



CITY OF ALBANY



**ANNUAL BUDGET
FY 2012**

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CITY OF ALBANY

Preface

**ANNUAL BUDGET
FY 2012**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Albany
Georgia**

For the Fiscal Year Beginning
July 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **The City of Albany, Georgia** for its annual budget for the fiscal year beginning **July 1, 2010**.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

City of Albany

The City of Albany
is dedicated to improving
the quality of life in our
community by delivering
fiscally responsible, cost
effective, innovative,
highly responsive services
with integrity and
professionalism.

CITY OF ALBANY

Mayor and Board of City Commissioners

Dr. Willie Adams - Mayor

Jon B. Howard - Commissioner Ward I

Dorothy Hubbard - Commissioner Ward II

Christopher Pike - Commissioner Ward III

Roger B. Marietta – Mayor Pro Tem/Commissioner Ward IV

Robert B. Langstaff, Jr. - Commissioner Ward V

Tommie Postell - Commissioner Ward VI

James L. Taylor - City Manager

Vacant - Assistant City Manager for Public Service

Wes Smith - Assistant City Manager for Customer Service & Support

Budget Preparation Staff

Krista Newton - Director of Finance

Larry L. Johnson - Management/Budget Officer

Geneva Fields - Management/Budget Analyst

Brendan Gibson - Management/Budget Analyst

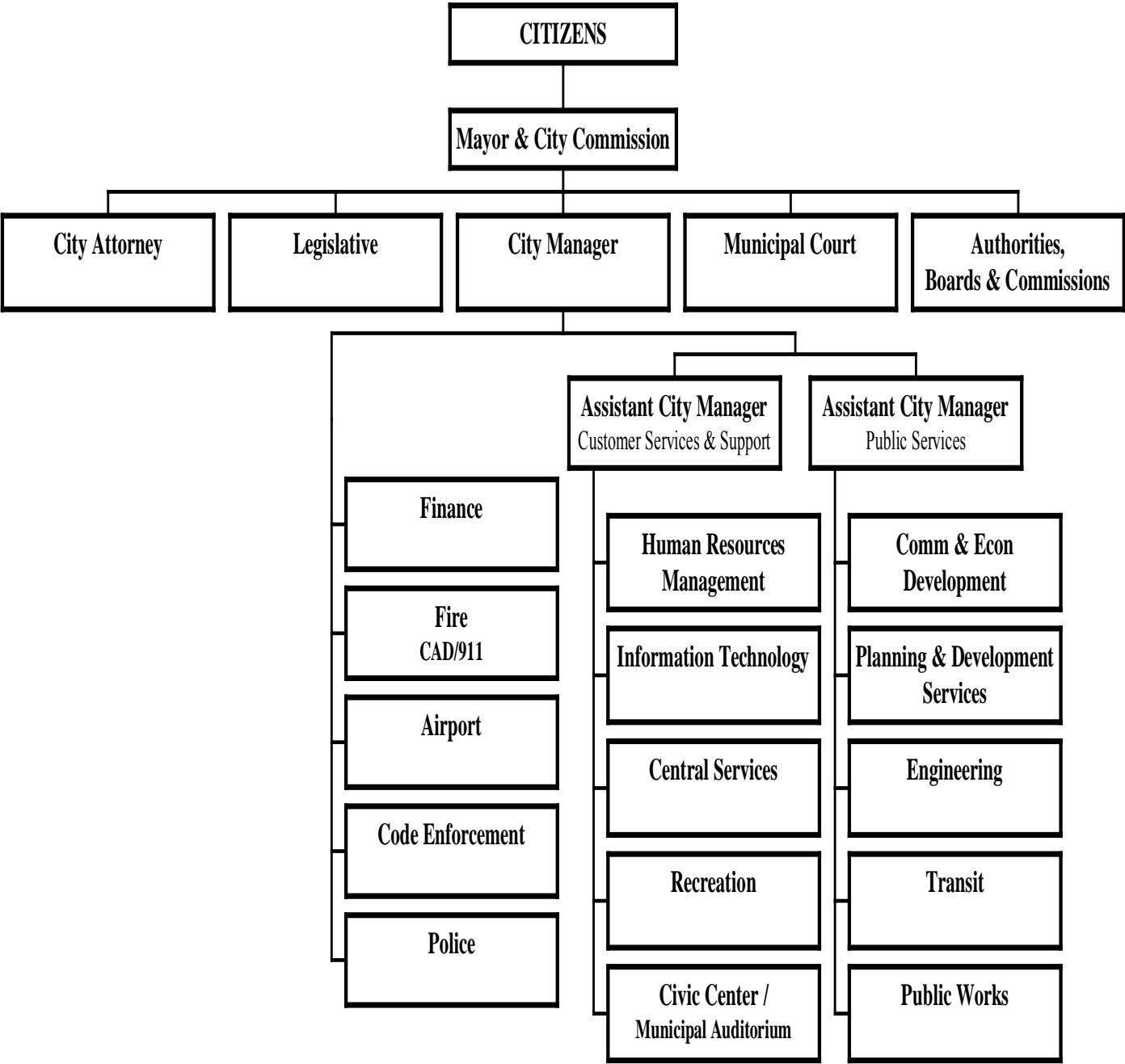
Finance Department Staff

Paula M. Schmitt - Print Shop Supervisor

Leonard Walton, Jr. - Printer

Winnie Hart – Graphic Artist

CITY OF ALBANY



The City of Albany was originally incorporated by an Act of the General Assembly of Georgia on December 27, 1838 and has operated under the Commission - Manager form of government since January 14, 1924. The seven member Commission consists of a Mayor, elected at large, and six Commissioners, elected on a ward basis. The Commission appoints members to various Boards, Authorities and Commissions. The Commission also appoints the City Manager, City Clerk, City Attorney and Municipal Court Judge. The City Manager, as the City's Chief Administrative Officer, is responsible for the enforcement of laws and ordinances and the implementation of policies passed by the Commission. The City Manager appoints department heads to assist him/her with these responsibilities.

GENERAL GOVERNMENT

James L. Taylor - City Manager
Vacant - Assistant City Manager for Public Service
Wes Smith - Assistant City Manager for Customer Service & Support
Sonja Tolbert - City Clerk
C. Nathan Davis - City Attorney
Willie Weaver - Municipal Court Judge

DEPARTMENT HEADS

Henry Cohen – Director of Human Resources Management
Stephen Collier - Director of Central Services
Krista Newton - Director of Finance
John Antoniewicz - Director of Information Technology
Michael Tilson - Director of Code Enforcement
John Proctor - Police Chief
James Carswell - Fire Chief
Mary Teter – Interim Director of Planning & Development
Latoya Cutts - Director of Community & Economic Development
Kenneth Maples - Director of Engineering
Phil Roberson - Director of Public Works
Susanne Davis - Director of Recreation
Yvette Aehle - Director of Airport
Dwain Cosby - General Manager of Transit Services
Suzanne Davis– Director of Albany Civic Center / Municipal Auditorium

Community Information

Origin and Growth

Situated in the Plantation Trace region, Albany is the primary trade center for Southwest Georgia. It is the county seat for Dougherty County, Georgia. The City lies at the head of the Flint River, 182 miles south of Atlanta. Incorporated in 1841, the City was laid out in 1836 by Alexander Shotwell and named for Albany, New York. The City of Albany was originally incorporated by an Act of the General Assembly of Georgia on December 27, 1838.

The chief farm products are cotton, peanuts, corn, tobacco, and to a lesser extent, paper-shell pecans and forest products. Albany has developed a diversified industrial economy, which includes companies such as Procter & Gamble, Miller Coors, and Master Foods USA—a Mars Incorporated Company. Since 1994, over \$800 million has been invested in Albany by local industries. Also, the Marine Corps Logistics Base (MCLB) in Albany is a shining star within the Department of Defense and has established itself as a leader in the adoption of private sector business strategies to accomplish its mission.

The nation's top corporate and economic development publications are talking about Albany, Georgia as well. In 2007, Albany was voted one of the Top 10 Best Places to retire by Retire in Georgia Magazine, Inc. This magazine ranked Albany, Georgia 129th in its 2005 list of "Best Places" and as the #19 Small Metro Areas in its 25 Cities for Doing Business in America in 2004. The Forbes & Milken Institute placed Albany in its "top 96 Small Metro Areas."

Government and Organization

The City of Albany has operated under the Commission-Manager form of government since January 14, 1924. The seven-member Commission consists of a Mayor elected at large and six Commissioners elected on a ward basis. The Commission appoints the City

Manager, Assistant City Attorney, City Clerk, Assistant City Clerk, City Attorney, Municipal Court Judge, City Solicitor, and Public Defender. The City Manager is the City's Chief Executive Officer, and is charged with the enforcement of the laws and ordinances passed by the Commission. The Commission also appoints members to various Boards, Authorities and Commissions.

Educational Facilities

For higher education, Albany has four hometown colleges, a progressive technical college, and a job corps center. Albany State University is a senior unit of the University System of Georgia. With more than 40 major fields of study, the University offers undergraduate and graduate degree programs. The University maintains flexible scheduling for the growing number of non-traditional students. Darton College is a two-year unit of the University System of Georgia. Students can pursue 73 two-year transfer and career associate degrees. Lagrange College and Troy University maintain satellite campuses. Albany Technical College is a unit of the Georgia Department of Technical and Adult Education. Turner Job Corps Center also serves the Albany area as a fully accredited Vocational Education Institute, providing high-quality academic and vocational training programs to prepare students (ages 16-24) to take their places in today's technical work force. Turner has over 20 vocational trades from which the 930-member student body may choose. The City is also served by 16 public elementary schools, 10 public secondary schools, 1 public alternative school and a number of private schools.

Source: Albany Chamber of Commerce

DEMOGRAPHICS**GENDER**

Male	46.3%
Female	53.7%

AGE COMPOSITION (2010 Estimate)

Under 5 Years	8.0%
Under 18 Years	22.6%
18 - 24 Years	8.6%
25 - 44 Years	25.4%
45 - 64 Years	23.2%
64 - 74 Years	6.1%
75+ Years	6.1%

RACE/ ETHNIC ORIGIN (2009 Estimate)

Black	63.6%
White	33.5%
Hispanic	1.5%
Asian/American	1.9%
Indian/Hawaiian	
Other6%

AREA

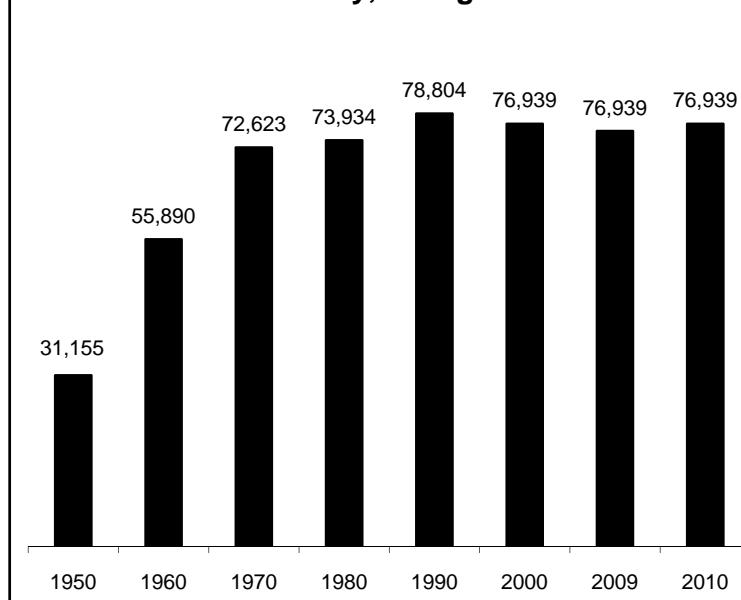
Land Area	57 square miles
Elevation	212 ft above sea level
Rainfall	48.5 inches
Avg. Annual Temp.....	66° F

OCCUPATIONAL COMPOSITION

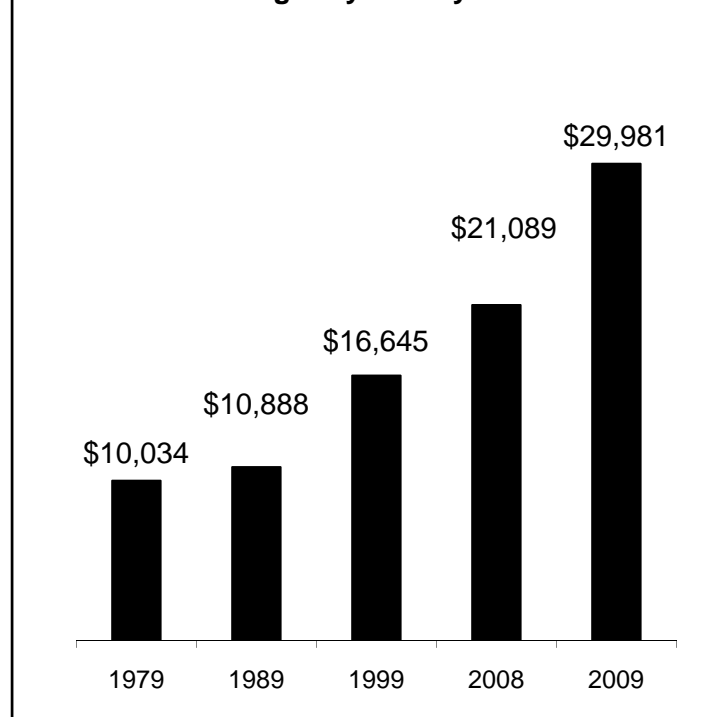
Manufacturing	12.2%
Transp./ Public Util.	5.2%
Construction	5.5%
Wholesale Trade	2.6%
Finance & Real Estate	4.8%
Services	26.2%
Agri., Forestry, etc.	2.0%
Retail Trade	10.2%

Source: U.S. Census Bureau, Population Estimation Program,
<http://factfinder.census.gov>,

**Population Estimates
Albany, Georgia**



**Per Capita Income
Dougherty County**



COMMUNITY INFORMATION**MUNICIPAL SERVICES**

Fire Protection ...	11 stations; 188 fire personnel and officers
Police Protection	240 city officers 42 county officers 230 member sheriff's department provides protection outside the city limits
Garbage	Services provided by the City's Solid Waste division

Source: Georgia Dept. of Industry, Trade & Tourism

CITY FACILITIES & SERVICES

Miles of Streets	550
Number of Street Lights	10,472

EDUCATION

No. of Elementary Schools + Pre-K (1)	16
No. of Elementary School + Pre-K (17) Instructors	570
No. of Secondary Schools	11
No. of Secondary School Instructors	579
Number of area colleges	
(Lagrange College & Troy Univ. maintain satellite campuses)	5

HEALTH

Hospitals	2 (690 beds)
MD's	506
Dentists	49
Nursing homes	3 (509 beds)

RECREATIONAL FACILITIES

Public tennis courts	40
Parks	70
Area golf courses	7
Municipal swimming pools	1
Country clubs	2
Playgrounds	44
Community centers	8
Boat ramps	4
Municipal gymnasiums	7

SCENIC ATTRACTIONS

Albany Museum of Art
 Theater Albany
 Weatherbee Planetarium
 Parks at Chehaw
 Thronateeska Heritage Foundation Museum
 Albany Civil Rights Institute
 Quail Hunting Preserves
 Flint Riverquarium
 Riverfront Park

LOCAL ECONOMY

Ten Largest Employers:

U.S.M.C. Logistics Base	Federal Government	4,900
Phoebe Putney Memorial Hospital	Healthcare	3,804
Dougherty County Board of Ed.	Education	2,934
Proctor & Gamble	Paper Goods	1,394
City of Albany	Municipal Government	930
Dougherty County	Municipal Government	669
MillerCoors	Beverage	650
Albany State University	Education	550
Teleperformance USA	Technical Support	474
Palmyra Medical Centers	Healthcare	454

Source: choosealbany.com

TRANSPORTATION

Motor Freight Carriers	5 interstate
.....	24 inter/ intrastate
.....	6 terminals
.....	Overnight service to Atlanta, Birmingham, Charlotte, Chattanooga, Columbia, Jacksonville and Knoxville
Rail	Norfolk Southern piggyback service (local)
.....	Norfolk Southern rail service (local)
.....	Atlantic and Georgia Great Southern (local)
Water	Navigable River, Flint (9 ft channel depth)
Air	Commercial Service by Atlantic Southeast
	5 air cargo companies; UPS's Boeing 757 "mini- hub" service

Source: Georgia Dept. of Industry, Trade & Tourism

BUDGET GUIDE

There are nineteen (19) departments, which are divided into nine sections. These sections include General Government, Public Safety, Public Works, Recreation, Airport, Municipal Auditorium/Civic Center, Transit, Community Development, and the Enterprise Funds.

The 2011 - 2012 Annual Budget is divided into fourteen (14) sections whose contents are explained below. This Budget Guide is provided to summarize the information contained in each section and to assist the reader in finding information.

Section I - City Manager's Message

This section includes the City Manager's transmittal letter, the strategic plan, and the adopted budget ordinance. Also included in this section are the revenue and expenditure recaps for the General Fund, Special Funds, Sanitary Sewer Fund, Solid Waste Fund, and the Non-Major Enterprise Funds.

Section II - Policies and Procedures

This section outlines the policies used to guide the preparation and management of the City's annual budget. This section also provides detailed information on budget development, budget adoption, the accounting policies and procedures for Fund Accounting, Governmental Funds, Debt Services, Central Services, and Revenue and Expenditure policies. In addition, this section includes FY 11/12 budget calendar and budget hearings.

Section III - Revenue and Expenditures

This section begins with a chart showing the relationship between funds, in addition to a chart showing the percentages of expenditures as it relates to personal services, operating expenses, and capital improvement. Included in this section is a summary of the revenue sources and expenditure categories for the 2011 - 2012 budget. This information is categorized by the following fund accounts:

- General/Special Funds
- Sanitary Sewer Fund
- Solid Waste Fund
- Non-Major Enterprise Funds

Section IV - Supplemental Information

In this section pertinent information is reported on the budget that analyzes trends and outlines the recent policy decisions that have impacted the City's budget, and its financial position. This section provides the reader with an overview of the current budget using charts and graphs on revenue/expenditures, main revenue sources, and general fund information.

Section V - General Fund Expenditure Detail

The General Fund is the City's major operating fund. It accounts for all financial resources and expenditures that are not accounted for in specific purpose funds. The General Fund finances most of the regular day-to-day operations and accounts for approximately 51% or \$56,766,986 of the budgeted appropriation. It consists of the following departments: Legislative, City Manager's Office, City Attorney, Municipal Court, Human Resources, Central Services, Finance, Enforcement, Information Technology, Planning, Police, Fire, Engineering, Recreation, and Public Works. It also contains appropriations to independent agencies. The General Fund depends on revenues generated from such sources as property taxes, sales taxes, Water, Gas & Light transfer, service charges, business licenses and permits, insurance taxes, and other revenue to cover its operating costs.

Section VI - Special Fund Expenditure Detail

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. About 22% or \$24,731,378 of the FY 12 Budget is allocated to Special Fund activities. Included in the Special Funds are CAD 911, Hotel/Motel, Community & Economic Development, and SPLOST Funds. The Albany Chamber of Commerce/Convention and Visitors Bureau receive 50% of prior year's actual Hotel/Motel tax revenue to promote tourism and growth in Albany.

Also housed under Special Funds are the Debt Fund and Capital Improvement Fund. Currently the City does not have any active General Obligation Bonds that require repayment. Therefore, only the Capital Improvement Program is financed through revenues received from the General Fund.

To encourage development in the Albany Riverfront and Gateway Development Plan the Commission established a Tax Allocation District (TAD) for that area. A TAD allows the City to sell bonds to finance infrastructure and other redevelopment costs within the designated district.

Section VII - Sanitary Sewer Fund Expenditure Detail

The Sanitary Sewer Fund is an Enterprise Fund and is self-supporting. It is projected to generate \$14,859,046 in revenue primarily through user fees. This fund represents about 13% of the total budget.

Included under the Sanitary Sewer Fund are Wastewater Treatment, Wastewater Treatment/Lift Station, Wastewater Sampling, and Sanitary Sewer Maintenance. This Division of Public Works is responsible for the treatment of the City's wastewater and for disposal of sewage sludge in accordance with Environmental Protection Division's guidelines. This division is also responsible for the maintenance of all sanitary and storm sewers and for the installation of new taps and sewer extensions within the city limits of Albany.

Section VIII - Solid Waste Fund Expenditure Detail

The Solid Waste Fund is another Enterprise Fund that is self-supporting. It is expected to generate \$9,201,260 in revenue through service charges. This fund represents about 8% of the total budget.

Included under the Solid Waste Fund are Solid Waste Administration, Solid Waste Removal/ Residential East, Solid Waste Removal/ Residential West, Solid Waste Removal/ Commercial and Street Sweeping. This division is responsible for collecting and properly disposing of solid waste and recyclables generated by both residential and commercial customers. This division serves approximately 13,300 residential customers. A private contractor is also used who serves approximately 11,708 residential customers.

Section IX - Non-Major Enterprise Funds

The approved program and expenditure plan is recorded in this section for the Non-Major Enterprise funds which include: Airport, Municipal Auditorium, Albany Civic Center, and the Transit System. These funds are not self-supporting and receive subsidy from the General Fund.

Section X - Capital Improvement Program

This section includes all of the approved FY 2012 Capital Outlay/Improvement requests for the General/Special Funds, the Sanitary Sewer Fund, and the Solid Waste Fund. The capital outlay expenditure plan is listed by Department/Division. Also included in this section are the Georgia Municipal Association Lease Pool (GMA) capital requests.

Section XI - SPLOST V & VI

The Special Purpose Local Option Sales Tax (SPLOST) V is a referendum approved by voters in November 2004 that allows for an extra penny in sales tax to fund a diverse list of community projects. It is not a separate tax; Georgia law allows local jurisdictions to use SPLOST proceeds to fund capital improvement projects that would otherwise be paid for with General Fund and property tax revenues. SPLOST V has expired and is no longer collecting sales tax. However, the City is still spending funds generated by SPLOST V to fulfill its legal obligation.

In November 2010 the Special Purpose Local Option Sales Tax (SPLOST) VI referendum was approved by voters. This allowed for an extra penny in sales tax dollars to continue funding a diverse list of community projects. This is not a separate tax. Georgia law allows local jurisdictions to use SPLOST proceeds to fund capital improvement projects that would otherwise be paid for with General Fund and property tax revenues.

Section XII - Sponsored Operations

These are Special Funds that have been established to carry out projects or programs that are not funded through the normal operating & capital budget process. These funds are used to account for resources received from outside agencies and are restricted for a specific purpose. This section includes Federal, State, and American Recovery and Reinvestment Act (ARRA) Grants.

Section XIII - Utilities/WG&L Commission

This section includes the budget for the City's utility operation - Water, Gas & Light Commission. A five-member Commission, appointed by the Board of City Commissioners, oversees its operation, ensures the effective delivery of services, and appoints a General Manager. The budget format used in this section varies from the program style presented in the rest of the City budget.

Section XIV - Appendix

This section contains a glossary of terms that may be useful in assisting the individual to interpret the budget.



CITY OF ALBANY

City Manager's Message

**ANNUAL BUDGET
FY 2012**



City of Albany

POST OFFICE BOX 447

Albany, Georgia

31702-0447

JAMES L. TAYLOR
CITY MANAGER

OFFICE: (229) 431-3234
FAX: (229) 431-3223

September 28, 2011

The Honorable Mayor and
Board of City Commissioners
City of Albany
Post Office Box 447
Albany, GA 31702-0447

Dear Mayor, Commissioners, and Citizens:

Transmitted herewith is the FY 2011/2012 Adopted Budget. The budget totals \$111,418,000 and represents an *increase* of 6% (or \$6,080,602) from the FY 2010/2011 Amended Budget of \$105,337,398. This budget incorporates the Board's top priorities. The City still maintains a healthy fund balance of more than \$24.8 million of which \$6.3 million is reserved for Long-term Financial Planning. The FY12 adopted budget will use \$3,748,166 from fund balance.

This budget includes:

- MEAG Transfer to General Fund
- Maintain Current Millage Rate
- Increase in General Fund Subsidies to Other Funds
- Reduce Funding for Vacant FTE's
- Reduce General Fund's Budget by \$118,000
- Recognize SPLOST VI Funding
- Increase Temporary Help to maintain ISO rating-Fire
- Include Moderate Increase in Fuel Cost
- Group Insurance matching increase of \$354,547
- Incorporate a 2% COLA of \$828,611 effective 7/1/2011
- Realign CAD 911 Communication
- Funding RiverQuarium-\$275,000 (Final Year of 3 year contract)
- Funding for Civil Rights Museum-\$50,000 (Final Year of 3 year contract)
- Fireworks for Christmas, New Years Eve, and 4th of July
- A rate increase of 2% by Solid Waste
- Rate increase of 2% for Sanitary Sewer
- CAD 911 balanced by using \$640,923 from their Fund Balance
- Reduction in Police vacancy funding by 26%
- Reduction in Fire vacancy funding by 20%

- Funding KADB (Keep Albany/Dougherty Beautiful)-\$10,000 (Graffiti Removal)
- Funding SBPP (Small Business Procurement Program)-\$60,000

The total number of Full Time Equivalents, or FTE's, increased from 928 to 930, with the addition of two FTE and the unfunding of nine General Fund and seven Enterprise positions:

- New Positions
 - City Manager's Office
 - 1 – Marketing Position
 - Legislative
 - 1 – Administrative Secretary

Furthermore, with the unfunding of 16 vacant positions for FY12 both the General Fund and Enterprise Funds were affected.

These are tough economic times and the reality is that for the last three years our Business Plan has challenged our financial team to investigate all options for increasing revenues and decreasing costs. The options presented included the consolidation of programs, reductions in programs, service levels changes, pension changes, implementation of a wellness program to reduce health care costs and the closure or the sale of some facilities.

The preliminary figures indicate that we will end Fiscal Year 2011 in the red. Although we anticipated the use of our fund balance as an alternative to reducing services, running a deficit will not be accepted easily. Revenues came in below plan and expenditures were lower than expected due to extraordinary efforts to reduce or postpone expenditures. Nevertheless, the preliminary results reveal a loss in the General Fund of \$1.9 million and All Funds lost \$ 3.9 million. So far, we have weathered the economic storm without furloughs, layoffs, or service reductions during this critical time in our economy where unemployment is still in the double digits. The City of Albany has been fortunate enough not to have to take such drastic measures. Instead, over the past three years, we have conducted and incorporated a pay study in two phases and allowed for a cost of living adjustment. Our fund balance is healthy and we have an adequate amount of cash in our cash stabilization fund. However, these are difficult times in our economy and we must remain fiscally prudent with our resources.

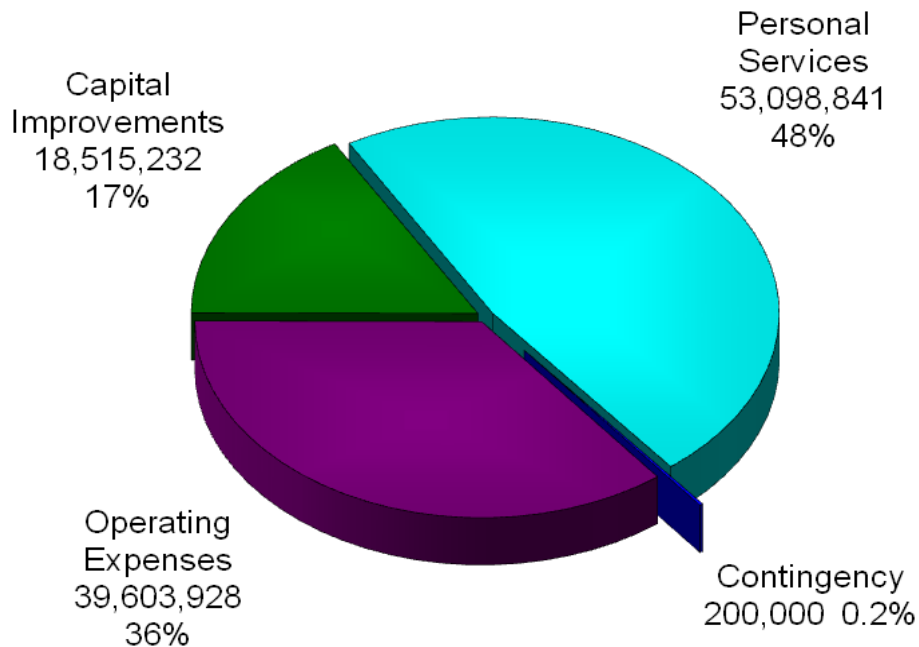
The use of Fund Balance was necessary to continue providing the services that our community expects and deserves without service reductions or increases in millage rates. The City's mission can only be carried out successfully with a dedicated management team and loyal, productive staffers. We strive to maintain good morale and to retain mission-driven employees. To that end, we have rewritten our Strategic Plan, performance measures, and have adopted Financial Management Policies, which can be reviewed on our website.

We have incorporated what we believe is the best financial plan to meet the operational needs of the City for the coming year. Honoring our commitment to our community, this budget incorporates continuous efforts to improve the City beautification, with emphasis on downtown, to improve economic development and long-term growth, to protect and serve our citizenry, as

well as other major components of the Board's top priorities. The City of Albany is committed to being fiscally responsible with taxpayers' dollars and is committed to maintaining the fiscal stability of the City. Therefore, alternative revenue sources must be identified and/or a millage rate increase adopted to continue our service delivery at the current levels or higher. In my opinion, the fiscal year 2013 budget process poses a bigger challenge as program grants are reduced and retention compliance is required. The preparation for the next budget season begins today with monitoring revenues and expenditures and prevention of cost overruns.

Revenues – In preparing revenue projections, staff analyzed five years of historical trends, the FY 2011 operating budget, the condition of state and local economies, and other changes that might affect the City's revenue sources. Revenues increased by \$6,080,602 over FY 2011 Amended Budget revenues of \$105,337,398. Overall, there were actually decreases in revenues with no growth in the tax digest, a millage rollback, and reductions in sales tax. We used General Fund reserves to offset the impact of shrinking revenues and to maintain service levels.

Budget Overview - The chart below shows the total operating budget of \$111,418,000 by category:



Personal Services – These services are the largest expenditures of the overall budget and represent \$53,098,841 or 48%, of the total budget. There are 930 authorized budgeted positions within the organization. This budget includes a 2% Cost of Living Adjustment (COLA) for City employees effective July 1, 2011. We continue to reward our most valuable resources and to safeguard jobs.

Operating Expenditures - This is the City's second largest expenditure and represents 36%, or \$39,603,928, of the total budget. Departments made significant reductions across the board to adhere with budget requirements. Compared to previous years, operating expenditures appear flat. However, we trimmed several million dollars from this category by realigning priorities, moving service delivery strategies from one fund to another and appropriating risk liabilities throughout the user departments.

Contingency – A total of \$200,000 has been set aside in the General Fund contingency account. This dollar amount is set aside for unbudgeted emergencies. These funds are used at the City Manager's discretion.

Capital Improvement Program (CIP) –A portion of the total budget, \$18,515,232, has been allocated for capital equipment and system improvements. The Capital Improvement Program (CIP) is a five-year planning instrument used by the City of Albany to identify needed capital projects. The CIP accounts for expenditures that exceed \$5,000 and have a useful life of more than one year. The General and Non-Major Enterprise Funds' capital projects are funded from 16.4% of sales tax revenue and \$325,000, from Water, Gas & Light (WG&L). The Enterprise Funds' capital needs are funded through budgeted capital replacement.

This fund accounts for debt service payments for the GMA lease pool agreement. In 1998, the City entered into a lease agreement with Georgia Municipal Association (GMA) for \$9,000,000 to be spent over 5 years. Through the lease pool, the City has been able to upgrade its information technology infrastructure and replace outdated rolling stock. The City may appropriate a percentage of sales tax revenue to fund the annual GMA debt payment, if needed. The GMA lease pool has provided the flexibility to renew assets and decrease operational expenditures for all participants. The capital replacement program that we established through the lease agreement has decreased operating expenditures in maintenance and repair costs. Productivity has increased due to less down time for needed repairs. The savings are repurposed and sometimes used to offset the debt payment, which is housed in the CIP fund.

The CIP is reviewed and updated each year to reflect the changing priorities of the organization. The City's 10 - 20% matching local shares for Transit and the Airport are usually housed under the CIP as well; however, the Airport Fund's local share matching will be funded through Passenger Facility Charge (PFC) funds and the CIP fund at 10 -20%, and Transit's 10% local match will increase to 20% due to the State cutting their 10% funding share on future projects. The CIP program has a direct impact on operating budgets. The acquisition of replacement assets initially reduces expenditures while adding new assets, such as a building, tends to increase operational expenditures. The impact is anticipated and incorporated in the operating budget.

Debt Service Fund – This fund was established to comply with the Uniform Chart of Accounts. Currently, we are paying down debt and looking for alternative ways to finance our future. For FY 2012, we have no general obligation debt so no budget was appropriated for debt payments.

House Bill (HB) 489 – The City continues its delineation of service agreement (HB 489) initiatives with Dougherty County. This initiative includes funding from Dougherty County for the following City departments: Fire, Information Technology, Planning, Traffic Engineering,

Central Services, Code Enforcement, SWAT, 311, Emergency Management and Recreation. Through these joint agreements, the City anticipates receiving \$5,056,632 from Dougherty County.

Risk Management Program – The Mayor and Board of City Commissioners authorized that the City of Albany would become self-funded for liability beginning May 1, 2005. Both the City Attorney's office and the Human Resource Management Department's Risk Management Division manage the City's Risk Management Program. These two units work together to contain costs associated with liability issues for the City. This coverage includes airport liability, automobile liability, automobile physical damage, boiler and machinery, crime, electronic data processing, fiduciary liability, general liability, law enforcement liability, property damage, public officials' liability, extended reporting period, travel accident, and unlicensed equipment. The Risk Management Division's budget previously included \$411,000 to cover expenses associated with the City of Albany's Liability Reserve program. After review, the program's methodology was changed so that all departments are allocated a pro-rata share to contribute to the fund based on relevant data. For FY 2012, that amount is \$1,661,416.

Workers' Compensation Fund – The City's Workers' Compensation fund continues to be a viable and solvent fund. Through aggressive claims management, the number of claims continues to decline. Due to the high level of reserves in this fund, departments were not charged for additional funding for FY 2011. We continue to monitor the fund's reserve to insure that it has adequate funds. The City's main objective continues to be: (1) to assure that the injured employee gets the best and most efficient medical care available, and (2) to get the injured worker whole and back to work as quickly as possible.

General Fund – Accounting for 51% of the City's total budget, this is the City's largest fund. The General Fund for FY 2012 totals \$56,766,986 a decrease of less than 1%, or \$155,780 from FY 2011's General Fund Amended budget of \$56,922,988. While revenues are not growing and expenditures are increasing, the City is taking a proactive approach with program realignment and cost containment. The City of Albany continues to review all fee structures to realign rates with the cost of providing services. The General Fund finances the operations of General Government, Public Safety, Recreation & Parks, Engineering, Planning Services, Independent Agencies, Public Works Administration, and Public Works Street Maintenance.

Special Funds – Collectively, the City's Special Funds are the second largest group. Together, they total \$24,731,378 or 22% of the FY 2012 Budget. However, this amount is an increase of \$5,756,409 from the FY 2011 Amended Special Funds total of \$18,974,969. The increase is due to program realignment from the general fund into the CAD 911 fund and an increase in SPLOST funding with the issuance of SPLOST VI. Included in this category are CAD 911, Hotel/Motel, Community & Economic Development, SPLOST Funds, and TAD Funds. Additionally, the Debt and Capital Improvement Funds are included and receive funding from the General Fund to cover their costs. More detail about some of the funds included in the Special Funds category follows.

Community Development – Community Development is a special revenue fund with a budget of \$2,933,501, which is a decrease in appropriations from the FY 2011 amended budget of \$3,220,204. The funds allocated to the City by the U. S. Department of Housing and Urban Development (HUD) and income received from repayment of loans, rents, etc., represent this

fund's revenue sources. Community Development is designed to expand economic opportunities, to provide decent housing for and to meet the other needs of persons of low-to-moderate income. This fund also received ARRA grants to help mitigate weatherization problems and to stimulate the economy by putting more people to work.

Hotel/Motel Fund - This fund is a Special Fund that was established to comply with the Uniform Chart of Accounts. This fund totals \$600,000. These funds are allocated annually to the Chamber of Commerce and the Albany Convention and Visitors Bureau to promote tourism, conventions, and trade shows.

Sponsored Operations – The Grant Fund is a special revenue fund that provides for the administrative accounting for funds received from local, state, and federal sources for entitlement programs and discretionary projects. The fund totals \$5,903,990, which is \$3,353,899 more than the amended fund total of \$2,550,091 in fiscal year 2011. This substantial increase is attributable to the addition of new grants and increased funding for other capital projects. The appropriations for grant projects do not lapse at the end of each fiscal year, but remain in force for the life of the grant by means of re-appropriations contained in this budget document. Additionally, we received additional funding from the President's American Recovery and Reinvestment Act (ARRA) Grants. Details are included within the budget document under the same heading.

Special Purpose Local Option Sales Tax VI – The City of Albany and Dougherty County entered into an intergovernmental sales tax agreement. On November 2, 2010, voters approved the referendum to continue the 1% Special Purpose Local Option Sales Tax (SPLOST). The amount slated for collection from the sales and use tax between April 1, 2011 and March 31, 2017 is \$98,000,000. Sixty-four percent, or \$62,720,000, of those funds are scheduled for City administered projects and non-profit organizations. The budgetary impact is determined as the projects come online and is incorporated into the operating budget. The City of Albany projects funded through SPLOST VI are listed in the SPLOST VI section of this document. These estimated collections are subject to change due to the fluctuations in taxable sales in the area.

Enterprise Funds – Sanitary Sewer System and Solid Waste are the two major Enterprise Funds. As the third and fourth largest funds, the funds are self-supporting because they generate enough revenue through service charges to cover their costs. The City increased rates for the Sanitary Sewer System and Solid Waste Funds by 2% effective July 1, 2011, which is based on the annual Consumer Price Index (CPI) for 2010. Management for these funds is making a concerted effort to control expenditures in order to maintain its rate structure. The Sanitary Sewer System, which totals \$14,859,046, represents a minor decrease over the FY 2011 amended Sanitary Sewer System revenue of \$14,899,666. The Solid Waste Fund totals \$9,201,257, a decrease from the FY 2011 Amended Budget of \$9,236,937.


Non-Major Enterprise Funds – These enterprise funds do not generate enough revenue to cover their operational costs; therefore, the General Fund subsidizes these funds. The Transit System, Municipal Auditorium, Civic Center, and Airport Fund are not self-supporting and receive \$2,727,180 assistance from the total General Fund revenues. This is an increase of \$206,939, over the FY 2011 allocation. These funds revenues only cover 54% of their cost of operation.

Mayor and Board of City Commissioners

September 28, 2011

The Adopted FY 2012 budget communicates the leadership and vision of our Mayor and Board of Commissioners. I submit this balanced budget with great pride and with immense appreciation for everyone's efforts and contributions toward crafting it. We have defined our current opportunities and we anticipate meeting the future challenges in delivering the highest possible level of service to our citizens.

