

CITY OF POWDER SPRINGS



BUDGET IN BRIEF

FY 2016

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<i>Population</i>	<i>14,253</i>
Population change since 2000:	+14.2%
Median resident age	36.2 years
Median household income	\$57,572
Median house or condo value	\$135,522
Median gross rent	\$1,250
Median housing unit prices	\$158,890

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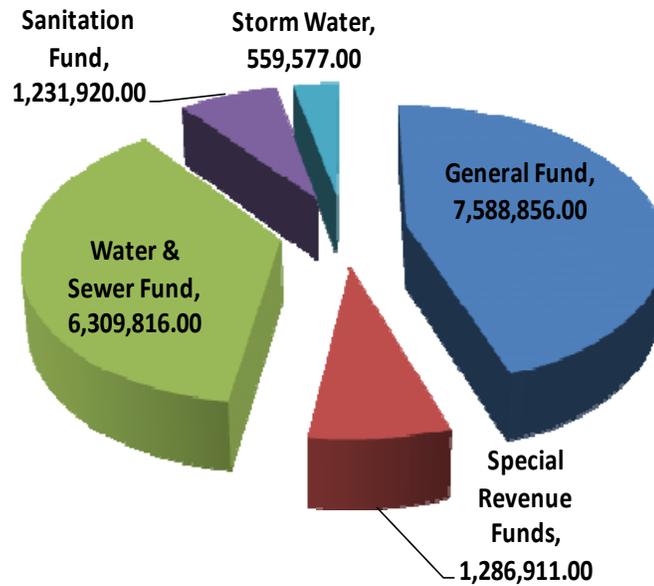
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The **FY 2016 Budget In Brief** is designed to provide an overview of the FY 2016 Budget in as simple of a framework as possible. Over the next few pages you will find information on revenues and expenditures, organization and staffing, capital projects and special revenue funds.

TOTAL FY 2016 BUDGET \$16,977,080



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

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

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

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

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

Consolidated Revenues - WHERE DOES THE MONEY COME FROM?

FY 2016 Consolidated Revenues

Revenue Source	FY16 Proposed Revenue Budget	% of Total
Taxes	4,934,700.00	29.1%
Licenses	490,000.00	2.9%
Intergovernmental	380,912.00	2.2%
Charges For Services	8,568,526.00	50.5%
Fines & Forfeitures	324,396.00	1.9%
Investment Income	5,000.00	0.0%
Contributions and Donations	18,300.00	0.1%
Miscellaneous Revenues	16,000.00	0.1%
Other Financing Sources	930,265.00	5.5%
Other Financing Uses	1,308,981.00	7.7%
	16,977,080.00	

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
- ✓ Community Development
- ✓ 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 ORGANIZATION

FY 2016 Organizational Chart

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



FY 2016 Organizational Chart



CITY STAFFING AT A GLANCE

FY 2016 Summary of Full-Time Employees

General Government
11

4 Administration
2 Buildings & Plant
1 Court
3 Finance
1 Human Resources

Public Safety
33

4 Administration
24 Uniform Patrol Officers
5 Investigations

Community Services
6

5 Community Development
1 Economic Development

Public Works
30

1 Fleet Maintenance
2 Highways & Streets
9 Sanitation
5 Sewer
2 Storm water
6 Utility Billing
5 Water

80 Authorized Full Time Positions

Denotes three new positions authorized for FY 2016.

CAPITAL PROJECTS

FY 2016 CIP Projects

There are **12** CIP projects budgeted for FY 2016:

Public Safety

- ✓ Replacing additional police cruisers that are old and are costly to repair and maintain and increasing fleet to continue the 'Take Home Car Program' for Uniform Patrol Officers
- ✓ Adding call box with flash camera at trail head and begin call box placement on city trails.

