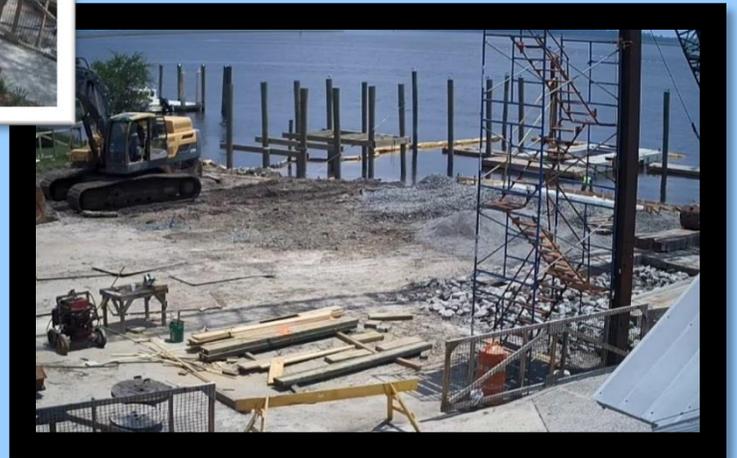


The City of *St. Marys*
Georgia



*Downtown
Streetscape*

*Boat Ramp
Rebuild*



Moving **2020** *Forward*

*Prepared by the City of St. Marys Finance Department
Finance Director – Jennifer Brown*

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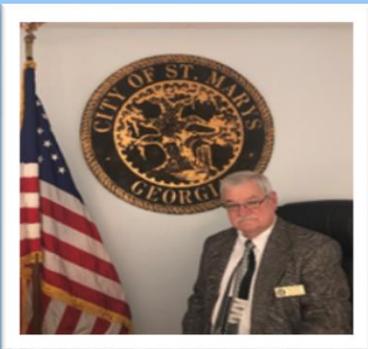
City of St. Marys Mayor and City Council



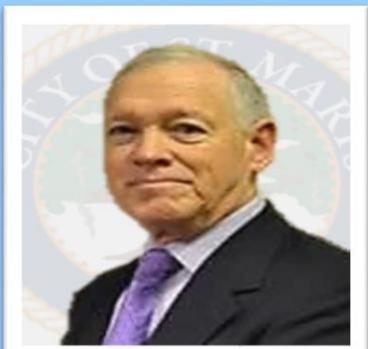
Mayor John Morrissey



Artie Jones, Jr



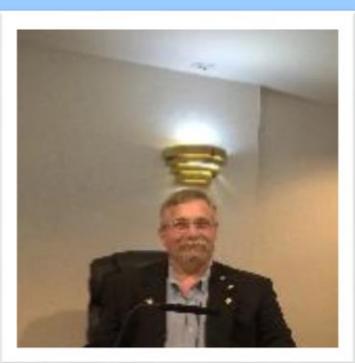
Jim Goodman



James Gant



David Reilly



Allen Rassi



Linda Williams



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of St. Marys
Georgia**

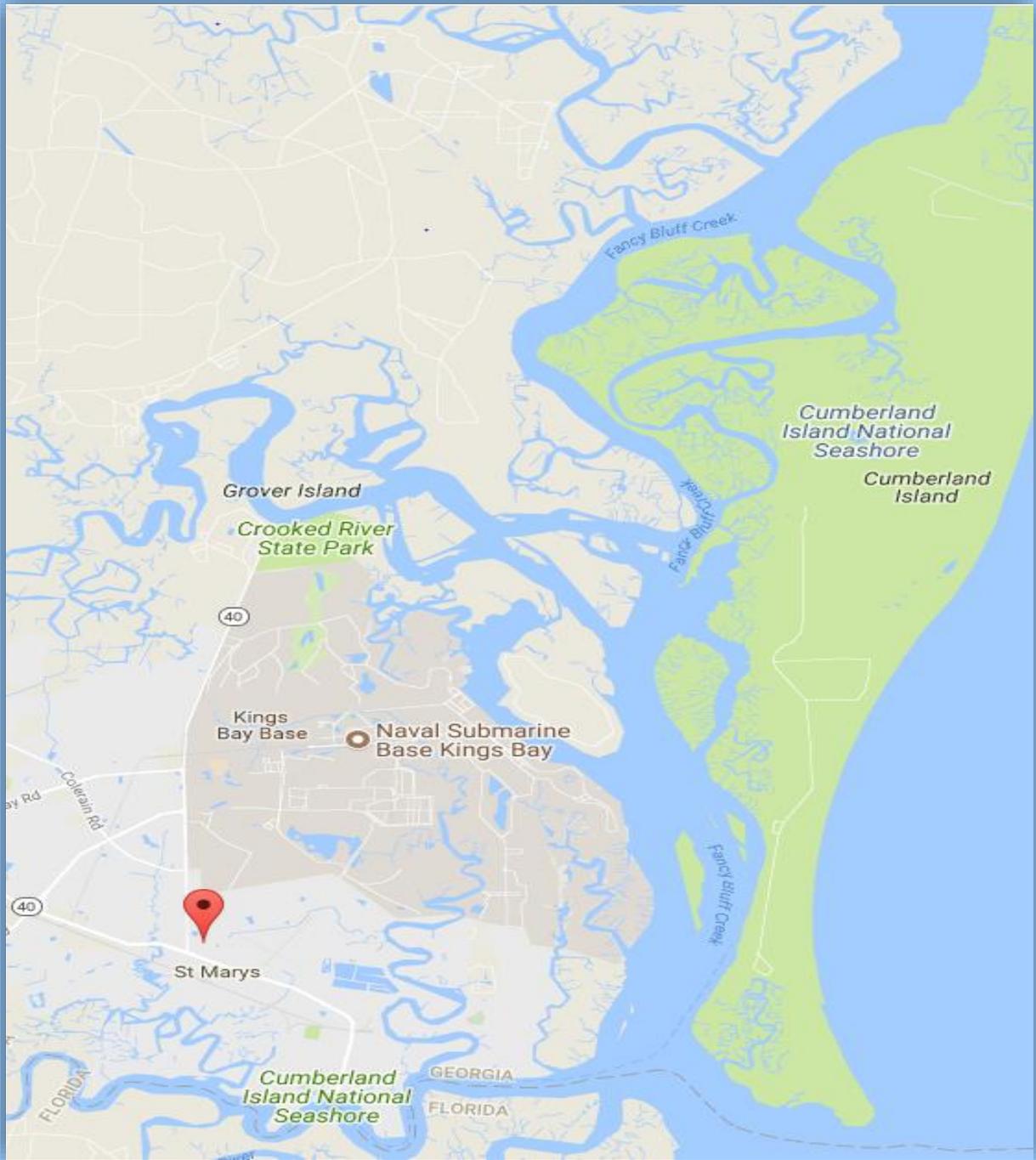
For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

City of St. Marys





History of St. Marys

Established around 1792 and incorporated in 1802 by the State of Georgia.



History details St. Marys as the site of a large Timucuan Indian Village. Some say that the Spanish settled in the area around 1565 and held the area for 100 years, but abandoned the settlement due to trouble with the Indians.

It is said that St. Marys sits on land confiscated from two brothers of Royal Governor James Wright. Their banishment after the American Revolution resulted in the loss of their huge estate. The

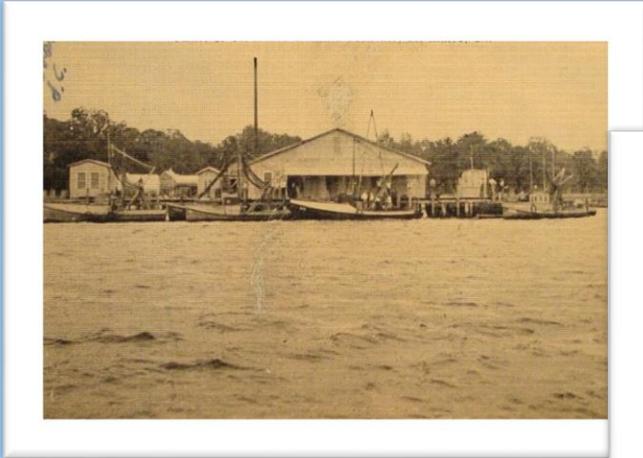
land then belonged to Jacob Weed. Weed sold land along the St. Marys River to nineteen other men. The twenty men laid out the land together in 1788.

In 1799, the U.S. Congress made St. Marys a U.S. Port of Entry. After the act prohibiting the importation of Slaves in 1808, St. Marys became a center for smuggling, particularly during the period of 1812-1819.

St. Marys was also involved in the War of 1812. In 1815, the Battle of Fort Point Peter (Petre) occurred in St. Marys. The British captured the Fort and occupied it for a short time. The British burned the Fort, along with everything included in it, and then withdrew to Cumberland Island.



Industrial development started during the post-Civil War. It began with lumber mills, followed by more sawmills and canning plants specializing in preserving local beans, sweet potatoes, and shrimp.



For decades, lumber and fishing provided the main source of income for the people of St. Marys.



Today, St. Marys is tied to history and ecotourism. Many original structures are still standing in St. Marys. The oldest private home in St. Marys is the home of Archibald Clark (1801). Other historic structures include The Presbyterian Church (1808), Pratt-Gilican House (1825) and Orange Hall (1830) (owned by St. Marys) which is under renovations and currently closed to the public for tours. St. Marys is also known as the “Gateway to Cumberland Island.” The departure point for the Cumberland Princess Ferry is in downtown St. Marys at the waterfront.



Presbyterian Church (1808)



Clark Home (1801)



Orange Hall (1830)

Pratt-Gilican (1825)



Introduction



**To the Honorable Mayor and Council Members
Citizens of the City of St. Marys
Fellow Employees**

RE: THE FISCAL YEAR 2019-2020 BUDGET

The Finance Department is pleased to submit this official document for the Annual Operating Budget for Fiscal Year 2020, which begins July 1, 2019, and ends June 30, 2020. This budget is a representation of the collaboration of discussions and efforts from City Departments, Management, and Elected Officials. This balanced budget for Fiscal Year 2020 conforms to all applicable guidelines, laws, and regulations.

The adopted budget is a policy instrument, which is one of the most important decisions the City Council makes toward identifying the future of the City. The adopted budget provides the allocated resources and establishes a direction for the community. The budget reflects the trends and needs in order for the City of St. Marys to provide quality of life for its residents.

Quality of life in St. Marys includes, but is not limited to:

- 1. A safe and secure community.**
- 2. An environmentally sensitive community.**
- 3. An aesthetically pleasing community.**
- 4. A community which supports and recognizes the importance of diverse recreational, social, and cultural activities and events.**
- 5. A community which is hospitable, supportive, friendly, caring, and encourages a sense of community.**
- 6. A community which fosters prosperity.**

It is our desire to pursue excellence in the quality of service, maximizing all resources, yet keeping the expenditures to a minimum. Within the budget, the City addresses the challenges of providing excellent services with limited resources. This document provides for the groundwork that guides the operational and financial planning for the City. During the budget process, decisions had to be made, including adopting the millage rate, determining capital needs, and addressing future growth. This year the City will maintain its millage rate in preparations to rebuild its resources that were lost during back to back hurricanes, purchase the necessary equipment needed for operations, along with, completing a major downtown project from the Renaissance Plan.

Per the estimated 2018 census, St. Marys' population has increased slightly to 18,196. In 2010, the population was 17,121. The City's overall population has grown significantly over the past several decades. From the year 1990 (8,187) to 2010 (17,121) exemplifies a 110% growth in population; 2000 (13,761) to 2010 (17,121) growth increased 25%. The continued growth in St. Marys has been connected to low taxes, low crime, mild weather, accessibility to I-95, proximity to Jacksonville airport, excellent school system, and neighboring Kings Bay Naval Submarine Base.

The City saw a downward trend in the digest for several years until FY 2017, which showed a 2% increase. In FY 2020, the City budgeted for a flat digest along with a flat millage rate. The property taxes are budgeted at the rate of the collection in FY 2019. Some other areas of revenue, including insurance premium tax, realized a slight increase in the budgeted numbers over the past year. The local option sales taxes have seen a significant decrease over the past years due to a drop in oil prices. In FY 2019, the City saw an increase in the revenue, and the budget has been adjusted accordingly. Other tax revenues, which include hotel/motel tax, had slight adjustments or stayed neutral.

For several years, the City felt the effects of the downturn in housing starts and sales. In the last several years, the City did see an upward movement which has been encouraging, and the city plans to see this revenue inching upward for FY 2020 and the future.

The true test of a government is the ability to ensure long-term operations without a disruptive impact upon the people we serve. The City has to maintain an expenditure rate that does not exceed its revenue growth, allowing itself the flexibility to respond to changing conditions.

Budget Purpose

The City of St. Marys provides full services for its citizens. These services include police and fire protection, community planning and development, building-code enforcement services, construction/road repair, water and sewer utilities, along with other support obligations for the City government.

The subsequent information is provided to assist the citizens, elected officials, management, and all other readers in understanding the purpose of this approved budget document, in addition to finding needed information.

The budget is intended to serve the following four major purposes:

- A policy document for elected officials and administration to understand how the current year goals and priorities link with the overall long-term policies of the City; and, what processes are used in adopting and amending the budget. Also, included in each department's budget are purpose statements, goals, and performance measures, along with prior year accomplishments.
- A financial plan that summarizes and details the cost to the citizens' for current and approved service levels. It is also used by the administration and department heads to know exactly how to pay for the services we provide. Included in the document is the adopted

FY 2020 budget ordinance, summarizing revenues and expenditures at the fund level. Detailed information is included in each Fund's budget information.

- The document serves as an operation guide for departments that receive funding, to be able to identify the resources and staffing requirements needed to meet the department's objectives and to provide the best quality service to the citizens.
- The document is a communication device for varied users who require budget information. This document is designed to be user-friendly by providing summary information in the text, charts, tables, and graphs. This document is available on our website at www.stmarysga.gov.

Goals for FY 2020

The FY 2020 budget is based on the following goals:

- ✓ Provide cohesive economic development programs and initiatives in order to promote economic opportunity within the City.
- ✓ Assure our fiscal sustainability by ensuring that quality municipal services and operations are provided efficiently and are financially sustainable.
- ✓ Enhance citizen engagement on City-related issues.
- ✓ Strengthen Military/City relationships and partnerships.
- ✓ Support and develop infrastructure within the City to meet current standards and to plan for the future in a financially sustainable manner.
- ✓ Provide environmental stewardship and sustainable management of our natural resources and history (structures and culture).



Special Thanks to the people that worked with the City on the "Downtown St. Marys Strategic Vision & Plan." Pictures and quotes are included in this document.

FY 2019 in Review

The City of St. Marys worked meticulously last year to improve the quality of life for its residents. The City undertook the following initiatives to develop our City into the best community to live in.

1. Master Plan Shrimp project was in full swing at the waterfront to give the City a new look for the downtown waterfront.
2. The City continued its marketing efforts to help boost the local economy.
3. In 2013, voters approved a 1% Special Purpose Local Option Sales Tax (SPLOST VII) for infrastructure and bond debt. The City paid \$1 million on the bond debt to hold water/sewer rates at bay.
4. Temporary staff was utilized during the mowing season for city beautification.
5. The City received \$212,285 from Georgia Department of Transportation for the Local Maintenance Improvement Grant (LMIG) for road enhancements.
6. Temporary help was used to assist with the maintenance of the historic Oak Grove Cemetery.
7. The City continued implementation of radio-read water meter system at \$100,000.
8. The City continued the Gateway Project: Haddock and St. Marys Road.
9. Ready Street Drainage Project: Project was completed.
10. Douglas Drive Drainage Project: Started
11. The City started the upgrade of the two-way radio system for public safety and public works.
12. The City is rebuilding its Wheeler Street boat ramp that was destroyed in hurricane IRMA.
13. The City purchased a mini excavator for drainage work.
14. The City refurbished its water clear wells.
15. Emergency generators were installed at the water plants.

FY 2020 Major Initiatives

The City of St. Marys will continue its efforts by focusing on providing the most responsive and progressive public services, within the resources provided, so that our citizens can enjoy the best possible quality of life.

1. In March 2013, Voters approved a 1% Special Purpose Local Option Sales Tax (SPLOST VII). In 2020, SPLOST will be used for upgrading the customer service area of city hall, police equipment, repairs to the aquatic center, software upgrade, drainage projects, orange hall renovations and roads, streets, and bridges.
2. In Spring 2019, Voters approved 1% Special Purpose Local Option Sales Tax (SPLOST VIII). These funds will be used for bond debt retirement to keep from passing the cost to citizens.
3. Council approved funds for marketing the City.
4. New two-way radio equipment will be completed for public safety and public works.
5. Council approved \$20,000 for enhancements of the “Gateway” of the City.
6. Road enhancements with the Local Maintenance Improvement Grant will continue.
7. Upgrades will continue at the Coast Guard facility housed with the Police Department.
8. The City will complete the (SHRIMP) Stormwater, Highways, Renovations, Improvement, Maintenance Project that is part of the renaissance plan in the amount of \$982,333.
9. The City will complete additional projects related to the Douglas Drive Drainage.
10. Continue installation of \$100,000 in radio water read meters.
11. Continued temporary help will be used to assist with the maintenance of the historic Oak Grove Cemetery.
12. The City will start its marina project at approximately \$1.7 million.
13. The City will refurbish the Tilden Morris Marshwalk.
14. Council approved \$10,000 for the Downtown Development.
15. Council approved \$50,000 for trash collection enhancement in the downtown.
16. Council approved \$5,000 to assist with ferry services to Fernandina Beach.

17. The City continues to work toward bringing in new business and retaining current businesses in St. Marys. The following tools will be considered to assist the City in this effort:

- Identify vendors conducting business with various entities (i.e., base, school district, etc.) to ascertain potential opportunities for local vendors
- Continue business recruiting
- Develop a marketing plan for the community
- Promote appearance and safety at Exit 1
- Create incentives to attract business

Rendering of the SHRIMP Project



Foundation for the Budget

Revenue

The City of St. Marys started the initial planning of budget preparation by evaluating what “Quality of Life” in St. Marys is and how to support the community. The City also looked at the state and local economic conditions and mandates that affected the City and reviewed citizen concerns.

The City has certain assumptions incorporated into our revenue forecast. The FY 2020 revenue projections continue to be conservative, yet realistic. The following section is a brief explanation of the assumptions and the effect on projected revenue.

Property Taxes

The property digest for St. Marys decreased significantly (27.75%) during the recession. Gratefully, in the last few years, the city has realized an increase in the digest with the major change in FY 2019. In FY 2020, the city has budgeted for a flat digest due to the increase reassessments realized in FY 2019. For the 2018 tax year, residential valuations made up 78.45% of the digest, industrial values made up 2.40%, while commercial valuations made up 16.49%. Utility valuation, motor vehicle, mobile homes, timber, agricultural, historical, and heavy equipment made up the balance. For FY 2020, property taxes (current and back taxes) provide 26.70% of the General Fund Revenue, which has been budgeted to collect \$3.9 million. This is an increase over last years budgeted revenue.

Digest

Residential	78.45%
Commercial	16.49%
Agricultural	0.68%
Conservation	0.02%
Industrial	2.40%
Utility	1.96%

Miscellaneous Taxes

In FY 2020, personal property taxes are expected to inch up slightly. These taxes include motor vehicle, mobile home, and railroad tax. A slight increase has been noted in Real Estate Transfer Tax and Franchise Fees. In the past several years, there has been a downward slope in the LOST revenue due to legislation changes. The revenue source has seemed to level out; therefore, an increase has been budgeted for 2020.

Licenses and Permits

Licenses, fees, and building permits for FY 2020 are projected to increase by 3% over the prior year. The increase is a result of revenues collected in FY 2019 coupled with approved site plans of future projects.

Charges for Services, Fines, and Forfeitures, and Miscellaneous

Overall, charges for services are budgeted to remain steady for FY 2020. These charges encompass minor revenues compared to the overall General Fund Revenue Budget. Also, fines and forfeitures remain stable FY 2020 while miscellaneous revenues are budgeted to increase this year.

Again, the FY 2020 revenue projections continue to be conservative, yet realistic trends over the past several years. Overall, revenue is up from \$13.02 million (FY 2019) to \$13.2 million (FY 2020). This increase due to major capital projects in the current year. The City plans to use \$.3 million in surplus funds to help cover the downtown capital project, and the city will use surplus to cover the other capital expenditures budgeted.

Expenditures

Although we were unable to fund all requests, this budget allows us to maintain current service levels to ensure the quality of life for St. Marys' citizens.

Below is a table of the approved FY 2020 budgets for the City of St. Marys. Each fund is represented, as well as, each expenditure category.

FY 2020 Budget					
Fund	Personnel Services	Operating	Capital/Other Cost/Debt	Total Budget	
General Fund	\$ 6,134,283	\$ 3,245,429	\$ 3,776,553	\$	13,156,265
Multi-Grant Fund	\$ -	\$ -	\$ 1,191,246	\$	1,191,246
Tourism Fund	\$ 39,500	\$ 134,330	\$ 15,000	\$	188,830
TAD Fund	\$ -	\$ 35,025	\$ -	\$	35,025
Splost	\$ -	\$ -	\$ 3,903,500	\$	3,903,500
Capital Improvements Fund - LMIG	\$ -	\$ -	\$ 339,940	\$	339,940
Water/Sewer Fund	\$ 1,547,723	\$ 2,992,790	\$ 4,110,526	\$	8,651,039
Solid Waste Fund	\$ 95,175	\$ 1,162,050	\$ 18,500	\$	1,275,725
Aquatic Center Fund	\$ 230,885	\$ 232,000	\$ -	\$	462,885
TOTAL	\$ 8,047,566	\$ 7,801,624	\$ 13,355,265	\$	29,204,455

* Hotel/Motel Fund not included. Revenue accounted for in Tourism Fund.

Personnel Services

The City of St. Marys carefully addressed personnel positions to ensure service delivery needs of the community. The City is committed to its employees, and therefore, all employee programs and benefits were evaluated for funding ability. In the FY 2020 budget, the City made the following adjustments: .5 positions increased in the Water/Sewer Department, -.5 position in the Library, 4 new positions in Hwy & Streets, -1 position as Economic Projects manager, -.75 in Special Facilities (due to renovations) and +8.75 in the Aquatic Park which was previously managed by the Camden County PSA.

The police certified personnel was under a separate payment plan; however, they were reallocated under the current pay plan in place for all employees. Up to a two percent merit increase was allocated for all employees in the budget. The overtime levels remain constant with prior years.

For several years, the City saw large increases in health insurance premiums. This year a 5% increase was budgeted after a decreased rate in FY 2018/2019. Also, the City realized a decrease

in the health clinic partnership with Camden County. The health clinic offers services to the City of St. Marys insured members.

Operating

After the above personnel services needs assessments were performed internally, staff looked City-wide at operating needs. City-wide operating costs increased by approximately 17.6%. Included in the operating cost were a compensation and benefits study, stormwater, and new maintenance cost for the public safety/public works radio system. The City continued its lease program for aging vehicles.

Capital

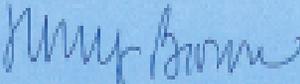
Again, the priorities of St. Marys has changed significantly over the past several years. It has been our goal to provide the best possible services for the residents of the City of St. Marys while continuing to operate with limited funds. The City assessed its capital budget very carefully this year. Due to aging infrastructure, the City made the decision to invest \$750,000 in Orange Hall. The Aquatic Center slide infrastructure will be repaired. The City received a boating infrastructure grant and will match \$609,000 toward a city marina. Since drainage is an issue due to being a coastal community, and the city will complete drainage projects. City Hall has not been updated since 1990; therefore, the customer service area will be reconstructed to serve the public better. The city will purchase new tough books for the police department so that all officers will have their own device. The other capital purchases were for replacement of assets coming to the end of their life cycle, which will not have a significant effect on the future operating budgets.

Conclusion

The City of St. Marys has made great strides to improve service levels while maintaining the tax millage rate and improving the financial integrity of the City. The plan is to maintain the current taxes collections in FY 2020 as collected in FY2019. This will help the city in recovering from the impacts of two back to back hurricanes, drainage issues, needed equipment, and improvements.

Even though the FY 2020 budget was a challenge, the budget planning was a success due to the impactful decisions made by the great efforts of Council, of the City Manager, and of the City Staff. This budget shows a balance between continuing to provide an outstanding quality of life for our citizens while minimizing the cost associated with operations.

The preparation of this budget could not have been accomplished without the hard work from City Staff. They have made great efforts to cut expenditures and work with fewer staff members while continuing to provide outstanding levels of service. The Council, City Manager, and I express our sincere appreciation to all of you for your dedication to this great City.

Sincerely

Jennifer Brown





Budget FY 2020

TO: CITY MANAGER AND ALL DEPARTMENTS

FROM: FINANCE DEPARTMENT

DATE: JANUARY 22, 2019

If you need salary information, debt service, etc. please do not hesitate to contact Jennifer or Marsha.

January 23rd: Finance Dept. - Forward electronic files to Department Heads to use in preparation of proposed 2020 budget.

February 15th: Departments – Submit budget projections FY2020 for inclusion in preliminary package.

March 4th-8th: Meet with City Manager and Finance Director.

March 11th-13th: Finance Dept. - Complete revenue projections for FY 2020.

March 14th – 15th: Finance- Prepare working papers for budget work shop meeting.

March 26th – 27th from 9:00 am to 5:00 pm / 26th 9:00 am until - Budget Workshop with Mayor/Council.

April 4th: Finance - Advertise budget for Public Hearing

April 15th: Departments – Attend Public Hearing

May 6th: Departments – Attend Council Meeting - for budget approval.

July 1st – July 20th: Departments – Submit documents for GFOA budget Award

August 6th: Submit for budget award

2019

January

S	M	T	W	T	F	S
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27	28	29	30	31		

April

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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

January 23rd - Submit Worksheets to Departments

February 15th - Worksheets submitted back to Finance

March 4th-8th - Meet with City Manager

March 11th-13th - Prepare Revenue Projections

February

S	M	T	W	T	F	S
					1	2
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May

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12	13	14	15	16	17	18
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26	27	28	29	30	31	

March 14th-15th - Prepare working papers - Workshop
workshop

March 26th-27th - Budget Workshop

April 4th - Advertise for Public Hearing

March

S	M	T	W	T	F	S
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June

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30						

April 15th - Public Hearing

May 6th - Budget Approval

July 1st - July 20th - Prepare GFOA required documents

August 6th - Submit for budget Award

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Budgetary Procedures

No later than March 15 of each year, the City Manager and Finance Director approve the subsequent fiscal years' budget calendar. This calendar includes specific dates for completion of each of the tasks necessary to prepare the annual operating budget.

Finance provides each department with budget worksheets for their appropriate department and the instructions on how to request personnel service, capital outlay, and operating expenditures. Once the requests are completed, each Department Head meets with the City Manager and Finance Director in order to answer any questions.

During these meetings, adjustments are made, and this becomes the recommended budget that is presented to the Mayor and Council at a budget workshop. After Councils' review, necessary adjustments are made to the proposed budget. A public hearing is advertised and held where the proposed budget is presented to the public. Council then adopts the budget before the new fiscal year begins. The budget must be balanced for all budgeted funds.

Basis of Budgeting

Budgets for St. Marys are adopted on a cash basis for all funds. However, for actual amounts, the City uses the modified accrual basis of accounting for the governmental funds and full accrual basis for the enterprise funds, which is in compliance with Generally Accepted Accounting Principles.

Differences between the budget and GAAP are as follows:

- Capital Outlay and Debt Service principal payments are recorded as expenditures for budgetary purposes as opposed to adjustments of balance sheet accounts.
- Depreciation is not recognized for budgetary purposes

The main difference between cash basis accounting and modified and full accrual basis accounting is when income and expenses are recognized. On a cash basis, revenues and expenses are only reported when they are received and paid out. On the modified and full accrual basis, revenues are reported when they are earned, and expenses are reported when they occur.

Budget Control

The City maintains a budgetary control system to ensure adherence to the budget and prepares timely, monthly financial reports comparing actual revenues, expenditures, and encumbrances with budgeted amounts. These reports are distributed to the City Council and Staff.

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Budget Adjustments/Amendments

From time to time, it becomes necessary for St. Marys to adjust or amend the adopted budget. This process is regulated by the Official Code of Georgia (O.C.G.A) along with local policies.

Per O.C.G.A. 36-81-3

1. An increase in appropriations at the legal level of control of the local government, whether accomplished through a change in anticipated revenues in any fund or through a transfer of appropriations among departments, shall require the approval of the governing authority. Such amendment shall be adopted by ordinance or resolution.
2. Transfers of appropriations with any fund below the local government's legal level of control shall require only the approval of the budget officer.

In St. Marys, the amount for salaries and benefits for each department may not be increased without the approval of the City Council. However, Department Heads shall have the authority to transfer appropriations within a department (within the same fund) from one line item to another (other than increasing salaries and benefits) subject to the approval of the City Manager and/or the Finance Director.

Downtown St. Marys



An Ordinance to Adopt a City Budget
For the City of St. Marys, Georgia

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF ST. MARYS, GEORGIA, that the City enact an Ordinance to be entitled "Budget Ordinance for the City of St. Marys, Georgia, for the fiscal year commencing July 1, 2019 and ending June 30, 2020" to read as follows:

BE IT ORDAINED, that the City hereby adopts the General Fund Budget as prepared and submitted on June 3, 2019, a summary of which is attached hereto and labeled "Exhibit A".

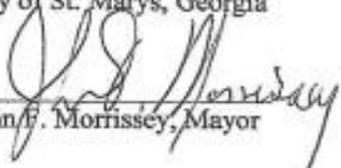
BE IT FURTHER ORDAINED, that the City hereby adopts the Water & Sewer Enterprise Fund Budget as prepared and submitted on June 3, 2019, a summary of which is attached hereto and labeled "Exhibit B".

BE IT FURTHER ORDAINED, that the City hereby adopts the Solid Waste Enterprise Fund, SPLOST Funds, Special Revenue Tourism Fund, Hotel/Motel Fund, Aquatic Park, Multi Grant Fund, Capital Improvements Fund - LIMG and Tax Allocation District, as prepared and submitted on June 3, 2019, a summary of each being attached hereto and labeled "Exhibit C".

THEREFORE, BE IT RESOLVED, that the City of St. Marys does hereby ordain, resolves and enacts the foregoing Budget Ordinances for the City of St. Marys, Georgia.

Adopted this 3rd day of June, 2019.

City of St. Marys, Georgia


John F. Morrissey, Mayor

Attest:


Deborah Walker-Reed, City Clerk



Exhibit A
General Fund

<u>Summary of Revenues</u>	<u>FY2020 Proposed Budget</u>
Property and Other Taxes	8,512,300
Licenses & Permits	562,350
Sales/Interest/Other Charges	317,395
Grants and Reimbursements	1,191,246
Miscellaneous Revenues	481,065
Loan Proceeds	906,281
Fund Equity	1,185,628
Total Revenues	\$ 13,156,265

<u>Summary of Expenditures</u>	<u>FY2020 Proposed Budget</u>
Legislative	241,238
Executive	398,922
Finance	1,050,780
Information Technology	222,125
Human Resources	181,325
General Governmental Buildings	240,584
Municipal Court	177,915
Police Department	2,470,803
Fire Department	2,350,601
Public Works	1,487,039
Highways & Streets	1,106,314
Cemetery	143,195
Senior Center	148,719
Parks	1,376,246
Library	333,092
Building Department	143,742
Planning & Zoning Department	307,055
Code Enforcement	96,095
Economic Development	101,810
Special Facilities	578,665
Total Expenditures	\$ 13,156,265

Exhibit B
Water & Sewer Enterprise Fund

	FY2020 Proposed Budget
Total Revenues	\$ 8,651,039
	FY2020 Proposed Budget
Expenditures	
Sewer Department	3,230,725
Water Department	1,847,721
Debt Service	3,572,593
Total Expenditures	\$ 8,651,039



Clearwell Project Completed FY19



Exhibit C

<u>Solid Waste Enterprise Fund</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 1,275,725
Total Expenditures	\$ 1,275,725

<u>Splost VII</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 3,903,500
Total Expenditures	\$ 3,903,500

<u>Special Revenue Tourism</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 188,830
Total Expenditures	\$ 188,830

<u>Hotel/Motel Revenue</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 145,200
Total Expenditures	\$ 145,200

<u>Aquatic Park</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 462,885
Total Expenditures	\$ 462,885

<u>Multi Grant</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 1,191,246
Total Expenditures	\$ 1,191,246

<u>Capital Improvements Fund - LMIG</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 339,940
Total Expenditures	\$ 339,940

<u>Tax Allocation District</u>	<u>FY2020 Proposed Budget</u>
Total Revenues	\$ 35,025
Total Expenditures	\$ 35,025

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About St. Marys Government

The St. Marys Charter states that the City of St. Marys, a municipal corporation, shall exercise and enjoy all powers of self-government not specifically prohibited by the Constitution, the general laws of the State of Georgia, or by this Charter, including all powers, functions, rights, privileges, and immunities necessary or desirable to promote or protect the safety, health, peace, security, good order, comfort, convenience, and general welfare of the City and of its inhabitants and all implied powers necessary to carry into execution all powers granted as fully and completely as if these powers were enumerated in this Charter.

As set forth in the charter, the City has a Mayor and six Council members elected for four-year terms of office. Each Councilmember shall hold a designated Council post. All terms of office shall begin on the first Thursday after January 1 of the year following election to such office.

To be eligible for election as Mayor or as Councilmember, a person at the time of qualification must:

- Have attained the age of 21 years;
- Have resided in the City for not less than one year immediately preceding the date of qualification for office and must continue in such residence during the term of office;
- Be a qualified elector of the City; and
- Meet any other requirements as may be established by general state law.

Per the City's Charter, the Mayor shall be the Chief Executive Officer of the City and shall have general supervision over its affairs. The Mayor shall:

- See that the laws and ordinances of the City are faithfully carried out and executed within the City;
- Examine, audit, and approve all accounts against the City before payment;
- Exercise the power of veto;
- Keep the Council members advised from time to time of the general condition of the City;
- Recommend such measures as the Mayor may deem necessary or expedient for the welfare of the City;
- Preside over the meetings of the Council and call the Council together at any time when deemed necessary by him;
- Vote on all matters when there is an equal division of the Councilmembers; and
- Perform such other duties as required by the Council.



St. Marys Mayor and Council

<u>NAME</u>	<u>OFFICE</u>	<u>#OF YEARS IN OFFICE</u>	<u>TERM EXPIRES</u>
John F. Morrissey	Mayor	8.5	12/31/2020
Artie Jones Jr	Post 1	0.5	12/31/2022
Jim Goodman	Post 2	0.5	12/31/2022
Jim Gant	Post 3	7.5	12/31/2022
Dave Reilly	Post 4	5.5	12/31/2020
Allen Rassi	Post 5	2.5	12/31/2020
Linda P Williams	Post 6	5.5	12/31/2020

Source: St. Marys Staff

Geography of St. Marys

According to the United States Census Bureau, the City has a total area of 20.3 square miles (53 km²), of which 18.8 square miles (49 km²) of it is land, and 1.5 square miles (3.9 km²) of it (7.54%) is water. St. Marys is situated at the southeast corner of Georgia in Camden County. St Marys is the gateway to Cumberland Island National Seashore.

Demographics of St. Marys

St. Marys' population has increased to 18,196 per the estimated 2018 census. In 2010, the population was 17,121. The City's overall population has grown significantly over the past several decades. The continued growth in St. Marys has been connected to low taxes, low crime, mild weather, accessibility to I-95, proximity to Jacksonville airport, excellent school system and is adjacent to Kings Bay Naval Submarine Base.

Households 6,770

Household size 2.61

Homeownership rate 53.8%

Median value of owner-occupied housing units \$174,700.



Per capita, money income \$26,494

Median household income \$56,828

Persons in poverty 12.4%

Of the people in St. Marys, 48.5% are female, there are 25.4% under the age of 18, and 12.2% are over 65. Of St. Marys' population, 2,334 are Veterans. The

percentage of the population that has a college education is 26.4% while 93.9% have a high school diploma or a GED.

Population by race:

- White 75.8%
- Black or African American 16.7%
- Hispanic 6%
- Others 1.5%

(Source: www.usacityfacts.com)

Shrimp Boats at
St. Marys Waterfront



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Population data for St. Marys with comparative totals for County, State, and United States.

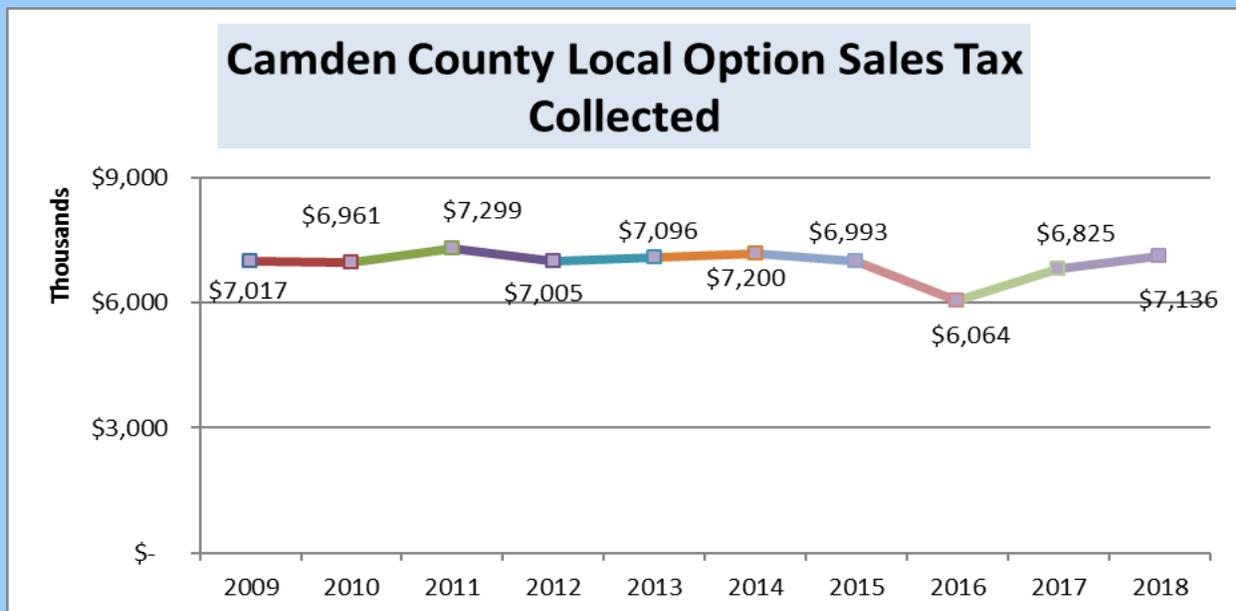
Year	City	County	State of Georgia	United States
	Population		Population in Millions	
2018*	18,196	53,677	10.5	327.2
2010	17,121	50,513	9.7	308.7
2009*	16,778	48,277	9.8	307.1
2008*	16,783	47,641	9.7	307.1
2007*	16,697	48,689	9.5	301.6
2005*	16,468	46,039	9.1	295.4
2000	13,761	43,664	8.2	285.0
1990	8,187	30,167	6.5	249.5
1980	3,596	13,371	5.5	226.5
1970	3,408	11,334	4.6	203.2
1960	3,272	9,975	3.9	179.3
1950	1,348	7,322	3.4	151.3

Source: U.S. Bureau of Census
 *Estimated Values

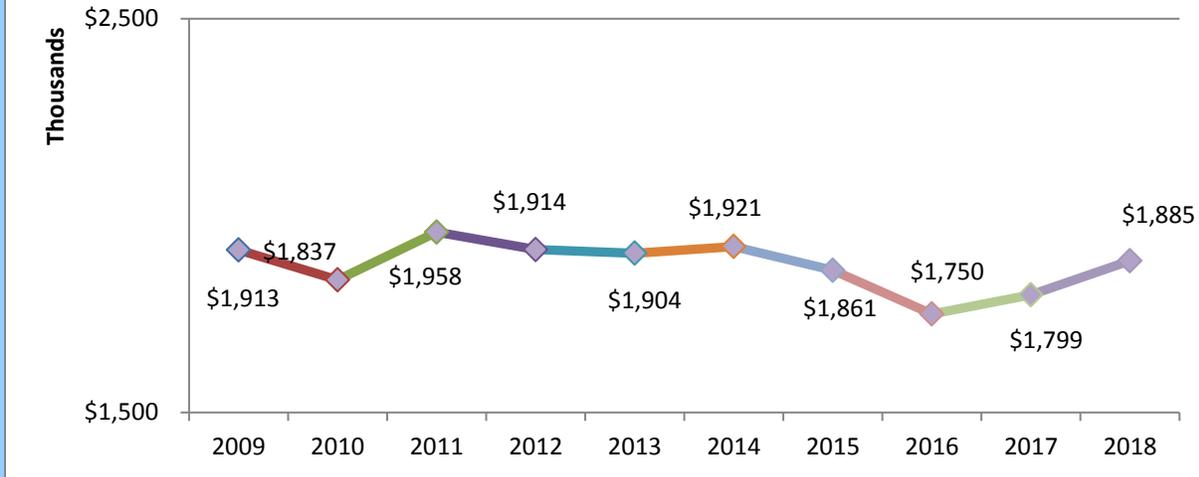
Economic Data

The information below is provided to give each reader an overview of the general economic condition in St. Marys, or in some cases, the County.

Below is information concerning sales tax collected (LOST) in the County (wide) and St. Marys:



City of St. Marys Local Option Sales Tax Collected



Over the last several years, the sales taxes declined due to the economy, a decrease in the collection percentage in LOST negotiations, and legislation changes within the sales tax laws on gasoline. Since that time, the impact has been adverse for this revenue stream. In 2017/2018 the city saw a slight increase in this revenue line item.

Below are the 10 largest employers located in Camden County and the 10 largest in St. Marys.

Top Ten Employers

County Wide		City of St. Marys	
Employer	Industry	Employer	Industry
Kings Bay Naval Sub Base	Military Base	Express Scripts	Pharmaceutical Call Ctr
Camden County Schools	Public Education	Southeast Ga. Health System	Healthcare
Lockheed Missiles & Space	Aerospace Manufacturer	Wal-Mart Supercenter	Retail Goods
Camden County Government	County Government	City of St Marys	City Government
Express Scripts	Pharmaceutical Call Center	General Dynamics	Government Contractor
Southeast Ga. Health System	Healthcare	Coastal Electric	Government Contractor
Kings Bay Support Services	Government Contractor	BAE	Government Contractor
Wal-Mart Supercenter	Retail Goods	Georgia Pacific	Paperboard Manufacturer
City of Kingsland	Local Government	Polit	Convenience Store
City of St. Marys	Local Government	Winn Dixie	Groceries

Source: Kings Bay Area Chamber of Commerce & City of St. Marys Business Licenses.

Below are the 10 largest taxpayers located in St. Marys as of 2018 tax digest.

Top Ten Taxpayers			
Taxpayer	Industry Type	Assessed Value	Tax Levied
Georgia Power Co	Utility	\$ 20,125,823	\$ 52,327
Brant Creek	Apartment Complex	\$ 10,879,224	\$ 28,285
Wilkinson Harbor Pines LLC	Real Estate	\$ 10,272,176	\$ 26,707
Old Weed & Ready Plantation LLC	Real Estate	\$ 10,036,121	\$ 26,093
Wilkinson St Marys I LLC	Real Estate	\$ 8,070,034	\$ 20,982
Walmart Stores East LP	Retail	\$ 7,967,697	\$ 20,716
Romspen (CH) LLC	Real Estate	\$ 7,538,000	\$ 19,598
Walmart Real Estate	Real Estate	\$ 6,662,922	\$ 17,323
Express Scripts	Call Center	\$ 6,237,870	\$ 16,218
Osprey Cove Real Estate LLC	Real Estate	\$ 5,492,626	\$ 14,280

Source: City of St. Marys Tax Records

Accommodations

St. Marys is situated at the southeast corner of Georgia. There are currently three hotels, three bed and breakfast inns, one campground, and several homes that offer weekly and monthly rentals. Travel by boat from St. Marys and arrive at pristine Cumberland Island National Seashore which offers Greyfield Inn and a campsite for your stay.

City Amenities

The City of St. Marys citizens and guests enjoy the relaxing feeling of a small town with numerous activities. Howard Gilman Memorial Waterfront Park is the jewel on the water. This park greets the walking guests with brick pathways that lead to swings facing the river. As you make your way to the middle of the park, a fountain awaits your coins so that you can make your every wish come true. There is a play area for children, as well as, picnic tables for you to sit and enjoy as you gaze out at the rippling tide of the river. There have been many couples who have been united in holy matrimony at the gazebo in the park. The park has also been the center of attention for fishing tournaments, 4th of July Celebrations, the annual Rock Shrimp Festival, as well as, many other events.



At the waterfront, there are several restaurants, a hotel, as well as museums and various shops that cater to tourists and the local folk. Many come to enjoy the St. Marys Aquatic Park which supplies fun for all ages. St. Marys has two boat ramps with 2 launch ramps each and five public docks for your boating adventure. St. Marys hosts the only local community theater within the County. Depart from Downtown St. Marys and visit Cumberland Island National Seashore, the largest barrier island in Georgia. Cumberland Island offers beautiful undeveloped beaches, unspoiled marshes, and wild horses.



Residents and guests have access to the 38,000 square foot Camden County Community Recreation Center which includes, but is not limited to, weight training and fitness room, racquetball, baseball, and softball areas. The local area offers 21 parks, 2 swimming pools, 12 tennis courts, and golf in the county. Crooked River State Park offers camping, swimming, fishing, picnicking, public boat landing, and cabins. Rivers in the area include St. Marys River, Crooked River, Satilla River, and Little Satilla River. In addition to fishing and boating, the area also offers an opportunity for scuba diving, sailing, water skiing, and kayaking.

Climate

The citizens and visitors of St. Marys enjoy a mild climate. The warmest month is July and on average the coolest month is January. The average high is 91 degrees Fahrenheit with an average low of 44 degrees Fahrenheit. The highest recorded temperature was 104 degrees Fahrenheit in 1950, and the lowest recorded temperature was 4 degrees Fahrenheit in 1985. The maximum average precipitation occurs in September.

Communications

There are three radio stations, WECC-FM, WOKF-FM, WKBX-FM, along with three newspapers, the Georgia Times-Union, the Tribune and Georgian, and the Periscope (Kings Bay Naval Base) which provide the local news, music, and local broadcasts to St. Marys.

Education

The Camden County School System is home of nine elementary schools, two middle schools, and one comprehensive high school (with a separate center for ninth graders). The school system serves approximately 9,000 students. Camden County High School offers a comprehensive curriculum (9-12) with a variety of classes for both College Preparatory and Career Technology Preparatory. The high school campus is one of the largest in the state. It offers advanced placement classes and joint-enrollment with the College of Coastal Georgia and the Valdosta State University.

College of Coastal Georgia Camden Center which is located in Kingsland, Georgia, provides a regular schedule of day and evening classes for the convenience of Camden, Charlton, and Nassau County students attending the College of Coastal Georgia. Classes include the core courses for business, education, the humanities, and social sciences, math and the natural sciences. The college

also houses the Hotel Operations and award-winning Culinary Arts program of the College of Coastal Georgia.

