95	36,708.59	27,592.92	17,085.00
401a Contribution							5,465.00	8,445.30			
Worker's Compensation	13,500.00	14,412.19	14,500.00	12,387.71	9,600.00	13,793.62	20,075.00	21,505.14	22,829.92	34,407.22	22,240.00
Legal							10,000.00	-			
Audit	4,400.00	4,400.00	4,400.00	4,400.00	4,000.00	3,380.28	4,000.00	3,908.10	3,180.00	3,180.00	5,000.00
Engineering	4,000.00	3,931.90	4,000.00	-	54,300.00	-	70,000.00	1,687.49	45,500.00	98,400.00	50,000.00
Employee Screenings	800.00	905.50	800.00	1,172.78	1,000.00	862.77	1,000.00	796.30	1,000.00	428.45	1,000.00
EPD Testing	9,500.00	9,400.00	10,000.00	9,350.00	9,500.00	9,400.00	65,000.00	11,597.02	65,000.00	10,578.35	20,000.00
Consumer Confidence Rpt	500.00	373.49	2,500.00	484.19	1,500.00	235.30	1,500.00	643.50	500.00	-	500.00
Billing Services	25,050.00	27,048.99	27,000.00	25,752.33	25,000.00	23,456.83	25,000.00	19,914.89	21,000.00	20,148.24	20,000.00
Contract Labor	181,250.00	4,201.57	5,000.00	-			140,000.00	36,000.00	279,320.00	313,445.82	64,327.00
Software Maintenance	1,600.00	400.00	400.00	-	1,400.00	1,400.00	1,600.00	2,195.00	6,525.00	8,440.00	7,320.00
Bank Charges	10,700.00	12,643.69	12,500.00	13,765.54	13,000.00	8,369.28	8,500.00	19,116.95		18,189.84	5,000.00
Valve Maintenance	5,000.00	2,759.81	5,000.00	1,080.92	2,500.00	(145.29)	2,500.00	4,674.76	5,500.00	3,190.78	5,000.00
Security	6,500.00	4,520.76	5,500.00	3,813.84	5,500.00	4,163.82	6,000.00	4,122.42	831.48	1,960.13	1,700.00
Repairs & Maintenance	94,500.00	96,312.89	65,000.00	76,321.59	104,501.75	70,819.58	130,870.54	114,998.92	200,528.50	273,574.12	190,000.00
Maintenance Contracts	19,000.00	20,944.60	5,000.00	834.84	2,506.75	1,587.70	3,000.00	4,073.51	2,264.64	2,214.72	3,200.00
R & M (Drainage)									20,000.00	-	20,000.00
R & M (Vehicles)	9,000.00	6,753.03	9,634.32	13,420.13	60,000.00	62,027.94	45,000.00	40,167.75			
R & M (Meters)	30,000.00	31,806.72	1,000.00	-	35,000.00	6,197.34	35,000.00	34,847.58			20,000.00

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Liability Insurance	50,000.00	50,206.16	37,383.00	36,689.84	34,605.00	35,150.89	42,600.00	36,580.38	12,600.50	11,450.65	10,549.00
Telephone	8,400.00	5,750.36	8,000.00	5,694.58	1,500.00	2,769.54	3,500.00	1,625.50	1,195.49	1,025.33	1,200.00
Cellular Phones	3,500.00	2,035.89	3,500.00	3,205.65	4,000.00	3,497.74	4,500.00	3,951.79	1,556.50	2,066.27	1,500.00
Cable TV	200.00	173.00	250.00	154.88	250.00	109.24	250.00	108.98	128.87	149.15	75.00
Internet Services	290.00	223.98	250.00	248.84	250.00	400.89	500.00	262.02	192.05	185.51	200.00
Postage Meter	7,000.00	(2,437.76)	2,250.00	(3,458.46)	2,500.00	2,749.65	5,000.00	1,224.93	5,094.30	4,735.55	6,000.00
Postage	11,400.00	5,227.74	2,832.00	2,039.03	5,000.00	1,532.13	5,000.00	120.00	657.04	19.02	582.00
Printing & Binding									191.25	23.32	
Advertising	2,000.00	893.35	2,000.00	-	1,000.00	400.00	2,000.00	458.28	1,500.00	1,386.77	1,500.00
Travel	500.00	213.51	500.00	-	500.00	-	500.00	-	12.50	31.02	
Registrations & Training	1,000.00	426.00	1,000.00	1,062.66	1,500.00	1,701.00	1,500.00	1,676.00	1,625.00	1,570.00	1,700.00