General Government

- ✓ Upgrading the phone system city-wide
- ✓ On-going annual project to address HVAC and other capital needs in City facilities

Parks & Recreation

- ✓ Expansion of Linear Park to include additional playground equipment, a rock wall, bouldering, active adult exercise station, and a dog park

Housing & Development

- ✓ Comprehensive Plan updates and Livable Communities Initiative [LCI] study to be completed in the downtown, market square and Lewis Road; projects to be funded based on study findings

Public Works

- ✓ Developing a Road Rating system to use for planning future resurfacing projects
- ✓ Zehntner Retroflectometer will be purchased and used to create a ten-year replacement plan for all street signs
- ✓ Resurfacing projects across the City ~ Funds to be matched with Local Maintenance Improvement Grant
- ✓ Storm Water capital projects to include recompaction, pond maintenance and system updates
- ✓ Water infrastructure improvements and system mapping. The updated system will be based in areas of greatest need.
- ✓ Sewer infrastructure improvements and system mapping. The updated system will be based in areas of greatest need.

TOTAL FY 2016 CIP PROJECTS: \$1,944,801

General Fund – WHERE DOES THE MONEY COME FROM?

FY 2016 General Fund Revenues

Revenue Source	FY16 Proposed Revenue Budget	% of Total
Taxes	4,934,700.00	65.1%
Licenses	490,000.00	6.5%
Intergovernmental	380,912.00	5.0%
Charges For Services	1,037,079.00	13.7%
Investment Income	5,000.00	0.1%
Contributions and Donations	18,300.00	0.2%
Miscellaneous Revenues	15,000.00	0.2%
Other Financing Sources	5,000.00	0.1%
Other Financing Uses	700,000.00	9.2%
Total	7,585,991.00	

Five Largest Revenue Sources for the General Fund

1. Property Taxes 2,479,000 (33%)

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

2. Insurance Premium 710,000 (10%)

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

3. Other Financing Uses 700,000 (9.2%)

A onetime use of prior year savings for Capital Projects. *A full listing of projects can be found in the CIP portion [page]*

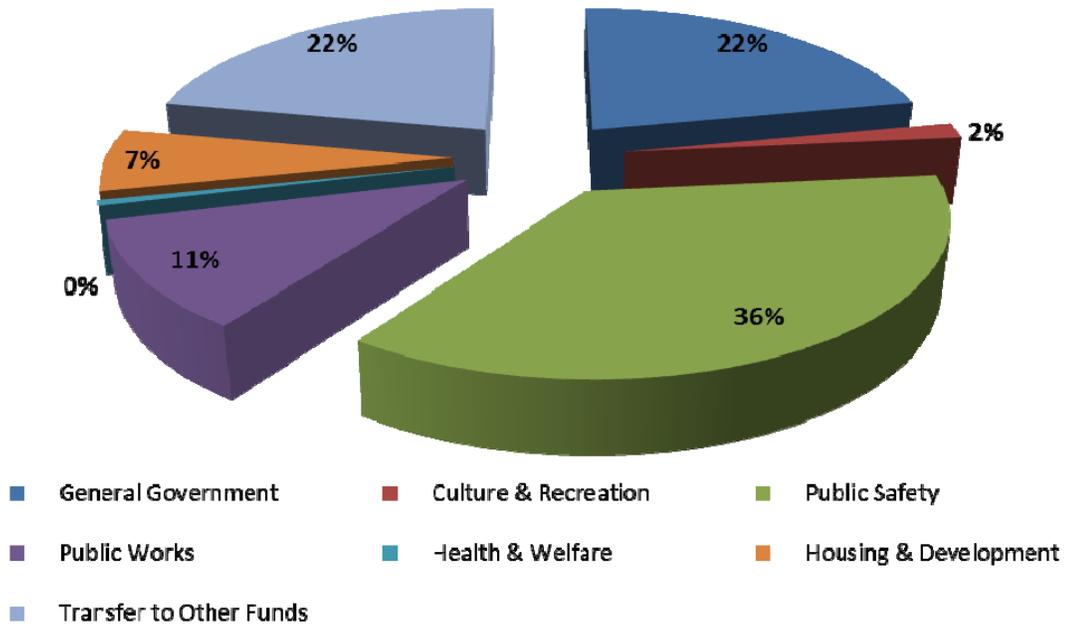
4. Charges for Services~ Indirect Costs 655,000 (9.5%)

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

5. Franchise Taxes 670,000 (8.8%)

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.