Respectfully submitted,



James L. Taylor
City Manager

EXECUTIVE SUMMARY CITY OF ALBANY STRATEGIC PLAN

The employees of the City of Albany, under the leadership of the City Manager and the Board of City Commissioners, have committed themselves to continually improving the efficiency and effectiveness of the organization. How does city government improve the services it provides to its citizens while maintaining responsible control of revenues and spending? How, in other words, can we continue to do more for less without sacrificing quality customer service? These are challenging questions faced by cities and towns everywhere.

In 2004, the City hired an outside consulting firm to create its first five-year plan. Later, both the current City Manager James Taylor and his predecessor, Alfred Lott, determined that the document would be more accurate and meaningful if we developed it with only the City's staff and very limited outside facilitation. The Strategic Plan has become an internal effort that relies mainly upon the expertise that exists in the management team and within each department.

In 2006 and again in 2008, the City's staff updated the Strategic Plan. Although the plans were an attempt to project five years into the future, we resolved to review and update the plan every two or three years to incorporate changes in internal and external situations, such as fluctuations in the economy and changes in the needs of the community.

The current revision of the Plan was begun in late 2010 with plans to incorporate the Performance Management Framework for State and Local Governments. The Framework, which was released in June 2010, was created by the National Performance Management Advisory Commission, a collaborative effort of 11 leading public sector management organizations, including the Association of School Business Officials International, Council of State Governments, Government Finance Officers Association, International City/County Management Association, National Association of Counties, National Association of State Auditors, Comptrollers and Treasurers, National Association of State Budget Officers, National Center for State Courts, National Conference of State Legislatures, National League of Cities, and U.S. Conference of Mayors. The Advisory Commission developed the framework to help state and local governments, many of which are operating under severe resource constraints, to continually improve the results they provide to the public.

This 2011 update of the Strategic Plan includes even more emphasis than before on using performance management techniques to improve our efficiency and effectiveness in using our resources to serve the citizens of Albany. Performance management comprises the concerted actions an organization takes to apply objective information to management and policy making in order to improve results. Performance management uses evidence from measurement to support governmental planning, funding, and operations. Better information enables elected officials and managers to recognize success, identify problem areas, and respond with appropriate actions – to learn from experience and apply that knowledge to better serve the public.

Strategic Planning includes developing a vision and mission, identifying the organization's external opportunities and threats, determining internal strengths and weaknesses, establishing both long-term and annual objectives, and choosing particular strategies to pursue. This phase of strategic management is accomplished through the development of a strategic plan such as this document.

Fully incorporating the next phase, Budgeting, into our existing process will likely take at least another year. In Fiscal Year 2012, the City's Budget document will include the listing of performance measures that were developed for each program during the strategic planning process. By FY14, the City's Budget will have transitioned to a true program budget, which allocates resources by program rather than by department so the cost of formulated strategies can be determined. To accomplish the transition, we must begin to track personnel and operating costs for every City program instead of just by department.

Management is often called the action stage of strategic planning because it includes mobilizing employees and managers to put strategies into action. The best, most-analytical, well-documented strategic plan is useless if it is not put into action throughout the organization.

Evaluation is the fourth stage in strategic planning. We must know which strategies are working well and which need to be modified or eliminated. This is done by measuring performance regularly and taking corrective actions when they are needed. Regular, ongoing evaluation is necessary because the internal and external factors affecting an organization change and strategy must continually evolve to reflect the changing environment.

Measurement and reporting are activities that must occur continually throughout the strategic management process. Annually, performance measurements will be published in the Budget. Departments will meet at least twice each year to review their measures with the City Manager and Assistant City Managers. Semi-annual evaluations of each employee's progress toward completion of their individual goals are made in Performance Pro. Their individual goals are linked to those of the department and to the City as a whole. The annual budget process and regular financial analysis will provide monetary measurements of our achievement. After measuring, we are better able to make corrections that will enable us to stay on course toward our goals.

The *science* of strategic planning can be taught. It involves learning the steps of an objective, logical, and systematic approach for making major decisions in an organization. However, strategic planning cannot be just a simple 1-2-3, fill-in-the-forms approach. For the *art* of strategic planning, we must rely on the knowledge of the people in our organization, their experience with the job activities they carry out every day, and their knowledge of how and where change is occurring in their professional fields. This knowledge and experience combines to give our management team the specialized intuition that – combined with the analytical training – has produced a strong, usable strategic plan.

CITY OF ALBANY STRATEGIC PLANNING PROCESS

Vision Statement

The first step in strategy formulation is to create a vision statement that answers the question, “What do we want to become?” The leadership team of the City – the City Manager, the Assistant City Managers, department directors and other managers - looked into the future, visualized the kind of city they hoped to become, and described that city in a brief statement. The following Vision Statement conveys those ideals:

The City of Albany is a progressive community where we value our past and the promise of our future. We strive to create an atmosphere where citizens and businesses can succeed together.

Mission Statement / Priorities of the City Commission

A mission statement is a statement of purpose that distinguishes one organization from others by identifying the scope of the organization’s operations in product, service, or market terms. In other words, a mission statement is a declaration of the organization’s reason for being. It answers the question, “What is our business? Who are we?”

A mission statement is more than a statement of specific details; it is a declaration of attitude and outlook. It is usually broad in scope for two major reasons. First, a good mission statement allows for the generation and consideration of a range of feasible alternative objectives and strategies without limiting management creativity. Second, a mission statement needs to be broad to effectively reconcile differences among and appeal to the City’s diverse citizenship.

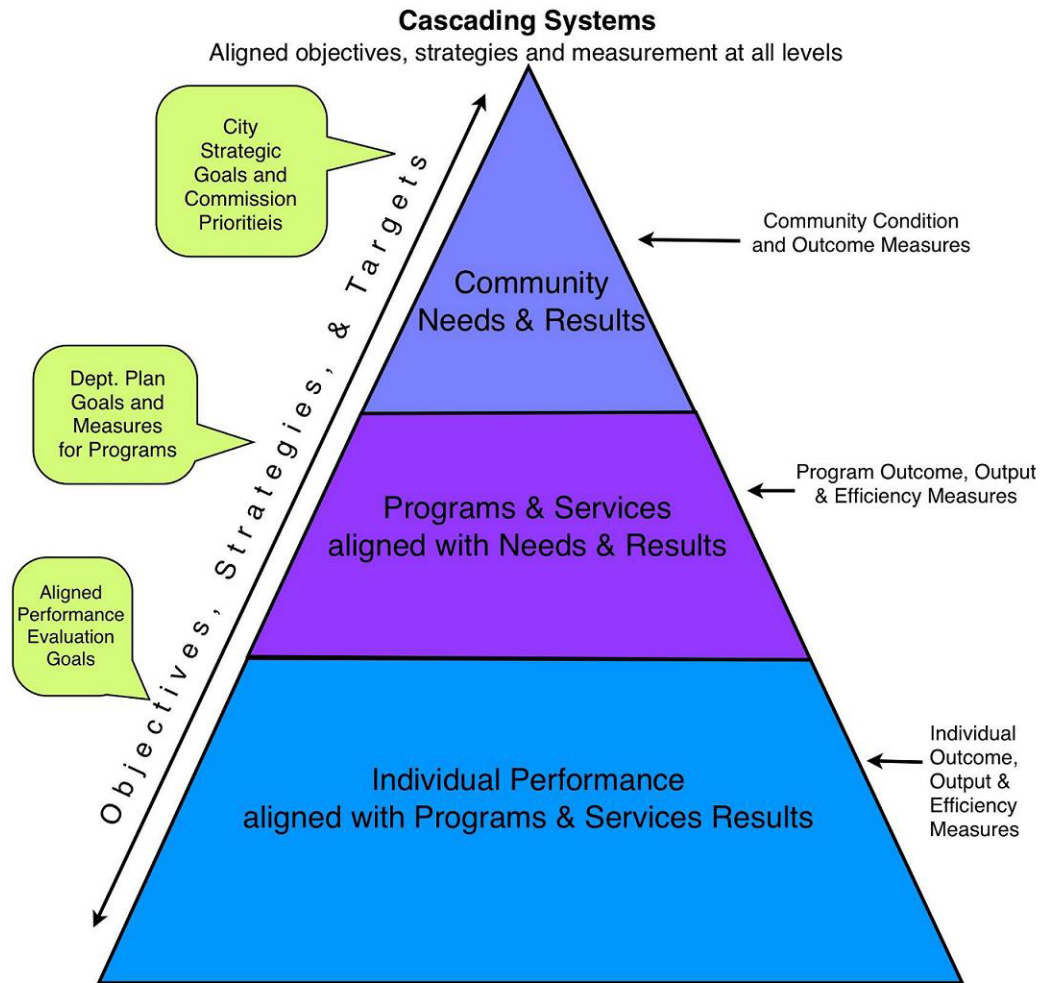
Mission statements are not designed to express concrete ends, but rather to provide motivation, general direction, an image, a tone, and a philosophy to guide the City. The leadership team created this mission statement:

The City of Albany is dedicated to improving the quality of life in our community by delivering fiscally responsible, cost effective, innovative, highly responsive services with integrity and professionalism.

In reviewing the Mission Statement and later in setting goals and objectives, the team incorporated the spirit of the six priorities set by the City Commission, which are:

1. *Public Safety*
2. *Blighted Property Eradication*
3. *Water, Sewer and Storm Water Infrastructure*
4. *Economic Development*
5. *Marketing the City of Albany*
6. *Poverty*

**Albany's Strategic Plan is aligned to the Needs of the community and the
Priorities of the Commission**



These are the six goals (in bold) that were set by the Leadership Team on December 15, 2010 and a brief statement that describes the goal from the viewpoint of our citizens:

- **A Healthy, Livable and Sustainable Albany** - I want to live in a strong and vibrant city that is clean, safe, and encourages a sense of community, while providing recreational and cultural opportunities for all citizens.
- **Accountable, Efficient and Responsive Government** - I want a fiscally responsible, accessible, and responsive government that maximizes use of resources for service delivery.

- **Community and Economic Vitality** - I want to live in a city that is aggressively pursuing economic growth and community development which encourages and sustains job creation, retail opportunities, and increased access to capital.
- **Managed Growth and Infrastructure** - I want to live in a community that is environmentally sensitive and promotes growth through good infrastructure management while conserving resources.
- **Public Safety: A Safe and Prepared Community** - I want to live in a community committed to protecting the lives, property, and well being of its citizens.
- **Transportation Mobility and Connectivity** - I want to live in a City that provides safe, reliable, accessible, and efficient transportation services within and beyond Albany.

Strategic Management Plan

Once the Leadership Team set the Vision, Mission, and Goals for the City, the departments listed all of the activities that are carried out in their departments as separate programs. For instance, the Police Department listed, among others, the Gang Unit, Traffic, Investigations, and Animal Control. Performance Measures were developed and will be tracked for each program and the City goal supported by each program was identified. Each employee's individual goals in every department will be designed to measure the level of contribution to the program he or she supports.

Unlike the Strategic Plans of previous years, we elected not to include the very detailed listing of all the programs and measures for each department. Those will be maintained in each department and will be reviewed and evaluated at the detail level with Senior Management.

If all the planning, programs, and measurements in the City's strategic management process are coordinated toward the accomplishment of our shared goals, we will generate a powerful and successful force for change. With each year's fiscal cycle, budget, strategic planning and evaluations, we will move closer to a well-integrated strategy that flows through every facet of our government management system.

AN ORDINANCE
ENTITLED

11-111
AN ORDINANCE ADOPTING BUDGET AND
APPROPRIATIONS FOR THE PERIOD JULY 1,
2011, THROUGH JUNE 30, 2012; REPEALING
PRIOR ORDINANCES IN CONFLICT AND FOR
OTHER PURPOSES.

WHEREAS, a proposed FY 2012 budget has heretofore been submitted to the Mayor and Board of Commissioners of the City of Albany, Georgia for their study and review; and

WHEREAS, the proposed budget has been carefully considered by the Mayor and Board of Commissioners; and

WHEREAS, the hearing required by O.C.G.A. § 36-81-5(f), was properly concluded,

NOW, THEREFORE, BE IT ORDAINED by the Board of Commissioners of the City of Albany, Georgia, and it is hereby ordained by authority of same:

SECTION 1. The proposed budget and appropriations for the period July 1, 2011, through June 30, 2012, are hereby adopted, and the estimated receipts and expenditures therein contained are approved. A copy of the proposed budget for FY 2012 is on file in the office of the City Clerk and a summary of same is attached hereto in the form of a budget summary marked Exhibit "A" and made a part of this Ordinance and expressly incorporated herein by reference as fully as if set forth verbatim. The sums of money set out in the proposed FY 2012 budget are hereby appropriated to be paid out of the respective funds of the City of Albany designated in the exhibit for the Fiscal Year beginning July 1, 2011, through June 30, 2012. The Finance Director is hereby authorized and directed to issue her warrants for the same as the several items shall respectively become due.

SECTION 2. All Ordinances, or parts of Ordinances, in conflict herewith are repealed.


MAYOR


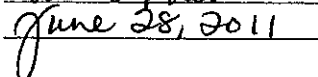
ATTEST:


CITY CLERK

Adopted: June 28, 2011

Introduced By Commissioner:

Date(s) read:

**REVENUE & EXPENDITURE RECAP
FISCAL YEAR 2011/2012**

Description	Actual 2009/2010	Amended 2010/2011	Adapted 2011/2012
REVENUE			
GENERAL & SPECIAL FUNDS:			
General Fund	55,286,344	56,922,766	56,766,986
Public Improvement	2,326,053	2,482,315	2,525,040
Debt/Sinking Fund	3	0	0
CAD 911	1,331,951	1,740,979	2,290,847
Hotel/Motel Fund	1,271,433	600,000	600,000
Community & Economic Development	4,213,138	3,220,204	2,933,501
ARRA- American Recov Reinv Act	1,226,448	750,043	3,863,000
Grant Fund	1,910,935	1,800,048	2,040,990
SPLOST	11,066,506	8,373,750	10,453,000
TAD Fund	<u>6,880</u>	<u>21,000</u>	<u>25,000</u>
General & Special Funds			
Subtotal:	78,639,691	75,911,105	81,498,364
ENTERPRISE FUNDS:			
Sanitary Sewer Enterprise	14,725,910	14,899,667	14,859,046
Solid Waste Enterprise	8,844,741	9,236,936	9,201,260
Airport	878,643	1,350,115	1,406,975
Municipal Auditorium	61,862	71,200	70,400
Albany Civic Center	404,489	1,569,157	1,783,719
Transit System	<u>476,251</u>	<u>2,312,587</u>	<u>2,598,236</u>
Enterprise Funds Subtotal:	25,391,896	29,439,662	29,919,636
TOTAL GENERAL/SPECIAL & ENTERPRISE FUNDS:	<u>104,031,587</u>	<u>105,350,767</u>	<u>111,418,000</u>
EXPENDITURE			
GENERAL & SPECIAL FUNDS:			
General Fund	50,716,057	56,922,766	56,766,986
Public Improvement	2,847,587	2,482,315	2,525,040
Debt/Sinking Fund	3	0	0
CAD 911	1,316,753	1,740,979	2,290,847
Hotel/Motel Fund	635,717	600,000	600,000
Community & Economic Development	4,675,254	3,220,204	2,933,501
ARRA-American Recovery Reinv Act	1,229,867	750,043	3,863,000
Grant Fund	1,885,912	1,800,048	2,040,990
SPLOST	13,608,734	8,373,750	10,453,000
TAD Fund	<u>134,507</u>	<u>21,000</u>	<u>25,000</u>
General & Special Funds			
Subtotal:	76,915,884	75,911,105	81,498,364
ENTERPRISE FUNDS:			
Sanitary Sewer Enterprise	12,981,548	14,899,667	14,859,046
Solid Waste Enterprise	8,176,780	9,236,936	9,201,260
Airport	2,603,801	1,350,115	1,406,975
Municipal Auditorium	167,531	71,200	70,400
Albany Civic Center	1,920,893	1,569,157	1,783,719
Transit System	<u>3,097,007</u>	<u>2,312,587</u>	<u>2,598,236</u>
Enterprise Funds Subtotal:	28,947,560	29,439,662	29,919,636
TOTAL GENERAL/SPECIAL & ENTERPRISE FUNDS:	<u>105,863,444</u>	<u>105,350,767</u>	<u>111,418,000</u>

MAJOR REVENUE SOURCE SUMMARY

The General Fund estimated \$56,766,986 revenue accounts for 51% of the total FY 2012 estimated revenue of \$111,418,000. It represents a decrease of approximately \$155,780, of the previous year's Amended General Fund Revenue. These estimates are based on historical revenue collection trends as well as current economic trends in the national, state, and local economies. Due to the current economic downturn the revenue and expenditure estimates are conservative and assume no growth and declines in property and sales tax revenue.

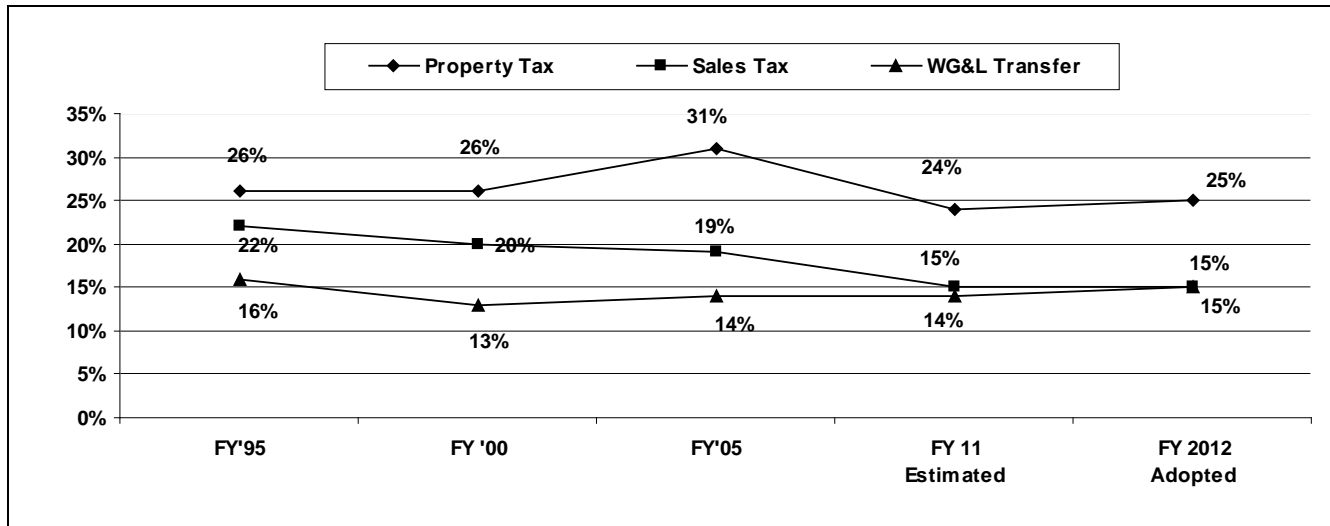
This general operating fund for the City is used to account for all financial resources traditionally associated with governmental functions that are not legally or otherwise accounted for in another fund. The most significant General Fund revenue components are property taxes, sales taxes, and the Water, Gas & Light transfer. Trends for these revenue sources are highlighted in the following section.

Property Taxes - Property Taxes are the largest and the most significant source of revenue to the City. Current taxes provide \$14,024,048, approximately 25% of the General Fund Revenue. The FY12 projected revenue is a significant increase from the FY11 projected revenue of \$13,411,236. The increase in revenue resulted from the elimination of the Governor's Tax Credit. In addition to the elimination of the tax credit, the citizens that lost their property tax appeal resulted in them having to pay the full assessed value of their property. Property taxes are calculated using a state approved tax digest at millage rates set by the Mayor and Board of Commission. Presently, the millage rate for the City of Albany is 8.660%. One mill represents one dollar of tax for every \$1,000 of taxable value.

Sales Tax - Sales Tax is the second largest revenue source, with estimated revenue of \$8,475,361, or 15% of the General Fund Revenue. Sales Taxes are projected based on economic indicators and are collected at 1% of the State sales taxes. The Sales and Use Tax Rate in Dougherty County is presently 7%, and is distributed as follows: 4% State, 1% Local Option Sales Tax, 1% Special Purpose Local Option Sales Tax, and 1% Education Local Option Sales Tax. The City shares sales tax revenue with the County on a 60:40 basis of countywide collections. The State of Georgia limits a jurisdiction to one cent for general purpose.

Water, Gas & Light Transfer (WG&L) - This is the third largest revenue source for the City of Albany and is estimated at \$8,259,045, or 15% of General Fund Revenue. In July of 1993, the City of Albany and WG&L Commission entered into an agreement whereby an amount equal to 7.5% of total metered revenue for the preceding year will be transferred to the City of Albany on an annual basis. The transfer includes an additional \$750,000 over the amount established in that agreement, which approximates 7.5% of unmetered revenue.

The chart on page A-15 illustrates trends for the General Fund's three major revenue sources. Property tax and Sales tax revenue have declined since 2005. The WG&L transfer has not experienced major growth over prior years and anticipated revenue has remained flat. This demonstrates that the City is becoming increasingly dependent on other taxes, licenses, and user fees.



The Sanitary Sewer Enterprise Fund is a division of the Public Works Department. It represents approximately 13% of the City of Albany's FY 2012 Adopted Budget. This fund is projected to generate \$14,859,046 in FY 2012, which is a reduction of \$30,749 from FY11's adopted budget. The decrease in revenue is largely due to the reduction of flow from a major manufacturer in Albany. The sewer rates have increased by 2 % to account for the growth in the Consumer Price Index.

The Solid Waste Enterprise Fund is a division of the Public Works Department. This division is responsible for generating approximately 8% or \$9,201,257 of the City's FY 2012 revenue. User fees comprising of residential garbage collection represent about 97% of this fund's projected revenue. Residential customer's rates have increased by 2% per household to cover the cost of operations.

**FY 2012
GENERAL FUND REVENUE**

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Sales Tax	8,357,361	8,214,839	8,475,361
Property Tax			
Current Taxes	14,144,297	13,076,724	13,654,048
Prior Taxes	974,110	167,867	250,000
State of Georgia-Railroad Eq	10,128	0	0
Intangible Tax	98,150	125,901	85,000
Penalties and Interest	61,904	40,744	35,000
Other Taxes			
Real Estate Transfer Tax	28,892	32,656	28,000
Payment in Lieu of Taxes	104,111	105,658	203,000
Licenses and Taxes			
Occupational Taxes	1,415,349	1,478,984	1,488,525
Admin-Do. Co. HB 489	17,796	16,269	16,028
Penalty & Interest-Bus Lic	11,420	0	5,300
Alltell	18,344	18,344	18,344
Motor Vehicle License and Permits	220	309	225
Bell South License	487,941	502,926	482,519
Georgia Power	565,798	548,572	580,000
Alcohol Beverage License	335,333	312,779	323,587
Training - Alcohol to Minors	800	0	0
Liquor and Wine Tax	262,153	273,945	274,565
Beer Tax	1,060,740	1,065,667	1,058,880
Mixed Drink Tax	111,202	110,502	110,000
Alcoholic I/D Cards	12,165	13,332	12,821
Insurance Taxes	4,279,238	4,338,283	4,367,765
Casualty Insurance	75,007	72,641	72,344
Franchise Fees			
Cable Television	837,681	819,901	820,000
Haulers Fee	203,803	233,929	243,000
Alltell Corporation	19,392	0	10,000
Fines and Forfeitures			
Fines and Forfeitures	1,191,454	1,201,420	1,200,000
Domestic Violence Response	31,872		20,000
Municipal Court	106,240	88,712	68,000
Permits and Fees			
Building Permits	184,383	175,000	178,000
Electrical Permits	28,069	25,000	26,500
Plumbing Permits	19,620	14,000	16,500
Gas Permits	4,733	4,000	4,200
HVAC Permits	23,661	19,000	21,750
Gas Certificates	1,221	150	175
Reinspection Fees	100	1,000	0
Plan Review	0	18,000	18,000
Zoning Fees	48,030	41,400	31,800
Planning Misc Fees	872	1,300	1,000
Examination Fees (Gas)	180	0	500
Vacant Bldg. Registration Fee	3,800	3,000	600
Boarding Permit Fee	350	1,250	250

FY 2012
GENERAL FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Charges for Services			
Recreation			
Green Fees	59,119	105,556	63,558
Annual Memberships	64,595	71,820	71,820
Golf Merchandise	10,778	7,250	8,130
Golf Concessions	15,740	14,250	15,000
Hand Carts	4	30	50
Power Rentals	52,781	65,163	56,710
Range Ball	1,800	1,225	1,200
Rental Club	232	150	120
Beer Sales	5,773	8,160	8,016
James H Gray Sr Center	20,000	0	0
Carver Pool Concessions	48	0	0
Carver Pool Admissions	693	750	600
Turner Pool Concessions	64	0	0
Basketball, Adult	4,550	6,300	4,900
Football	14,135	14,000	14,700
Baseball	49	0	0
Dixie League Baseball	18,900	0	0
Softball, Adult	2,950	21,000	25,200
Tennis	0	300	0
Ceramic Supplies	2,024	1,500	0
Softball, Youth	30	0	3,750
Cheerleading	1,430	2,500	1,875
Flag Football - Adult	0	4,500	5,400
Kickball	0	0	1,650
Recreation Rentals	3,785	2,000	2,000
George Ort Banquet Hall	10,375	9,900	8,250
South Coast League	71	0	0
Gordon Complex Concessions	0	600	0
Blaylock Concessions	0	300	0
Highland Concessions	0	225	0
Souvenirs, Highland	(9)	0	0
Ken Gardens Concessions	15	0	0
Special Events	190	500	750
Aerobics	5	0	0
Ceramics	378	800	349
Basketball, Youth	105	0	0

**FY 2012
GENERAL FUND REVENUE**

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Other Charges			
Garnishment Fees	7,782	0	7,000
Attorney Fees	10,545	0	10,000
Cemetery			
Graves	72,891	126,500	110,000
Lots	22,174	14,850	11,000
Trailer Rental/Purchase			
Security Alarm Monitoring			
INTER GOVERNMENTAL REVENUE			
Federal Government			
AFD Sprinkler Permit	3,500	3,937	3,600
AFD Re-inspection Fee	650	125	1,000
AFD Tank Removal & Install Fee	200	500	200
AFD Commercial Burn Permit	350	1,060	400
Highway Maintenance Contract	149,433	149,196	149,196
Dougherty County			
Police - SWAT	37,470	29,445	26,495
Code Enforcement	43,247	47,000	40,000
GIS Maintenance Contracts	39,970	0	0
Fire Protection	2,967,845	2,967,844	3,018,298
Information Technology	574,627	876,882	984,744
Planning & Development	276,084	609,110	681,757
Traffic Engineering	3,729	15,000	5,000
Central Services	107,801	109,682	126,836
Emergency Management	28,669	44,409	19,379
Recreation	154,128	154,123	154,123
Other Governments			
Indirect Cost Allocation	1,416,234	1,465,464	1,655,191
False Alarms/CAD	26,765	35,000	33,000
TRANSFERS FROM WG&L	7,445,570	7,710,828	8,259,045
Operating Transfer From WG&L	2,861,882	3,080,000	3,080,000
Transfer from WG&L LTFP	1,850,462	0	0
Other Revenues			
Interest Income/GMA Lease	17,733	0	0
Interest Income-Certificate of Deposit	152,888	250,000	140,000
Interest Income Morgan Keegan	(19,337)	0	0
Gasoline Sales	6,034	4,000	2,500
Shop Charges-Labor	684,843	900,000	600,000
Shop-Outside Repairs	470	0	0
Printing & Reproduction-Internal	179,386	165,984	153,436
Gains Loss on Sales	316,548	175,000	193,795
Proceeds/Sale of Asset	68,892	0	0

**FY 2012
GENERAL FUND REVENUE**

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Ins. Reimb. Prop. Damage	91,464	0	0
Discounts Earned	1,031	0	0
Election Qualifying Fees	2,250	0	0
Risk Management	73,509	426,469	418,429
Sediment/Erosion Control	1,823	0	0
Miscellaneous Revenue	75,728	0	0
Handling Fee (Returned Check)	985	0	0
Timber Sales	952	0	0
Miscellaneous Police Receipts	24,790	0	0
Penalty Lot Cleaning	1,200	0	0
Transfer from Fund Balance	0	5,002,516	3,748,166
General Fund Rev. Subtotal:	54,508,485	57,867,707	58,128,204
Transfers to General Fund	0		
Hotel Motel Fund	635,717	600,000	600,000
Capital Improvement Fund	(6,087,457)	0	0
CAD 911	0	0	0
Sanitary Sewer Fund	0	975,300	765,964
Transfer to General Fund Subtotal:	(5,451,740)	1,575,300	1,365,964
Subtotal	49,056,745	59,443,007	59,494,168
Transfers from General Fund			
Municipal Auditorium	(19,748)	(34,824)	(35,667)
Civic Center	(786,846)	(1,267,363)	(1,329,184)
Transit System	(393,732)	(404,177)	(523,694)
Public Improvement Fund	0	(210,081)	(210,081)
Airport Fund	(521,186)	(603,796)	(628,554)
Transfers from General Fund Subtotal	(1,721,512)	(2,520,241)	(2,727,180)
GENERAL FUND REVENUE:	47,335,233	56,922,766	56,766,986

FY 2012

GENERAL FUND EXPENDITURES

Description	Audited 2009/2010	Amended 2010/2011	Adopted 2011/2012
Legislative	337,838	322,951	417,552
Elected Officials	190,248	196,617	209,172
City Manager	1,111,019	1,258,207	1,637,550
City Attorney	472,508	415,320	593,156
Municipal Court	497,744	592,540	611,051
Human Resources	1,893,499	1,501,343	1,665,756
Risk Management	480,091	319,615	422,854
Central Services - Administrative/Procurement	523,467	556,474	611,462
Central Services - Printing Division	212,063	223,903	211,597
Central Services - Material Management Div.	250,821	275,747	295,513
Central Services - Fleet Management	870,974	908,346	975,239
Central Services - Fleet Pool Management	3,153	4,916	8,200
Finance - Administration & Accounting	804,912	1,296,577	1,048,247
Finance - Office of Management/Budget	184,092	191,938	215,737
Finance - Treasurer	617,567	671,775	716,547
Enforcement - Administration	1,098,168	1,120,038	1,008,427
Enforcement - Services	369,073	378,430	390,210
Information Technology (IT)	1,370,656	1,528,665	1,977,017
311 Customer Response Management	158,638	176,939	205,145
Planning & Development Services	1,229,036	1,196,845	1,389,768
Police - Administration	2,980,305	2,750,779	3,073,215
Police - Uniform	6,593,687	7,649,714	7,341,999
Police - Support Services	1,637,262	1,808,176	1,856,327
Police - Investigative	1,942,458	1,963,362	2,649,872
Police - Gang Unit	722,368	797,331	1,107,863
Police - COP	251,171	268,888	294,118
Police - SWAT	60,930	44,402	79,250
Fire - Administration	486,645	573,701	542,643
Fire - Suppression	9,775,171	10,180,676	10,577,457
Fire - Prevention	314,075	349,765	409,221
Fire - Training	202,306	279,709	361,410
Fire -Emergency Management	94,242	66,050	107,260
Fire - Communications	607,456	678,734	185,115
Engineering	3,325,267	3,260,152	3,881,856
PW Administration	422,318	348,823	400,439
PW Street Maintenance	157,476	180,491	195,386
PW Street Maintenance - Right of Way	741,154	756,803	831,714
PW Street Maintenance - Sweeping	0	620,349	765,964
PW Street Maintenance - Asphalt/Concrete	383,061	335,743	404,117
PW Street Maintenance - Grading/Construction	684,101	759,273	829,694
Recreation - Administration	598,544	535,367	525,574
Recreation - Centers & Gyms	730,245	764,449	790,531
Recreation - Parks/Playgrounds	1,346	135	0
Recreation - Aquatics	0	24	0
Recreation - Athletics	392,326	413,384	429,104
Recreation - Flint River Golf	410,792	461,267	461,861
Recreation - Parks Maintenance	675,816	694,332	717,347
Recreation - Cemeteries	259,155	282,034	304,060
Recreation - Park Development & Management	542,011	597,922	665,370
Recreation - Health & Wellness	438,996	550,347	547,558
Independent Agencies	1,727,958	1,773,531	1,820,462
Total General Fund Expenditure:	50,154,253	52,882,896	56,766,986

FY 2012
PUBLIC IMPROVEMENT FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Dougherty County Computer Equipment	83,550	0	0
GMA Lease Pool-Proceeds	533,796	600,000	600,000
GA Fund One (LGIP)	2,419	0	0
Transfers from WG&L	316,000	325,000	325,000
Transfers In	0	210,081	210,081
Transfers (Out)	6,087,457	0	0
Sales Tax	1,407,972	1,347,234	1,389,959
	<hr/>	<hr/>	<hr/>
PUBLIC IMPROVEMENT REVENUE	8,431,194	2,482,315	2,525,040
	<hr/>	<hr/>	<hr/>

FY 2012
DEBT SERVICE/SINKING FUND
REVENUE:

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Sales Tax	700,000	0	0
Interest Income	0	0	0
Other Revenue	0	0	0
Operating Transfer Out	0	0	0
Operating Transfers In	0	0	0
	<hr/>	<hr/>	<hr/>
DEBT SERVICE/SINKING FUND REVENUE:	700,000	0	0
	<hr/>	<hr/>	<hr/>

FY 2012
911 CAD REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Interest Income	16,108	10,000	25,000
Dougherty County Revenue	82,012	73,000	73,000
911 Fees	1,680,192	1,571,697	1,635,736
Transfer IN from Fund Balance	0	72,912	557,111
Transfer OUT from Fund Balance	0	0	0
Transfer from Fund Balance	0	13,369	0
911 CAD REVENUE:	1,778,312	1,727,609	2,290,847

FY 2012
HOTEL/MOTEL FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Hotel/Motel Tax	1,271,433	1,200,000	1,200,000
Operating Transfers Out	(635,716)	(600,000)	(600,000)
	<hr/>	<hr/>	<hr/>
HOTEL/MOTEL FUND REVENUE:	635,717	600,000	600,000
	<hr/>	<hr/>	<hr/>

FY 2012
COMMUNITY DEVELOPMENT REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Operating Revenue			
Grant Revenue CDBG	1,140,328	1,234,380	1,038,630
Grant Revenue Home	593,026	659,110	577,990
Income-Rental Properties	471,609	1,326,714	1,316,881
Income-Sale of Properties	0	0	0
Income-Misc.	0	0	0
Proceeds/Sale of Asset	0	0	0
Note Rev-CDBG AHOP	11,003	0	0
Note Rev-HS	32,728	0	0
Note Rev-Redevelopment	140,000	0	0
Note Rev-Heat Assistance	4,523	0	0
Note Rev-Flood	174,474	0	0
Interest Income	0	0	0
COMMUNITY DEVELOPMENT REVENUE:	2,567,691	3,220,204	2,933,501

FY 2012
GRANTS FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
DOT PL Grant	155,165	216,485	198,000
Sect. #8 FTA Grant	48,011	147,825	208,000
Police Grants and Sponsored Events	331,251	354,138	289,006
Traffic Safety Grants	35,825	46,000	46,000
Storm Drainage Improvements	0	0	28,820
Pass Thru Grants	2,825	4,600	0
Recreation Grants	159,920	165,000	69,246
EPA/Hazard Mitigation Grants	820,299	866,000	0
Miscellaneous/ARRA Grants	357,640	750,043	5,064,918
GRANTS FUND REVENUE:	1,910,936	2,550,091	5,903,990

FY 2012
SPLOST FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Special Local Option Sales Tax	10,637,995	8,250,000	10,298,522
Bond Proceeds	0	0	0
Interest Income	45,208	123,750	154,478
Operating Transfers In	383,302	0	
	<u> </u>	<u> </u>	<u> </u>
SPLOST FUND	11,066,505	8,373,750	10,453,000
	<u> </u>	<u> </u>	<u> </u>

FY 2012
TAX ALLOCATION DISTRICT FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Property Taxes	6,880	21,000	25,000
Operating Transfers In	0	0	0
	<u> </u>	<u> </u>	<u> </u>
TAD FUND	6,880	21,000	25,000
	<u> </u>	<u> </u>	<u> </u>

FY 2012

SPECIAL FUNDS EXPENDITURES

Description	Audited 2009/2010	Amended 2010/2011	Adopted 2011/2012
Public Improvement	2,954,834	4,753,907	2,525,040
Debt/Sinking Fund	0	0	0
CAD 911	1,513,234	1,549,293	2,290,847
Hotel/Motel Fund	579,590	639,315	600,000
Community & Economic Development	4,524,438	2,697,416	2,933,501
SPLOST Funds	13,780,179	5,030,063	10,453,000
Grant Fund	1,829,172	656,344	5,903,990
ARRA-American Recovery Reinv Act	1,036,078	1,446,049	0
Tax Allocation District	134,507	13,822	25,000
TOTAL SPECIAL FUNDS:	26,352,032	16,786,209	24,731,377
Total General/Special Funds	76,506,285	69,669,104	81,498,363

FY 2012
SANITARY SEWER FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Charges for Services			
Tap Fees	11,250	30,000	10,000
Septic Tank Dumps	93,450	70,000	50,000
Maint. A.S.U. Pump Station	2,550	2,500	2,550
Sanitary Sewer Fees City	13,921,947	13,768,000	14,951,460
Sanitary Sewer Fees MCLB	230,215	194,000	225,000
Industrial Sampler Fees	137,448	150,000	140,000
Annual Permit Fees	1,600	1,300	2,000
Income Local Gov't	46,321	50,000	100,000
Penalties on Assessments	0	0	0
Interest on Assessments	0	500	0
Miscellaneous Assessments	500	0	0
Interest Income	2,474	3,000	2,000
Sewer Bad Debt Recov.	0	0	0
Miscellaneous Revenue	286,568	5,000	2,000
Gain/ Loss on Sale			
Net Book Value	(58,332)	0	0
Proceeds/Sale of Asset	25,401	0	0
Insurance Reimb. Property Damage	0	0	0
Development Fees	39,860	40,000	40,000
Capital Contributions	1,872,775	0	0
Operating Transfers In (WG&L)	100,000	100,000	100,000
Operating Transfers Out	(6,203,310)	(975,300)	(765,964)
Transfer IN from Fund Balance	0	1,450,795	0
Transfer from Fund Balance	0	9,871	0
SANITARY SEWER REVENUE:	10,510,717	14,899,666	14,859,046

FY 2012

SANITARY SEWER FUND EXPENDITURES

Description	Audited 2009/2010	Amended 2010/2011	Adopted 2011/2012
Wastewater Treatment	5,092,563	4,748,543	5,121,609
Wastewater Treatment/Lift Station	595,086	533,128	842,093
Wastewater Treatment Flood Control	48,591	76,304	0
Wastewater Sampling & Utility Location	491,397	445,211	513,257
Sanitary Sewer Administration	669,975	1,114,896	5,263,233
Sewer Maintenance	1,457,921	1,433,762	1,546,210
Sewer Camera Truck	60	0	0
Sewer Construction	835,262	761,341	902,897
Review and Inspect	154,163	143,702	173,338
Sweepings	826,161	31,225	0
Storm Maintenance	661,672	747,158	496,409
TOTAL SANITARY SEWER:	10,832,851	10,035,270	14,859,046