Dues (City)	500.00	350.00	500.00	545.00	500.00	350.00	600.00	350.00	400.00	350.00	500.00
Dues (Individual)	350.00	187.50	450.00	195.00	500.00	114.00	500.00	98.00	250.00	49.00	
Other Expenses									951.01	916.16	800.00
Oper Supplies & Mat	6,500.00	7,240.81	7,000.00	7,248.81	7,500.00	7,534.00	8,500.00	5,452.43	3,071.29	2,515.42	3,000.00
Printer Toner/Ink	300.00	339.31	400.00	136.93	500.00	715.60	1,000.00	1,181.43	354.08	426.41	620.00
Electricity	6,300.00	4,969.95	6,000.00	5,829.71	6,000.00	5,643.41	9,000.00	5,887.65	2,209.23	2,214.72	2,000.00
Natural Gas	1,500.00	854.25	1,500.00	941.36	1,200.00	611.00	2,000.00	853.93	1,433.16	1,267.24	1,000.00
Storm Water Fees	3,078.00	-									
Gasoline	16,600.00	13,739.61	16,000.00	12,410.15	16,500.00	8,360.90	16,500.00	8,510.74	10,000.00	10,096.10	10,000.00
Diesel	7,000.00	3,754.17	7,000.00	3,276.16	7,000.00	1,757.81	7,000.00	1,879.87	2,500.00	2,513.63	2,500.00
Water Purchased	1,056,000.00	1,007,017.26	1,050,000.00	1,074,075.83	1,200,000.00	1,166,490.74	1,250,000.00	1,494,592.99	1,650,000.00	1,449,181.41	1,950,000.00
Computers < $5,000	1,800.00	794.84	999.00	879.99	1,000.00	-	10,000.00	343.75			
Other Equipment < $5,000	3,000.00	2,298.98	5,000.00	3,123.09	5,000.00	4,925.00	40,000.00	5,281.76	5,000.00	4,518.16	
Meters	112,000.00	43,330.00	100,000.00	127,589.35	100,000.00	119,522.06	100,000.00	109,707.63	650,000.00	660,576.88	125,000.00
Uniforms	4,500.00	2,488.77	3,500.00	2,464.97	4,105.92	3,149.01	4,000.00	3,299.74	4,200.00	3,368.18	4,200.00
Vehicles			56,000.00	-			19,050.00	-	35,000.00	-	
Capitalized Machinery	35,000.00	-									
Other Capital Equipment	10,000.00	7,222.53	12,330.00	-							
W&S Infrastructure	625,000.00	-	499,500.00	-	541,509.12	-	480,000.00	-	350,000.00	65,000.00	500,000.00
Indirect Cost	353,052.00	353,052.00	320,647.00	320,647.00	299,852.00	299,853.00	350,000.00	350,000.00	325,000.00	325,000.00	275,000.00
Depreciation Expense	-	285,602.82	285,605.00	292,128.00	285,605.00	287,709.85	280,000.00	299,216.04	300,000.00	310,863.13	300,000.00
Bad Debt Expense	25,000.00	53,177.54	7,000.00	-	-	13,026.46	-	6,743.71	6,000.00	2,500.00	6,000.00
Transfer to Capital Projects Fd							1,000,000.00	1,000,000.00	-	-	
Final Totals	**3,403,289.00**	**2,725,741.62**	**3,304,608.32**	**2,726,898.76**	**3,493,422.74**	**2,806,840.44**	**4,859,199.04**	**4,326,308.59**	**4,577,629.38**	**4,160,706.06**	**4,055,625.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
SANITATION FUND EXPENSES:											
SOLID WASTE COLLECTION:											
Salaries & Wages	301,538.00	265,593.59	274,390.00	241,939.73	281,600.00	298,650.29	367,700.00	349,286.55	347,932.90	303,034.75	295,001.00
Salaries & Wages (Bonus)	3,650.00	4,050.00	3,200.00	3,200.00	1,600.00	1,600.00			1,299.38	1,299.44	
Salaries (Overtime)	4,000.00	394.20	2,500.00	824.94	2,000.00	1,689.25	2,500.00	2,346.53	3,237.37	4,119.71	6,000.00
Health Insurance	40,124.00	23,511.46	26,800.00	13,474.44	20,725.00	21,549.06	49,485.00	43,391.12	66,234.08	62,873.25	61,303.00