The College began offering classes in Camden County in 1983, originally on the Kings Bay military base. The Camden Center which is 89,000 square-feet, opened in May 2004, featuring a beautiful rotunda, a 260-seat auditorium, classrooms, chemistry and biology laboratories, full-service library/learning center, the teaching kitchen, and demonstration dining room. The College has been designated as a State College, which means the College may offer certain targeted baccalaureate degree programs.

Coastal Pines Technical College and Valdosta State University offers a satellite campus.

Health Care

Southeast Georgia Health System Camden Campus is a 40- bed acute care hospital located in St. Marys and is accredited by The Joint Commission. The hospital offers 24-hour emergency service and medical care to Camden and Charlton counties in Georgia, as well as, Nassau County in Florida.

Camden Campus has a three-story, 54,000 square feet office facility. This facility can house up to 20 doctors. The hospital was named “2013 Small Hospital of the Year”. This honor was given by the Georgia Alliance of Community Hospitals. The facility includes an emergency department with 17 private treatment rooms, a surgery department, outpatient services, an imaging department with women’s imaging area, and a cardiopulmonary department. The medical-surgical unit has 23 private rooms and a five-bed intensive care unit. Also, it offers a Cancer Care Center. Patients no longer need to travel far from home to receive a cancer diagnosis, treatment, and follow-up care. The Center features a linear accelerator that can provide intensity-modulated radiation therapy, the most advanced and precise method of external beam radiation therapy.

The Southeast Georgia Health System Camden Campus has a Senior Care Center. The Senior Care Center is a 78-bed non-profit nursing facility that offers long-term care for seniors unable to manage on their own and short-term care for patients of all ages who need skilled nursing and rehab services.

Source: Southeast Georgia Health System webpage and Guide to Camden County.

The County has two facilities that provide elderly residential care. Also, there are fourteen dentists and over 150 physicians.



Public Safety

Police

One major goal of the City of St. Marys is to provide quality of life by ensuring the safety and security of the community and ensuring the protection and preservation of life and property. Public Safety is allocated the largest percentage of the City's General Fund operating budget – 19% of the total 2019 operating budget.

The City of St. Marys provides 24 hour Police and Fire protection through Public Safety employees for St. Marys citizens.

The St. Marys Police Department is a full-service organization with 33.6 employees. The members of the Department are tasked with handling a wide variety of calls and situations. For this reason, our officers have to be able to function in capacities such as counselors, referees, protectors, parents, judges, and disciplinarians. The City's commitment to the citizens of St. Marys is to locate, hire, train, and field the absolute best officers possible in the various positions within the department. The City is also determined to provide continued excellence through on-going training programs, professional operational standards, and a commitment to ethics and discipline that will serve to protect our citizens, as well as, our employees and to guarantee a high standard for the services we perform.

The St. Marys Police Department is divided into three major Divisions which include Uniform Patrol, Criminal Investigations, and Administrative Services. The operations of these Divisions are assisted by the department's administrative staff, and the overall operation of the department is managed by the Chief of Police. Each Division of the Police Department is commanded by a command staff level officer. Each Division Commander holds the rank of Lieutenant.

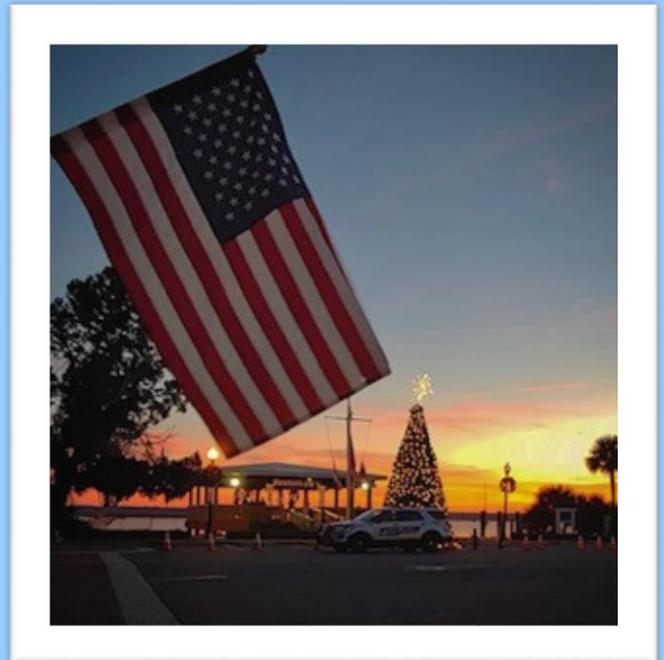
The Uniform Patrol Division (UPD) makes up the largest element of the Police Department. All new officers are hired into this Division. Other elements of UPD include the K-9 unit, the School Resource Officer (SRO), the Special Response Team (SRT), and the Reserve and Auxiliary units.

The Criminal Investigations Division is responsible for conducting follow-up investigations on criminal incidents that are initially reported to the Police Department primarily through the Uniform Patrol Division. CID is currently staffed with one Lieutenant, One Sergeant, three detectives, and a Property and Evidence Technician. Currently, the detectives maintain a caseload of approximately 45 open cases at any given time.

The Administrative Services Division is responsible for several critical facets of the operation of the Police Department. This division maintains the files from year to year with the proper documentation to satisfy the departmental policy.

In order to have an understanding of the services provided by the St. Marys Police Department, an annual comparison is made below.

Service Level Indicators	2013	2014	2015	2016	2017	2018
TOTAL NUMBER OF TICKETS	3421	4012	2840	2287	2182	1618
TOTAL NUMBER OF ACCIDENTS	385	449	387	501	481	425
TOTAL NUMBER OF PEOPLE	114	119	46	64	254	N/A
TOTAL NUMBER OF FATALITIES	4	2	2	1	1	2
MURDER	1	0	1	1	0	0
RAPE	7	1	8	7	6	1
ARMED ROBBERY	7	6	4	5	2	2
AGGRAVATED ASSAULT	133	58	59	26	32	68
BURGLARY	108	75	93	61	68	111
ADULT ARRESTS	761	711	474	573	581	488
JUVENILE ARRESTS	7	52	31	33	21	0
TOTAL NARCOTICS ARRESTS	168	165	221	138	54	257
IN-CAR VIDEO AUDITS	37	180	154	145	123	162
TOTAL CASES ASSIGNED	310	229	319	162	138	105
TOTAL CLEARED/CLOSED	204	151	233	105	94	73
MOTOR VEHICLE THEFT	13	11	29	13	29	67



Fire

The Fire Department currently has 24 full-time Firefighters, 10 Volunteer Firefighters, and two Chief Officers to protect the City of St. Marys.



Workload Indicators

- ✓ Responded to 2,135 calls for service
- ✓ 61 Structure Fires
- ✓ 1,453 EMS/Rescue calls
- ✓ 164 Hazardous Conditions
- ✓ 122 Service Calls
- ✓ 135 False Alarms
- ✓ 201 Bad Weather

Average Response Time for reported structure fires = 4.02 minutes

Volunteer Hours = 3,170 If paid, equals \$35,000 dollars.

The Fire Department responded to properties valued at an estimated \$2,486,997 with a loss of \$167,750 dollars which equates to an average of a 6% loss to fires in structures responded to.

Fire Prevention Activities:

- ✓ 315 Fire Inspections
- ✓ 365 Plan & Reviews
- ✓ 1,136 Fire Hydrant Inspections
- ✓ 475 Pre Fire Plans
- ✓ 501 Burn Permits issued
- ✓ 5,318 Children seen as a part of a Fire Safety Lesson – 92,942 Facebook post with Fire Safety Messages

St. Marys Fire Department conducted approximately 8,430 hours of training in 2018.



Transportation

The main route of travel to get to St. Marys is Georgia Highway 40. You can also travel Interstate 95 (north and south) as an entryway (Exit 1) into St. Marys. St. Marys is only twenty-one miles from Jacksonville (Florida) International Airport and only 35 miles from Brunswick Golden Isles Airport. There is an Amtrak train station within 30 miles of St. Marys. The St. Marys River offers a 32-foot deep channel and a public barge dock. Travel 30 minutes north to Georgia Port Authority in Brunswick or 30 minutes south to Jacksonville Port Authority. The Georgia Port Authority specializes in handling break-bulk, agri-bulk, and RoRo cargos. The Jacksonville Port Authority is an international trade seaport which has multiple cargo terminals capable of handling container, automobile, bulk, break-bulk and refrigerated cargoes, as well as, cruise passenger service and local ferry service. CSX rail service is offered in our sister City Kingsland.

Component Units

Component units are legally created public organizations created by the City, but function “separate” from the City.

St. Marys Convention & Visitors Bureau (the “Bureau”) is reported as a blended component unit in the City’s financial statements because the City maintains financial accountability over the Bureau. The Bureau almost exclusively benefits the City. The St. Marys Convention & Visitors Bureau is reported as a Special Revenue Fund.

The Industrial Development Authority of St. Marys (the “Authority”) is governed by a seven-member board the majority of which are appointed by St. Marys’ City Council. The City is able to significantly influence the programs, projects, and activities of the Authority. The Authority is presented as a Governmental Fund-type component unit.

The Downtown Development Authority of St. Marys (the “DDA”) is governed by a seven-member board, the majority of which are appointed by St. Marys’ City Council. The City is able to significantly influence the programs, projects, and activities of the DDA. The DDA is presented as a Governmental Fund-type component unit.

The Cemetery Authority of St. Marys is governed by a five-member board which is appointed by St. Marys’ City Council. The City is able to significantly influence the programs, projects, and activities of the Cemetery Authority. The Cemetery Authority is presented as a Governmental Fund-type component unit.

Utilities

Citizens of St. Marys are provided access to water, sewer, and solid waste services through the City of St. Marys. The City does outsource its solid waste through Advanced Disposal. St. Marys business hours of operation are Monday through Friday, 8:00am to 5:00pm.

Electricity is provided through Georgia Power Company and Okefenokee Rural Electric Membership Corporation. Natural Gas and Telecommunications are also available.

Military

Kings Bay Naval Base is located adjacent to St. Marys. The men and women of Kings Bay play a significant role in our community. Military children make up approximately 30% of the kids in school. Not only are the Military Members serving our Country, but they are also helping our community by distributing food, washing cars to raise money for a good cause, cleaning up in the community, and participating with Habitat for Humanity.

The Submarine Base is the home port for United States Navy Fleet Ballistic Missile nuclear submarines armed with Trident missile nuclear weapons. The base covers approximately 16,000 acres of land. About 4,000 acres are protected wetlands.



Interesting Facts

City Facts

- Year Incorporated 1792 – second oldest City in the United States
- The site of Timucuan Indian Village
- 20.3 Square miles
- Mayor-Council government
- Tax rate of 6.5 mills
- Population 18,196 (2018 Est.)
- Medium Income \$56,828
- One police station and three fire stations



City Activities (Sponsored by various community organizations)

- Mardi Gras Festival
- 4th of July Festival
- St. Marys Rock Shrimp Festival
- St. Marys Scarecrow Stroll
- St. Marys Haunted History Tour
- St. Marys Wounded Warriors Day
- St. Marys White Lighting
- Christmas Tour of Homes
- Live Nativity at Orange Hall
- Starry Nights (seasonal)



Area Amenities

Cumberland Island National Seashore

Public Docks & Boat Ramps

Museums

Crooked River State Park

Camden County Recreation Center

Parks, Ball Fields, & Soccer Complex



City's Vision Statement

The City of St. Marys vision is to create a community of excellence governed by the principles of responsibility, fiscal soundness, accessibility, and service to the public, in an atmosphere rich in history and cultural significance, while retaining its natural beauty, charm, resources, and unique appearance; a community that attracts and maintains active and supportive citizens, with an enhanced quality of life and economic opportunity for all.

City's Mission Statement

The mission of the City of St. Marys is to provide the most responsive and progressive public services, within the resources provided, so that our citizens can enjoy the best possible quality of life.

City Goals

1. Provide cohesive economic development programs and initiatives in order to promote economic opportunity within the City.
 - Identify vendors of various entities (i.e., Base, school district, businesses, etc.) to ascertain potential opportunities to local vendors (either existing vendors or to be developed).
 - Continue recruiting trips.
 - Develop a marketing plan/strategy for the community.
 - Develop strategies to improve the appearance of Exit 1.
 - Provide a summary of economic development incentives available to the city for economic development.
 - Continue to work with and support the Joint Development Authority (JDA), including assisting the JDA with the development of a “spec building” as warranted.
2. Assure our fiscal sustainability by ensuring quality municipal services and operations are provided efficiently and are financially sustainable.
 - Continue positive financial reporting.
 - Obtain Governmental Finance Officers Association recognition for budget and Certified Annual Financial Report.
 - Continue compliance with City Council adopted financial policies.
3. Enhance citizen engagement, involvement, and communications on City-related issues.
 - Continue to implement technology improvements and upgrades.
4. Strengthen Military/City relationships and partnerships.
 - Continue to work with JDA and Base on Joint Land Use Study (JLUS) process.
 - Provide periodic updates to appropriate military personnel on City-related issues.
 - Support the Camden Partnership efforts to foster missions at Kings Bay Naval Base.

5. Support and develop infrastructure within the City to meet current standards and plans for the future in a financially sustainable manner.
 - Improve water pressure downtown (identify projects and strategies to do so).
 - Develop a plan to improve infrastructure downtown.
 - Improve economic development opportunities by improving infrastructure.
 - Develop strategies to improve housing stock within the City.
 - Remove dilapidated structures along the main roads within the City.

6. Provide environmental stewardship and sustainable management of our natural resources and history (structures and culture).
 - Seek grant for sea level rise strategic planning.
 - Support environmental cleanups and fairs within the City.
 - Conduct evaluation of disaster vulnerabilities.
 - Increase recycling by residents.
 - Consolidate/develop a master plan(s) addressing development, green space, coastal greening, bicycle/pedestrian-oriented mobility, etc.



Comprehensive Plan 2007-2027

The Comprehensive Plan is a living document, and a critical part of its evolution is the implementation program. As such, the implementation program serves as the overall strategy for the City of St. Marys to achieve its vision for the future.

St. Marys' city officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives. As one of the nation's oldest cities, St. Marys prides itself in its historic waterfront heritage. A small, coastal community, the City seeks to promote itself as a destination location with a reawakening awareness of the many opportunities available for tourism and economic growth. St. Marys' vision for the future reflects these priorities.

The City of St. Marys' Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, St. Marys aspires to become a destination City that celebrates its heritage while promoting economic opportunity and growth.

Specific implementation measures towards this end are: updating ordinances to permit mixed uses that are connected to neighborhoods and downtown; drafting a master plan focused on the "re-emerging spirit of St. Marys;" developing as a destination location based on community assets, such as the waterfront, access to the National Seashore on Cumberland Island, restaurants, shops, etc.; implementing bicycle trails, marsh walk trails, and kayaking opportunities; and, creating a museum to present the history of the City, including its on-going relationship with the U.S. Navy and Naval Submarine Base Kings Bay.

Vision for the Future

The City of St. Marys established a vision for its future through comprehensive public involvement. The public was given a chance to share their views on future development and quality of life issues through participation in a community visioning process. Feedback gathered through this process was interpreted by the Coastal Georgia Regional Development Center staff and submitted to the public during a series of public workshops for review.

The Vision Statement for future development and growth in the City of St. Marys is as follows:

- *The City of St. Marys is a friendly, reawakening community with great historical heritage, coastal amenities, and promising economic opportunities.*
- *Our goals are to maintain our welcoming, small-town community atmosphere as a Georgia gateway and destination; and, to remain committed to investing in our natural and cultural resources while proactively planning for continued myriad growth opportunities.*
- *Our priorities include: creating an open and engaging community that is committed to improving the quality of life by expanding opportunities for economic development and implementing policies that will foster sustainable growth.*

Commercial Areas Vision: To support the local economy and small business development, promoting a sense of place and quality of life for residents, tourists, and business owners.

Issues & Opportunities Policy Implementation Measure:

- The downtown is an increasingly attractive place for businesses that should be promoted and enhanced to further economic potential.
- As the population continues to grow, there will be increasing opportunities to expand local businesses.
- Partnership opportunities exist to enhance collaborative efforts to promote St. Marys as a tourist destination.
- Parking available within the traditional commercial district will need to be evaluated as the City grows and becomes an active tourist destination.
- Encourage mixed uses within the historic downtown area, emphasizing first-floor commercial and second-floor office or residential space.
- Promote design guidelines and standards throughout the traditional business district.
- Encourage pedestrian centered activities.
- Implement recommendations outlined by various entities and studies, such as the 2005 *Economic Diversification of Camden County*.
- Support the “shop local” campaign—“Keep It in Camden.”
- Encourage opportunities for tourism.
- Consider options to improve transportation opportunities, such as a trolley system.
- Investigate ways to offer additional parking.
- Update ordinances to allow for a mix of uses.
- Evaluate and rewrite sign ordinances with special restrictions for the downtown district.
- Locate new and existing overhead utility wiring underground.
- Implement pedestrian-friendly streetscape design, such as wide sidewalks, crosswalks, landscaping, benches, lighting, etc.
- Continue to provide financial support to the CVB, DDA, and St. Marys Development Authority.
- Create an Economic Development Implementation Plan.
- Support the commercial district as an active node, developing as a destination location.
- Provide interpretive kiosks outlining the area’s history.
- Conduct a parking study.

Conservation Areas Vision: To preserve and protect the City’s scenic vistas and viewsheds provided by its unique relationship to the water, limiting residential use to existing structures, and allowing for low impact recreational use.

Issues & Opportunities Policy Implementation Measure:

- New or innovative developments typically evoke neighborhood opposition.
- Partnership opportunities exist to enhance collaborative efforts to promote recreational opportunities.
- Although citizens are aware of the natural resources within the community, awareness and protection can be enhanced as public understanding of the value of these resources are increased.
- Encourage open space and greenspace preservation within new subdivisions.

- Preserve scenic vistas and natural ecological features.
- Explore and support opportunities for heritage and eco-tourism.
- Increase awareness of outdoor activities and recreational opportunities.
- Protect marshlands and projections of the City's existing right of ways into the marsh.
- Promote, enhance and improve natural resources, particularly along the waterfront.
- Protect the waterfront from obtrusive high-rise development.
- Maintain and preserve open space with significant cultural or historical heritage, such as old shipping and seafood docks.
- Investigate the feasibility of a rails-by-trails path.
- Adopt a Conservation Subdivision Ordinance.
- Modify subdivision regulations to require preservation of sensitive natural areas.
- Require developers to link open spaces together into a publicly accessible open space network.
- Partner with PSA to increase awareness of outdoor and recreational opportunities, etc.
- Enforce litter control guidelines, etc.
- Consider implementing GreenPrint recommendations, as appropriate or desired.
- Expand multi-use paths, as recommended in the Master Plan and the *Camden County Bike and Pedestrian Plan*.

Corridor/Gateway Areas Vision: To improve mobility and accessibility to the City of St. Marys, promoting quality commercial development and alternative modes of transportation.

Issues & Opportunities Policy Implementation Measure:

- St. Marys has some unattractive commercial areas, such as strip-mall shopping centers.
- Trees are being lost to new development.
- Although high-intensity uses are concentrated along major corridors, the City lacks public transportation options.
- Corridors are designed in ways that discourage pedestrian and bicycle activity.
- Corridors are congested at peak hours.
- Opportunities exist to utilize the corridor for directing tourists to desirable locations throughout the City.
- Corridor management during emergency situations needs to be improved.
- Create appropriate ordinances to control corridor development.
- Discourage billboards and other types of undesirable signs.
- Promote the use of signage to direct visitors downtown and to scenic areas.
- Encourage modification of existing strip-mall centers to become more visual and pedestrian friendly.
- Encourage landscaped medians where appropriate.
- Address requirements for commercial and industrial landscaping.
- Explore the feasibility of a regional transit system.
- Consider recommendations from *Camden County Bike and Pedestrian Plan*.
- Coordinate with GDOT to mitigate traffic congestion, improve transportation concerns, encouraging signalization where needed.
- Draft a master plan for the commercial corridors and entranceways.
- Annex Exit 1, ensuring development will occur as desired.
- Update sign ordinances, implementing recommendations of the way-finding initiative.

- Draft and enforce commercial and industrial landscape ordinance, adopting minimum standards for design, setbacks, buffers, etc.
- Adopt corridor overlay districts for prominent roads in the City, requiring the preservation of existing trees in landscaped buffers.
- Implement GreenPrint recommendations, as appropriate or desired.
- Investigate the potential of multi-use trails, such as rails-with-trails path.
- Coordinate with GDOT/GEMA to improve evacuation routes.

Historic Areas Vision: To promote and protect the historic waterfront district as a significant community resource, enhancing both the sense of place and the quality of life for residents and tourists alike.

Issues & Opportunities Policy Implementation Measure:

- Downtown St. Marys needs to be promoted as an attractive place for business development.
- Although citizens are aware of the natural resources and historic properties within the community, awareness and protection can be enhanced as public understanding of these structures are increased.
- There is a lack of public transportation and parking availability for residents and tourists.
- Support the “shop local” campaign—“Keep It in Camden.”
- Encourage opportunities for tourism.
- Plan for mixed-use economic development, through planning and zoning.
- Encourage mixed uses within the historic downtown area.
- Maintain current quality of life and sense of place.
- Protect the waterfront from obtrusive development, discouraging high-rise development.
- Maintain and expand waterfront opportunities and accessibility for the public.
- Promote, enhance and improve natural and historic resources and the waterfront in particular.
- Consider options to improve transportation opportunities, such as a trolley, cart paths, etc.
- Investigate the parking options.
- Continue to provide financial support to the CVB, DDA, and St. Marys Development Authority.
- Draft a master plan based on SCAD study, highlighting the “re-emerging Spirit of St. Marys.”
- Provide interpretive kiosks outlining the area’s history.
- Support a water taxi service to other cities/locations from a base at the waterfront.
- Restore the Pavilion.
- Review and update ordinances to incorporate design standards and landscaping guidelines.
- Expand Gilman Waterfront Park.
- Create a “trolley” transit system for the waterfront.
- Conduct a downtown parking study.
- Establish a memorial for all wars and services on the waterfront.

Neighborhood Infill Areas Vision: To encourage redevelopment opportunities to preserve and enhance the area’s traditional character and architectural styles, creating additional housing opportunities.

Issues & Opportunities Policy Implementation Measure:

- There is an inadequate mix of uses within the City.
- Some areas of St. Marys are dilapidated and in need of revitalization and/or upgrade.
- There is a need for workforce and military housing.
- There is not enough affordable housing.
- Although citizens are aware of the natural resources and historic properties within the community, awareness and protection can be enhanced as public understanding of these structures is increased.
- Use of alternative modes of transportation can be increased.
- Neighborhoods need to be prepared for emergency management concerns.
- Encourage mixed-use opportunities by reviewing and evaluating zoning and development ordinances.
- Consider redevelopment opportunities to maintain and preserve neighborhood character.
- Encourage rapid redevelopment of newly vacant or abandoned properties.
- Support affordable housing and alternative housing opportunities.
- Encourage compatible architectural styles that maintain regional character.
- Protect historic structures, where appropriate.
- Promote alternative modes of transportation, including pedestrian-friendly design, cart paths, etc.
- Encourage hurricane resistant retrofits on existing structures.
- Review and update ordinances to incorporate design standards and landscaping guidelines.
- Condemn or rehabilitate structures, based on need assessed during housing inventory.
- Develop a volunteer-based grassroots rehabilitation program for home repair.
- Formulate a redevelopment plan, preserving original housing stock; allowing for compatible infill development and maintaining pedestrian orientation.
- Adopt ordinances that allow alternative types of affordable housing.
- Expand the historic district, seeking NRHP designation once completed.
- Continue to update ordinances, permitting mixed uses.
- Continually update the Emergency Preparedness Plan.

Suburban Developing Areas Vision: To promote livable communities where residential and commercial uses coexist; creating connectivity and walkability while promoting an appropriate mix of function, use, and design.

Issues & Opportunities Policy Implementation Measure:

- New or innovative development and high-density development typically evokes neighborhood opposition.
- There is an inadequate mix of uses, such as corner grocery stores, within the City.
- Innovative development is taking place; however, infrastructure needs and the impact on natural resources must be considered.
- There is not enough affordable housing.
- Trees are being lost to new development.
- There are contaminated properties surrounding the Durango site.
- Evaluate zoning and development ordinances, planning for mixed uses.
- Encourage and support the development of active adult and continuing care communities.
- Encourage development to take place in areas with adequate public facilities.

- Explore opportunities for development to pay for itself.
- Consider impacts of new developments on existing infrastructure as well as natural and culture resources.
- Encourage alternative housing opportunities that will facilitate affordable housing options.
- Investigate former industrial properties that might cause environmental pollution.
- Encourage new projects that will not cause environmental pollution.
- Update ordinances to allow mixed uses and higher densities.
- Promote mixed-age communities.
- Develop an infrastructure master plan.
- Promote a public transit system.
- Develop a "Safe Routes to School" plan for all elementary schools except for Crooked River.
- Adopt ordinances that promote affordable workforce housing.
- Support the development of an Affordable Housing Team.
- Require developers to link open spaces, creating an open space network.
- Consider GreenPrint recommendations, as appropriate or desired.
- Adopt a conservation subdivision ordinance.

Development Patterns Vision: To promote quality growth, affordability, and a sense of place, while continuing to provide effective and efficient service delivery to all residents.

Issues & Opportunities Policy Implementation Measure:

- As rapid population growth occurs, community facilities will need to be expanded and improved.
- Rapid population growth, both now and in the future, pose a challenge for city officials to discern how quickly and where services and infrastructure will be needed.
- Some parts of the City are not adequately being served by water and wastewater facilities.
- The cost of providing services and facilities for new development is nearly exceeding the revenue incurred.
- The placement of overhead wires is unattractive and prevalent throughout the City.
- Population growth will impact water, stormwater, and wastewater capacities.
- Explore and prioritize areas in need of infrastructure and facility improvements.
- Provide services and facilities to meet the demands of the growing population.
- Encourage the location of new and existing overhead utility wiring underground as feasible.
- Maintain functional and efficient water and wastewater capacities to support new development.
- Encourage master planning for infill development to promote compatible architecture, etc.
- Consider using impact fees to pay for new development.
- Implement the City's Master Plan.
- Continue to develop an annual Capital Improvements Plan.
- Implement and update, as needed, the water and sewer master plan.
- Require new utility extensions and overhead lines to be run underground, where possible.
- Inventory downtown sewer lines to eliminate stormwater infiltration issues, including downspouts into the sanitary system.

- Implement the Stormwater Master Plan.
- Develop an annexation plan.
- Adopt landscape and design guidelines.
- Evaluate ordinances and zoning regulations; update as necessary or create new restrictions, as needed.
- Implement impact fees.

Resource Conservation Vision: To preserve, protect and promote the City’s natural, historical and cultural resources with special consideration to the unique coastal resources inherent to the City of St. Marys.

Issues & Opportunities Policy Implementation Measure:

- Natural, cultural and historic resources are protected throughout the City; however, as public awareness is increased, these resources will be improved, enhanced and promoted.
- Public access to the waterfront and associated recreational activities is limited.
- Encourage heritage tourism opportunities to promote public education and preservation of resources.
- Explore opportunities to provide increased access to natural, cultural and historic resources throughout the City.
- Explore opportunities to maintain and expand waterfront accessibility for the public
- Implement a local museum that presents the history of St. Marys from 1900 to the present, focusing on railroads, industry, and growth.
- Establish a National Historic Landmark site at the Point Peter, War of 1812 Encampment.
- Support efforts to inventory and recover War of 1812 nautical artifacts from the area—both land and sea.
- Support efforts to inventory Fort Tammany and recover any available artifacts.
- Establish a memorial for all wars and services on the waterfront.
- Consider implementing GreenPrint recommendations, as appropriate or desired.
- Review opportunities to acquire properties that are suitable for providing public access to rivers, streams, and marshes.
- Maintain existing public access at street ends into the marsh, rivers, and streams.

Social and Economic Development Vision: To enhance the quality of life for all residents and visitors—improving economic opportunity, housing diversity and sense of community.

Issues & Opportunities Policy Implementation Measure:

- The economy is dependent upon the Naval Submarine Base Kings Bay to some extent.
- Activity centers throughout the City need to be enhanced and promoted.
- Population projections indicate that over 14% of the City’s population will be aged 50 and older by 2030.
- Provide support to economic development agencies, supporting the KIC campaign.
- Encourage businesses that will keep workers local via good pay and benefits.
- Encourage development of the Harbor to accommodate both tall and transient ships.
- Investigate, encourage and support the diversification of the marina.
- Encourage the development of an “incubator,” building in the Boch Plant.
- Research the possibility of transitioning the St. Marys Airport into a “boutique” facility.

- Explore strategies and locations to create activity nodes, such as the Aquatic Center, Downtown and Midtown.
- Encourage and support the development of active adult and continuing care communities.
- Draft Economic Development Implementation Plan.
- Market opportunities to host conventions, sports activities, etc.
- Support efforts of CVB, DDA, and St. Marys Development Authority to recruit and retain local businesses.
- Develop the Harbor as a place for tall ships and transient ships to dock/visit.
- Update the Airport into “boutique” facility with additional hangers, air taxi services, dirigible masts, flight school, sky-diving, etc.
- Utilize the Airport to promote St. Marys as a destination for dining, shopping, etc.
- Complete master plan for the airport.
- Expand the existing library facility to meet future needs.
- Create development and activity centers at desired locations.
- Expand the Aquatic Center to include lands around the park for trails, parking, etc.
- Reconstitute the Housing Authority.
- Draft a master plan based on SCAD study, highlighting the “re-emerging Spirit of St. Marys.”
- Promote the development of mixed-age communities.

Governmental Relations Vision: To maintain cooperative initiatives while actively pursuing additional partnership opportunities with local municipalities, as well as surrounding jurisdictions, in order to provide the highest quality of services for residents and business owners.

Issues & Opportunities Policy Implementation Measure:

- The City of St. Marys is land-locked by the City of Kingsland.
- The City maintains working relationships with the County, the Cities of Kingsland and Woodbine, as well as the National Park Service (NPS) at Cumberland Island and Naval Submarine Base Kings Bay.
- New population projections will require increased coordination with related agencies.
- Encourage opportunities for additional cooperation and partnership with neighboring Kingsland and other jurisdictions.
- Encourage NPS to enhance and promote tourism opportunities at the museum in St. Marys.
- Encourage the NPS to request the annexation of Cumberland Island by the City of St. Marys.
- Encourage the discussion of annexing Naval Submarine Base Kings Bay.
- Actively support LUCA and Census 2010, coordinating with the data available in 2011.
- Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.
- Eliminate unincorporated “islands,” created by spot annexation.
- Coordinate with Naval Submarine Base Kings Bay to attain land for sewer plan and road improvements.
- Continue efforts to change the address of the Welcome Center and other properties within the City of St. Marys that have Kingsland addresses.
- Prepare for population growth by partnering with RDC and U.S. Census on LUCA for Census 2010.

Financial Policies

It is the responsibility of the City of St. Marys to provide quality services with adequate funding, to manage growth and account for public funds. This section presents the policies that the City follows in managing its financial and budgetary activities. These policies, passed by Council, have guided the City in maintaining financial stability over the years.

Fiscal Policies

Below are long-term financial policies and goals employed by the City of St. Marys:

- The City will attempt to maintain a diversified and stable revenue system to shelter it from short-fund fluctuations in any single revenue source.
- The City will enact consistent collection policies so that assurances can be provided that the revenue base will materialize according to budgets and plans.
- The City will operate with a balanced budget for all budgeted funds. Total anticipated revenues, plus that portion of the beginning of the year unreserved fund balance in excess of the required fund balance reserve, must equal total estimated expenditures for each of the governmental fund types. For proprietary fund types, total anticipated revenues and unreserved retained earnings must equal estimated expenses.
- The City will attempt to establish and maintain a fund balance reserve for the General Fund to pay expenditures caused by unforeseen emergencies, for shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes.
- The City will fully fund its defined benefit pension plan and will also fully fund its 457 and deferred compensation plan.
- The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs.

Purchasing

Per City Charter - The Mayor and Council prescribe by ordinance the procedures for all purchases of real and personal property by the City. Competitive bidding shall be required for purchases and contracts, and awards shall be made to the lowest or best bidder, except as where otherwise provided for by ordinance. Prior to the making of purchases and contracts, the availability of adequate funds shall be certified as provided by ordinance.

A purchasing policy has been approved for the City. The policy provides instructions for the purchase of goods and services other than what is set forth in the City Charter and the officials Code of Georgia.

It is the policy of the City to make all purchases of supplies, materials, equipment, and contractual services on the basis of the best value for the lowest price and whenever practical via competitive pricing or bids. The decision as to whether a specific purchase shall be made via sealed bids, phone quotes or market basis will be determined by the City Manager in accordance with the City's purchasing practices and provisions of all applicable Federal, State, and local laws. The Finance Director is responsible for submitting changes to these procedures to ensure that up to date business practices, and efficient use of public funds are incorporated in the day to day practices. Changes will be sent to the City Manager for approval. All applicable discounts will be sought. The City's purchasing policies shall also incorporate the following principles:

- a. Designation of Purchasing Authority.
- b. Standardization and specification to reduce redundancy and ensure the quality of goods and services.
- c. Bulk commodity purchase discounts. Planned maintenance schedules to reduce costs associated with time-sensitive purchases.
- d. Controlled emergency purchase procedures.
- e. Stimulation of competitive bidding to reduce prices.
- f. Inspection and testing of goods delivered to enforce compliance with specifications and terms of contracts.
- g. Redistribution of excess obsoletes and salvaged goods.
- h. Market analysis, assuring purchases when market conditions are favorable.
- i. Prompt payment of all bills, thereby earning cash discounts.
- j. Transfer of usable supplies from one using an agency to another.
- k. Reduction of unnecessary sales effort and expense.
- l. Elimination of unnecessary paperwork.
- m. Elimination of unnecessary purchases.
- n. Elimination of conflict of interest.
- o. Elimination of favorites and convenience in public purchasing.
- p. Optimum use of local vendor sources.
- q. Optimum use of state contract.
- r. Due consideration of value, estimated life, and service factors.
- s. Sound business practices and professional purchasing processes.

Investing

For cash and investments, the City will maintain as few accounts as possible in order to maximize any interest earnings. The City uses a pooled cash account that accounts for General Fund, Water and Sewer Fund, Solid Waste Fund, and Aquatic Center Fund cash assets. Separate accounts are set up for Multi-Grant Fund, Tourism Fund, and SPLOST Fund. Before the City invests any surplus resources, a competitive bid process shall be conducted. The City will utilize the Georgia Local Government Investment Pool anytime their rate of return is higher than the rate determined through requests from banks.

Investment Instruments:

The assets of the funds of the City may be invested only in the following:

- U.S. Treasury Obligations
- Selected U.S. Agency Obligations
- State of Georgia Obligations
- Prime Bankers Acceptances
- Repurchase Agreements
- Commercial Bank Certificates of Deposits
- Savings and Loan Deposits
- The Georgia Local Government Investment Pool

Capital Improvements Policy

A Capital Improvement Program (CIP) is a long-range plan for purchasing, constructing, and maintaining the City's capital assets. A capital budget is the portion of the operating budget that funds capital costs.

A Capital Improvement Program (CIP) will be developed for a period of five years. As resources are available, the most current year of the CIP will be incorporated into the current years' operating budget. The CIP will be reviewed and updated annually.

For the Capital Improvement Program, all land and land improvements, building projects, and equipment costing \$5,000 or more are classified as capital assets. Capital projects and/or capital asset purchases will receive a higher priority if they meet some or most of the following criteria:

- 1) Mandatory project
- 2) Project improves efficiency
- 3) Effect of projects on operation and maintenance costs
- 4) Elimination of hazards
- 5) The project's expected useful life
- 6) Availability of state/federal grants

Audit

Georgia Statutes 36-81-7 requires the City to have an annual independent audit of its financial statements. The audit is performed in accordance with Generally Accepted Auditing Standard. The annual audit is public record and can be found on our website at www.stmarysga.gov. The following provides guidance regarding the general audit.

- a. An annual audit will be conducted by a properly licensed independent public accounting firm.
- b. Every three to four years, the City shall issue a request for proposal to choose an auditor for a period of three years with two one year options.
- c. When issuing a request for proposal, the City will request two proposals from qualified CPA firms. One proposal shall contain the firm's costs and a second will contain the firm's qualifications. The cost proposals shall only be opened after three qualified firms have been determined. When awarding the contract for the independent audit,

not less than 70% of the decision will be based upon technical qualifications rather than cost.

- d. The agreement between the independent auditor and the City shall be in the form of a written contract. The contract shall include the request for proposal as an appendix to the written contract and all issues addressed in the request for proposal shall be required as part of the contract.

Financial Reporting

The Finance Department prepares monthly financial reports for citizens, internal management purposes, and the City Council. The reports (by fund and department) provide budget vs. actual revenue and expense activities on a year to date basis with a comparison of prior year to date.

Debt Policies

On occasion, the City will issue short-term debt to cover cash flow problems. In addition, the City may issue long-term debt for high-cost longer-lived capital assets.

The issuance of long-term debt is limited to capital improvements or projects that the City cannot finance from current revenues or resources. Current resources are defined as that portion of fund balance in excess of the required reserves.

The City will limit the total of its general obligation long-term borrowing to 10% of the assessed value of all property as per the most recent tax digest. The City will attempt to keep the average maturity of general obligation bonds at or below ten years. All efforts shall be made to limit the long-term debt maturity schedule to the estimated useful life of the capital asset constructed or purchased. Annual budget appropriations shall include debt service payments (including interest) and reserve requirements for all general long-term debt currently outstanding.

Revenue Policies

The City levies property taxes and assesses the 1% Local Option Sales Tax and the Special Local Option Sales Tax. In addition, the City assesses user charges for garbage, water and sewer activities, public works, public safety, and human resources. The following policies provide guidance regarding the assessing and collection of these revenues.

- The City will attempt to maintain a diversified and stable revenue system to shelter the City from short-fund fluctuations in any single revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of economic downturns.
- The City will work towards diversifying its revenue base in order to reduce its dependence upon property taxes.
- The City will strive to keep the revenue system simple which will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay.

- The revenue system of the City will strive to maintain equity in its structure. That is, the City will seek to minimize or eliminate all forms of subsidization between entities, funds, services, utilities, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances.
- The City will establish fees, and user charges at a level related to the total cost (i.e., operating, direct, indirect and capital or debt service) of providing that service.

Reserve Policy

The City implemented GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. Per the fund balance policy, “The City will maintain at a minimum, unassigned fund balance in its General Fund of no less than four months of regular General Fund operating revenues or regular General Fund operating expenditures.”

The City will attempt to establish and maintain a fund balance reserve for the General Fund to pay expenditures caused by unforeseen emergencies, for shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes. All other funds must never incur negative fund equity.

4th of July Parade



Basis of Presentation

The City of St. Marys accounts are organized and operate on a fund basis as set forth by Generally Accepted Accounting Principles (GAAP). A fund is an autonomous accounting entity with a self-balancing set of accounts. Fund Accounting segregates funds for specific purposes in accordance with laws and regulations or special restrictions and limitations.

Types of Funds

The current funds used by the City are the General Fund, Special Revenue Funds, Capital Improvements Fund, and Enterprise Funds. Below is a brief description of each fund type and the fund used by the City of St. Marys.

General Fund is used to finance all general government operations necessary to serve its citizens. St. Marys General Fund consists of Administration, Finance, Municipal Court, Police, Fire, Public Works, Planning & Zoning, Building, and Economic Development.

Special Revenue Funds are established to account for proceeds that must be used for a specific project. These monies are legally restricted, and the Special Revenue Fund provides an extra level of accountability to the taxpayer that the funds were expended on the intended purpose. St. Marys has (4) four Special Revenue Funds: Confiscated Assets Fund, Multi-Grant Fund, Convention & Visitors Bureau Fund, and Hotel/Motel Tax Fund.

Capital Improvements Funds are established to account for financial resources used for the acquisition or construction of major capital projects. St. Marys has (2) Capital Improvements Fund (SPLOST VI and SPLOST VII) and the Local Maintenance Improvement Grant (LMIG).

Enterprise Funds are established to account for services provided to the public on a user charge basis. There are three (3) Enterprise Funds: Water/Sewer Fund, Solid Waste Fund, and Aquatic Center Fund.

Basis of Accounting

The basis of accounting establishes the time financial transactions are recorded as income or expense in the various funds used by the City, when it becomes due or when it is actually paid or received.

Governmental Funds – Used to account for the City’s general government activities. These funds, which are not concerned about profitability, use a modified accrual basis. Revenue is recognized when it becomes both available and measurable, rather than when it is earned. Expenditures for modified accrual accounting are recognized when the related liability is incurred.

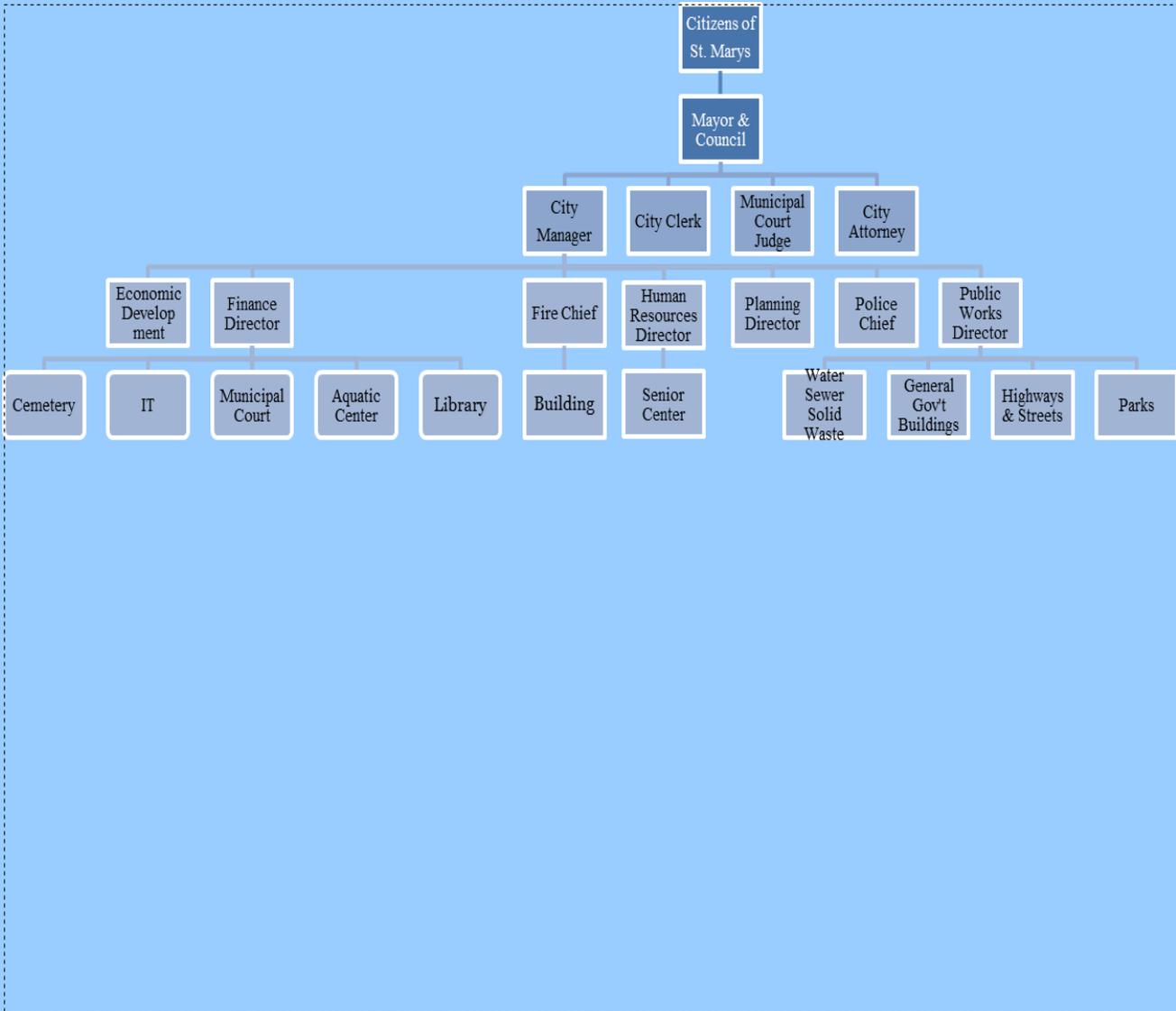
St. Marys considers revenues available if they are collected within 60 days after year-end. Property taxes, sales and use tax, franchise taxes, licenses, interest, and miscellaneous revenues are recorded as revenues when received because they are not generally measurable until actually received. St. Marys considers expenditures due when the related liability is incurred. Grant expenditures are recognized as revenue when the qualifying expenditures have been incurred, and all other grant requirements are met.

Proprietary Funds (Enterprise) - Used for services provided to the public on a user charge basis. This is similar to the operation of a commercial enterprise used for business-like activities. This type of fund usually operates on an accrual basis. Governmental accountants often refer to the accrual basis as "full accrual" to differentiate it from modified accrual basis accounting.



Program "Wildlife Wonders" at the St. Marys Library

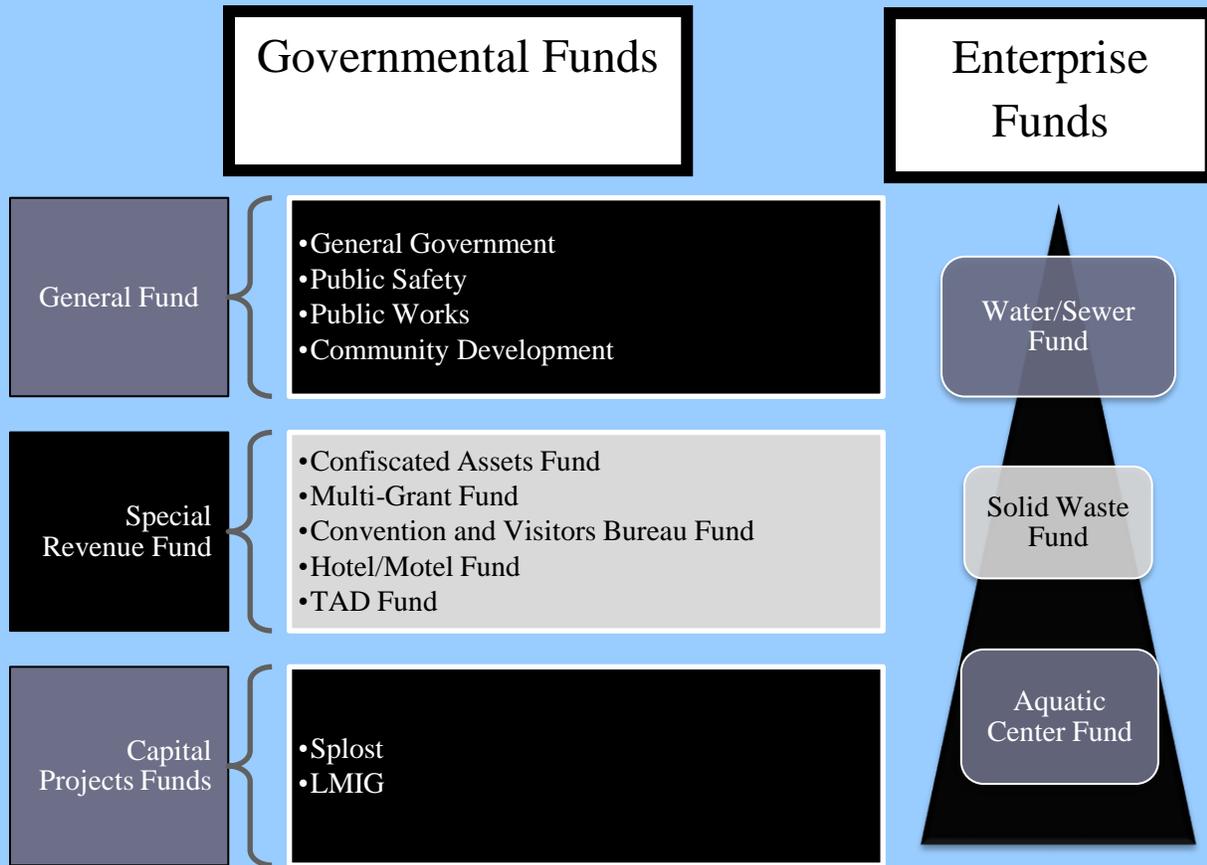
City of St. Marys Organizational Chart FY 2020



City of St. Marys Fund and Function Chart

The City of St. Marys accounts are organized and operate on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that encompass the City’s assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are segregated and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

FY 2020 City of St Marys Fund Structure



As noted in the chart “FY 2020 City of St. Marys Fund Structure” shown above, St. Marys utilizes three (3) major governmental fund types: General, Special Revenue, and Capital Projects. St. Marys also utilizes Enterprise Funds.