FY 2012
SOLID WASTE FUND REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Solid Waste Fees - City	8,657,568	8,890,200	8,946,260
Tipping Fees	155,175	125,000	125,000
Roll Off	14,088	25,000	25,000
Special Pickups - Trash	22,267	5,000	5,000
Capital Contribution	22,260	0	0
Operating Transfers In (WG&L)	100,000	100,000	100,000
Gain/Loss on Sales	(52,657)	0	0
Transfer In from Fund Balance	0	85,405	0
Transfer from Fund Balance	0	6,332	0
SOLID WASTE FUND REVENUE:	8,918,701	9,236,937	9,201,260

FY 2012

SOLID WASTE FUND EXPENDITURES

Description	Audited 2009/2010	Amended 2010/2011	Adopted 2011/2012
Solid Waste Administration	835,745	860,406	800,957
Solid Waste Residential East	3,310,799	3,357,295	3,916,922
Solid Waste Residential West	2,820,132	2,850,156	2,945,000
Solid Waste Commercial	1,026,801	971,726	1,347,358
Solid Waste Street Sweeping	183,303	170,732	191,023
TOTAL SOLID WASTE:	8,176,780	8,210,315	9,201,260

FY 2012
AIRPORT REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
ASA	171,934	126,228	135,491
Non-Scheduled	7,671	5,580	4,752
United Parcel Service	167,423	139,734	144,234
Landmark	0	0	0
Avis	82,729	76,420	76,420
CARS (Hertz) Rentals	96,274	73,612	77,872
Thrifty Car Rental	2,172	1,464	2,268
Enterprise Car Rental	60,651	46,270	51,958
Budget Car Rentals	55,533	49,524	49,524
FAA Rental	13,526	13,332	13,332
TSA Rental	72,361	50,357	50,357
Airport Parking	84,538	75,000	75,000
Eagles of America	0	72,329	75,703
Hawthorne Aviation	51,388	0	0
Airport Lounge	650	0	0
Airport Miscellaneous	5,078	4,110	4,110
House Rental	6,000	6,000	6,000
Concessions Revenue	715	2,760	7,800
Interspace Advertising	3,518	3,600	3,600
Federal Grants	2,054,177	0	0
State of Georgia	152,630	0	0
PFC Revenue Earned	159,106	0	0
CFC Revenue Earned	1,338	0	0
Interest Earned PFC2	93	0	0
Interest Earned PFC 3	2,571	0	0
Interest Earned PFC 4	1,240	0	0
Interest Earned CFC	4,397	0	0
Proceeds/ Sale of Asset	(28,827)	0	0
Miscellaneous Revenue	0	0	0
Operating Transfers In	521,186	603,796	628,554
AIRPORT REVENUE	3,750,072	1,350,116	1,406,975

FY 2012
MUNICIPAL AUDITORIUM REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Operating Revenue			
Auditorium Rent	23,442	18,636	24,869
Artscape Admissions	26	0	0
Concession Income	400	100	400
Parking Income	2,072	250	1,970
Box Office Income	8,333	5,407	6,772
Novelty Sales	0	0	0
Miscellaneous Income	3,304	0	0
Advertising	3,000	0	0
Gain on Staffing	7,085	0	0
Other Direct Cost Reimbursement	232	0	0
Misc. Rental & Services	16,969	11,983	21,816
Executive Discounts	0	0	(21,094)
Promotion Revenue	0	0	0
Net Book Value	0	0	0
Interest Income	352	0	0
Capital Contributions	0	0	0
Transfer from General Fund	19,748	34,824	35,667
	<u>84,963</u>	<u>71,200</u>	<u>70,400</u>
MUNICIPAL AUDITORIUM REVENUE:	84,963	71,200	70,400

FY 2012
ALBANY CIVIC CENTER REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Operating Revenue			
Arena Rent	92,894	113,368	140,174
Amphitheater	1,200	0	0
Meeting Room Rent	7,161	5,958	11,990
Concession Income	19,324	10,225	12,782
Parking Income	40,174	29,543	45,830
Box Office Income	44,683	31,907	49,926
Agency Fees	4,270	0	0
Program/T-shirts & Novelties	8,144	15,178	4,975
Miscellaneous Income	19,824	0	0
Staffing Reimbursement	155,463	41,977	207,532
Advertising	1,603	7,500	0
Other Direct Costs	(3,999)	0	0
Miscellaneous Rentals/Service	68,640	46,137	147,285
Executive Discounts	(54,892)	0	(165,958)
Proceeds/Sale of Asset	841	0	0
Capital Contribution	314,087	0	0
Transfers (In)	786,846	1,267,363	1,329,184
Interest Income	717	0	0
ALBANY CIVIC CENTER REVENUE:	1,506,980	1,569,156	1,783,719

FY 2012
TRANSIT SYSTEM REVENUE

Description	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
Revenues			
Operating Revenue			
Bus Fares	420,551	424,689	424,090
Bus Paratransit	36,663	37,550	31,352
Net Book Value	(1,373)	0	0
Proceeds/Sale of Asset	0	0	0
Ins. Reimb. Prop. Damage	0	0	0
Private Advertising Fees	19,037	20,704	20,004
State Grants-Operating Assistance	815,359	895,904	830,000
State Grants-Capital Improvement	882,739	529,564	769,096
Capital Contributions	517,821	0	0
Transfers (In)	393,732	404,177	523,694
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TRANSIT SYSTEM REVENUE:	3,084,529	2,312,588	2,598,236
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FY 2012

NON-MAJOR ENTERPRISE FUND EXPENDITURES

Description	Audited 2009/2010	Amended 2010/2011	Adopted 2011/2012
Airport	2,213,148	2,399,368	1,406,975
Municipal Auditorium	134,756	54,971	70,400
Albany Civic Center	1,817,781	2,000,419	1,783,719
Transit Fund	2,902,351	1,969,531	2,598,236
TOTAL NON-MAJOR ENTERPRISE FUNDS	7,068,036	6,424,289	5,859,330
GRAND TOTAL	102,583,951	94,338,978	111,418,000



CITY OF ALBANY

Policies and Procedures

**ANNUAL BUDGET
FY 2012**

POLICIES AND PROCEDURES

The development and management of the City of Albany's annual budget is governed by both formal policies and by accepted practices. A number of pertinent policies and practices are outlined in this section. The City's complete Financial Management Policy manual is located under the Finance Department tab on the City's website www.albany.ga.us. In addition, this section includes summary information that was provided to the City Commission during the annual budget process.

BUDGET DEVELOPMENT AND ADOPTION

The budget process began in January 2011 with the Office of Management/Budget (OMB) preparing the FY 2011/2012 revenue projections and updating the budget request forms and the instructions to be used by City departments. The zero-based budgeting format (ZBB), introduced by the City Manager in 2007, was used during the budget process. ZBB typically requires departments to make three expenditure estimates for each service or program: one for a reduced service estimate, a second for maintaining the status quo, and a third for an enhanced level of service. The minimum services package was defined as that level of service that would meet only the most urgent needs. Due to the economic downturn, the City departments did not submit funding requests for an enhanced level of services.

Once these tasks were completed, the annual budget meeting was held in February 2011 and each department was given its FY 2012 budget package. The City Manager conducted budget hearings with each department head to review all budget requests and to prioritize each department's requests. The budget process included an opportunity for department heads to make a presentation to the Mayor and Board of City Commissioners highlighting their FY 2012 budgetary needs. These presentations provided the Mayor and the Board of Commissioners with a great deal of insight as to how priorities might be met.

After the Commission/Department Head budget hearings were completed, the City Manager again reviewed and analyzed each request to formulate his recommended budget. Recommendations were based on historical data, a stagnant revenue base, justification of budgetary needs as provided by the department heads, input from the Mayor and Board of Commissioners, and special circumstances that were anticipated to occur during the fiscal year. In addition, the City Manager's recommendations were based on what was reasonable and necessary for departments to operate efficiently and effectively and to maintain the current level of service.

In order to promote citizen participation, a public hearing for the budget was advertised and held May 24th. This hearing was designed to allow public input into the FY 2012 budget before its adoption. The recommended budget was submitted to the Mayor and Board of City Commissioners on June 28th for approval.

After extensive work by the City Manager and the budget preparation staff, the FY 2012 budget was adopted on June 28, 2011. Notification of the budget adoption was advertised in the local newspaper and a copy was placed on file in the City Clerk's office as required by State law. The approved budget, which is controlled and maintained by the Office of Management/Budget, was then added to the computerized budgetary and actual financial reporting system on June 30, 2011. The new fiscal year began July 1, 2011.

BUDGET MANAGEMENT PROCESS

Monthly Revenue and Expenditure reports are emailed to the City's Department Heads. These reports are also published on the City of Albany's website. During Fiscal year 2008 the Finance Department began publishing Quarterly Financial Reviews (QFR). The QFR compares the City's budget to actual expenditures. Expenditures are projected to fiscal year end, which helps management determine if their current spending trends need to be modified in order to change their departments' projected outcome.

Since a budget is an estimated financial plan, the existing budgetary process also allows for budget transfers throughout the fiscal year. The line item transfers do not change the amount appropriated. It is the responsibility of each department/division to control expenditures and expend funds only for items that have been budgeted; however, due to unforeseen emergencies, a system is in place to accommodate changing needs.

BASE BUDGETING

Annual budgets are legally adopted for the General Fund, Special Funds, Internal Services Fund, and Enterprise Funds. This budget is balanced in accordance with Georgia law (OCGA 36-81-3(B) (3)) that states that, "a budget ordinance or resolution is balanced when the sum of estimated revenues and appropriated fund balances is equal to appropriation." Department and division expenditures are summarized as personal services and operating expenses. All budgets begin with the basic cost to maintain personal services while preserving the current level of service. Operating expenses and capital outlay are then allocated to departments for delivery of service.

FUND ACCOUNTING

The accounts of the City are organized on the basis of funds, 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 comprise its assets, liabilities, fund equities, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to 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. The various funds in this budget are grouped into generic fund types and two broad fund categories as follows:

GOVERNMENTAL FUNDS

General Fund - The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those with other fund accounting requirements.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.

Debt Service Funds - Debt Service Funds are used to account for debt service transactions for bonds and other debts issued by the City and by ADICA.

Capital Projects Funds - Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds). Capital is defined as any one asset valued at \$5,000 or more and has a useful life of more than one year.

PROPRIETARY FUNDS

Enterprise Funds - Enterprise Funds are used to account for operations: (1) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges; or (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, or accountability of other purposes.

Internal Service Funds - The Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis.

BASIS OF ACCOUNTING

The budgeting and basis of accounting policies of the City of Albany conform to generally accepted accounting principles (GAAP) as applicable to governments. The basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. All Government Fund Types, Expendable Trust Funds, and Agency Funds use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available).

“Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues as available if they are collected within 60 days after year-end. Those revenues considered susceptible to accrual are property taxes, charges for services, sales taxes, fines, forfeitures, interest income, and intergovernmental grants. Revenues from licenses and permits and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

In applying the susceptible-to-accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used for guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based on the expenditures recorded. In the other type, monies are virtually unrestricted as to purpose of expenditure and are nearly irrevocable (i.e., revocable only for failure to comply with prescribed compliance requirements, such as equal employment opportunity). These resources are reflected as revenues at the time of receipt or earlier if they meet the criteria for availability.

Expenditures are generally recognized under the modified accrual basis of accounting when the related liabilities are incurred. Exceptions to this general rule include: (1) accumulated unpaid vacation, judgments, and claims which are not expected to be paid out of “available spendable resources”; (2) principal and interest on general obligation long-term debt which are recognized when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year; and (3) inventory of materials and supplies which are recorded as expenditures when they are consumed.

Proprietary Fund Types and the Pension Trust Fund utilize the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The following is a summary of the more significant policies.

BASIS OF BUDGETING

The City of Albany employs the cash plus encumbrance method as its basis of budgeting for governmental funds. Revenue for the governmental funds is recognized when it is actually received in cash and encumbered amounts are treated as expenditures under this method. The City uses the accrual method as its basis of budgeting for proprietary funds. Under this method, revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they occur. The City deviates from Generally Accepted Accounting Principles (GAAP), and its basis of accounting stated in its audited financial statements, in the following areas as well:

- The fair value of investments is not treated as adjustments to revenue
- Some component units are excluded in this budget document- Albany-Dougherty Inner City Authority (ADICA) and Chehaw Wild Animal Park (CWAP) Authority
- Some funds are excluded in this budget document- the Gortatowsky Special Revenue Fund, Self Administered Insurance Program Fund, Long Term Disability Fund, and Workers' Compensation Fund
- The Sanitary Sewer Fund's debt service payment is included in the fund's operation
- The Non-Major Enterprise funds which include: Airport, Municipal Auditorium, Albany Civic Center, and the Transit System do not budget for depreciation.

BUDGET AMENDMENT

The City of Albany's budget amendment/budget transfer process is regulated by the Official Code of Georgia (OCGA 36-81-3(d)(1)) and local policies. The level of control, or level at which expenditures may not legally exceed the budget, is at the department level in the State of Georgia (OCGA 36-81-2(14)). Any increase in appropriation in any department of local government, whether accomplished through a change in anticipated revenues in any fund or through a transfer of appropriations among departments, requires the approval of the governing authority (OCGA 36-81-3(d)(1)).

BUDGET TRANSFERS

The Management/Budget Officer can approve budget transfers up to \$10,000 without the City Manager's approval among various accounts within a department/division with the following exceptions:

1. No budget transfers are to be made between the Personal Services Budget and the Operations Budget.
2. No budget transfer will be made into or out of Capital Improvement Fund.

Otherwise, any increase in appropriations in any fund for a department or through a budget transfer of appropriation among departments shall require the approval of the City Manager for amounts over \$10,000.

All budget transfers must be signed and justified by the Department Head. Requests will be considered based on the justification. All requests are to be submitted to the Management/Budget Officer who will forward requests to the City Manager, if necessary.

Appropriations lapse at fiscal year-end except for Capital Improvement Projects, which are carried forward until such time as the project is completed.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is a five-year program that details anticipated expenditures as well as the proposed sources of funding. The General & Special Funds capital requests are defined as any one asset valued at \$5,000 or more and have a useful life of more than one year, and they are funded through:

- (a) 16.4 % transfer of total sales tax
- (b) \$325,000 transfer from WG&L
- (c) CAD 911 sets aside funds for its capital needs.

The capital requests for Enterprise Funds - Sanitary Sewer and Solid Waste - are funded by the amount budgeted for their depreciation. The first year of the CIP is incorporated into the annual budget. The subsequent or outlying years are updated and revised each year to reflect the changing needs and priorities of the department heads.

Vehicles for the City are purchased through the Capital Improvement Fund. Purchases are handled with available resources on hand. If financing is necessary, vehicles are purchased through a lease pool agreement with the Georgia Municipal Association (GMA). The GMA offers a program to governmental entities whereby they can borrow funds from the Bank of New York to finance rolling stock equipment for a maximum of five years. This pool covers new equipment purchases and does not offer reimbursements for previously purchased equipment. Items other than rolling stock may be approved by submitting an application to the Bank of New York prior to requesting funds. The City of Albany is currently participating in the 1998 GMA Lease Pool Agreement.

DEBT SERVICE POLICY

The City of Albany established a formal debt service policy in September 2010. The City shall comply with all requirements of the Official Code of Georgia Annotated (O.C.G.A.) Title 36 Chapter 82 and other legal requirements regarding the issuance of bonds and certificates of the City or its debt issuing authorities.

Specifically, the City of Albany has utilized both general obligation and revenue bonds to finance capital improvements too large to be financed from current revenues. Recent bond issues have sold with an "A2" rating from Moody's.

While information furnished by Moody's shows that Albany's debt is not excessive, community concern exists about the growing level of debt the City became responsible for over the past decade. In response to this concern, the adopted budget placed an emphasis on a "pay as you go" approach, with the exception of the financing required to fund the Combined Sewer Overflow Project.

PURCHASING POLICY

The City Charter and State law set forth requirements for the expenditure of local government funds for the purchase of goods and services. Section 4, paragraphs 8 and 14 of the City Charter gives the City Manager the authority to make and execute all lawful contracts for operations under his/her supervision. It provides that all purchases of \$5,000 and above and all repair and maintenance expenditures of \$10,000 must be formally bid. It further states that the City Commission must approve all purchases above \$40,000, except as may be otherwise provided by law or by ordinance.

Section 2.649 of the City Code gives the City Manager the authority to make purchases up to \$40,000 and repair and maintenance expenditures of up to \$40,000. Over this amount, the City Commission must grant approval. This section of the code also gives the City Manager the authority to sell surplus property up to \$5,000. The sale of surplus property valued over that amount requires prior Commission approval.

REVENUE AND EXPENDITURE POLICIES

An accepted but informal policy, which was put in place with the adoption of the fiscal year 1992 budget, was that each component of the City's overall budget should be independent and self-sufficient. While recognizing that many Non-Major Enterprise Funds activities, such as the Transit System, Civic Center, Municipal Auditorium, and Airport, would traditionally need some revenue subsidy from the General Fund, it was determined that interfund dependency should be avoided between the General/Special Funds, the Sanitary Sewer Fund, and the Solid Waste Fund.

In 1993, an informal policy was formulated which stated that revenue and expenditures should be accounted for in the budget just as they would be set forth in the year-end audit. The result of this policy was to include non-cash revenue and expenditure items previously not included in adopted budgets but included in year-end audits. Included in this category is the Water, Gas & Light non-cash transfer and related expense for streetlights in the General Fund, and recorded depreciation expenses for Sanitary Sewer and Solid Waste Enterprise Fund. An exception to this informal policy was that there was not a change in the past practice for including depreciation for Non-Major Facilities. In the fiscal year 1999 budget even though the audit for several years has expensed depreciation, staff determined that budgeting depreciation for these facilities is not appropriate in the Non-Major Enterprise Funds, as these funds are heavily subsidized by the General Fund.

CASH STABILIZATION POLICY

The scope of the cash stabilization policy is to establish a separate Cash Stabilization Fund by setting aside funds equal to 10% of the previous year's audited General Fund expenditures. The goal is to maintain at least three months operating cost in liquid form. These reserve funds are a prudent way of maintaining a level of financial resources necessary to protect against short term borrowing for cash flow purposes and to have adequate funds available in the event of an emergency or catastrophe. Also, credit rating agencies carefully monitor the level of fund balances and unreserved fund balances in a government's general fund when evaluating that government's credit worthiness.

These reserve funds shall be secured in a manner that is consistent with the following principles, in the order listed:

1. Legality – all investments comply with state and local laws
2. Safety – principal is protected from loss with secure investment practices and collateralization
3. Liquidity – investments are readily converted to cash when needed without losses.
4. Yield or Return on Investment – earnings are maximized without diminishing the other principles.

Funds may be transferred from the cash stabilization account to the City's General Fund operating account to provide working capital only with the prior approval of the City Manager. No withdrawals from the cash stabilization fund shall be made without the written approval of the City Manager, who will notify the Commission at the next available opportunity. The cash stabilization fund will be replenished from property tax revenues no later than December 31 of the year in which the funds are withdrawn.

FY 2011/2012 BUDGET CALENDAR

Budget Activity	Action By	Completion Date
1. Revenue Projections	Finance Department	January 14
2. Budget Issues and Concerns	City Manager/Office of Mgmt & Budget	January 28
3. Budget Planning Session (Rm 100)	City Manager/Office of Mgmt & Budget	February 11
4. Completion of Budget Requests	Department/Division Heads	February 25
5. Verification & Audit of Departmental Requests	Office of Mgmt & Budget	March 11
6. Review Analysis of Departmental Requests with Departmental Officials Wrap up	City Manager/Office of Mgmt & Budget	March 16-25
7. Budget Overview Presentation (Rm 120)	City Manager/Finance Committee	April 5
8. Review Analysis of Departmental Requests with Departmental Officials (Rm 120)	City Manager/ Mayor/City Commission/Office of Mgmt & Budget	April 12, 19, 26, May 3
9. Budget Discussion (Rm 120)	City Manager/ Mayor/City Commission/Office of Mgmt & Budget	May 10 (Optional)
10. Submit Revised Recommended Budget to Mayor/Commission	City Manager	May 18
11. Public Notices of: a. Hearing of Proposed Budget b. Meeting to Adopt Budget	City Clerk	May 10 June 6
12. Public Hearing of Proposed Budget (Room 100)	Mayor/City Commission/City Clerk	May 24
13. Preparation of Budget Ordinance, Incorporating Final Changes by Mayor and City Commission	City Attorney	June 1
14. Adoption of 2010/2011 Budget	Mayor/City Commission	June 28

FY 2011/2012 BUDGET MEETINGS

Department	Staff Review	Commission Review
General Government	March 17, 2011	
Legislative	9:30	
City Manager	10:00	
City Attorney	10:30	
Municipal Court	11:00	
Human Resources Management	11:30	
Administration	March 17, 2011	
Central Services	2:00	
Information Technology (IT)	2:30	
Finance	3:00	
Public Works	March 18, 2011	
General Operations	8:00	
Sanitary Sewer (Enterprise Fund)	8:30	
Solid Waste (Enterprise Fund)	9:30	
Transportation	March 18, 2011	
Airport	1:30	
Transit	2:00	
Public Safety	March 18, 2011	
Fire	2:30	
Police	3:00	
Leisure/ Convention Services	March 21, 2011	
Recreation	8:30	
City Auditorium/Civic Center	10:30	
Planning & Development	March 21, 2011	
Planning & Development	1:30	
Engineering	2:00	
Enforcement	2:30	
Community Development	3:00	
Other	March 25, 2011	
Debt Service/ Contingency	3:00	
Wrap Up	March 25, 2011	
	3:00	

FY 2011/2012 BUDGET MEETINGS

Department	Staff Review	Commission Review
Budget Overview (Room 120) (Commission Work Session)		April 5, 2011
Review Analysis of Departmental Requests with Departmental Officials (Room 120)		April 12, 19, 26 May 3
Budget Discussions (Room 120)		May 10 (Optional)
Public Hearing (Room 100)		May 24, 2011 8:00 pm
Commission Consideration & Vote (Room 100)		June 28, 2011 8:00 pm



CITY OF ALBANY

Revenues & Expenditures

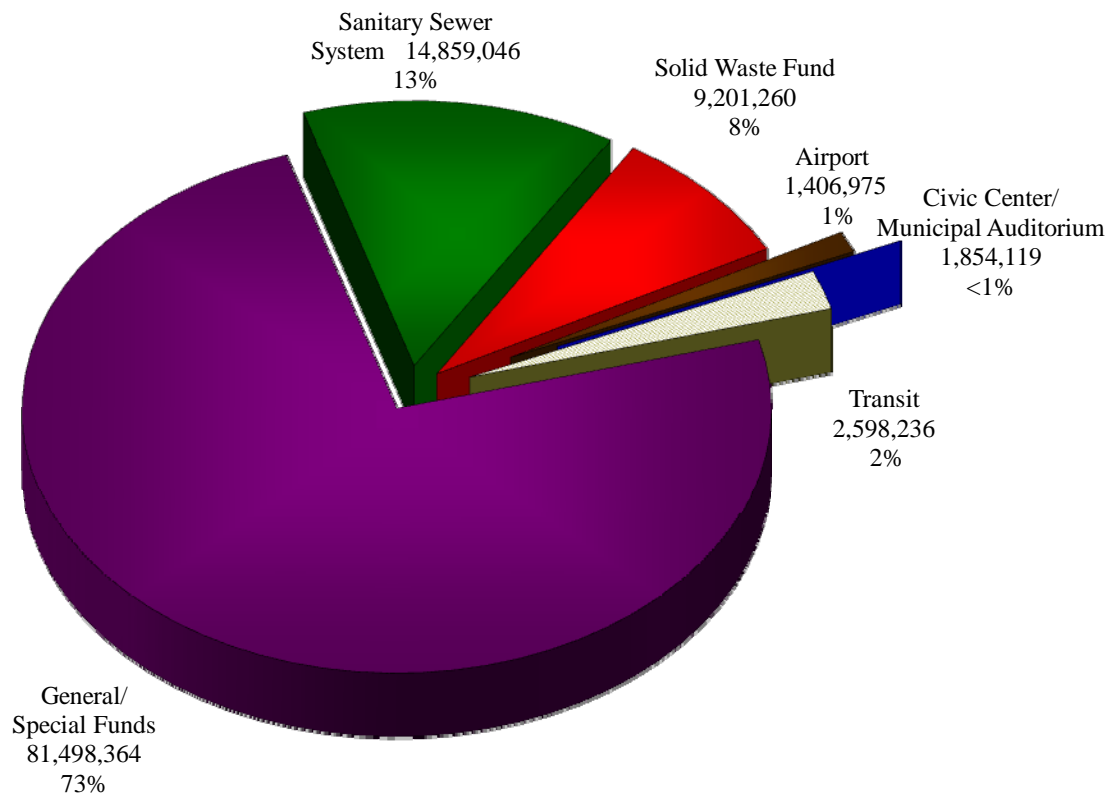
ANNUAL BUDGET
FY 2012

City of Albany

FY 2012

Adopted Operating Budget

	FY 2012 Budget	% of Total Budget
General/Special Funds	81,498,364	73%
Sanitary Sewer System	14,859,046	13%
Solid Waste Fund	9,201,260	8%
Airport	1,406,975	1%
Municipal Auditorium/Civic Center	1,854,119	<1%
Transit	2,598,236	2%
TOTAL	111,418,000	100%



Total Budget \$111,418,000

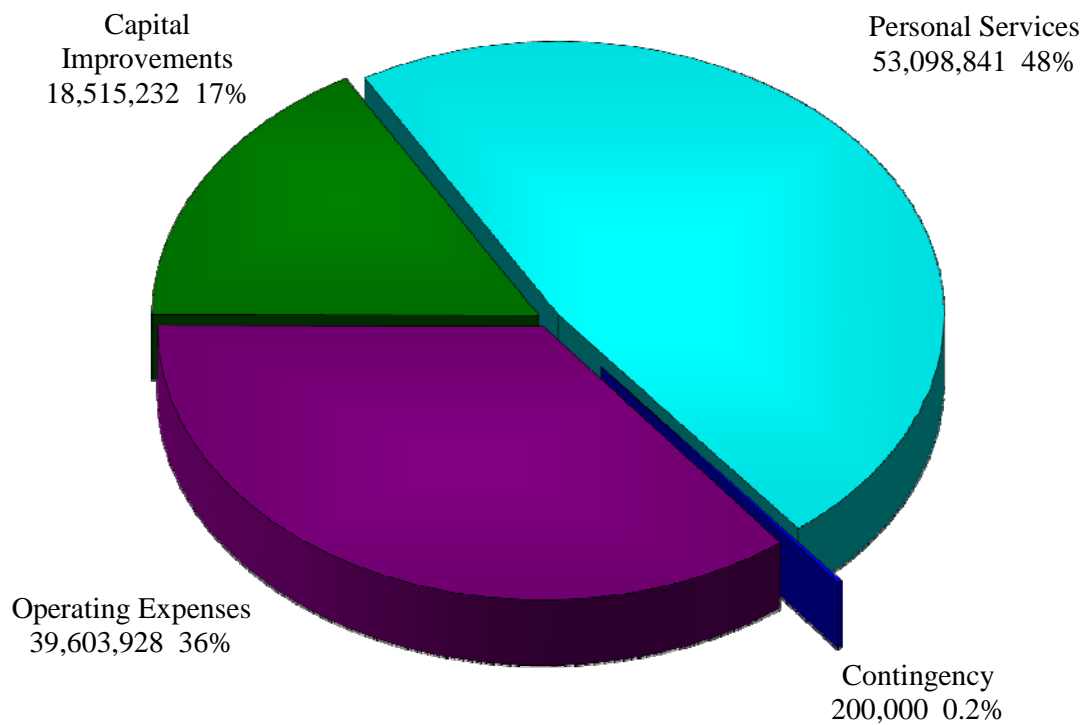
CITY OF ALBANY
FY 2012
Estimated Revenues

	General/Special Funds		Enterprise Funds			Total
	General Fund	Special Funds	Sanitary Sewer Fund	Solid Waste Fund	Non Major Funds	
Property Tax	14,024,048	25,000				14,049,048
Other Taxes	6,127,375	1,200,000				7,327,375
Sales Taxes	8,475,361	1,389,959				9,865,320
Business License & Taxes	3,165,653					3,165,653
Federal & State Grants	149,196	7,520,610			1,599,096	9,268,902
Service Charges	2,808,725	2,290,847	15,379,010	9,101,257	687,916	30,267,755
Fines & Forfeitures	1,288,000					1,288,000
Rentals & Franchises	1,141,280	1,316,881			843,578	3,301,739
Miscellaneous Revenues	804,724	810,081	146,000		211,642	1,972,447
WG&L Transfers/MEAG	11,339,045	325,000	100,000	100,000		11,864,045
Charges For Services Dougherty County	5,056,632					5,056,632
Special Purpose Local Option Sales Tax		10,453,000				10,453,000
Transfer In	1,365,964				2,517,099	3,883,063
Transfer From Fund Balance	3,748,166					3,748,166
Transfer Out	(2,727,180)	(600,000)	(765,964)			(4,093,144)
Totals	56,766,986	24,731,378	14,859,046	9,201,257	5,859,331	111,418,000
	General/Special Funds		Enterprise Funds			
	81,498,364		29,919,634			

CITY OF ALBANY
FY 2012
Estimated Expenditures

	General/Special Funds		Enterprise Funds			Total
	General Fund	Special Funds	Sanitary Sewer Fund	Solid Waste Fund	Non Major Funds	
General Government		22,440,531	14,859,046	9,201,260	5,859,330	52,360,167
Legislative	626,724					626,724
City Manager	1,637,550					1,637,550
City Attorney	593,156					593,156
Municipal Court	611,051					611,051
Human Resource Mgmt	2,088,610					2,088,610
Central Services	2,102,011					2,102,011
Finance	1,980,531					1,980,531
Information Technology	2,182,162					2,182,162
Engineering	3,881,856					3,881,856
Public Safety						
Police	16,402,644					16,402,644
Fire/CAD 911	12,183,106	2,290,847				14,473,953
Enforcement	1,398,637					1,398,637
Planning & Development Svc	1,389,768					1,389,768
Public Works						
P.W. Administration	400,439					400,439
Street Maintenance	3,026,875					3,026,875
Recreation	4,441,405					4,441,405
Other Appropriations						
Independent Agencies	1,820,462					1,820,462
Totals	56,766,986	24,731,378	14,859,046	9,201,260	5,859,330	111,418,000
	General/Special Funds		Enterprise Funds			
	81,498,364		29,919,636			

City of Albany FY 2011/2012 Total Operating Budget



Total Budget
\$111,418,000



CITY OF ALBANY

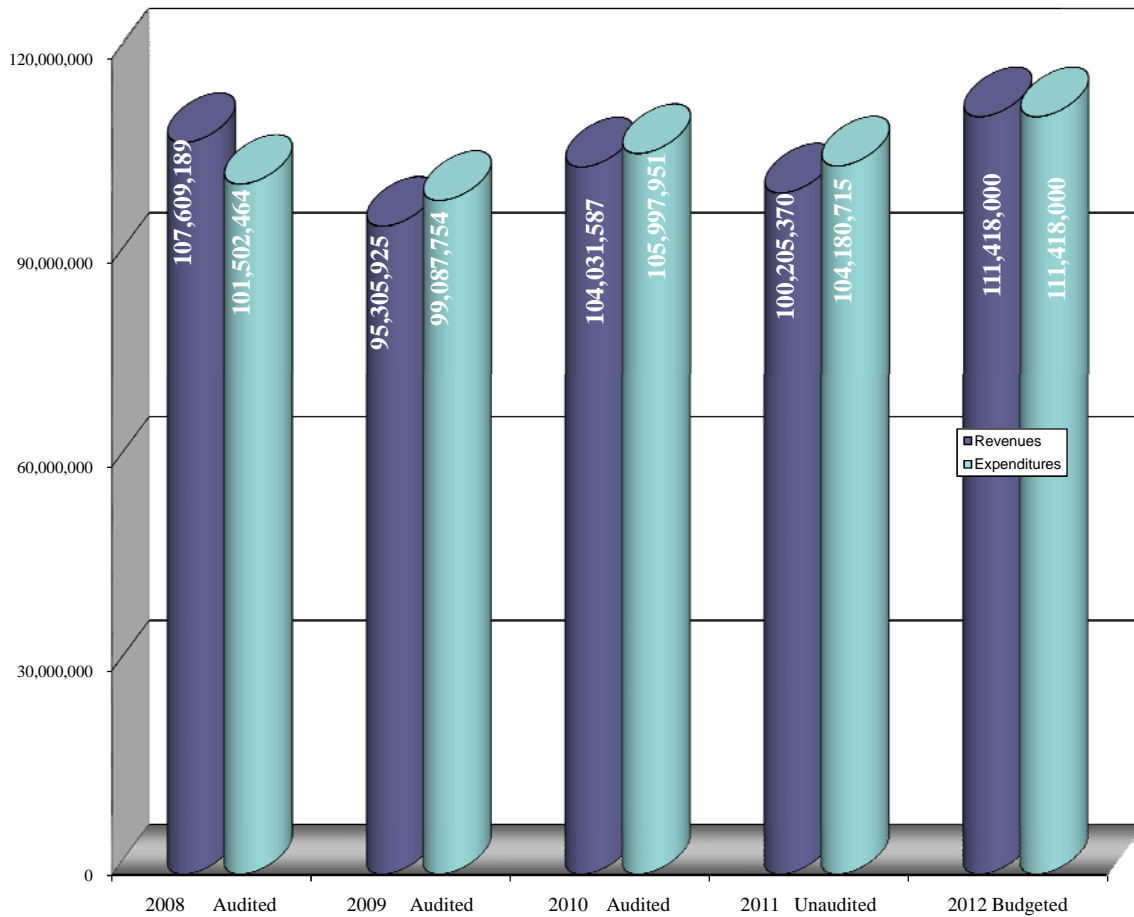
Supplemental Information

**ANNUAL BUDGET
FY 2012**

City Of Albany

FY 2008 - FY 2012

Revenue / Expenditure Trends



HISTORICAL TRENDS / REVENUE & EXPENDITURE ANALYSIS

Information is provided in this Supplemental Information section to give the reader an overview of the current year's budget as well as to present historical trends on the City's budget. Also included are graphs and charts on revenue/expenditures, fund balances for all funds, property tax information, WG&L transfers, debt and tax digest information, and other pertinent information about the City of Albany.

Developing this budget was particularly challenging given the turbulence in the economy, the increasing needs of our community, stagnant revenue growth, and the increasing cost of healthcare. The City, like other communities across the country, is still facing economic challenges due to the depressed economy. With unemployment in the double digits, full recovery is still several years out. The City of Albany has been fortunate to avoid layoffs and furloughs. However, the FY12 budget was balanced with the anticipation of having to use \$3.8 million of fund balance to maintain the current service level and meet all obligations for the General, Special, and the Non-Major Enterprise Funds. Sixteen vacant positions remain unfunded, down from 18 unfunded positions in FY10 and up from the 14 unfunded positions, in FY 11. In addition, the City's FTE's, or Full Time Equivalents, were increased by 3 to 930 FTE's

A synopsis of revenues and expenditures from FY 2008 through FY 2012 is discussed below:

Fiscal Year 2008

- Adopted Budget totaled \$98,528,638, a 4% increase over the FY07 amended budget of \$94,231,980

Major contributing factors: 3% COLA effective July 2007; 1% pay increase for Public Safety Employees effective January 2008; additional 3% funding for Public Safety pension; Elected Officials pay increase effective January 2008; CAD 911 rate increase; 16 new positions (Enforcement Director, Accountant, Secretary, three Airport Safety Officers, eight CAD 911 Tele-communicators, Public Relations/ Media Manager for the Albany Police Department, and a GIS Manager); and raises for Municipal Court Appointed Officials.

The FY 2008 had an audited year-end surplus of \$6,106,725 for all funds. The General Fund, the largest fund, ended the year with a \$1,706,809 deficit. The largest contributing factors in the deficit were: property tax millage rate roll-back resulting in a \$1,635,813 loss in revenue; Group Health Plan shortfall of \$2,489,889; and a labor audit resulting in back pay of \$514,201. A budget amendment was adopted on June 25th reducing the appropriations for thirteen departments by \$1,827,198 to partially compensate for the additional expenditures. The remainder of the shortfall came from the City's Unreserved Fund Balance. The Sanitary Sewer Fund had an audited year-end surplus of \$3,930,193. The Solid Waste Enterprise Fund had an audited year-end surplus of \$70,660.

Fiscal Year 2009

- Adopted Budget totaled \$100,648,000, a 1% increase over the FY08 amended budget of \$99,976,187

Major contributing factors: 3% COLA effective July 2008; 15% Group Health Plan contribution increase for employees; 12 new positions (Administrative Assistant to the Downtown Manager, Assistant City Attorney, two System Analysts, two Code Enforcement Officers, two Housing/Code Inspectors, three Groundskeepers, and a Customer Service

HISTORICAL TRENDS / REVENUE & EXPENDITURE ANALYSIS

Specialist); \$150,000 for demolition costs; and 2.9 % rate increases for Solid Waste and Sanitary Sewer.

The FY 2009 audited budget revealed that expenditures exceeded revenues by \$4,087,521 for all funds. The General Fund, the largest fund, ended the year with a small surplus of \$418,356. This surplus was due to the receipt of an additional \$1,465,914 of MEAG revenue that was not budgeted for in FY09. The two funds that account for the deficit are the Public Improvement Fund and the SPLOST fund. The Public Improvement Fund's expenditures exceeded the revenue by \$3,228,117. This was due to the City electing to pay for capital projects for FY09 using Fund Balance. The City is also allowing approved capital projects to rollover into the next fiscal year without expiring if they are not complete by year end. The SPLOST Fund's expenditures also exceeded the revenue by \$4,276,316. A \$14 million dollar bond was issued for SPLOST projects so that all projects could begin at once and not have to wait on revenue collections. The deficit in this fund reflects fiscal year project expenditures versus actual SPLOST revenue collections. It does not include the bond revenue that the SPLOST projects are actually being funded through. Both the Sanitary Sewer Fund and the Solid Waste Enterprise Funds ended the year with small surpluses.

Fiscal Year 2010

- Adopted budget totaled \$101,515,000, a 1% increase over the FY09 amended budget of \$101,615,648
- Amended budget totaled \$104,778,255, a 3% or \$3,263,255 increase over the FY10 adopted budget

Major contributing factors: recognizing \$1,453,953 of ARRA or American Recovery and Reinvestment Act Grants; recognizing \$1,234,821 in other grants; and allocating \$1,427,533 of Risk Management claims and operating costs out to user departments. The FY10 budget was adopted to include these significant factors as well: \$1,066,493 in funding for the Gang Unit without raising the millage rate; \$151,170 pay study implementation; and 4.2 % CPI rate increases for Solid Waste and Sanitary Sewer.

The FY10 audited expenditures for all funds have exceeded revenues by \$3,320,327. The audited deficits are in the Public Improvement and SPLOST Funds where expenditures exceeding revenues because the funding for these funds does not expire at fiscal year end.