WHERE DOES THE MONEY GO?



PUBLIC SAFETY

Issued over 3,000 citations and made over four hundred arrests last year
Average emergency response times of 5 minutes for Police

GENERAL GOVERNMENT

Internal departments such as Administration, Finance & Human Resources
Buildings & Grounds department provides maintenance for all City buildings

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.

PUBLIC WORKS

Streets department responsible for maintaining 87 miles and 2,112 streetlights within City limits.

ECONOMIC DEVELOPMENT

Economic Development division focuses on recruitment, retention and redevelopment

COMMUNITY DEVELOPMENT

Planning & Zoning division focuses on zoning, variances, site plan reviews, and compliance with City ordinances.
Issued over two hundred and ninety building permits last year

Public Safety

Police Department

Mission Statement:

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

Goal and Objective for FY16:

To accomplish the mission of the Powder Springs Police Department, the following 11 goals are established:

1. PROTECTION OF LIFE AND PROPERTY
To provide services which contribute to the preservation of life, the protection of property, and the safety of the community.
2. PREVENTION, DETECTION AND INVESTIGATION OF CRIMINAL ACTIVITY
To prevent crime through aggressive patrol that limits the opportunity for a crime to occur, and through education of citizens that reduces the likelihood of them becoming victims.
To provide a thorough, appropriate, and efficient investigation of criminal activity.
To apply effective measures against organized crime and related activities.
3. APPREHENSION OF OFFENDERS
To provide for the expeditious and prudent apprehension of suspected violators of the law, regardless of his status in the community, by thorough, appropriate, and efficient investigations.
4. MAINTENANCE OF PUBLIC ORDER
To maintain peace and public order. To assist during times of natural or technological occurrences or disasters.
5. RECOVERY OF PROPERTY
To secure and maintain an inventory of all property, evidence, lost and recovered/stolen property being held by the law enforcement agency; thereby ensuring that all property and evidence is available when needed.
6. TRAINING OF OFFICERS
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.
7. COMPLIANCE WITH ETHICAL STANDARDS
To ensure the integrity and adherence to professional standards of the Powder Springs Police Department by processing and investigating all complaints against Agency personnel.
8. TRAFFIC CONTROL
To provide for the safe and effective flow of both vehicular and pedestrian traffic and the investigation of traffic related accidents.
9. COMMUNITY SERVICE

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

10. AGENCY ADMINISTRATION

To provide management, administration, and support required for the operation of the department. The Powder Springs Police Department will develop a Management Information System (MIS) to be used to prepare reports for selected departments components and activities. The MIS will provide information regarding workloads of the Administrative, Patrol and Criminal Investigation Unit. In addition, the MIS will monitor processing times, resources used, performance and productivity.

Key Performance Objective:

In order to achieve departmental goals, we need to operate at a maximum personnel capacity. Currently, 85% of our allotted, certified positions are filled. Our goal for next year is to increase this percentage to 94%. This will be accomplished through:

1. Providing incentives for current officers to continue to work at the Powder Springs Police Department: This will be accomplished through:
 - Completion of take home care program
 - Offering more specialized positions and movement opportunities with in the police department.
 - Providing/upgrading the equipment provided to officers.
 - Continuing to improve upon our training program.

2. Providing recruitment and incentives for potential new hires. This will be accomplished through:
 - Implementing more recruiting opportunities.
 - Offering more hiring incentives (take come cars, specialized opportunities, etc.)
 - Continuing to create a better “brand” for the Powder Springs Police Department.