Health Reimbursement Acct	500.00	-	500.00	-	500.00	-	500.00	-	-	-	
Dental Insurance	5,845.00	4,398.96	4,800.00	3,160.07	3,500.00	3,015.75	3,715.00	3,274.28	3,210.50	3,147.29	3,079.00
Life Insurance	857.00	646.50	750.00	515.12	550.00	492.03	1,025.00	766.40	790.45	718.42	689.00
Long Term Disability	1,466.00	1,222.98	1,370.00	1,165.24	1,200.00	1,188.84	1,666.00	1,009.40	1,304.75	1,188.57	1,107.00
FICA Expense	19,257.00	16,569.47	17,373.50	14,615.01	16,593.40	15,765.97	22,950.00	18,095.24	21,652.40	19,124.14	18,663.00
Medicare	4,438.00	3,911.83	4,061.50	3,418.16	3,871.40	3,687.15	5,365.00	4,414.38	5,063.87	4,472.58	4,365.00
Retirement Contributions	20,753.00	18,883.61	21,950.00	29,812.00	20,400.00	43,133.32	19,800.00	22,535.40	24,422.00	18,376.12	19,525.00
401a Contribution							2,510.00	3,347.19	-		
Worker's Compensation	23,000.00	21,283.40	20,500.00	30,208.57	39,825.00	17,488.00	24,100.00	49,385.75	23,432.00	31,278.52	25,000.00
Audit	6,000.00	3,000.00	5,000.00	5,000.00	4,500.00	2,957.76	3,500.00	3,085.21	4,000.00	3,180.00	2,500.00
Employee Screenings	1,500.00	731.50	1,200.00	816.50	1,200.00	968.00	1,200.00	1,352.20	1,500.00	691.16	1,500.00
Billing Services	16,450.00	18,417.60	17,000.00	17,679.63	18,000.00	12,928.54	15,000.00	14,692.64	15,000.00	13,449.14	15,000.00
Contract Labor							-	3,563.19			62,435.00
Contract Labor (Recycling)			121,788.00	61,723.83	105,850.00	96,994.59	105,850.00	105,812.28	105,850.00	105,812.28	107,135.00
Landscaping									49,907.40	49,907.40	40,484.00
Software Maintenance	1,200.00	400.00	800.00	-	800.00	-					
Security									370.37	-	800.00
Repairs & Maintenance	2,500.00	2,119.19	2,500.00	2,646.04	4,000.00	3,674.21	4,000.00	8,875.83			
Maintenance Contracts	1,000.00	703.49	1,000.00	1,056.42	1,006.75	198.26	1,000.00	344.00	1,454.43	1,328.18	1,200.00
R & M (Vehicles)	50,000.00	29,341.17	50,000.00	46,734.36	45,693.45	38,064.54	50,000.00	49,949.03			
Liability Insurance	35,537.00	33,800.13	25,150.00	26,504.67	21,685.00	21,783.62	25,500.00	23,157.77	12,668.00	13,195.07	10,809.00

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Telephone	480.00	486.57	490.00	456.67	1,500.00	1,220.51	2,000.00	777.29	485.19	383.07	1,500.00
Cellular Phones	2,000.00	631.75	2,000.00	923.06	2,600.00	582.80	2,600.00	717.95	681.48	663.60	1,900.00
Cable TV	200.00	173.00	200.00	154.87	300.00	109.21	300.00	142.31	57.41	57.41	160.00
Internet Services	150.00	-	150.00	-	200.00	-	200.00	-	79.63	-	480.00
Postage Meter	100.00	74.25	115.00	102.52	200.00	-	200.00	-	259.26	-	
Postage	6,000.00	-	2,000.00	-	2,000.00	-	2,000.00	-			500.00
Advertising	3,000.00	2,131.93	3,000.00	2,278.60	3,000.00	2,132.60	5,000.00	3,499.29	3,500.00	2,331.00	5,000.00
Travel	200.00	84.83	200.00	-	200.00	-	200.00	-			
Registrations & Training	250.00	250.00	250.00	-	500.00	-	500.00	124.00	100.00	-	100.00
Dues (Individual)	100.00	100.00	200.00	-	200.00	-	200.00	-	200.00	-	200.00
Other Expenses									370.36	50.00	900.00