The General Funds audited surplus was \$1,877,762. The surplus was largely due to the general fund departments expending 6% less than what was budgeted. The Police Department had at least 45 vacancies throughout the fiscal year, which amounted to over \$1.2 million dollars in wage savings. The General Fund also received \$880,598 in additional property tax revenue from the 2009 unsuccessful tax assessment challenges. The Sanitary Sewer Enterprise Fund revenues exceed expenditures by \$91,756. The Solid Waste Enterprise Fund expenditures exceeded revenues by \$1,364,146.

HISTORICAL TRENDS / REVENUE & EXPENDITURE ANALYSIS**Fiscal Year 2011**

The FY 2011 Amended budget totals \$105,350,767, and represented less than a 1% increase over the FY 2010 amended budget of \$104,778,255. The budget process was significantly challenging. The General Fund was balanced with the anticipated use \$5 million of fund balance. The City has been fortunate enough to weather the economic storm without layoffs or furloughs. However, the continued use of fund balance is not feasible to continue. The CAD911, Solid Waste, and Sanitary Sewer Funds all anticipated using fund balance to continue their current service levels in FY11. The total anticipated uses of fund balance from All Funds were \$6,467,258 or 6% of the FY11 budget.

The preliminary figures of the FY 2011 audit indicate that we ended fiscal year in the red as predicted. Revenues came in below plan and expenditures were lower than expected due to extraordinary efforts to reduce or postpone expenditures. Nevertheless, the preliminary results reveal a loss in the General Fund of \$1.9 million and All Funds loss \$ 3.9 million.

Fiscal Year 2012

The FY 2012 Adopted Budget totals \$111,418,000 and represents an *increase* of 6% (or \$6,067,233) from the FY 2011 Amended Budget of \$105,350,767.

The budget process was challenging again this fiscal year. The General Fund is being balanced with the anticipation of using \$3.7 million of fund balance. The City has been fortunate enough to weather the economic storm without layoffs or furloughs. However, fiscal year 2013 budget process poses a bigger challenge as program grants reduce and retention compliance is required. The continued use of fund balance is not recommended in upcoming budget years.

Fund Balances/Equities for All Budgeted Funds

Included in the following section is a five-year history of fund balance/fund equity for General and Special Funds, Sanitary Sewer Fund, Solid Waste Fund, Hotel/ Motel Fund, Grant Fund, and Community & Economic Development. These fund balances and fund equities are carried forward from the previous fiscal year. Fund balance/equity usually consists of two basic components: cash carried forward and contributed capital carried forward. Currently, the largest source of fund equity carried forward comes from Sanitary Sewer Fund which was audited at \$ 62,487,710 for fiscal year ending 2010. The audited fund balance for the General Fund for fiscal year ending 2010 was \$ 24,800,532. The City works tirelessly to build and maintain a healthy Fund Balance. Fifty-two percent of the total is cash, which provides a very strong and positive cash flow position that insures the City meets all obligations.

GENERAL FUND REVENUES, EXPENDITURES, AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH

	2008	2009	2010	2011	2012
	ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED
REVENUES:					
Property Taxes	14,776,748	13,964,606	15,317,387	11,688,484	14,255,048
Sales Taxes	9,718,537	7,500,062	8,619,653	8,341,512	8,475,361
Other Taxes	8,033,496	8,201,806	8,130,876	8,105,413	5,856,290
Licenses & Permits	2,434,916	2,258,362	2,171,589	351,156	3,253,888
Intergovernmental	6,236,660	6,929,481	9,363,760	3,934,661	6,899,219
Charges for Services	599,982	448,705	404,111	204,004	432,028
Fines, Forfeitures & Penalties	901,009	1,025,445	1,191,454	1,276,076	1,288,000
Rentals & Franchise	0	1,110,757	1,130,942	871,254	1,073,000
Miscellaneous/Other	1,821,327	1,729,956	1,489,379	1,054,748	1,314,365
WG&L Transfer	7,191,839	10,243,698	7,467,193	11,786,790	11,339,045
Proceeds from sale of assets	104,339	140,225	385,440	1,282,613	193,795
Transfer In/(Out)	(2,345,080)	(2,177,802)	(3,077,965)	(1,692,224)	2,386,950
TOTAL	49,473,773	49,337,724	52,593,819	47,204,487	56,766,989
EXPENDITURES:					
General Government	5,364,369	5,344,523	5,665,960	6,383,130	7,752,654
Human Resources Mangement	4,784,466	2,071,411	2,576,376	1,839,099	2,088,610
Finance	2,620,767	2,490,552	2,681,889	2,141,138	1,980,536
Public Safety	27,246,456	27,162,081	27,334,661	33,197,527	35,256,011
Public Works	6,532,464	6,921,508	7,032,597	2,995,472	3,427,314
Parks & Recreation	4,341,644	4,538,321	5,026,116	4,236,000	4,441,402
Community Service	336,411	399,347	398,458	1,773,531	1,820,462
TOTAL	51,226,577	48,927,743	50,716,057	52,565,897	56,766,989
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(1,752,804)	409,981	1,877,762	(5,361,410)	0
FUND BALANCE					
Beginning of year July 1,	<u>24,265,593</u>	<u>22,512,789</u>	<u>22,922,770</u>	<u>24,800,532</u>	<u>19,439,122</u>
FUND BALANCE					
End of year June 30,	<u>22,512,789</u>	<u>22,922,770</u>	<u>24,800,532</u>	<u>19,439,122</u>	<u>19,439,122</u>

SPECIAL FUND REVENUES, EXPENDITURES AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
CAPITAL IMPROVEMENT					
REVENUES:					
Sales Tax	349,822	0	0	1,536,445	1,389,959
Interest Income	379,117	485,322	536,216	0	0
Intergovernmental	331,081	1,203,291	1,789,837	11,892	925,000
Transfers In	1,856,304	62,542	6,470,759	1,340,716	210,081
Transfers Out	(645,205)	(932,438)	(383,302)	0	0
Net Proceeds from Capital Leases	0	0	0	0	0
TOTAL	2,271,119	818,717	8,413,510	2,889,053	2,525,040
EXPENDITURES:					
Cap. Outlay	2,410,742	4,046,834	2,847,587	3,915,188	2,525,040
Operating Expense	0	0	0	319,611	0
TOTAL	2,410,742	4,046,834	2,847,587	4,234,799	2,525,040
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(139,623)	(3,228,117)	5,565,923	(1,345,746)	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>8,144,132</u>	<u>8,004,509</u>	<u>4,776,392</u>	<u>3,202,059</u>	<u>1,856,313</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>8,004,509</u></u>	<u><u>4,776,392</u></u>	<u><u>10,342,315</u></u>	<u><u>1,856,313</u></u>	<u><u>1,856,313</u></u>

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
DEBT SERVICE FUND					
REVENUES:					
Sales Tax	1,179,947	765,617	0	0	0
Interest	22	26	3	3	0
Intergovernmental	0	0	0	0	0
Transfers In	684,307	0	0	0	0
Transfers Out	(1,856,304)	0	(762,617)	0	0
TOTAL	7,972	765,643	(762,614)	3	
EXPENDITURES:					
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Other	7,950	3,000	0	0	0
TOTAL	7,950	3,000	0	0	
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	22	762,643	(762,614)	3	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>6,760</u>	<u>6,782</u>	<u>769,425</u>	<u>6,811</u>	<u>6,814</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>6,782</u></u>	<u><u>769,425</u></u>	<u><u>6,811</u></u>	<u><u>6,814</u></u>	<u><u>6,814</u></u>

SPECIAL FUND REVENUES, EXPENDITURES AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
CAD911					
REVENUES:					
Charges for Services	1,601,752	1,667,743	1,679,424	1,514,722	1,733,736
Other	67,510	34,047	98,996	60,480	557,111
TOTAL	1,669,262	1,701,790	1,778,420	1,575,202	2,290,847
EXPENDITURES:					
Personal Services	941,732	998,090	1,549,296	1,088,372	1,830,428
Operating Expense	466,574	422,885	0	488,453	460,419
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	0	0	0	0	0
TOTAL	1,408,306	1,420,975	1,549,296	1,576,825	2,290,847
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	260,956	280,815	229,124	(1,623)	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>1,754,943</u>	<u>2,015,899</u>	<u>2,296,714</u>	<u>2,525,838</u>	<u>2,524,215</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>2,015,899</u></u>	<u><u>2,296,714</u></u>	<u><u>2,525,838</u></u>	<u><u>2,524,215</u></u>	<u><u>2,524,215</u></u>

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
HOTEL/MOTEL FUND					
REVENUES:					
Hotel/Motel Tax	1,378,411	1,311,461	1,271,433	1,278,320	1,200,000
Operating Transfers Out	(689,206)	(699,428)	(600,000)	(600,000)	(600,000)
TOTAL	689,205	612,033	671,433	678,320	600,000
EXPENDITURES:					
Operating Expense	689,205	655,730	635,716	571,278	600,000
TOTAL	689,205	655,730	635,716	571,278	600,000
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	0	(43,698)	35,717	107,043	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>266,092</u>	<u>266,092</u>	<u>222,394</u>	<u>258,111</u>	<u>365,154</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>266,092</u></u>	<u><u>222,394</u></u>	<u><u>258,111</u></u>	<u><u>365,154</u></u>	<u><u>365,154</u></u>

SPECIAL FUND REVENUES, EXPENDITURES AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
COMMUNITY AND ECONOMIC DEVELOPMENT					
REVENUES:					
Intergovernmental	2,124,317	1,410,966	2,348,846	2,694,389	1,616,620
Charges for Services	122,368	116,666	806,734	0	0
Other	2,647,295	1,789,900	1,218,458	2,423,566	1,316,881
TOTAL	4,893,980	3,317,532	4,374,038	5,117,955	2,933,501
EXPENDITURES:					
Personal Services	576,642	545,709	532,869	864,617	514,398
Operating Expense	4,126,899	3,071,600	4,142,385	5,090,047	2,419,103
Depreciation & Amortization	0	0	0		0
TOTAL	4,703,541	3,617,309	4,675,254	5,954,664	2,933,501
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	190,439	(299,777)	(301,216)	(836,709)	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>3,308,829</u>	<u>3,499,268</u>	<u>3,199,491</u>	<u>2,898,275</u>	<u>2,061,566</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>3,499,268</u></u>	<u><u>3,199,491</u></u>	<u><u>2,898,275</u></u>	<u><u>2,061,566</u></u>	<u><u>2,061,566</u></u>

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
GRANT FUND					
REVENUES:					
Intergovernmental	622,934	602,143	1,910,935	701,620	5,903,990
Other	3,108	2,489	0	0	0
TOTAL	626,042	604,632	1,910,935	701,620	5,903,990
EXPENDITURES:					
Personal Services	0	0	0	0	0
Operating Expense	779,127	751,035	1,885,912	852,486	5,903,990
TOTAL	779,127	751,035	1,885,912	852,486	5,903,990
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(153,085)	(146,403)	25,023	(150,866)	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>(196,331)</u>	<u>(349,416)</u>	<u>(495,819)</u>	<u>(470,796)</u>	<u>(621,661)</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>(349,416)</u></u>	<u><u>(495,819)</u></u>	<u><u>(470,796)</u></u>	<u><u>(621,661)</u></u>	<u><u>(621,661)</u></u>

SPECIAL FUND REVENUES, EXPENDITURES AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
SPLOST V					
REVENUES:					
Sales Tax	12,132,254	9,718,112	10,763,310	7,575,292	10,298,522
Other	836,457	258,351	47,286	316,628	154,478
Transfers In	0	0	383,302	0	0
Transfers Out	0	0	0	0	0
Issuance of Bond	0	0	0	0	0
Premium on Bond Issuance	0	0	0	0	0
TOTAL	12,968,711	9,976,463	11,193,898	7,891,920	10,453,000
EXPENDITURES:					
Personal Service	0	0	0	318,495	
Operating Expense	0	0	0	6,614,905	
Cap. Outlay	11,918,933	7,582,430	7,303,594	2,829,298	10,453,000
Principal	1,150,000	5,700,000	5,905,000	0	0
Interest	778,500	737,750	502,045	0	0
Bond Issuance Cost	0	0	0	0	0
TOTAL	13,847,433	14,020,180	13,710,639	2,829,298	10,453,000
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(878,722)	(4,043,717)	(2,516,741)	5,062,623	0
FUND BALANCE (DEFICIT) Beginning of year July 1,	<u>20,609,936</u>	<u>19,731,214</u>	<u>15,687,497</u>	<u>13,170,756</u>	<u>18,233,379</u>
FUND BALANCE (DEFICIT) End of year June 30,	<u><u>19,731,214</u></u>	<u><u>15,687,497</u></u>	<u><u>13,170,756</u></u>	<u><u>18,233,379</u></u>	<u><u>18,233,379</u></u>

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
SPLOST VI					
REVENUES:					
Sales Tax	0	0	0	1,789,753	10,298,522
Other	0	0	0	0	154,478
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Issuance of Bond	0	0	0	0	0
Premium on Bond Issuance	0	0	0	0	0
TOTAL	0	0	0	1,789,753	10,453,000
EXPENDITURES:					
Personal Service				5,000	
Cap. Outlay	0	0	0	15,838	10,453,000
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Bond Issuance Cost	0	0	0	0	0
TOTAL	0	0	0	15,838	10,453,000
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	0	0	0	1,773,915	0
FUND BALANCE (DEFICIT) Beginning of year July 1,	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,773,915</u>
FUND BALANCE (DEFICIT) End of year June 30,	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>1,773,915</u></u>	<u><u>1,773,915</u></u>

ENTERPRISE FUND REVENUES, EXPENDITURES AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
SANITARY SEWER FUND					
REVENUES:					
Charges for Services	15,074,458	14,954,290	14,439,344	13,225,898	14,049,082
Other	647,699	292,916	348,367	403,638	144,000
Transfers In / (Out)	100,000	100,000	100,000	0	665,964
TOTAL	15,822,157	15,347,206	14,887,711	13,629,536	14,859,046
EXPENDITURES:					
Personal Services	3,360,422	3,442,925	3,620,605	3,141,731	3,370,479
Operating Expense	4,905,906	5,674,035	5,976,624	4,650,269	10,414,618
Non-Operating Expense	2,022,114	1,958,322	3,687,182	4,662,841	1,073,949
Depreciation & Amortization	3,213,099	3,357,063	3,384,319	1,207,040	0
TOTAL	13,501,541	14,432,345	16,668,730	13,661,881	14,859,046
EXCESS (DEFICIENCY) OF REVENUE					
OVER EXPENDITURES	2,320,616	914,861	(1,781,019)	(32,345)	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	58,728,485	61,315,921	62,395,954	62,487,710	63,525,172
Contributed Capital	266,820	165,172	1,872,775	1,069,807	1,872,775
FUND BALANCE (DEFICIT)					
End of year June 30,	<u>61,315,921</u>	<u>62,395,954</u>	<u>62,487,710</u>	<u>63,525,172</u>	<u>65,397,947</u>

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 UNAUDITED	2012 ESTIMATED
SOLID WASTE FUND					
REVENUES:					
Charges for Services	8,155,002	8,312,019	8,844,741	7,510,496	9,101,257
Other	(86,918)	705	0	1,000	
Transfers In / (Out)	100,000	0	100,000	475,402	100,000
TOTAL	8,168,084	8,312,724	8,944,741	7,986,898	9,201,257
EXPENDITURES:					
Personal Services	2,224,165	2,139,279	2,107,093	2,055,845	2,388,501
Operating Expense	5,493,237	5,536,922	5,585,073	5,186,351	6,212,515
Non-Operating Expense	3,712	0	2,154,367	0	600,241
Depreciation & Amortization	389,195	434,571	484,614	302,034	0
TOTAL	8,110,309	8,110,772	10,331,147	7,544,229	9,201,257
EXCESS (DEFICIENCY) OF REVENUE					
OVER EXPENDITURES	57,775	201,952	(1,386,406)	442,669	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	3,388,228	3,458,889	3,687,523	2,323,377	2,766,046
Contributed Capital	12,886	26,682	22,260	0	0
FUND BALANCE (DEFICIT)					
End of year June 30,	<u>3,458,889</u>	<u>3,687,523</u>	<u>2,323,377</u>	<u>2,766,046</u>	<u>2,766,046</u>

**NON-MAJOR ENTERPRISE FUND REVENUE, EXPENDITURES, AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH**

2008	2009	2010	2011	2012
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

MUNICIPAL AUDITORIUM

REVENUES:

Charges for Services	42,388	52,565	61,862	60,889	24,869
Other	85	170	352	21	9,864
Transfers In	49,576	55,509	(142,252)	34,824	35,667
TOTAL	92,049	108,244	(80,038)	95,734	70,400

EXPENDITURES:

Personal Services	0	54	0	0	0
Operating Expense	40,832	57,404	38,204	53,715	70,400
Non-Operating Expense	0	0	0	88	0
Depreciation & Amortization	119,598	126,937	129,328	0	0
TOTAL	160,430	184,395	167,532	53,803	70,400

**EXCESS (DEFICIENCY) OF REVENUE
OVER EXPENDITURES**

(68,381)	(76,151)	(247,571)	41,931	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>2,885,007</u>	<u>3,134,690</u>	<u>3,061,567</u>	<u>2,813,997</u>	<u>2,855,928</u>
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Contributed Capital

<u>318,064</u>	<u>3,028</u>	<u>0</u>	<u>0</u>	<u>0</u>
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FUND BALANCE (DEFICIT)

End of year June 30,	<u><u>3,134,690</u></u>	<u><u>3,061,567</u></u>	<u><u>2,813,997</u></u>	<u><u>2,855,928</u></u>	<u><u>2,855,928</u></u>
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2008	2009	2010	2011	2012
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

CIVIC CENTER

REVENUES:

Charges for Services	282,776	255,803	404,489	335,057	152,164
Other	666	1,008	1,558	0	302,372
Transfers In	1,116,313	1,114,098	765,871	1,265,099	1,329,183
TOTAL	1,399,755	1,370,909	1,171,918	1,600,156	1,783,719

EXPENDITURES:

Personal Services	679,876	727,436	753,167	703,771	856,195
Operating Expense	710,126	453,661	742,481	635,097	927,524
Non-Operating Expense	0	1,685	0	0	0
Depreciation & Amortization	417,237	412,618	425,245	479,593	0
TOTAL	1,807,239	1,595,400	1,920,893	1,818,461	1,783,719

**EXCESS (DEFICIENCY) OF REVENUE
OVER EXPENDITURES**

(407,484)	(224,491)	(748,975)	(218,306)	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>10,945,894</u>	<u>11,052,534</u>	<u>11,061,790</u>	<u>10,626,902</u>	<u>10,442,578</u>
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Contributed Capital

<u>514,124</u>	<u>233,747</u>	<u>314,087</u>	<u>33,981</u>	<u>0</u>
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FUND BALANCE (DEFICIT)

End of year June 30,	<u><u>11,052,534</u></u>	<u><u>11,061,790</u></u>	<u><u>10,626,902</u></u>	<u><u>10,442,578</u></u>	<u><u>10,442,578</u></u>
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**NON-MAJOR ENTERPRISE FUND REVENUE, EXPENDITURES, AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH**

2008	2009	2010	2011	2012
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

TRANSIT

REVENUES:

Charges for Services	429,695	495,279	476,251	525,469	455,442
Other	2,138,507	1,195,036	1,696,725	1,301,094	1,619,100
Transfers In	851,630	937,168	393,531	398,869	523,694
TOTAL	3,419,832	2,627,483	2,566,507	2,225,432	2,598,236

EXPENDITURES:

Personal Services	1,524,372	1,436,370	1,515,366	1,466,262	1,539,628
Operating Expense	1,397,497	999,854	1,198,493	1,177,244	1,058,608
Non-Operating Expense	6,811	(1,388)	0	0	
Depreciation & Amortization	374,264	365,063	383,148	322,774	
TOTAL	3,302,944	2,799,899	3,097,007	2,966,280	2,598,236

**EXCESS (DEFICIENCY) OF REVENUE
OVER EXPENDITURES**

116,888	(172,416)	(530,500)	(740,848)	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	1,820,158	3,033,949	3,002,380	2,989,701	2,392,368
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Contributed Capital

1,096,903	140,847	517,821	143,515	0
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FUND BALANCE (DEFICIT)

End of year June 30,	3,033,949	3,002,380	2,989,701	2,392,368	2,392,368
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2008	2009	2010	2011	2012
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

AIRPORT FUND

REVENUES:

Charges for Services	812,117	728,191	878,643	715,581	778,421
Other	3,666,948	2,732,011	2,372,056	1,970,977	0
Transfers In	525,652	562,763	488,399	592,358	628,554
TOTAL	5,004,717	4,022,965	3,739,098	3,278,916	1,406,975

EXPENDITURES:

Personal Services	881,633	894,993	886,326	907,864	1,037,241
Operating Expense	438,668	497,733	486,786	527,352	369,734
Non-Operating Expense	865,348	0	0	0	0
Depreciation & Amortization	0	1,014,830	1,230,689	918,397	0
TOTAL	2,185,649	2,407,556	2,603,801	2,353,613	1,406,975

**DEFICIENCY OF REVENUE
OVER EXPENDITURES**

2,819,068	1,615,409	1,135,297	925,303	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	21,529,789	24,348,857	25,964,266	25,967,074	26,912,739
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Contributed Capital

0	0	0	20,361	0
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FUND BALANCE (DEFICIT)

End of year June 30,	24,348,857	25,964,266	27,099,563	26,912,739	26,912,739
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**CITY OF ALBANY, GEORGIA
PROPERTY TAX RATES
DIRECT AND OVERLAPPING GOVERNMENTS
LAST TEN FISCAL YEARS ENDED JUNE 30**

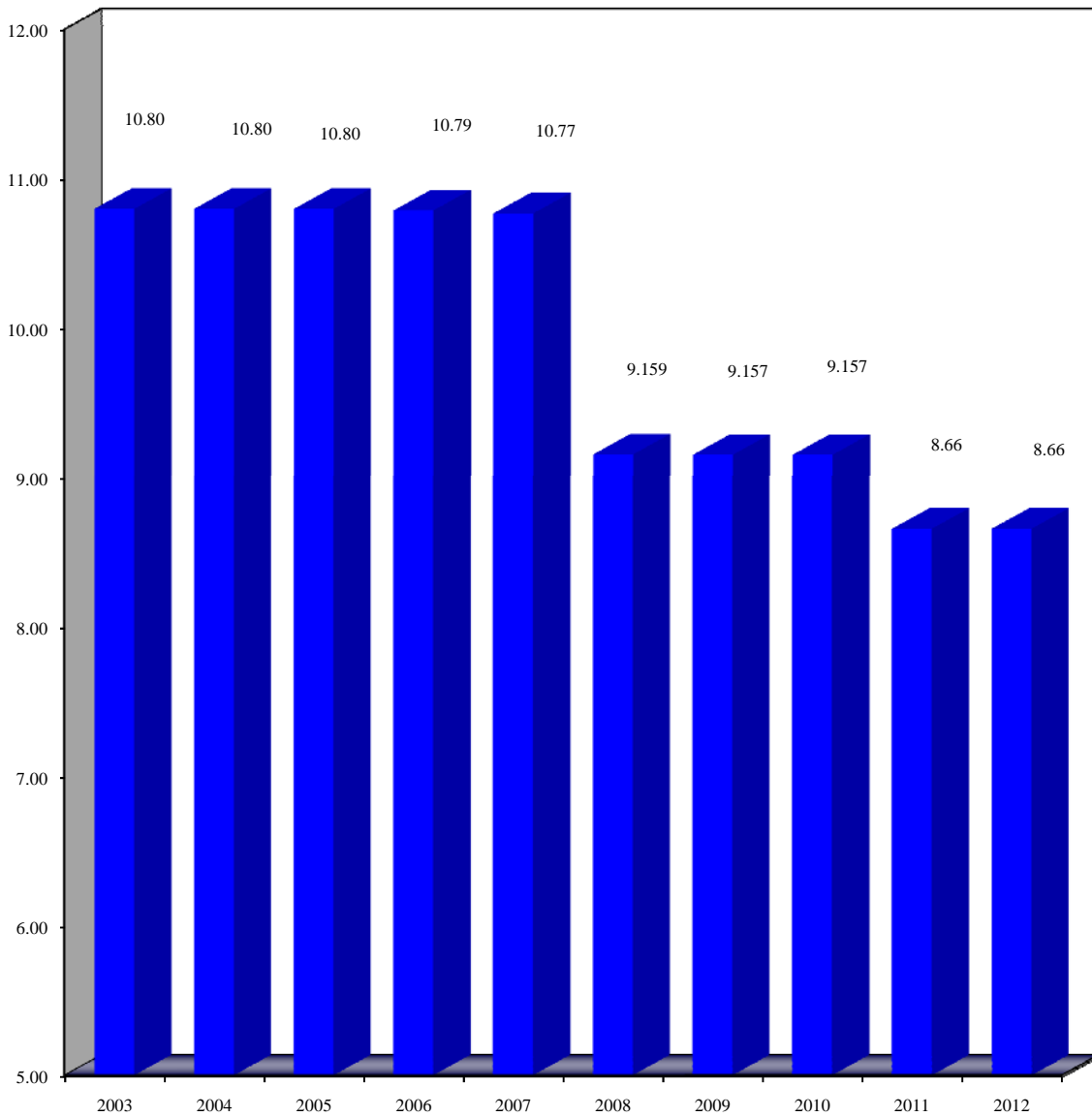
FISCAL YEAR	CITY OF ALBANY MILLAGE*			DOUGHERTY COUNTY MILLAGE*			BOARD OF EDUCATION MILLAGE*			OTHER (STATE OF GA)	TOTAL
	OPERATING	DEBT SERVICE	TOTAL CITY	OPERATING	DEBT SERVICE	TOTAL COUNTY	OPERATING	DEBT SERVICE	TOTAL SCHOOL		
2003	10.800	0.00	10.800	10.658	0.00	10.658	17.550	0.00	17.550	0.25	39.258
2004	10.800	0.00	10.800	10.658	0.00	10.658	19.000	0.00	19.000	0.25	40.708
2005	10.800	0.00	10.800	13.158	0.00	13.158	19.000	0.00	19.000	0.25	43.208
2006	10.790	0.00	10.790	13.158	0.00	13.158	19.000	0.00	19.000	0.25	43.198
2007	10.777	0.00	10.777	13.147	0.00	13.147	18.984	0.00	18.984	0.25	43.158
2008	9.159	0.00	9.159	11.897	0.00	11.897	18.450	0.00	18.450	0.25	39.756
2009	9.157	0.00	9.157	11.894	0.00	11.894	18.445	0.00	18.445	0.25	39.746
2010	9.157	0.00	9.157	11.894	0.00	11.894	18.445	0.00	18.445	0.25	39.746
2011	8.660	0.00	8.660	11.894	0.00	11.894	18.445	0.00	18.445	0.25	39.249
2012	8.660	0.00	8.660	10.894	0.00	10.894	18.445	0.00	18.445	0.25	38.249

*ONE MILL IS EQUAL TO \$1.00 PER \$1,000 OF ASSESSED VALUE

City Of Albany

FY 2002 - FY 2011

Property Tax Millage Rates



1 Mill = Approximately \$1,516,570

CITY OF ALBANY
Water, Gas and Light Support
Years Ended, June 30

	2008*	2009*	2010*	2011*	2012*
Transfer (cash & street lighting)	7,266,277	7,088,128	7,467,193	7,710,828	8,259,045
Prior Calendar Year Metered Revenue	87,942,716	88,628,008	91,033,737	94,781,968	99,747,965
Transfer Expressed as % of Revenue	7.5	7.5	7.5	7.5	7.5

In July 1993, the City of Albany and the Water, Gas & Light Commission entered into an agreement whereby an amount equal to 7.5% of total metered revenue on a regressive scale for the proceeding year will be transferred to the City of Albany on an annual basis.

*Includes \$750,000 of unmetered revenue

DEBT AND TAX DIGEST INFORMATION

This section provides financial data on the City's long term financial obligation, current debt obligation, debt levels and legal limits, City's tax digest and information on the largest taxpayers.

The City of Albany has retired its General Obligation Bonds issued as of June 30, 2011; however, the data that follows shows the audited position as of June 30, 2010.

Certificates of Participation

In 1998 the City of Albany entered into a lease pool agreement with Georgia Municipal Association. The City draws from the investment to lease equipment from GMA. The agreement requires the City to pay back into the investment account to fund the \$10,000,000 principal plus 4.75% interest. The interest is payable on an annual basis. The principal is due in a lump sum on June 1, 2028. Annual debt service requirements are as follows:

FYE	Principal	Interest	Total
2011	0	475,000	475,000
2012	0	475,000	475,000
2013	0	475,000	475,000
2014	0	475,000	475,000
2015	0	475,000	475,000
2016 - 2020	0	2,375,000	2,375,000
2021 - 2025	0	2,375,000	2,375,000
2026 - 2028	10,000,000	1,425,000	11,425,000
Total	\$10,000,000	\$8,550,000	\$18,550,000

Debt Limitation

The present constitutional limit on direct general obligation debt for the City is equivalent to ten percent of assessed valuation of taxable property for debt service purposes. The unused legal debt margin for the City after the issuance of the bonds is computed below for FY 2010 (in thousands):

Assessed Value of Taxable Property	\$1,625,201	
Add Back Exempt Property	100,943	\$1,726,144
	=====	=====
Debt Limit--10% of Assessed Value (Article IX, Section VII of the Constitution of Georgia)		\$172,614
Amount of Debt applicable to Constitutional Debt Limit, Total General Obligation Bond Debt	\$ 1,290	
Less: Assets Available for Bond Service (1)	7	\$ 1,283
Legal Debt Margin pursuant to Article IX, Section III of the Constitution of Georgia		\$171,331
		=====
Percent of Debt Limit Used		0.75%
		=====

The constitutional debt limitation applies to all direct general obligation bonds authorized with a ten percent limit imposed upon Dougherty County and a separate ten percent limit imposed upon the Dougherty County School System. Additional general obligation bonds may be issued if so approved by a voting majority in an election held for that purpose.

Assessed and Estimated Fair Market Taxable Property Values

2010	Estimated Fair Market Value of Taxable Property	\$ 3,767,371,680
2010	Net Assessed Valuation of Taxable Property for Bond Purposes	\$ 1,506,948,672

Computation of Direct and Overlapping Bonded Debt General Obligation Bonds Tax Digest

<u>Jurisdiction</u>	<u>Net General Obligation Bond Debt Outstanding</u>	<u>Percentage Applicable to City of Albany</u>	<u>Amount Applicable to City of Albany</u>
Direct			
City of Albany (1)	6,425,330	100.00%	\$6,425,330
Overlapping:			
Board of Education	10,710,000	71.00%	7,604,100
	-----	-----	-----
Total	<u>\$17,135,330</u>		<u>\$14,029,430</u>

(1) These bonds are direct general obligations of the City of Albany, either directly or through leases with ADICA. Principal and interest are payable from an ad valorem tax upon all city property. Included here are bonds for Municipal Auditorium and Civic Center.

Debt and Assessed Value per Capita

Total City Debt per Capita (2)	\$ 84
Total City and Overlapping Debt per Capita (3)	\$ 67
Fair Market Value of City Taxable Property per Capita	\$48,965

(2) Based on estimated 2010 census population of 76,939 for the City

(3) Based on estimated 2010 census population of 96,065 for the County.

Tax Collection Procedure

The Dougherty County Tax Commissioner collects ad valorem taxes that have been levied by the City. Real and personal taxes are generally billed in October of each year and are due on December 20. Interest of one percent per month is imposed on taxes not paid by their due date. Additionally, a ten percent penalty is imposed on all taxes delinquent after 90 days. Public utilities are billed in October and are due on December 20. The Tax Commissioner follows State law as it pertains to the advertisement and sale of property where taxes have been delinquent for an extended period of time. Mobile home taxes are due January 1 of each year and are payable without penalty between January 1 and May 1. Motor vehicle taxes are due on the taxpayer's birthday. As tax payments are received and properly credited by the Tax Commissioner, the applicable portion is transferred to the City.

Largest Taxpayers

The following table lists the ten largest taxpayers based on their 2009 assessed value in the City of Albany and their respective percentage of the City's total assessed valuation.

<u>Taxpayer</u>	<u>Type of Business</u>	<u>2010 Assessed Valuation</u>	<u>Percentage of Total Assessed Valuation (1)</u>
1. Miller Coors	Brewery	57,773,443	3.81%
2. Bell South	Utility	14,809,071	0.98%
3. Palmyra Medical Center	Hospital	14,799,705	0.97%
4. Albany Mall LLC/Aronov	Mall Developer	14,439,301	0.95%
5. M&M Mars/Div of Mars Inc.	Confectioner	12,029,907	0.79%
6. Flint River Services	Warehousing	10,610,094	0.70%
7. Alltel	Communications	8,054,174	0.53%
8. Alliance PP2 FX 4, LTD	Apartments	6,933,560	0.45%
9. Lowe's Home Center	Building Supplies	6,356,742	0.41%
10. Sam's/Wal-Mart Stores	Retailer	5,997,729	0.39 %

(1) Based on 2010 estimated net tax digest for maintenance and operation purposes of \$ 1,514,896,945

SOURCE: Dougherty County Tax Department

Property Tax Digest Trend

The property tax digests of the City for the calendar years 2006 through 2011 are outlined on the following table. Values for real property represent all real estate less the exempt property in the city, and personal property includes motor vehicles, bank shares, inventories, aircraft, pleasure boats, industrial machinery, fixtures and equipment, farm machinery and equipment, livestock, mobile homes and public utilities. State law requires that all property assessments be at a uniform 40 percent of current market value.

	<u>2011</u>	<u>2010</u>	<u>2009</u>
Property Type			
Real & Personal	1,490,706,788	1,498,529,677	1,580,830,365
Motor Vehicles	118,412,040	120,878,560	139,047,600
Mobile Homes	4,188,286	4,370,264	4,638,591
Timber - 100%	136,621	3,599	0
Heavy Duty Equipment	122,742	164,172	901,396
Gross Digest	1,613,566,477	1,623,945,272	1,725,417,952
less:			
Exemptions (1)	106,617,805	109,049,327	102,145,501
Net Digest:	1,506,948,672	1,514,896,945	1,623,272,451
Property Type	<u>2008</u>	<u>2007</u>	<u>2006</u>
Real & Personal	1,578,624,817	1,567,126,321	1,313,189,390
Motor Vehicles	135,044,160	131,387,780	128,298,840
Mobile Homes	4,924,971	5,386,164	5,367,064
Timber - 100%	0	63,230	144,317
Heavy Duty Equipment	1,063,930	295,125	1,240,984
Gross Digest	1,719,657,878	1,704,258,620	1,448,240,595
less:			
Exemptions (1)	110,843,234	103,518,178	99,744,927
Net Digest:	1,608,814,644	1,600,740,442	1,348,495,668

(1) Includes certain homestead and tangible personal property exemptions. In November, 1987 voters in Dougherty County approved the exemption of certain intangible property from ad valorem taxation. Property subject to exemption primarily consists of manufacturing inventory and was phased in over 5 years. Presently, 100 percent of such property is exempt.

Source: Dougherty County Tax/Tag Office

Ad Valorem Tax Collections

The following table summarizes ad valorem tax levies and collections in the City for the fiscal years ended 2001 through 2010 (in thousands).

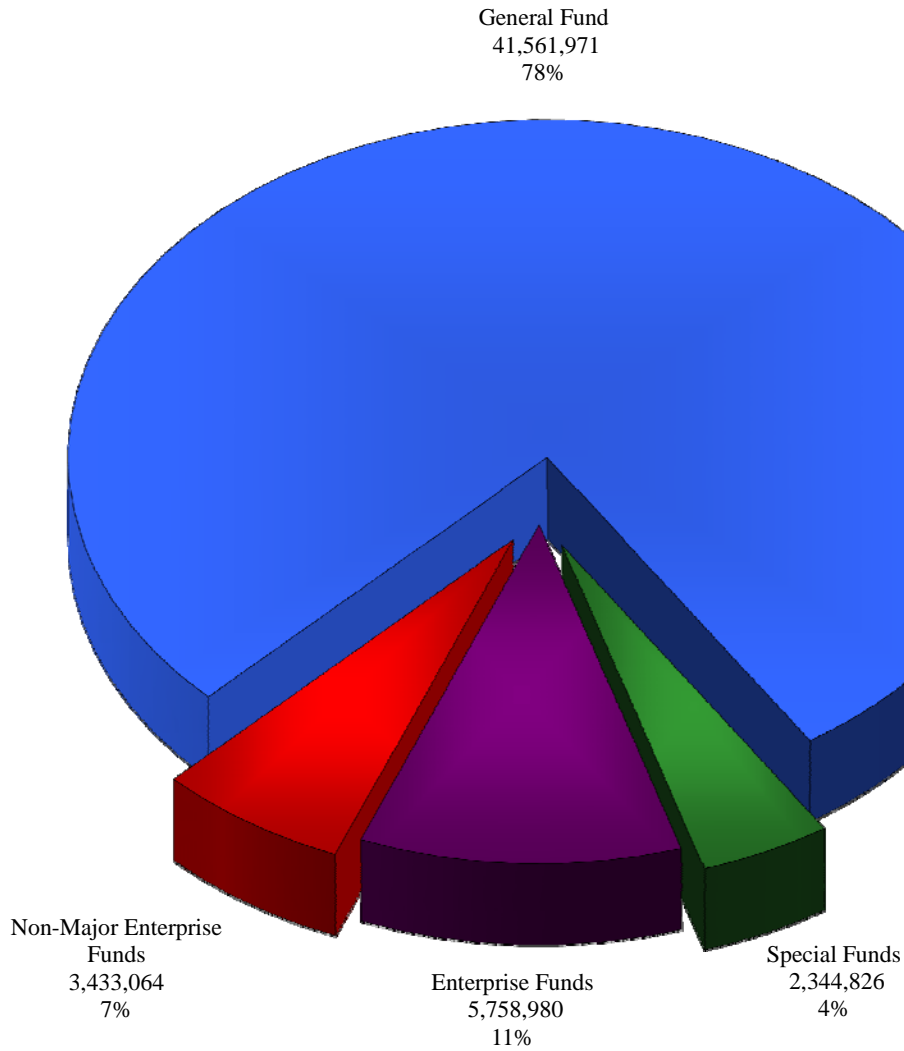
Fiscal Year	Total Tax Levy	Current Tax Collections	Delinquent Tax Collection	Total Tax Collections	Ratio of Total Tax Collections to Total Levy %
2010	\$13,540	\$13,105	0	\$13,105	96.78 %
2009	\$ 13,400	\$ 12,329	\$1,020	\$ 13,349	99.61 %
2008	\$ 13,164	\$ 12,872	\$ 247	\$ 13,119	99.65 %
2007	\$ 13,077	\$ 12,901	\$ 157	\$ 13,058	99.85 %
2006	\$ 12,988	\$ 12,791	\$ 182	\$ 12,973	99.88 %
2005	\$ 12,736	\$ 12,505	\$ 222	\$ 12,727	99.92 %
2004	\$ 12,684	\$ 12,535	\$ 128	\$ 12,663	98.83 %
2003	\$ 12,750	\$ 11,616	\$1,113	\$ 12,729	99.83 %
2002	\$ 12,261	\$ 11,896	\$ 340	\$ 12,236	99.79 %
2001	\$ 10,836	\$ 10,886	\$ 51	\$ 10,937	100.93 %

Source: City of Albany 2010 CAFR, Statistical Section, pg. 152

City Of Albany

FY 2012

Personal Services



Total Personal Services
\$53,098,841

FY 2012 Personal Services

The City of Albany's number one priority is to provide the most effective and efficient services to the citizens of Albany. The City has a dedicated work force, which consists of 930 full-time budgeted positions. Through these dedicated and motivated employees, the City provides a wide range of quality services to all citizens in our community.