General Government

Department of Human Resources

Mission Statement:

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 the Department :

The Department of Human Resources assists city departments with a wide variety of services related to:

- Recruitment & Staffing services devoted to identifying and placing the most suitable applicants.
- Training & Development opportunities focused on enhancing job skills, improving performance and promoting career advancement.
- Compensation & Benefits strategies to maintain the city pay plan, monitor the city's market competitiveness and strength of the benefits package .
- Employee Services & Employee Relations services to ensure compliance with federal, state employment laws and application of city policies and procedures such as drug free workplace, no harassment, equal opportunity employment and a safe working environment

Goal and Objective for FY16:

Goal One: To increase training/development opportunities and increase the number of participants.

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 thereby enhancing their value to the organization and maximizing service delivery to Powder Springs residents.

Key Performance Objective:

Measure: 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 10% increase in participants each year going forward.

City Clerk's Office

Mission Statement:

To maintain and provide all aspects of records management, meeting notices in accordance with the Georgia Open Meetings Act, and assistance to the Mayor, City Council, Community and City Departments in a courteous, timely and cost effective manner.

Description and Overview of the Department :

The department records all official actions of the Powder Springs City Council, provides proper notice for all meetings regulated by the Georgia Open Meetings Act, archives permanent records, processes and maintains contracts and other official documents, coordinates codification of the Powder Springs City Code, accepts public record requests and certifies documents for admissibility in court cases. The department also provides administrative support for the Mayor and members of the City Council.

Goal and Objective for FY16:

Improve the overall efficiency and compliance of the City's records as required by state law and retention schedules.

Ensure destruction of inactive records that have met their retention period.

Centralize all contracts, leases and official City Records into an easily retrievable record area.

Develop an operational plan and timeline to convert paper records to electronic records.

Key Performance Objective:

Increase the productivity and efficiency of the Clerk's office by centralizing all records for faster retrieval of requested records and reducing the inactive records by 100%.

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:

- Administration/Budget/Treasury Management;
- Payroll/Receivables;
- Accounts Payable/Tax Collection;
- General Accounting/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.

Goal and Objective for FY16:

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.

Special Revenue Funds Revenue/Expenditures

The **Special Revenue Funds** for the City of Powder Springs consist of the Seizure Fund, the Fines and Forfeitures Fund, the Authorities Board Fund, and the DDA Bond Fund. The Seizure Fund consists of local cash confiscations made by the Police Department. The Fines and Forfeitures Fund is a new fund used to track Municipal and Code Enforcement fines and expenditures. The Authorities Board Fund is a new fund initiated to reactivate the Development Authority of Powder Springs and the Downtown Development Authority. The DDA bond fund is the debt service repayment of the 2005 – 2006 and Refunding 2014 Series Revenue Bonds.

Where Does the Money Come From?

Revenue Source	Amount
TRANSFER IN FROM GENERAL FUND	\$876,890
TRANSFER IN FROM CAPITAL PROJECTS FUND	48,375
FINES & FORFEITURES	324,396
CASH CONFISCATIONS	5,250
OTHER FINANCING SOURCES	32,000
TOTAL	\$ 1,286,911

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	210,781
Public Safety	5,250
Housing & Development	155,615
Long Term Debt	915,265
Total	1,286,911

The amount committed to the Seizure Fund is restricted to certain Public Safety activities, while the amount received in Fines & Forfeitures will be restricted for bond repayments and other Judicial activity. Funds restricted for the new Authority Boards Fund will only be used to reactivate and train the authorities.

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

Water & Sewer Fund Revenue/Expenditures

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

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
CONSUMPTION CHARGES FOR SERVICES	\$ 5,270,000
NON-CONSUMPTION CHARGES FOR SERVICES	513,200
OTHER FINANCING SOURCES	526,616
Total	\$ 6,309,816

Where Does the Money Go?