CITY OF ST. MARYS - FUND AND FUNCTION CHART

Funds:	General Fund	Enterprise Fund	Special Revenue	Capital Improvements
Functions:	Legislative	Water/Sewer	Confiscated Assets	SPLOST
	Executive	Solid Waste	Multi-Grant	LMIG
	Finance	Aquatic Center	Tourism	
	Information Technology		Hotel/Motel	
	Human Resources		TAD	
	Municipal Court			
	Police Department			
	Fire Department			
	Public Works			
	General Governmental Buildings			
	Parks			
	Highways and Streets			
	Library			
	Planning & Zoning			
	Building			
	Cemetery			
	Code Enforcement			
	Senior Center			
	Economic Development			
	Special Facilities			
	Contingencies			



The **General Fund** accounts for all general operations of the City necessary to serve our citizens. By definition, St. Marys has only one General Fund. All financial resources, except those required to be in another fund, are reported in the General Fund. The General Fund accounts for the collection of property taxes, Local Option Sales Tax (LOST), excise taxes, permits & licenses, fines and forfeitures, service charges, and other miscellaneous and intergovernmental revenues. St. Marys General Fund consists of Administration, Finance, Municipal Court, Police, Fire, Public Works, Planning & Zoning, Building, and Economic Development.

The **Special Revenue Fund** is established to account for proceeds that must be used for a specific project. These funds provide an extra level of accountability to the taxpayer, indicating that the funds were expended on the intended purpose. St. Marys has four Special Revenue Funds: Confiscated Assets Fund, Multi-Grant Fund, Convention & Visitors Bureau Fund, and Hotel/Motel Tax Fund.

- Confiscated Assets Fund is used to account for funds received from confiscated assets. The monies are to be used to purchase necessary equipment and supplies for the Police Department.
- Multi-Grant Fund is used to account for grant revenues received. These funds are used for equipment and other operating needs of the departments receiving the funds. The majority of the funds have a designated use.
- Hotel/Motel Tax Fund is used to account for the taxes received from hotel/motels collected as required by law. These funds are used to promote tourism.
- Convention & Visitors Bureau Fund is used to account for related revenues and expenditures in tourism. These funds are used to promote tourism and tourism-related activities.
- Tax Allocation District (TAD) Fund is used to account for related revenues and expenditures in a special district. These funds are used for a specified improvement area. The real estate property tax monies are collected for a certain period.

The **Capital Project Fund** is established to account for financial resources used for the acquisition and/or construction of major capital projects. The City has two Capital Improvements Funds, SPLOST and the LMIG in FY2019.

- Special Purpose Local Option Sales Tax Fund is used to account for the 1% sales tax collected for special projects.
- Local Maintenance Improvement Grant (LMIG) is used to account for the Georgia Department of Transportation funds for road infrastructure.

The **Enterprise (Proprietary) Fund** establishes a separate accounting/financial reporting mechanism for services for which a fee is charged in exchange for goods and services. The

revenues and expenses for the service are separated into its own financial statements, rather than commingled with the revenue and expenses of all other government activities. The City's utility Enterprise Funds are Water/Sewer Fund, Solid Waste Fund, and Aquatic Center Fund.

- Water and Sewer Fund is used to account for water and sewer services financed by user charges and other revenues.
- Solid Waste Fund is used to account for solid waste management that is financed by user charges. The collection of solid waste is outsourced to a private contractor.
- Aquatic Center Fund is used to account for the St. Marys Aquatic Park that is financed by user charges.

All Fund Types

The revenues are listed by major source, and the expenditures are listed by major function and department. Operating transfers are listed as both "in" and "out."

General Fund (Fund 100)

General Fund Revenues Summary (by classification)

General Fund Expenditures Summary (by function and department)

General Fund Summary of Revenue Chart

General Fund Expenditures by Function Chart

General Fund Budgeted Expenditures by Major Use Listing and Chart

Confiscated Assets Fund (Fund 210)

Confiscated Assets Fund has not been budgeted in FY 2020

Multi-Grant Fund (Fund 251)

Multi-Grant Fund Summary of Revenues and Expenditures

Tax Allocation District (270)

Tax Allocation District Fund Summary of Revenues and Expenditures

Convention & Visitors Bureau Fund (275)

Convention & Visitors Bureau Fund Summary of Revenues and Expenditures

Hotel/Motel Tax Fund (276)

Hotel/Motel Tax Fund Summary of Revenues and Expenditures

SPLOST/Capital Improvements (320/335)

SPLOST/LMIG Capital Improvements Fund Summary of Revenues and Expenditures

Water/Sewer Fund (505)

Water/Sewer Fund Summary of Revenues (by classification)

Water/Sewer Fund Expenditures Summary (by function and department)

Water/Sewer Fund Summary of Revenue Chart

Water/Sewer Fund Expenditures by Function Chart

Water/Sewer Fund Budgeted Expenditures by Major Use Listing and Chart

Solid Waste Fund (540)

Solid Waste Fund Summary of Revenues and Expenditures

Aquatic Center Fund (555)

Aquatic Center Fund Summary of Revenues and Expenditures

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Personnel Position

FTE Summary

	Actual FY 2018	Actual FY 2019	Actual FY 2020
General Fund			
Legislative			
City Clerk	1.000	1.000	1.000
Sub Total	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Executive			
Executive Assistant	1.000	1.000	1.000
City Manager	0.850	0.850	0.850
Sub Total	<u>1.850</u>	<u>1.850</u>	<u>1.850</u>
<i>Partially Budgeted in Other Funds</i>			
Finance			
Director of Finance	0.300	0.300	0.300
Assistant Finance Director	0.000	0.000	0.000
Accountant	0.450	0.450	0.450
Bookkeeper	0.400	0.400	0.400
Purchasing Agent	0.450	0.450	0.450
Jr. Accountant	0.100	0.100	0.100
Accounts Payable	0.400	0.400	0.400
Customer Service Representative	0.200	0.200	0.200
Sub Total	<u>2.300</u>	<u>2.300</u>	<u>2.300</u>
<i>Partially Budgeted in Other Funds</i>			
Information Technology			
Director	0.000	0.000	0.000
Systems Analyst	1.000	1.000	1.000
Sub Total	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Human Resources			
Director	0.900	0.900	0.900
Staff Assistant	0.900	0.900	0.900
Sub Total	<u>1.800</u>	<u>1.800</u>	<u>1.800</u>
Municipal Court			
Court Administrator	1.000	1.000	1.000
Sub Total	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>

FTE Summary Continued

	Actual FY 2018	Actual FY 2019	Actual FY 2020
Police			
Police Chief	1.000	1.000	1.000
Deputy Chief	0.000	0.500	0.500
Lieutenant	3.000	2.500	2.500
Administrative Lieutenant	1.000	1.000	1.000
Administrative Assistant	1.000	1.000	1.000
Property & Evidence Technician	1.000	1.000	1.000
Police Sergeant	5.000	5.000	5.000
Police Corporal	6.000	6.000	6.000
Police Officer II	15.000	15.000	15.000
Police Records Technician	0.600	0.600	0.600
Sub Total	33.600	33.600	33.600
Fire			
Fire Chief	0.700	0.700	0.700
Assistant Chief	1.000	1.000	1.000
Fire Captain	1.000	1.000	1.000
Fire Lieutenant	9.000	9.000	9.000
Certified Fire Fighter	14.000	14.000	14.000
Sub Total	25.700	25.700	25.700
Public Works			
Public Works Director	0.340	0.340	0.340
Engineer	1.000	1.000	1.000
Administrative Assistant	0.500	0.500	0.500
Construction Inspections	0.250	0.250	0.250
Equipment Operator I	9.000	10.000	10.000
Equipment Operator III	2.000	2.000	2.000
Facilities Maintenance	1.560	1.560	1.560
Inventory Control	0.340	0.340	0.340
Mechanic Supervisor	0.340	0.340	0.340
Mechanic II	0.340	0.340	0.340
Senior Equipment Operator	0.250	0.250	0.250
Supervisor	1.500	1.500	1.500

FTE Summary Continued

	Actual FY 2018	Actual FY 2019	Actual FY 2020
Public Works			
Staff Assistant	0.600	0.600	0.600
Sub Total	<u>18.020</u>	<u>19.020</u>	<u>19.020</u>
<i>Partially Budgeted in Other Funds</i>			
Hwy & Streets			
Equipment Operator III	0.000	0.000	1.000
Equipment Operator II	0.000	0.000	1.000
Equipment Operator I	0.000	0.000	2.000
Sub Total	<u>0.000</u>	<u>0.000</u>	<u>4.000</u>
Cemetery			
Equipment Operator III	0.440	0.440	0.440
Assistant Finance Director	0.100	0.100	0.100
Building Inspector II	0.100	0.100	0.100
Sub Total	<u>0.640</u>	<u>0.640</u>	<u>0.640</u>
Senior Center			
Senior Center Coordinator	1.000	1.000	1.000
Senior Center Services Assistant	1.360	1.360	1.360
Sub Total	<u>2.360</u>	<u>2.360</u>	<u>2.360</u>
Library			
Library Director	1.000	1.000	1.000
Library Service Coordinator	1.000	1.000	1.000
Library Programs Specialist	1.000	1.000	1.000
Library Technician	2.000	2.500	2.000
Sub Total	<u>5.000</u>	<u>5.500</u>	<u>5.000</u>
Building			
Fire Chief	0.300	0.300	0.300
Planning and Building Assistant	0.500	0.500	0.500
Building Inspector II	0.900	0.900	0.900
Sub Total	<u>1.700</u>	<u>1.700</u>	<u>1.700</u>
<i>Partially Budgeted in Other Funds</i>			

FTE Summary Continued

	Actual FY 2018	Actual FY 2019	Actual FY 2020
Planning			
Planning Director	1.000	1.000	1.000
Asst. Planner	1.000	1.000	1.000
GIS/Planning Technician	1.000	1.000	1.000
Intern	0.500	0.500	0.500
Planning and Building Assistant	0.500	0.500	0.500
Sub Total	4.000	4.000	4.000
<i>Partially Budgeted in Other Funds</i>			
Code Enforcement			
Code Compliance Officer	1.000	1.500	1.500
Sub Total	1.000	1.500	1.500
Economic Projects			
Economic Projects Director	0.000	1.000	0.000
Sub Total	0.000	1.000	0.000
Economic Development			
Main Street Director	1.000	1.000	1.000
Sub Total	1.000	1.000	1.000
Special Facilities			
Hostess	0.750	0.750	0.000
Sub Total	0.750	0.750	0.000
Total General Fund	102.720	105.720	107.470
Tourism			
Tourism Director *	0.000	0.000	0.000
Hostess	1.500	1.500	1.500
Sub Total	1.500	1.500	1.500
<i>*Contract position</i>			
Total Tourism Fund	1.500	1.500	1.500

FTE Summary Continued

	Actual FY 2018	Actual FY 2019	Actual FY 2020
Sewer			
City Manager	0.075	0.075	0.075
HR Director *	0.050	0.050	0.050
Staff Assistant*	0.050	0.050	0.050
Public Works Director	0.330	0.330	0.330
Administrative Assistant	0.250	0.250	0.250
Construction Inspections	0.375	0.375	0.375
Equipment Operator I	3.000	3.000	3.000
Wastewater Plant Operator I	1.000	1.000	1.000
Wastewater Plant Operator II	2.000	2.000	2.000
Wastewater Maintenance Supervisor	1.000	1.000	1.000
Utility Superintendent	1.000	1.000	1.000
Operations Technician	2.000	2.000	2.000
Lift Station Technician	2.000	2.000	2.000
Inventory Control	0.330	0.330	0.330
Mechanic Supervisor	0.330	0.330	0.330
Mechanic II	0.330	0.330	0.330
Senior Equipment Operator	0.375	0.375	0.375
Supervisor	0.750	0.750	0.750
Staff Assistant	0.500	0.500	0.500
Director of Finance	0.250	0.250	0.250
Assistant Finance Director	0.425	0.425	0.425
Accountant	0.200	0.200	0.200
Bookkeeper	0.250	0.250	0.250
Purchasing Agent	0.250	0.250	0.250
Jr. Accountant	0.400	0.400	0.400
Accounts Payable	0.250	0.250	0.250
Fiscal Agent II	0.350	0.350	0.350
Accounts Receivable Clerk	0.375	0.375	0.375
Customer Service Representative	0.300	0.550	0.800
Sub Total	18.795	19.045	19.295
<i>Partially Budgeted in Other Funds</i>			
Water			
City Manager	0.075	0.075	0.075
HR Director *	0.050	0.050	0.050

FTE Summary Continued

	Actual FY 2018	Actual FY 2019	Actual FY 2020
Water			
Staff Assistant*	0.050	0.050	0.050
Public Works Director	0.330	0.330	0.330
Administrative Assistant	0.250	0.250	0.250
Construction Inspections	0.375	0.375	0.375
Equipment Operator II	3.000	3.000	3.000
Equipment Operator III	1.000	1.000	1.000
Assistant Water Plant Operator	2.000	2.000	2.000
Meter Reader	2.000	2.000	2.000
Lead Meter Reader	1.000	1.000	1.000
Inventory Control	0.330	0.330	0.330
Mechanic Supervisor	0.330	0.330	0.330
Mechanic II	0.330	0.330	0.330
Senior Equipment Operator	0.375	0.375	0.375
Supervisor	0.750	0.750	0.750
Staff Assistant	0.500	0.500	0.500
Director of Finance	0.250	0.250	0.250
Assistant Finance Director	0.425	0.425	0.425
Accountant	0.200	0.200	0.200
Bookkeeper	0.250	0.250	0.250
Purchasing Agent	0.250	0.250	0.250
Jr. Accountant	0.400	0.400	0.400
Accounts Payable	0.250	0.250	0.250
Fiscal Agent II	0.350	0.350	0.350
Accounts Receivable Clerk	0.375	0.375	0.375
Customer Service Representative	0.300	0.550	0.800
Sub Total	15.795	16.045	16.295

Partially Budgeted in Other Funds

Total Water/Sewer Fund	34.590	35.090	35.590
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Solid Waste

Director of Finance	0.200	0.200	0.200
Assistant Finance Director	0.050	0.050	0.050
Accountant	0.150	0.150	0.150

FTE Summary Continued

	Actual FY 2018	Actual FY 2019	Actual FY 2020
Solid Waste			
Bookkeeper	0.100	0.100	0.100
Purchasing Agent	0.050	0.050	0.050
Jr. Accountant	0.100	0.100	0.100
Fiscal Agent II	0.300	0.300	0.300
Accounts Receivable Clerk	0.250	0.250	0.250
Accounts Payable	0.100	0.100	0.100
Customer Service Representative	0.200	0.200	0.200
Sub Total	1.500	1.500	1.500
<i>Partially Budgeted in Other Funds</i>			
Total Solid Waste Fund	1.500	1.500	1.500
Aquatic Park			
Aquatic Park Head Supervisor	0.000	0.000	1.000
Guest Services Supervisor	0.000	0.000	1.000
Lifeguard/Guest Services	0.000	0.000	6.750
Sub Total	0.000	0.000	8.750
<i>Partially Budgeted in Other Funds</i>			
Total Aquatic Park	0.000	0.000	8.750
+Outsourced in previous years			
FTE Positions	140.310	143.810	154.810

Summary

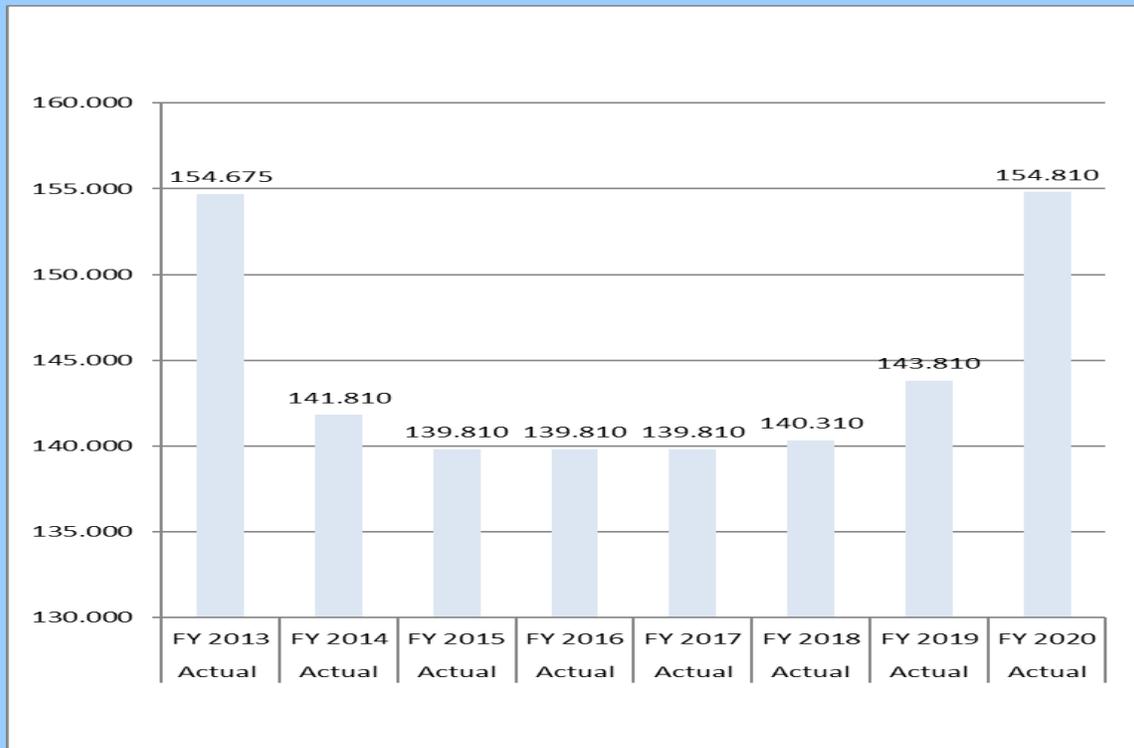
2020 Approved Budget Staffing

The City of St. Marys is committed to providing the highest level of “Quality of Life” to its citizens. In the FY 2020 budget a.5 FTE customer service position has been added. Also 4 FTE positions for a drainage crew in Public Works has been added. The City has also taken over the management of 8.75 FTE for the Aquatic Center that was previously outsourced to the PSA. A total of 154.81 full-time equivalents is budgeted to meet the needs of our citizens and visitors. These employees greet our customers, answer questions for our visitors, landscape our parks, fight fires, protect our community, and provide a countless number of other services to ensure that the City is the most beautiful destination for those that live here and for those that visit.

The City is obligated to balance the need for providing quality service to its citizens while maintaining expenditures. In the FY 2020 budget, the city made the following adjustments:

- .5 positions increased in the Water/Sewer Department
- 1 position as Economic Projects manager
- 8.75 new positions for the Aquatic Park
- .5 position in the Library
- 4 new positions in Hwy & Streets
- .75 in Special Facilities

St. Marys FTE's



Financial Summary

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SOURCES AND USES OF FUNDS

	Actual FY2017	Actual FY2018	Budget FY2019	Adopted FY2020
General Fund Revenues				
Property Taxes				
Real Property-Current Year	2,853,424	3,027,631	3,418,840	3,490,000
Pr Yrs Property Tax Collection	-	-	55,000	50,000
	2,853,424	3,027,631	3,473,840	3,540,000
Other Taxes				
Motor Vehicle/Mobile Home	475,922	518,950	481,700	502,800
Real Estate Transfer/Intangible Tax	73,985	82,899	80,000	82,500
Franchise Taxes	996,179	969,125	965,200	1,005,000
Local Option Sales and Use	1,753,020	1,844,924	1,775,000	1,825,000
Miscellaneous	1,445,288	1,505,588	1,446,500	1,557,000
	4,744,394	4,921,486	4,748,400	4,972,300
Licenses and Permits				
Licenses	238,857	228,793	246,550	239,000
Permits	280,459	370,536	312,000	323,350
	519,316	599,329	558,550	562,350
Intergovernmental				
	-	1,025,382	-	-
Charges for Services				
Miscellaneous	74,751	91,531	79,270	93,795
Recreation	11,572	4,631	4,000	1,550
	86,323	96,162	83,270	95,345
Fines & Forfeitures				
	209,762	228,945	215,050	216,550
Other Revenue				
Interest Earned	5,034	5,463	5,200	5,400
Contributions & Donations	2,351	1,011	100	100
Miscellaneous	570,951	1,823,609	1,794,042	1,656,693
	578,336	1,830,083	1,799,342	1,662,193
Interfund Transfers				
	261,385	26,218	822,312	1,191,246
Sale of City Property/Loan Proceeds				
	121,321	460,364	1,318,562	916,281
General Fund Revenues	9,374,261	12,215,600	13,019,326	13,156,265
General Fund Appropriated Expenditures				
Personal Services	5,640,926	5,571,290	\$ 5,986,815	\$ 6,134,283
Services	980,080	4,188,512	\$ 1,459,792	\$ 1,886,235
Operating Supplies	1,164,568	1,246,253	\$ 1,210,330	\$ 1,359,194
Transfers out	20,015	50,061	\$ 55,100	\$ 28,350
Capital Cost	1,302,673	624,552	\$ 3,045,502	\$ 2,495,528
Other Cost	598,125	866,796	\$ 604,075	\$ 683,300
Contingency	-	-	\$ 100,000	\$ 100,000
Debt Service	17,175	271,797	\$ 557,712	\$ 469,375
General Fund Expenditures	9,723,562	12,819,261	13,019,326	13,156,265
Special Revenue Fund				
Multi-Grant Fund Revenue				
Grant Revenue	100,116	26,218	397,133	1,191,246
Interest Revenue	-	-	-	-
Multi-Grant Fund Revenue	100,116	26,218	397,133	1,191,246

SOURCES AND USES OF FUNDS

	Actual FY2017	Actual FY2018	Budget FY2019	Adopted FY2020
Tax Allocation District				
Tax Revenue	1,700	9,324	29,500	35,000
Interest Revenue	-	23	-	25
Tax Allocation District Revenue	1,700	9,347	29,500	35,025
Tourism Fund				
Charges for Services	3,618	2,134	3,851	2,200
Miscellaneous Income	10,429	13,085	14,300	13,080
Operating Transfers	182,018	189,233	171,525	173,550
Tourism Fund Revenue	196,065	204,452	189,676	188,830
Special Revenue Funds Revenues	297,881	240,017	616,309	1,415,101
Special Revenue Fund Appropriated Expenditures				
Personal Services	35,192	32,766	35,920	39,500
Services	117,531	140,500	156,031	155,805
Operating Supplies	13,337	11,698	15,225	13,550
Transfers out	261,385	26,218	397,133	1,191,246
Other Cost	12,000	12,300	12,000	15,000
Special Revenue Funds Expenditures	439,445	223,482	616,309	1,415,101
Capital Projects Fund				
SPLOST Fund				
Sales Tax Revenues	1,978,572	2,082,339	1,000,000	1,500,000
Interest	451	477	-	500
Fund Balance	-	-	-	2,403,000
SPLOST Fund Revenue	1,979,023	2,082,816	1,000,000	3,903,500
LMIG Capital Improvements				
Interest	179	219	-	-
LMIG Grant	204,850	245,328	220,329	220,000
Fund Balance T/F In	-	-	204,850	119,940
LMIG Capital Improvements	205,029	245,547	425,179	339,940
Capital Project Funds Revenues	2,184,052	2,328,363	1,425,179	4,243,440
Capital Projects Fund Appropriated Expenditures				
Capital Projects	1,997,992	1,679,215	1,425,179	4,243,440
Capital Project Funds Expenditures	1,997,992	1,679,215	1,425,179	4,243,440
Sewer/Water Fund Revenues				
Service Charges	309,468	309,416	309,250	299,780
Other/Misc. Revenue	1,847,092	1,741,431	2,261,735	2,115,759
Water Charges	2,940,143	2,992,845	2,895,000	2,895,000
Sewer Charges	2,782,153	2,821,028	2,783,000	2,783,000
Cap. Recovery Fees	710,073	1,137,888	893,000	557,500
Sewer/Water Fund Revenue	8,588,929	9,002,608	9,141,985	8,651,039
Sewer/Water Fund Appropriated Expenditures				
Personal Services	1,768,867	1,693,028	1,838,810	1,547,723
Services	765,332	854,400	956,730	1,669,260
Operating Supplies	1,030,378	987,413	1,205,530	1,323,530
Capital Cost	-	-	1,127,600	417,933
Other Cost	2,911,393	2,886,902	129,310	120,000

SOURCES AND USES OF FUNDS

	Actual FY2017	Actual FY2018	Budget FY2019	Adopted FY2020
Debt Service	1,829,850	1,153,911	3,884,005	3,572,593
Sewer/Water Expenditures	8,305,820	7,575,654	9,141,985	8,651,039
Solid Waste Fund Revenues				
Other/Misc. Revenue	87,762	49,072	87,805	115,125
Refuse Charges	1,076,332	1,139,966	1,184,250	1,160,600
Solid Waste Fund Revenues	1,164,094	1,189,038	1,272,055	1,275,725
Solid Waste Fund Appropriated Expenditures				
Personal Services	80,751	80,117	87,255	95,175
Services	1,137,564	1,060,574	1,103,700	1,091,150
Operating Supplies	4,074	9,439	71,100	70,900
Other Cost	-	5,900	10,000	18,500
Solid Waste Expenditures	1,222,389	1,156,030	1,272,055	1,275,725
Aquatic Fund Revenues				
Service Charges	404,859	433,845	455,915	462,885
Aquatic Fund Revenues	404,859	433,845	455,915	462,885
Aquatic Fund Appropriated Expenditures				
Personal Services	-	-	-	230,885
Services	222,218	196,310	276,700	64,150
Operating Supplies	132,671	138,689	179,215	167,850
Other Cost	94,571	98,651	-	-
Aquatic Fund Expenditures	449,460	433,650	455,915	462,885
Summary - All Funds				
Revenue				
Property Taxes	2,853,424	3,027,631	3,473,840	3,540,000
Other Taxes	6,722,966	7,003,825	5,748,400	6,472,300
Licenses & Permits	519,316	599,329	558,550	562,350
Charges for Service	8,312,969	8,933,284	8,607,536	8,256,310
Fines and Forfeits	209,762	228,945	215,050	216,550
Miscellaneous	3,395,188	4,590,575	7,327,393	10,156,945
Total Revenue	22,013,625	24,383,589	25,930,769	29,204,455
Appropriated Expenditures				
Personal Services	7,525,736	7,377,201	7,948,800	8,047,566
Services	3,222,725	6,440,296	3,952,953	4,866,600
Operating Supplies	2,345,028	2,393,492	2,681,400	2,935,024
Transfers out	281,400	76,279	452,233	1,219,596
Debt Service	1,847,025	1,425,708	4,441,717	4,041,968
Capital Projects	3,300,665	2,303,767	5,598,281	7,156,901
Contingency	-	-	100,000	100,000
Other Cost	3,616,089	3,870,549	755,385	836,800
Total Expenditures	22,138,668	23,887,292	25,930,769	29,204,455

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The chart shown on the following page “The combined statement of budgeted revenues, expenditures and changes in fund balance” depicts which funds will utilize reserves in FY 2020.

The Funds that are utilizing an appropriation of fund balance or retained earnings for FY 2020 operations are:

- General Fund: \$1,185,628 - FY 2019 surplus to pay for marketing, one time purchases, capital cost (SHRIMP project and Marina) and debt retirement.
- LMIG Fund: \$119,940 – FY 2019 grant funds to pay for road improvements.
- C & V Fund: \$4,980 – FY 2019 surplus to pay for marketing.
- SPLOST Funds \$2,403,000 – FY 2019 surplus to pay for capital cost.
- Solid Waste: \$68,625 – reserves to pay for the small equipment capital cost.



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All Government Types in FY 2020

Combined Statement of Budgeted Revenues, Expenditures and Changes in Fund Balance

	General Fund	Multi-Grant Fund	C & V Bureau Fund	Hotel/Motel Fund	TAD Fund	SPLOST Fund	LMFG FUND	Water/Sewer Fund	Solid Waste Fund	Aquatic Fund	Total
Resources											
Revenues											
Property Taxes	\$ 3,540,000	\$ 0	\$ 0	\$ 0	\$ 35,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,575,000
Sales Taxes	1,825,000	0	0	0	0	0	0	0	0	0	1,825,000
SPLOST	0	0	0	0	0	1,500,500	0	0	0	0	1,500,500
Excise Tax	3,071,300	0	0	145,200	0	0	0	0	0	0	3,216,500
Occp Tax/ Alcohol/Lic	245,350	0	0	0	0	0	0	0	0	0	245,350
Inspections & Permits	287,000	0	0	0	0	0	0	0	0	0	287,000
Service Charges	123,795	0	0	0	0	0	0	299,780	0	462,885	886,460
Fines & Forfeitures	216,550	0	0	0	25	0	220,000	615,759	46,500	0	2,755,313
Other/Misc. Revenue	1,470,396	392,333	10,300	0	0	0	0	2,895,000	0	0	2,895,000
Water Charges	0	0	0	0	0	0	0	2,783,000	0	0	2,783,000
Sewer Charges	0	0	0	0	0	0	0	557,500	0	0	557,500
Cap. Recovery Fees	0	0	0	0	0	0	0	0	1,160,600	0	1,160,600
Refuse Charges	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	\$ 10,779,391	\$ 392,333	\$ 10,300	\$ 145,200	\$ 35,025	\$ 1,500,500	\$ 220,000	\$ 7,151,039	\$ 1,207,100	\$ 462,885	\$ 21,903,773
Operating Transfers In											
General Fund	\$ 0	\$ 0	28,350	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 28,350
Multi Grant	1,191,246	0	0	0	0	0	0	0	0	0	\$ 1,191,246
SPLOST	0	0	0	0	0	0	0	1,500,000	0	0	\$ 1,500,000
Hotel/Motel Tax	0	0	145,200	0	0	0	0	0	0	0	145,200
Total Transfers In	\$ 1,191,246	\$ 0	\$ 173,550	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,500,000	\$ 0	\$ 0	\$ 2,864,796
TOTAL RESOURCES	\$ 11,970,637	\$ 392,333	\$ 183,850	\$ 145,200	\$ 35,025	\$ 1,500,500	\$ 220,000	\$ 8,651,039	\$ 1,207,100	\$ 462,885	\$ 24,768,569
Uses											
Expenditures											
General Government	\$ 2,066,040	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,403,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,469,540
Public Safety	4,999,319	0	0	0	0	0	0	0	0	0	4,999,319
Public Works	4,210,183	0	0	0	0	0	339,940	0	0	0	4,550,123
Community Development	1,130,513	0	0	0	0	0	0	0	0	0	1,130,513
Other Services	721,860	0	188,830	0	35,025	0	0	0	0	0	945,715
Sewer	0	0	0	0	0	0	0	3,230,725	0	0	3,230,725
Water	0	0	0	0	0	0	0	1,847,721	0	0	1,847,721
Water/Sewer Debt Svc	0	0	0	0	0	0	0	3,572,593	0	0	3,572,593
Solid Waste	0	0	0	0	0	0	0	1,275,725	0	0	1,275,725
Recreation	0	0	0	0	0	0	0	0	0	0	0
Total Expenditures	\$ 13,127,915	\$ 0	\$ 188,830	\$ 0	\$ 35,025	\$ 2,403,500	\$ 339,940	\$ 8,651,039	\$ 1,275,725	\$ 462,885	\$ 26,484,859
Operating Transfers Out											
General Fund	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Multi Grant	0	392,333	0	0	0	0	0	0	0	0	\$ 392,333
Water Sewer	0	0	0	0	0	1,500,000	0	0	0	0	\$ 1,500,000
C & V Bureau	28,350	0	0	145,200	0	0	0	0	0	0	173,550
Total Transfers Out	\$ 28,350	\$ 392,333	\$ 0	\$ 145,200	\$ -	\$ 1,500,000	\$ -	\$ 0	\$ 0	\$ 0	\$ 2,065,883
TOTAL USES	\$ 13,156,265	\$ 392,333	\$ 188,830	\$ 145,200	\$ 35,025	\$ 3,903,500	\$ 339,940	\$ 8,651,039	\$ 1,275,725	\$ 462,885	\$ 28,550,742
Net Resources	\$ (1,185,628)	\$ 0	\$ (4,980)	\$ -	\$ 8,648	\$ (2,403,000)	\$ (119,940)	\$ -	\$ (868,625)	\$ 0	\$ (3,782,173)
Projected Beg. Fund Balance	\$ 4,527,747	\$ 406,443	\$ 57,191	\$ -	\$ -	\$ 2,711,238	\$ 638,074	\$ 39,211,632	\$ 537,296	\$ 1,449,100	\$ 38,116,991
Ending Fund Balance	\$ 3,342,119	\$ 406,443	\$ 52,211	\$ -	\$ 8,648	\$ 308,238	\$ 518,134	\$ 39,211,632	\$ 468,671	\$ 1,449,100	\$ 34,334,818

Combined Statement of Revenue, Expenditures, and Change in Fund Balance

General Fund

The General Fund is the primary operating fund for the City. This is a major governmental fund and accounts for all financial resources of the general government, except those accounted for in specific funds. The “Transfers In” represents transfers from the Multi-Grant Fund for a grant to improve the City’s downtown and to build a city marina. The “Transfers Out” includes transfers to Special Revenue Tourism Fund to assist with operations.

Multi-Grant Fund

The Multi-Grant Fund is used to account for all City grants. The City has been awarded the Section 319 grant for the SHRIMP project in the downtown area, and, the City has been awarded a boating infrastructure grant to build a city marina.

Tax Allocation District

The Tax Allocation District Fund is used to account for ad valorem tax within a specified district. The tax allocation district is for Historic & Industrial redevelopment.

Special Revenue Hotel/Motel

The St. Marys Convention and Visitors Bureau (Special Revenue - Tourism Fund) was created for promoting tourism in the City of St. Marys. The City of St. Marys collects the hotel/motel tax at a rate of 6%. At this time, all funds are turned over to the St. Marys Convention and Visitors Bureau.

Special Purpose Local Option Sales Tax Fund

The Special Purpose Local Option Sales Tax (SPLOST) is a 1% sales tax voted in by citizens for capital projects. Currently available in St. Marys is SPLOST VII, and SPLOST VIII collections. SPLOST VII collections will begin in FY 2020. These funds are slated for the capital improvements of qualifying projects such as roadways, walkways, storm drainage, traffic signals, sewer projects, water projects, debt retirement, equipment, and government facilities.

LMIG Fund

The (LMIG) Georgia Department of Transportation for Local Maintenance Improvement Grant is a grant for road projects.

Water and Sewer Enterprise Fund

The Water and Sewer Enterprise Fund is for the operations of water distribution, for sewer collection systems and other activities that support these functions.

Solid Waste Fund

The Solid Waste Fund accounts for the operations of the trash and recycling collection system and other activities that support this function.

Aquatic Center Fund

The Aquatic Center Fund accounts for the operations of a small scale water park.

“Pooch Plunge”



FY 2020 Fund Balance Summary

	Beginning FY 2019 Fund Balance	Anticipated Revenues	Anticipated Expense	Projected Change in Fund Balance	Estimated Ending FY 2020 Fund Balance
<u>Governmental Funds</u>					
General	\$ 4,527,747	\$ 11,970,637	\$ 13,156,265	\$ (1,185,628)	\$ 3,342,119
Multi-Grant	\$ 406,443	\$ 392,333	\$ 392,333	\$ -	\$ 406,443
TAD	\$ -	\$ 35,025	\$ 35,025	\$ -	\$ -
LMIG Fund	\$ 638,074	\$ 220,000	\$ 339,940	\$ (119,940)	\$ 518,134
C & V Bureau	\$ 57,191	\$ 183,850	\$ 188,830	\$ (4,980)	\$ 52,211
Hotel/Motel	\$ -	\$ 145,200	\$ 145,200	\$ -	\$ -
SPLOST	\$ 2,711,238	\$ 1,500,500	\$ 3,903,500	\$ (2,403,000)	\$ 308,238
Governmental Funds Total	\$ 8,340,693	\$ 14,447,545	\$ 18,161,093	\$ (3,713,548)	\$ 4,627,145

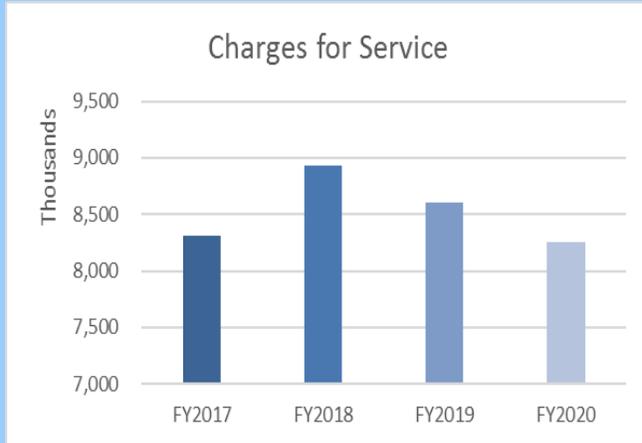
The Governmental Funds that are utilizing an appropriation of fund balance for FY 2020 operations are:

- General Fund: \$1,185,628 - FY 2019 surplus to pay for marketing, one time purchases, capital cost (SHRIMP project and Marina) and debt retirement.
- LMIG Fund: \$119,940 – FY 2019 grant funds to pay for road improvements.
- C & V Fund: \$4,980 – FY 2019 surplus to pay for marketing.

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Revenue Analysis

Charges for Services



This revenue source includes revenues generated for services such as water and sewer, solid waste, tourism, and recreation.

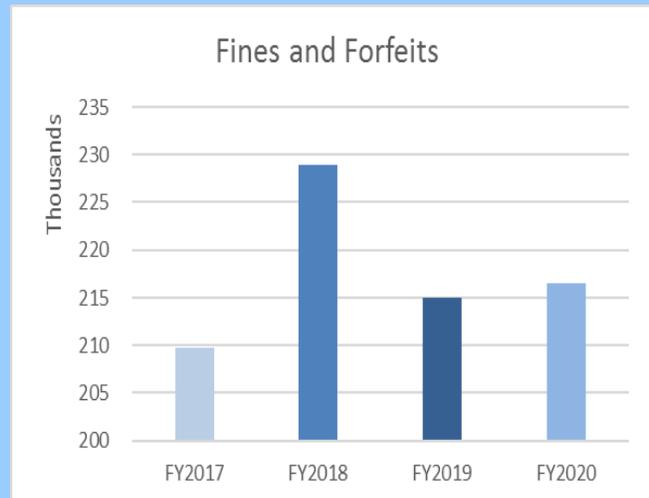
Assumptions: The charges for services have decreased in FY 2020 over FY 2019, mainly in water and sewer fees due to a drop in construction fees. The water and sewer charges are billed on a tiered rate structure to encourage conservation. This category of fees also includes construction fees, solid waste

collections, tourism, and recreation.

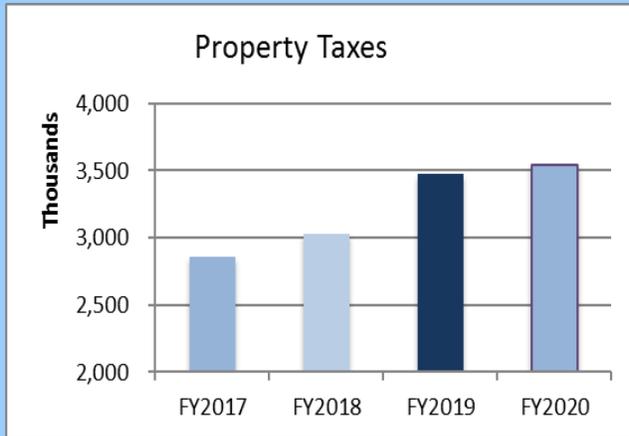
Fines and Forfeitures

Traffic fines and citation fees collected by the Municipal Court constitute this category of revenue.

Assumptions: There are several vacant positions within the police department, as it is across the country. The City believes this will have a direct effect on the collection of fines and forfeitures. However, a slight increase was budgeted in fines and collections for the FY 2020 budget based on collection rate in FY 2019.



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Property Taxes

This category of revenue includes real estate, and personal property taxes levied on the residential and commercial property to support the General Fund.

Assumptions: The City of St. Marys has budgeted to maintain the rollback millage rate for the General Fund. In FY 2019, the City digest saw an increase in reassessments and

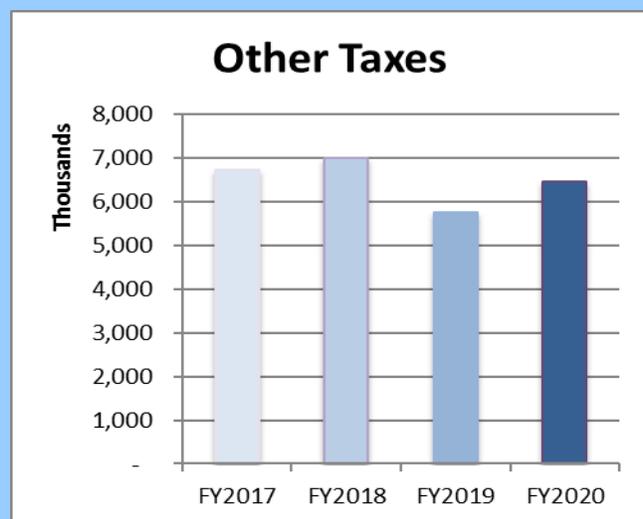
adopted a millage rate of 6.5 mills. In FY 2020 budget, the city addressed safety concerns of our public safety and other matters within the city. Therefore, an increase was budgeted for the collection of taxes.

Other Taxes

This category of revenue includes franchise fees, state insurance premium tax, alcoholic beverage excise tax, 1% sales tax (LOST & SPLOST) and real estate transfer tax.

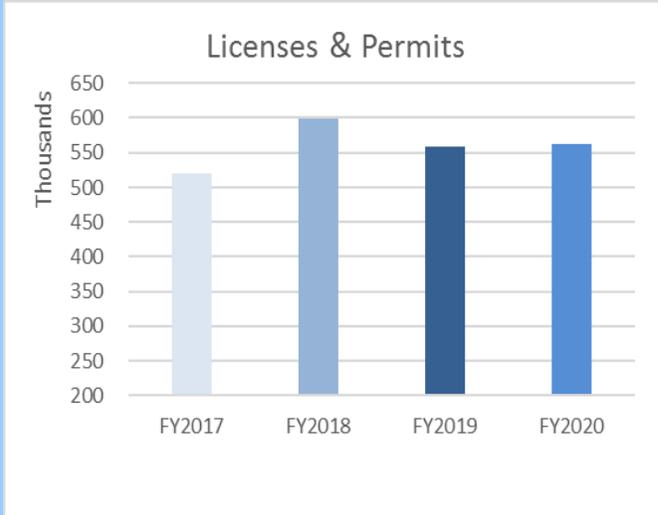
Assumptions: Franchise fees are expected to increase slightly in FY 2020. The City saw an increase in the Georgia Power Company franchise fees. Insurance premium tax has shown a slight increase in the last few years. LOST (Local Option Sales Tax) has leveled out in the previous year. Therefore, the collection amount for FY 2020 has been

increased to be in line with collections over the last several years. SPLOST VIII collections will begin in FY 2020. The City will be able to get a portion of the SPLOST collections on a yearly basis after a specific portion is retained by the County for Tier II projects. The funds will be used for bond debt retirement.



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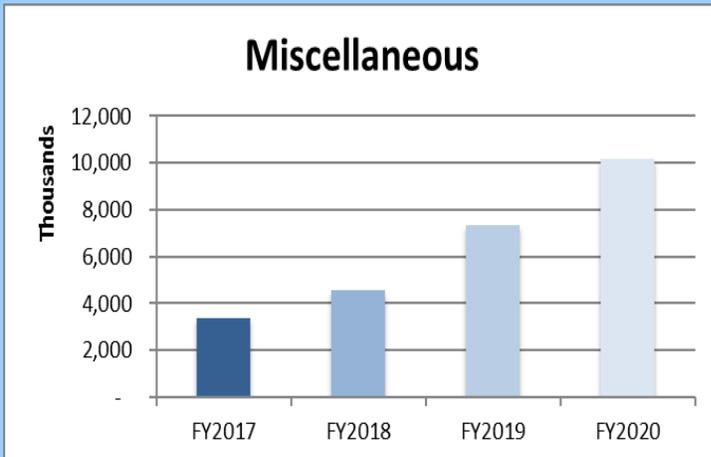
Licenses and Permits



This category of revenue includes business and occupation licenses and construction permits.

Assumptions: The City saw the building revenue level out over the past year. A slight increase has been projected in building permits to reflect the growth anticipated by the developer that have reached out to the City. Other revenues in this category that were budgeted are consistent with FY 2019 beer/wine licenses, business licenses, zoning fees, and sign permits.

Miscellaneous Revenue



This category includes a wide variety of revenue sources throughout all funds such as donations, rental income, interest income, proceeds from inventory and fixed assets sales, and miscellaneous receipts.

Assumptions: The most significant portion of this category is the use of fund equity from the General Fund. Next is the transfer to water/sewer

(\$1.5M) from SPLOST VII for debt retirement coupled with the LMIG grant, water/sewer, and SPLOST VII funds to cover the capital cost in FY 2020. Other miscellaneous revenues include rental income from the U.S. Coast Guard and various rentals of City facilities which have remained stable over the past several years. This is due to the lease the City has with the United States Coast Guard which shares a facility with our Police Department. Overall, this category of revenue is inconsistent in nature. Many of the revenues occur randomly and are not likely to be included in the adopted budget. Therefore, all miscellaneous sources are budgeted based on the trends of recent years.