The City is aware of the importance of maintaining a well-trained motivated work force and strives toward offering its employees a competitive benefit package. The City's total benefit package includes the following:

Salaries & Wages	Social Security (FICA)
Retirement Plan with Pension and Vesting Benefits	Workers' Compensation
Deferred Compensation Plan	Sick and Vacation Pay
Health and Dental Insurance	Employee Assistance Program
Life Insurance	Tuition Reimbursement Program
Cafeteria Plan	Paid Holidays

Salaries & Wages

Salaries and fringe benefits account for approximately 50% of the total operating budget. Included in the salary account are overtime pay, holiday pay, and part time help.

Retirement Plan with Pension and Vesting Benefits

A retirement plan is provided for all regular, full-time employees. All general employees contribute 4% of their gross income to the plan and the city contributes 8.9% on their behalf to the pension plan. Public Safety employees contribute 7% of their gross salary to the pension plan and the city contributes 11.9% on their behalf to the pension plan. Full-time employees are eligible for this coverage effective with their date of employment, and are also eligible for vested benefits upon completion of 10 years of service.

Deferred Compensation Plan

The City provides employees with the choice of participating in two deferred compensation plans. These plans allow an employee to make tax deferred contributions into a retirement savings account.

Health and Dental Insurance

The City of Albany allows full-time employees the opportunity to buy into a health plan, which offers health and dental insurance. The employee's coverage will start on the first day of the month following completion of one month's premium deduction from the employee's paycheck. The City pays 75% and the employee pays 25% of the monthly premium for this coverage.

Life Insurance

For full-time employees who choose to participate in the life insurance program, the City provides basic life insurance and accidental death/dismemberment (AD&D) insurance. The City pays \$.53 per \$1,000 of coverage for the life and AD&D insurance. Employees may also purchase additional life insurance coverage for which the employee pays 100% of the cost. The premium for this coverage is based on the age of the employee.

Cafeteria Plan

The City provides a Cafeteria Plan to its employees, which allows for pre-tax deductions for group insurance premiums and dependent care expenses.

Social Security (FICA)

All employees are enrolled in the Social Security Act. The City contributes the employer share of 7.65% (6.20% of an employee's salary to a maximum salary of \$102,000 for Social Security and 1.45% of all earnings for employees for Medicare).

Workers' Compensation

The City provides a self-funded Workers' Compensation program. Benefits are paid as prescribed under the State of Georgia Workers' Compensation Law. Medical care is provided through a panel of physicians selected by the City.

Sick and Vacation Pay

Sick Leave and Vacation Leave are accrued only by full-time employees in budgeted positions. All employees receive the same amount of sick leave accrual each pay period (12 days per year). Vacation leave accumulation per week is dependent upon the employees' exempt or non-exempt status along with the length of employment.

Employee Assistance Program

The City has an Employee Assistance Program for its employees and their families. The program provides free counseling services for employees and their families who are experiencing legal, emotional, financial, or other problems which may affect their job performance.

Tuition Reimbursement Program

The Tuition Reimbursement Program of the City of Albany is designed to encourage employees of the City to improve their job-related knowledge, skills, and abilities through training and/or education. Reimbursement for education that is job related shall be on a tuition reimbursable basis each year, not to exceed \$1,500 per academic year.

Paid Holidays

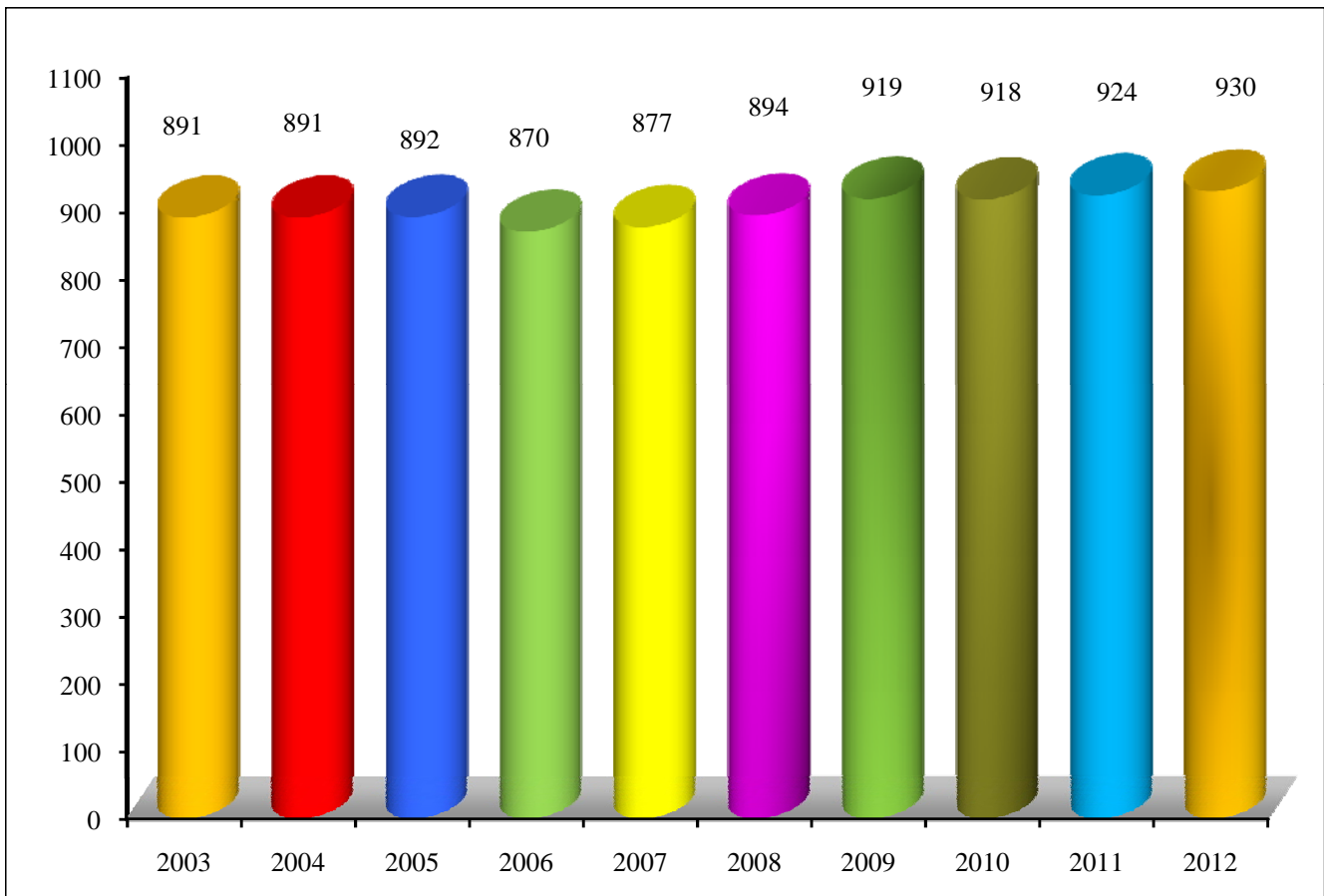
The City of Albany provides ten paid holidays each year to regular, full-time employees with benefits. These holidays include; New Year's Day (1); Martin Luther King Jr. Day (1); Memorial Day (1); Independence Day (1); Labor Day (1); Thanksgiving Day and the day after (2); Christmas Eve (1); Christmas Day (1); and one floating holiday (1).

Source: City of Albany, Human Resources Management

City Of Albany

FY 2002 - FY 2011

Summary Of Personnel Positions



PERSONNEL SUMMARY

FY 2002 - FY 2011

DEPARTMENT	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
General Government	7	7	7	5	8	8	9	9	9	13
City Attorney/Municipal Court	6	6	8	11	11	11	12	12	12	12
Human Resources Mgmt	12	12	12	11	11	11	12	12	16	14
Central Services Department	65	64	65	67	35	35	35	35	35	35
Finance	17	18	18	21	23	21	20	21	22	22
Information Technology Dept.	17	14	14	14	14	14	16	17	17	17
Police	234	234	235	222	222	223	235	237	240	240
Fire	174	174	172	172	204	212	212	212	211	211
Planning & Development Svc.	28	24	22	20	20	22	22	22	22	22
Code Enforcement	0	6	7	8	10	14	19	19	19	19
Engineering	31	32	32	31	31	31	31	31	31	31
Public Works	164	165	165	160	160	160	160	153	155	155
Recreation	60	60	60	57	57	57	60	63	63	63
Airport	18	17	17	14	14	17	17	17	17	17
Municipal Aud./Civic Center	17	17	17	16	16	17	17	17	17	17
Transit	29	29	29	29	29	29	30	30	30	30
Community & Economic Dev.	12	12	12	12	12	12	12	12	12	12
Total	891	891	892	870	877	894	919	919	928	930
Population (Estimate) *	76,103	75,758	75,630	75,374	75,799	75,831	75,831	75,831	75,616	76,939
Employees/1000	11.7	11.8	11.8	11.5	11.5	11.8	12.1	12.1	12.2	12.8

General Government consists of:

City Manager's Office	5	5	5	3	6	6	7	7	7	10
City Clerk's Office	2	2	2	2	2	2	2	2	2	3

* Source: Population Estimates Program, Population Division, U.S. Census Bureau, Washington, DC 22023, <http://www.census.gov/popest/cities/cities.html>



CITY OF ALBANY

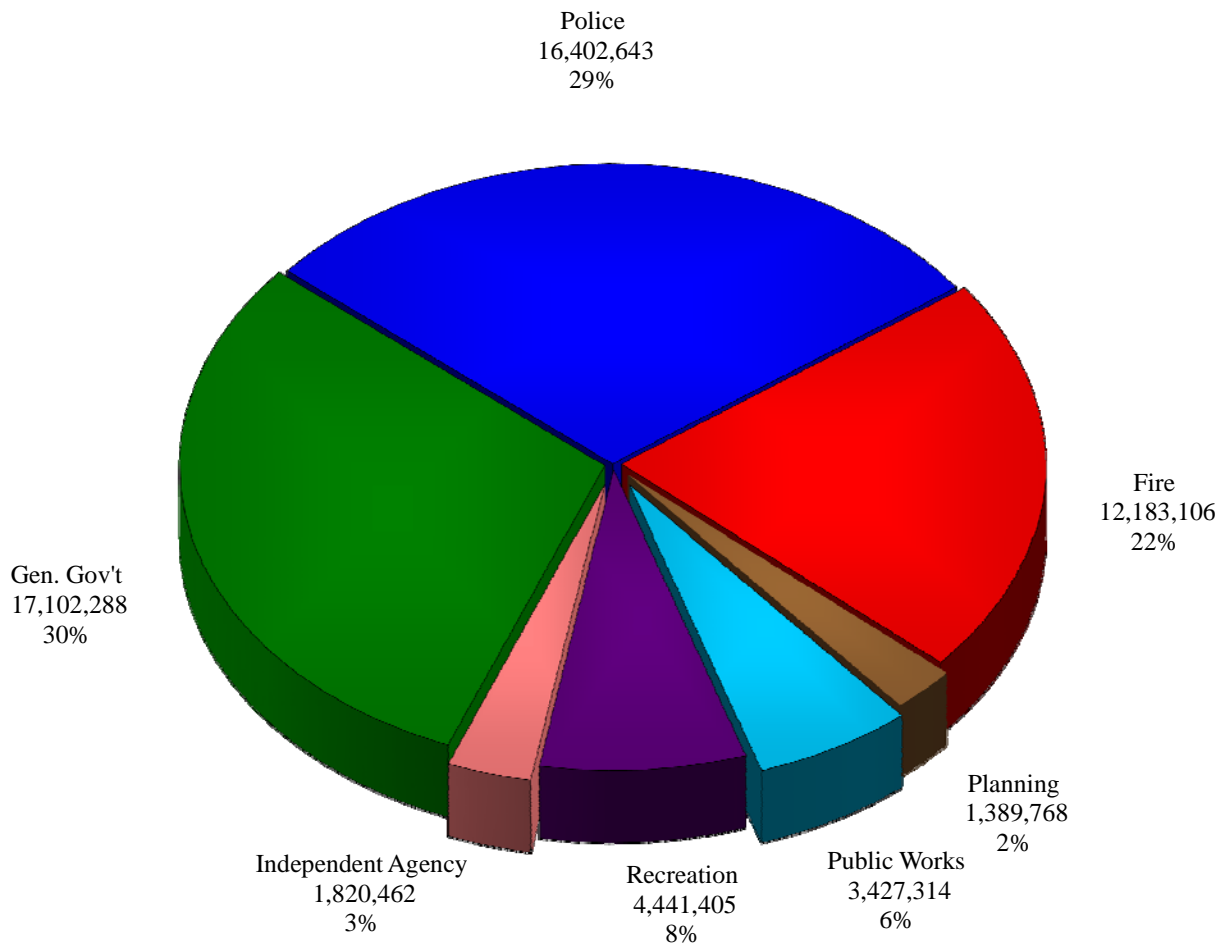
General Fund

**ANNUAL BUDGET
FY 2012**

City of Albany

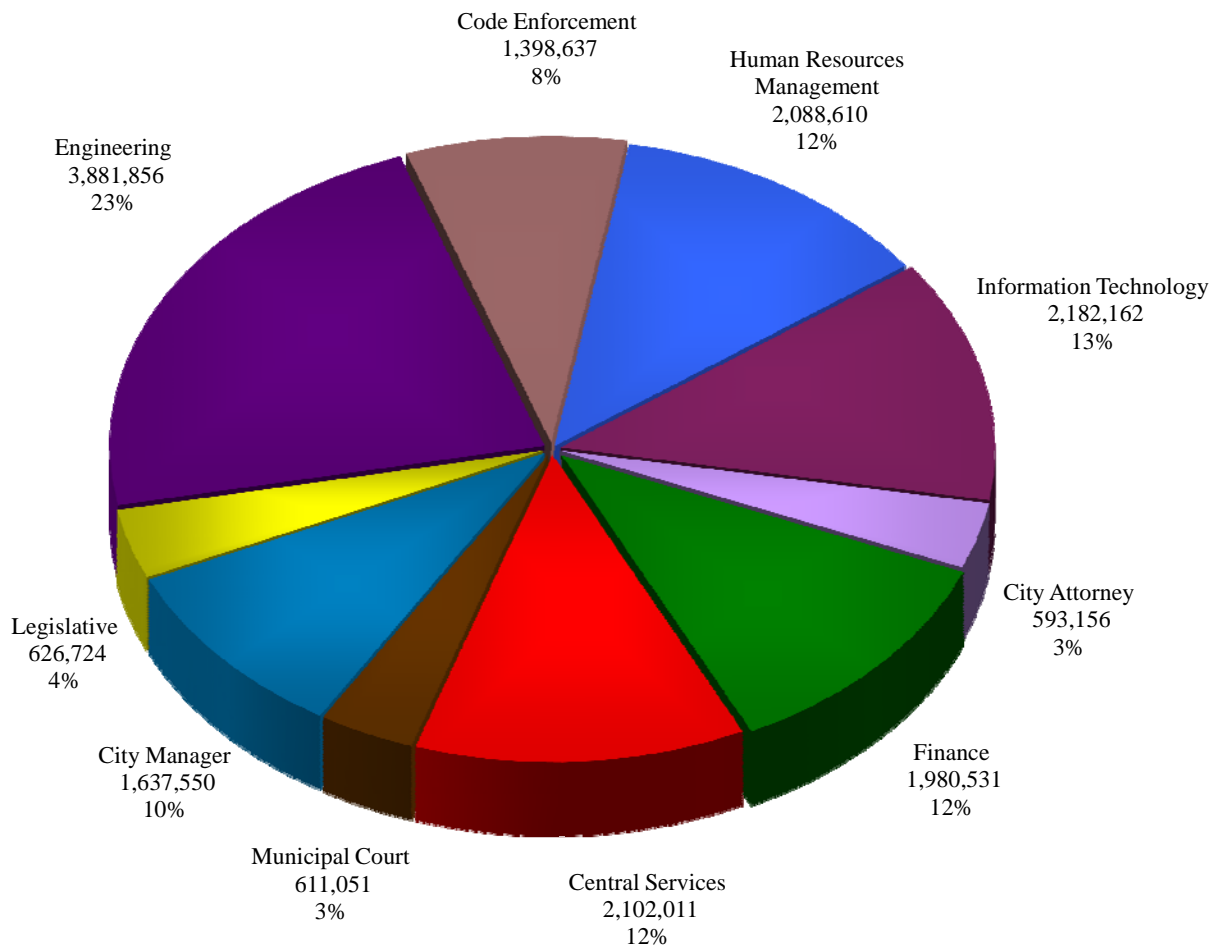
FY 2012

General Fund Expenditures



Total General Fund Expenditures
\$56,766,986

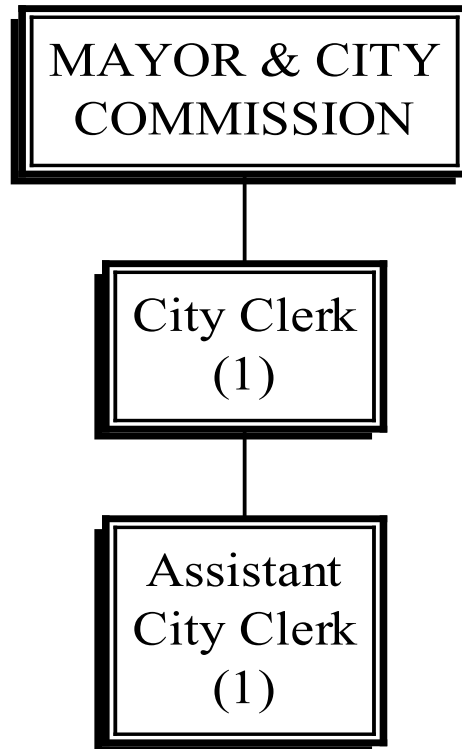
City of Albany FY 2012 General Government



Total Expenditures
\$17,102,288

Legislative

Dept 1



LEGISLATIVE DEPARTMENTAL SUMMARY

DESCRIPTION

The City Clerk's principal duty is to keep and maintain an index of the original ordinances and resolutions adopted by the Board of City Commissioners on file. The City Clerk attends all of the Board of City Commissioners' meetings to keep the minutes and records. The City Commission meets on the fourth Tuesday of the month at 8:00 p.m. in Room 100. All meetings are held in the Government Center at 222 Pine Avenue, Albany, Georgia. This office also has custody and charge of all records, books, and papers belonging to the City. The Clerk attests to and affixes the City's Official Seal to all deeds, leases, and other instruments executed by the Board.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	531,977	300,986	305,891
OPERATING EXPENSE	424,131	265,257	320,832
CAPITAL OUTLAY	0	0	0
TOTAL	956,108	566,243	626,723
FULL TIME POSITIONS	2	2	0

LEGISLATIVE*DESCRIPTION*

The City Clerk's principal duty is to keep and maintain an index of the original ordinances and resolutions adopted by the Board of City Commissioners on file. The City Clerk attends all of the Board of City Commissioners' meetings to keep the minutes and records. The City Commission meets on the fourth Tuesday of the month at 8:00 p.m. in Room 100. All meetings are held in the Government Center at 222 Pine Avenue, Albany, Georgia. This office also has custody and charge of all records, books, and papers belonging to the City. The Clerk attests to and affixes the City's Official Seal to all deeds, leases, and other instruments executed by the Board.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	341,809	150,691	151,720
OPERATING EXPENSE	233,963	210,257	265,832
CAPITAL OUTLAY	0	0	0
TOTAL	575,772	360,948	417,552
FULL TIME POSITIONS	2	2	2

Class Title

City Clerk	1	1	1
Assistant City Clerk	1	1	1
TOTAL	2	2	2

City Clerk Performance Plan

Department Mission

The City Clerk's principal duty is to keep and maintain a permanent index of the minutes, ordinances and resolutions adopted by the Board of City Commissioners. The City Clerk attends all of the Board of City Commissioners' meetings and attests to signatures and authenticity of records, and, affixes the City's Official Seal to all deeds, leases, and other instruments executed by the Board.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
% of records audited for compliance with State requirements	4%	Accountable, Efficient, Responsive Government

Performance Highlight Discussion

In 2008, the Commission approved funding for archiving permanent city records. This included only minutes/ordinances and resolutions that were approved by the Mayor and Board of Commissioners. Since that time, SPLOST VI has passed which will include records management for all city departments. With no city department complying with state law, managing records to include destruction of records will be a tedious and long process. To date, the SWGA Airport and the City Clerk's office are the only departments that have had their records audited to the point of destruction.

Program 1: Commission Administrative Support; Records Management

Program Goal: The goal of the Commission Administrative Support program is to provide efficient, professional, and quality services with a goal of maximizing proficiency in response to Commissioners and to implement effective, efficient, approved methods for complying with State requirements for records management.

City Strategic Goal Supported: Accountable, Efficient, Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of records audited and brought into compliance w/State requirements	N/A	2	5	3
Service Quality				
% of citizen complaints/requests responded to within three days	N/A	15	10	-5

City Clerk Performance Plan

Output				
# of Work Sessions supported	22	23	23	0
# of Regular Meetings supported	13	13	13	0
# of Special Called Commission Meetings supported	7	6	6	0
# of citizens complaints/requests received	17	34	34	0
# of Ward 1 Town Hall meetings supported	22	22	22	0
# of Mayoral Proclamations requests completed	79	90	100	11
# of appointments scheduled for the Mayor and Mayor Pro Tem	211	422	422	0
# of departments audited to achieve records compliance		2	2	
# of record pages scanned	51,246	26,829	TBD	TBD
# of record pages purged (in cubic feet)	101	3864	TBD	TBD
Efficiency				
Records management cost per department audited	N/A	TBD	TBD	TBD

Major Project

Planned Project Milestone	Milestone	City Strategic Goal Area
Records Management — Catalog and Archive current records Complete 5 City Departments	June 30, 2012	Accountable, Efficient, Responsive Government

Performance Discussion

The City Clerk's office functions as the administrative arm of the Albany Board of City Commissioners functioning as a liaison between the City Commission and the public. This office is responsible for generating agenda packages, attending Commission meetings, transcribing minutes, keeping the Commission's official records in accordance with State regulations, making travel arrangements for Commissioners, maintaining Commission expense reports, paying bills, drafting/mailling correspondence, post ads and maintain boards and committees established by the BOC, and taking and relaying messages. Serves as Ex. Officio of Pension Board of Trustees, maintaining permanent minutes, attending all meetings and transcribing minutes.

Although the services are being provided by this department, the challenge is to develop mechanisms for recording the work performed. This department is currently faced with building spreadsheets and using techniques already in place to record our measures more accurately in the coming years. By creating new procedures and using records already at hand, the current data status should reflect positive changes.

Since the inception of the records management/retention schedule project is in its embryonic stage, it is difficult to gauge the timeframe for each department's records to be audited since no two departments will have the same amount of records to scan, index or destroy.

Prior to the current City Clerk, the City had no procedure in place and individual departments destroyed their own records. The Clerk's mission to bring the City into compliance with State requirements and adhere to proper records management resulted in the City partnering with a local entity, which works closely with Georgia Archives, a division of the Georgia Secretary of the State. The archivist and Clerk's part-time employee continue to scan official City records and identify records slated to be destroyed. With the recent passage of SPLOST VI, a new structure is being built to house all permanent City records and store records to comply with state retention regulations to include destruction of records meeting their retention limit.

The City Clerk's office part-time employee has a goal of devoting his energy to records management in order to fast-track this project.

CITY COMMISSION

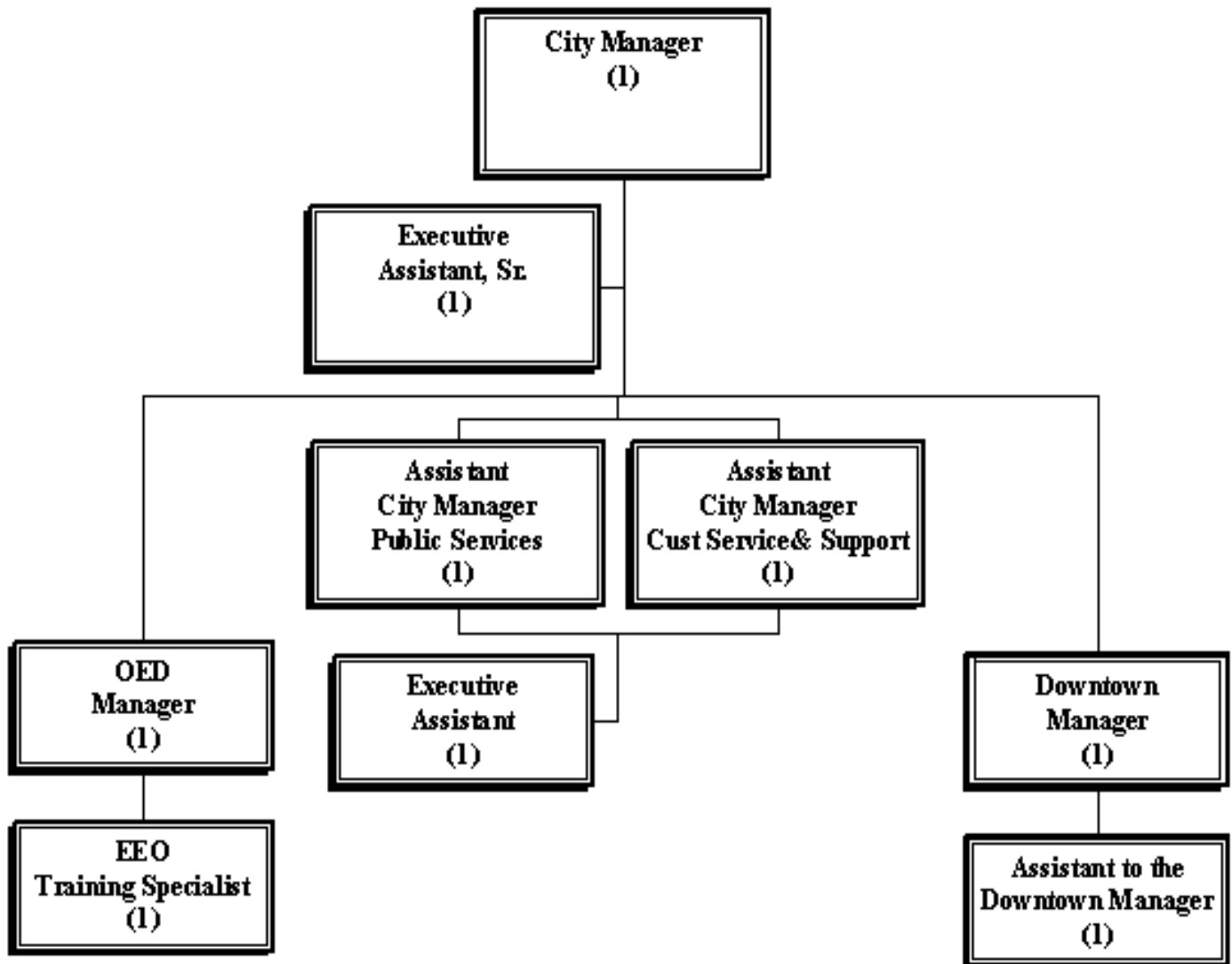
DESCRIPTION

The Board of City Commissioners consists of seven elected members, a Mayor and six Commissioners. The Mayor is elected at-large while the Commissioners are elected by wards. The City Commission makes policy decisions concerning all City Departments, passes ordinances and resolutions, and raises revenue as necessary. The Commission meets in work sessions on the first and third Tuesdays of the month at 8:30 a.m. to consider agenda items. Recommendations from these work sessions are sent to the entire City Commission for consideration. The City Commission meets on the fourth Tuesday of the month at 8:00 p.m. in Room 100. All meetings are held in the Government Center at 222 Pine Avenue, Albany, Georgia.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	190,168	150,295	154,172
OPERATING EXPENSE	190,168	55,000	55,000
CAPITAL OUTLAY	0	0	0
TOTAL	380,336	205,295	209,172
FULL TIME POSITIONS	0	0	0

City Manager's Office

Dept 2



CITY'S MANAGER'S DEPARTMENT SUMMARY

DESCRIPTION

The City Manager is responsible for the management and direction of all activities of the City Government as outlined in the City Charter, Code of Ordinances, and as directed by the Board of City Commissioners. The City Manager is also responsible for the preparation, implementation, and control of the annual budget. In addition to the management of the Departments and Agencies of the City, the City Manager coordinates areas of common concern with other governmental units and community interest groups. The duties and responsibilities of the office are set forth in Section IV of the City Charter.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	553,064	773,609	810,098
OPERATING EXPENSE	500,964	607,699	827,452
CAPITAL OUTLAY	0	0	0
TOTAL	1,054,028	1,381,309	1,637,550
FULL TIME POSITIONS	7	10	9

CITY MANAGER'S OFFICE

DESCRIPTION

The City Manager is responsible for the management and direction of all activities of the City Government as outlined in the City Charter, Code of Ordinances, and as directed by the Board of City Commissioners. The City Manager is also responsible for the preparation, implementation, and control of the annual budget. In addition to the management of the Departments and Agencies of the City, the City Manager coordinates areas of common concern with other governmental units and community interest groups. The duties and responsibilities of the office are set forth in Section IV of the City Charter.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	553,064	647,798	682,676
OPERATING EXPENSE	500,964	582,614	774,542
CAPITAL OUTLAY	0	0	0
TOTAL	1,054,028	1,230,412	1,457,218
FULL TIME POSITIONS	7	7	7

Class Title

City Manager	1	1	1
Asst. City Manager, Customer Service & Support	1	1	1
Asst. City Manager, Public Services	1	1	1
Executive Assistant	2	2	2
Assistant to the Downtown Manager	1	1	1
Downtown Manager	1	1	1
TOTAL	7	7	7

City Manager's Office Performance Plan

Department Mission

To provide citizens of Albany with services that are efficient, effective, and that meet their needs through customer service based delivery. To manage and direct all activities of the city government as outlined in the City Charter, Code of Ordinances, and as directed by the Board of City Commissioners.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
SKEDS Shop Local Business Web Pages' Ibuyalbany.com (Discount coupons to encourage local shopping)	March 2011	Accountable, Efficient, Responsive Government
Produce Affirmative Action Plan (AAP)	November 2011	Accountable, Efficient, Responsive Government

Performance Highlight Discussion

The SKEDS Shop Local milestone will benefit Business Owners citywide by allowing them to advertise and promote specials on a website (ibuyalbany.com) for no charge. The challenges with this SKED milestone will be getting businesses to participate and teaching them how to set up there web pages properly. The Economic Development Program can face challenges when creating incentive programs that will require additional funds in order to make a significant impact on the economic state of downtown. The EEOC Program major goal for FY 2011 is to produce an Affirmative Action Plan (AAP). An AAP is a statistical analysis of an organization's workforce in comparison to employment data in its service population by job category and race, sex, and national origin. An AAP examines whether an organization's workforce resembles the people with the same job qualifications in the community it serves. It also identifies areas of underutilization within an organization and devises action plans to address any underutilization issues. The department requires an outside vendor to calculate underutilization for the organization. Data collection will be the biggest obstacle the department will face in accomplishing this goal. Data collection concerning applicant demographics and changes in job assignments has not been tracked consistently in the organization. The department will work toward devising practical data collection processes.

City Manager's Office Performance Plan

Program 1 Commission Support

Program Goal: The goal of the Commission Support Program is to ensure that the Commission tasking from the Commission Meeting is assigned to staff within three days and completed by the required deadline.

City Strategic Goal Supported: Accountable, Efficient, Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of Commissioners who rate the responsiveness to requests as good to excellent	N/A	TBD	TBD	0
% of the Commission's request for information is provided by the required deadline	N/A	TBD	TBD	0
Service Quality				
% of tasks assigned to staff within three days of Commissioners request	TBD	TBD	TBD	0
Output				
# of commission tasks assigned	N/A	TBD	TBD	0
Efficiency				
# of tasks assigned per FTE	N/A	TBD	TBD	0

Performance Discussion

This is the staff's recording, tracking, assignment and reporting/responding issues raised by the Mayor and Board of Commissioners through several sources or processes. These tasks come from the Commission's request for future agenda items during work sessions or meetings; Commission Retreats; emails and phone calls to the CM's Office. In any case these requests are to be formalized and summarized for the CM's review and approval. Once approved, the task are assigned to staff and tracked until completion.

City Manager's Office Performance Plan

Program 2 Public Information and Relations

Program Goal: The CMO is designated as the responsible agent for the distribution of information and to manage the overall information flow from city government to the media

City Strategic Goal Supported: Accountable, Efficient, Responsive Government

Planned Performance Target

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of public information requests responded to in one business day	N/A	TBD	TBD	0
Output				
# of media public information requests answered	N/A	TBD	TBD	0
Efficiency				
Public information and relations cost per resident	N/A	TBD	TBD	0%

Performance Discussion

This is a plan and process to provide information to citizens through media sources to include local TV, Newspapers and local public access Television. The information will be of a broad nature to inform and assist the citizens and consumers who are served by City Government – Traffic Control Information, Storm and Flood Information; SPLOST Update Information; Public Safety Press releases; City Administrative Press Releases; Citizen Education and familiarization programs, etc.

City Manager's Office Performance Plan

Program 3 Joint Services

Program Goal: The goal of the Joint Service Agreement is to review & coordinate with the City and County Staff House Bill 489 (GA Services Delivery Strategy to ensure it is current and accurate.

City Strategic Goal Supported: Accountable, Efficient, Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of joint services agreements in accordance to state requirements	100%	100%	100%	0
Service Quality				
% of joint service agreements reviewed on schedule	N/A	TBD	TBD	0
Output				
# of joint services agreements maintained	26	26	26	0
Efficiency				
Cost per resident to maintain joint services agreement				

Performance Discussion

This goal is to manage the effective review and coordination of the Joint Service Agreement between the City of Albany and Dougherty County in accordance with the requirements set forth in Georgia House Bill 489. To ensure that each provision of the agreement are appropriately assigned to staff and effective procedures are in place to capture sufficient data to pay for services received and to collect for services provided. To conduct formal reviews as direct by state law but to conduct preliminary reviews annually or as otherwise established.

City Manager's Office Performance Plan

Program 4 Economic Development

Program Goal: The goal of the economic development program is to create incentive programs to attract and retain developers, property owners, and business owners.

City Strategic Goal Supported: Community and Economic Vitality

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Net number of businesses in downtown	N/A	125	130	4
Number of jobs created in the opportunity zone	N/A	2	2	0
Net number of residential units in downtown	N/A	21	31	32
% of incubator and façade assistance recipients remaining in business for 2 years	N/A	50%	100%	50
Service Quality				
% of completed applications reviewed within 60 days of receipt	N/A	98%	98%	0
% of reimbursements paid within 30 days of receipt	N/A	95%	95%	0
Output				
Number of incentive program applications processed	N/A	15	25	40
<i>Note: currently process Façade program, loft conversion, business incubator</i>				
Efficiency				
Net businesses per FTE	N/A	2	3	33

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Launching of SKEDS Shop Local Business Web Pages'	March 2011	Community & Economic Vitality

Performance Discussion

The Downtown Manager's Office will collaborate with other departments to create incentive programs that attract new businesses and development. The Tax Allocation District funds will assist with the funding of major developments within the downtown area. The incentives will attract mix-use development opportunities that will provide residential and retail spaces that will service an overlooked market in the City of Albany. New development will create more jobs and increase the demand for more services in the area. Staff will keep records of the number of incentive programs that are created and the number of them that are received and/or approved by Downtown Manager's Office. The business growth will be capture through the City database by tracking businesses that are new to the downtown area. The SKEDS Shop Local milestone will benefit Business Owners citywide by allowing them to advertise and promote specials on a website (ibuyalbany.com) for no charge. The challenges with this SKED milestone will be getting businesses to participate and teaching them how to set up there web pages properly. The Economic Development Program can face challenges when creating incentive programs that will require additional funds in order to make a significant impact on the economic state of downtown.

City Manager's Office Performance Plan

Program 5 Downtown Events

Program Goal: The goal of the downtown events program is to increase pedestrian/automotive traffic to support downtown businesses.

City Strategic Goal Supported: A Healthy, Livable, and Sustainable Albany

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Downtown event attendance (major sponsored events)	1,500	2,500	3,000	20
Service Quality				
% of downtown retail/restaurant businesses that rate satisfaction with the events as good or excellent	N/A	50%	65%	15
Output				
Number of events downtown	6	18	18	0
Efficiency				
Cost per event attendee		\$100	\$50	-50

Performance Discussion

The Downtown Events Program will require the Downtown Manager's Office to conduct surveys and/or focus groups for businesses to receive feedback on the effect downtown events have on their business. Surveys and/or focus groups will be held for participants that attend the events. At all events, the Downtown Manager's staff along with the Albany-Dougherty Inner City Authority will have an information/survey table so that surveys are completed and returned at the end of all events. The number of events held annually will be determined by the feedback from the data collections. We will partner with other organizations to implement events that would be beneficial to merchants and enjoyable to the citizens. We anticipate a decline in the cost per event as we seek more sponsorship. The challenges for this goal are getting the people to fill out the surveys, participate in focus groups and the cost associated with such data collecting. However, we will utilize our Downtown Merchant Association to gather information on the businesses perception of downtown. The information will be challenging to use as auditable data.

City Manager's Office Performance Plan

Program 6 Marketing/Branding

Program Goal: The goal of the marketing/branding program is to create a positive image of downtown by developing visual enhancements, social media WebPages and districts that will create a sense of community for all ages.

City Strategic Goal Supported: A Healthy, Livable, and Sustainable Albany

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of businesses whose perception of downtown is positive	N/A	65%	70%	5
% of residents whose perception of downtown is positive	N/A	25%	40%	15
% of prospects shown properties who lease/purchase within 12 months	N/A	20%	27%	7
Service Quality				
% increase of people who join the social media web pages	164%	50%	100%	50
Output				
Number of downtown marketing information packets given to interested parties	N/A	15	25	67
Number of business prospects shown properties	N/A	50	55	10
Number of units shown to prospects	N/A	25	30	20
Number of banners replaced	50	130	0	-100
Efficiency				
Number of units shown per lease or sale	N/A	3	5	67

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Install new downtown banners	February 2011	A Healthy, Livable and Sustainable Albany

Performance Discussion

The Marketing/Branding program is this department's initiative to create a new and positive image for downtown. We will launch a marketing/branding campaign that reveals a new logo for downtown, new banners, new informational packets and web presence through social Medias. New streetscapes will be implemented over time that will enhance the overall look of downtown. The performance measures will allow this department to collect data on the effect the initiative has on citizens' perception of downtown. The challenges will be getting citizens negative perceptions to change and collecting accurate data through surveys.