Oper Supplies & Mat	3,000.00	2,530.78	3,000.00	2,266.04	3,000.00	1,966.89	3,000.00	2,220.03	1,314.81	1,622.11	3,000.00
Printer Toner/Ink	200.00	-	100.00	70.22	150.00	250.03	300.00	277.49	122.22	135.41	1,000.00
Veh Maint Parts & Tires	8,000.00	7,314.83	8,000.00	-	7,500.00	7,495.61	10,000.00	857.78			
Electricity									759.26	850.97	5,000.00
Natural Gas					-	606.98	2,500.00	711.64	555.56	575.81	2,500.00
Gasoline	5,040.00	3,231.34	5,000.00	1,475.92	5,000.00	1,710.36	5,000.00	2,346.09	5,000.00	2,125.84	5,000.00
Diesel	57,300.00	59,295.46	57,400.00	44,075.65	60,000.00	28,862.01	60,000.00	31,766.21	50,000.00	39,227.58	50,000.00
Landfill	185,000.00	161,895.12	200,000.00	161,530.03	185,000.00	175,974.74	185,000.00	179,404.23	190,000.00	193,969.01	200,000.00
Computers < $5,000	700.00	397.41					500.00	-			
Other Equipment < $5,000	6,500.00	1,608.76	4,500.00	445.39	5,000.00	-	34,500.00	4,991.00			5,000.00
Landscaping Equipment < $5,000									5,000.00	3,250.00	
Dumpsters	1,200.00	-					1,200.00	-	1,200.00	-	1,200.00
Garbage Carts	6,000.00	5,975.01	10,000.00	9,867.83	13,500.00	13,446.52	20,000.00	19,959.00	20,000.00	19,991.00	20,000.00
Uniforms	5,900.00	3,753.90	4,500.00	4,060.85	5,122.24	3,327.99	5,000.00	4,353.57	5,000.00	4,856.34	6,000.00
Other Capital Equipment	118,799.00	-	44,000.00	-							
Vehicles			213,555.00	-			235,000.00	-			
Indirect Cost	271,321.00	271,320.00	174,323.00	174,323.00	187,663.00	187,666.00	225,000.00	225,000.00	275,000.00	275,000.00	275,000.00
Depreciation Expense	-	1,377.74	1,380.00	6,649.54	24,000.00	21,907.83	24,000.00	25,558.73	44,000.00	44,786.92	67,016.00
Bad Debt Expense	6,070.00	5,960.00	10,000.00	4,529.00	4,035.00	4,905.00	3,000.00	3,868.00			
Contribution to Fd Balance					128,817.00	-					
Final Totals	**1,227,125.00**	**977,571.76**	**1,346,996.00**	**917,703.92**	**1,234,587.24**	**1,037,994.26**	**1,534,566.00**	**1,215,259.00**	**1,293,015.08**	**1,227,072.09**	**1,328,051.00**

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
STORM WATER FUND:											
STORM WATER MAINTENANCE											
Salaries & Wages	104,194.00	93,596.86	98,500.00	96,896.89	85,000.00	96,360.38	124,740.00	77,195.12	90,482.54	59,622.56	105,911.00
Salaries & Wages (Bonus)	500.00	500.00	500.00	500.00	200.00	200.00			162.42	162.43	
Salaries (Overtime)	1,000.00	-	250.00	1,073.63	2,000.00	1,527.22	2,000.00	226.52	1,000.00	495.68	1,500.00
Health Insurance	17,652.00	3,569.28	8,600.00	8,399.76	15,075.00	9,460.37	25,618.00	23,244.25	24,968.89	18,047.13	31,955.00
Dental Insurance	1,975.00	873.12	975.00	967.20	1,375.00	443.40	1,145.00	749.14	971.48	353.04	975.00
Life Insurance	264.00	93.48	98.00	100.27	215.00	72.95	280.00	151.35	164.64	84.00	198.00
Long Term Disability	459.00	242.88	275.00	260.16	525.00	176.95	570.00	277.54	339.31	163.68	398.00
FICA Expense	6,499.00	2,983.43	6,156.00	3,820.39	5,524.80	2,354.76	7,855.00	3,890.46	5,619.99	3,737.40	6,567.00
Medicare	1,511.00	704.85	1,457.50	893.51	1,305.80	550.73	1,838.00	865.47	1,314.36	874.07	1,536.00