Revenue Summary

The City of St. Marys revenue is derived from five basic categories, which are charges for services, taxes, other taxes, licenses and permits, fines and forfeitures, and miscellaneous revenues.

General Fund

The General Fund differs from the other funds because it has a variety of revenue sources where increases and decreases can be seen across all the categories.

Property tax collections provide revenue for the General Fund for maintenance and operations. The millage rate is slated at the same level as adopted in FY 2019. Property taxes account for 26.91% of the General Fund revenue. Other taxes, which consist of insurance premium

tax, franchise taxes, mobile home tax, real estate tax, local options sales tax, and other miscellaneous taxes, make up 23.34% of the General Fund revenue.

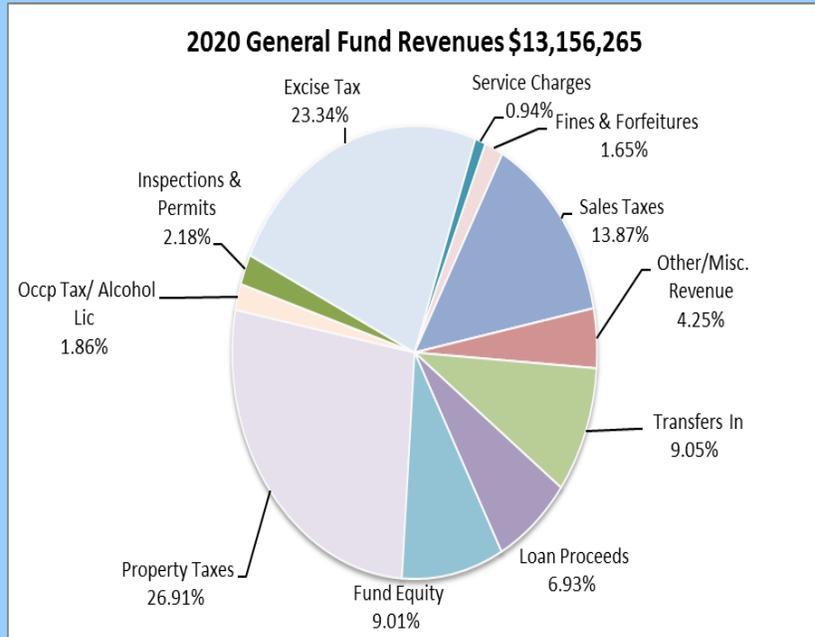
At the end of FY 2019, licenses and fees were at the budgeted amount due. The City has met with various developers on the anticipated building to begin in this fiscal year. Therefore, the FY 2020 amount has been increased slightly due to this planned building.

Traffic fines and citation fees are estimated to increase slightly based on collections in FY 2019.

It is expected that the electric, gas, cable, telephone fees, and insurance premium tax will increase slightly in FY 2020. The LOST (Local Option Sales Tax) will increase in FY 2020 based on collections in FY 2018 and the first several quarters of FY 2019.

Charges for services have increased slightly due to cemetery plot sales and copies sold.

Miscellaneous revenue (other revenue) has increased slightly due to rental income. The City has budgeted for loan proceeds this fiscal year to buy much-needed equipment.



Multi-Grant Fund

The Multi-Grant revenue has increased by FY 2020. The City has received a Section 319 grant for its downtown and a Boating Infrastructure Grant that will be used to build a city marina. These funds are reserved for specific purposes.

Special Revenue Hotel/Motel

The Convention and Visitors Bureau had seen the effects of the downturn in the economy. However, it has seen an increase in traffic in the last year. Therefore, it is anticipated that the level of revenue generated from the Hotel/Motel tax will increase in FY 2020.

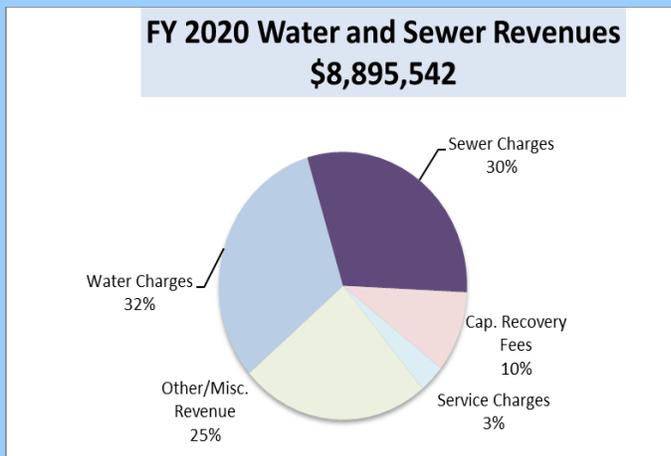
Special Purpose Local Option Sales Tax Fund

SPLOST VIII was voted in the spring of FY 2019. The revenue for the City's SPLOST VIII funds has been budgeted at an increase over the prior year. The increase is due to excellent negotiating of the City. Usually, the County would maintain all collections until funding was reached to pay for Tier II projects.

LMIG Capital Projects Fund

The revenues for the LMIG are from the Georgia Department of Transportation for Local Maintenance Improvement Grant, which is allocated strictly for road projects.

Water and Sewer Enterprise Fund



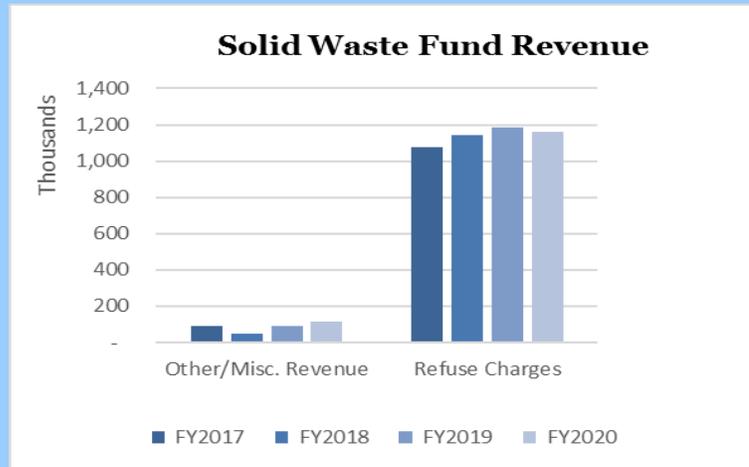
Water and Sewer revenues are projected to decrease due to a reduction in grant and loan revenues that were budgeted in FY 2019. The user fees have remained consistent over the past several years.

Charges for services comprise the majority of the revenue in the Water and Sewer Fund at 62% for FY 2020. Sewer charges account for 30%, and water charges account for 32% of revenue.

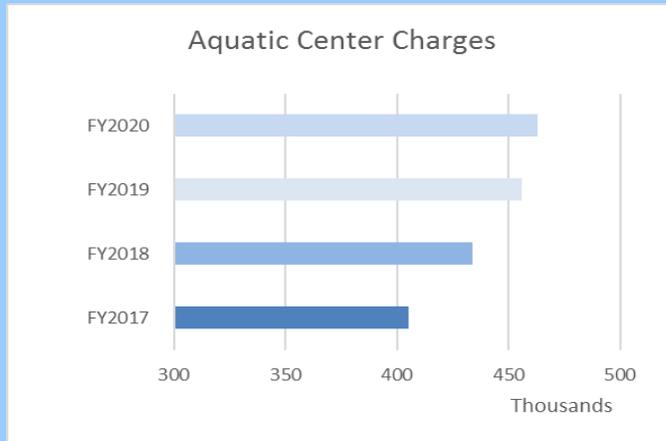
Revenue Summary Continued

Solid Waste Fund

The Solid Waste Fund accounts for the operations of trash, recycling, and other activities that support this function. The primary sources of revenues are charges for services. The costs for services are budgeted to remain consistent with prior year.



Aquatic Center Fund



The Aquatic Center Fund accounts for the operation of a small-scale water park that provides enjoyment for young and old from many surrounding counties. The revenue for the Aquatic Center increased in FY 2019 and is slated to grow again in FY 2020 due to higher usage of the water park. We believe this is an excellent destination for day trips.

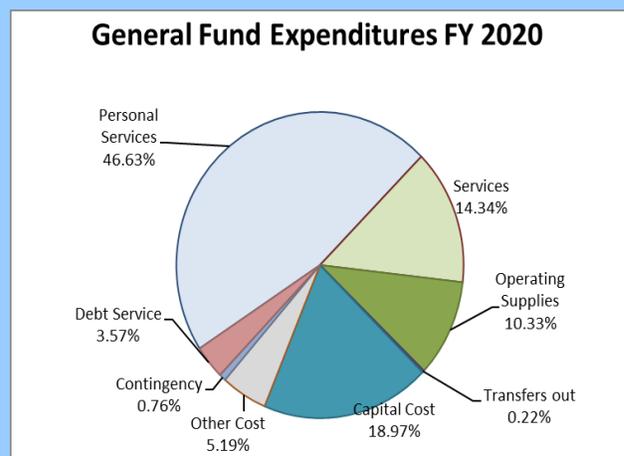
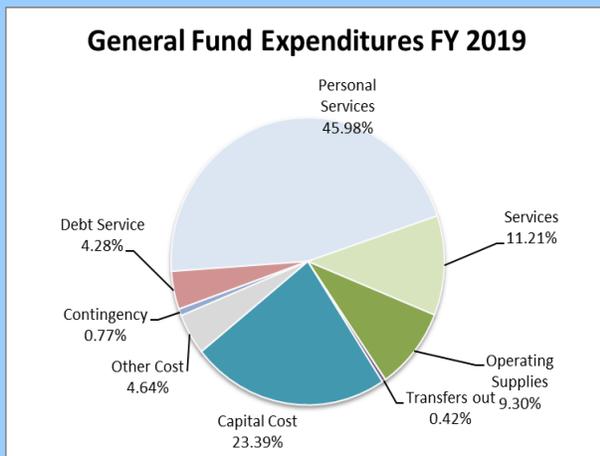
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Expenditure Summary

The City of St. Marys' expenditure budget is conservative across the board for all funds. With the continued flat economy, the City made careful considerations for all areas to ensure that the level of service its' citizens deserve is still provided.

General Fund

The total FY 2020 Expenditure Budget for the General Fund increased approximately 1.1% over the FY 2019 Budget. The major increase was for the major project approved for approximately \$2.1 million. Most other expenditures remained consistent with last year. The graph below displays the distribution of funds by function for FY 2019 and FY 2020. The Operating Budget is a balanced budget that conforms to state law.



Multi-Grant Fund

The Multi-Grant Fund is used to account for all City grants. The City has a Section 319 grant and a Boating Infrastructure grant budgeted in FY 2020. These funds are reserved for specific purposes that aid in providing "Quality of Life" for St. Marys citizens.

Special Revenue Hotel/Motel

The St. Marys Convention and Visitors Bureau (Special Revenue - Tourism Fund) was created for the purpose of promoting tourism in the City of St. Marys. The City of St. Marys collects the hotel/motel tax at a rate of 6%. At this time, all funds are turned over to the St. Marys Convention and Visitors Bureau. The slight increase in the tourism budget over last year is due to a cooperative effort of marketing the City.

Expenditure Summary Continued

Special Purpose Local Option Sales Tax Fund

The Special Purpose Local Option Sales Tax (SPLOST) is a 1% sales tax voted in by citizens for the purpose of capital projects. The SPLOST VII funds are slated for the capital improvements of qualifying projects such as roadways, walkways, storm drainage, traffic signals, sewer, equipment, and government facilities. SPLOST VIII collections are slated to pay on sewer bond debt.

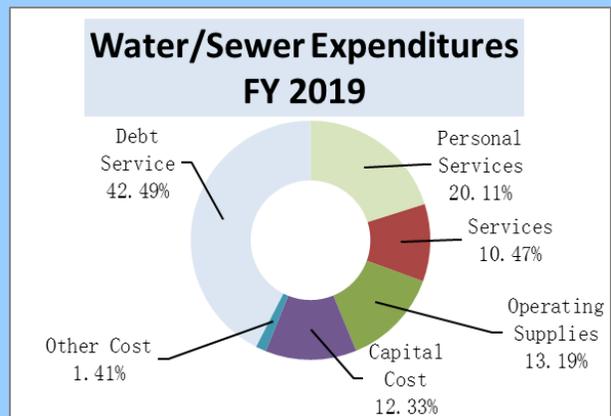
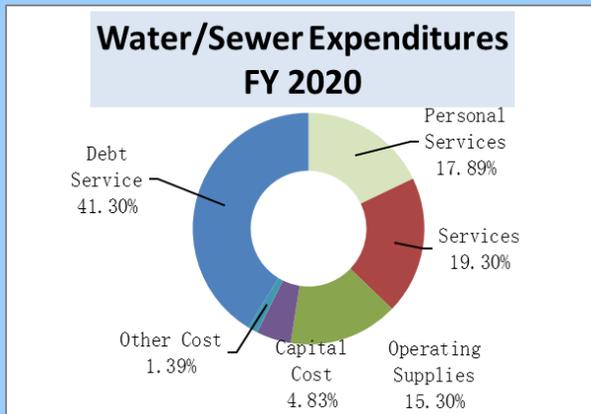
LMIG Capital Projects Fund

The expense for the LMIG (Local Maintenance Improvement Grant) is from the Georgia Department of Transportation, which is allocated strictly for road projects.

Water and Sewer Fund

The total FY 2020 expenditures decreased by approximately 5.4% over the last year. The decrease is due to a reduction in salaries and benefits. The city outsourced the running of its wastewater treatment plant. Also, debt service decreased due to the payoff of its 1992 bond.

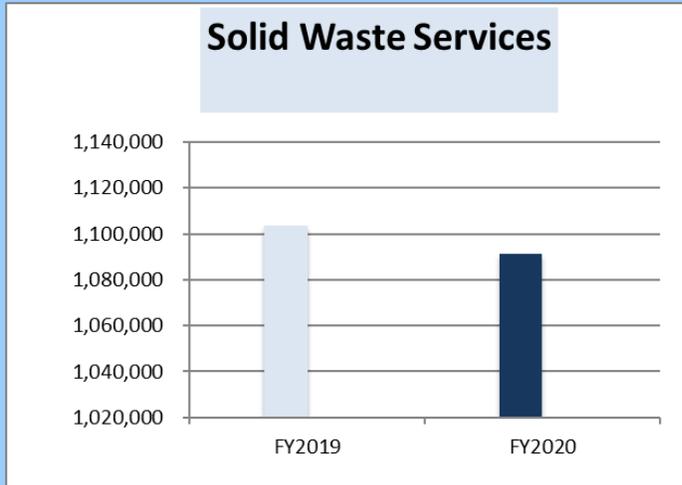
Also, SPLOST VII was voted in by citizens to help provide for debt expense, and other capital infrastructure needs this year. By using SPLOST funds, the City will be able to alleviate passing the cost on to its citizens.



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Expenditure Summary Continued

Solid Waste Fund



The Operating Budget for the Solid Waste Fund increased by .3%.

The City will install new trash and recycling containers in the downtown area. All other cost remained consistent with FY 2019.

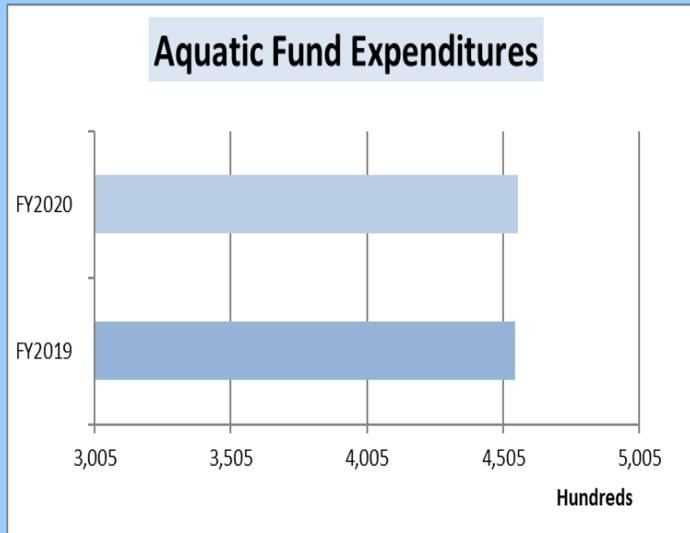
The Operating Budget is not a requirement of state law; however, it is a balanced budget that serves as a management tool.

Aquatic Center Fund

The Operating Budget for the Aquatic Center Fund represents a slight increase in expenditures from the previous year of .2%. This is due to the increase in usage and the number of retail items that are purchased that will be recouped in revenue.

The Operating Budget is not a requirement of state law; however, it is a balanced budget that serves as a management tool.

The employees were contracted out in the past; however, the city has taken back over employees and benefits in FY 2020.



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Aggregate Debt Service

The City of St. Marys currently has debt outstanding, which includes GEFA loans, Financial Institution loans, and revenue bonds.

General Government

Long-Term Debt – The City of St. Marys authorizes the issuance of debt financing, which is used to provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues. As of June 30, 2019, the City’s governmental activities issued new debt for capital needs. The City plans to issue additional debt in FY 2020.

Limitations on City Debt

The Constitution of the State of Georgia provides that the City may not incur long-term obligations, payable out of general property taxes without the approval of a majority of qualified voters of the City, voting at an election called to approve the obligations. In addition, under the Constitution of the State of Georgia, the City may not incur long-term obligations payable out of general property taxes in excess of ten percent of the assessed value of all taxable property within the City. Proceeds of long-term debt will not be used for current, ongoing obligations. According to the 2018 tax digest, the assessed value of taxable property in St. Marys was \$595,747,769. St. Marys’ long-term obligations payable could not exceed \$57,502,233 (or 10% of the assessed value).

Gross Tax Digest.....	\$ 595,747,769
Less M & O Exemptions.....	\$ (20,725,441)
Net M & O.....	\$ 575,022,328
Debt Limit (10% of Net M & O).....	\$ 57,502,233
Less Amount of Debt Outstanding.....	
Bonds, Applicable to Debt Limit.....	\$ 36,075,000
Legal Debt Margin.....	\$ 21,427,233

HISTORIC CHARACTER: Along with St. Marys’ beautiful waterfront and small-town atmosphere, the community admires the palpable sense of history alive in St. Marys. Participants in public input sessions identified historic resources such as Orange Hall, Oak Grove Cemetery, the Washington Pump, and St. Marys’ historic inns and bed and breakfasts as priceless assets. While the community values St. Marys’ historic architecture, the colossal live oaks lining the city’s streets were continually mentioned as the community’s favorite historical resource.

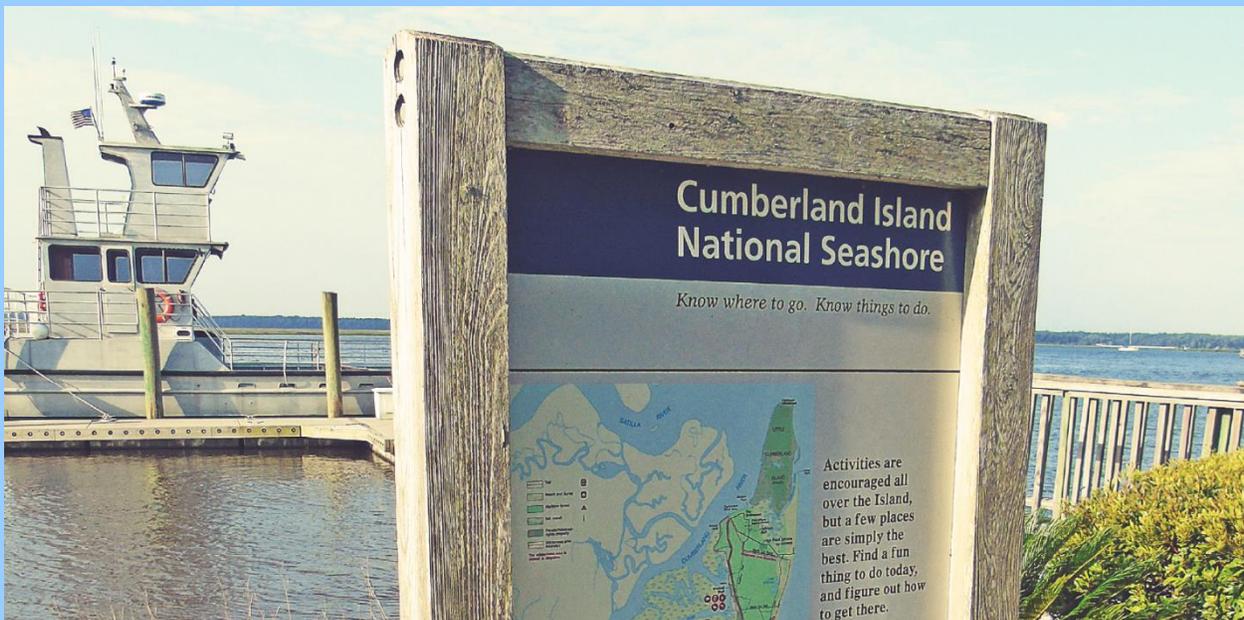
Enterprise Funds

The City of St. Marys authorizes the issuance of debt financing which is used to provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

During the year 1992, the City issued revenue bonds for the purpose of refunding and providing for payment and redemption of certain refundable, outstanding St. Marys Water and Sewer Capital Improvement and Refunding Revenue Bonds, Series 1988. The principal amount of the bonds was \$4,770,000. The bonds were dated November 1, 1992. The Revenue Bonds were issued for infrastructure and are backed by user fees. It was paid in full in FY 2019.

The City issued 2007 Series Bonds through the Camden County Public Service Authority on December 20, 2007, in the amount of \$43,695,000. The Bonds were variable rate demand revenue bonds. The bonds were issued for the expansion of the Point Peter Waste Water Plant. On September 30, 2010, the City refunded the Series 2007 Bonds, through the Camden County Public Service Authority, with Series 2010 Bonds. The 2010 Series Bond encompassed the refinancing of two GEFA loans (97-L97-WS and 98-L46-WJ). The 2010 bonds were refinanced on June 1, 2017, to lower the interest rate. The 2017 bond principal balance was \$38,270,000. The principal balance on June 30, 2019, was \$36,075,000.

The City currently has 3 outstanding GEFA loans which are being used to provide needed capital equipment and infrastructure improvements. Below is an all-inclusive list of the City's debt.



AGGREGATE DEBT SERVICE

General Fund									
Original Loan Maturities for F/Y/E June 30	BB&T - FIRE #1504-00002 (GF)		BB&T - POLICE #1504-00005 (GF)		BB&T - FIRE #1504-00006 (GF)		BB&T - EXECUTIVE #1504-00005 (GF)		
	\$ 1,020,000		\$ 36,321		\$ 356,488		\$ 28,000		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2020	\$ 145,209	\$ 14,026	\$ 12,498	\$ 234	\$ 88,377	\$ 5,989	\$ 9,616	\$ 180	
2021	\$ 149,134	\$ 10,101			\$ 91,174	\$ 3,741			
2022	\$ 153,165	\$ 6,070			\$ 70,269	\$ 917			
2023	\$ 144,035	\$ 1,930							
2024									
2025									
2026									
2027									
2028									
2029									
2030									
2031									
2032									
2033									
	\$ 591,543	\$ 32,127	\$ 12,498	\$ 234	\$ 249,820	\$ 10,646	\$ 9,616	\$ 180	

BB&T - PUBLIC WORKS		BB&T - RADIO EQUIP		BB&T - RADIO EQUIP		BB&T - RADIO EQUIP		LEASE ONE MAGNOLIA -	
\$ 57,000		\$ 349,471		\$ 305,443		\$ 105,483		\$ 87,025	
Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
\$ 19,613	\$ 367	\$ 60,441	\$ 8,327	\$ 52,826	\$ 7,278	\$ 18,243	\$ 2,513	\$ 29,079	\$ 1,475
		\$ 67,740	\$ 7,280	\$ 59,206	\$ 6,362	\$ 20,446	\$ 2,197	\$ 27,530	\$ 470
		\$ 69,675	\$ 5,344	\$ 60,897	\$ 4,671	\$ 21,031	\$ 1,613		
		\$ 71,665	\$ 3,354	\$ 62,637	\$ 2,931	\$ 21,631	\$ 1,012		
		\$ 73,713	\$ 1,307	\$ 64,426	\$ 1,142	\$ 22,249	\$ 394		
		\$ 6,237	\$ 15	\$ 5,451	\$ 13	\$ 1,883	\$ 4		
\$ 19,613	\$ 367	\$ 349,471	\$ 25,627	\$ 305,443	\$ 22,397	\$ 105,483	\$ 7,733	\$ 56,609	\$ 1,945

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Water-Sewer Debt

Original Loan Maturities for F/Y/E June 30	BB&T - SEWER #1504-00005 (WS)		BB&T - WATER #1504-00005 (WS)		BB&T - RADIO EQUIP SEWER (WS)		BB&T - RADIO EQUIP WATER (WS)	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
	\$ 69,997		\$ 26,448		\$ 77,049		\$ 79,800	
2020	\$ 24,085	\$ 451	\$ 9,100	\$ 170	\$ 13,326	\$ 19,203	\$ 13,801	\$ 1,901
2021					\$ 14,935	\$ 1,605	\$ 15,468	\$ 1,662
2022					\$ 15,361	\$ 1,178	\$ 15,910	\$ 1,220
2023					\$ 15,800	\$ 739	\$ 16,365	\$ 766
2024					\$ 16,252	\$ 288	\$ 16,832	\$ 298
2025					\$ 1,375	\$ 3	\$ 1,424	\$ 3
2026								
2027								
2028								
2029								
2030								
2031								
2032								
2033								
2034								
2035								
2036								
2037								
2038								
	\$ 24,085	\$ 451	\$ 9,100	\$ 170	\$ 77,049	\$ 23,016	\$ 79,800	\$ 5,850

GEFA CWS-00-017P (WS)		GEFA 2010L26WQ (WS)		GEFA CW15024		2017 Bond (WS)	
Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
\$ 4,550,164		\$ 924,154		\$ 404,446		\$ 38,335,000	
\$ 296,157	\$ 37,256	\$ 39,995	\$ 26,102	\$ 18,582	\$ 3,934	\$ 1,960,000	\$ 961,653
\$ 305,101	\$ 28,313	\$ 41,545	\$ 24,552	\$ 18,786	\$ 3,730	\$ 2,550,000	\$ 899,816
\$ 314,380	\$ 19,033	\$ 43,156	\$ 22,941	\$ 18,991	\$ 3,524	\$ 2,475,000	\$ 830,974
\$ 323,930	\$ 9,484	\$ 44,829	\$ 21,268	\$ 19,199	\$ 3,316	\$ 2,400,000	\$ 764,186
\$ 139,160	\$ 1,056	\$ 46,568	\$ 19,529	\$ 19,410	\$ 3,106	\$ 2,445,000	\$ 697,810
		\$ 46,373	\$ 19,724	\$ 19,622	\$ 2,893	\$ 2,495,000	\$ 630,132
		\$ 50,269	\$ 15,828	\$ 19,837	\$ 2,678	\$ 2,545,000	\$ 561,084
		\$ 52,197	\$ 13,900	\$ 20,055	\$ 2,461	\$ 2,595,000	\$ 490,666
		\$ 54,221	\$ 11,876	\$ 20,274	\$ 2,241	\$ 2,645,000	\$ 418,878
		\$ 56,323	\$ 9,774	\$ 20,496	\$ 2,019	\$ 2,690,000	\$ 345,788
		\$ 58,507	\$ 7,590	\$ 20,721	\$ 1,795	\$ 2,745,000	\$ 271,329
		\$ 60,775	\$ 5,322	\$ 20,948	\$ 1,568	\$ 2,795,000	\$ 195,431
		\$ 63,132	\$ 2,965	\$ 21,177	\$ 1,338	\$ 2,840,000	\$ 118,231
		\$ 43,442	\$ 623	\$ 21,409	\$ 1,106	\$ 2,895,000	\$ 39,662
				\$ 21,644	\$ 872		
				\$ 21,881	\$ 635		
				\$ 22,121	\$ 395		
				\$ 22,363	\$ 153		
				\$ 1,874	\$ 2		
\$ 1,378,728	\$ 95,141	\$ 701,331	\$ 201,995	\$ 369,391	\$ 37,767	\$ 36,075,000	\$ 7,225,640



Five Year Principal and Interest

City of St. Marys Debt

Year Ending	Principal	Interest	Total
2020	\$2,810,947	\$1,091,059	\$3,902,006
2021	\$3,361,064	\$ 989,828	\$4,350,892
2022	\$3,257,836	\$ 897,485	\$4,155,321
2023	\$3,120,091	\$ 808,985	\$3,929,077
2024	\$2,843,609	\$ 724,931	\$3,568,540



Long-Range Financial Planning

St. Marys is the second oldest city in the United States. It is important to keep the historic community alive while integrating new “development” to sustain the community. In order to accomplish this task, it is important to have long-range financial planning.

Long-range financial planning to retain sustainability is a critical component of the City’s success. This year, the City put together a three (3) year forecast for its major funds – General Fund, Water/Sewer, and Solid Waste. This plan is a tool to assist management in the planning and allocation of resources. The plan ensures the City is fiscally responsible in decision making while providing quality of life for its citizens.

The quality of life aspects include:

- A safe and secure community.
- An environmentally sensitive community.
- An aesthetically pleasing community.
- A community which supports and recognizes the importance of diverse recreational, social and cultural activities and events.
- A community which is hospitable, supportive, friendly, caring and encourages a sense of community.
- A community which fosters prosperity.

It is important to ensure that recurring revenues and expenses are aligned. Council made the hard decision this year to increase the millage rate to help provide needed tax revenues to pay for debt service in the General Fund. For FY 2020 and future years, the additional taxes will ensure the City will be able to purchase equipment and provided infrastructure to ensure the quality of life aspects are met. The City has completed three tax lien sales. This will be an ongoing event once a year to ensure revenues are available to support the needs of the City.

In the Water/Sewer Fund, Special Purpose Local Option Sales Tax (SPLOST) is being used for debt retirement in order to hold the water/sewer rates at current levels. Reserves have been allocated for some major purchases and upgrades. In the future, the City will issue additional debt to ensure infrastructure is maintained.

Due to changes in the landfill fees and an increase in contracted service for solid waste pick up, the Solid Waste Fund increased its rates mid-year in FY 2018. Also, allocated reserves have been budgeted to pay for new trash and recycling receptacles downtown for beautification and increase recycling. The City outsources Solid Waste services. The City has no plans for capital expenditures in this fund.

Diversity in economic development is a major key to the City’s future. Bringing in businesses will supply revenues to all three funds through taxes, fees, and user fees. Along with pushing economic development, the City has set aside funds in FY 2020 and future years to market the City.

The City has finished a master plan to help guide the future. Council and Management will review this plan to ensure they are moving in the right direction for the future and to discuss allocation of resources for the next five years. From this plan, the SHRIMP project is underway and will be finished in FY 2020. Again this year, specific projects will be a top discussion at the annual Council retreat, to ensure staff is meeting the long-range planning.

Three Year Budget

Below is a three year budget for the major funds for the City which includes the General Fund, SPLOST, Water/Sewer, and Solid Waste Fund. Council and Staff have included these estimates to chart the path for the future to ensure the stability of each fund. This gives an overall view of how the City goals will fit in the budget in the future.

If the need in the future arises to make adjustments, Council and Staff will need to look at the projected budgets and make the necessary changes whether to include an increase in fees, increase in allocated fund equity, or to push a project back a year that is currently budgeted.

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**City of St. Marys
Projections**

General Fund	Budget FY 2020	Budget FY 2021	Budget FY 2022
Revenues:	11,970,637	9,680,295	9,763,467
Expenditures by Division:			
Legislative	241,238	250,508	247,105
Executive	398,922	455,984	465,039
Finance	1,050,780	1,039,234	1,044,976
IT	222,125	245,040	228,319
Human Resources	181,325	152,982	156,589
General Government Buildings	240,584	242,991	220,786
Municipal Court	177,915	171,526	170,880
Police - Public Safety	2,470,803	2,282,383	2,321,449
Fire - Public Safety	2,350,601	2,194,102	2,218,649
Public Works	1,487,039	1,335,110	1,367,316
Highway & Streets	1,106,314	910,961	914,614
Cemetery	143,195	123,631	126,473
Senior Citizens Center	148,719	154,141	158,767
Parks	1,376,246	219,827	220,782
Library	333,092	314,345	317,936
Building	143,742	153,090	157,179
Planning & Zoning	307,055	285,665	291,376
Code Enforcement	96,095	138,585	142,237
Economic Development	101,810	109,321	108,971
Special Facilities	578,665	155,829	156,316
Total Expenditures	13,156,265	10,935,255	11,035,759
Fund Equity	1,185,628	1,254,960	1,272,292

SPLOST VII	Budget FY 2020	Budget FY 2021	Budget FY 2022
Revenues:	1,500,500	1,500,000	1,500,000
Expenditures:	3,903,500	1,500,000	1,500,000
Fund Equity	2,403,000	-	-

Water/Sewer Fund	Budget FY 2020	Budget FY 2021	Budget FY 2022
Revenues:	8,651,039	8,149,182	9,009,948
Expenditures by Division:			
Sewer	3,230,725	2,781,842	3,293,838
Water	1,847,721	1,696,883	1,736,390
Debt Service	3,572,593	3,958,993	3,815,371
Total Expenditures	8,651,039	8,437,718	8,845,599
Fund Equity	-	288,536	(164,349)

Solid Waste Fund	Budget FY 2020	Budget FY 2021	Budget FY 2022
Revenues:	1,207,100	1,231,750	1,244,068
Expenditures:	1,275,725	1,220,712	1,222,854
Fund Equity	68,625	(11,039)	(21,214)

Governmental Funds

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General Fund

The General Fund is the primary operating fund for the City. This is a major governmental fund and accounts for all financial resources of the general government, with the exception of those accounted for in specific funds.

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SUMMARIZED OPERATING BUDGET FY 2020

General Fund Revenues					
	Account	Actual	Actual	Adopted Budget	Adopted Budget
	Number	FY2017	FY2018	FY2019	FY2020
Property Taxes					
Real Property-Current Year	31.1100	2,853,424	3,027,631	3,418,840	3,490,000
2012 & Prior Years Property Tax Collection	31.1200-1218	0	0	55,000	50,000
		2,853,424	3,027,631	3,473,840	3,540,000
Personal Property Taxes					
Motor Vehicle	31.1310	466,038	509,481	470,000	490,000
Mobile Home	31.1320	6,704	9,469	8,500	9,000
Railroad Tax	31.1391	3,180	0	3,200	3,800
		475,922	518,950	481,700	502,800
Real Estate Transfer Tax					
Real Estate Transfer Tax	31.1600	20,614	21,247	20,000	22,500
Recording Intangible Tax	31.1610	53,371	61,652	60,000	60,000
		73,985	82,899	80,000	82,500
Franchise Taxes					
Georgia Power	31.1710	691,077	658,959	650,000	680,000
Okefenokee Electric	31.1711	52,801	56,659	56,700	61,000
Gas Franchise	31.1730	21,929	24,001	22,500	23,000
Cable TV Franchise	31.1750	118,273	117,538	89,000	91,000
Telephone Franchise	31.1760	112,099	111,968	147,000	150,000
		996,179	969,126	965,200	1,005,000
Sales & Use Taxes					
Local Option Sales and Use	31.3100	1,753,020	1,844,924	1,775,000	1,825,000
Alcoholic Beverage Excise	31.4200	235,686	229,173	240,000	240,000
Insurance Premiums	31.6200	1,068,904	1,138,211	1,115,000	1,200,000
Financial Institutions	31.6300	44,305	41,159	41,500	41,000
		3,101,915	3,253,466	3,171,500	3,306,000
Penalties & Interest					
Penalty and Interest on Delinquent Taxes	31.9100	46,830	52,356	40,000	41,000
GTS Collection Fees	31.9900	49,563	44,689	10,000	35,000
		96,393	97,045	50,000	76,000
Licenses and Permits					
Beer & Wine License	32.1100	83,495	70,010	87,550	87,000
General Business License	32.1200	131,212	136,973	135,000	130,000
Business License Insurance	32.1220	24,150	21,000	24,000	22,000
Building Permits	32.2100	223,781	309,418	260,000	275,000
Zoning Fees	32.2210	10,708	4,894	7,500	12,000
Land Disturbing Permits	32.2211	40	639	500	3,000
Sign Permits	32.2230	4,470	3,275	3,000	1,850
Foreclosure Registry Fee	32.2990	3,600	1,800	1,000	1,500
		481,456	548,009	518,550	532,350
Regulatory Fees					
Gaming Fees	32.3200	0	810	0	0
Plan Review Fees	32.3910	37,860	50,510	40,000	30,000
		37,860	51,320	40,000	30,000

General Fund Revenues

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Intergovernmental					
GEMA Fund - Hurricane	33.1250	0	1,025,382	0	0
		0	1,025,382	0	0
Charges for Services					
Copies Sold - Admin	34.1700	15,941	12,422	12,000	10,000
Copies Sold - Police Dept	34.1705	4,401	4,952	5,000	5,000
Copies Sold - Library	34.1710	4,315	4,335	4,500	3,000
Copies Sold - Planning & Building	34.1715	80	5	50	75
Qualifying Fees	34.1910	1,422	0	1,500	0
Special Fire Hazmat Services	34.2200	993	1,451	500	500
NSF Fees	34.4212	30	0	120	120
		27,182	23,165	23,670	18,695
Culture & Recreation					
Retail Sales - Orange Hall	34.7200	370	88	0	50
Tours - Orange Hall	34.7205	5,312	0	0	0
Program Income - Senior Center	34.7500	5,890	4,543	4,000	1,500
		11,572	4,631	4,000	1,550
Other Charges for Services					
Cemetery Fees	34.9100	43,105	64,208	50,000	70,000
Administrative Fees - Tourism	34.9900	3,600	3,300	3,600	3,600
Administrative Fees - CC Fees	34.9920	864	858	2,000	1,500
		47,569	68,366	55,600	75,100
Fines & Forfeitures					
Court Fines Base	35.1170	145,371	159,289	150,000	150,000
Court Fines Fees	35.1171	44,649	48,773	45,000	45,000
Court Fines - DUI Victims	35.1172	4,172	5,208	4,750	4,750
Brain & Spinal Fund	35.1178	3,109	3,335	2,500	2,500
Probation Fees	35.1179	928	1,083	1,000	1,000
Traffic Citation Fees	35.1180	6,710	6,273	6,500	6,500
Library Fines/Collections	35.1300	4,564	4,834	5,150	5,150
Penalty/Late Charge - Police	35.1400	0	25	50	50
Court Contempt Fees	35.1402	259	125	100	100
City Ordinance Violation Fees	35.1407	0	0	0	1,500
		209,762	228,945	215,050	216,550
Investment Income					
Interest Earned	36.1000	5,034	5,463	5,200	5,400
		5,034	5,463	5,200	5,400
Contributions & Donations					
Orange Hall Donations	37.20	2,351	1,011	100	100
		2,351	1,011	100	100
Miscellaneous					
Fund Equity	38.0001	0	0	1,300,042	1,185,628
Rental Income	38.1000	356,082	373,707	370,000	325,000
Special Events Rental	38.1010	9,110	3,000	2,000	4,000
Insurance Reimbursement	38.3010	0	1,215,812	0	0
Miscellaneous Income	38.9010	154,231	178,588	50,000	60,065
Georgia Power Fees	38.9013	0	23	0	0
Dilapidated Structures	38.9017	0	0	0	5,000
Shared Services - Board of Education	38.9028	21,528	22,479	42,000	42,000
Shared Services - Hospital Authority	38.9032	30,000	30,000	30,000	35,000
		570,951	1,823,609	1,794,042	1,656,693

General Fund Revenues

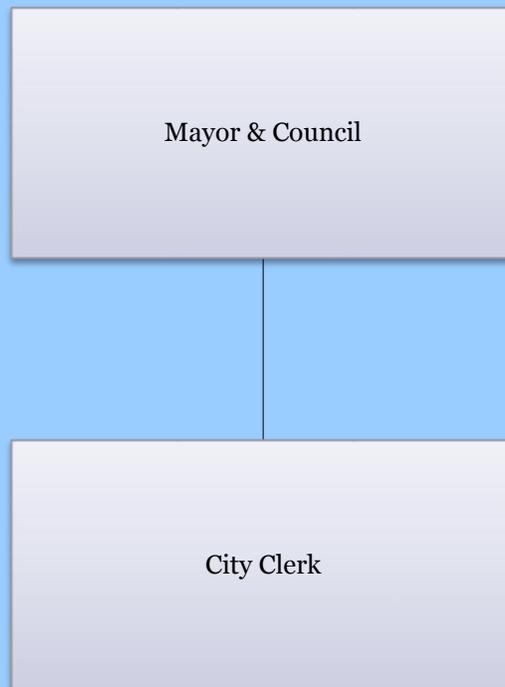
	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Interfund Transfers					
Operating Transfer In Multi Grant	39.1200	261,385	26,218	397,133	1,191,246
Operating Transfer In LMIG	39.1201	0	0	425,179	0
		261,385	26,218	822,312	1,191,246
Other Proceeds					
Sale of City Property	39.2200	0	16,851	6,000	10,000
Loan Proceeds	39.3010	121,321	443,513	1,312,562	906,281
		121,321	460,364	1,318,562	916,281
Total Revenues		9,374,261	12,215,598	13,019,326	13,156,265

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General Fund Expenditures

	Actual FY2017	Actual FY2018	Budget FY2019	Adopted FY2020
General Government				
Legislative	\$ 338,101	\$ 236,366	\$ 252,276	\$ 241,238
Executive	365,274	286,018	\$ 359,792	\$ 398,922
Finance	870,971	1,133,665	\$ 982,368	\$ 1,050,780
Information Technology	165,707	228,123	\$ 252,109	\$ 222,125
Human Resources	146,310	137,844	\$ 140,310	\$ 181,325
Total General Government	<u>1,886,363</u>	<u>2,022,016</u>	<u>1,986,855</u>	<u>2,094,390</u>
Public Safety				
Municipal Court	187,874	188,375	178,475	177,915
Police	2,241,333	2,194,263	2,751,748	2,470,803
Fire	1,809,492	2,199,507	2,336,397	2,350,601
Total Public Safety	<u>4,238,699</u>	<u>4,582,145</u>	<u>5,266,620</u>	<u>4,999,319</u>
Public Works				
Public Works Administration	1,275,308	1,164,923	1,437,404	1,487,039
General Governmental Buildings	182,655	3,149,135	221,630	240,584
Parks	170,285	76,947	72,800	1,376,246
Highway and Streets	796,605	612,833	2,203,940	1,106,314
Total Public Works	<u>2,424,853</u>	<u>5,003,838</u>	<u>3,935,774</u>	<u>4,210,183</u>
Community Development				
Library	290,156	285,077	310,436	333,092
Senior Citizens Center	145,039	135,138	131,210	148,719
Building	116,597	120,228	145,255	143,742
Planning & Zoning	210,244	230,138	273,581	307,055
Code Enforcement	57,751	43,139	72,780	96,095
Economic Projects	-	-	102,320	-
Economic Development	102,504	84,626	97,610	101,810
Total Community Development	<u>922,291</u>	<u>898,346</u>	<u>1,133,192</u>	<u>1,130,513</u>
Other Services				
Airport	6,685	29,329	-	-
Cemetery	109,087	95,165	114,185	143,195
Special Facilities	47,894	73,974	567,165	578,665
Total Other Services	<u>163,666</u>	<u>198,468</u>	<u>681,350</u>	<u>721,860</u>
Total General Fund	<u>\$ 9,635,872</u>	<u>\$ 12,704,813</u>	<u>\$ 13,003,791</u>	<u>\$ 13,156,265</u>
Beginning Fund Balance	<u>\$ 6,693,065</u>	<u>\$ 6,431,452</u>	<u>\$ 5,827,789</u>	<u>\$ 4,527,747</u>
Increase/(Decrease) Fund Balance	<u>-261,613</u>	<u>-603,663</u>	<u>-1,300,042</u>	<u>-1,185,628</u>
Ending Fund Balance	<u>\$ 6,431,452</u>	<u>\$ 5,827,789</u>	<u>\$ 4,527,747</u>	<u>\$ 3,342,119</u>

Legislative Department
Organizational Chart FY 2020



Legislative

Purpose Statement

The Legislative Department supports the quality of life of the City by providing accurate information to the public.

Departmental Goals (including, but not limited to)

1. Provide accurate information in a timely manner to customers.
2. Develop ways to increase use of website by people requesting information.
3. Consolidate archived hard copy, official record into electronic format to reduce storage and maintenance costs.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percentage of open record requests resubmitted due to inaccurate or incomplete information provided.	0%	0% / 0%	0%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percent of open records requests accurately responded to within legal time frame.	100%	100% / 100%	100%
2. Percent of agenda packets provided to City Council on time.	24%	100% / 25%	100%
3. Percent of minutes prepared for City Council Meetings without errors of fact.	100%	100% / 100%	100%
4. Total number of employees per 1,000 residents.	0.17	0.17/.17	0.17
5. Departmental expenditures per capita.	\$14.11	\$14.37/ \$14.93	\$14.09
6. Departmental expenditures as a percent of the General Fund.	2.00%	2% /1.6%	2.0%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Total number of employees.	1	1/1	1
2. Number of City Council Meetings held.	33	30/44	31
3. Number of sets of minutes prepared.	33	30/44	31
4. Number of liquor licenses processed.	59	55/56	47
5. Dollar value of liquor license processed.	\$74,490	\$74,600 / \$78,160	\$76,850

Legislative			
Performance Measures	2018	2019	2020
Workload/Service Level Indicators	Acutal	Goal/Acutal	Goal
6. Total number of open records processed for the year.	N/A	880/ 1003	1,200

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Legislative

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	52,203	52,915	51,470	53,420
Legislative salaries	51.1115	59,950	65,400	65,400	65,400
Overtime	51.1300	11,548	12,049	4,000	4,000
Group Life Insurance	51.2100	88	81	90	75
FICA contributions (employer)	51.2200	10,096	9,973	9,250	9,400
Retirement contributions (employer)	51.2400	6,009	7,171	6,411	6,640
Workers' compensation	51.2700	210	323	265	373
		140,104	147,913	136,886	139,308
Purchased/Contracted Services					
Other purchased services	52.1240	90,414	8,731	5,000	0
Office equipment maintenance	52.2203	5,119	4,672	5,645	5,645
Public official liability	52.3150	10,074	13,041	14,000	13,200
Telephone	52.3210	3,342	4,243	3,800	4,200
Postage	52.3220	97	13	200	200
Advertising	52.3300	1,348	1,541	2,060	2,060
Marketing	52.3310	26,000	2,850	11,900	11,000
Printing and binding	52.3400	84	146	250	250
Travel	52.3500	14,500	8,257	12,000	10,000
Dues and fees	52.3600	1,028	511	700	700
Education and training	52.3700	3,410	5,880	7,000	7,000
		155,416	49,884	62,555	54,255
Supplies					
Office supplies	53.1110	171	406	300	400
Computer supplies	53.1120	559	420	775	775
Copier supplies	53.1130	3,049	3,413	2,780	2,800
Miscellaneous supplies	53.1140	1,659	3,788	1,750	2,500
Small equipment	53.1600	2,506	8,134	1,030	1,000
Codification	53.1791	6,893	914	5,000	4,000
Election expense	53.1792	1,560	410	10,000	5,000
		16,397	17,485	21,635	16,475
Payments to Others					
Camden County Chamber of Commerce	57.2200	1,184	1,184	1,200	1,200
Operating Transfers Out to DDA	57.2250	25,000	25,000	30,000	30,000
		26,184	26,184	31,200	31,200
Total Expenditures		338,101	241,466	252,276	241,238

Legislative Department

Capital Outlay Overview

For FY 2020, this department does not have any capital outlay expenditures planned.