Operating the System

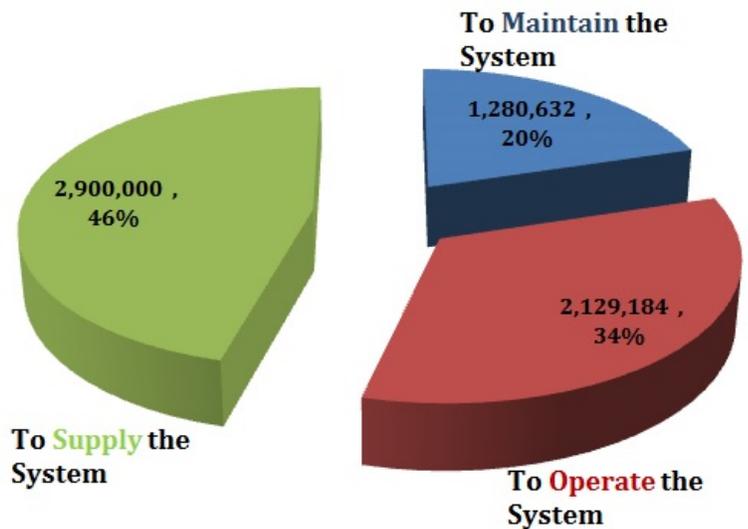
- ❖ Staffing of 18 full-time employees
- ❖ Operating expenses for Water & Sewer Admin and Distribution
- ❖ Indirect expenses to cover overhead costs

Supplying the System

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

Maintaining the System

- ❖ \$ 500,000 for Infrastructure Improvements
- ❖ \$ 250,000 for Drainage Improvements
- ❖ \$ 100,000 to pay for water meters



Sanitation Fund Revenue/Expenditures

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

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
REFUSE COLLECTION CHARGES	\$1,196,670
BRUSH PICKUP	250
OTHER HOUSEHOLD PICKUP	2,500
PENALTIES & INTEREST	32,000
INVESTMENT INCOME	500
TOTAL	\$1,231,920

Where Does the Money Go?

Personnel Services

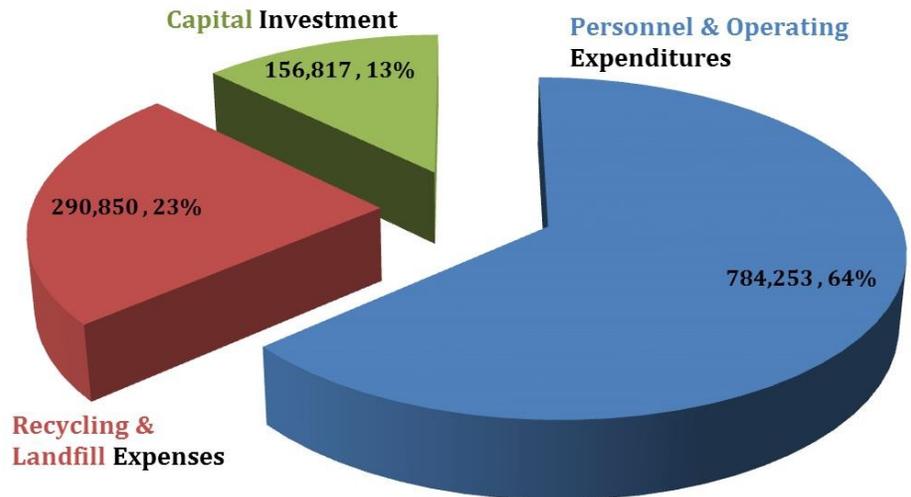
- ❖ Staffing of 9 full-time employees
- ❖ Indirect expenses to cover overhead costs

Other Operational Expenses

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

Capital Expenses

- ❖ Annual savings applied to purchase of new Sanitation truck and additional equipment



Storm Water Fund Revenue/Expenditures

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

Where Does the Money Come From?

REVENUE SOURCE	AMOUNT
CHARGES FOR SERVICES	\$ 353,308
OTHER FINANCING SOURCES	50,000
DETENTION POND MAINTENANCE	156,269
TOTAL	\$ 559,577

Where Does the Money Go?

Personnel Services

- ❖ Staffing of 2 Full Time Equivalents

Operational Expenses

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

Capital Expenses

- ❖ \$ 230,000 for Storm Water recompaction; pond maintenance; system updates and outfall repairs