EQUAL EMPLOYMENT OPPORTUNITY DIVISION

DESCRIPTION

The mission of the Equal Employment Opportunity Division (EEO) is to support the City of Albany's overall approach to maintaining a positive, productive and cohesive environment within the organization's structure and culture by identifying needs, recognizing issues, and formulating solutions regarding challenges resulting from the behavior of staff and citizens, and the effects of the organization's rules and culture, structures, and external influences and pressures.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	125,811	127,422
OPERATING EXPENSE	0	25,085	52,910
CAPITAL OUTLAY	0	0	0
TOTAL	0	150,896	180,332
FULL TIME POSITIONS	0	3	2

Class Title

HR, OED Manager	0	1	1
EEO/ Training Specialist	0	1	1
HR, OED Administrator	0	1	0
TOTAL	0	3	2

City Manager's Office Performance Plan

Program 7 Equal Employment Opportunity

Program Goal: The goal of the EEO program is to address issues of workplace discrimination on the basis of age, disability, genetics, national origin, race/ color, religion, and sex for all City of Albany employees in order to comply with laws enforced by the Equal Employment Opportunity Commission.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of employees who rate the availability of EEO training as good or better	N/A	60%	90%	30
% of departments without substantiated complaints	100%	100%	100%	0
Service Quality				
% of EEOC filings accepted without requirement for additional investigation	N/A	90%	90%	0
% of EEO complaints responded to within the EEOC deadline	N/A	90%	90%	0
% of grievances initially investigated within 30 days	N/A	90%	90%	0
% of employees rating EEO training as good or better	N/A	90%	90%	0
Output				
# of Employees trained on EEO matters	N/A	200	1000	400
# of EEO related training sessions conducted		10	40	300
Efficiency				
Cost per employee trained	N/A	\$15	\$15	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Produce an Affirmative Action Plan (AAP) — Work with a consultant to develop a plan that identifies the equal opportunity risks. Receive, review and present the plan to the City Manager and Commission.	11/30/2011	Accountable, Efficient and Responsive Government
Publish an EEO Training Curriculum – Develop a list of classes, descriptions and schedules. Acquire the training materials and schedule classes.	10/31/2011	Accountable, Efficient and Responsive Government

Performance Discussion

Produce an Affirmative Action Plan (AAP) - An Affirmative Action Plan (AAP) is a statistical analysis of an organization's workforce in comparison to employment data in its service population by job category and race, sex, and national origin. An AAP examines whether an organization's workforce resembles the people with the same job qualifications in the community it serves. They also identify areas of underutilization within an organization and devise action plans to address any underutilization issues. The department requires an outside vendor to calculate underutilization for the organization.

City Manager's Office Performance Plan

Publish an EEO Training Curriculum- This project involves outlining courses offered and course objectives, producing and purchasing training materials, and publishing the list of course offering to all employees. The project's overall objective is to work to further establish an affirmative defense for the organization in the event a claim of workplace discrimination is filed with the EEOC. If the organization is better trained to address workplace discrimination issues, then the City of Albany should experience a decrease in EEO complaints.

Data Collection Challenges- Some data collection challenges do exist for this program. Database documenting internal EEO complaints had not been maintained prior to FY 2011. The data is currently being collected and will be available for future periods.

Program 8 Grievances & Appeals

Program Goal: The goal of the Grievances/ Appeals program is to provide guidance concerning the City of Albany's grievance and appeal processes for all City of Albany employees in order to ensure accurate adherence to organizational policies concerning dispute resolution.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Grievances filed per 1000 employees	N/A	.025	.025	0
Service Quality				
% of grievances resolved within 60 days	N/A	90%	97%	7
Output				
# of grievances processed	N/A	25	30	20
Efficiency				
Cost per grievance processed	N/A	\$1,050	\$1,050	0

Performance Discussion

Data Collection Challenges- Some data collection challenges do exist for this program. Database documenting grievances and appeals had not been maintained prior to FY 2011. The data is currently being collected and will be available for future periods. Costs for the grievance program had not been tracked prior to FY 2011. This data is now being tracked as well.

City Manager's Office Performance Plan

Program 9 Title VI

Program Goal: The goal of the Title VI program is to address complaints of discrimination on the basis of race, color, or national origin for all City of Albany affiliated programs that have received Federal assistance in order to comply with Title VI of the Civil Rights Act of 1964.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of departments without substantiated complaints	N/A	100%	100%	0
Service Quality				
% of claims resolved within 60 days	N/A	N/A	90%	90
Output				
# of Title VI claims handled	N/A	N/A	5	N/A
# of Title VI outreach events conducted	N/A	N/A	4	N/A
Efficiency				
Cost per Title VI claim	N/A	N/A	N/A	N/A

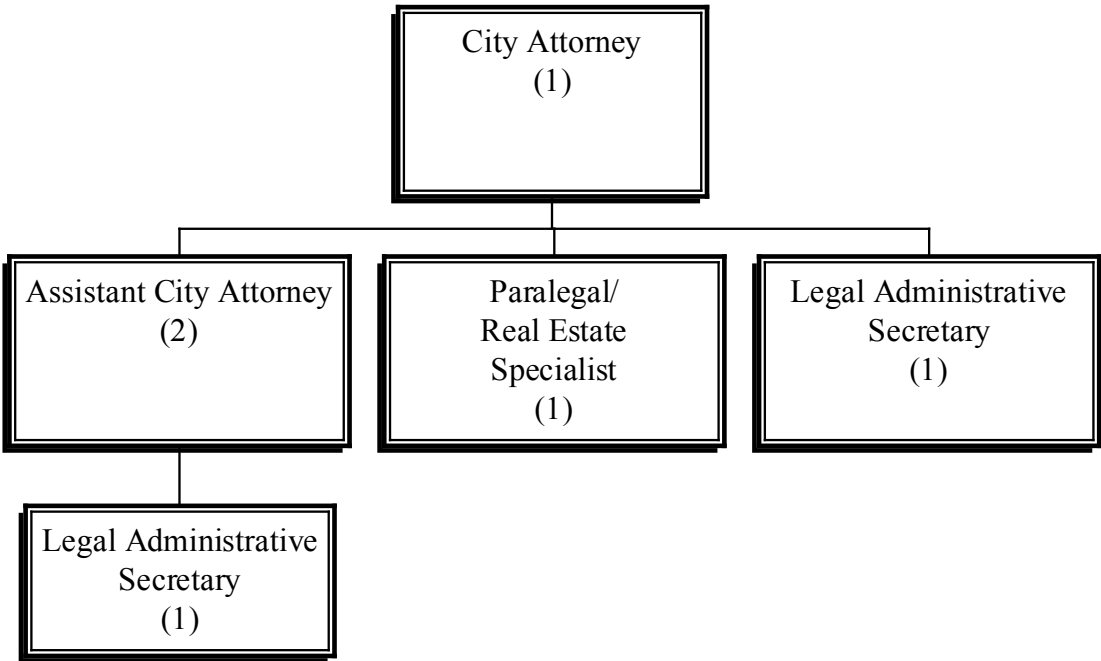
Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Develop Title VI Community Outreach Program Plan – Will outline program scope, audience, resources needed, and venues to reach target audiences.	06/30/2011	Accountable, Efficient and Responsive Government

Performance Discussion

This is a new program for the department; therefore, no data was collected in FY 2010. The department will need to develop program policies and procedures, conduct internal and external Title VI training, and collect and monitor data. The 'Community Outreach Program Plan' will be the program's first major object.

City Attorney
Dept 3



CITY ATTORNEY

DESCRIPTION

To promote and protect the interests of the City of Albany by providing quality legal services to the Mayor and Board of Commissioners as well as to the City Manager and Department Heads. The City Attorney is available to review and/or draft contracts, leases, ordinances, resolutions, to conduct real estate closings, and to handle condemnations and annexations. In May 2005, Ordinance 06-103 began to apply a new State Law on nuisance abateements. Those matters are now part of the City Attorney's Office.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	410,456	454,315	483,010
OPERATING EXPENSE	66,908	103,618	110,146
CAPITAL OUTLAY	0	0	0
TOTAL	477,364	557,933	593,156
FULL TIME POSITIONS	6	6	6

Class Title

City Attorney	1	1	1
Assistant City Attorney	2	2	2
Paralegal/Real Estate Specialist	1	1	1
Legal Administrative Secretary	2	2	2
TOTAL	6	6	6

City Attorney's Office Performance Plan

Department Mission

The Mission of the City Attorney's Office is to function as a full-service legal office for the City and its departments by providing legal counsel and representing the City in litigation, limiting the City's legal liability, and reducing cost pertaining to litigation.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
Nuisance Abatement (Dilapidated Structures)		A Healthy, Livable, And Sustainable Albany

Performance Highlight Discussion

The office of the City Attorney acts as legal advisor, attorney and counsel to the municipality and all its officers in matters relating to their official duties. Additionally, the office is responsible in the administration of all civil, legal, and quasi-legal matters, investigations, administrative hearings, review of legal documents, review and staffing of directives, legal opinions, legal aspects of labor relations, EEO hearings, and the drafting of any ordinance or resolution for introduction. Further, the office of the City Attorney acts as legal representative of the City in all cases of litigation brought by or against the City.

Program 1 Liability Reduction Training

Program Goal: The goal of the Liability Reduction Program is to inform and assist city departments in limiting their exposure to liability and litigation within their department.

City Strategic Goal Supported: Accountable, Efficient, And Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Decrease the % of lawsuits filed against a particular department and decrease the percentage of meritorious lawsuits against the City as a whole				
Reduce the amount of money paid via settlements				
Service Quality				
% of students scoring class at satisfactory or better				
Outputs				
Number of classes held				
Number of students trained				
Number of new liability claims				
Efficiency				
Average cost per claim				

Plan is not fully implemented. Data will be forthcoming.

City Attorney's Office Performance Plan

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Design schedule and facilitate liability reduction program.		Accountable, Efficient, And Responsive Government

Performance Discussion

Describe whole program here. This narrative section could be used to highlight any major initiatives, performance challenges or data collection efforts. In general departments should project the performance possible with no increase over base budget. If performance any performance target assumes funding changes, this should be explained explicitly.

Program 2 Litigation Management

Program Goal: The goal of the Litigation Management Program is to effectively manage all lawsuits in order to ensure a cost-efficient outcome for the City.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Increase the % of lawsuits resolved via dispositive motions and favorable settlements				
Reduce the cost of defending litigation				
Output				
Number of cases adjudicated				
Number of positive outcomes				
Judgment or settlement amount				
Efficiency				
Average cost per claim				

Performance Discussion

This narrative section could be used to highlight any major initiatives, performance challenges or data collection efforts. In general departments should project the performance possible with no increase over base budget. If performance any performance target assumes funding changes, this should be explained explicitly.

City Attorney's Office Performance Plan

Program 3 Nuisance Abatement (Dilapidated Structures)

Program Goal: The goal of the Nuisance Abatement Program is to efficiently manage the nuisance abatement (dilapidated structures) process and to effectively collaborate with the appropriate city departments to facilitate this process.

City Strategic Goal Supported: A Healthy, Livable, and Sustainable Albany

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Decrease the time per case to process from receipt to submission to court				
Output				
Number of demolition cases				
Efficiency				
Amount of time in City Attorney's office per case				

Performance Discussion

This narrative section could be used to highlight any major initiatives, performance challenges or data collection efforts. In general departments should project the performance possible with no increase over base budget. If performance any performance target assumes funding changes, this should be explained explicitly.

Program 4 Legal Counsel

Program Goal: The goal of the Legal Counsel Program is to effectively provide legal guidance to all City departments and the Mayor and Board of City Commissioners and to manage daily legal activities such as drafting contracts, leases, ordinances, real estate closings, etc.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Output				
Number of commission meetings				
Number of meetings with departments				

Performance Discussion

Plan is not fully implemented. Data will be forthcoming.

City Attorney's Office Performance Plan

This narrative section could be used to highlight any major initiatives, performance challenges or data collection efforts. In general departments should project the performance possible with no increase over base budget. If performance any performance target assumes funding changes, this should be explained explicitly.

Program 5 Open Records Requests

Program Goal: The goal of the Open Records Program is to report and track open records requests from citizens and media in order to maintain compliance with State Open Records Laws.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

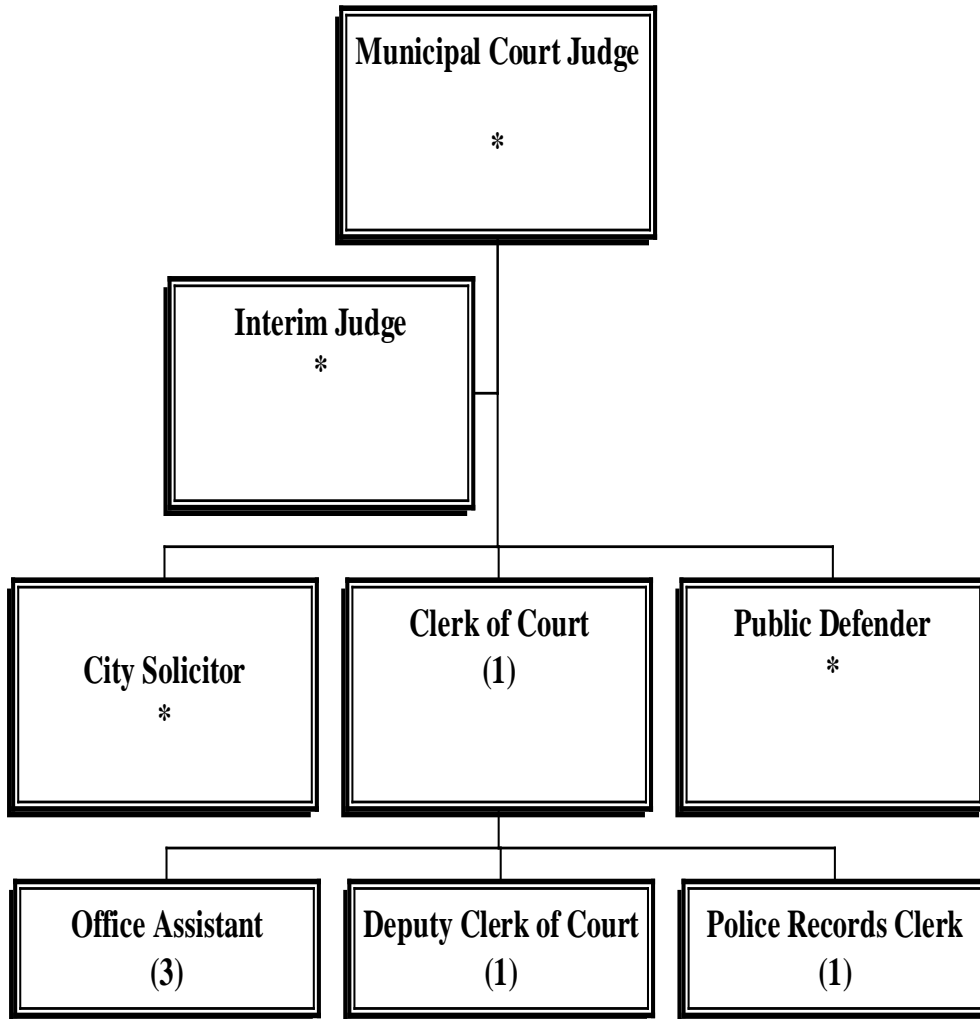
Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Decrease the average amount of time in complying with requests				
Output				
Number of requests received				
Length of time for completion				
Efficiency				
Average amount of time per response				

Performance Discussion

This narrative section could be used to highlight any major initiatives, performance challenges or data collection efforts. In general departments should project the performance possible with no increase over base budget. If performance any performance target assumes funding changes, this should be explained explicitly.

MUNICIPAL COURT OFFICE

DEPT 4



* Appointed

MUNICIPAL COURT

DESCRIPTION

The Municipal Court is a misdemeanor court that has jurisdiction over City Ordinance violations and State and Local traffic offenses. Specific type cases handled by the court include routine traffic offenses, driving under the influence of alcohol, possession and consumption by a minor, truancy and curfew violations, possession of marijuana less than an ounce, firearms violations, nuisance and abatement cases, animal control citations, false alarm, and lot cleaning cases. The court is also responsible for entering citations and case dispositions and forwarding entries to the Department of Public Safety. Court sessions begin at 8:30 a.m. and are held Monday, Wednesday, Thursday, and Friday. Animal Control, Lot Cleaning, and False Alarm Cases are held on the fourth Tuesday of each month. Nuisance and Abatement dockets are heard on the fourth Thursday of each month. Jail arraignments are held on Monday, Wednesday, and Friday at 7:30 a.m. at the Dougherty County Jail. The court contracts with a probation office to supervise programs on probation that require probation revocation hearings, signing of arrest warrants, and probation violation petitions.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	224,327	261,262	279,806
OPERATING EXPENSE	286,455	335,865	331,245
CAPITAL OUTLAY	0	0	0
TOTAL	510,782	597,127	611,051
FULL TIME POSITIONS	6	6	6

<u>Class Title</u>			
Clerk of Court	1	1	1
Deputy Clerk of Court	1	1	1
Police Records Clerk	1	1	1
Office Assistant	3	3	3
TOTAL	6	6	6

Albany Municipal Court Performance Plan

Department Mission

The mission of the Albany Municipal Court is to handle cases in a fair and equitable manner with efficiency in meeting mandates set by the state of Georgia.

Department Level Performance Highlights

Planned Performance	FY 2012 Target or Milestone	City Strategic Goal Area

Program 1: Judicial Services

Program Goal: The goal of Judicial Services is to assure that all City ordinance and state and local traffic cases are timely and fairly adjudicated.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% Percent of dockets closed	71%	82%	93%	11%
Service Quality				
% of bench warrants issued for service within 4 days	%	%	%	%
Output				
# of cases docketed (adjudicated)	14,948	15,247	15,552	2
# of bench warrants issued	#	#	#	#
Efficiency				
Cost per case docketed				

Albany Municipal Court Performance Plan

Program 2 Court Support Services

Program Goal: The goal of Court Support Services is to provide support to the chief judge in the courtroom and provide customer service for the public to promote court efficiency and effectiveness.

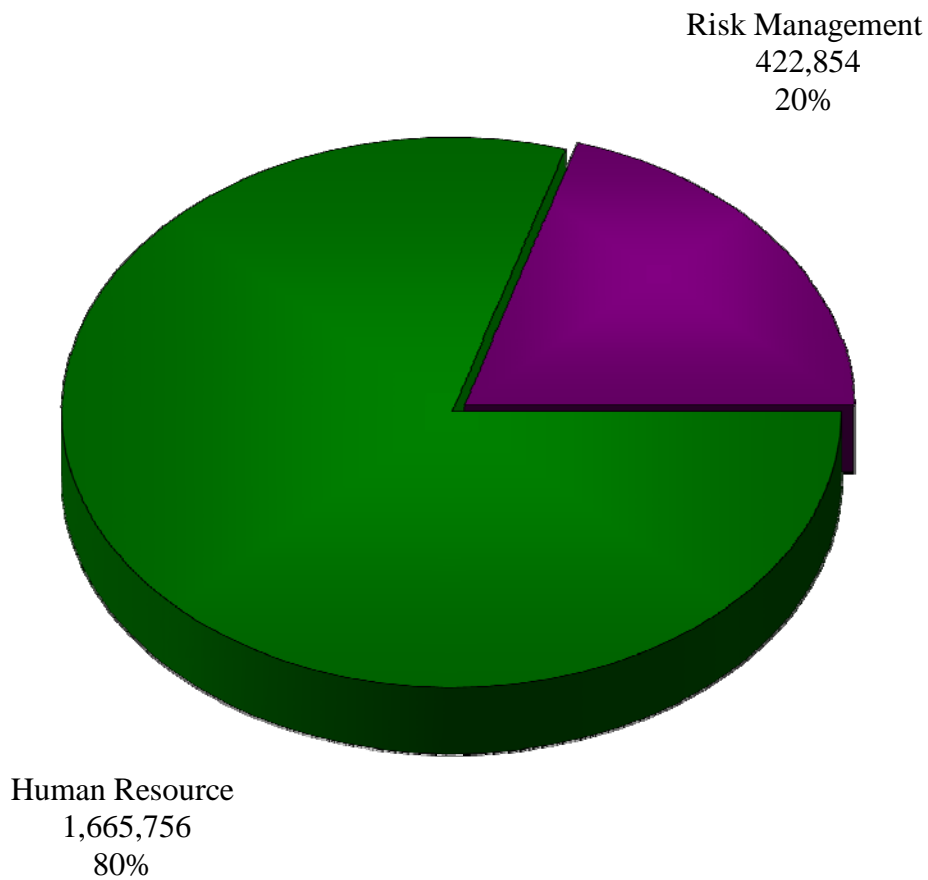
City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of dockets entered without error	%	%	%	%
Service Quality				
% of cases entered into docket system within 3 days	%	100%	100%	0
Output				
# of legal documents processed	15,734	16,049	16,370	2
# of cases entered	14,948	15,247	15,552	2
Efficiency				
Support cost per case (docket)				

City Of Albany
Adopted Budget
FY 2012

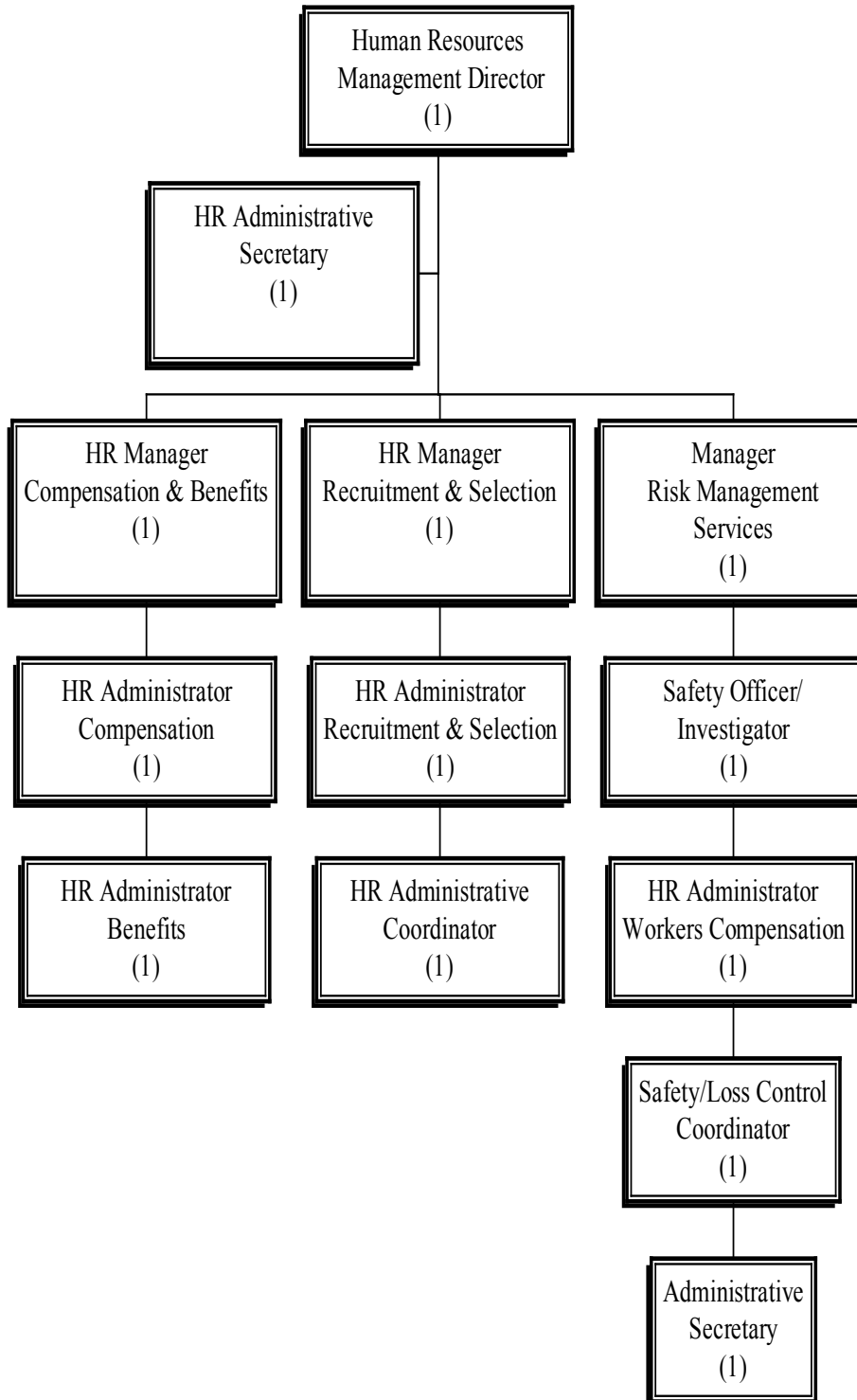
Human Resource Management Department



Total Expenditures
\$2,088,610

Human Resources Management Department

Dept 10



HUMAN RESOURCES DEPARTMENT SUMMARY

DESCRIPTION

The Human Resources Management Department is a centralized unit which formulates, maintains, administers, implements, and monitors the Human Resources Management System (HRMS) which governs the Policies and Procedures affecting all employees and retirees of the City of Albany. This department provides organizational support, training, counseling, advisement, and administrative assistance in the areas of Recruitment & Selection, Compensation and Benefits, and Organization & Employee Development. The specific responsibilities of this department include recruitment, pre-screening and applicant referral, equal employment compliance reviews, salary and wage administration, maintenance and security for all official human resources files and records, health and life insurance, and other benefits for employees and retirees, providing training and career development opportunities, and the administration of the Human Resources Management System.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,669,025	1,659,865	1,670,689
OPERATING EXPENSE	1,392,884	422,829	417,921
CAPITAL OUTLAY	0	0	0
TOTAL	3,061,909	2,082,694	2,088,610
FULL TIME POSITIONS	12	14	14

HUMAN RESOURCES MANAGEMENT*DESCRIPTION*

The Human Resources Management Department is a centralized unit which formulates, maintains, administers, implements, and monitors the Human Resources Management System (HRMS) which governs the Policies and Procedures affecting all employees and retirees of the City of Albany. This department provides organizational support, training, counseling, advisement, and administrative assistance in the areas of Recruitment & Selection, Compensation and Benefits, and Organization & Employee Development. The specific responsibilities of this department include recruitment, pre-screening and applicant referral, equal employment compliance reviews, salary and wage administration, maintenance and security for all official human resources files and records, health and life insurance, and other benefits for employees and retirees, providing training and career development opportunities, and the administration of the Human Resources Management System.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,633,741	1,378,534	1,397,140
OPERATING EXPENSE	942,633	277,025	268,616
CAPITAL OUTLAY	0	0	0
TOTAL	2,576,374	1,655,559	1,665,756
FULL TIME POSITIONS	11	9	9

Class Title

Director, Human Resources Management	1	1	1
EEO/Training Specialist	1	0	0
HR Manager, Compensation & Benefits	1	1	1
HR Manager, Organization & Employee Dev. (OED)	1	0	0
HR Manager, Recruitment & Selection (R&S)	1	1	1
Human Resources Administrative Coordinator	2	1	1
Human Resources Administrator Compensation	1	1	1
Human Resources Administrator Benefits	1	1	1
Human Resources Administrator (OED)	1	1	1
Human Resources Administrator (R&S)	1	1	1
Administrative Secretary	0	1	1
TOTAL	11	9	9

Human Resources Performance Plan

Department Mission

The Human Resources Department is committed to employ, develop and retain a high performance workforce by providing innovative and proactive programs, procedures and opportunities that are dedicated to excellence.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
% of known entries/changes without an error	90%	Accountable , Efficient Responsive Government
% decrease in time of job postings	TBD	Accountable , Efficient Responsive Government
Refining the Risk Management Allocation Program	Prior to Budget	Accountable, Efficient Responsive Government

Performance Highlight Discussion

Although the Human Resources Department is working to decrease the number of errors overall, the Compensation & Benefits program is working hard to input employee information with minimal errors. We believe this will further increase the job satisfaction level for all City of Albany employees if compensation and benefit additions and changes are correct the first time. Posting job vacancies in the Recruitment & Selection program is designed to get job openings on the Internet in a timely manner so that qualified applicants can view and apply for jobs as soon as they are available. Refining the Risk Management Allocation Program allows the City of Albany to see which departments are affected by claims. Knowing this allows us to work on the areas of need and to take preventative measures.

Human Resources Performance Plan

Program 1 Compensation and Benefits

Program Goal: The goal of the Compensation & Benefits Program is to provide services and programs that benefit the well-being of the employee and retiree, to ensure customer receive their entitlements.

City Strategic Goal Supported: Accountable, Responsive, Efficient Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of entitlements verified through reconciliation	N/A	N/A	75%	
Service Quality				
# of pay cycles it take to process employee changes	N/A	TBD	TBD	
% of timely department submitted changes for upcoming payroll	N/A	N/A	70%	
Output				
# of comp and benefit changes processed	N/A	14,485	TBD	
# of new full time employees attending new hire orientation that elect to receive benefits	N/A	85	TBD	
Efficiency				
# of entries and/or changes processed per FTE	N/A		TBD	

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Initialing new service request system to enhance communication between Compensation and Benefits and all City employees	July 31, 2011	Accountable, Efficient and Responsive Government

Human Resources Performance Plan

Program 2 Recruitment and Training

Program Goal: The goal of the Recruitment and Training Program is to administer an open and competitive recruitment program to attract a qualified and diverse workforce and to build a more efficient and motivated team in order to increase productivity and reduce employee turnover while developing a greater sense of value among City of Albany employees.

City Strategic Goal Supported: Accountable, Responsive, Effective Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of employees who rate training as good to excellent	100	100	100	0
Service Quality				
# of applicants referred per job fair	198	250	250	0
% of jobs screened by HR	1%	15%	15%	0
Output				
# of job/career fairs attended	9	12	12	0
# of training sessions conducted	6	10	12	20
# of attendees participating in various training sessions	900	1050	1200	14
# of Request To Advertise (RTA's) processed	259	260	260	0
# of applications processed	9,974	10,500	10,500	0
# of employees processed through New Employee Orientation (NEO)	218	220	220	0
Efficiency				
# of applications processed per FTE				
Cost per employee trained	\$20	\$23	\$16	-30

Performance Discussion

The most significant issues and/or challenges facing the Recruitment & Training Division is insuring that all employment applications are forwarded to hiring managers in a timely manner.

HUMAN RESOURCES- RISK MANAGEMENT*DESCRIPTION*

Plans, organizes, implements, and monitors a comprehensive loss control program for the City. Identifies, analyzes, and evaluates risks and potential losses to the City as they relate to insurance, safety, and claims. Recommends and assists in the negotiation and selection of insurance programs for the City. Negotiates the adjustment of all insured and uninsured losses. Monitors the safety program of the City to ensure its uniform application and shall make recommendations as needed. Participates in the investigation of accidents and injuries and prepares material and evidence for use by the City in hearings, lawsuits, and insurance investigations. Inspects City facilities to assess existing or potential accident and health hazards and recommends corrective or preventive measures as needed.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	35,284	281,331	273,549
OPERATING EXPENSE	450,251	145,804	149,305
CAPITAL OUTLAY	0	0	0
TOTAL	485,535	427,135	422,854
FULL TIME POSITIONS	1	5	5

Class Title

Manager, Risk Management Services	1	1	1
Administrative Secretary	0	1	1
HR Administrator, Workers Comp.	0	1	1
Safety/Loss Control Coordinator	0	1	1
Safety Officer/Investigator	0	1	1
TOTAL	1	5	5

Human Resources Performance Plan

Program 3 Risk Management

Program Goal: The goal of the Risk Management Program is to evaluate the risk and potential losses to the City as they relate to insurance, safety, and claims while reducing costs and providing a safe environment for the City of Albany and its employees.

City Strategic Goal Supported: Accountable, Efficient Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
# of days from occurrence to date reported to Risk Management	N/A	N/A		
# of days from receipt to response Risk Management claims	N/A	N/A	3	
# of employees with multiple Workers Compensation claims	16	6		
# of safety hazards and deficiency reports issued within 10 days of inspection	65%	80%	90%	10
Service Quality				
# of WC claims reported to Risk within 3 days	149	160	160	0
% of Risk Management packets reported within 3 days	80%	85%	85%	0
% of employees completing Defensive Driving program	46%	33.3%	33.3%	0
% of hazards and deficiency reports issued within 10 days of inspection	65%	80%	90%	10
Output				
# of Risk Claims processed	187	180	175	-3
# of Workers' Comp. claims processed	161	155	150	-3
# of participants in defensive driving	299	300	300	0
# of safety inspections completed	23	38	38	0
Efficiency				
Cost per Risk Claim closed	\$3119	N/A	TBD	
# of Workers' Comp. claims per 100 FTE's	153	67	10	-85
Cost per Workers' Compensation claim closed	\$278	N/A	TBD	

Human Resources Performance Plan

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Risk Management Information Systems Software Implementation	December 31, 2011	Accountable, Efficient Responsive Government
Refining the Risk Management Allocation Program	January 31, 2012	Accountable, Efficient Responsive Government
Risk Management Broker Insurance	December 31, 2011	Accountable, Efficient Responsive Government

Performance Discussion

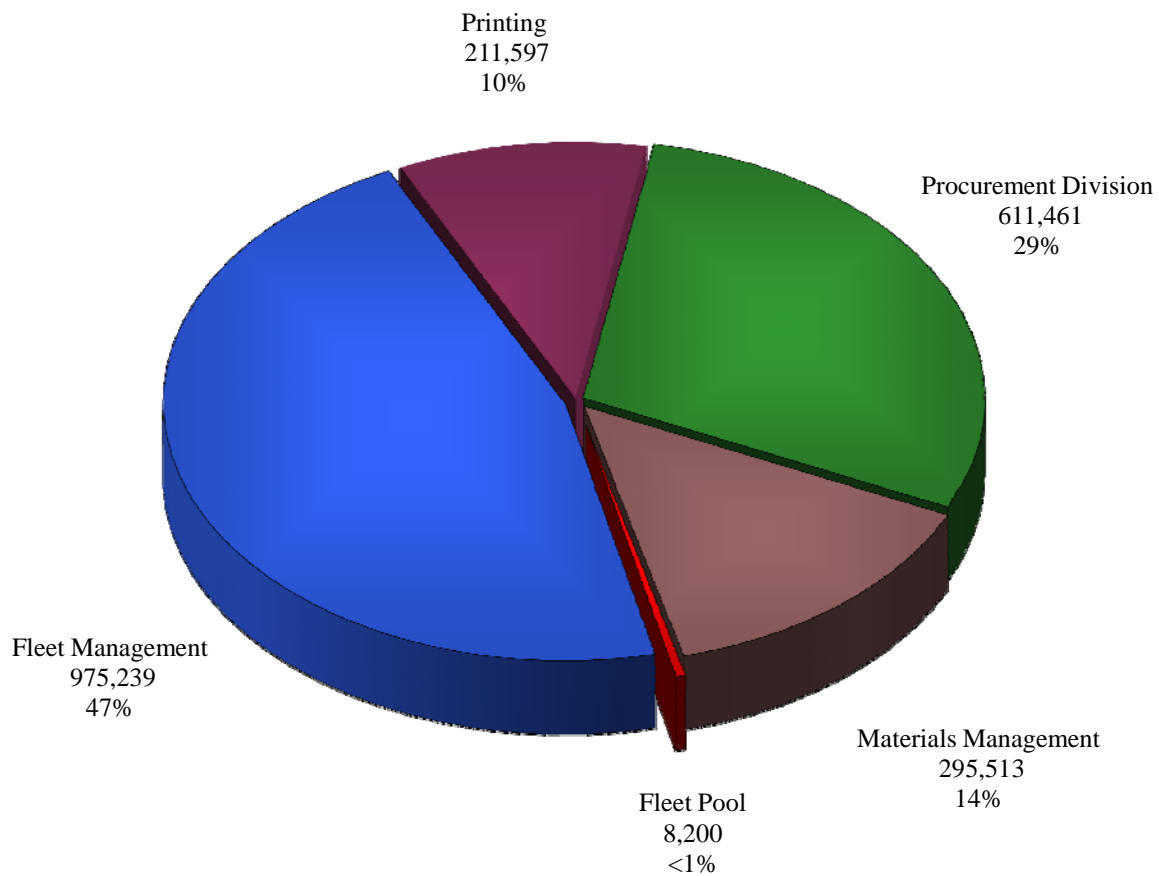
The Risk Management Division is to evaluate the risk and potential losses to the City as they relate to insurance, safety, and claims while reducing costs and providing a safe environment for the City of Albany and its employees. Risk Management in local government focuses on minimizing the threat of accidents and other forms of risk and secondly, minimizes the impact on the local government when losses do occur. Efforts to minimize the likelihood of losses including safety, inspections and other loss prevention programs and securing appropriate insurance protection.

The current Risk Management Information System (Risk Pro) was purchased in 2006, since this time the company has gone out of business providing very limited technical support and help. During the FY 2011 budget review it was approved for the purchase of a new software system.

The RMSF Allocation Program went into effect FY2010; this initiative will enhance the accuracy of funds transferred to support our self-funded objective. In May 2005, the City of Albany became Self-Insured. During that time, the general process for funding was to deposit a set amount based on the previous Insurance premium amount. This method was not based on any of the actual claim cost or experience. In the process of refining this program more accurate data was collected for FY2012 and used to calculate the prior year claims experience.

The Insurance Brokers Service, currently under a multi-year contract with Resurgens Risk Management, Inc. will expire 6/2011. This entire renewal process takes several months before a top broker is selected and presented to the Board of Commissioners. Once the contract is approved, this company will provide insurance coverage for Property, Boiler and Machinery, and Flood.