Budget Summary

The overall decrease in this budget is \$11,038 or 4.4% from last year's budget. The net decrease is in other purchased services and supplies.

Personnel

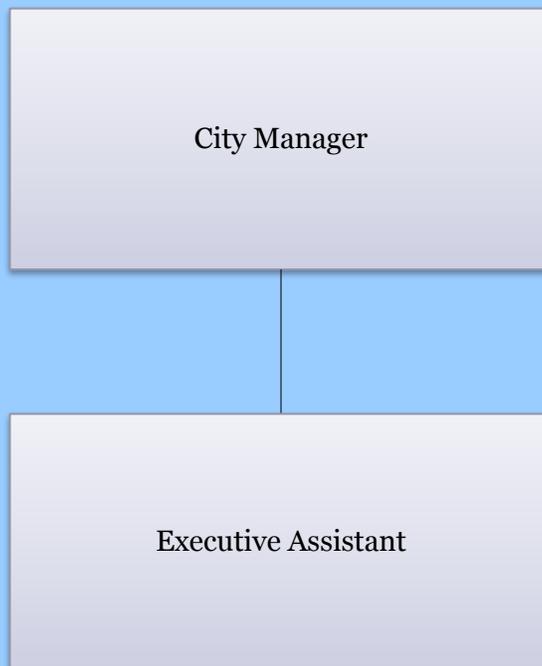
Personnel remained constant from FY 2019 to FY 2020. The Legislative Department accounts for the salary for the Mayor and six Council members and the City Clerk.

Legislative Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
City Clerk	1.000	1.000	1.000
FTE Positions	1.000	1.000	1.000
Mayor	1.000	1.000	1.000
Elective Officials	6.000	6.000	6.000
Elected Positions	7.000	7.000	7.000

**Executive Department
Organizational Chart FY 2020**



Executive Department

Purpose Statement

The Executive Department supports the quality of life of the City by providing organizational leadership and assures quality program outcomes.

Departmental Goals (including, but not limited to)

1. Improve the level of communication to City Council and City Departments.
2. Implement City Council decisions and goals.
3. Implement directives from the Mayor and City Council, including identified capital projects and initiatives noted in the budget.
4. Continue to work with Department Heads and employees to review City operations for efficiencies and effectiveness.
5. Work with employees to increase dissemination of information about the City to citizens and employees.
6. Develop ways to increase and improve providing information to the public about the City.
7. Increase educational efforts for citizens regarding City operations and issues.
8. Improve customer service of the City in responsiveness to citizens.
9. Increase training opportunities for City employees.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percent of Management Team members rating the department as "good" or above and assisting them in accomplishing departmental goals.	N/A	100%/ N/A	100%
2. Percent of City Council rating of City Manager performance as "good" or above.	N/A	100%/ N/A	100%
3. Percent of budget performance expectations achieved by City departments.	N/A	100%/ 100%	100%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percent of actual expenditures under budget.	100%	100%/100%	100%
2. Departmental expenditures per capita.	\$22.27	\$21.02/\$20.99	\$23.30
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of full-time equivalent City employees (FTE's)	140.31	143.810/ 154.810	155.810

Executive Department			
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
2. Number of City departments.	15	16/15	13

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Executive Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	146,850	133,496	148,845	151,470
Temporary Employees	51.1200	0	10,513	0	0
Overtime	51.1300	717	461	700	700
Group Health/Dental	51.2105	21,847	11,934	12,650	24,995
Health Clinic	51.2107	1,417	753	655	1,540
Group Life Insurance	51.2110	162	150	300	140
FICA contributions (employer)	51.2200	10,759	10,021	11,440	11,645
Retirement contributions (employer)	51.2400	12,898	11,389	12,350	13,015
Workers' compensation	51.2700	1,411	680	590	820
		196,061	179,397	187,530	204,325
Purchase/Contracted Services					
Legal	52.1220	92,387	-	100,000	90,000
Employment Physicals	52.1231	0	115	0	0
Copier maintenance	52.2202	1,896	1,629	1,300	2,200
Vehicle repairs	52.2223	235	3,512	500	300
Vehicle lease	52.2321	0	1,342	3,600	5,500
Telephone	52.3210	3,951	3,691	3,715	3,750
Postage	52.3220	162	422	200	200
Advertising	52.3300	1,306	432	1,500	1,000
Travel	52.3500	2,688	3,355	4,000	7,000
Dues and fees	52.3600	5,308	3,783	16,000	15,000
Professional subscriptions	52.3610	186	655	200	100
Education and training	52.3700	9,059	8,050	7,500	10,000
Other Purchased Services	52.3900	15,615	60,007	15,000	40,000
		132,793	86,992	153,515	175,050
Supplies					
Office supplies	53.1110	293	315	300	300
Computer supplies	53.1120	132	478	500	500
Copier supplies	53.1130	285	2,423	200	2,500
Miscellaneous supplies	53.1140	2,438	3,452	1,700	1,500
Gasoline	53.1270	1,788	1,896	2,200	2,500
Small equipment	53.1620	2,172	379	3,500	2,000
Vehicle repair supplies	53.1723	1,312	114	500	500
		8,420	9,056	8,900	9,800
Capital Outlays					
Vehicles	54.2200	28,000	0	0	0
		28,000	0	0	0
Debt Service					
Capital Lease - Principal - Vehicles	58.1209	0	9,821	9,392	9,628
Capital Lease - Interest - Vehicles	58.2209	0	751	455	119
		0	10,572	9,847	9,747
Total Expenditures		365,274	286,017	359,792	398,922

Executive Department

Capital Outlay Overview

For FY 2020, this department does not have capital expenditures budgeted.

Budget Summary

There is an increase for this budget of \$39,130 or 10.89% from last year's budget. The change in the budget is due to an increase in salaries and purchased/contracted s

Personnel

Personnel remained constant from FY 2019 to FY 2020. The City Manager's salary is split between General Fund and the Water -Sewer Enterprise Fund.

Executive Department

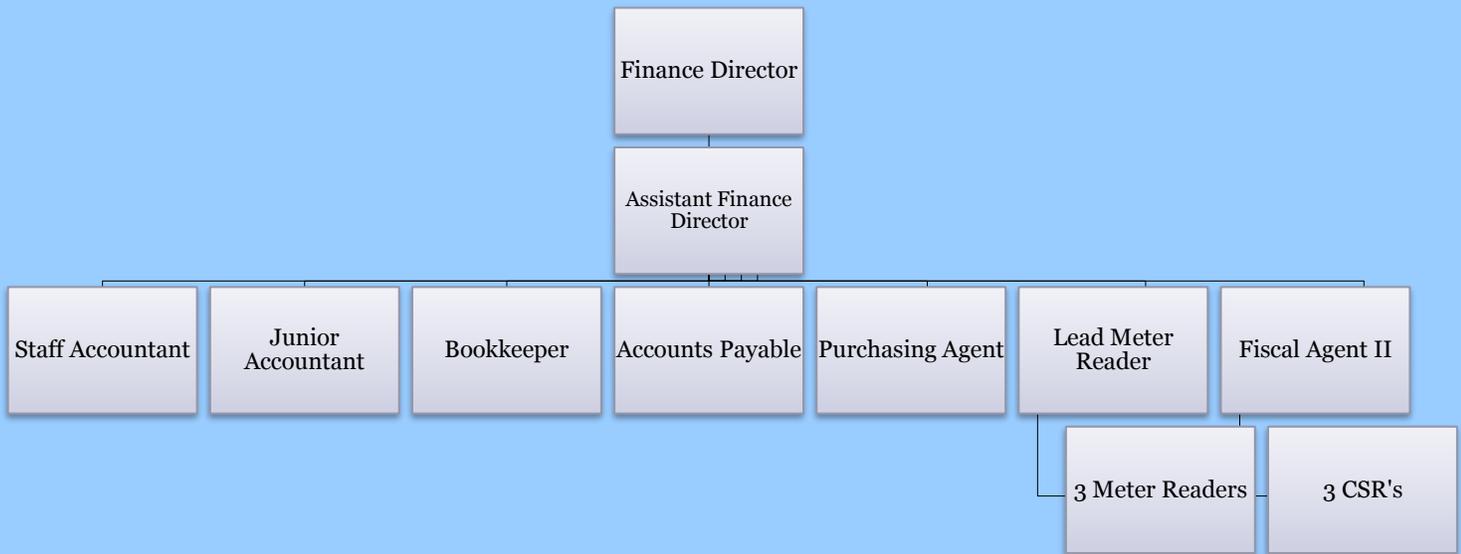
FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Executive Assistant	1.000	1.000	1.000
City Manager *	0.850	0.850	0.850
FTE Positions	1.850	1.850	1.850

**Partially Budgeted in Other Funds*

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Finance Department
Organizational Chart FY 2020



Finance Department

Purpose Statement

The Finance Department supports the quality of life of the City by ensuring the fiscal viability of the organization.

Departmental Goals (including, but not limited to)

1. Ensure financial information is processed accurately and in a timely manner.
2. Develop strategies to partner with the community by effectively informing citizens of financial information.
3. Work with departments to develop improved financial reporting and operations.
4. Maintain or improve current financial position and bond rating.
5. Obtain Governmental Finance Officers Association Budget Award and GFOA Certificate of Achievement in financial reporting.
6. Obtain audit report with "unqualified opinion."
7. Develop strategies for City Council consideration to address Water and Sewer Debt Service/rate challenges.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. The number of errors/corrections identified by external auditors during the previous financial years statement audit.	0	0/0	0
2. Receipt of audit report with unqualified opinion (Yes or No).	Yes	Yes/Yes	Yes
3. Independent auditor rating of overall financial reporting of "very good" or above (Yes or No).	Yes	Yes/Yes	Yes
4. Timeliness of initial response from Finance Department	95%	100%/100%	100%
5. Timeliness of Finance to provide informaton	95%	100%/100%	100%
6. Courtesy and attitude of Finance staff	95%	100%/100%	100%
7. Knowledge of Finance Staff	100%	100%/100%	100%
8. Communications effectiveness	100.00%	100%/100%	100%

Finance Department			
Performance Measures	2018	2019	2020
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percent of General Funds revenues collected to total final budget.	88.70%	100%/73.22%	100%
2. Percent of property tax collected to projected.	101.00%	100%/102.7%	100%
3. Utility revenue bad debt as a percentage of revenue collected.	0.30%	.30%/ .47%	0.25%
4. GFOA financial reporting standards met (Yes or No).	Yes	Yes/Yes	Yes
5. GFOA Budget Award received (Yes or No).	Yes	Yes/Yes	Yes
6. GFOA CFAR Award received (Yes or No).	Yes	Yes/Yes	Yes
7. Departmental expenditures per capita.*	\$20.00	\$20.65/\$18.89	\$20.30
8. Departmental expenditures as a percent of the General Fund. ***	7.50%	3.19%/2.5%	2.60%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. City general obligation bond rating. **	AA	AA/AA	AA
2. Number of property tax notices sent.	9,484	9,500/9,645	9,800
3. Revenue collected through cash collections. +	\$14.15	\$14.50/\$17.06	\$17.25
4. Accounts payable checks processed.	3734	3,700/3,886	3,900
5. Payroll checks processed/direct deposits processed.	3,908	3,950/3,603	3,800

*Excludes Contingencies, other cost, T/F to Tourism, CGRCDC & GMA Dues

** Based on last bond rating

***Excludes contingencies, PSA payments and other Dues

+ Million

Finance Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	111,879	97,936	105,805	112,395
Temporary Employees	51.1200	0	3,525	0	0
Overtime	51.1300	6,623	5,806	7,000	6,000
Group Health/Dental	51.2105	33,126	23,150	29,720	30,485
Health Clinic	51.2107	6,848	5,640	5,875	6,950
Group Life Insurance	51.2110	174	195	168	150
FICA contributions (employer)	51.2200	8,663	7,259	8,630	9,135
Retirement contribution (employer)	51.2400	27,082	40,213	44,000	42,190
Tuition reimbursements	51.2500	1,427	0	1,000	2,000
Unemployment insurance	51.2600	219	219	1,600	1,600
Workers' Compensation	51.2700	1,218	3,551	3,430	2,500
		197,259	187,493	207,228	213,405
Purchased/Contracted Services					
Audit	52.1210	9,000	8,650	13,000	18,000
Employment Physicals	52.1231	0	115	0	0
Computer maintenance	52.2201	14,787	27,736	24,000	27,000
Copier maintenance	52.2202	5,146	4,799	5,500	6,000
Office equipment maintenance	52.2203	1,666	1,800	1,900	2,000
Alarm system maintenance	52.2205	980	790	1,000	1,000
Telephone	52.3210	6,141	6,581	6,700	6,700
Postage	52.3220	3,473	2,259	3,500	3,500
Advertising	52.3300	1,438	1,840	2,700	3,000
Printing and binding	52.3400	142	0	0	0
Travel	52.3500	1,466	3,024	3,000	5,000
Dues and fees	52.3600	4,237	4,033	4,800	4,800
Professional subscriptions	52.3610	205	207	205	315
CGRDC Dues	52.3620	22,257	22,257	23,660	23,660
GMA Dues	52.3630	5,875	5,905	6,000	6,200
Education and training	52.3700	1,932	3,023	3,000	9,000
		78,745	93,017	98,965	116,175
Supplies					
Office supplies	53.1110	595	476	600	600
Computer supplies	53.1120	1,793	2,933	2,000	2,750
Copier supplies	53.1130	3,697	3,218	4,000	4,000
Miscellaneous supplies	53.1140	3,501	3,808	3,750	4,000
Small equipment	53.1600	773	1,614	1,500	1,500
Small equipment supplies	53.1601	32	0	0	0
Tax administration	53.1790	74,499	61,111	35,000	35,000
		84,890	73,160	46,850	47,850

Finance Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Other Costs					
Camden House	57.2300	10,000	10,000	10,000	10,000
PSA Funding	57.2500	488,077	719,931	483,000	535,000
		498,077	729,931	493,000	545,000
Contingencies					
Contingencies	57.9100	0	0	100,000	100,000
		0	0	100,000	100,000
Operating Transfers					
Operating transfer out to Tourism	61.1015	12,000	50,061	36,325	28,350
		12,000	50,061	36,325	28,350
Total Expenditures		870,971	1,133,663	982,368	1,050,780

Finance Department

Capital Outlay Overview

For FY 2020, this department does not have any capital outlay expenditures planned.

Budget Summary

The overall increase in this budget is \$68,412 or 6.96% from last year's budget. There was an increase in the salaries/benefits, purchased services and PSA funding.

Personnel

Personnel remained constant from FY 2019 to FY 2020. Salaries for this department are split between General Fund, Water-Sewer Fund, and Solid Waste.

Finance Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Director of Finance *	0.300	0.300	0.300
Assistant Finance Director *	0.000	0.000	0.000
Accountant *	0.450	0.450	0.450
Bookkeeper *	0.400	0.400	0.400
Purchasing Agent *	0.450	0.450	0.450
Jr. Accountant *	0.100	0.100	0.100
Accounts Payable *	0.400	0.400	0.400
Customer Service Representative *	0.200	0.200	0.200
FTE Positions	2.300	2.300	2.300

**Partially Budgeted in Other Funds*

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Information Technology
Organizational Chart FY 2020



Information Technology

Purpose Statement

Information Technology supports the quality of life of the City by facilitating the flow of information in support of organizational goals and outcomes.

Departmental Goals (including, but not limited to)

1. Continue to replace old infrastructure (Servers & Workstations)
2. Continue to work on the Top 20 List

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Overall satisfaction rating of "good" or above on work order customer feedback forms.	100%	100%/92%	100%
2. Overall Department Head satisfaction rating of "good" or above on survey.	100%	100%/ 92%	100%
3. Enterprise Network availability.	99%	99%/97%	99%
4. Enterprise Business System availability.	99%	99%/97%	99%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percentage of service requests successfully fulfilled within one day	51%	40%/43%	50%
2. Average response time for Information Technology service (workday hours).	2	8/2	8
3. Departmental expenditures per capita.	\$13.38	\$14.21/\$14.84	\$12.98
4. Departmental expenditures as a percent of the General Fund.	2%	2%/2%	2%
Workload/Service Level Indicators	Actual	Goal/Actual	
2. Number of computers replaced annually (effective January).	21	35/28	30
3. Number of networks maintained.	12	12/12	13
4. Number of servers maintained. (Physical and virtual servers)	33	27/25	20

Our IT services were contracted out to NEOS in November of 2016.

IT Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	37,422	38,792	41,965	43,565
Overtime	51.1300	869	878	300	700
Group Health/Dental	51.2105	6,744	5,225	5,445	5,135
Health Clinic	51.2107	945	753	655	770
Group Life Insurance	51.2110	87	73	145	70
FICA contributions (employer)	51.2200	2,919	2,919	3,235	3,370
Retirement contributions (employer)	51.2400	2,743	2,771	3,200	1,765
Workers' compensation	51.2700	26	155	95	150
		51,755	51,567	55,040	55,525
Purchased/Contracted Services					
Computer maintenance	52.2201	49,832	80,787	67,169	58,100
Telephone	52.3210	2,947	3,248	2,850	3,000
Travel	52.3500	0	0	1,700	1,700
Dues and fees	52.3600	12	1	500	500
Professional subscriptions	52.3610	0	351	1,000	500
Education and training	52.3700	0	0	1,300	1,300
Other Purchased Services	52.3900	56,440	82,531	90,000	95,000
		109,231	166,918	164,519	160,100
Supplies					
Office supplies	53.1110	91	274	750	500
Computer supplies	53.1120	980	2,310	1,500	1,500
Miscellaneous supplies	53.1140	393	699	500	500
Gasoline	53.1270	0	0	400	0
Small equipment	53.1600	833	4,796	3,900	1,500
Small equipment - Computer	53.1610	2,424	1,560	25,000	2,500
Vehicle Repair Supplies	53.1723	0	0	500	0
		4,721	9,638	32,550	6,500
Total Expenditures		165,707	228,123	252,109	222,125

Information Technology Department

Capital Outlay Overview

For FY 2020, this department does not have capital outlay.

Budget Summary

There is a decrease of \$29,984 or -11.89% from last year's budget due to no capital outlay.

Personnel

Personnel remained constant from FY 2019 to FY 2020.

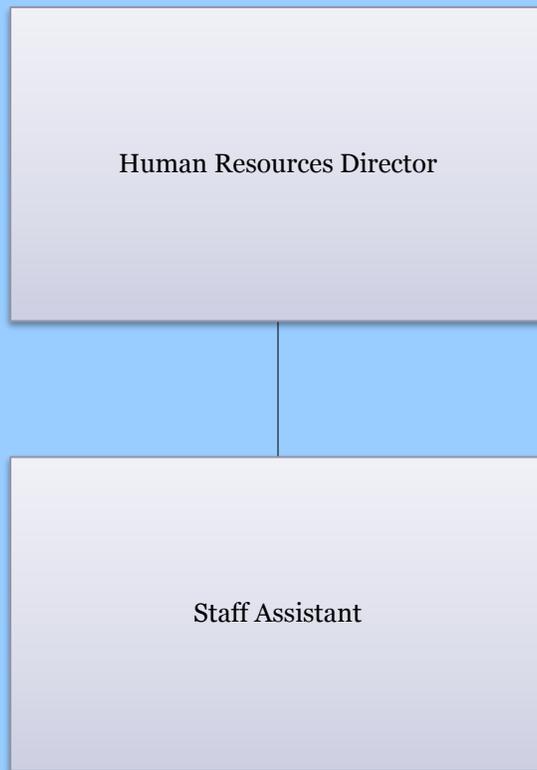
Information Technology Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Systems Coordinator	1.000	1.000	1.000
FTE Positions	1.000	1.000	1.000

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**Human Resources Department
Organizational Chart FY 2020**



Human Resources Department

Purpose Statement

The Human Resources Department supports the quality of life of the City by fostering the most valuable resources of the City, our employees, in support of organizational goals and outcomes.

Departmental Goals (including, but not limited to)

1. Administer the recruitment, selection and hiring processes of employees to assist departments in accomplishing their departmental goals.
2. Provide counsel to employees as requested.
3. Continue to develop strategies to adequately control health insurance costs.
4. Update and review Personnel Manual with input from employees.
5. Finalize recommendations from consultant in regard to Classification and Compensation System Analysis.

Performance Measures	2018	2019	2020
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Total City full time equivalent (FTE's) per 1,000 residents.	8.19	8.4/11	11
2. Full-time employee turn over rate (excludes retirement).	19%	15%/24%	15%
3. Departmental expenditures per capita.	\$8.37	\$8.20/\$8.44	\$10.59
4. Departmental expenditures as a percent of the General Fund.	1.10%	1%/1%	2.0%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of full-time employees authorized in the budget.	140.31	143.81/	154.18
2. Number of employment applications processed.	400	350/300	350
3. Number of employee and family member visits to Employee Health Clinic.	694	700/646	700

Human Resources

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	90,789	87,586	86,540	93,205
Overtime	51.1300	282	630	800	800
Group Health/Dental	51.2105	31,311	24,140	25,770	23,115
Health Clinic	51.2107	1,889	1,506	1,310	1,540
Group Life Insurance	51.2110	175	146	165	135
FICA contributions (employer)	51.2200	6,380	5,998	6,620	7,195
Retirement contributions (employer)	51.2400	2,914	3,529	3,785	3,765
Workers' compensation	51.2700	186	237	210	310
		133,926	123,773	125,200	130,065
Purchased/Contracted Services					
Computer maintenance	52.2201	179	0	155	160
Copier maintenance	52.2202	704	824	1,030	1,000
Telephone	52.3210	2,350	2,830	2,500	2,750
Postage	52.3220	4	1	100	100
Travel	52.3500	0	0	1,000	1,000
Dues and fees	52.3600	434	250	625	650
Professional subscriptions	52.3610	0	0	200	200
Education and training	52.3700	40	1,137	1,000	1,000
Other purchased services	52.3900	5,880	4,971	4,500	39,500
		9,591	10,013	11,110	46,360
Supplies					
Office supplies	53.1110	331	1,130	600	1,000
Computer supplies	53.1120	0	73	200	200
Miscellaneous supplies	53.1140	710	948	700	700
Small Equipment	53.1600	748	153	500	1,000
Safety Supplies	53.1701	1,002	1,755	2,000	2,000
		2,791	4,060	4,000	4,900
Total Expenditures		146,308	137,845	140,310	181,325

Human Resources

Capital Outlay Overview

For FY 2020, this department does not have any capital outlay expenditures planned.

Budget Summary

The overall increase in this budget is \$41,015 or 29.23%. An increase in salaries, benefits and purchased/contracted services caused the change in the budget.

Personnel

Personnel remained constant from FY 2019 to FY 2020. Salaries for this department are split between General Fund and the Water-Sewer Fund.

Human Resources Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Director	0.900	0.900	0.900
Staff Assistant	0.900	0.900	0.900
FTE Positions	1.800	1.800	1.800

**Partially Budgeted in Other Funds*

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General Government Buildings

Purpose Statement

General Government Buildings support the quality of life of the City by providing safe, secure and efficient facilities for City functions.

Departmental Goals (including, but not limited to)

1. Complete special projects on time and within budget.
2. Ensure that there are not any injuries in buildings related to facility or poor building/facility maintenance.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percent of survey respondents that rate the condition of City facilities as "good" or above.	66%	90%/ 47%	90%
2. Percent of employees that rate the condition of City facilities as "good" or above.	70%	90%/80%	90%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Emergency service calls responded to within one hour.	100%	100%/ 100%	100%
2. Service calls completed without having to be called back.	99%	95%/100%	100%
3. Departmental expenditures per capita.	\$9.94	\$9.94/\$80.12	\$14.05
4. Departmental expenditures as a percent of the General Fund.	24.25%	1.70%/11.39	1.83%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of electrical service calls.	89	60/88	60
2. Number of plumbing service calls.	59	30/55	27
3. Number of construction service calls.	133	40/117	35
4. Number of HVAC service calls.	29	25/31	27
5. Number of other service calls.	250	75/110	33

General Governmental Buildings

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Purchased/Contracted Services					
Custodial	52.2130	24,920	26,688	26,000	29,000
Alarm System Maintenance	52.2205	0	102	0	0
Building repairs	52.2221	14,105	54,923	18,000	16,000
Vehicle Repairs	52.2223	88	0	0	0
Hurricane Expense	52.2225	0	2,839,658	0	0
Property/Liability Ins	52.3110	58,650	65,499	59,000	72,050
		97,763	2,986,870	103,000	117,050
Supplies					
Water/sewerage	53.1210	5,751	5,230	5,800	5,974
Electricity	53.1230	32,305	34,435	37,500	42,000
Small Equipment Supplies	53.1601	0	14,704	0	0
Building repair supplies	53.1721	46,836	30,482	15,000	15,000
		84,892	84,851	58,300	62,974
Capital Outlays					
Site improvements	54.1200	0	72,321	30,000	30,000
		0	72,321	30,000	30,000
Debt Service					
Capital Lease - Principal - Equipment	58.1204	0	4,606	28,175	29,085
Capital Lease - Interest - Equipment	58.2204	0	487	2,155	1,475
		0	5,093	30,330	30,560
Total Expenditures		182,655	3,149,135	221,630	240,584

General Governmental Buildings

Capital Outlay Overview

For FY 2020 this department has \$30,000 in capital outlays for site improvements that are planned.

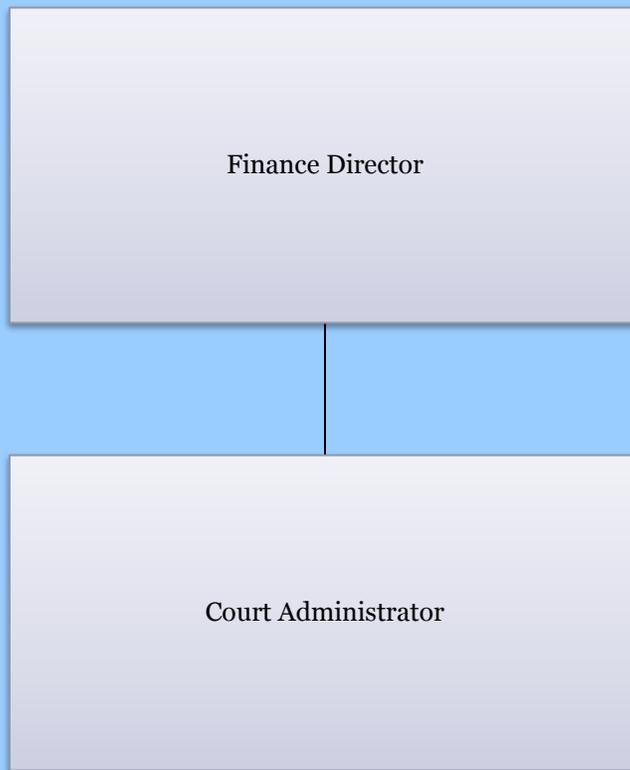
Budget Summary

An overall increase of \$18,954 or 8.55% is reflected in this budget. This increase is found in purchased/contracted services and supplies.

Personnel

No personnel are allocated to this department.

**St. Marys Municipal Court
Organizational Chart FY 2020**



Municipal Court

Purpose Statement

Municipal Court supports the quality of life of the City by ensuring municipal citations are processed as required by law while maintaining a courteous and professional court system.

Departmental Goals (including, but not limited to)

1. Ensure municipal court citations and transactions are handled efficiently
2. Ensure that court days are properly staffed and all necessary documents are prepared
3. Maintain a professional relationship with officers, customers, and judge
4. Maintain up to date citation payment software for ease of payments
5. Obtain and keep up to date with required certifications

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percentage of timely, one business day response time to emails and telephone messages.	100%	100%/100%	100%
2. Percentage of cases paid prior to arraignment.	80%	80%/80%	80%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Department expenditures per capita.	\$10.00	\$9.00/\$10.05	\$10.39
2. Departmental expenditures as a percent of the General Fund.	2%	2%/1%	1%
3. Percent of citations processed accurately each week.	100%	100%/100%	100%
4. Percent of patrons with positive feedback.	100%	100%/100%	100%
5. Training and certifications up to date for Court staff.	100%	100%/100%	100%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of cases filed for the year.	1,000	1,000/N/A	1500

Municipal Court

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Judge	51.1105	27,000	21,000	24,000	24,000
Court Clerks	51.1110	37,283	38,343	38,700	40,160
Overtime	51.1310	5,759	7,634	2,500	2,500
Group Health/Dental	51.2105	15,368	13,149	14,320	13,510
Living Well Clinic	51.2107	945	753	655	770
Group Life Insurance	51.2110	88	81	150	75
FICA contributions (employer)	51.2200	2,966	3,114	3,155	3,265
Retirement contribution (employer)	51.2400	1,759	2,758	1,535	2,560
Workers' Compensation	51.2700	71	101	90	125
		91,239	86,934	85,105	86,965
Purchased/Contracted Services					
Other professional services	52.1240	19,253	23,173	20,000	18,000
Equipment maintenance	52.2203	1,621	1,052	1,700	1,500
Telephone	52.3210	1,120	1,779	1,500	1,700
Postage	52.3220	173	262	200	250
Travel	52.3500	4,463	3,510	3,000	3,500
Dues & fees	52.3600	725	499	570	500
Bank fees	52.3680	0	0	100	100
Education and training	52.3700	1,018	687	1,000	1,500
		28,373	30,962	28,070	27,050
Supplies					
Copier supplies	53.1130	206	305	400	500
Miscellaneous supplies	53.1140	543	814	500	500
Small equipment	53.1600	388	0	750	800
		1,137	1,120	1,650	1,800
Other Costs					
Court Ware Fee	57.3170	6,040	6,104	6,500	6,500
DATE	57.3171	3,021	2,824	3,000	3,000
DETF - GSCCCA	57.3172	1,588	1,475	1,600	1,500
County jail fund	57.3173	13,393	13,636	10,000	12,000
Local victims fund	57.3174	6,737	7,498	6,800	7,000
DUI victims fund	57.3175	78	104	4,750	600
POPT Police training fund	57.3176	27,034	26,939	20,000	20,000
Police Officers A&B fund	57.3177	7,946	8,106	7,500	8,000
Brain & spinal injury fund	57.3178	913	2,025	2,500	2,500
Probation fee	57.3179	375	650	1,000	1,000
		67,125	69,361	63,650	62,100
Total Expenditures		187,874	188,376	178,475	177,915

Municipal Court

Capital Outlay Overview

This department does not have any capital outlay expenditures planned for FY 2020.

Budget Summary

Overall decrease of \$560 or 0.314% from last year's budget. This decrease is found in purchased/contracted services.

Personnel

Personnel remained constant from FY 2019 to FY 2020.

Court Administration Department

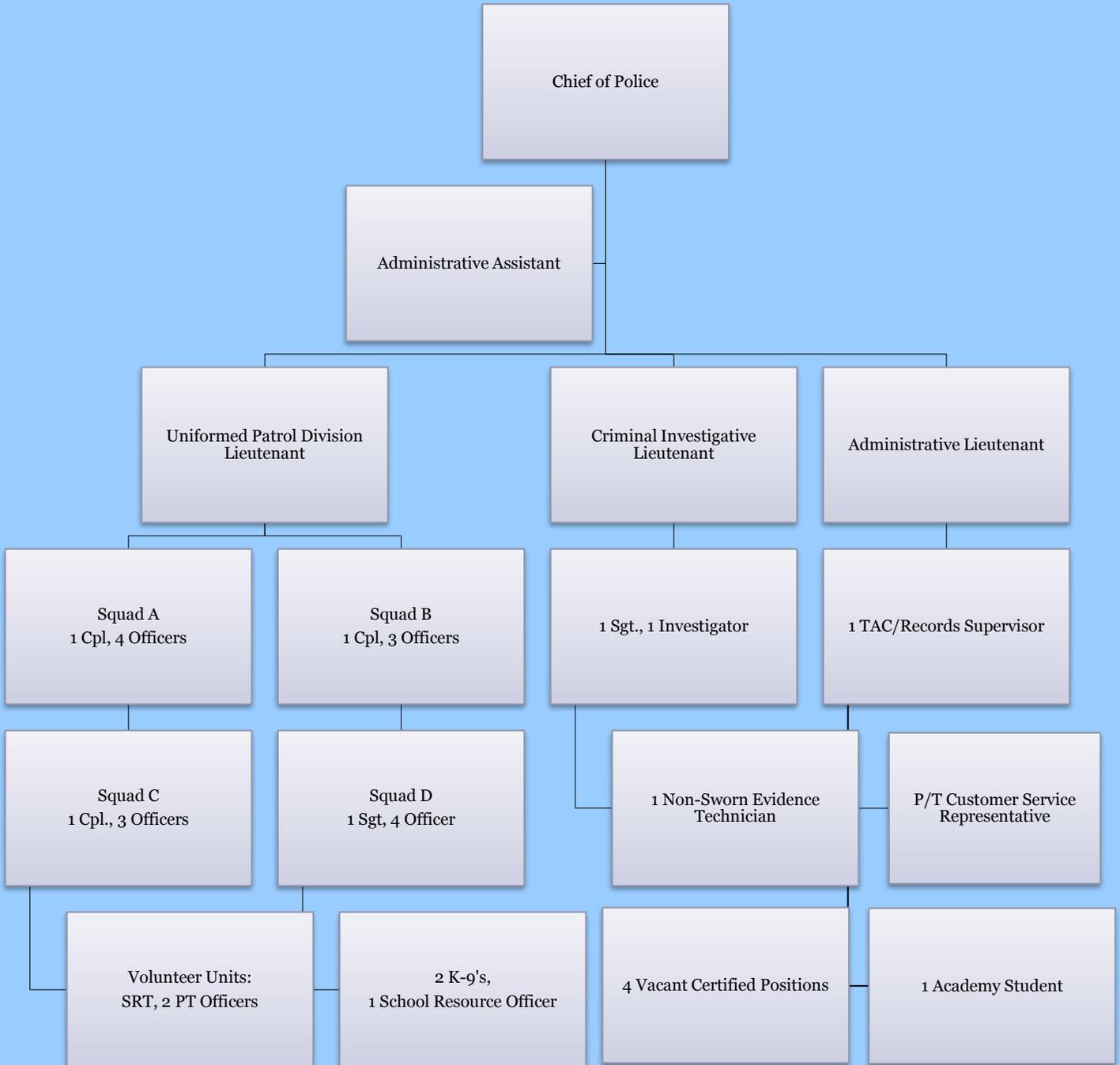
FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Court Administrator	1.000	1.000	1.000
FTE Positions	1.000	1.000	1.000

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St. Marys Police Department

Organizational Chart FY 2020



Police Department

Purpose Statement

The Police Department supports the quality of life of the City by ensuring the safety and security of the community.

Departmental Goals (including, but not limited to)

1. Work to reduce the number of drug related incidents in the City by 20%.
2. Reduce the number of injury accidents on roads by 10%.
3. Develop ways to obtain victim/citizen/organizational input on quality of police services provided.
4. Improve internal communications with departmental personnel.
5. Develop strategies to reduce operational expenses without negatively impacting quality of service.
6. Develop strategies to improve departmental working relationships and reporting in neighborhoods.
7. Reduce crime against persons by 1%.
8. Reduce crime against property by 1%.

Performance Measures	FY 2018	FY 2019	FY 2020
Outcome Measures	Actual	Goal/ Actual	Goal
1. Reduction in the number of crimes against property.	925	900/ n/a	900
2. Reduction in the number of crimes against persons.	764	725/ n/a	725
3. Overall rating of school principals of "very good" or above on survey response.	100%	80%/ n/a	80%
Efficiency/Effectiveness Indicators	Actual	Goal/ Actual	Goal
1. Investigation solve ratio.*	68%	70%/69.52	70%
2. Average number of citations per Patrol Officer.	156	175/116	175
3. Average number of investigations per Investigative Officer.	69	75/52.5	75
4. Average response time to priority one calls.	4:31	3:30/3:30	3:30

Police Department

Performance Measures	FY 2018	FY 2019	FY 2020
Efficiency/Effectiveness Indicators	Actual	Goal/ Actual	Goal
5. Departmental expenditures per capita	\$137.60	\$140/\$123	144
6. Departmental expenditures as a percent of the General Fund.	19.84%	22%/13%	19%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of sworn Officers. (Allocated)	19	25/14	25
2. Number of calls for Police Service. (Total CAD entries)	44,284	45,000 / n/a	45,000
3. Number of arrests.	581	590/384	590
4. Number of cases investigated.	138	150/105	150
5. Number of cases solved.*	94	100/73	100
6. Number of citations issued.	2,182	2,500/1,618	2,500
7. Total community presentations.	68	75/47	75
8. Number of security checks.	15,558	18,000/10,750	18,000
9. Total number of part one crimes against persons.	103	90/179	90
10. Total number of part one crimes against property.	162	144/360	144
11. Total number of accidents with injuries or fatalities.	64	58/78	58
12. Number of case reports.	1,509	1,450/n/a	1,500

* St. Marys Police Department uses the FBI Guidelines for reporting cases as solved.

** Number reflects use of New World Software. Depicts actual case (criminal) reports completed. Previous record system reflected total incidents completed both criminal & documentation reports.

Police Department

	Account Number	Actual FY2017	Actual FY2018	Adoped Budget FY2019	Adoped Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	1,182,646	1,186,437	1,274,180	1,103,830
Overtime - Regular employees	51.1300	124,778	81,784	60,000	60,000
Group Health/Dental	51.2105	221,468	223,748	261,025	206,857
Health Clinic	51.2107	17,836	16,366	21,355	16,180
Group Life Insurance	51.2110	2,348	2,359	2,890	1,575
FICA contributions (employer)	51.2200	99,767	92,668	102,275	89,140
Retirement contribution (employer)	51.2400	58,377	57,991	66,450	50,835
Tuition Reimbursement	51.2500	0	0	0	2,000
Unemployment insurance	51.2600	2,610	990	1,545	1,500
Workers' compensation	51.2700	34,813	83,897	61,670	63,830
Clothing allowance	51.2930	2,250	1,250	2,750	1,350
		1,746,893	1,747,491	1,854,140	1,597,097
Purchased/Contracted Services					
Medical	52.1230	27,973		22,500	20,000
Employment Physicals	52.1231	0	118	0	200
Other Professional Services	52.1240	0	0	0	100,000
Computer maintenance	52.2201	0	1,478	2,713	3,196
Copier maintenance	52.2202	3,512	3,013	3,200	2,200
Alarm system maintenance	52.2205	420	514	830	830
Small equipment repairs	52.2216	16,619	340	620	2,720
Radio & electronics repairs	52.2220	1,764	17,603	11,515	2,000
Building repairs	52.2221	9,501	27,748	14,500	14,000
Vehicle repairs	52.2223	6,455	7,342	8,000	10,000
Vehicle lease	52.2321	0	4,764	31,500	46,000
Property/Liability Insurance	52.3110	43,656	61,275	60,000	67,450
Telephone	52.3210	22,906	29,801	25,420	30,972
Computer links	52.3211	1,185	117	17,495	29,058
Postage	52.3220	386	278	500	500
Advertising	52.3300	1,500	1,329	0	0
Printing & binding	52.3400	0	187	500	550
Travel	52.3500	64,708	26,456	48,200	47,000
Dues and fees	52.3600	2,243	4,494	3,630	2,880
Education and training	52.3700	13,756	8,093	4,000	3,500
		216,584	194,950	255,123	383,056

Police Department

	Account Number	Actual FY2017	Actual FY2018	Adoped Budget FY2019	Adoped Budget FY2020
Supplies					
Office supplies	53.1110	1,368	1,085	1,500	1,500
Computer supplies	53.1120	2,278	977	1,000	1,150
Copier supplies	53.1130	485	334	750	750
Miscellaneous supplies	53.1140	1,872	2,076	1,500	1,750
Criminal Investigation supplies	53.1160	2,266	6,672	3,200	4,700
Water/sewerage	53.1210	1,690	1,320	1,025	1,290
Electricity	53.1230	32,979	37,835	35,000	39,000
Street lighting	53.1231	335	303	275	285
Gasoline	53.1270	63,371	77,916	70,000	74,550
Books and periodicals	53.1400	2,292	1,809	2,000	2,000
Small equipment	53.1600	30,194	11,319	8,200	39,050
Small equipment supplies	53.1601	930	380	1,000	1,000
Small equipment - computers & software	53.1610	6,344	3,535	3,100	27,400
Safety supplies	53.1701	403	502	600	500
Uniforms & replacements	53.1702	26,763	11,594	15,800	16,150
Building repair supplies	53.1721	2,070	6,046	3,200	5,000
Vehicle repair supplies	53.1723	25,506	35,109	25,000	30,000
		201,146	198,810	173,150	246,075
Capital Outlays					
Vehicles	54.2200	36,321	0	0	0
Equipment	54.2500	15,012	17,811	373,167	186,584
		51,333	17,811	373,167	186,584
Debt Service					
Capital Lease - Principal - Equipment	58.1203	0	0	51,400	30,975
Capital Lease - Principal - Vehicles	58.1207	24,251	33,645	33,355	12,451
Capital Lease - Interest - Equipment	58.2203	0	0	10,514	14,370
Capital Lease - Interest - Vehicles	58.2207	1,126	1,555	899	195
		25,377	35,201	96,168	57,991
Total Expenditures		2,241,333	2,194,262	2,751,748	2,470,803

Police Department

Capital Outlay Overview

This department has \$186,584 budgeted in capital outlay expenditures for radios in FY 2020.

Budget Summary

An overall decrease of \$280,945 or 11.37% from last year's budget. The decrease is due to a decrease in salaries and benefits, capital outlays and debt service.

Personnel

Personnel remained constant from FY 2019 to FY 2020.

Police Department

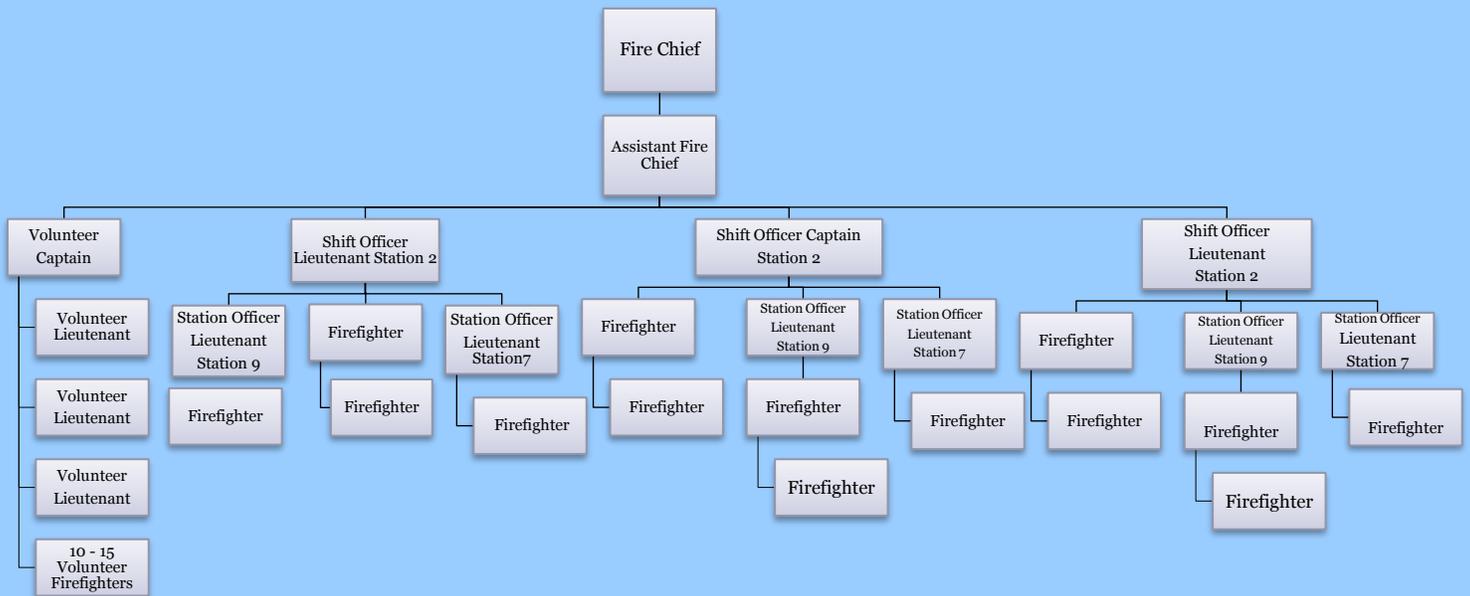
FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Police Chief	1.000	1.000	1.000
Deputy Chief	0.000	0.500	0.000
Lieutenant	3.000	2.500	3.000
Administrative Lieutenant	1.000	1.000	1.000
Administrative Assistant	1.000	1.000	1.000
Property & Evidence Technician	1.000	1.000	1.000
Police Sergeant	5.000	5.000	5.000
Police Corporal	6.000	6.000	6.000
Police Officer II	15.000	15.000	15.000
Police Records Technician	0.600	0.600	0.600
FTE Positions	33.600	33.600	33.600

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St. Marys Fire Department

Organizational Chart FY 2020



Fire Department

Purpose Statement

The Fire Department supports the quality of life of the City by ensuring the protection and preservation of life and property.