Retirement Contributions	5,145.00	4,811.57	2,440.00	3,370.00	2,275.00	(351.71)	2,000.00	2,288.43	5,723.80	4,536.14	5,885.00
401a Contribution							1,266.00	893.56			
Worker's Compensation	650.00	1,226.56	1,229.00	859.07	1,250.00	-	500.00	-	786.30		1,000.00
Employee Screenings	45.00	70.00	100.00	129.36	100.00	154.65	200.00	-	200.00	108.49	200.00
Engineering										35,700.00	20,000.00
Landscaping	2,500.00	1,639.77	3,000.00	-	3,000.00	-	3,000.00	-			
Contract Labor									15,000.00	34,589.76	69,533.00
Software Maintenance									1,315.00		1,315.00
Security									1,027.78		1,028.00
Repairs & Maintenance	225,000.00	170,209.64	283,750.00	226,881.36	265,743.30	191,852.79	200,000.00	73,936.74	273,415.25	103,881.19	235,000.00
Maintenance Contracts	5,500.00	5,500.00	6,000.00	5,278.28	6,650.00	3,120.00	56,000.00	3,244.91	2,831.94	3,841.67	3,920.00
R & M (Vehicles)	3,500.00	3,345.21	3,000.00	1,013.69	3,500.00	891.65	3,500.00	978.76			

Description	FY14 Final Budget	FY14 Actual Expenditures	FY15 Final Budget	FY15 Actual Expenditures	FY16 Final Budget	FY16 Actual Expenditures	FY17 Final Budget	FY17 Actual Expenditures	FY18 Current Budget	FY18 Projected Expenditures	FY19 Proposed Budget
Liability Insurance			969.50	400.33	2,445.00	2,708.03	4,350.00	3,743.35	1,742.05	1,680.59	1,205.00
Telephone	1,000.00	-	500.00	-			1,000.00	576.39	1,496.39	73.66	1,496.00
Cellular Phones									1,928.61	1,315.45	1,891.00
Cable TV									178.06	110.93	-
Internet Services									354.09	-	240.00
Postage									949.44	-	841.00
Advertising	961.00	80.52	900.00	120.00	500.00	-	500.00	-	500.00	60.00	500.00
Travel	500.00	-	1,200.00	-	500.00	-	1,000.00	30.61	50.00	32.41	50.00
Registrations & Training	2,500.00	3,003.80	3,500.00	3,033.80	3,500.00	3,124.60	4,000.00	1,544.00	3,650.00	3,062.00	3,500.00
Other Expenses									1,196.53	169.48	1,095.00
Oper Supplies & Mat	2,000.00	1,995.05	1,400.00	1,483.03	1,500.00	1,042.36	1,500.00	329.59	3,817.36	1,857.78	3,748.00
Printer Toner/Ink									451.66	91.88	463.00
Electricity									2,819.44	2,728.37	3,244.00
Natural Gas									1,804.17	309.51	1,788.00
Gasoline	1,200.00	1,186.83	1,200.00	1,914.64	1,500.00	1,194.62	1,500.00	883.82	1,350.00	435.48	3,500.00
Computers < $5,000							7,500.00	259.00			
Other Equipment <$5,000	10,000.00	9,918.80	10,000.00	2,080.29			2,000.00	-			
Landscaping Equipment <$5,000									2,200.00		
Uniforms	700.00	635.75	700.00	196.20	800.00	617.74	1,200.00	315.35	700.00	477.89	900.00
Indirect Cost			55,793.00	55,793.00	51,870.00	51,875.00					
Final Totals	**395,255.00**	**306,187.40**	**492,493.00**	**415,464.86**	**456,353.90**	**367,376.49**	**455,062.00**	**195,624.36**	**450,511.50**	**278,602.67**	**511,382.00**
DETENTION POND MAINTENANCE											
Detention Pond - Repairs & Maintenance					156,269.00	101,568.00	62,318.00	42,628.00	45000	27,000.00	30,000.00
Fund Totals	**395,255.00**	**306,187.40**	**492,493.00**	**415,464.86**	**612,622.90**	**468,944.49**	**517,380.00**	**238,252.36**	**495,511.50**	**305,602.67**	**541,382.00**