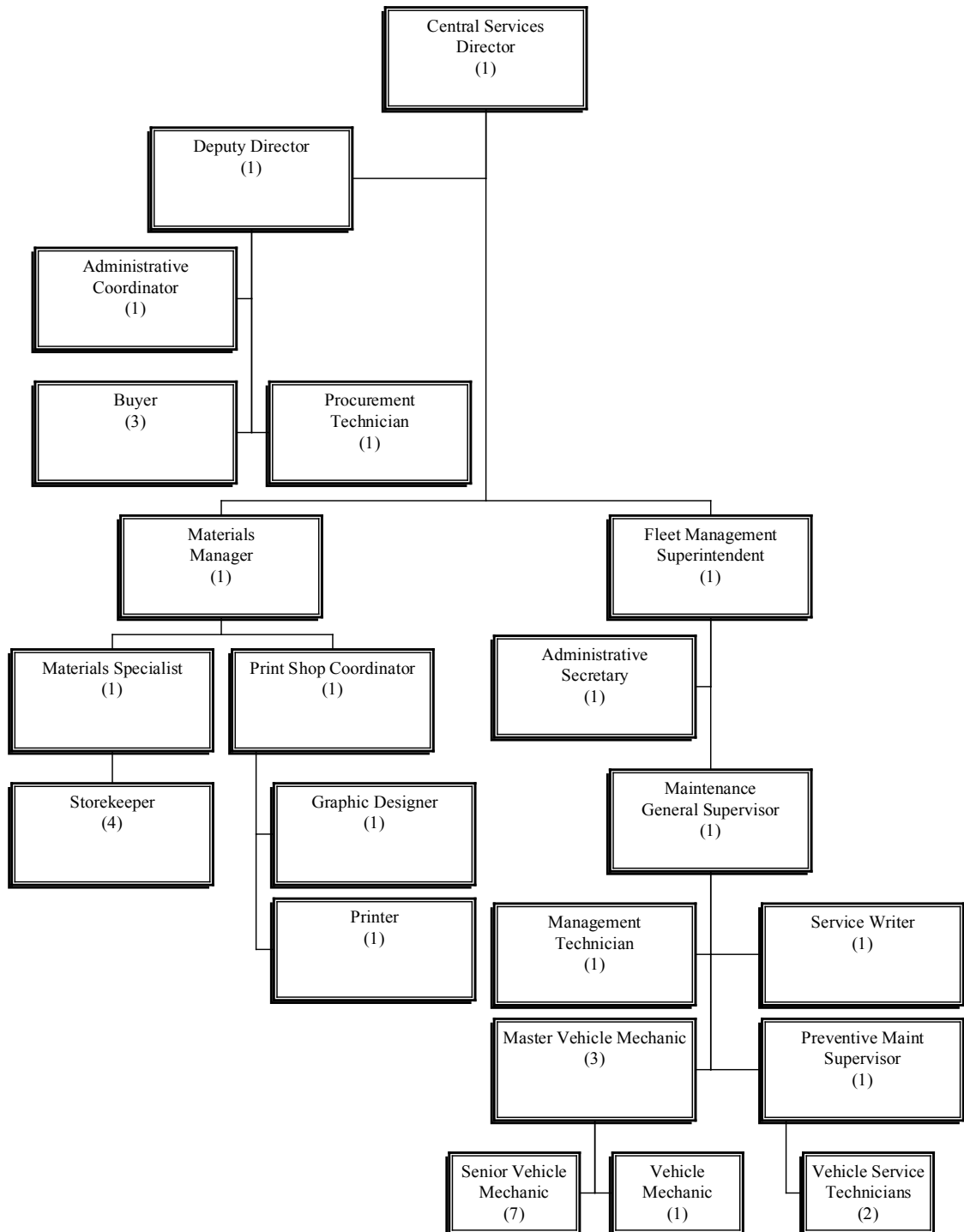
City of Albany
Adopted Budget
FY 2012
Central Services Department



Total Expenditures
\$2,102,011

Central Services Department

Dept 11



CENTRAL SERVICES DEPARTMENTAL SUMMARY

DESCRIPTION

The Central Services Department provides support services to all City departments, and to Dougherty County departments as requested. The Department is responsible for the acquisition, storekeeping and disposal of supplies and equipment; printing operations; fleet management and maintenance. Central Services is comprised of three divisions: **Procurement**, which houses Administrative employees; **Materials Management**, which includes the General Storeroom, Auto Parts Storeroom, Surplus, and Printing; and **Fleet Management**, which includes Pool Vehicles.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,598,501	1,631,725	1,704,693
OPERATING EXPENSE	326,940	355,858	397,318
CAPITAL OUTLAY	0	0	0
TOTAL	1,925,441	1,987,583	2,102,011
FULL TIME POSITIONS	35	35	35

CENTRAL SERVICES - ADMINISTRATION / PROCUREMENT DIVISION

DESCRIPTION

Administration directs and furnishes support for the three service divisions by planning, implementing policies and procedures, budgeting and staff assistance. The function of the Procurement Division is to provide centralized purchasing of all equipment supplies and services necessary to operate the City; initiate and administer all contracts; support all departments with product/service information, specifications, standards, and advise on procedures, policy and law; advise management on trends, developments and problems related to goods and services that may affect the various departments of the City.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONNEL SERVICES	423,577	408,404	426,813
OPERATING EXPENSE	83,772	130,540	184,648
CAPITAL OUTLAY	0	0	0
TOTAL	507,349	538,944	611,461
FULL TIME POSITIONS	7	7	7

Class Title

Director, Central Services	1	1	1
Deputy Director, Central Services	1	1	1
Administrative Coordinator	1	1	1
Buyer	0	0	3
Senior Buyer	3	3	0
Procurement Technician	1	1	1
TOTAL	7	7	7

Central Services Department Performance Plan

Department Mission

The mission of Central Services is to provide comprehensive procurement, printing, materials and fleet management services to support the efficient and effective operations of the City.

Department Level Performance Highlights

Planned Performance	FY 2012 Target or Milestone	City Strategic Goal Area
Leased vehicles & equipment project - Purchase fleet software - 11/1/2011 - Installation of fleet software - 7/1/2012 - Loading of fleet data into new software - 11/1/2012 - Testing of software, data verification - 6/30/2013 - Go live - 7/1/2013	7/1/2012	Accountable, Efficient & Responsive Government

Performance Highlight Discussion

A major initiative currently being discussed is the transfer of ownership for all vehicles and equipment to the Fleet Management division. This transfer will include the maintenance budgets which are currently distributed throughout the City. The whole idea is to have Fleet Management function in much the same manner as a government motor pool in that Fleet will be responsible for making sure all departments needing rolling stock, have what they need regardless of their current budget. All vehicles and equipment purchased by the City will be owned by Fleet Management and each department will make a lease payment for the use of the vehicles. The level of detail needed to track and efficiently operate in this manner will come from a computer software system specifically geared toward fleet management. Listed above are the steps that Fleet Management will take and their respective milestone dates for completion. There is a component of this project that requires input from the Finance Department regarding the amount each department will be charged to lease this equipment. We anticipate the lease payment information will be ready for input during the four month period allotted for loading of fleet data. Current projection is for the software system to be purchased and ready for implementation of this project by the end of FY2012 for this change over to occur at the beginning of FY2013.

Program 1 Procurement

Program Goal: The goal of the Procurement Division is to provide centralized purchasing of all equipment, supplies and services for City departments in order to maximize savings, efficiency and productivity.

City Strategic Goal Supported: Accountable, Efficient and Responsible Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of savings realized through competitive bidding	17.7	17.6	24	6.4
% of spend deferred to p-card from normal process	n/a	1.6	3.4	1.8
Dollar value of rebate from p-card transactions	835.37	1,721	3,400	97.5

Central Services Department Performance Plan

Service Quality				
% of p-card transactions versus purchase orders	n/a	17	44	27
% of requisitions processed within 3 days or less	78	89	90	1
Output				
# of p-card transactions processed	n/a	1,892	3,700	95.5
# of field purchase orders issued	10,027	11,412	8,500	-25.5
# of purchase orders issued by Procurement	1,433	1,910	1,600	-16.2
# of purchase requisitions processed	1,232	850	800	-5.8
Dollar value of purchase orders processed (millions)	23.5	22.0	20.0	9
Dollar value of p-card transactions	n/a	344,142	680,000	97.6
Dollar value of formal bids awarded (millions)	14.1	6.2	7.5	21
Efficiency				
# of purchase orders issued per FTE	205	273	229	-16

Performance Discussion

The Procurement Division consists of seven members who firmly believe in working smarter, not harder. To that end, FY2010 began a major push toward utilization of the purchasing card for the more routine or smaller purchases, and getting away from issuing purchase orders. By doing this, the Procurement Division can spend more time on more complicated, high dollar purchases to stimulate an increase in the savings realized from bidding and make better use of the taxpayer's funds. In addition, administration of the p-card program involves fewer man-hours than administration of the purchase order system, which also frees up valuable time both in the using departments and in the Procurement Division. The fact that vendors accepting the card are paid within 3 days versus 30 days greatly enhances the Procurement Division's ability to push for discounts, translating into more savings for the City. Utilization of the p-Card is beneficial to the organization because use of it enables the organization to reduce the cost of making necessary purchases while eliminating the compliance requirements mandated by the IRS. It also makes better use of human resources while expediting delivery of goods and services. An added bonus is the rebate realized from the issuing bank, which has a direct correlation to the amount of dollars spent using the card. One limitation is the spend threshold placed on individual cardholders; the low amount ensures limited use of the card which translates into a lower rebate. The next challenge is to move higher dollar expenditures toward payment through e-procurement methods which will further enhance the City's ability to obtain deep discounts while keeping the vendors and taxpayers satisfied with service delivery.

In 2009 the City of Albany moved from a green-screen version of JDEdwards, to a newer version called Enterprise One which meant that the in-house developed procurement system we were using, was supplanted by an off the shelf procurement system. Data gathering in the new system has proven to be challenging but we are working through the challenges. Of particular note is the fact that some of the data supplied from the new system is basically a snapshot of the available information at the time. This means that a report run today with certain parameters may not result in the same figures if the same report using the same parameters was run a week later. For this reason, some of the data status grades provided above are B's instead of A's.

CENTRAL SERVICES - PRINTING DIVISION*DESCRIPTION*

The primary function of the Printing Division is to do quality printing for all City and County Departments and a few independent agencies at an economical price and in a timely manner. This includes layout and design of brochures, forms, letterheads, and registered color work. Time and materials are charged out for each job thereby generating revenue to offset these expenditures.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	163,000	146,190	150,032
OPERATING EXPENSE	113,176	61,108	61,565
CAPITAL OUTLAY	0	0	0
TOTAL	276,176	207,298	211,597
FULL TIME POSITIONS	3	3	3

Class Title

Print Shop Coordinator	1	1	1
Graphic Designer	1	1	1
Printer	1	1	1
TOTAL	3	3	3

Central Services Department Performance Plan

Program 2 Printing

Program Goal: The goal of the Printing Division is to perform quality printing for all City and County Departments and a few independent agencies at an economical price and in a timely manner to fulfill printing needs responsively.

City Strategic Goal Supported: **Accountable, Efficient and Responsible Government**

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of costs recovered	66	57	60	5.3
% of printing jobs completed w/o return or rework (customer errors)	n/a	90.5	95.5	5
% of printing jobs completed w/o return or rework (staff errors)	n/a	95.5	98.9	3.4
Service Quality				
% of savings realized from proofreading	n/a	8.5	10.5	2
Output				
# of print work orders completed	964	880	800	-9
Dollar value of print work orders completed	179,386	153,000	155,000	1.3
# of jobs with errors caught by proofreading	n/a	65	75	15.4
Dollar value of savings from proofreading	n/a	13,039	13,210	1.3
Efficiency				
Average billed per job	186.08	173.86	176.14	1.3

Performance Discussion

The greatest challenge facing the Print Shop is to find additional revenue sources to offset decreased printing volumes that have been lost to forms being put online or from user departments printing forms on their own copiers. Suggest teaming with the IT Department to determine the best way to centralize printing jobs to provide the most economical and efficient means of production. We must challenge our user departments to utilize our services and equipment versus their own higher cost, lower capability machines. This will save undue hardship and strain on smaller copiers and desktop printers and reduce overall costs to the city. We will also replace our high speed B&W copier with a more efficient and cost effective machine when the lease expires in September.

One extremely valuable but previously undocumented activity performed by the Print Shop is proof reading. The savings from proof reading consists of the cost avoidance associated with not having to reprint documents containing errors that outside vendors wouldn't necessarily catch as they typically print what is provided to them without responsibility for the content. This is more than just checking for typing or grammatical errors, it also includes reminding departments that they may want to wait to re-stock their letterhead because the coming election could cause a significant change in the names on the letterhead.

We are researching the possibility of offering envelope stuffing services to departments and revisiting the idea of producing vehicle decals for the city/county fleets. This would also give us the capability of producing banners and large format posters.

CENTRAL SERVICES - MATERIALS MANAGEMENT DIVISION*DESCRIPTION*

The Materials Management Division maintains supplies and tools for all Departments of the City, as well as Dougherty County and Water, Gas and Light, when requested. Maintains fuel dispensing system records for all city vehicles, ice machines, and fork lifts. Receives, stores and disposes of surplus materials and equipment. Monitors expendable inventory throughout the City.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	235,982	255,695	264,808
OPERATING EXPENSE	17,818	37,805	30,705
CAPITAL OUTLAY	0	0	0
TOTAL	253,800	293,500	295,513
FULL TIME POSITIONS	6	6	6

Class Title

Materials Manager	1	1	1
Storekeeper	4	4	4
Materials Specialist	1	1	1
TOTAL	6	6	6

Central Services Department Performance Plan

Program 3 Materials Management

Program Goal: The goal of the Materials Management Division is to stock supplies, tools, and provide logistical services while maintaining a minimal quality standard for the City/County departments and Water Gas & Light in order to maximize their efficiency and productivity.

City Strategic Goal Supported: **Accountable, Efficient and Responsible Government**

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of man-hours spent on special requests	n/a	39	30	-9
% of work orders completed w/o special order	67	70	75	5
Service Quality				
% of inventory turned over	98	98	98	-0-
Output				
# of regular work orders completed	720	756	793	4.9
# of special request work orders completed	N/A	N/A	TBD	TBD
# of items stocked in inventory	1,317	1,382	1,397	1.1
Efficiency				
Total work orders per assigned FTE	N/A	N/A	TBD	TBD

Performance Discussion

The Materials Management Division faces a number of facility issues that impact its operations. The facilities are antiquated and condemned in some areas where city property is stored, i.e. surplus room. Our warehouse area for storing city inventory and stock items is too small for what is requested for us to do. The lighting in the auto parts warehouse is inadequate. The grounds where the storeroom and auto parts room are located need to be paved for the loading and unloading of city goods and supplies. Both facilities are in need of interior renovations. This division is often asked to fulfill special requests ranging from moving a city office from one side of the city to another, picking up merchandise or appliances from stores and delivering them to various city departments that request them, and providing forklift support to load or unload commercial vehicles, and rearranging furniture within city offices. The Storeroom has a total of three employees, a Manager and two storekeepers. Once assigned these special requests, it usually takes the entire staff and all the equipment to complete the request. In order to mitigate this condition, the City should look into having a Facility Maintenance Department to handle these special requests. Institution of this new department would free up the Materials Management Division to complete its' stated mission of ordering goods and supplies, issuing and receiving stock for inventory, conducting surplus auction sales, receiving surplus materials from various departments, and conducting annual inventories of the Storeroom and Auto Parts room.

CENTRAL SERVICES - FLEET MANAGEMENT DIVISION - MAINTENANCE*DESCRIPTION*

The primary function of the Fleet Management Division is to provide high quality specifications for all vehicle and equipment purchases and assure the safety and serviceability of over 1,000 vehicles and equipment to support City operational efforts in a cost-effective manner. Responsibilities include preparing a variety of reports, processing invoices, monitoring compliance with vendor contracts associated with fleet maintenance, inspecting and generating specifications for new vehicles, evaluating vehicle usage, scheduling and performing preventive maintenance and repairs to all city vehicles. Duties also include stocking and maintaining the fuel management system which consists of two sites that deliver several thousands of gallons of fuel monthly and tracks our preventive maintenance; maintaining a motor pool of vehicles for use by other departments or divisions; and responding to emergency situations twenty-four hours a day.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	775,942	821,435	863,039
OPERATING EXPENSE	108,301	118,205	112,200
CAPITAL OUTLAY	0	0	0
TOTAL	884,243	939,640	975,239
FULL TIME POSITIONS	19	19	19

Class Title

Vehicle Service Technician	2	2	2
Vehicle Mechanic	4	4	1
Vehicle Mechanic, Sr.	5	5	7
Master Vehicle Mechanic	2	2	3
Preventive Maintenance Supervisor	1	1	1
Administrative Secretary	1	1	1
Fleet Maintenance Supervisor	1	1	1
Fleet Management Superintendent	1	1	1
Fleet Service Writer	1	1	1
Fleet Management Technician	1	1	1
TOTAL	19	19	19

Central Services Department Performance Plan

Program 4 Fleet Management

Program Goal: The goal of the Fleet Management Division is to provide quality specifications to maintain standardization for all vehicle and equipment purchases and provide responsive maintenance service to ensure the safety, serviceability and cost-effectiveness of the City's fleet

City Strategic Goal Supported: Accountable, Efficient and Responsible Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of unscheduled repairs	n/a	50	10	-40
% of vehicle availability (up-time) for Public Safety vehicles	n/a	90	95	5
% of vehicle availability (up-time) for non Public Safety vehicles	n/a	80	95	15
% of costs recovered	91	92	95	3
Service Quality				
% of repairs performed without return or rework	n/a	99	99	0
% of preventative maintenance services completed on schedule	80	85	95	10
Output				
# of work orders processed	n/a	4500	5000	11
Dollar value of work orders completed	790,757	850,000	900,000	5.8
# of new vehicles purchased	119	50	50	0
Efficiency				
Cost per hour of vehicle labor	70	70	73	4.3
Cost per hour of vehicle labor – preventative maint.	48	48	50	4.2

Major Projects

Planned Project Milestone	FY 2012 Target or Milestone	City Strategic Goal Area
Purchase of Fleet Management Software	11/1/2011	Accountable, Efficient & Responsive Government

Performance Discussion

The Fleet Management Division is hindered in its' quest to recover all costs of doing business due to administrative staff's inability to recover costs for services they render. These services include specification writing, administrative oversight, and fuel island management. Tracking of these costs will improve with the implementation of the new fleet program later this year. Additionally, Fleets' challenged by the antiquated facilities they are housed in while servicing over 900 units. Many of these units must be repaired outside due to space. We will be generating more revenue in the coming months with the new responsibility of maintaining the airport equipment. The number of unscheduled repairs and availability is high due to old equipment. These numbers should improve with the purchase of new vehicles in this fiscal year.

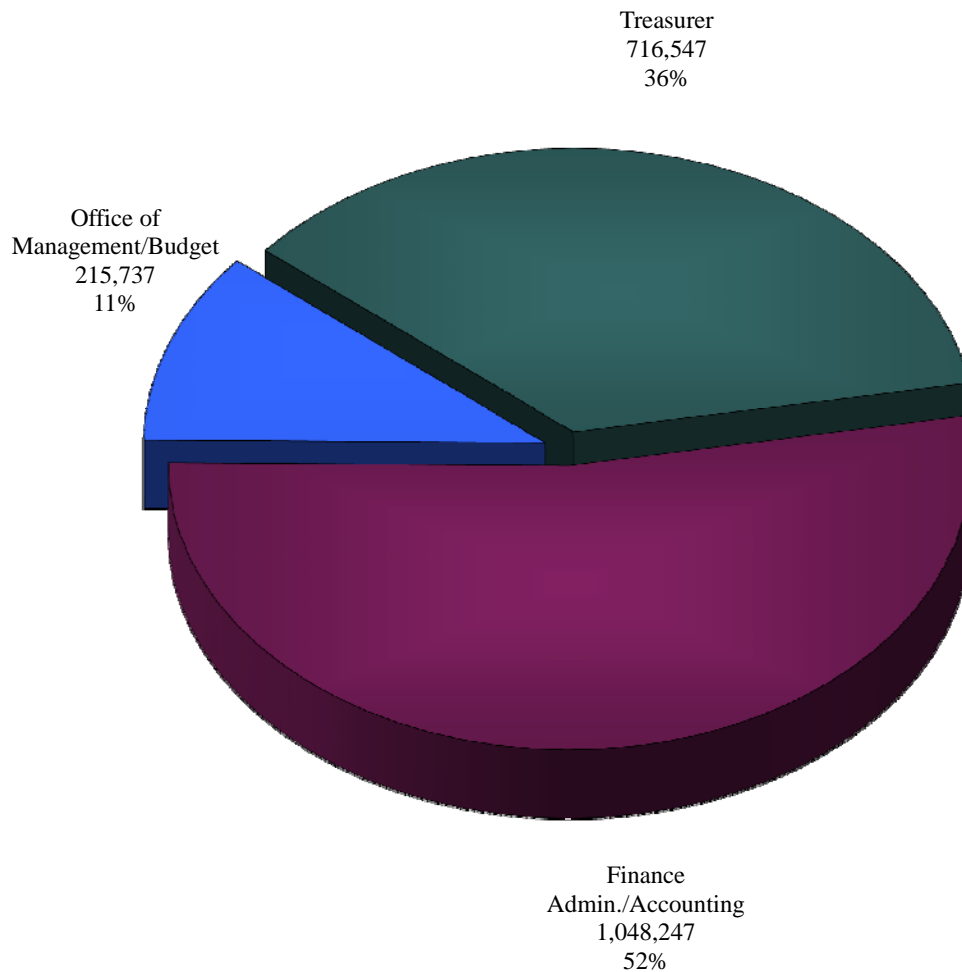
The preventative maintenance completions will improve with the implementation of a new fleet program that also ties in with our fueling system. This system will allow better tracking of mileage and time, helping us to pinpoint vehicles that are due for inspections in a timelier manner. Public safety up time is low due to the fact more officers are being hired, but vehicle availability is low, causing some vehicles to be operated on a 24 hour basis. We will be buying 23 more vehicles and refurbishing 15 in the hopes of implementing a take home program that will allow each officer to have their own vehicle. This lowers mileage and wear and tear along with adding accountability.

CENTRAL SERVICES - FLEET MANAGEMENT DIVISION - POOL CARS*DESCRIPTION*

The Motor Vehicle Pool's function is to provide the City with a centrally located pool of vehicles and equipment for special or occasional use including out-of-town travel, special projects, and programs.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	3,873	8,200	8,200
CAPITAL OUTLAY	0	0	0
TOTAL	3,873	8,200	8,200
FULL TIME POSITIONS	0	0	0

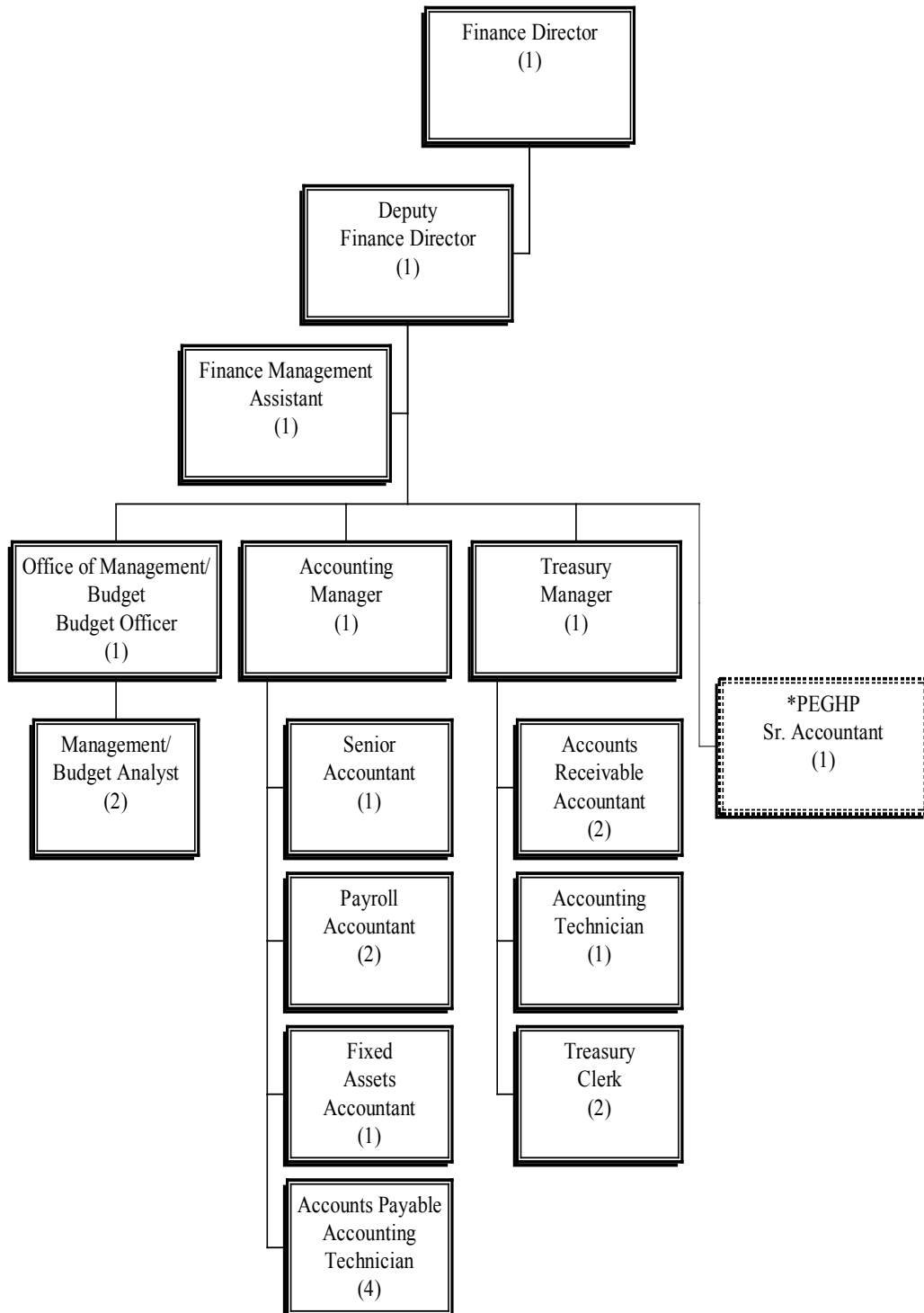
City of Albany
Adopted Budget
FY 2012
Finance Department



Total Expenditures
\$1,980,531

Finance Department

Dept 15



*PEGHP Accountant is housed in the PEGHP fund

FINANCE DEPARTMENTAL SUMMARY

DESCRIPTION

The Finance Department is responsible for safeguarding the fiscal integrity of the City of Albany through the development and implementation of sound financial policies and practices. The Finance Department is responsible for three divisions - the Administration and Accounting Division, the Office of Management and Budget (OMB), and the Treasurer Division.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,068,765	1,174,039	1,196,239
OPERATING EXPENSE	723,742	1,203,732	784,291
CAPITAL OUTLAY	0	0	0
TOTAL	1,792,507	2,377,771	1,980,531
FULL TIME POSITIONS	21	22	22

FINANCE/ ADMINISTRATION-ACCOUNTING DIVISION*DESCRIPTION*

This division supervises, coordinates, and directs all the financial operations of the City Government. These operations include: the accounting for all disbursements coordinated with the City Manager, the preparation and administration of the annual budget, administering the retirement system and the Public Employees Group Health Plan. This department also serves as advisor to the City Manager and City Commission on matters related to finance. This office coordinates audits performed by Independent Certified Public Accountants, and Federal and State Auditors.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	624,613	666,106	710,852
OPERATING EXPENSE	292,812	756,335	337,394
CAPITAL OUTLAY	0	0	0
TOTAL	917,425	1,422,441	1,048,247
FULL TIME POSITIONS	13	13	13

Class Title

Finance Director	1	1	1
Deputy Finance Director	1	1	1
Administrative Assistant	1	1	1
Accounting Technician, Sr.	2	2	2
Accounting Technician	2	2	2
Accountant, Sr.	1	3	4
Accountant	2	1	0
Accounting Manager - City	1	0	0
Accountant , Sr. PEGHP*	1	1	1
Fixed Assets Accountant	1	1	1
TOTAL	13	13	13

* Funded by PEGHP

Finance Department Performance Plan**Department Mission**

The mission of the Finance Department is to be an accountable group that strives to provide the highest level of service with fairness and integrity.

Department Level Performance Highlights

Planned Performance	FY 2012 Target or Milestone	City Strategic Goal Area
Earn the GFOA CAFR Award	100%	Accountable, Efficient and Responsive Government
Earn the GFOA Budget Award	100%	Accountable, Efficient and Responsive Government

Performance Highlight Discussion

The Finance Department has dedicated itself to continuous improvement in its programs, processes, and policies. The managers and employees have committed themselves to helping Albany's Finance Department achieve the highest standards set for our industry. Toward that end, we have focused our efforts to help every employee improve his or her contribution to the overall product and we have placed greater emphasis on data analysis and internal controls. Our measures reflect our determination to continue to improve by reducing errors, improving productivity, and improving our technical proficiency.

Finance Department Performance Plan

Program 1 Accounts Payable and Payroll

Program Goal: The goal of the A/P and Payroll program is to process payments and related reports for vendors, employees, and retirees in an accurate and timely manner in order to meet the financial obligations of the City.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measures	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of vendor payments processed within 30 days of invoice date	N/A	80%	90%	10
% of quarterly and annual payroll tax returns filed before due date	N/A	100%	100%	-
% of payrolls processed accurately and timely	N/A	80%	85%	5.0
Output				
# of payroll payments processed	37,994	39,900	40,282	.96
# of AP payments processed	9,900	9,300	8,370	-10.00
# of 1099s issued	873	945	1,445	53
# of periodic payroll reports processed	35	35	35	-
# of W-2s issued	1,123	1,139	1,150	1.00
Efficiency				
# of payroll payments processed per FTE	37,994	39,900	40,282	.96
# of accounts payable payments processed per FTE	6,600	6,200	5,580	-10.0

Performance Discussion

As a program within the Finance Department, the Accounts Payable and Payroll function strives for the highest levels of efficiency in providing service to both the internal and external customers. As stewards of taxpayer dollars and with ever-tightening resources, the Accounts Payable and Payroll program uses advances in technology, coupled with regular staff development training, to increase efficiency, thereby maximizing the value of dollars spent to achieve its program goals. Examples include: (1) highlighting the benefits of the use of direct deposit for employee payroll versus the use of paper checks; and (2) working in conjunction with the Procurement division to expand the use of the Purchasing Card (P-Card) program to assist City departments in getting the items they need more quickly, while also ensuring vendors receive payment more timely, and providing for increased cash flow for the City in the form of P-Card rebates based on the volume of usage.

Finance Department Performance Plan

Program 2 Accounting and Internal Controls

Program Goal: The goal of the Accounting and Internal Controls program is to produce timely and accurate reports and analyses for citizens, City officials, and external agencies in order to provide fiscal oversight and transparency.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measures	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of monthly financial statements that are distributed by the 15th of the following month	N/A	50%	75%	25
Achieving the GFOA CAFR Award annually	1	1	1	-
Output				
# of bank account reconciliations completed	564	588	480	(18)
# of departmental financial reports issued	696	696	696	-
# of physical inventories conducted	12	12	20	67
# of departmental reviews conducted	N/A	6	12	100
Efficiency				
# of bank acct reconciliations completed per FTE	1,611	1,680	1,371	18
# of departmental financial reports issued per FTE	1,392	1,392	1,392	-

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Develop a Multi-Year Financial Forecasting Model	June 30, 2013	Accountable, Efficient and Responsive Government

Performance Discussion

As a program with the Finance Department, Accounting and Internal Controls seeks to soundly manage, safeguard, and account for the financial and capital assets of the City with transparency and openness. In addition to providing for the overall management of the City's assets, this program provides timely and accurate information to the managers of various City departments to assist them in making the most prudent decisions in the use of their allocated resources toward the achievement of their departmental goals. Additionally, internal control reviews are conducted to ensure not only that appropriate policies and procedures are in place to provide for the management of City resources, but also to verify that those policies and procedures are being applied effectively throughout the City in its daily operations. Finally, this program reports not only to internal customers, but to policy makers, regulatory agencies and other external constituencies as well regarding the City's financial health and stability.

In addition to its regular activities, this program is responsible for the development of a Multi-Year Financial Forecasting Model. With the move toward greater accountability of public officials continuing to grow, the ability to accurately forecast multiple years out has become necessary in order to provide decision-makers and policy-makers with relevant information. While traditional reporting focuses on past results, the new forecasting model will use historical data, along with current trends to provide invaluable information regarding how current actions may affect the City in the years to come.

FINANCE/ OFFICE OF MANAGEMENT/BUDGET

DESCRIPTION

The Office of Management/Budget (OMB), a division of the Finance Department, administers broad responsibilities in two critical areas: budget and management analysis with the overall objective of enhancing departmental productivity and performances. The OMB assists the City Manager in the preparation and administration of the annual operating budget. This includes developing budget procedures, analyses of all departmental budget requests, and monitoring revenue collection and departmental spending. To improve operational effectiveness and efficiency, the OMB is also responsible for implementing and monitoring performance measurements for the City.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	179,250	202,459	199,163
OPERATING EXPENSE	8,244	13,074	16,574
CAPITAL OUTLAY	0	0	0
TOTAL	187,494	215,533	215,737
FULL TIME POSITIONS	3	3	3
<u>Class Title</u>			
Management/Budget Officer	1	1	1
Management/Budget Analyst	2	2	2
TOTAL	3	3	3

Finance Department Performance Plan

Program 3 Budget Management

Program Goal: The goal of the Budget Management program is to facilitate the allocation of available resources for the City of Albany in order to implement its strategic goals and objectives.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measures	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of departments that remain within their allocated expenditures	NA	100%	100%	-
% of QFRs distributed by the due date	25%	50%	100%	50
Achieving Favorable GFOA Budget Award rating annually	1	1	1	-
Output				
# of requisitions processed for budget approval	1,238	1,300	1,100	-15
# of quarterly financial reports (QFRs) distributed	54	72	72	-
# of face-to-face, departmental budget review meetings held	144	198	216	9
Efficiency				
# of all requisitions processed per FTE	NA	433	367	-15
# of face-to-face, departmental budget review meetings held per FTE	65	90	98	9

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Develop a Program Budget Format	January 31, 2012	Accountable, Efficient and Responsive Government

Performance Discussion

Office of Management & Budget (OMB) is a division of the Finance Department. The mission of OMB is to provide a high standard of financial support to management to ensure that the financial goals of the City are achieved. It is our goal to administer sound budget management practices, accurate financial analysis, thorough documentation of the budget process, and comprehensive quarterly financial reports (QFR) that assess the fiscal performance of each department. Additionally, OMB will develop a program budget format that will transform the City's current budget process into a program-driven and results-based management tool.

While specifics may vary, developing a program budget system shares several common features with a number of other performance management systems. All involve identifying desired program outcomes; setting goals or objectives for programs; selecting measures and indicators; reporting results; and using outcome information as a continuous management tool. Currently, the major initiative is developing program outcomes which normally are determined as part of a strategic planning process involving policy makers, program managers, and eventually staffers. Our organization mission and goals need clarification and definition in order to move the City progressively forward. Every program must be represented in detail in order to track performance. Some of the challenges Finance will face are auditing the details for accuracy in quantitative terms, units, ratios, percentages, and index numbers with the departments. We have targeted one position to carry out the compliance mission of program budget monitoring. Some programs, data status, and data sources may change as the result of audits. We will develop a format that meets the needs of our organization and may purchase a tool to capture the data for tracking program performance.

FINANCE/ TREASURER DIVISION*DESCRIPTION*

The primary function of the Treasurer Division of the Finance Department is the collection of all funds due to the City from taxes, occupational taxes, alcohol I.D. cards, taxi permits, building permits, solicitors permits, adult entertainment permits, bonds and fines, lot cleaning billings, special pickups, Community Development loans and rental collections, delinquent revenue accounts, and miscellaneous income. All departments/divisions of the City submit their daily monetary reports to this office, where the reports are categorized and become part of the overall Treasurer's daily report. All receipts are processed for accounting and bank deposits are made daily. County business license fees and street improvement assessments are also collected by this division.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	264,902	305,474	286,224
OPERATING EXPENSE	422,686	434,323	430,323
CAPITAL OUTLAY	0	0	0
TOTAL	687,588	739,797	716,547
FULL TIME POSITIONS	5	6	6

Class Title

Accounting Technician, Sr.	0	1	1
Accountant	2	2	2
Treasurer Clerk	2	2	2
Accounting Manager - City	1	1	1
TOTAL	5	6	6

Finance Department Performance Plan

Program 4 Treasury

Program Goal: The goal of the Treasury program is to collect, to manage, and to correctly record all funds due to the City for the citizens of Albany in order to provide funds for the City's operation.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measures	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of cash reserves in relation to annual General Fund expenditures	15%	15%	15%	-
% of active businesses' occupational tax certificates renewed by March 15	81%	85%	85%	-
% of daily receipts deposited by the next business day	95%	98%	98%	-
Output				
# of Occupational Tax Certificates issued	5,821	5,950	6,100	3
# of cash transactions processed	32,728	33,000	28,000	-17
# of Bonds, Fines and Parking Tickets	16,294	16,450	16,700	1.5
# of Bank deposits made	3,663	3,624	3,624	0
Efficiency				
# of Occupational Tax Certificates issued per FTE	367	375	384	2.4

Major Projects

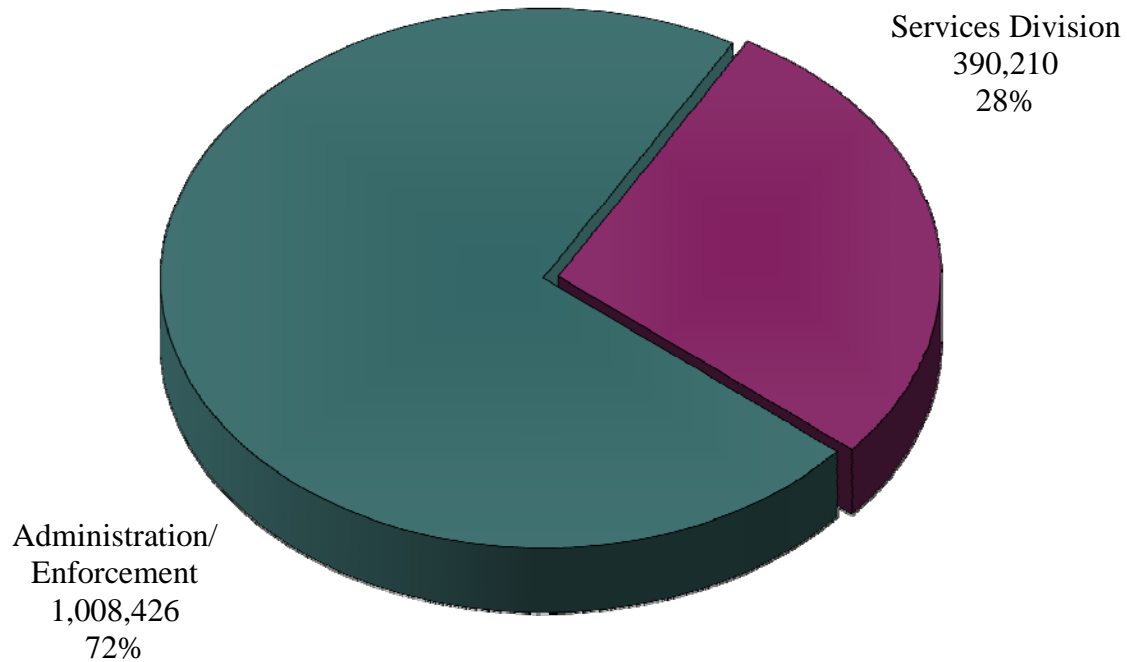
Planned Project Milestone	Milestone	City Strategic Goal Area
Develop a Revenue Forecasting Model	July 1, 2012	Accountable, Efficient and Responsive Government

Performance Discussion

As a program within the Finance Department, Treasury has the responsibility to collect all revenue owed to the City through various taxes, fines, fees, accounts receivable, and penalties. Deposits are made daily and posted to the appropriate City revenue accounts in the General Ledger. We strive to improve our collections results through implementing new ideas, refining our skills, and learning new techniques. Through inter-departmental cooperation with Code Enforcement and Fire, we have been able to increase business compliance in Occupational Tax renewals each year.

In addition to its regular duties, the Treasury program will also create a revenue forecasting model. To forecast revenues for decision-making and for budgeting, we will create a revenue forecasting model that will not only look at historical trends but will determine and track leading indicators for our main sources of revenue to become more accurate in our estimates. For instance, we will review new infrastructure planning, home purchases, businesses opening or closing, foreclosures, and other economic data to populate the model. The organization will be able to use this information to make budgetary and operating decisions in areas such as personnel, purchases, and capital financing.