Departmental Goals (including, but not limited to)

1. Provide prompt emergency response to control fires and mitigate hazardous conditions throughout the City.
2. To provide property fire protection to reduce fire loss and to minimize the dollar amount of property value loss to fire damage in structures.
3. Provide timely review of fire related building plans.
4. Maintain or approve upon current Insurance Service Office (ISO) rating.
5. Increase fire prevention education and activities in the community.
6. Continue to provide existing level of service within the approved budget.
7. Continue to oversee the development of Supervisory Employee Development Program.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percent of respondents designating fire service as "good" or above within reporting period.	95%	90%/95%	98%
2. Percentage of residential fires confined to room of origin.	68%	80%/ 94%	80%
3. Property loss from fire as a percentage of the value of the property exposed.	4%	10%/5%	6%
4. Percentage of return on investment (Fire Department Budget to property saved value).	89%	85%/94%	85%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Average response time in minutes.	5:03	5:00/4:02	5:00
2. Insurance Service Office (ISO) Rating.	3	3	3
3. Annual volunteer pay if compensated at an entry level fire fighter rate.	\$53,597	\$50,000/\$35,000	\$50,000
4. Total fire incidents per 1,000 population.	3.41	5/3.59	5
5. Total non-fire incident per 1,000 population.	85	90/122	100

Fire Department			
Performance Measures	2018	2019	2020
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Projected
6. Departmental expenditures per capita.	\$114.71	\$115/\$120	\$137.00
7. Annual amount paid of Property Tax per person for Fire Service.	\$102.09	\$110/\$203	\$175.00
8. Departmental expenditures as a percent of the General Fund.	18%	18%/ 18%	18%
Workload/Service Level Indicators	Actual	Goal/Actual	Projected
1. Calls for fires.	58	75/61	60
2. Rescue/EMS.	1,435	1400/1453	1,470
3. Calls for hazardous conditions.	165	125/164	150
4. Service calls.	266	75/122	100
5. False alarm calls.	137	100/135	100
7. Other (Svr. Weather/Disaster & Special) calls.	53	20/201	150
8. Total calls for service.	2,114	2000/2135	2,030
9. Fire inspections conducted.	336	330/315	300
10. Fire prevention plan and review.	425	400/365	400
11. Fire hydrant inspections.	1,155	1150/1136	1,150
12. Burn permits issued.	573	550/501	500

Fire Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	927,075	920,870	948,475	1,054,810
Overtime	51.1300	114,953	175,020	115,000	115,000
Group Health/Dental	51.2105	202,388	161,891	192,720	181,850
Health Clinic	51.2107	13,928	10,868	11,100	13,100
Group Life Insurance	51.2110	2,219	1,905	2,250	1,930
Group Life Insurance - Volunteer firefighters	51.2115	1,192	1,000	1,200	1,200
Disability - Volunteer firefighters	51.2155	1,000	1,185	1,000	1,000
FICA contributions (employer)	51.2200	78,151	79,928	81,355	90,320
Retirement contribution (employer)	51.2400	49,780	56,248	58,720	68,840
Workers' Compensation	51.2700	10,729	32,801	29,005	41,770
Tuition Reimbursement	51.2500	0	0	2,000	2,000
Employee awards & picnic	51.2910	131	7	350	350
		1,401,546	1,441,722	1,443,175	1,572,170
Purchased/Contracted Services					
Employment physicals & tests	51.1231	975	9,431	8,500	9,750
Other Professional Svcs (GRAMA Policy)	52.1240	0	3,184	6,731	7,000
Equipment testing	52.1340	8,958	7,484	10,000	11,546
Copier maintenance	52.2202	1,078	1,359	1,600	1,600
Radio maintenance	52.2204	3,717	1,913	9,000	10,962
Generator maintenance	52.2207	5,632	5,545	6,000	6,000
Small equipment repairs	52.2216	45	347	1,000	1,150
Building repairs	52.2221	26,608	11,691	4,000	34,170
Vehicle repairs	52.2223	8,139	10,284	13,000	13,852
Vehicle lease	52.2321	0	0	17,400	18,581
Property/Liability insurance	52.3110	7,195	7,637	9,000	9,000
Telephone	52.3210	15,149	15,425	20,500	24,045
Postage	52.3220	296	625	500	500
Advertising	52.3300	125	12	150	150
Printing and Binding	52.3400	72	109	200	200
Travel	52.3500	8,009	13,126	8,500	9,008
Dues and fees	52.3600	3,788	3,031	4,000	10,530
Professional subscriptions	52.3610	417	550	1,500	1,706
Education and training	52.3700	11,625	1,852	5,000	7,875
		101,828	93,603	126,581	177,625
Supplies					
Office supplies	53.1110	302	552	1,000	1,000
Computer supplies	53.1120	554	344	800	1,024
Copier supplies	53.1130	203	53	360	360

Fire Department

	Account	Actual	Actual	Adopted Budget	Adopted Budget
	Number	FY2017	FY2018	FY2019	FY2020
Miscellaneous supplies	53.1140	5,440	4,848	4,000	4,442
Fire prevention supplies	53.1173	2,143	448	2,000	2,181
Water/sewerage	53.1210	4,738	3,319	4,000	4,000
Electricity	53.1230	23,906	23,206	25,000	25,000
Bottled gas	53.1240	0	0	100	100
Gasoline	53.1270	21,300	26,017	25,000	25,000
Books and periodicals	53.1400	160	1,440	2,000	2,000
Small equipment	53.1600	15,564	20,049	15,000	15,000
Small equipment supplies	53.1601	3,910	857	2,000	2,000
Small equipment - computers & software	53.1610	2,741	0	8,000	7,813
Small equipment - furniture	53.1620	654	1,350	1,000	1,200
Other supplies	53.1700	3,826	3,634	3,000	3,497
Safety supplies	53.1701	19,821	9,920	10,000	22,393
Uniforms & replacements	53.1702	8,706	6,266	9,100	9,100
Building repair supplies	53.1721	2,862	9,430	3,500	3,500
Vehicle repair supplies	53.1723	18,820	19,764	10,000	10,000
		135,650	131,498	125,860	139,610
Capital Outlays					
Equipment	54.2500	0	356,488	326,500	169,250
		0	356,488	326,500	169,250
Debt Service					
Capital Lease - Principal - Fire Trucks	58.1200	148,048	127,780	141,388	149,081
Capital Lease-Principal - Breathing Apparatus	58.1205	0	28,040	85,665	91,174
Capital Lease - Radios	58.1206	0	0	44,920	27,101
Capital Lease - Interest - Fire Trucks	58.2200	22,420	16,776	17,849	8,274
Capital Lease-Interest - Breathing Apparatus	58.2205	0	3,598	9,249	3,741
Capital Lease-Interest - Radios	58.2206	0	0	15,210	12,575
		170,468	176,194	314,281	291,946
Total Expenditures		1,809,492	2,199,505	2,336,397	2,350,601

Fire Department

Capital Outlays

For FY 2020, there is \$169,250 budgeted in Capital Outlays for radio equipment.

Budget Summary

Overall increase of \$14,204 or 0.061% from last year's budget. The increase is due to higher costs in salaries, purchased/contracted services and supplies.

Personnel

The total number of FTE positions remained the same from FY2019 to FY2020.

Fire Department

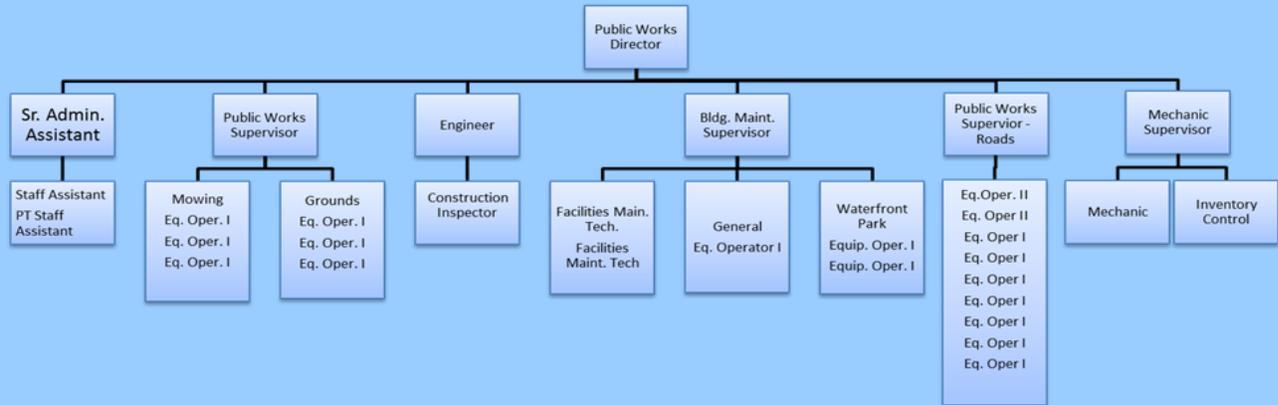
FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Fire Chief	0.700	0.700	0.700
Assistant Chief	1.000	1.000	1.000
Fire Captain	1.000	1.000	1.000
Fire Lieutenant	5.000	9.000	9.000
Certified Fire Fighter	18.000	14.000	14.000
Part-time Fire Fighter *	0.000	0.000	0.000
FTE Positions	25.700	25.700	25.700

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Public Works Department

Organizational Chart FY 2020



Public Works

Purpose Statement

The Public Works Department supports the quality of life of the City by preservation of infrastructure to protect life and property.

Departmental Goals (including, but not limited to)

1. Continue working to improve aesthetics of the City rights-of-way.
2. Continue implementation of storm water master plan to improve drainage.
3. Continue working to improve the overall quality of roads within the City.
4. Ensure the availability of current vehicles for intended use.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percent of roads that have pavement condition index of 25 or more.	84%	85% / 85%	85%
2. Number of traffic accidents that were the result of inadequate roadway design or conditions.	0	0 / 0	0
3. Percent of survey respondents that rate the condition of streets as "good" or above.	49%	90% /30%	90%
4. Objective City appearance rating by third party of "good" or above.	70%	95% /71%	95%
5. Percent of respondent rating fleet services as "good" or above as measured by user survey during evaluation period.	70%	95% / 95%	95%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percentage of road repairs/potholes requiring follow-up activities (second repair).	5%	5% /2%	2%
2. Percentage of pothole repairs lasting more than six months.	98%	90%/95%	95%
3. Number of traffic light repairs within two hours of notification.	81%	95%/ 100%	95%
4. Miles of rights-of-way mowed per employee.	231	175/150	170
5. Miles of ditches cleared per employee.	5	5/ 7	9

Public Works			
Performance Measures	2018	2019	2020
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
6. Departmental expenditures per capita.	\$69.70	\$75.93/\$75.37	\$86.85
7. Departmental expenditures as a percent of the General Fund.	9.23%	11.16%/10.71%	11.30%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of employees authorized in budget.(FT/PT/Seasonal)	25/1/6	25/1/6	25/1/6
2. Lane miles of road in the City.	115	115/ 115	115
3. Number of potholes repaired.	62	50/57	50
4. Number of signs repaired/replaced.	193	145/164	145
5. Number of dead animals removed.	227	200/210	200
6. Number of sidewalk repairs.	18	15/14	15
7. Number of ditches cleaned.	88	40/112	150
8. Miles of rights-of-way mowed.	925	800/750	800

Public Works Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	559,290	492,014	579,035	620,455
Temporary Employees	51.1200	69,224	102,907	90,000	72,000
Overtime	51.1300	40,494	36,943	20,000	20,600
Group Health/Dental	51.2105	146,664	132,154	162,960	208,585
Health Clinic	51.2107	18,569	14,773	14,075	22,345
Group Life Insurance	51.2110	1,429	1,239	1,438	1,650
FICA contributions (employer)	51.2200	45,207	38,091	45,830	50,620
Retirement contribution (employer)	51.2400	31,044	27,100	29,600	38,075
Workers' Compensation	51.2700	22,739	45,859	36,725	53,430
		934,660	891,081	979,663	1,087,760
Purchased/Contracted Services					
Employment physicals & tests	52.1231	1,106	275	700	700
Engineers and consultants	52.1310	2,100	0	0	0
Computer maintenance	52.2201	4,500	6,790	6,675	6,675
Copier maintenance	52.2202	1,450	1,820	1,700	1,700
Radio maintenance	52.2204	3,100	734	3,580	3,580
Alarm system maintenance	52.2205	349	175	240	300
Fuel system maintenance	52.2208	0	0	500	500
Small Equipment repairs	52.2216	66	5,847	0	0
Vehicle repairs	52.2223	23,079	6,679	15,000	15,000
Rental of equipment and vehicles	52.2320	2,948	3,397	2,000	2,000
Vehicle Lease	52.2321	0	5,478	47,005	69,000
Telephone	52.3210	17,724	17,894	21,700	21,700
Postage	52.3220	166	50	200	200
Advertising	52.3300	673	1,305	675	675
Printing and binding	52.3400	89	0	100	100
Travel	52.3500	2,500	2,934	5,000	5,000
Dues and fees	52.3600	4,571	6,714	12,000	12,000
Education and training	52.3700	2,322	6,418	5,000	5,000
Licenses	52.3800	65	0	0	0
		66,808	66,509	122,075	144,130
Supplies					
Office supplies	53.1110	1,509	1,239	1,250	1,750
Computer supplies	53.1120	1,009	664	1,000	1,000
Copier supplies	53.1130	0	0	150	150
Miscellaneous supplies	53.1140	4,935	6,478	6,000	6,000

Public Works Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Gasoline	53.1270	45,494	64,502	65,000	65,000
Small equipment	53.1600	16,305	18,370	15,000	15,000
Small equipment supplies	53.1601	5,717	7,023	6,000	6,000
Small equipment - computers & software	53.1610	702	2,472	2,335	2,435
Safety supplies	53.1701	13,162	7,218	7,800	7,800
Uniforms & replacements	53.1702	8,893	8,366	10,000	10,000
Vehicle repair supplies	53.1723	53,751	41,027	42,250	40,000
		151,477	157,360	156,785	155,135
Capital Outlays					
Vehicles	54.2200	58,545	0	0	0
Equipment	54.2500	36,384	5,236	132,895	66,448
		94,929	5,236	132,895	66,448
Debt Service					
Capital Lease - Principal - Radios	58.1208	0	0	15,535	9,375
Capital Lease - Principal - Vehicles	58.1209	25,599	42,291	41,625	19,540
Capital Lease - Interest - Radios	58.2208	0	0	3,185	4,350
Capital Lease - Interest - Vehicles	58.2209	1,835	2,447	1,176	301
		27,434	44,739	45,986	33,566
Total Expenditures		1,275,308	1,164,925	1,437,404	1,487,039

Public Works Department

Capital Outlay Overview

The Public Works Department has budgeted Capital Outlay funds for the purchase of equipment.

Budget Summary

There is an overall increase of \$49,635 or 3.34% from last year's budget. The increase is found in salaries and purchased/contracted services.

Personnel

The total number of FTE positions remained the same from FY2019 to FY2020.

Public Works Department

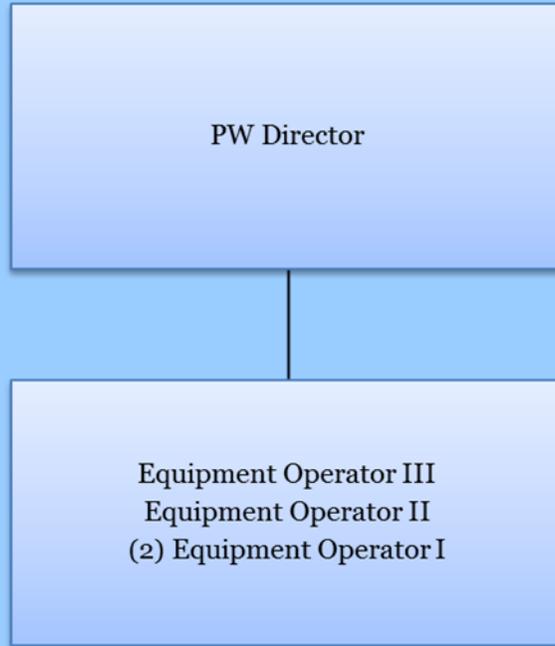
FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Public Works Director *	0.340	0.340	0.340
Engineer	1.000	1.000	1.000
Administrative Assistant *	0.500	0.500	0.500
Construction Inspections	0.250	0.250	0.250
Equipment Operator I	9.000	9.500	10.000
Equipment Operator III	1.560	1.560	1.560
Facilities Maintenance	2.000	2.000	2.000
Inventory Control *	0.340	0.340	0.340
Mechanic Supervisor *	0.340	0.340	0.340
Mechanic I	0.000	0.000	0.000
Mechanic II *	0.340	0.340	0.340
Senior Equipment Operator *	0.250	0.250	0.250
Supervisor *	1.500	1.500	1.500
Staff Assistant *	0.600	0.600	0.600
FTE Positions	18.020	18.520	19.020

**Partially Budgeted in Other Funds*

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**Hwy & Streets Department
Organizational Chart FY 2020**



Highways and Streets Expenditures

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	0	0	0	105,640
Overtime	51.1300	0	0	0	1,200
Group Health/Dental	51.2105	0	0	0	51,504
Health Clinic	51.2107	0	0	0	1,650
Group Life Insurance	51.2110	0	0	0	225
FICA contributions (employer)	51.2200	0	0	0	8,090
Retirement Contribution (employer)	51.2400	0	0	0	4,230
Workers' Compensation	51.2700	0	0	0	275
		0	0	0	172,814
Purchased/Contracted Services					
Engineers/Consultants	52.1310	22,833	45,509	36,000	86,000
Road Paving & Drainage	52.2224	143,051	34,023	100,000	100,000
Other Purchased Services	52.3900	0	0	0	2,500
		165,884	79,532	136,000	188,500
Supplies					
Street lighting	53.1231	322,576	281,588	325,000	345,000
Road paving and drainage supplies	53.1724	59,871	121,157	60,000	100,000
		382,447	402,745	385,000	445,000
Capital Outlays					
Site Improvements	54.1200	248,273	130,556	1,682,940	300,000
		248,273	130,556	1,682,940	300,000
Total Expenditures		796,604	612,833	2,203,940	1,106,314

Highways and Streets Expenditures

Capital Outlay Overview

For FY 2020, this department has budgeted \$300,000 for site improvements in the capital outlays.

*Stormwater, highways, renovations improvement maintain project (SHRIMP) - \$300,000

Budget Summary

The department's expenditures decreased \$1,097,626 or 99.22% from last year's budget. There is an addition in this budget for salaries and benefits and a significant decrease in capital outlays.

Personnel

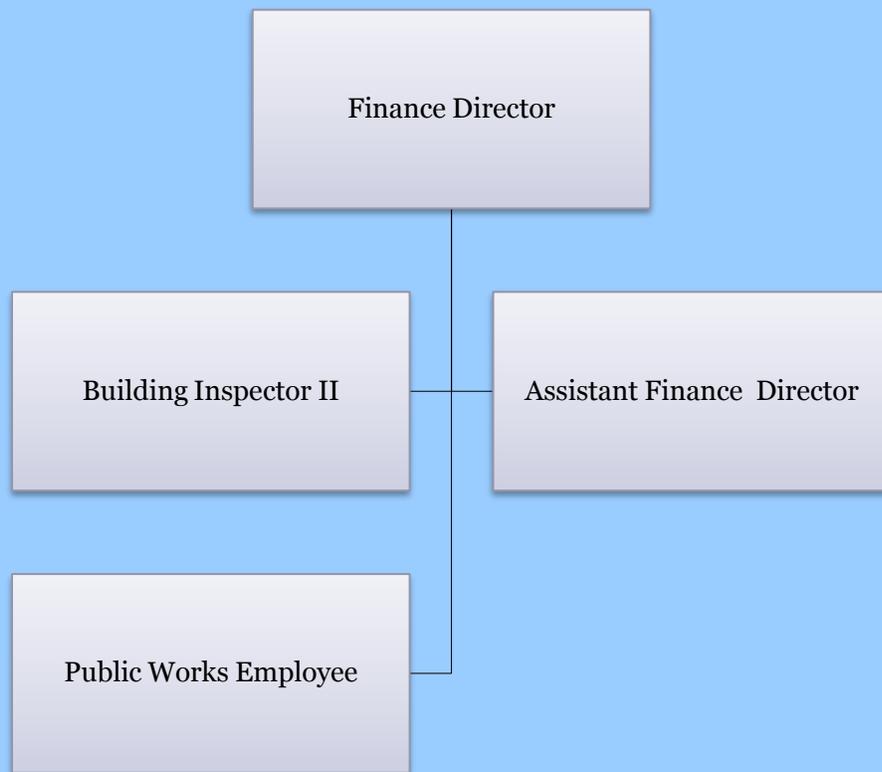
For FY 2020, there are four FTE added to this budget for the maintenance of storm water.

Hwy & Streets

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Equipment Operator III	0.000	0.000	1.000
Equipment Operator I	0.000	0.000	1.000
Equipment Operator I	0.000	0.000	2.000
FTE Positions	0.000	0.000	4.000

**Oak Grove Cemetery
Organizational Chart FY 2020**



Cemetery

Purpose Statement

The Oak Grove Cemetery supports the quality of life of the City by providing a serene final resting place and historical archive of those who have gone on before.

Departmental Goals (including, but not limited to)

1. Ensure family members are treated with compassion as they arrange the purchase of burial plots.
2. Maintain a well manicured and peaceful setting for visitors and family members of the deceased.
3. Ensure records of burial plots are kept accurately.
4. Ensure deeds are filed timely after purchase.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percentage of timely, one business day response time to emails and telephone messages.	100%	100% / 100%	100%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Department expenditures per capita	\$5.65	\$6.67 / \$7.53	\$8.37
2. Departmental expenditures as a percent of the General Fund.	1%	1% / 1%	1%
3. Percentage of time employee spends on cemetery functions.	15%	15% / 15%	15%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of burial plots sold	43	40 / 44	44
2. Number of burial plots placed on payment plan	11	10 / 17	10
3. Number of employees who work at or administrate for the cemetery	0.64	0.64 / 0.64	0.64

Cemetery Expenditures

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular Employees	51.1100	20,517	21,765	21,500	38,400
Overtime	51.1300	496	404	150	100
Group Health/Dental	51.2105	7,203	7,514	7,965	7,580
Health Clinic	51.2107	864	331	290	770
Group Life Insurance	51.2110	46	48	30	90
FICA Contributions (Employer)	51.2200	1,540	1,573	1,215	2,950
Retirement Contribution (Employer)	51.2400	1,005	1,004	840	2,040
Workers' Compensation	51.2700	4,504	256	1,510	365
		36,175	32,896	33,500	52,295
Purchased/Contracted Services					
Computer maintenance	52.2201	322	398	400	400
Small equipment repairs	52.2216	0	0	200	200
Postage	52.3220	180	23	200	200
Dues & fees	52.3600	360	317	360	400
Contract labor	52.3850	50,409	29,501	52,000	52,000
		51,271	30,239	53,160	53,200
Supplies					
Miscellaneous supplies	53.1140	169	0	175	200
Water/Sewerage	53.1210	497	456	500	500
Electricity	53.1230	280	229	300	300
Gasoline	53.1270	0	0	500	500
Small equipment	53.1600	19	27	600	600
Small equipment supplies	53.1601	144	0	250	250
Cemetery work supplies	53.1704	0	0	100	100
Vehicle repair supplies	53.1723	54	0	100	250
		1,163	712	2,525	2,700
Operating Transfers					
Operating transfer out - Cemetery Fees	61.1000	20,478	31,319	25,000	35,000
		20,478	31,319	25,000	35,000
Total Expenditures		109,087	95,165	114,185	143,195

Cemetery Department

Capital Outlay Overview

This department does not have any capital outlay expenditures budgeted for FY 2020.

Budget Summary

An overall increase of \$29,010 or 20.26% in total expenditures is shown. There is an increase in Purchased/Contract Services and Operating Transfers.

Personnel

The personnel remained constant from FY 2019 to FY 2020.

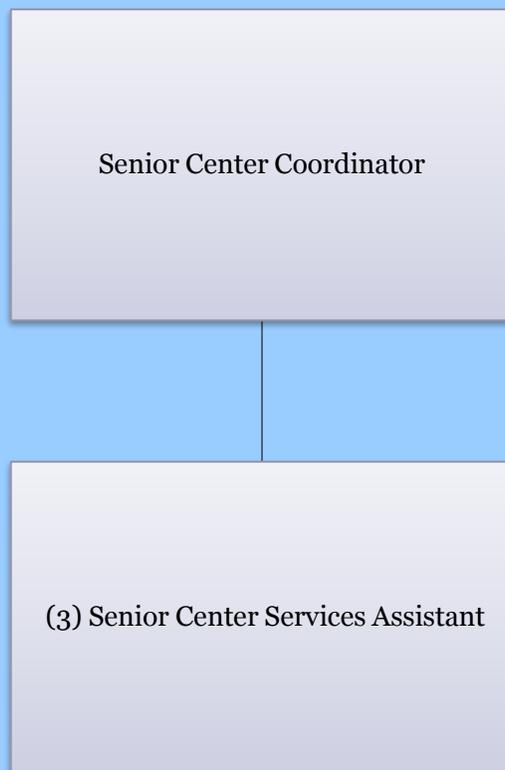
Cemetery Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Equipment Operator III	0.440	0.440	0.440
Assistant Finance Director	0.100	0.100	0.100
Building Inspector II	0.100	0.100	0.100
FTE Positions	0.640	0.640	0.640

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**Senior Citizens Center
Organizational Chart FY 2020**



Senior Center

Purpose Statement

The Senior Center supports the quality of life of the City by enriching the lives of St. Marys seniors.

Departmental Goals (including, but not limited to)

1. To continue to have a thriving independent Senior Center for the seniors of St. Marys.
2. Improve quality of life for seniors in our community.
3. Increase marketing efforts and recognition of the Senior Center.
4. Develop a Senior Center user satisfaction survey.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percent of seniors rating overall satisfaction with Senior Center services as "good" or above.	90%	90%/N/A	95%
2. Percent of participants rating individual Senior Center events as "good" or above.	90%	90%/N/A	95%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percentage increase in attendance from prior year.	1.00%	2%/N/A	25%
2. Senior Center annual attendance per capita.	47%	48%/N/A	
3. Departmental expenditures per capita.	\$7.84	\$9.00/ \$8.37	\$8.69
4. Departmental expenditures as a percent of the General Fund.	0.97%	1%/1%	1%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of full-time equivalent City employees (FTE) for the year.	2.36	2.36/ 2.36	2.36
2. Annual Senior Center attendance.	8,066	8,300/ N/a	8,500
3. Number of meals served annually.	7,176	7,800/N/A	8,000
4. Number of programs provided annually.*	444	500/N/A	400
5. Total population in St. Marys.	17,121	17,121/17,121	17,121

Senior Center Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	55,286	57,284	60,880	63,120
Overtime	51.1300	3,518	2,935	1,500	3,500
Group Health/Dental Ins	51.2105	16,022	13,738	14,305	13,470
Health Clinic	51.2107	945	753	655	770
Group Life Insurance	51.2110	88	81	95	75
FICA contributions (employer)	51.2200	4,204	4,123	4,775	5,100
Retirement contribution (employer)	51.2400	2,685	2,617	2,575	2,810
Workers' Compensation	51.2700	99	180	150	215
		82,847	81,713	84,935	89,060
Purchase/Contracted Services					
Computer maintenance	52.2201	0	0	0	1,000
Alarm system maintenance	52.2205	220	439	600	412
Vehicle repairs	52.2223	7,561	0	500	1,500
Property/Liability insurance	52.3110	267	267	300	750
Telephone	52.3210	1,672	1,649	1,600	1,672
Advertising	52.3300	94	18	150	150
Travel	52.3500	48	0	150	150
Dues & Fees	52.3600	115	127	150	150
Education and training	52.3700	42	0	250	250
		10,019	2,500	3,700	6,034
Supplies					
Computer supplies	53.1120	186	0	200	500
Copier supplies	53.1130	30	0	50	50
Miscellaneous supplies	53.1140	2,470	2,315	2,575	2,575
Water/sewerage	53.1210	994	615	750	1,000
Electricity	53.1230	3,833	3,653	4,500	4,500
Gasoline	53.1270	996	1,202	2,000	1,500
Food	53.1300	43,237	37,092	32,000	43,000
Small equipment	53.1600	427	500	500	500
		52,173	45,377	42,575	53,625
Total Expenditures		145,039	129,591	131,210	148,719

Senior Center Department

Capital Outlay Overview

There are no Capital Outlays budgeted for FY2020 for the Senior Center.

Budget Summary

An overall increase of \$17,509 or 11.77% is reflected in the overall budget. The increase is reflected in salaries and benefits, purchased/contracted services and supplies.

Personnel

The personnel remained constant from FY 2019 to FY 2020.

Senior Center Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Senior Center Coordinator	1.000	1.000	1.000
Senior Center Services Assistant	1.360	1.360	1.360
FTE Positions	2.360	2.360	2.360

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Parks

Purpose Statement

The Parks Division supports the quality of life of the City by providing a safe and pleasing place for events and personal enjoyment.

Departmental Goals (including, but not limited to)

1. Continue to keep parks well maintained.
2. Continue to improve the conditions of the public restroom facilities.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percent of survey respondents that rate our parks as "good" or above.	75%	95% /55%	95%
2. Percent of event sponsors that rated our parks as "good" or above in regards to meeting their needs.	65%	95% /51%	95%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Number of park rentals.	25	40/37	40
2. Vandalism incidents responded to within one hour of notification.	100%	100%/ 100%	100%
3. Departmental expenditures per capita.	\$4.37	\$4.25/\$5.38	\$80.38
4. Departmental expenditures as a percent of the General Fund.	0.58%	0.56%/ 0.76	10.46%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of hours spent mowing.	128	75/243	143
2. Number of hours spent weeding.	355	250/245	171
3. Number of hours spent picking up trash.	261	250/270	263
4. Number of hours spent cleaning fountain.	77	100/82	107
5. Number of vandalism incidents.	0	10/2	0

Parks Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Purchased/Contracted Services					
Other Professional Services	52.1240	39,110	9,654	10,000	39,000
Building repairs	52.2221	0	2,759	500	500
Rental of equipment and vehicles	52.2320	1,176	1,488	1,000	1,000
Other Professional Services	52.3900	0	0	0	19,000
		40,286	13,902	11,500	59,500
Supplies					
Water/sewerage	53.1210	12,725	10,192	11,000	11,000
Electricity	53.1230	20,955	17,162	19,000	21,000
Uniforms & replacements	53.1702	28	0	0	0
Christmas equipment & supplies	53.1703	9,744	13,283	10,000	16,000
Public grounds maintenance supplies	53.1705	10,948	9,608	14,800	15,000
Building repair supplies	53.1721	7,016	5,801	6,500	10,500
		61,416	56,047	61,300	73,500
Capital Outlay					
Site Improvements	54.1200	68,583	7,000	0	1,243,246
		68,583	7,000	0	1,243,246
Total Expenditures		170,285	76,948	72,800	1,376,246

Parks Department

Capital Outlay Overview

This department has \$1,243,246 budgeted for capital expenditures for FY 2020.

*Tilden Norris Marshwalk decking (\$50,000)

*Replace Christmas Tree (\$12,000)

*St. Marys Marina (\$1,181,246)

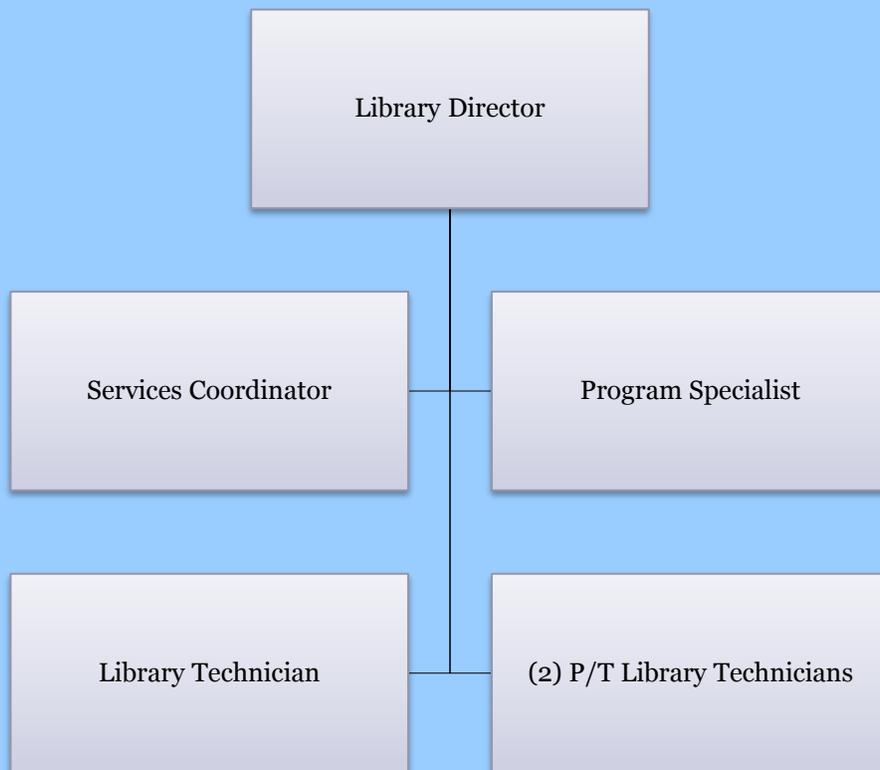
Budget Summary

There is an overall increase in the budget from FY 2019 to FY 2020 of \$1,303,466 or 1890%.

Personnel

There are no personnel budgeted in this department.

St. Marys Public Library
Organizational Chart FY 2020



Library

Purpose Statement

The Library supports the quality of life of the City by providing access to informational resources.

Departmental Goals (including, but not limited to)

1. Increase opportunities for access to information at the library.
2. Increase circulation of books.
3. Develop survey instrument and process for obtaining patron satisfaction ratings on library services.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percentage of visitors to total hours open annually.*	32%	36% /28%	34%
2. Number of books circulated divided by the number of regular library card holders.	5	6/7	8
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percent of audio-visual materials circulated compared to total circulation. *	34%	38%/15.5%	20%
2. Total department budget divided by total library users for the year.	\$4.20	\$4.00/\$3.85	\$3.75
3. Departmental expenditures per capita.	\$16.72	\$17/\$16.09	\$19.45
4. Departmental expenditures as a percent of the General Fund.	3.00%	2.38%/2.30%	2.53%
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of library cards to date.	12,783	13,750/13,044	14,000
2. Number of items circulated.	78,925	80,000/94,981	98,000
3. Number of computer users.	21,206	40,000/41,834	45,000

Library			
Performance Measures	2018	2019	2020
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
4. Number of hours open during the year	2,504	2,600/ 2,729	***
5. Library attendance.	68,371	80,000/ 71,265	83,000
6. Holds sent/received.	7,420	7,500/ 7,911	8,500

* This does not include digital ebooks, magazines and audio downloads.

**These stats an all others could improve if we budget for marketing to the general public.
i.e. billboards, radio spots, ability to have outreach programs and presentations.

***This is controled by council and public demand.

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Library Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	172,054	174,580	183,205	190,125
Overtime	51.1300	219	363	300	600
Group Health/Dental	51.2105	26,978	20,645	24,145	22,800
Health Clinic	51.2107	3,779	3,012	2,615	3,082
Group Life Insurance	51.2110	350	325	361	300
FICA contributions (employer)	51.2200	13,175	12,957	14,040	14,545
Retirement - contribution (employer)	51.2400	7,778	8,052	8,620	9,145
Tuition reimbursements	51.2500	2,000	1,000	1,000	0
Workers' Compensation	51.2700	336	921	420	600
		226,669	221,856	234,706	241,197
Purchased/Contracted Services					
Computer maintenance	52.2201	1,125	0	3,000	2,500
Copier maintenance	52.2202	2,558	3,028	2,000	3,000
Alarm system maintenance	52.2205	950	825	1,030	825
Building repairs	52.2221	1,634	17,356	515	18,645
Telephone	52.3210	5,702	6,116	5,835	6,125
Postage	52.3220	3,581	3,622	4,000	300
Travel	52.3500	205	344	500	350
Dues and fees	52.3600	3,507	3,639	3,800	3,750
Education and training	52.3700	0	0	600	400
Other Purchased Services	52.3900	0	0	0	3,700
		19,262	34,930	21,280	39,595
Supplies					
Office supplies	53.1110	113	333	600	600
Computer supplies	53.1120	167	438	800	600
Copier supplies	53.1130	230	391	350	400
Miscellaneous supplies	53.1140	1,726	1,210	1,200	1,200
Library unique supplies	53.1145	1,656	1,190	2,200	2,200
Water/sewerage	53.1210	755	631	800	800
Electricity	53.1230	25,401	18,126	26,000	26,000
Books and periodicals	53.1400	13,844	4,562	20,000	18,000
Small Equipment	53.1600	0	396	0	0
Building repairs supplies	53.1721	332	1,015	2,500	2,500
		44,224	28,295	54,450	52,300
Total Expenditures		290,155	285,080	310,436	333,092

Library Department

Capital Outlay Overview

This department does not have any capital expenditures budgeted for FY 2020.

Budget Summary

There is an overall increase of \$22,656 or 6.8% from FY 2019 to FY 2020. This increase is reflected in salaries and benefits, purchased/contracted services and supplies.

Personnel

Personnel remained constant from FY 2019 to FY 2020.

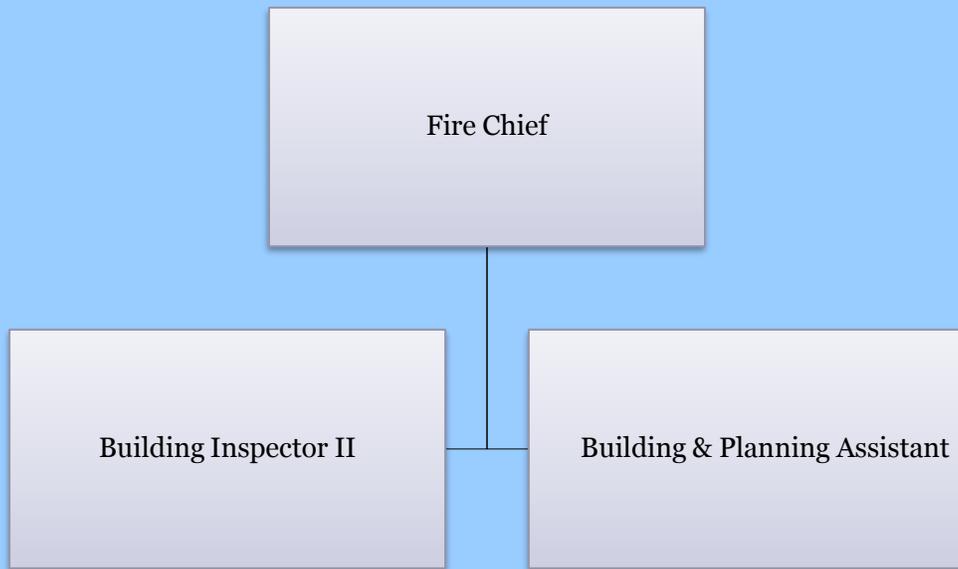
Library Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Library Director	1.000	1.000	1.000
Library Service Coordinator	1.000	1.000	1.000
Library Programs Specialist	1.000	1.000	1.000
Library Technician	2.000	2.500	2.000
FTE Positions	5.000	5.500	5.000

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**Building Department
Organizational Chart FY 2020**



Building Department

Purpose Statement

The Building Department supports the quality of life of the City by ensuring safe and properly sited structures.

Departmental Goals (including, but not limited to)

1. Review building permitting approval procedures to ascertain if there are opportunities for improvements.
2. Conduct annual meeting with local area builders to discuss/review building permitting processes and regulations.

Performance Measures	2018	2019	2020
Outcome Measures	Goal	Goal/Actual	Goal
1. Applicants rating of overall satisfaction with Building permitting process as "good" or above.	100%	100%/95%	100%
2. Percentage of builders at annual meeting rating the Building Department function as "good" or above.	100%	100%/95%	100%
Efficiency/Effectiveness Indicators	Goal	Goal/Actual	Projected
1. Percent of inspections performed within 48 hours.	100%	100%/100%	100%
3. Percentage of building permits issued within seven days after a complete application is received.	100%	99%/80%	100%
4. Departmental expenditures per capita.	\$9.05	\$10/\$7.67	\$9
5. Departmental expenditures as a percent of the General Fund.	1.00%	1%/ >1%	1%

Building Department

Performance Measures	2018	2019	2020
Workload/Service Level Indicators	Goal	Goal/Actual	Goal
1. Total number of /plumbing/HVAC/Electrical/LV permits issued.	200	200/471	450
2. Total number of building permits.	263	275/186	200
3. Number of inspections completed.	3,705	4,000/3004	4,000
4. Dollar amount of building permits issued.	\$359,000	\$380,000/\$200,040	\$250,000
5. Number of certificates of occupancy issued.	353	400/110	200
6. Number of estimated fees for Building Permits.	5	15	20

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Building Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	77,374	81,773	84,200	85,860
Tempoary employees	51.1200	0	0	9,400	0
Overtime	51.1300	1,128	1,189	1,000	1,000
Group Health/Dental	51.2105	14,562	12,538	13,025	16,210
Health Clinic	51.2107	1,417	1,129	980	1,160
Group Life Insurance	51.2110	155	142	165	132
FICA contributions (employer)	51.2200	5,894	6,036	6,520	6,645
Retirement Contribution (employer)	51.2400	4,377	4,588	4,600	4,850
Workers' Compensation	51.2700	569	897	760	1,080
		105,476	108,294	120,650	116,937
Purchased/Contracted Services					
Computer maintenance	52.2201	645	0	2,000	2,000
Copier maintenance	52.2202	1,577	1,091	1,650	1,650
Alarm system maintenance	52.2205	442	86	345	350
Vehicle repairs	52.2223	216	0	500	500
Vehicle leases	52.2321	0	3,055	7,740	7,740
Telephone	52.3210	2,241	2,634	2,400	3,645
Postage	52.3220	0	1	20	20
Travel	52.3500	496	1,600	800	1,000
Dues and fees	52.3600	650	292	700	700
Professional subscriptions	52.3610	0	0	750	1,500
Education and training	52.3700	727	550	800	800
		6,994	9,310	17,705	19,905
Supplies					
Office supplies	53.1110	150	88	150	150
Computer supplies	53.1120	308	308	300	300
Copier supplies	53.1130	274	150	500	500
Miscellaneous supplies	53.1140	0	339	300	300
Gasoline	53.1270	2,354	1,287	2,000	2,000
Small Equipment - computers & software	53.1610	25	0	3,000	3,000
Other supplies	53.1700	40	29	150	150
Vehicle repair supplies	53.1723	976	426	500	500
		4,127	2,626	6,900	6,900
Total Expenditures		116,597	120,230	145,255	143,742

Building Department

Capital Outlay Overview

There is no Capital Outlay budgeted for FY 2020.

Budget Summary

There is an overall decrease of \$1,513 or 1.04% from last year's budget. This decrease is reflected in salaries and benefits.

Personnel

The personnel remained constant for this department from FY 2019 to FY 2020.

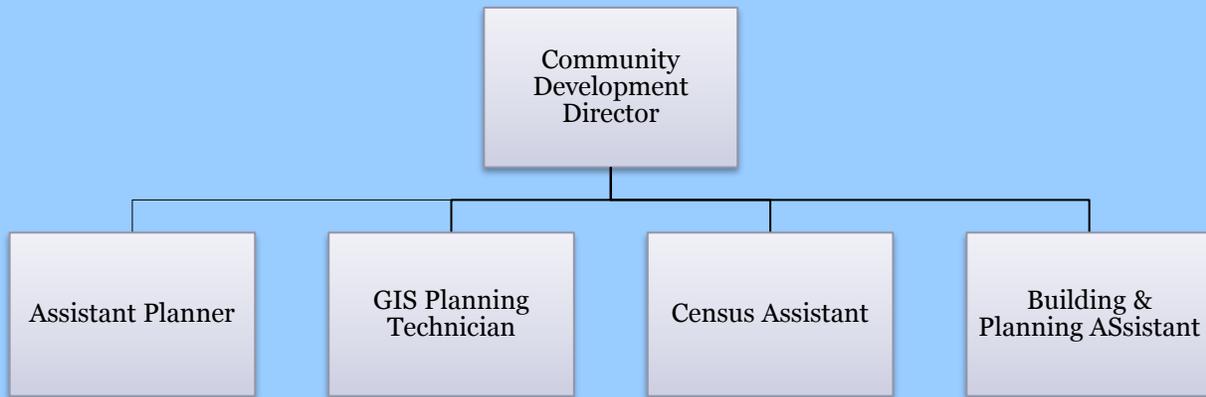
Building Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Fire Chief	0.3	0.3	0.3
Planning and Building Assistant	0.5	0.5	0.5
Chief Building Inspector	0.9	0.9	0.9
FTE Positions	1.7	1.7	1.7

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**Planning Department
Organizational Chart FY 2020**



Planning

Purpose Statement

The Planning Department supports the quality of life of the City by articulating the vision and values of the community.

Departmental Goals (including, but not limited to)

1. Complete and adopt the updated zoning ordinance.
2. Implement recommendations of the Master Plan.
3. Update the Sign Ordinance, Property Maintenance Ordinance, Tree Ordinance, and other ordinances incompatible with the new Zoning Ordinance.
4. Have a final zoning, ROW, utility layer, and other maps available.
5. Public outreach and education for all ordinances.
6. Municode updated with current ordinances.
7. Update online information for the Public and websites.
8. Update HPC Ordinance, website and public material.
9. Adopt a self guided historic walk for HP Structures and areas.
10. Adopt an annual historic preservation award for best restoration.
11. Streamline the permitting process.
12. Update on application with checklists and other information.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percentage of time planning staff recommendations were accepted by City Council as presented.	>85%	100%/ 90%	100%
2. Percentage of time planning staff recommendations were accepted by the Planning and Zoning Commission as presented.	>85%	100%/ 90%	100%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Number of plan reviews completed within fourteen days after receipt of a complete application.	100%	100%/ 100%	100%
2. Departmental expenditures per capita.	\$13.44	\$15.98/\$15.98	\$17.93
3. Departmental expenditures as a percent of the General Fund.	2.00%	2%/1%	2.00%

Planning

Performance Measures	2018	2019	2020
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Number of applications for review submitted to Planning Commission.	+/-24	35/62	65
2. Total number of dilapidated structures removed either by City or by Owner under orders from the City.	unknown	10/5	5
3. Total number of dilapidated structures renovated or restored.	2	5/3	3
4. Number of building permits reviewed (Planning component).	263	250/213	250
5. Number of Occupation Tax licenses processed.	629	700/677	700
6. Number of Historic Preservation Certificates of Appropriateness (COA) submitted to Historic Preservation Commission.	+/-25	30/20	30
7. Number of Historic Preservation Commission Certificates of Appropriateness (COA) appealed to Council.	5	10/1	3

Planning Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	131,246	139,011	182,875	186,350
Overtime	51.1300	671	2,044	1,200	1,200
Group Health/Dental	51.2105	35,258	20,312	23,385	42,135
Health Clinic	51.2107	2,362	1,311	1,635	2,700
Group Life Insurance	51.2110	219	137	226	265
FICA contributions (employer)	51.2200	9,717	10,451	14,085	14,350
Retirement Contribution (employer)	51.2400	8,063	5,418	5,350	6,235
Workers' Compensation	51.2700	221	364	275	520
		187,757	179,047	229,031	253,755
Purchased/Contracted Services					
Employment Physicals	52.1231	0	219	0	200
Computer maintenance	52.2201	2,637	15,670	10,000	10,600
Copier maintenance	52.2202	1,577	1,390	3,000	3,000
Alarm system maintenance	52.2205	442	172	500	500
Vehicle repairs	52.2223	0	18	500	250
Vehicle lease	52.2321	0	455	3,600	5,000
Telephone	52.3210	1,941	2,600	2,100	2,600
Postage	52.3220	1,047	898	1,250	3,500
Advertising	52.3300	1,329	2,210	1,500	3,000
Printing and binding	52.3400	804	292	700	2,500
Travel	52.3500	1,124	1,971	5,000	4,000
Dues & Fees	52.3600	589	468	1,200	1,200
Education and training	52.3700	154	640	3,000	3,500
Other purchased services	52.3900	328	20,011	6,300	6,300
		11,972	47,013	38,650	46,150
Supplies					
Office supplies	53.1110	286	179	400	600
Computer supplies	53.1120	852	610	800	1,500
Copier supplies	53.1130	329	202	600	1,200
Miscellaneous supplies	53.1140	943	452	800	800
Gasoline	53.1270	710	665	800	800
Small Equipment	53.1600	7,322	832	1,000	500
Small equipment - computers & software	53.1610	62	1,136	1,000	1,250
Vehicle repair supplies	53.1723	11	0	500	500
		10,515	4,076	5,900	7,150
Total Expenditures		210,244	230,137	273,581	307,055

Planning Department

Capital Outlay Overview

There are no funds budgeted for Capital Outlay for FY 2020.

Budget Summary

There is an overall increase of \$33,474 or 12.24% from last year's budget. The increase is reflected in salaries and benefits, purchased/contracted services and supplies.

Personnel

Personnel remained consistent from FY 2019 to FY 2020.

Planning Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Planning Director	1	1	1
Assist. Planner	1	1	1
GIS/Planning Technician	1	1	1
Intern	0.5	0.5	0.5
Planning and Building Assistant	0.5	0.5	0.5
FTE Positions	4	4	4

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**Code Compliance Department
Organizational Chart FY 2020**



Code Compliance

Purpose Statement

To provide services to protect the lives, property and environment of our community through the enforcement of codes. In a proactive manner, the Code Compliance staff seeks to partner with residents, neighborhood organizations, businesses, public agencies, and other City departments to enhance the understanding of local regulations. These efforts strive to not only protect property values, but more importantly the quality of life for the citizens of St. Marys.

Departmental Goals (including, but not limited to)

1. Enforce Regulations - Code Compliance will seek to resolve violations through voluntary compliance. In the absence of compliance, Code Compliance will pursue other remedies to achieve compliance.
2. Education - Code Compliance will seek to explain the purpose of regulations to foster community support and involvement of the citizens of St. Marys to help identify solutions in an effort to assist individuals with voluntary compliance.
3. Effective Service - Code Compliance will maintain an accountable, transparent, responsive, and fiscally responsible program by tracking and meeting performance measurements and improving business processes.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Total Number of cases opened during reporting period.	165	350/667	350
2. Total number of cases that remain open past this reporting period.	34	27	20
3. Total number of cases closed resulting in the violation being corrected.	131	330/640	350
4. Total number of cases resulting in a Citation.	2	60	0
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Number of days to respond to complaint/inquiry.	2	2/7	7
2. Number of days cases are open.	10	10/20	15
3. Number of cases resulting in voluntary compliance.	129	350/580	350
4. Departmental expenditures per capita.	\$2.51	\$4.30/\$3.27	\$5.62
5. Departmental expenditures as a percent of the General Fund.	>1%	1% / >1%	>1%

Code Compliance

Performance Measures	2018	2019	2020
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Total number of inquiries/complaints (public generated) per reporting period.	69	150/170+/-	100
2. Total number of inquiries/complaints (Compliance Officer)generated per reporting period.	81	150/300+/-	200
3. Average number of inquiries/complaints (other staff, i.e. Water Dept., Police/Fire, Council)per reporting.	15	50/197+/-	50

Code Enforcement

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	39,403	25,163	43,115	56,665
Overtime	51.1300	308	1,410	1,000	1,000
Group Health/Dental	51.2105	472	209	480	480
Group Life Insurance	51.2110	88	44	95	75
FICA contributions (employer)	51.2200	3,095	2,005	3,380	4,415
Retirement Contribution (employer)	51.2400	2,837	942	775	2,550
Workers' Compensation	51.2700	542	663	575	1,210
		46,745	30,436	49,420	66,395
Purchased/Contracted Services					
Legal	52.1220	0	0	500	1,000
Computer Maintenance	52.2201	1,998	3,024	2,800	3,000
Copier Maintenance	52.2202	91	82	300	300
Vehicle repairs	52.2223	465	0	200	750
Vehicle lease	52.2321	0	2,356	7,740	5,500
Telephone	52.3210	2,120	2,356	2,000	3,000
Postage	52.3220	111	240	150	1,300
Printing & Binding	52.3400	120	79	250	500
Travel	52.3500	1,833	740	2,000	2,000
Dues & Fees	52.3600	58	145	90	150
Education and training	52.3700	797	557	1,030	2,500
Other Purchased Services	52.3900	1,000	815	4,000	2,400
		8,593	10,395	21,060	22,400
Supplies					
Office Supplies	53.1110	26	8	150	200
Computer Supplies	53.1120	90	0	200	300
Miscellaneous supplies	53.1140	160	969	250	1,000
Gasoline	53.1270	1,833	1,332	1,500	2,500
Small Equipment	53.1600	0	0	0	3,000
Vehicle repair supplies	53.1723	305	0	200	300
		2,414	2,310	2,300	7,300
Total Expenditures		57,752	43,140	72,780	96,095

Code Enforcement

Capital Outlay Overview

For FY 2020, the department does not have Capital Outlays budgeted.

Budget Summary

This department had an overall increase of \$23,315 or 32% from last year's budget. This is due to an increase in salaries and benefits, purchsed/contracted services and supplies.

Personnel

There is no change in personnel from FY 2019 to FY 2020.

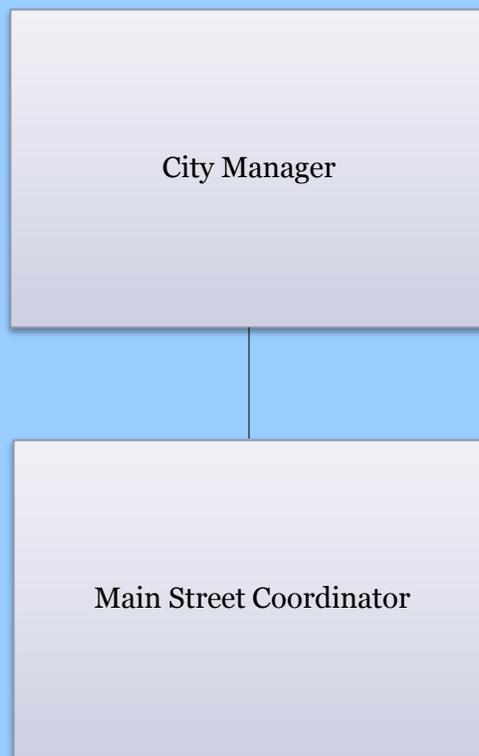
Code Enforcement Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2019
Code Compliance Officer	1	1.5	1.5
FTE Positions	1	1.5	1.5

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Economic Development Organizational Chart FY 2020



Economic Development

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	48,929	43,342	50,315	47,085
Group Health/Dental	51.2105	6,744	5,906	6,010	0
Health Clinic	51.2107	945	753	655	0
Group Life Insurance	51.2110	88	81	91	75
FICA contributions (employer)	51.2200	3,764	3,221	3,850	3,605
Retirement Contribution (employer)	51.2400	3,473	3,067	1,150	3,300
Tuition Reimbursement	51.2500	0	0	0	1,000
Workers' Compensation	51.2700	325	126	115	145
		64,268	56,496	62,186	55,210
Purchased/Contracted Services					
Other Professional Services	52.1240	4,075	0	0	10,000
Copier maintenance	52.2202	705	824	1,000	1,000
Property/Liability Insurance	52.3110	802	793	1,600	1,600
Telephone	52.3210	1,655	2,676	1,800	1,800
Postage	52.3220	23	5	300	300
Advertising	52.3300	2,480	1,324	2,000	2,500
Marketing	52.3310	2,913	1,957	3,500	4,000
Travel	52.3500	1,319	1,904	5,000	5,000
Dues and fees	52.3600	500	576	824	900
Education and training	52.3700	1,605	447	4,000	4,000
Other Purchased Services	52.3900	6,250	0	0	0
		22,327	10,507	20,024	31,100
Supplies					
Office supplies	53.1110	85	39	200	200
Computer supplies	53.1120	350	38	400	400
Copier supplies	53.1130	265	430	400	400
Miscellaneous supplies	53.1140	565	927	750	750
Electricity	53.1230	2,684	2,139	2,650	3,000
Small equipment	53.1600	1,960	500	1,000	500
Small Equipment supplies	53.1601	0	3,551	0	250
		5,909	7,623	5,400	5,500
Capital Outlays					
Site improvements	54.1200	0	0	0	0
		0	0	0	0
Other					
Contributions to others	57.3000	10,000	10,000	10,000	10,000
		10,000	10,000	10,000	10,000
Total Expenditures		102,504	84,626	97,610	101,810

Economic Development

Capital Outlays

There is no capital outlay budgeted for FY 2020.

Budget Summary

This department has an overall increase from FY 2019 to FY 2020 of \$4,200 or 4.13%. This is due to an increase in purchased/contracted services.

Personnel

Personnel remained constant from FY 2019 to FY 2020.

Economic Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Main Street Director	1.000	1.000	1.000
FTE Positions	1.000	1.000	1.000

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Special Facilities – Orange Hall Organizational Chart FY 2020



Special Facilities

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular Employees	51.1100	12,460	2,907	0	0
FICA contributions (employer)	51.2200	993	222	0	0
Unemployment insurance	51.2600	0	0	2,000	0
Workers' compensation	51.2700	36	50	0	0
		13,489	3,180	2,000	0
Purchased/Contracted Services					
Alarm system maintenance	52.2205	545	790	550	550
Orange Hall restoration	52.2227	394	23,843	0	13,000
Submarine Museum	52.2229	16,466	99	500	500
Telephone	52.3210	424	450	450	450
Other purchased services	52.3900	2,711	1,070	4,500	4,500
		20,540	26,252	6,000	19,000
Supplies					
Miscellaneous supplies	53.1140	518	329	500	500
Water/sewerage	53.1210	1,022	808	1,100	1,100
Electricity	53.1230	11,906	7,643	12,000	12,000
Orange Hall restoration supplies	53.1727	419	624	0	500
		13,865	9,404	13,600	14,100
Capital Outlays					
Site improvements	54.1200	0	35,139	500,000	500,000
		0	35,139	500,000	500,000
Debt Service					
Principal	58.1300	0	0	30,975	30,975
Interest	58.2300	0	0	14,590	14,590
		0	0	45,565	45,565
Total Expenditures		47,894	73,975	567,165	578,665

Special Facilities

Capital Outlay Overview

This department has \$500,000 budgeted in Capital Outlays for site improvements at Orange Hall.

Budget Summary

The department has an overall increase of \$11,500 or 1.99% from last year's budget. The increase is due an increase in purchased/contracted services and supplies.

Personnel

There are no personnel allocated to the Special Facilities for FY 2020 due to the closure of Orange Hall.

Special Facilities Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Hostess	0.750	0.750	0.000
FTE Positions	0.750	0.750	0.000

Special Revenue

Capital Improvements

Enterprise Funds

Multi-Grant Fund

The Multi-Grant Fund is used to account for all City grants. The City has been awarded the Section 319 grant for the SHRIMP project in the downtown area that has been carried over into FY 2020 and the City as awarded a Boating Infrastructure Grant for the construction of a marina.

Tax Allocation District

The Tax Allocation District Fund is used to account for ad valorem tax within a specified district. The tax allocation district is for Historic & Industrial redevelopment.

Special Revenue Hotel/Motel

The St. Marys Convention and Visitors Bureau (Special Revenue - Tourism Fund) was created for the purpose of promoting tourism in the City of St. Marys. The City of St. Marys collects the hotel/motel tax at a rate of 6%. At this time, all taxes collected are turned over to the St. Marys Convention and Visitors Bureau.

Special Purpose Local Option Sales Tax Fund

The Special Purpose Local Option Sales Tax (SPLOST) is a 1% sales tax voted in by citizens for the purpose of capital projects. Currently available in St. Marys is SPLOST VII fund equity and SPLOST VIII.

LMIG Fund

The (LMIG) Georgia Department of Transportation for Local Maintenance Improvement Grant is a grant that helps with the cost associated with maintaining and repairing City roads.

Water and Sewer Enterprise Fund

The Water and Sewer Fund accounts for the operation of the City's water distribution and sewer collection system. This fund also supports other activities that support the water and sewer function.

Solid Waste Fund

The Solid Waste Fund accounts for the operation of the trash and recycling collection system in the City and other activities that support the function.

Aquatic Center Fund

The Aquatic Center Fund accounts for the operations of a small scale family oriented Water Park.

Aquatic Center Play Structure



Multiple Grants Fund

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Revenues					
Grant Federal	33.1120	23,423	6,893	397,133	1,191,246
GEMA Grant - Fire Dept	33.4000	0	0	0	0
OP Grant	33.4112	1,685	0	0	0
State Gov't Grant	33.4121	236,277	19,325	0	0
Total Revenues		261,385	26,218	397,133	1,191,246

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Expenditures					
Operating Transfer Out to General Fund	61.1000	261,385	26,218	397,133	1,191,246
Total Expenditures		261,385	26,218	397,133	1,191,246

Multiple Grants Fund

Capital Outlay Overview

This department does not have any capital outlay expenditures planned for FY 2020.

Budget Summary

The budget for FY 2020 increased by \$794,113 or 299.96% due to a boating infrastructure grant to build a city marina.

Personnel

There are no personnel budgeted in this department.

Tax Allocation District

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Revenues					
Taxes	31.1100	0	9,324	29,500	35,000
Interest revenues	36.1000	0	23	0	25
		0	9,348	29,500	35,025
Total Revenues		0	9,348	29,500	35,025

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Expenditures					
Other Purchased Services	52.1240	0	0	29,500	35,025
		0	0	29,500	35,025
Total Expenditures		0	0	29,500	35,025

Tax Allocation District

Capital Outlay Overview

This department does not have any capital outlay expenditures planned for FY 2020.

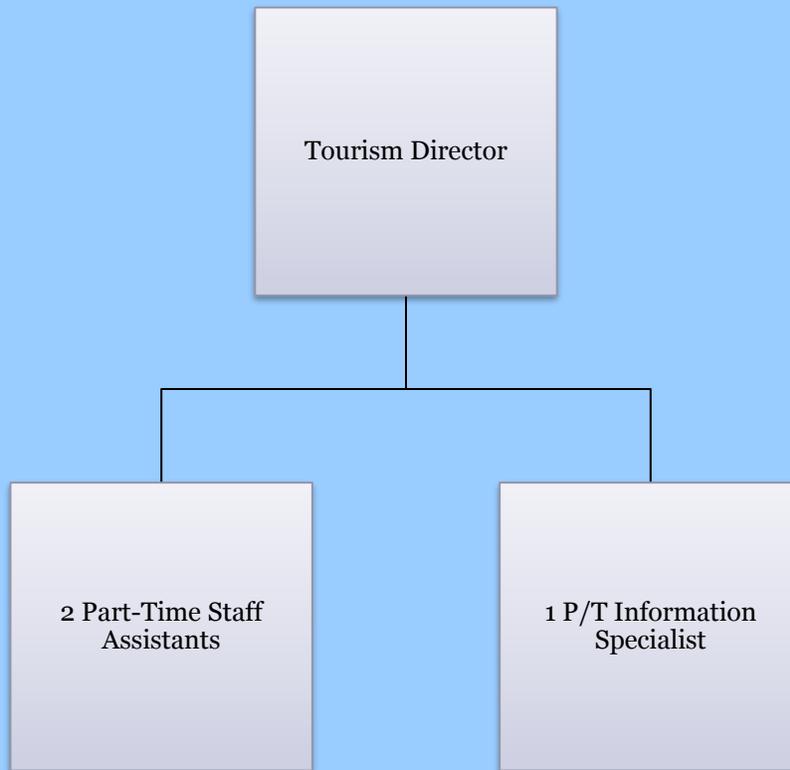
Budget Summary

The budget for FY 2020 increased by \$5,525 or 19% in other purchased services.

Personnel

There are no personnel budgeted in this department.

**St. Marys Convention and Visitor Bureau
(Tourism)
Organizational Chart FY 2020**



St. Marys Convention & Visitors Bureau

Purpose Statement

The mission of the St. Marys Convention & Visitors Bureau is to promote St. Marys as a desirable tourist destination, increase economic impact, and foster a quality visitor experience to benefit the city.

Departmental Goals (including, but not limited to)

1. Increase overnight stays and visitor satisfaction.
2. Market tourism for St. Marys and Cumberland Island.
3. Increased use of social media, media placement, press releases, and advertisements.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Revenue collected through overnight guest at local hotels/bed & breakfasts.	\$148,027	\$135,200/147,699	\$145,200
2. Revenue collected through Activity Fees & Misc. Income (Tour of Homes, Community Market, Events).	\$11,472	\$9,051/6,118	\$7,400
3. Revenue collected from Retail Sales & Contributions from Others *Added Contributions from Others to 2018/2019	\$3,591	\$3,100/ 2,740	\$2,600
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Tourism material sent to prospective visitors (includes hard copy and electronic information).	205,397	80,000/76,513	75,000
2. Marketing and Advertising Expenditures.	\$45,989	\$42,631/40,729	\$43,512
3. St. Marys tracked in-person referrals.	17,006	47000/20,270	22,000
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Estimated minimum number of Marketing impressions	3.5 million	3.5 million /6.0+ million	5 million
2. Number of visitors at Welcome Center.	7,744	7,000/7,631	7,500
3. Minimum hours of tourism education received & advocating for tourism in St. Marys and Cumberland Island (presentations, mtgs., etc.).	38	32/38	32

Special Revenue Tourism Fund

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Taxes					
Hotel/Motel Tax	31.4100	157,570	139,172	135,200	145,200
		157,570	139,172	135,200	145,200
Charges for Services					
Activity Fees	34.7200	2,084	1,009	2,051	1,100
Retail Sales	34.7900	1,534	1,125	1,800	1,100
		3,618	2,134	3,851	2,200
Investment Income					
Interest Earned	36.1000	18	21	0	0
		18	21	0	0
Contributions & Donations					
Contributions From Others	37.1000	2,423	2,456	1,300	1,500
		2,423	2,456	1,300	1,500
Miscellaneous					
Fund Equity	38.0001	0	0	6,000	4,980
Rental Income	38.1000	210	40	0	300
Miscellaneous Income	38.9010	7,778	10,568	7,000	6,300
		7,988	10,608	13,000	11,580
Interfund Transfers					
Operating T/F In General Fund	39.1200	24,448	50,061	36,325	28,350
		24,448	50,061	36,325	28,350
Total Revenues		196,065	204,452	189,676	188,830

Special Revenue Tourism Fund

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	32,605	30,356	33,260	36,540
Overtime - Regular employees	51.1300	0	41	0	100
FICA contributions (employer)	51.2200	2,583	2,325	2,580	2,810
Workers Compensation	51.2700	4	44	80	50
		35,192	32,766	35,920	39,500
Purchased/Contracted Services					
Audit/Administration Fee	52.1210	3,600	3,600	3,600	3,600
Tram maintenance	52.2210	2,017	0	1,400	700
Building Repairs	52.2221	0	0	0	400
Liability/Board Insurance	52.3110	1,124	1,227	1,200	1,300
Telephone/Internet	52.3210	2,832	3,068	3,200	4,900
Postage	52.3220	1,102	1,052	1,100	1,400
Advertising/ Marketing	52.3300	40,779	46,489	42,631	43,512
Travel	52.3500	3,007	1,666	3,000	2,692
Dues and fees	52.3600	1,340	1,270	1,400	1,400
Education and training	52.3700	570	841	900	900
Contract Labor	52.3850	61,160	81,287	68,100	59,976
		117,531	140,499	126,531	120,780
Supplies					
Office supplies	53.1110	1,928	1,450	2,400	2,400
Miscellaneous supplies	53.1140	4,608	5,860	4,875	4,000
Water/Sewerage	53.1210	675	559	750	750
Electricity	53.1210	3,821	3,179	4,400	4,400
Supp/Inv for Resale	53.1500	313	304	800	800
Small equipment/ Computers, software, etc	53.1610	1,992	346	2,000	1,200
		13,337	11,698	15,225	13,550
Other Costs					
Payment to Others	57.3000	12,000	12,300	12,000	15,000
		12,000	12,300	12,000	15,000
Total Expenditures		178,060	197,263	189,676	188,830

Special Revenue Tourism Fund

Capital Outlay Overview

This department has no capital outlay expenditures budgeted for FY 2020.

Budget Summary

There is an overall decrease in the budget of \$846 or 0.45% from FY 2019 to FY 2020. This decrease is reflected in Purchased/Contracted Services and Supplies.

Personnel

Personnel remained constant from FY 2019 to FY 2020.

SPLOST Fund

	Account Number	Actual FY2017	Actual FY2018	Adpoted Budget FY2019	City Manager Review FY2020
Revenues					
Sales, Interest, Other Income					
SPLOST Referendum Tax VIII	31.3201	1,978,572	2,082,339	1,000,000	1,500,000
Interest Revenue	36.1007	0	477	0	500
Fund Equity	38.0001	0	477	0	2,403,000
Total Revenues		1,978,572	2,083,293	1,000,000	3,903,500

	Account Number	Actual FY2017	Actual FY2018	Adpoted Budget FY2019	City Manager Review FY2020
Expenditures					
Road, Streets and Bridges					
Infrastructure 54220	52.2224	28,195	0	0	1,282,000
Drainage 54.2200	54.1242	45,445	0	0	500,000
Paving/Overlay	54.1416/17	0	0	0	621,500
Bond Debt 54310	61.1000	1,669,300	1,654,050	1,000,000	1,500,000
		1,742,940	1,654,050	1,000,000	3,903,500
Total Expenditures		1,742,940	1,654,050	1,000,000	3,903,500

SPLOST Fund

Capital Outlay Overview

This department has any capital outlay expenditures planned for FY 2020 which includes infrastructure, drainage and paving.

Budget Summary

The budget for FY 2020 increased by \$5,525 or 19% in other purchased services.

Personnel

There are no personnel budgeted in this department.

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LMIG Fund

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Revenues					
LMIG GRANT	31.3200	204,850	245,328	220,329	220,000
Interest revenues	36.1000	178	219	0	0
Fund Balance	38.0001	0	0	204,850	119,940
		205,028	245,548	425,179	339,940
Total Revenues		205,028	245,548	425,179	339,940

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Expenditures					
Paving and Overlay - Highways & Streets	54.1415	255,052	25,320	0	339,940
Op T/F Out - General Fund	61.1000	0	0	425,179	0
		255,052	25,320	425,179	339,940
Total Expenditures		255,052	25,320	425,179	339,940

LMIG Fund

Capital Outlay Overview

This department has road capital outlay expenditures planned for FY 2020.

Budget Summary

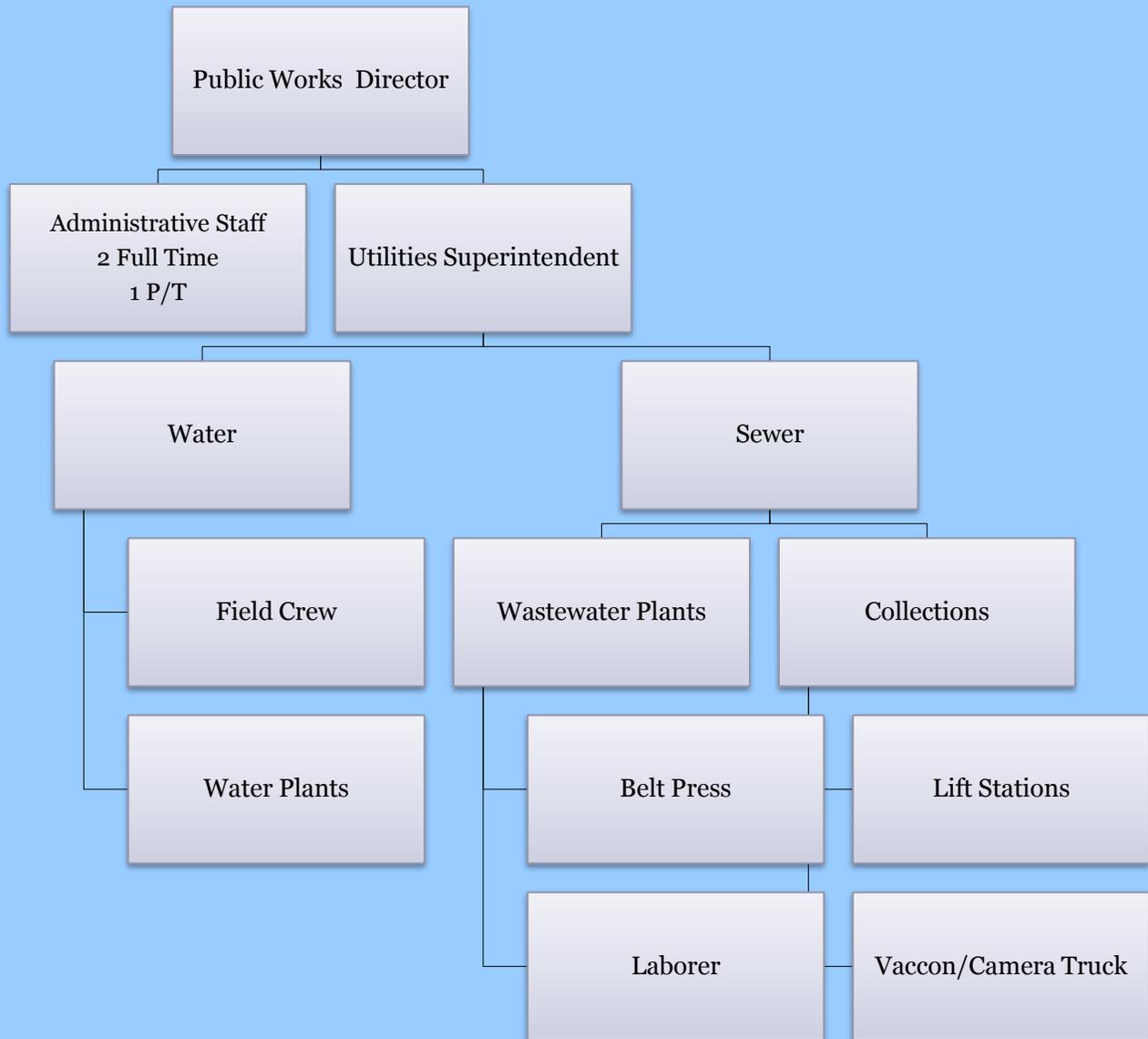
The budget for FY 2020 decreased by \$85,239 or 20% in other purchased services.

Personnel

There are no personnel budgeted in this department.

Water & Sewer Departments

Organizational Chart FY 2020



Sewer Department

Purpose Statement

The Sewer Department supports the quality of life of the City by providing safe disposal of sanitary sewer.

Departmental Goals (including, but not limited to)

1. Continue to meet Environmental Protection Department (EPD) permit regulations.
2. Continue to reduce the amount of infiltration into the Sewer System.
3. Shut down and demolish the Weed Street Wastewater Treatment Plant.

Performance Measures	2018	2019	2020
Outcome Measures			
	Actual	Goal/Actual	Goal
1. Compliance rate with EPD mandated testing.	100%	100%/ 100%	100%
2. Percent of survey respondents who rate the quality of the sanitary Sewer System as "good" or above.	58%	90%/48%	90%
Efficiency/Effectiveness Indicators			
	Actual	Goal/Actual	Goal
1. Percent of sewer back-ups responded to within one hour of notification.	100%	100%/100%	100%
2. Percent of sewer line breaks repaired within two hours after locates are completed.	100%	99%/ 100%	100%
3. Percent of water samples tested which meet established EPD requirements.	99%	100%/ 95%	100%
4. Number of properties damaged as a result of Sewer System failures.	0	0/0	0
5. Percent of Sewer Systems cleaned every year.	2%	2%/ 2%	2%
6. Departmental expenditures per capita.	\$125.53	\$148.91/\$157.52	\$188.70
Workload/Service Level Indicators			
	Actual	Goal/Actual	Goal
1. Citizen inquiries/service requests completed.	135	70/48	70
2. Total number of employees.	11.5	11.5/11.5	11.5

Sewer Department			
	2018	2019	2020
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
3. Miles of main.	134.7	132/ 132	132
4. Locate requests completed.	1,582	2,000/2,342	2,500
5. Number of blockage/odor/break complaints received.	114	50/119	52
6. Total gallons treated. (million)	819.2	550/ 659	700
7. Total tons of sludge disposed.	1579	1500/ 388	500
8. Total inches of rainfall.	83.1	44.71	50
9. Number of lift stations.	75	76/ 76	76
10. Number of lift station alarm calls received.	1597	650/821	485

Water Department

Purpose Statement

The Water Department supports the quality of life of the City by ensuring the availability of safe, quality drinking water.

Departmental Goals (including, but not limited to)

1. Continue to meet Environmental Protection Department (EPD) permit regulations.
2. Continue to lessen the amount of unaccounted for water.
3. Improve efficiency of Water Plants by installing Chlorine Residual Analyzers.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Compliance rate with EPD mandated testing.	100%	100%/100%	100%
2. Water Audit Validity Score (out of 100).	62%	60%/75%	75%
3. Percent of survey respondents that rate the water quality as "good" or above.	31%	70%/29%	70%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percent of fire hydrants repaired within five days.	76%	90%/63%	90%
2. Peak day water demand as a percentage of capacity.	39%	30%/42%	30%
3. Departmental expenditures per capita.	\$66.66	\$158.20/\$117.30	\$107.92
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Total number of employees.	5.5	5.5/5.5	5.5
2. Miles of water mains.	131	132/132	132
3. Number of water customer accounts.	7,060	6,875/7,216	7,100

Water Department			
Performance Measures	2018	2019	2020
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
4. Locate requests completed.	1,582	1,700/2,343	2,500
5. Number of fire hydrant repairs/inspections.	21	20/59	20
6. Number of low pressure/odor complaints received.	89	50/93	40
7. Total gallons pumped.(millions)	514.2	500/ 485	500
8. Total gallons billed. (millions)	435.5	430/428	500
9. Total gallons of unaccounted for water. (millions)	78.5	80/ 56	55.0
10. Utility bills processed.	84,285	80,000/	87,500

Water-Sewer Revenues

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Grants Direct					
GEFA Loan	33.4110	0	0	500,000	475,000
FEMA Grant		0	0	390,560	0
		0	0	890,560	475,000
Charges for Services					
Water Charges	34.4210	2,202,070	2,248,705	2,155,000	2,155,000
Transfer/Temporary Services	34.4211	56,990	60,210	56,000	56,280
Reconnection NSF Fees	34.4212	74,798	73,842	75,000	73,500
Late Fees and Penalties	34.4213	131,445	128,174	132,000	128,000
Turn On Fee	34.4214	46,235	47,180	46,250	42,000
Cap Recovery Water - Developers	34.4216	45,358	65,042	109,500	65,000
Water Charges 2	34.4217	738,073	744,140	740,000	740,000
Sewerage Charges	34.4230	2,079,755	2,112,293	2,080,000	2,080,000
Sewer Charges 2	34.4231	702,398	708,735	703,000	703,000
Cap Recovery Meter - Developers	34.4236	30,922	59,627	28,000	21,000
Sewer Pumpout Waterfront	34.4242	45	9	0	0
Cap Recovery Sewer - Developers	34.4256	160,712	209,171	355,500	209,000
Construction Fees	34.4263	473,081	804,049	400,000	262,500
		6,741,882	7,261,176	6,880,250	6,535,280
Other Charges For Svcs					
Admin Fees - Credit Card	34.9920	9,465	9,515	12,000	0
		9,465	9,515	12,000	0
Investment Income					
Interest Revenues	36.1000	7,867	16,731	8,000	10,000
		7,867	16,731	8,000	10,000
Miscellaneous					
Rental Income		42,000	42,000	42,000	42,000
Fund Equity		0	0	130,560	0
Other Miscellaneous Revenues		7,998	827	2,500	701
Collection Fees		13,972	10,625	8,000	4,000
		63,970	53,452	183,060	46,701
Other Financing Sources					
Lease Revenues		96,445	0	168,115	84,058
Operating Transfer In - SPLOST		1,669,300	1,654,050	1,000,000	1,500,000
		1,765,745	1,654,050	1,168,115	1,584,058
Proceeds of Fixed Assets					
Gain/Loss of Property Sale		0	7,684	0	0
		0	7,684	0	0
Total Revenues		8,588,929	9,002,608	9,141,985	8,651,039

Sewer Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	598,312	603,841	653,760	470,180
Temporary Employees	51.1200	0	4,018	0	0
Overtime	51.1300	48,652	49,396	29,000	45,000
Group Health/Dental	51.2105	189,031	151,156	174,345	104,780
Health Clinic	51.2107	8,342	6,827	5,875	3,085
Wellness Program	51.2108	0	0	500	500
Group Life Insurance	51.2110	1,499	1,284	1,495	1,000
FICA contributions (employer)	51.2200	45,903	45,127	52,155	38,115
Retirement contributions (employer)	51.2400	35,017	34,945	41,540	30,930
Tuition reimbursements	51.2500	0	0	1,000	1,000
Workers' compensation	51.2700	5,911	10,026	10,235	6,000
		932,667	906,620	969,905	700,590
Purchased/Contracted Services					
Audit	52.1210	7,500	7,725	8,000	8,000
Legal	52.1220	0	0	0	20,000
Employment physicals & tests	52.1231	378	355	1,800	1,800
Engineers and consultants	52.1310	160	20,250	0	10,000
Collection services	52.1320	2,072	1,300	4,000	4,000
Utilities Protection Agency	52.1330	461	0	1,330	1,330
Custodial	52.2130	6,507	6,964	7,000	7,000
Computer maintenance	52.2201	8,321	13,356	51,330	16,000
Copier maintenance	52.2202	84	100	750	750
Radio maintenance	52.2204	2,374	0	2,180	2,180
Alarm system maintenance	52.2205	20,207	23,982	31,700	35,000
Fuel system maintenance	52.2208	0	0	250	250
Building repairs	52.2221	508	296	1,500	1,500
Water/Sewer plant repairs	52.2222	27,915	83,570	50,000	60,500
Vehicle repairs	52.2223	119,820	5,965	13,000	13,000
Lift station repairs	52.2225	15,854	14,888	100,000	100,000
Sewer system repairs	52.2226	42,817	148,791	60,000	100,000
Rental of equipment and vehicles	52.2320	2,461	342	8,000	8,000
Vehicle Lease	52.2321	0	1,293	15,435	37,500
Property/liability insurance - Sewer share	52.3130	63,454	61,185	65,920	71,000
Public officials liability insurance - Sewer share	52.3170	11,239	9,966	12,910	11,000
Telephone	52.3210	7,895	8,374	9,800	9,800
Postage	52.3220	16,659	20,367	18,000	21,500

Sewer Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Advertising	52.3300	267	130	300	300
Printing and binding	52.3400	2,647	381	2,700	2,700
Travel	52.3500	0	0	1,500	2,000
Dues and fees	52.3610	653	408	825	825
Lab analysis fees	52.3650	65,145	64,844	76,400	65,000
Sludge charges	52.6670	42,734	34,779	45,000	10,000
Bank fees	52.3680	27,408	35,483	27,000	27,500
Education and training	52.3700	1,265	2,553	2,500	2,500
Licenses	52.3800	195	0	200	0
Other Purchased Services	52.3900	0	0	0	605,000
		497,000	567,647	619,330	1,255,935

Supplies

Office supplies	53.1110	240	357	500	1,000
Computer supplies	53.1120	1,693	1,135	2,000	2,000
Copier supplies	53.1130	555	81	600	600
Miscellaneous supplies	53.1140	2,473	3,853	2,500	2,500
Electricity	53.1230	326,445	336,318	385,000	420,000
Gasoline	53.1270	24,667	23,770	32,430	32,430
Small equipment	53.1600	4,527	15,832	10,000	10,500
Small equipment supplies	53.1601	1,551	1,863	2,000	2,000
Small equipment - computers	53.1610	961	581	3,950	3,500
Safety supplies	53.1701	2,760	3,227	4,000	4,000
Uniforms & replacements	53.1702	3,305	2,998	4,000	4,000
Chemicals	53.1715	34,672	43,689	66,950	40,000
Building repair supplies	53.1721	202	95	2,000	2,000
Water/Sewer plant supplies	53.1722	76,690	46,390	50,000	75,000
Vehicle repair supplies	53.1723	34,762	20,699	25,000	25,000
Lift station repair supplies	53.1725	117,021	148,260	190,000	220,000
Sewer system supplies	53.1726	18,312	12,941	25,000	25,000
		650,836	662,093	805,930	869,530

Capital Outlays

Site improvements	54.1200	0	0	0	125,000
Machinery	54.2100	0	0	0	0
Equipment	54.2500	0	0	83,240	192,620
		0	0	83,240	317,620

Sewer Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Other Costs					
Depreciation	56.1000	2,027,058	2,040,910	0	0
Amortization	56.2000	0	287,458	0	0
Bad Debt	57.4000	7,135	35,070	11,000	20,000
Contingencies - Sewer Administration	57.9200	0	0	53,000	60,000
Fiscal Agent's Fees	58.3000	7,043	(475)	7,050	7,050
		2,041,236	2,362,963	71,050	87,050
Total Expenses		4,121,739	4,499,324	2,549,455	3,230,725

Sewer Department

Capital Outlay Overview

For FY 2020, this department has budgeted \$317,620 for site improvements and equipment in Capital Outlays.

Budget Summary

There is an overall increase of \$681,270 or 26.72% from FY 2019 to FY 2020. This is due to an increase in purchased/contracted services and an increase in Capital Outlays.

Personnel

Personnel increased .25 FTE from FY 2019 to FY 2020. Employee salaries in the Finance Department, the Executive Department, Human Resources, and Public Works Department are split between the General Fund and Water-Sewer Fund.

Sewer Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
City Manager *	0.0750	0.0750	0.0750
HR Director *	0.0500	0.0500	0.0500
Staff Assistant*	0.0500	0.0500	0.0500
Public Works Director *	0.3300	0.3300	0.3300
Administrative Assistant *	0.2500	0.2500	0.2500
Construction Inspections *	0.3750	0.3750	0.3750
Equipment Operator I	3.0000	3.0000	3.0000
Wastewater Plant Operator I	1.0000	1.0000	1.0000
Wastewater Plant Operator II	2.0000	2.0000	2.0000
Wastewater Maintenance Supervisor	1.0000	1.0000	1.0000
Utility Superintendent	1.0000	1.0000	1.0000
Operations Technician	2.0000	2.0000	2.0000
Lift Station Technician	2.0000	2.0000	2.0000
Inventory Control *	0.3300	0.3300	0.3300
Mechanic Supervisor *	0.3300	0.3300	0.3300
Mechanic II *	0.3300	0.3300	0.3300
Senior Equipment Operator *	0.3750	0.3750	0.3750
Supervisor *	0.7500	0.7500	0.7500
Staff Assistant *	0.5000	0.5000	0.5000
Director of Finance *	0.2500	0.2500	0.2500
Assistant Finance Director *	0.4250	0.4250	0.4250
Accountant *	0.2000	0.2000	0.2000
Bookkeeper *	0.2500	0.2500	0.2500
Purchasing Agent *	0.2500	0.2500	0.2500
Jr. Accountant *	0.4000	0.4000	0.4000
Accounts Payable *	0.2500	0.2500	0.2500
Fiscal Agent II *	0.3500	0.3500	0.3500
Accounts Receivable Clerk *	0.3750	0.3750	0.3750
Customer Service Representative *	0.3000	0.5500	0.8000
FTE Positions	18.795	19.045	19.295

**Partially Budgeted in Other Funds*

Water Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	532,984	510,111	574,535	558,545
Temporary employees	51.1200	0	9,299	0	9,578
Overtime	51.1300	57,583	45,072	37,000	45,000
Group Health/Dental	51.2105	152,344	127,554	152,305	126,970
Health Clinic	51.2107	7,079	4,317	4,570	4,625
Wellness Program	51.2108	0	0	500	0
Group Life Insurance	51.2110	1,260	1,239	1,265	950
FICA contributions (employer)	51.2200	44,302	40,027	46,785	44,795
Retirement contributions (employer)	51.2400	31,596	30,306	36,650	35,795
Workers' compensation	51.2700	9,054	18,483	15,295	20,875
		836,202	786,408	868,905	847,133
Purchased/Contracted Services					
Audit	52.1210	7,500	7,725	8,000	8,000
Legal	52.1220	0	0	0	20,000
Employment physicals & tests	52.1231	113	390	400	400
Collection services	52.1320	1,877	1,385	4,000	4,000
Utilities Protection Agency	52.1330	0	0	1,340	1,340
Custodial	52.2130	6,507	6,964	7,000	7,000
Computer maintenance	52.2201	10,509	15,889	13,500	14,500
Copier maintenance	52.2202	72	1,057	750	750
Radio maintenance	52.2204	2,466	0	2,110	2,110
Alarm System Maintenance	52.2205	1,997	546	1,320	1,700
Water tower maintenance	52.2206	75,531	75,531	74,500	96,500
Fuel system maintenance	52.2208	0	0	250	250
Building repairs	52.2221	210	176	1,250	2,500
Water plant repairs	52.2222	0	3,887	35,000	35,000
Vehicle repairs	52.2223	3,854	7,830	4,500	4,500
Water system repairs	52.2226	0	9,975	5,000	5,000
Rental of equipment and vehicles	52.2320	192	21	250	250
Vehicle Lease	52.2321	0	2,693	10,605	35,000
Property/liability insurance	52.3130	65,213	62,672	65,920	71,000
Public officials liability insurance	52.3170	8,557	9,966	12,910	11,000
Telephone	52.3210	4,601	5,167	5,000	5,000
Postage	52.3220	18,196	21,394	19,570	21,500
Advertising	52.3300	444	368	200	200

Water Department

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Printing and binding	52.3400	2,289	407	2,500	2,500
Travel	52.3500	96	540	2,000	2,000
Dues and fees	52.3610	1,711	922	1,150	1,150
Lab analysis fees	52.3650	28,332	14,105	28,675	28,675
Bank fees	52.3680	27,215	35,488	27,000	29,000
Education and training	52.3700	722	1,655	2,500	2,500
Licenses	52.3800	130	0	200	0
		268,334	286,753	337,400	413,325
Supplies					
Office supplies	53.1110	313	444	500	1,000
Computer supplies	53.1120	1,041	1,081	1,500	1,500
Copier supplies	53.1130	1,297	1,290	3,000	3,000
Miscellaneous supplies	53.1140	2,084	2,656	2,000	2,000
Water/Sewer	53.1210	56	0	0	0
Electricity	53.1230	78,421	67,404	76,000	76,000
Gasoline	53.1270	22,063	26,253	22,650	27,000
Small equipment	53.1600	7,339	3,303	9,000	9,000
Small equipment supplies	53.1601	2,621	1,748	2,000	2,000
Small equipment - Computers & software	53.1610	1,493	1,486	3,950	3,500
Safety supplies	53.1701	1,723	902	2,000	2,000
Uniforms & replacements	53.1702	2,581	3,050	3,000	3,000
Chlorine/Fluoride	53.1715	54,193	46,232	56,000	56,000
Building repair supplies	53.1721	0	24	1,000	1,000
Water plant supplies	53.1722	2,329	7,602	5,000	5,000
Vehicle repair supplies	53.1723	13,139	10,415	12,000	12,000
Lift Station Rep Supplies	53.1725	0	80	0	0
Water/Sewer system supplies	53.1726	188,850	151,349	200,000	250,000
		379,543	325,320	399,600	454,000
Capital Outlays					
Site Improvements	54.1200	0	0	500,000	0
Equipment	54.2500	0	0	544,360	52,438
		0	0	1,044,360	52,438
Other Costs					
Depreciation	56.1000	484,444	487,691	0	0
Bad Debt	57.4000	7,255	35,480	10,000	20,000
Contingencies - Water Administration	57.9200	0	0	47,435	60,000
Fiscal agent's fees	58.3000	0	769	825	825
		491,699	523,939	58,260	80,825
Total Expenses		1,975,778	1,922,420	2,708,525	1,847,721

Water Department

Capital Outlay Overview

For FY 2020, this department has \$52,438 budgeted in Capital Outlays for equipment purchases.

Budget Summary

An overall decrease of \$860,804 or 31.8% is due to reduction in Capital Outlays.

Personnel

Personnel increase .25 FTE from FY 2019 to FY 2020. Employee salaries in the Finance Department, the Executive Department, Human Resources, and Public Works Department are split between the General Fund and Water-Sewer Fund.

Water Department

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
City Manager *	0.0750	0.0750	0.0750
HR Director *	0.0500	0.0500	0.0500
Staff Assistant*	0.0500	0.0500	0.0500
Public Works Director *	0.3300	0.3300	0.3300
Administrative Assistant *	0.2500	0.2500	0.2500
Construction Inspections *	0.3750	0.3750	0.3750
Equipment Operator II	3.0000	3.0000	3.0000
Equipment Operator III	1.0000	1.0000	1.0000
Assistant Water Plant Operator	2.0000	2.0000	2.0000
Meter Reader	2.0000	2.0000	2.0000
Lead Meter Reader	1.0000	1.0000	1.0000
Inventory Control *	0.3300	0.3300	0.3300
Mechanic Supervisor *	0.3300	0.3300	0.3300
Mechanic II *	0.3300	0.3300	0.3300
Senior Equipment Operator *	0.3750	0.3750	0.3750
Supervisor *	0.7500	0.7500	0.7500
Staff Assistant *	0.5000	0.5000	0.5000
Director of Finance *	0.2500	0.2500	0.2500
Assistant Finance Director *	0.4250	0.4250	0.4250
Accountant *	0.2000	0.2000	0.2000
Bookkeeper *	0.2500	0.2500	0.2500
Purchasing Agent *	0.2500	0.2500	0.2500
Jr. Accountant *	0.4000	0.4000	0.4000
Accounts Payable *	0.2500	0.2500	0.2500
Fiscal Agent II *	0.3500	0.3500	0.3500
Accounts Receivable Clerk *	0.3750	0.3750	0.3750
Customer Service Representative *	0.3000	0.5500	0.8000
FTE Positions	15.795	16.045	16.295

**Partially Budgeted in Other Funds*

Debt Expenses

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Principal					
Bond Payment 88 & 92 PRIN	58.1110	365,000	410,000	410,000	0
Capital Lease BB&T	58.1202	18,574	50,972	53,665	33,061
Bond Payment 2010	58.1330	1,805,000	1,880,000	0	0
Bond Payment 2017	58.1335	0	265,000	1,930,000	1,960,000
GEFA Loan 2018-Clearwells	58.1340	0	0	9,195	76,475
GEFA Loan 2017-PP Sewer Line	58.1370	0	15,151	18,385	68,582
GEFA Loan CWS-RF-03 PRIN Scrubby Bluff	58.1380	240,683	247,870	278,875	287,282
GEFA Loan 2010-L26WQ	58.1382	32,656	33,922	38,505	39,995
GEFA Projects	58.1390	0	0	0	18,569
Equipment	58.1395	0	0	0	14,385
Equipment - Radios	58.1385	0	0	23,130	14,427
		2,461,913	2,902,915	2,761,755	2,512,776
Interest					
Bond Payment 88 & 92 INT	58.2110	48,694	25,113	12,560	0
Bond Payment 2007/2010	58.2115	1,592,162	29,479	0	0
Bond Payment 2017	58.212	87,081	1,000,792	1,014,895	961,653
Capital Lease BB&T	58.2202	1,576	3,190	1,710	509
GEFA Loan 2018-Clearwells	58.2340	0	0	2,070	6,815
GEFA Loan 2017-PP Sewer Line	58.2370	0	4,318	4,135	6,934
GEFA Loan CWS-RF-03 INT Scrubby Bluff	58.2380	70,015	62,105	54,545	46,131
GEFA Loan 2010-L26WQ	58.2382	30,323	28,915	27,595	26,103
GEFA Projects	58.2390	0	0	0	3,990
Equipment	58.2395	0	0	0	1,615
Equipment - Radios	58.2385	0	0	4,740	6,067
		1,829,851	1,153,911	1,122,250	1,059,817
Total Debt Service		4,291,764	4,056,826	3,884,005	3,572,593

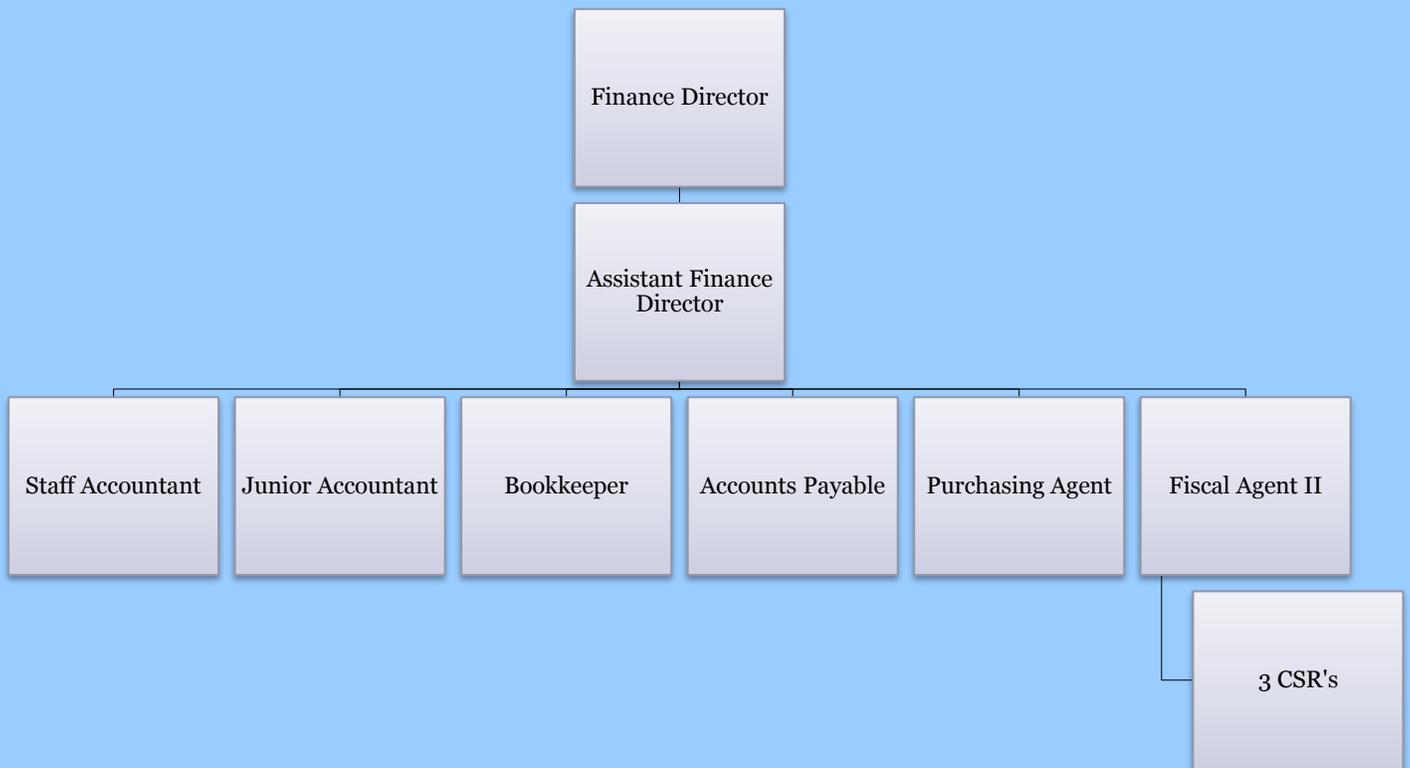
Debt Expenses

Budget Summary

This budget is for our Water-Sewer debt service expenditures only. There is a decrease of \$311,412 or -8% from FY 2019 to FY 2020.

This is due to the payoff of the 1992 bond.

**Solid Waste Department
Organizational Chart FY 2020**



Solid Waste

Purpose Statement

The Solid Waste Division supports the quality of life of the City by providing safe disposal of solid waste.

Departmental Goals (including but not limited to):

1. Ensure the provision of reliable solid waste removal.
2. Continue to increase the percentage of solid waste recycled.
3. Provide quality service for all customers.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Percentage of customer complaints resolved by contractor within one business day.	N/A	95%/N/A	95%
2. Percentage of solid waste survey respondents rating the service by contractor as "good" or above.	N/A	90%/N/A	95%
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Projected
1. Percent of new accounts processed.	32.00%	32%/32%	32.0%
2. Solid waste collection costs per capita.	\$67.35	\$74.3/\$68.18	\$72.72
3. Percent of solid waste per account.	N/A	.018%/N/A	0.018%
4. Percent of recycling tonnage per account.	0.0070%	.0010%/N/A	0.0100%
Workload/Service Level Indicators	Actual	Goal/Actual	Projected
1. Number of solid waste customers.	7,066	7,100/6,143	6,200
2. Total number of new accounts processed.	2,264	1,800/1,766	1,800

Solid Waste Fund Revenues

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Charges for Services					
Residential Refuse Charge	34.4111	1,002,858	1,109,891	1,130,559	1,130,600
Commercial Refuse Charge	34.4112	26,829	30,075	29,191	30,000
Late Fees and Penalties	34.4190	24,095	25,480	24,500	25,500
		1,053,782	1,165,446	1,184,250	1,186,100
Other Charges					
Other Charges	34.9900	22,550	23,510	23,230	21,000
		22,550	23,510	23,230	21,000
Miscellaneous Income					
Fund Equity	38.0001	0	0	64,575	68,625
Miscellaneous Income	38.9010	87,762	82	0	0
		87,762	82	64,575	68,625
Total Revenues		1,164,094	1,189,038	1,272,055	1,275,725

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Solid Waste Fund

	Account Number	Actual FY2017	Actual FY2018	Adopted Budget FY2019	Adopted Budget FY2020
Salaries, Wages and Employee Benefits					
Regular employees	51.1100	59,606	58,856	64,055	69,165
Overtime	51.1300	2,971	3,792	3,000	2,500
Group Health/Dental	51.2105	10,319	9,792	11,410	14,575
Group Life Insurance	51.2110	130	105	180	125
FICA contributions (employer)	51.2200	4,573	4,381	5,130	5,485
Retirement contribution (employer)	51.2400	2,997	3,121	3,320	3,200
Workers' compensation	51.2700	155	68	160	125
		80,751	80,117	87,255	95,175
Purchased/Contracted Services					
Collection fees	52.1200	936,029	859,559	900,000	885,000
Audit	52.1210	1,000	900	1,500	1,500
Custodial	52.2130	1,611	1,688	1,600	1,800
Computer maintenance	52.2201	515	530	550	550
Property/Liability insurance	52.3120	5,531	5,682	6,800	6,800
Public Officials Liability	52.3160	1,000	715	1,500	1,500
Postage	52.3220	1,750	825	1,750	2,000
Advertising	52.3310	0	745	0	0
Landfill fees	52.3660	190,128	189,929	190,000	192,000
		1,137,564	1,060,574	1,103,700	1,091,150
Supplies					
Office supplies	53.1110	100	100	150	150
Computer supplies	53.1120	274	100	150	150
Copier supplies	53.1130	500	750	1,500	1,500
Miscellaneous supplies	53.1140	50	235	50	100
Gasoline	53.1270	3,149	1,941	2,000	2,000
Small Equipment	53.1600	0	0	60,000	60,000
Small Equip - computers	53.1620	0	0	750	500
Vehicle Repair Supplies	53.1723	0	6,312	6,500	6,500
		4,073	9,439	71,100	70,900
Other Costs					
Bad Debt	57.4000	0	5,901	0	6,000
Contingencies - Solid Waste Fund	57.9300	0	0	10,000	12,500
		0	5,901	10,000	18,500
Total Expenditures		1,222,388	1,156,030	1,272,055	1,275,725

Solid Waste Fund

Capital Outlay Overview

For FY 2020, there are no capital outlay expenditures budgeted.

Budget Summary

Overall increase in the budget of \$3,670 or 0.29% from FY 2019 to FY 2020. This increase is reflected in Salaries and Employee Benefits.

Personnel

Personnel remained constant from FY 2019 to FY 2020. The Finance Department employee's salaries are split between General Fund, Water-Sewer Fund, and Solid Waste fund.

Solid Waste Department

FTE Summary

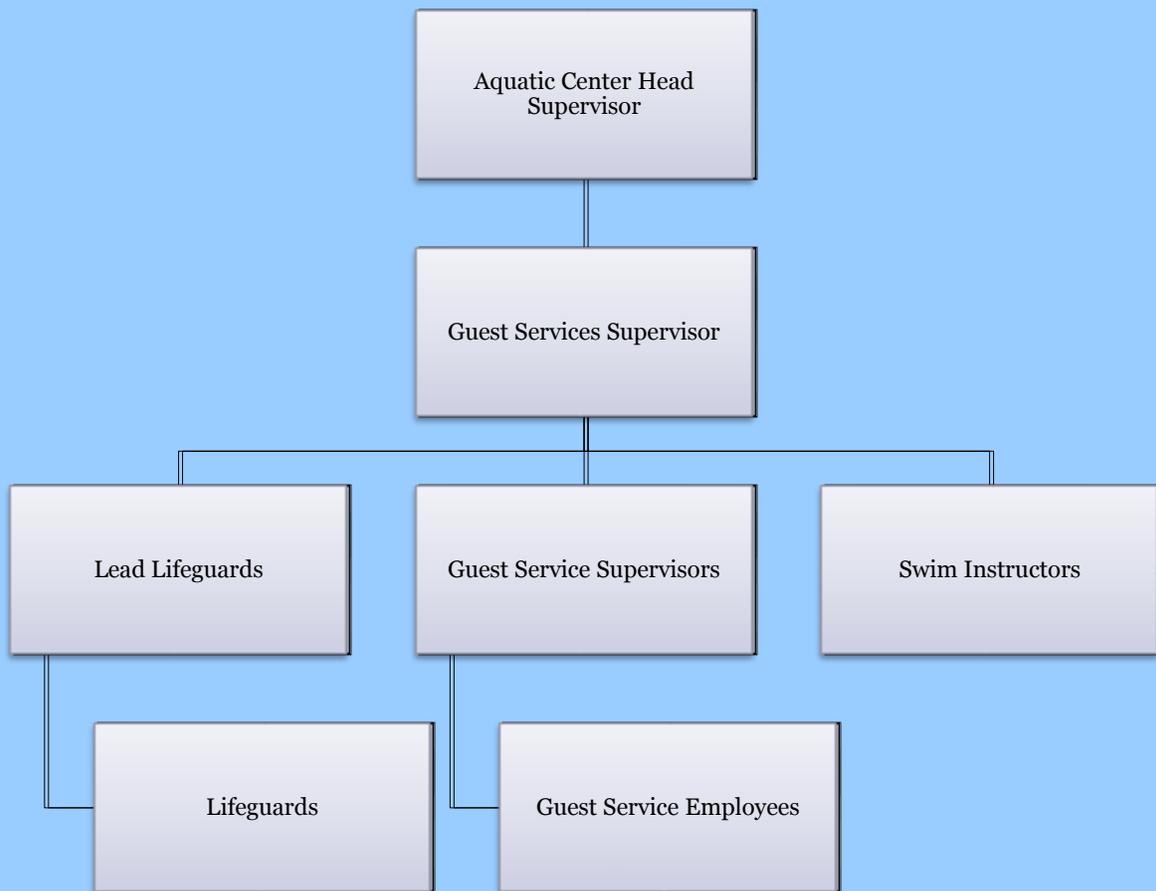
Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Director of Finance *	0.2	0.2	0.2
Assistant Finance Director *	0.05	0.05	0.05
Accountant *	0.15	0.15	0.15
Bookkeeper *	0.1	0.1	0.1
Purchasing Agent *	0.05	0.05	0.05
Jr. Accountant *	0.1	0.1	0.1
Fiscal Agent II *	0.3	0.3	0.3
Accounts Receivable Clerk *	0.25	0.25	0.25
Accounts Payable *	0.1	0.1	0.1
Customer Service Representative *	0.2	0.2	0.2
FTE Positions	1.5	1.5	1.5

**Partially Budgeted in Other Funds*

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Aquatic Center

Organizational Chart FY 2020



Aquatic Center

Purpose Statement

The Aquatic Center supports the quality of life of the City by providing a safe, clean, and fun recreational opportunity for its citizens, balanced with fiscal responsibility.

Departmental Goals (including, but not limited to)

1. Improve use of social media for marketing.
2. Reduce use of Fund Balance or General Fund Subsidies for operations.
3. Increase overall operating revenues.
4. Increase overall park attendance.
5. Improve revenue tracking to increase staff accountability.
6. Implement ability for online reservations and sales.

Performance Measures	2018	2019	2020
Outcome Measures	Actual	Goal/Actual	Goal
1. Increase in the number of season pass holders.	1,063	1,250/ 1580	1,600
2. Number of injuries in the center as a result of inadequate maintenance, design, or policies.	0	0/0	0
Efficiency/Effectiveness Indicators	Actual	Goal/Actual	Goal
1. Percentage increase in revenues.	6.84%	5%/ 6.7%	5%
2. Percentage increase in attendance.	36,306/39,041	5%/7.5%	5%
3. Percent down time due to maintenance.	<1%	<1%/ 0%	<1%
4. Percentage of payroll to overall total revenues.	36%	<50%/ 43%	<50%
5. Spend capture per attendee.	\$8.34	\$9.75/ \$10.49	\$10.50
6. Customer in center spending.	\$104,782	\$105,000/\$114,821	\$115,000
7. Departmental expenditures per capita.	\$19.90	\$26.63/\$24.31	\$26.63

Aquatic Center			
Performance Measures	2018	2019	2020
Workload/Service Level Indicators	Actual	Goal/Actual	Goal
1. Season attendance numbers.	36,306	55,000/ 39,041	40,000
2. Revenue from Group Sales (bday,rental & group reservation)	\$70,758	\$35,000/ \$71,852	\$72,000
3. Gallons of water used. (million)	2.3	2.5/ 3.2	2.5
4. Overall revenue.	\$433,845	\$428,107/ \$461,646	\$485,000

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Aquatic Center Revenues

		Actual	Actual	Adopted Budget	Adopted Budget
	Account #	FY2017	FY2018	FY2019	FY2020
Charge for Services					
Daily Admission	34.7210	219,746	242,188	230,000	243,000
Birthday Parties	34.7225	19,150	19,762	20,200	20,000
Group Sales	34.7230	30,257	18,741	37,233	20,000
Rentals	34.7235	25,409	32,255	38,382	40,000
Swim Lessons	34.7510	12,190	10,827	13,000	12,000
Concession	34.7900	89,217	94,167	106,000	115,000
Retail Sales	34.7910	7,221	10,616	10,100	10,750
Locker Rentals	34.7920	1,583	1,542	1,000	1,800
		404,773	430,097	455,915	462,550
Miscellaneous					
Miscellaneous Income	38.9010	87	2,763	0	335
Over/Short	38.9035	0	984	0	0
		87	3,747	0	335
Total Revenues		404,860	433,845	455,915	462,885

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Aquatic Center

		Actual	Actual	Adopted Budget	Adopted Budget
Account #		FY2017	FY2018	FY2019	FY2020

Salaries, Wages and Employee Benefits

Regular employees	51.1100	0	0	0	202,900
Overtime	51.1300	0	0	0	1,500
Group Life Insurance	51.2110	0	0	0	150
FICA contributions (employer)	51.2200	0	0	0	15,640
Retirement contributions (employer)	51.2400	0	0	0	5,670
Workers' compensation	51.2700	0	0	0	5,025
		0	0	0	230,885

Purchased/Contracted Services

Employment physicals & tests	52.1231	0	0	0	350
Alarm system maintenance	52.2205	552	250	600	600
Aquatic Center Maintenance	52.2209	561	14,363	21,000	21,000
Small equipment repairs	52.2216	0	0	3,300	9,000
Building repairs	52.2221	5,330	4,149	7,000	7,000
Property/Liability Insurance	52.3110	0	0	500	500
Telephone	52.3210	3,613	3,735	4,300	4,000
Postage	52.3220	33	26	100	100
Advertising	52.3300	3,888	4,492	6,000	5,500
Printing & binding	52.3400	0	562	500	500
Travel	52.3500	1,851	0	2,500	2,100
Dues and fees	52.3600	2,317	7,226	6,900	7,800
Bank fees	52.3680	5,016	4,384	5,000	5,200
Education and training	52.3700	1,060	252	1,000	500
Contract Labor	52.3850	197,996	156,872	218,000	0
		222,217	196,310	276,700	64,150

Supplies

Office supplies	53.1110	268	109	1,000	500
Computer supplies	53.1120	965	516	500	600
Copier supplies	53.1130	196	50	100	100
Miscellaneous supplies	53.1140	1,657	1,090	3,000	2,500
Water/sewerage	53.1210	17,277	22,865	18,000	18,000
Natural gas	53.1220	885	832	1,000	900
Electricity	53.1230	40,513	35,984	41,000	41,000
Retail Inventory/Resale	53.1500	3,156	4,660	8,000	5,000
Concession Inventory/Resale	53.1550	37,056	40,433	41,000	41,000
Small equipment	53.1600	2,910	3,479	6,500	5,000
Small equipment supplies	53.1601	908	1,036	1,015	1,000
Small equipment - Furniture & Fixtures	53.1620	7,020	3,224	33,100	30,000

Aquatic Center

	Account #	Actual	Actual	Adopted Budget	Adopted Budget
		FY2017	FY2018	FY2019	FY2020
Safety supplies	53.1701	1,195	1,117	1,000	1,000
Uniforms & replacements	53.1702	703	0	1,000	250
Chemicals	53.1715	11,877	12,522	16,000	14,000
Aquatic Center maintenance supplies	53.1731	6,085	10,771	7,000	7,000
		132,671	138,689	179,215	167,850
Capital Outlays					
Depreciation	56.1000	94,572	98,651	0	0
		94,572	98,651	0	0
Total Expenditures		449,460	433,649	455,915	462,885

Aquatic Center

Capital Outlay Overview

For FY 2020, there are no capital outlay expenditures budgeted.

Budget Summary

Overall increase in the budget of \$6,970 or 1.5% from FY 2019 to FY 2020. This increase is reflected in Salaries and Employee Benefits and a decrease in contract labor.

Personnel

Personnel increased 8.75 FTE from FY 2019 to FY 2020. The employees were contracted out to the County Public Service Authority. The City took the employees over in the middle of FY 2019.

Aquatic Park

FTE Summary

Position	Actual FY 2018	Actual FY 2019	Actual FY 2020
Aquatic Park Head Supervisor	0	0	1
Guest Services Supervisor	0	0	1
Lifeguard/Guest Services+	0	0	6.75
FTE Positions	0	0	8.75

+ All positions are parttime

FY 2020 - FY 2024
Capital Improvements Program

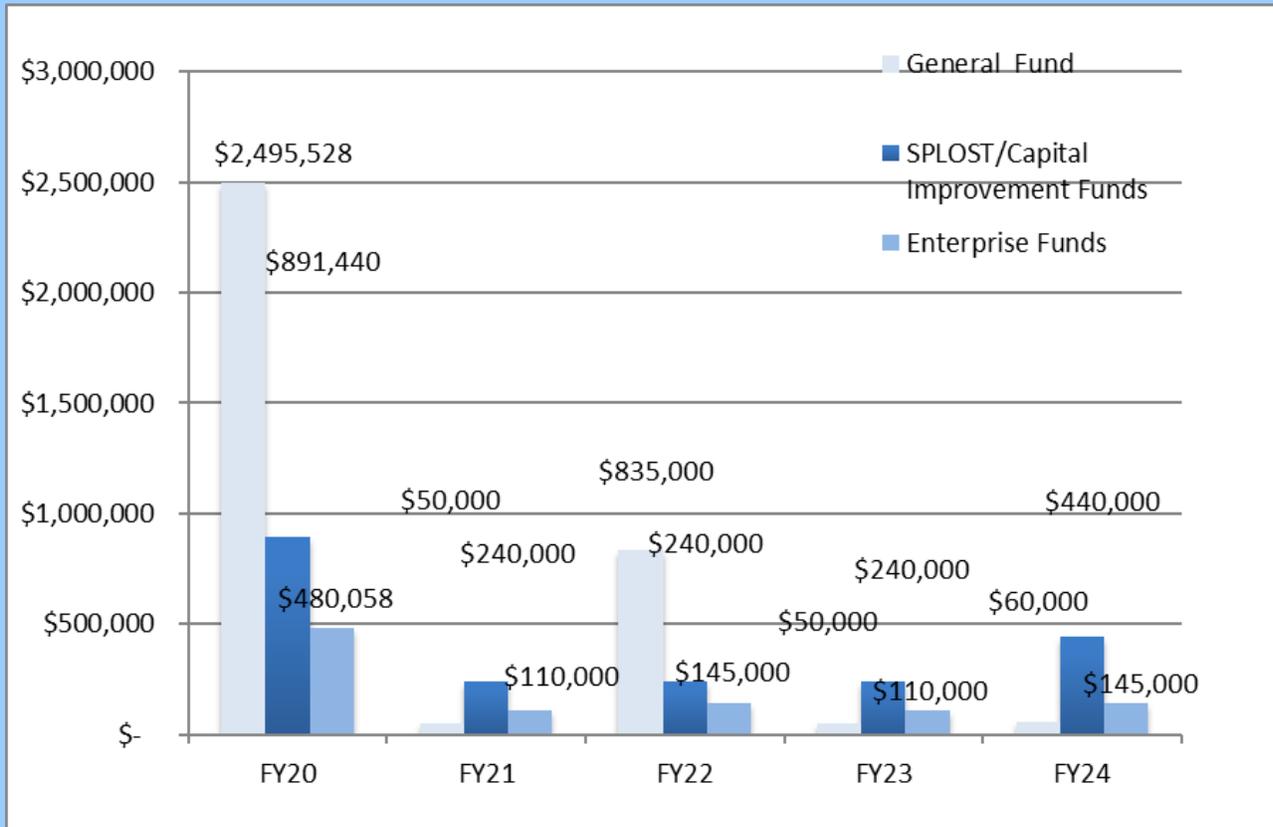
CAPITAL IMPROVEMENTS PROGRAM

The City of St. Marys developed a Five-Year Capital Improvement Program (CIP) as part of the budget. The capital threshold for St. Marys is \$5,000 or more. This program identifies project/equipment cost and the timing of necessary financing arrangements over a five-year planning period.

The purpose of the CIP is to establish direction over five fiscal years and to help plan replacement of aging assets. The CIP allows for scheduling improvements based on the availability of funding.

The City will be using loan sources and fund equity in FY 2020 and future years to pay for the capital expenditures in the General Fund. The debt service will be retired by tax revenue. The Capital Improvements Fund will be paid for by DOT Funds. The Water/Sewer capital for FY 2020 will be paid for with loan revenues, grants, and fund equity. In the future years, the City will use a combination of loan sources and user fees to pay for infrastructure, equipment, and retirement of debt.

This chart provides for project/equipment cost that will be funded from the General Fund, SPLOST, LMIG Fund and Enterprise Fund (Water/Sewer) by year.



SUMMARY

The chart below displays the CIP by fund type.

FUNDING FROM ALL FUNDS	Proposed	Proposed	Proposed	Proposed	Proposed	TOTAL
	FY20	FY21	FY22	FY23	FY24	
TOTAL CAPITAL OUTLAY FUNDING						
General Fund	\$ 2,495,528	\$ 50,000	\$ 835,000	\$ 50,000	\$ 60,000	\$ 3,490,528
SPLOST/Capital Improvement Funds	\$ 891,440	\$ 240,000	\$ 240,000	\$ 240,000	\$ 440,000	\$ 1,611,440
Enterprise Funds	\$ 480,058	\$ 110,000	\$ 145,000	\$ 110,000	\$ 145,000	\$ 990,058
<i>Total ALL Capital Outlay</i>	\$ 3,867,026	\$ 400,000	\$ 1,220,000	\$ 400,000	\$ 645,000	\$ 6,092,026

General Fund

The City has budgeted \$2,495,528 in capital expenditures in FY 2020. Loans, Grants, and Fund Equity will be used to pay for the equipment and site improvements.

In order to cover the debt payments, the City proposed to maintain the millage rate at the rollback rate of 6.6 mills over 6.5 mills for the previous year. This also helps the City maintain healthy fund equity in the General Fund.

SPLOST and Capital Improvement Fund

In FY 2020, the City has proposed to do major upgrades to the downtown area, build a city marina, upgrade various equipment and pay for road repairs. The City will be using SPLOST VII fund equity and DOT funds for this project.

Enterprise Funds

In FY 2020, the City has proposed to upgrade the needed infrastructure and purchase a new radio system. The City will be using fund equity and loans to cover these expenses. In the future years, the City will use a combination of user charges and loans to provide the needed funds to secure equipment and infrastructure.

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The charts below display the CIP by fund type/department.

CAPITAL IMPROVEMENTS PROGRAM

CAPITAL IMPROVEMENT PLAN FY20-FY24

FUNDING SOURCES		Proposed	Proposed	Proposed	Proposed	Proposed	TOTAL
	Project Desc.	FY20	FY21	FY22	FY23	FY24	
DESCRIPTIONS							
GENERAL FUND							
Computer Server	No Impact	-	-	25,000	-	-	25,000
Coast Guard Bldg Upgrades	No Impact	30,000	30,000	30,000	30,000	30,000	150,000
Christmas Tree	No Impact	12,000	-	-	-	-	12,000
Tilden Norris Marsh walk	Staff & Supplies	50,000	-	-	-	-	50,000
Police Radios	No Impact	186,584	-	-	-	-	186,584
Fire Radios	No Impact	163,250	-	-	-	-	163,250
Ice Maker	No Impact	6,000	-	-	-	-	6,000
Fire Trucks	Staff & Supplies	-	-	750,000	-	-	750,000
Public Works Radios	No Impact	56,448	-	-	-	-	56,448
Mower Deck	No Impact	10,000	-	10,000	-	10,000	30,000
Median Project	Staff & Supplies	-	20,000	20,000	20,000	20,000	80,000
Economic Development Site Improvements	Staff & Supplies	300,000	-	-	-	-	300,000
Marina	Staff & Supplies	1,181,246	-	-	-	-	1,181,246
Special Facilities - Orange Hall	Staff & Supplies	500,000	-	-	-	-	500,000
<i>Total General Fund</i>		\$ 2,495,528	\$ 50,000	\$ 835,000	\$ 50,000	\$ 60,000	\$ 3,490,528

No Impact of Operating Budget - No Impact

Staff & operating supplies to maintain area - Staff & Supplies

FUNDING SOURCES		Proposed	Proposed	Proposed	Proposed	Proposed	TOTAL
	Project Desc.	FY20	FY21	FY22	FY23	FY24	
DESCRIPTIONS							
SPLOST/Capital Improvements							
Aquatic Park Slide	No Impact	50,500	-	-	-	-	50,500
Gateway Marina	Staff & Supplies	609,000	-	-	-	-	609,000
Software Upgrade	No Impact	60,000	-	-	-	-	60,000
Toughbooks	No Impact	42,500	-	-	-	-	42,500
Storm Shutter	No Impact	20,000	-	-	-	-	20,000
Drainage	Staff & Supplies	500,000	-	-	-	-	500,000
Orange Hall	Staff & Supplies	250,000	-	-	-	-	250,000
Customer Service Renovation	Staff & Supplies	250,000	-	-	-	-	250,000
Parking Lot	No Impact	70,000	-	-	-	-	70,000
Road/Highway/Streets	No Impact	891,440	240,000	240,000	240,000	440,000	2,051,440
<i>Total Capital Improvement</i>		\$ 891,440	\$ 240,000	\$ 240,000	\$ 240,000	\$ 440,000	\$ 2,051,440

No Impact of Operating Budget - No Impact

Staff & operating supplies to maintain area - Staff & Supplies

FUNDING SOURCES		Proposed	Proposed	Proposed	Proposed	Proposed	TOTAL
	Project Desc.	FY20	FY21	FY22	FY23	FY24	
DESCRIPTIONS							
WATER/SEWER							
Water Zero Turn Mower	No Impact	10,000	-	10,000	-	10,000	30,000
High Service Pumps (In Water Plants)	No Impact	-	-	10,000	-	10,000	20,000
Meter Program	Staff & Supplies	100,000	100,000	100,000	100,000	100,000	500,000
Radios	No Impact	42,438	-	-	-	-	42,438
Drum screen	Staff & Supplies	65,000	-	-	-	-	65,000
Sewer Zero Turn Mower	No Impact	-	10,000	-	10,000	-	20,000
Actuators/Sluice Gates	Staff & Supplies	45,000	-	-	-	-	45,000
Actuators for Valves	Staff & Supplies	16,000	-	-	-	-	16,000
Radio System	No Impact	51,620	-	-	-	-	51,620
Lift Station #14	Staff & Supplies	50,000	-	-	-	-	50,000
Scrubby Bluff WWTP	Staff & Supplies	75,000	-	-	-	-	75,000
Pumps	Staff & Supplies	25,000	-	25,000	-	25,000	75,000
<i>Total Water/Sewer</i>		\$ 480,058	\$ 110,000	\$ 145,000	\$ 110,000	\$ 145,000	\$ 990,058

No Impact of Operating Budget - No Impact

Staff & operating supplies to maintain area - Staff & Supplies

CAPITAL IMPROVEMENTS PROGRAM PROJECTS

General Government Buildings

Project: Building Upgrades \$30,000

Project Description: To replace old flooring and painting at Coast Guard Facility

Project Justification: Walls are scuffed and marked up. Flooring is in disrepair.

Replacing for hazardous reasons.



Police Department

Project: Radios \$186,584

Project Description: To purchase radios.

Project Justification: Current radios old/no service in areas of city.

To ensure safety of officers.



Fire Department

Project: Radios \$163,250

Project Description: To purchase radios.

Project Justification: Current radios old/no service in areas of city.

To ensure safety of firemen.



Project: Ice Machine \$6,000

Project Description: To purchase an ice machine.

Project Justification: Current machine is in this disrepair.

To ensure safety of firemen during fires/training.

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CAPITAL IMPROVEMENTS PROGRAM PROJECTS

Public Works

Project: Radios \$112,895

Project Description: To purchase radios.

Project Justification: Current radios old/no service in areas of city.
To ensure safety of workers.



Project: Mower deck \$10,000

Project Description: To purchase a mower deck.

Project Justification: Deck to replace hazardous equipment.
To ensure safety of workers and citizens when mowing.

Highway and Streets

Project: St. Marys Enhancement Median Project \$20,000

Project Description: To enhance area

Project Justification: Current area is the entrance to Downtown.
To enhance for cohesiveness.



Project: St. Marys Shrimp Project \$300,000

Project Description: Streetscape Design, Stormwater,
Road Improvement

Project Justification: The (SHRIMP) Stormwater, hydro,
renovations, improvement, maintain project for improvements
and upgrades.



Special Facilities

Project: Building Upgrades \$500,000

Project Description: Upgrade to Orange Hall

Project Justification: Upgrades are required to open to public.
Safety concerns and increase efficiency.

CAPITAL IMPROVEMENTS PROGRAM PROJECTS

Parks

Project: Christmas Tree \$12,000

Project Description: Beautification during the Holidays

Project Justification: Replace dilapidated tree.

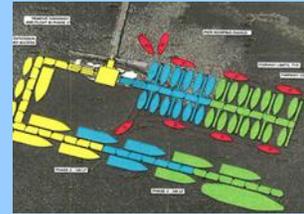
Ensure safety of citizens during the holidays.



Project: St. Marys Marina

Project Description: Build a city marina for boats to anchor.

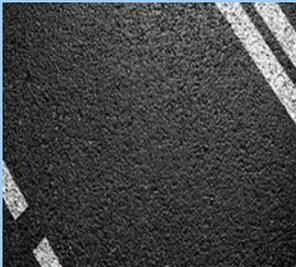
Project Justification: Boating Infrastructure grant received to build a city marina for the boating community within St. Marys.



Project: Tilden Norris Marshwalk \$50,000

Project Description: Decking for the Marshwalk.

Project Justification: To replace decking to ensure safety and security of citizens.



LMIG

Project: Street Paving \$891,440

Project Description: Resurfacing and Repairing

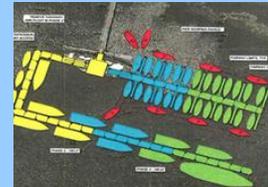
Project Justification: To repair /replace street and infrastructure that is failing. Maintaining the City's roadways and infrastructure to ensure safety.

SPLOST

Project: Aquatic Park Slide \$50,500
Project Description: Resurfacing and Repairing.
Project Justification: To repair /replace slide and infrastructure . Maintaining the City's infrastructure to ensure safety.



Project: St. Marys Marina \$609,000
Project Description: Build a city marina for boats to anchor.
Project Justification: Boating Infrastructure grant received to build a city marina for the boating community within St. Marys.



Project: Building Upgrades \$250,000
Project Description: Demo and reconstruct front counter.
Project Justification: Area can no longer service citizens. Demo and reconstruct to better serve the public.



Project: Software Upgrade \$60,000
Project Description: Upgrade financial Software.
Project Justification: System is outdated. Upgrading will better serve the public.



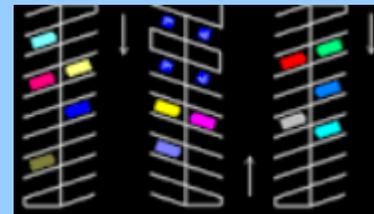
Project: Toughbook's \$42,500
Project Description: Toughbook computers.
Project Justification: Provide technology for police officers to cut down time in the office to better serve the citizens.

Project: Storm Shutters \$20,000
Project Description: Window Storm Shutters
Project Justification: Provide storm shutters for the police department/Coast Guard. This facility is used during major storm events as headquarters.



Project: Drainage
Project Description: Drainage Projects
Project Justification: Being a coastal community the city see significate drainage issue during rainy and storm season. This will help alleviate flooding.

Project: Building Upgrades \$500,000
Project Description: Upgrade to Orange Hall
Project Justification: Upgrades are required to open to public. Safety concerns and increase efficiency.



Project: Parking Lot \$70,000
Project Description: Build a parking lot
Project Justification: The Coast Guard is in need of additional parking for its employees.

Sewer

Project: Lift Station Upgrade \$ 50,000

Project Description: Upgrade Lift Station

Project Justification: To upgrade the current lift station
To improve service levels.



Project: Radios \$51,620

Project Description: To purchase radios.

Project Justification: Current radios old/no service in areas of city.
To ensure safety of workers.



Project: Drum screen \$65,000

Project Description: To purchase drum screen for the sewer system.

Project Justification: Replacement is necessary to the system
to keep it running efficiently.



Project: Actuators/Sluice Gates/Actuators for Valves \$61,000

Project Description: Purchase actuator necessary

Project Justification: To maximize the wastewater treatment system.

Project: Scrubby Bluff WWTP \$75,000

Project Description: Reactivate the Plant

Project Justification: Open the WWTP to maximize the
wastewater treatment system.



Project: Pumps \$25,000

Project Description: Purchase pumps

Project Justification: Replace/upgrade pumps to ensure
wastewater treatment system is efficient.

CITY OF ST. MARYS, GEORGIA
GLOSSARY OF TERMS

<i>Account Number</i>	In accordance with the state chart of accounts, each class of expenditures and revenues is assigned a specific account number for use within the City's accounting system.
<i>Accrual Basis of Accounting</i>	Method of accounting that recognizes transactions & events when they occur, regardless of the timing of when the related cash flows are received or paid.
<i>Actuarial</i>	A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.
<i>Ad Valorem Taxes</i>	A tax levied on assessed value of real and personal property within the City and not expressly exempted. Property is assessed by the County Assessor's Office. This tax is also known as property tax.
<i>Amortization</i>	Debt - The paying off of debt in regular installments over a period of time. Intangible Assets – Annual allocation of the value of an intangible asset over a period of time.
<i>Appropriation</i>	The City Council's legal authorization for the City to make expenditures and incur obligations for specific purposes. The amount and time when the appropriation may be expended are usually limited.
<i>Assessed Valuation</i>	The County Property Appraiser's estimation of the Fair Market Value of real estate or other property. This valuation is used to determine taxes levied upon the property.
<i>Audit</i>	An official inspection of an individual's or organization's accounts, typically by an independent body.
<i>Balanced Budget</i>	Estimated expenditures may not exceed estimated revenues.
<i>Bonds</i>	A fixed income instrument that represents a loan made by an investor to a borrower.
<i>Bond Debt</i>	A written promise to pay a designated sum of money (called the principal), at a specific date in the future, together with periodic interest at a specified rate. These payments are identified as debt service. Bonds are generally used to obtain long-term financing for capital improvements.

CITY OF ST. MARYS, GEORGIA
GLOSSARY OF TERMS

<i>Bond Rating</i>	Evaluation by a rating company of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion.
<i>Budget</i>	A plan of financial operation embodying an estimate of proposed expenditures for a given period (usually a single fiscal year) and the proposed means of financing. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules & regulations.
<i>Budget Calendar</i>	The schedule of key dates or milestones that the city follows in the preparation, adoption, and administration of the budget.
<i>Budget Message</i>	A general discussion of the proposed budget as presented in writing by the Finance Director to the City Council.
<i>Budget Resolution</i>	The official enactment by the City Council legally authorizing them to obligate and spend resources.
<i>Budgetary Control</i>	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenue.
<i>Capital Improvement</i>	A financial plan for construction of physical assets such as buildings, streets, sewers, etc. The plan extends over several future years indicating the beginning and ending date of each project, the amount to be expended in each year and the method of financing those expenditures.
<i>Capital Lease</i>	An agreement conveying the right to use property, plant, or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.
<i>Capital Projects</i>	Any program, project, or purchases with a useful life span of 10 years and a cost of at least \$5,000 or major maintenance and repair items with a useful life span of five years.

CITY OF ST. MARYS, GEORGIA
GLOSSARY OF TERMS

<i>Cash Basis</i>	A system of accounting in which revenues and expenses are recorded as they are received and paid.
<i>CPA</i>	Certified Public Accountant
<i>Charges for Services</i>	Revenues derived from charging fees for providing certain government services. These revenues can be received from individuals, entities, or other governmental units. Charges for services include water/sewer fees, solid waste fees, fees for planning and zoning services, etc.
<i>Comprehensive Annual Financial Report (CAFR)</i>	This report is prepared by the Finance Department. It is usually referred to by its abbreviation, and summarizes financial data for the previous fiscal year in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues with expenditures.
<i>Debt Service</i>	The payment of principal and interest of all bonds and other debt instruments according to a predetermined schedule.
<i>Debt Service Requirements</i>	The amount of money necessary for scheduled payment of outstanding debt, both principal and interest becoming due during the fiscal year, and contributions required to accumulate money for the future retirement of term bonds.
<i>Depreciation</i>	The decrease in value of physical assets due to use and the passage of time.
<i>Distinguished Budget Presentation Program</i>	A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.
<i>EMS</i>	Emergency Medical Service
<i>Encumbrances</i>	Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are correspondingly reduced.

CITY OF ST. MARYS, GEORGIA

GLOSSARY OF TERMS

<i>Enterprise Funds</i>	Funds established to account for operations, which are financed and operated in a manner similar to private enterprises. The intent is that the expense of providing goods or services to the general public on a continuing basis (including depreciation) to be financed or recovered primarily through user fees.
<i>Expenditures</i>	This term refers to the outflow of funds paid, or to be paid for assets, goods, or services obtained regardless of when the expenses are actually paid.
<i>Fines and Forfeits</i>	Fines and forfeits are derived from penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations. These revenues include Court Fees and Library Fines.
<i>Fiscal Year (FY)</i>	The 12-month period to which the annual budget applies. The City's fiscal year begins July 1 and ends June 30.
<i>Fixed Assets</i>	Assets of a long-term character which are intended to continue to be held or used, such as land, building, improvements other than buildings, machinery and equipment.
<i>Franchise Fees</i>	Fees levied by the City in return for granting a privilege, which permits the continual use of public property such as city rights of ways.
<i>Fund</i>	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources along with all related liabilities and residual equities or balances and related changes. These accounts are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
<i>Fund Accounting</i>	A method of municipal accounting where resources are allocated to, and accounted for in separate funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.
<i>Fund Balance</i>	The resources available for appropriation in accordance with the prescribed basis of budgeting. Accordingly, only undesignated and/or unencumbered resources are considered fund balance for budget purposes.

CITY OF ST. MARYS, GEORGIA
GLOSSARY OF TERMS

<i>General Fund</i>	The fund used to account for all governmental functions not required to be separately recorded by laws or governmental policy. Most of the essential governmental services such as police, fire, public works, and general administration are provided by the General Fund.
<i>Generally Accepted Accounting Principles (GAAP)</i>	Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative statement on the application of GAAP to state and local governments are GASB (Governmental Accounting Standards Board) pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.
<i>Government Finance Officers Association (GFOA)</i>	GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, as has served the public finance profession since 1906. Approximately 16,000 GFOA members are dedicated to the sound management of government financial resources.
<i>Governmental Accounting Standards Board (GASB)</i>	An organization whose main purpose is to improve and create accounting reporting standards for generally accepted accounting principles (GAAP) for both state and local governments.
<i>Governmental Funds</i>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
<i>Grant</i>	Financial assistance awards, not requiring repayment, from the county, state, or federal government to the City, usually for specific programs or activities and frequently with specific requirements.
<i>Infrastructure</i>	Public domain fixed assets including roads, bridges, curbs, sidewalks, drainage systems, lighting systems and other items that have value only to the City.
<i>Interest Income</i>	Revenue associated with the City cash management activities of investing fund balances.
<i>Levy</i>	The assessment and collection of tax or other fees.

CITY OF ST. MARYS, GEORGIA
GLOSSARY OF TERMS

<i>Licenses and Permits</i>	This category includes revenue derived from the issuance of local licenses and permits including professional and occupational licenses, building
<i>Local Option Sales Tax</i>	Sales tax collected from local businesses for the purpose of reducing property taxes and maintain governmental operations. On-going after referendum.
<i>Major Fund</i>	Funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.
<i>Millage Rate</i>	The tax rate on real property, based on 1 mill equals \$1 per \$1,000 of assessed property value.
<i>Modified accrual basis of accounting</i>	Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis accounting in two important ways 1) revenues are not recognized until they are measurable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).
<i>Objective</i>	Something to be accomplished in specific, well defined and measurable terms and that is achievable within a specified time frame. A good statement of objectives should state a specific standard of performance for a given program: (1) An operational objective focuses on service delivery. (2) A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e. staff training, work plan development, etc.
<i>Operating Budget</i>	The portion of the budget pertaining to daily operations and/or maintenance of city services, programs, facilities or fixed assets incurred in a fiscal year.
<i>Operating Expenses</i>	Expenditures for goods and services, which primarily benefit the current period and not defined as either personnel services or capital outlays.
<i>Ordinance</i>	A formal legislative enactment by the City that carries the full faith and effect of the law within the boundaries of the City unless it is in conflict with any higher form of law, such as state or federal.
<i>Per Capita</i>	Average cost per each person living within the City of St. Marys.

CITY OF ST. MARYS, GEORGIA
GLOSSARY OF TERMS

<i>Performance Measures</i>	Data collected to determine how effective and/or efficient a program is in achieving its objectives.
<i>Personal Services</i>	Expenditures directly attributable to city employees, including salaries, overtime, and the city's contribution to social security, health insurance, worker's compensation insurance, and retirement.
<i>Property Tax</i>	Another term is Ad Valorem Tax. See Ad Valorem Tax.
<i>Proprietary Fund</i>	Used in governmental accounting to account for activities that involve business-like interactions, either within the government or outside of it. The two types of proprietary funds are enterprise funds and internal service funds.
<i>Purchased Services</i>	Services that by their nature can be performed only by persons or firms with specialized skills and knowledge. These include professional, technical, property, and other services such as communications, liability insurance, and training.
<i>Real Estate Tax</i>	Taxes collected by Camden County on real estate transfers (deed fees) within the city.
<i>Reserves</i>	An account used to indicate a portion of a fund balance legally restricted for a specific purpose and therefore not available for general appropriations.
<i>Retained Earnings</i>	A fund equity account that reflects accumulated net earnings or losses of a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.
<i>Revenue</i>	Additions to assets which do not increase any liability or represent the recovery of an expenditure; do not represent the cancellation of certain liabilities or decreases in assets; and do not represent contributions of fund capital in enterprise and internal service funds.
<i>Rollback Rate</i>	The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes from new construction.
<i>Special Local Option Sales Tax (SPLOST)</i>	A tax voted on by the public authorizing the collection of an additional 1% sales tax to be used only for specific purposes as authorized by law. In Georgia these are for various capital projects and for roads, streets, and bridges.

CITY OF ST. MARYS, GEORGIA
GLOSSARY OF TERMS

<i>Supplies</i>	Expenditures for items that are consumed or deteriorate through use or that lose their identity through incorporation into different or more complex units.
<i>Taxable Valuation</i>	The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The City offers a Senior Exemption for those 65 and older and meet the required qualifications.
<i>Taxes</i>	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as for example, sewer service charges.
<i>Training</i>	Expenditures incurred as a result of city approved instructional courses.
<i>Transfers In/Out</i>	Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit, but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.
<i>Travel</i>	Expenditures incurred in the conduct of city business. This includes subsistence, transportation, mileage (private vehicle), and hotel cost.

CITY OF ST. MARYS, GEORGIA
ACRONYMS

CAFR	Comprehensive Annual Financial Report
CGRDC	Coastal Georgia Regional Development Commission
CIP	Capital Improvement Program
CRC	Coastal Regional Commission
CVB	Convention & Visitors Bureau
DCA	Georgia Department of Community Affairs
DDA	Downtown Development Authority
DOR	Georgia Department of Revenue
EPA	Environmental Protection Agency
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contributions Act
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GEFA	Georgia Environmental Facilities Authority
GDOT	Georgia Department of Transportation
GEMA	Georgia Emergency Management Association
GFOA	Government Finance Officers Agency
GGFOA	Georgia Governmental Finance Officers Association
GIS	Geographic Information Systems
GMA	Georgia Municipal Association

CITY OF ST. MARYS, GEORGIA
ACRONYMS

HR	Human Resources
IDA	Industrial Development Authority
IT	Information Technology
JDA	Joint Development Authority
JLUS	Joint Land Use Study
KIC	Keep It In Camden
LMIG	Local Maintenance & Improvement Grant
LOST	Local Option Sales Tax
LUCA	Local Update of Census Addresses Program
NPS	National Park Service
NRHP	National Register of Historic Places
NSP	Non-sufficient Funds
PSA	Camden County Leisure Services Department
SCAD	Savannah College of Art & Design
SHRIMP	Stormwater, Highways, Renovations, Improvement Maintainace Project
SPLOST	Special Local Option Sales Tax
SMAC	St. Marys Aquatic Center
WWTP	Wastewater Treatment Plant