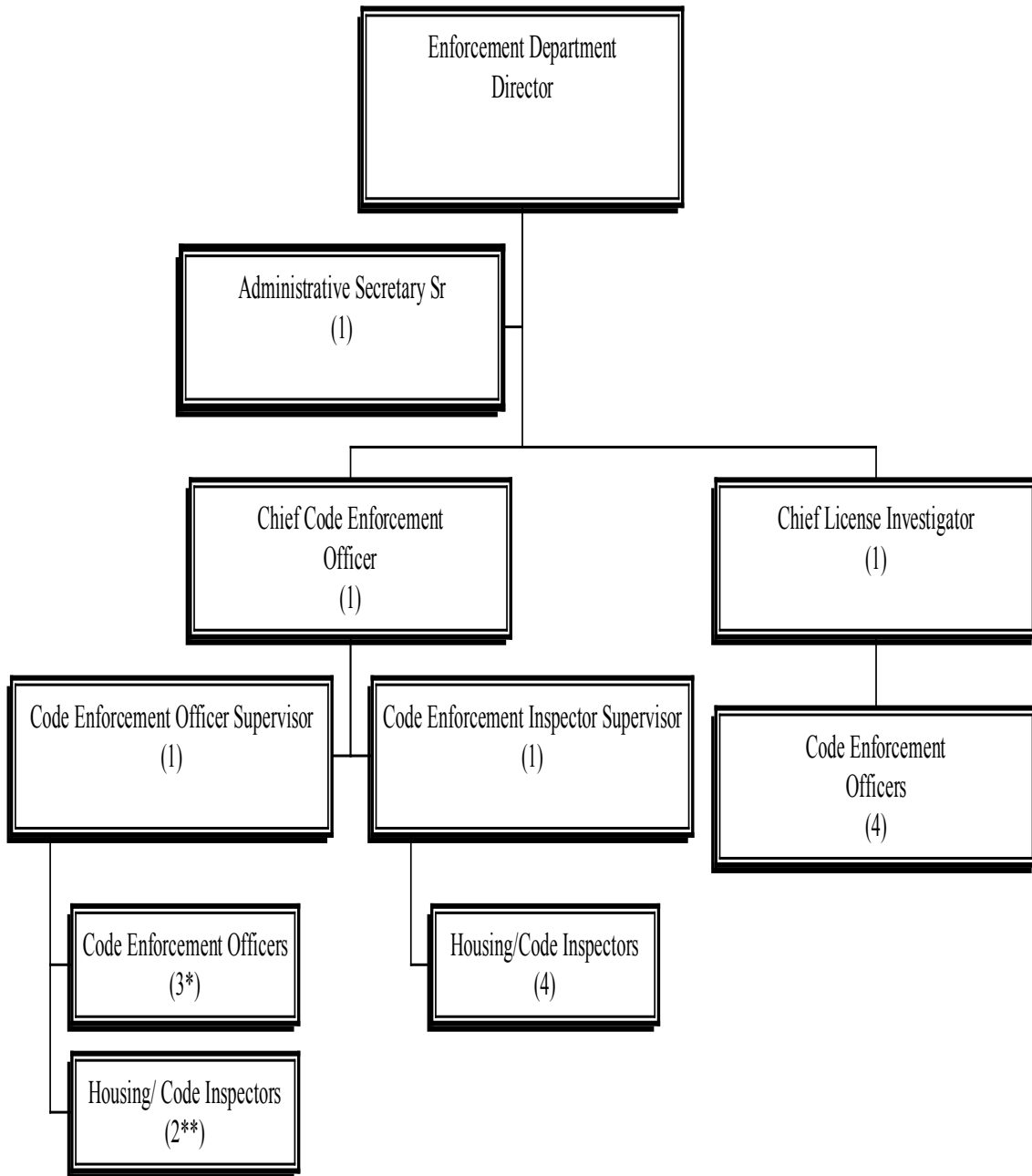
City Of Albany
Adopted Budget
FY 2012
Code Enforcement Department



Total Expenditures
\$1,398,636

Code Enforcement Department

Dept 17



•*Two positions funded by the Solid Waste Fund

•**One position funded by Dougherty County

CODE ENFORCEMENT DEPARTMENT SUMMARY

DESCRIPTION

The Administration/Enforcement Division of the Albany Code Enforcement Department is responsible for the life-safety, general health and welfare of the public within the boundaries of the City of Albany and Dougherty County as they relate to the construction, occupancy and maintenance of buildings, structures and property. This is accomplished by the enforcement of Georgia State adopted building codes, laws and the local ordinances of the City of Albany and Dougherty County. The primary duties include the prevention, identification, correction or abatement of violations of all applicable laws, codes and ordinances. All functions of this Division require frequent communication and interaction with other local, state and federal officials.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	972,107	999,831	1,025,319
OPERATING EXPENSE	504,209	488,880	373,318
CAPITAL OUTLAY	0	0	0
TOTAL	1,476,316	1,488,711	1,398,637
FULL TIME POSITIONS	18	19	19

ADMINISTRATION/ ENFORCEMENT DIVISION*DESCRIPTION*

The Administration/Enforcement Division of the Albany Code Enforcement Department is responsible for the life-safety, general health and welfare of the public within the boundaries of the City of Albany and Dougherty County as they relate to the construction, occupancy and maintenance of buildings, structures and property. This is accomplished by the enforcement of Georgia State adopted building codes, laws and the local ordinances of the City of Albany and Dougherty County. The primary duties include the prevention, identification, correction or abatement of violations of all applicable laws, codes and ordinances. All functions of this Division require frequent communication and interaction with other local, state and federal

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	657,007	671,817	703,359
OPERATING EXPENSE	446,425	421,903	305,068
CAPITAL OUTLAY	0	0	0
TOTAL	1,103,432	1,093,720	1,008,427
FULL TIME POSITIONS	13	14	14

Class Title

Director, Enforcement	1	1	1
Administrative Secretary, Sr.	1	1	1
Chief Code Enforcement Officer	1	1	1
*Code Enforcement Officer	4	3	3
Housing/Code Enforcement Inspector Sr	3	0	0
**Code Enforcement Inspector	3	6	6
Code Inspections Supervisor	0	1	1
Code Enforcement Supervisor	0	1	1
TOTAL	13	14	14

* Two of the Code Enforcement Officer positions are housed and paid for by the Solid Waste Enterprise Fund.

**One Housing/Code Inspector is paid for by Dougherty County

Code Enforcement Department Performance Plan

Department Mission

The mission of the Albany Code Enforcement Department is to promote and maintain a desirable living and working environment for the citizens and visitors of Albany and Dougherty County in order to maintain and improve our city and county by administering fair and unbiased enforcement programs. These programs reduce violations of municipal codes, address blight and nuisances, and foster a business environment that meets the requirements of the ordinances passed by federal, state, and local policymakers.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
# of dilapidated structure cases turned in to the City Attorney for prosecution	≥ 107	Public Safety: A Safe and Prepared Community
% of municipal court warrants researched that were cleared during the fiscal year	≥ 80%	Public Safety: A Safe and Prepared Community

Performance Highlight Discussion

The Albany Code Enforcement Department was created in August of 2006 to elevate and strengthen the City's ability to deal with many underserved issues facing our community, e.g., blight, enforcement of alcohol and business laws and ordinances, sign enforcement, an inordinate amount of outstanding municipal court warrants and a significant amount of rental and owner occupied property maintenance issues. It is not that these issues were not being addressed, but the people working those issues received minimal support because they were in other departments that had higher priority functions.

Probably the most significant issue facing the department is the elimination of dilapidated buildings. This is a multi-department task. Many other departments have a role, e.g., the city attorney's office, municipal court, central services, public works, fire department and finance. Mostly through complaints, the code enforcement department identifies dilapidated buildings, attempts to communicate with the owner on the issues and if all else fails, seeks a court order for demolition or repair. In the first four years of the department's existence, there were 75 severely dilapidated buildings repaired and 184 others, mostly houses, demolished. Of the 184 demolitions, 131 were done by the City and 53 by owners. That's a total of 259 buildings. Of those, 73 of the total demolitions were in 2010. We have some challenges facing the department with respect to making cases against dilapidated structures. For instance, many property owners are unresponsive or unavailable, e.g. deceased. The legal process is cumbersome and time consuming. We present an abundance of vacant and unsafe dilapidated building cases to the City Attorney's Office, which challenges that office's ability to handle the quantity in the face of their other issues, e.g. litigation. And finally, the economy is hindering owners' ability to comply with property maintenance standards.

Another issue facing the City and code enforcement department is outstanding municipal court warrants. There are hundreds of wanted people, and more warrants are issued almost every court day. These warrants are generated by the Albany Police Department (including Animal Control), code enforcement, the probation office and Water, Gas and Light investigators. This issue received Commission attention and as a result, the Albany Code Enforcement Department was tasked with clearing warrants on a large scale. This is accomplished with overtime funds that were provided starting in March 2010. While the department has had a lot of success, it has been mostly through these overtime funds. This is a hard momentum to maintain. If we are to continue this for the long term, consideration may be needed to be given to bringing on full or part time staff with the additional equipment needed.

Code Enforcement Department Performance Plan

Program 1 Property Maintenance and Nuisances

Program Goal: The goal of the Property Maintenance and Nuisances Program is to enforce city and county ordinances, state laws, and the International Property Maintenance Code for the property owners, residents and other citizens in order to foster the maintenance of property values, quality of life and general health and welfare of the public within the boundaries of the City of Albany and Dougherty County.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of complaints cleared within 60 days	66%	70%	75%	5%
Service Quality				
% of junk vehicle violations cleared	99%	86	90	4
% of overgrown lots cut by owner or City	96%	96%	N/A	N/A
% of complaints of violations cleared and closed within 12 months	95% ¹	TBD ¹	TBD	TBD
Output				
# of junk car cases investigated ²	540	624	624	0
# of junk vehicles red tagged per year	880	631	631	0
# of unsafe structure cases investigated	317	197	257	77
# of overgrown lots investigated	917	715	715	0
# of cases investigated	5,784	4,272	4272	0
# of total violations investigated	7,390	4,807	4807	0
# of inspections & reinspections per year	11,201	9,670	9670	0
Efficiency				
# of junk vehicle cases closed per FTE	646	TBD	TBD	TBD
# of cases with unsafe structure violations per FTE	317	197	197	0

Performance Discussion

The Enforcement Division's major responsibilities include enforcement of laws and ordinances as they relate to property maintenance and nuisances. While we enforce a myriad of things, the topics most commonly associated with this division are dilapidated buildings, junk cars, overgrown lots, fire damage inspections, response to rental property maintenance complaints and general nuisances. In the City, a new noise ordinance was recently established that will now have this division and the Albany Police Department use sound level meters to enforce decibel level standards. The above data shows the areas that have the most frequent interest by the City and County leadership and the general public.

Regarding statistical data, in 2009 and 2010, the department moved to new case management software (Comcate) that communicates with the 311 software. Data is generally available from these software programs. However, in the table above our data may appear skewed. This is because we do not have long term data. Generally speaking, the amount of time to close cases fluctuates and is very difficult to predict. As we build historical data with our new case management software, forecasting will become better and more reliable.

Code Enforcement Department Performance Plan

Program 2 Demolition

Program Goal: The goal of the Demolition Program is to reduce the number of severely dilapidated buildings in the City of Albany for the citizens of Albany in order to provide a safer and healthier living environment.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
# of dilapidated structures repaired or demolished	80	115	130	12%
Service Quality				
% of court ordered demolitions demolished within 6 months of the date to proceed	32%	32%	50%	18
Output				
# of dilapidated structure cases turned in to the City Attorney for prosecution	97	107	107	0
# of dilapidated structures repaired or demolished	80	115	130	12%
Efficiency				
# of dilapidated structures repaired or demolished per FTE	70	65	65	0

Performance Discussion

The Enforcement Division is responsible for the Demolition Program. However, this is a multi-department task. Many other departments have a role, e.g., the city attorney's office, municipal court, central services, public works, fire department and finance. One code enforcement inspector has the lead on these cases. Approximately 75% of that officer's duty time is spent performing these duties. Due to the lack of maintenance on much of the aging housing stock and commercial property, work on identifying and removing blighted buildings is expected to continue for many years. Many of the dilapidated buildings are in that state because they have been abandoned or neglected, which allowed for vagrants, gang members, drug dealers, copper thieves and other nefarious individuals to breach the vacant buildings and add to their dilapidation. The more buildings in that state we demolish, the more at-risk other vacant buildings become. If the owners do not do enough to protect those buildings that "today" are vacant or occupied, then the cycle will continue and those buildings that become vacant "tomorrow" will become dilapidated and unsafe. Eventually, there won't be many remaining vacant buildings. At that point, code enforcement will shift more toward encouraging more maintenance rather than demolition. Perhaps when that time comes, the economy will have improved to help facilitate those efforts.

SERVICES DIVISION*DESCRIPTION*

The Services Division is primarily responsible for maintaining the best interest of the citizens of Albany as it relates to conducting business. Those in the Division investigate and regulate permitted events, all alcohol establishments and businesses. They ensure that those conducting business are in possession of an Occupational Tax Certificate for the City of Albany, and Dougherty County and when appropriate, an alcohol license. They also enforce the sign ordinance to stop the proliferation of illegal signs; inspect all vehicles for hire to ensure safe transportation for the public; perform training to area merchants in hope to prevent the sale of alcohol to persons underage; and administer the false alarm reduction program. This Division also serves tax levies and oversees the collection of bad checks written to the city. Additionally, the division is responsible for security during judicial hearings of the Municipal Court, the delivery of summons & warrants issued by that court, and arresting people wanted by the Municipal Court.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	315,100	328,014	321,960
OPERATING EXPENSE	57,784	66,977	68,250
CAPITAL OUTLAY	0	0	0
TOTAL	372,884	394,991	390,210
FULL TIME POSITIONS	5	5	5

Class Title

Chief License Investigator	1	1	1
Code Enforcement Officer	4	4	4
TOTAL	5	5	5

Code Enforcement Department Performance Plan

Program 3 Business and City Tax Compliance

Program Goal: The goal of the Business Compliance program is to monitor individuals and businesses for compliance with City ordinances related to Occupation Tax Certificates (formerly called business licenses), taxis, City property taxes, alcohol licenses and other business related ordinances for the City's citizens, businesses and visitors in order to promote the public health, safety and welfare of the community and the maintenance of select revenues.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of business compliance cases closed within 90 Days months	91%	85%	95%	10
Service Quality				
% of applications for Occupational Tax Certificates reviewed within 6 business days	100%	100%	100%	0
% of existing alcohol licenses reviewed (blanket renewal process)	100%	100%	100%	0
% alcohol establishments inspected for compliance checks (ABC and Underage Drinking)	39%	40%	60%	50
Output				
# of Occupation Tax Certificates reviewed	992	990	990	0
# of existing alcohol licenses reviewed	221	213	217	2
# business compliance cases made	682	358	358	0
Efficiency				
# of business compliance cases closed	626	306	306	0

Performance Discussion

Business and Tax compliance support is performed by the Services Division. Five sworn officers and one part time civilian collaboratively have a hand in this program. They work very closely with the Finance Department. Some of the work is "seasonal." Businesses with alcohol licenses are reviewed near the end of each calendar year during the renewal process for those licenses. Then work is done to ensure all licenses are renewed. Occupation Tax Certificates (formerly called business licenses) are renewed between December and March every year. After an exhaustive cross check effort between Finance and Code Enforcement, a list is generated of those businesses that do not renew. Code enforcement officers physically check those locations and take enforcement measures to cause renewal.

The officers also conduct compliance checks of businesses, e.g. ABC Handler's Cards

The above statistics show that the division has become more effective and efficient. There were issues for example, with businesses not renewing their occupation tax certificates. Large scale efforts between Finance, Code Enforcement and the Fire Department to find those that have not renewed were conducted in 2009 and 2010. It is expected that as a result, more businesses will properly renew than in past years.

Regarding statistical data, in 2009 and 2010, the department moved to new case management software (Comcate) that communicates with the 311 software. This software makes data collection easier than in the past.

Code Enforcement Department Performance Plan

Program 4 False Alarm Ordinance Enforcement

Program Goal: The goal of the False Alarm Ordinance Program is to monitor individuals and businesses for compliance with City ordinances related to false alarms for the City and County's other public safety entities in order to maintain the reduced level of false alarms requiring responses by police, fire and EMS units.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of false alarms requiring responses by public safety units	NA	NA	NA	NA
Service Quality				
% of unregistered residential alarms registered within 30 days of notification to owner	76%	80%	90%	13%
% of processed false alarms completed within 30 days of notification to owner	85%	88%	88%	0
Output				
# of unregistered alarms processed	445	450	450	0
# of false alarms processed	6,701	7,491	8,240	10
Efficiency				
# of unregistered alarms processed per FTE	445	450	450	0
# of false alarm appeal hearings per year	208	219	243	10

Performance Discussion

The false alarm ordinance is enforced by the Services Division. The majority of the work is performed by a part time civilian administrator. The program basically pays for itself through the false alarm fees. The program has been very successful in reducing the number of false alarms which reduces the burden of responses by public safety entities. When the program began in the 2001 era, there were almost 9,000 false alarms per year. The average now is about 6,000 per year. Note that reduction can be a bit misleading, because the number of alarms installed has increased at a rate of about 10% per year.

One challenge we regularly face is non-registered alarms. The committee of government and business people was formed in 2010 to review the ordinance and make recommended changes. Non-registered alarms is one of the topics the group is working to address.

Code Enforcement Department Performance Plan

Program 5 Warrant Clearance

Program Goal: The goal of the Warrant Clearance program is to cause Municipal Court warrants to be cleared for the Municipal Court in order to reduce the number of people wanted by the Court and foster compliance with court orders.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of warrants cleared within 12 months	53%	70%	70%	0
Service Quality				
% of the warrants received that are researched within 30 days	N/A	50%	60%	20
Output				
# of warrants researched	520	534	534	0
Efficiency				
# warrants cleared per FTE	108	405	445	10

Major Projects

In March of 2011, there were just over 1,400 warrants for people wanted by the Municipal Court dating back to 1985. Historically, the "old" warrants were not being proactively addressed until recently. Use of a web based "people finder" service by the warrant team will be used to reduce "old warrants." Using this service, the warrant team will work to reduce the "old" warrants by finding people, or finding death records and either bringing the people to the Court or otherwise work with the court to administratively clear the old warrants within the Court's discretion.

Performance Discussion

The Services Division is responsible for warrant clearance operations and is supported in those efforts by the Enforcement Division sworn officers. One code enforcement officer is assigned these duties. Approximately 80% of that officer's normal duty time is spent performing these duties. The warrants are issued by the Municipal Court for a variety of reasons, e.g., failing to appear for a court appearance, probation violation, failing to pay bonds or fines, etc. The assigned officer works with various methods to find these wanted people. Warrants are cleared administratively (e.g., because the wanted person goes to the Court and clears the warrant once contacted by phone, pay their fine, etc.), as a result of a court summons served by the warrant team or by arrest.

When the assigned officer finds someone and a physical attempt to arrest is needed, this work is accomplished by a two person warrant team. The Department as a whole is not staffed to field a full time warrant team. Since early 2010, this work has been accomplished through the use of addition funding for overtime. This poses a challenge for the department's small sworn staff over the long term. Alternative means of handling this mission may need to be explored in the future to prevent the "burnout" factor.

Code Enforcement Department Performance Plan

Program 6 Sign Ordinance Compliance

Program Goal: The goal of the Sign Enforcement program is to monitor public and private property for compliance with City ordinances related to signs for the citizens, businesses and visitors of Albany and Dougherty County, in order to reduce visual blight and gain compliance with the sign ordinances to promote sustenance of property values, economic development and tourism and enhance traffic safety.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of sign cases brought into compliance	NA	NA	NA	NA
Service Quality				
% of Sign cases closed per year	60%	60%	60%	0
Output				
# signs removed from the right of way	1,130	1,130	1,130	0
# sign cases made	86	98	98	0
Efficiency				
# of cases closed per FTE	52	98	98	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Non-conforming and illegal signs – This project entails providing courtesy notices to owners of the majority of non-conforming signs (those signs legal at the time of adoption of the December 2009 sign ordinance) and illegal signs that they have until December of 2012 to bring their signs or buildings into compliance with the sign ordinance.	June 30, 2012	Public Safety: A Safe and Prepared Community

Performance Discussion

The Services Division has the lead for the department in sign compliance enforcement. One code enforcement officer is assigned these duties. 70% of that officer's normal duty time is spent performing these duties in the City. In the unincorporated area, the Dougherty County funded code enforcement inspector handles sign violations. Most of the work in the City is proactive, and in the County is reactive. The Enforcement Division assists with sign enforcement by removing signs from the rights of way. They are each assigned different major thoroughfares to check and clear of illegal signs in the rights of way. Typically, the rights of way are kept fairly clear of illegal signs except during election periods, when candidates put signs in the rights of way. The sheer volume of illegal signs during those periods of time challenges the department's ability to remove all illegal signs.

Code Enforcement Department Performance Plan

Program 7 Municipal Court

Program Goal: The goal of the Municipal Court program is to provide security, support and prisoner transport for the Municipal Court in order to ensure safe and secure proceedings, service of subpoenas and transport of prisoners between the Dougherty County jail and courthouse in support of Municipal Court proceedings.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of court calendars without incident	100	100	100	0
Service Quality				
% of Subpoenas Served	N/A	N/A	95%	0
Output				
# of prisoner transports between the DC jail and courthouse	127	127	127	0
# of subpoenas served	1,480	1,480	1,480	0
Efficiency				
# of subpoenas served per FTE	1,480	1,480	1,480	0

Major Projects

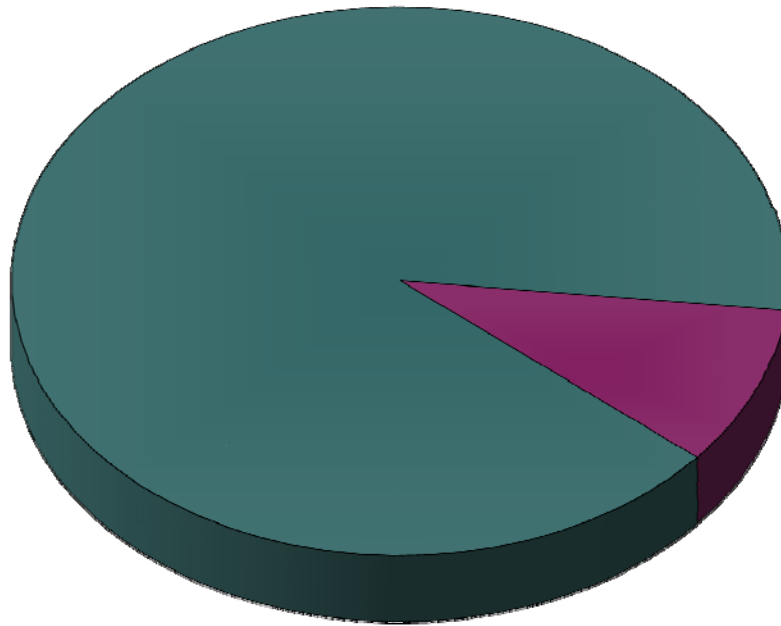
Planned Project Milestone	Milestone	City Strategic Goal Area
Municipal Warrant Clearance – This project involves the use of a web based “people finder” service by the warrant team to reduce the approximate 1,100 pre-2010 (“old”) warrants by finding people or death records and either bringing the people to the Court or otherwise work with the court to administratively clear the old warrants within the Court’s discretion. Completion date for this project is June 30, 2014. We will set up the process as well as complete 200 of the old cases by June 30, 2012	June 30, 2012	Public Safety: A Safe and Prepared Community

Performance Discussion

The Services Division has the lead for the department in sign compliance enforcement. One code enforcement officer is assigned these duties. Approximately 70% of that officer’s normal duty time is spent performing these duties. Most of the work is proactive and oriented toward commercial property/businesses. The Enforcement Division assists with sign enforcement by removing signs from the rights of way. They are each assigned different major thoroughfares to check and clear of illegal signs in the rights of way. Typically, the rights of way are kept fairly clear of illegal signs except during election periods, when candidates put signs in the rights of way. The sheer volume of illegal signs during those periods challenge the department’s ability to remove all illegal signs.

City Of Albany
Adopted Budget
FY 2012
Information Technology Department

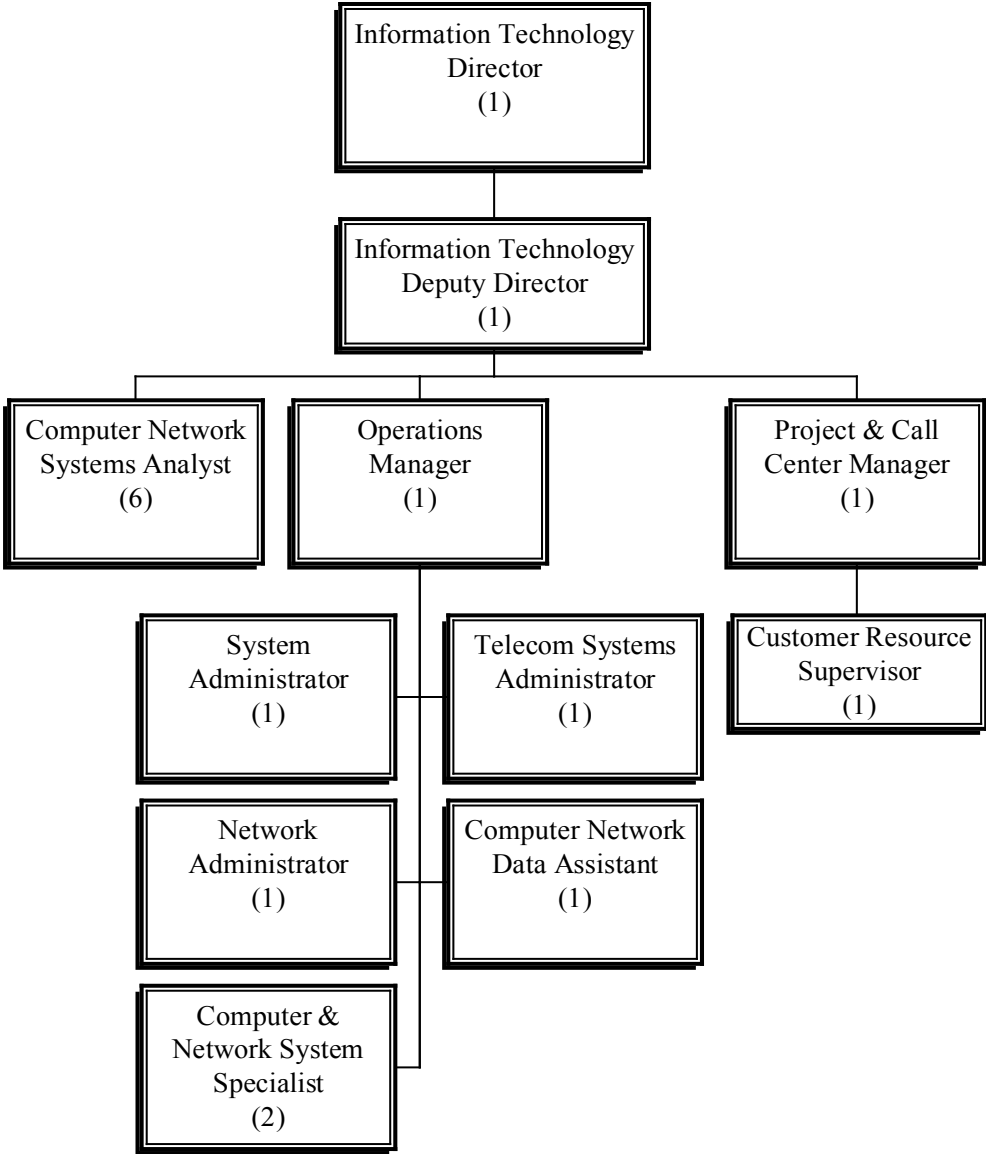
Information
Technology
1,977,017
91%



311-Customer
Response
205,145
9%

Total Expenditures
\$2,182,162

Information Technology Department
Dept 18



INFORMATION TECHNOLOGY DEPARTMENT SUMMARY

DESCRIPTION

The IT department operates, administers, and maintains computing systems that service the information processing needs of the City and County. The Department administers and maintains the City and County integrated telephone system servicing the Judicial Building, Government Center, Central Square, City Public Works Compound, Transit, Local Law Enforcement Center, and Albany Dougherty Drug Unit. The Department administers and maintains the City and County government's converged voice and data network. The Department integrates and maintains City and County software applications. The Department plans and budgets for City and County information technology requirements in coordination with the City and County Departments.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	901,470	1,205,838	1,224,996
OPERATING EXPENSE	544,781	1,048,038	957,166
CAPITAL OUTLAY	0	0	0
TOTAL	1,446,251	2,253,876	2,182,162
FULL TIME POSITIONS	13	15	17

INFORMATION TECHNOLOGY

DESCRIPTION

The IT department operates, administers, and maintains computing systems that service the information processing needs of the City and County. The Department administers and maintains the City and County integrated telephone system servicing the Judicial Building, Government Center, Central Square, City Public Works Compound, Transit, Local Law Enforcement Center, and Albany Dougherty Drug Unit. The Department administers and maintains the City and County government's converged voice and data network. The Department integrates and maintains City and County software applications. The Department plans and budgets for City and County information technology requirements in coordination with the City and County Departments.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	823,893	1,052,132	1,069,523
OPERATING EXPENSE	497,818	1,002,164	907,494
CAPITAL OUTLAY	0	0	0
TOTAL	1,321,711	2,054,296	1,977,017
FULL TIME POSITIONS	12	14	16

Class Title

Director of Information Technology	1	1	1
Deputy Director, IT	1	1	1
Project & Call Center Manager	1	1	1
Operations Manager	1	1	1
Computer & Network Sys. Analyst	2	4	6
IT Systems Administrator	1	1	1
Telecommunications System Admin.	1	1	1
Computer & Network Systems Spec.	2	2	2
Multimedia Administrator	1	1	1
Local Area Network (LAN) Adm.	1	1	1
TOTAL	12	14	16

Information Technology Department Performance Plan

Information Technology Performance Plan

Department Mission

The mission of the Information Technology Department is to maintain the systems, applications, data files, hardware and telecommunication in a manner that will provide accurate, reliable information and services to designated users for serving the public, business and facilitating in fulfilling their assurance and obligation to the citizens, businesses and organizations of City of Albany and Dougherty County.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
Virtualization of Physical Servers - Reduce the use of physical servers in production by 15% of physical servers converted over into virtual servers through the use of virtualization technology.	15%	Accountable, Efficient and Responsive Government
Create an Intranet portal for the purpose of reducing the use of printed forms. With a centralized digital service base, departments including Central Services, Finance, Human Resource and IT Departments will make available their forms and documents electronically with the completion of this project. This digital service will be available to all city and county employees.	June, 2012	Accountable, Efficient and Responsive Government

Performance Highlight Discussion

Based on the given factors, the tier one support ratio of users to support staff is 1,049 to 1. The degree and magnitude of the use of technology continue to become instilled in our lives and activities. There is not a moment when the tools and services we use, depend and rely on does not have some form of a digital and computer technology footprint. The survivability and viability of our actions on a daily basis depends on the use of technology and a well-trained and seasoned Information Technology Department (hereafter, IT Dept.) and staff to ensure the systems continue to perform as each one has been designed by their manufacturer to meet the requirements.

Municipalities also rely and use the same technology. Technology is seen as a tool to enhance the capability of an overtaxed workforce trying to provide more and ever-increasingly complicated level of services in support of the community. Dougherty County and the City of Albany also faces the same demands and challenges and continues to struggle to balance all of these factors and requirements to find the best blend without affecting the level, quality and amount of service to the citizens. The responsibility to present viable solutions to these changes is left to the dedicated staff within the Information Technology Department.

Various technical websites (CNet, TechRepublic, to name a couple) define best practice for optimal end user-to-technician support ratio to be within a range from 60 to 1 up to 125 to 1. Many factors are taken into consideration when determining the optimum level. These variables include the number of different operating systems supported, the educational, knowledge, experience and skill level of the technical staff providing support, a similar education, knowledge, experience and likewise the skill level of the users, the different levels and type of support administrative tools. Other variables not always mentioned but do contribute to the complexity mix includes the number and complexity of the applications.

The recommended number of servers to administrator ranges from 25 to 50 servers to one administrator. There is currently one system administrator with less than a year experience in the position responsible for over 90 servers. Because of this the IT Operations Manager provides support when possible. With an acceptable ratio of 40:1 or 2 system administrators then an increase in proactive tasks is possible. At this

Information Technology Department Performance Plan

moment, the actions taken and tasks performed is the result of a situation resulting in a downed connection, service, application or any combination occur.

In addition to providing support externally to the departments and the users, the IT Department staff is also responsible for managing and maintaining the technology infrastructure. This includes a complex Cisco network consisting of thousands of individual connections carrying data and telecommunication. Duties and responsibilities include programming the switches to allow authorized connections and maintain the data flow and ensure the integrity exists while ensuring that the security and access is balanced; ensuring that those needing access is not hindered or even disrupted while trying to keep out unauthorized access.

Over the past few years, the IT Department is also in charge of managing the city and county web site, the public access channel and providing all audio visual and technology connection for all planned and unplanned events asked by the city and county departments. These responsibilities and tasks are the responsibility of the Multimedia Administrator. This position is also responsible for the administration, managing and training of all users of the document management system, LaserFiche.

As the central technology point, the department staff has the responsibility to review, approve, purchase and receive purchased products and services on a daily basis. This task falls on the administrative staff consisting of a retired City of Albany person and a part-time administrative secretary. Duties include the purchasing and tracking of systems, computers, network and support equipment and services. Monthly tasks include the management of the phone numbers and billing to each department in the city and county.

The IT Department is budgeted for 17 full-time-employee (FTE) positions. The breakdown of the positions is defined as:

- Four managers which include the IT Director, the IT Deputy Director/Applications Manager, the IT Operations Manager, the CRM/Project Manager
- Three administrators responsible for monitoring and management of the network, system and telecommunication infrastructure
- Six analysts providing enterprise application and analysis and design support (two positions currently not filled)
- CRM Supervisor in charge of eight call center personnel
- Two Computer and Network System Specialists (one position currently not filled).

The specialist position has the main responsibility to provide level-one end-user support to 1,049 users and over 1,500 computers.

There are over 40 server-based Enterprise applications with one requiring a team of five analysts to support (two open positions) leaving one analyst to provide support for the other applications. This does not include or factor in the support asked by the users for the commercially off the shelf (COTS) software and windows operating system.

Due to the ever-increasing complexity and diversity of systems and hardware, more attention is being devoted to other specialized areas where very little or no experience by the current staff exists. This includes the areas of wireless, computer forensics, data, system and internet security management, database administration, voice over internet protocol (VoIP), Configurable Network Computing (CNC), centralized helpdesk management, auditing of applications, system, hardware and licenses, document retention and end-user training.

Information Technology Department Performance Plan

Program 1 IT Desktop Support

Program Goal: The goal of a desktop support program is to provide computer, telecommunications, network, and internet security technology to maintain a level of service that ensures the user can perform their tasks and duties in an efficient manner to serve the community in the best possible way.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcomes				
% of Priority 1 issues resolved in 3 days. (Problem causes complete loss of service in the production environment or work cannot reasonably continue.)	N/A	N/A	TBD	TBD
% of Priority 2 issues resolved in 5 days. (Severe loss of service. No acceptable work around. However, operations can continue in a restricted fashion.)	N/A	N/A	TBD	TBD
% of Priority 3 issues resolved in 10 days. (Minor loss of service. The impact is an inconvenience that may require a workaround to restore functionality.)	N/A	N/A	TBD	TBD
% of Priority 4 issues resolved in 30 days. (No loss of service. Minor error that does not impede operations.)	N/A	N/A	TBD	TBD
% of Priority 5 issues resolved in 90 days. (Research development or assistance.)	N/A	N/A	TBD	TBD
Service Quality				
% of customers who rate Desktop Support as good to excellent	N/A	N/A	TBD	TBD
Outputs				
# of tickets resolved for Desktop Support program	N/A	N/A	TBD	TBD
# of total tickets requested for Desktop Support program by internal users	N/A	N/A	TBD	TBD
# of employee computer users supported in City/County	1828	1901	1977	4
# of total computers maintained in City/County	1113	1146	1180	3
# of production file servers maintained	78	86	91	6
Efficiency				
Tickets resolved per FTE	N/A	N/A	TBD	TBD
Computers supported per FTE	159	164	169	3
Personnel supported per FTE	261	272	282	4

The number of outcomes define can be grouped into three categories. The first category is Mission Critical.

This is a term which has its origins in the early years of NASA. The outcome means that all business operations reliant on the technology cease to function resulting in a business failure. The next category is business critical.

Information Technology Department Performance Plan

This term [usually] defines an application that affects one or more business processes. An example would be where a component no longer functions as designed. If this is an accounts payable component, the human resource, payroll and procurement processes will continue to operate. The third category is non-critical.

Non-Critical systems are any other application and systems which does not affect daily business operations and with options in place to maintain business as usual. An example of this is a person is unable to print to their local printer. By diverting them to another printer in their office, no work stoppage or loss of production is incurred. This provides IT time to present a recommended solution for that department to consider.

Major Projects

Planned Project Milestone	Completion Date	City Strategic Goal Area
Virtualization of Physical Servers Servers into a Private Cloud Computing Environment - Reduce the current 90 physical servers by 15% into virtual servers through the use of virtualization technology. Combine 15 servers into 1.	June, 2012	Accountable, Efficient and Responsive Government

Performance Discussion

As the requirements and demands for Enterprise applications increase so has the hardware, operating systems, database and networks required supporting it. The technology demands are external, internal and outside in relation to the IT Dept. External department includes all city and county departments. Internal include underlining technology base within the IT Department.

Outside includes the user of technology and the importance to maintain an acceptable level of standards in the area of communication, data and social interaction. One area where these trend effects growths is in the number of computer servers needed required supporting the increasing complexity of the applications. Over five years ago, the number was around 25 units. These units supported around 20 Enterprise applications and network infrastructure. At the end of the calendar year, 2010, there are now over 80 servers supporting around 40 Enterprise applications and additional infrastructure. The number of qualified and skilled staff at the system administrative level has not changed in over 10 years. Under the current use of existing technology and architecture and acceptable best practice of one enterprise application per server, the number will continue to grow.

Ten years ago, the 311 division did not exist, there were about 15 servers and about 10 Enterprise application servicing around 400 users. The IT Department staff count was about 18. The change came rapidly around 2003 when best practices were put in place to standardize around the Microsoft Windows operating systems and office suites. As the need for the use of computers, digital data grew so did the support demands of the IT Department. This is evident when the support budget over this time has increased at least six fold yet the staff, its training and tools needed to ensure the quality of service parallels the growth did not keep up but stayed stagnant.

These trends continue to put ever-increasing level of support demands on the IT Department staff and infrastructure resulting from an inadequate number of dedicated staff to adequately meet the needs at an acceptable level and quality needed. The vitalization project is to address the increasing number servers. With an understanding, that request for and seeking additional full-time-employee (hereafter, FTE) adequate to support the current practice of one server for one application will not be an option, and the outsourcing attempts have led to excessive fragmentation to too many contractors the next option is to adopt and embrace existing technology for a solution. That current technology is server vitalization.

Information Technology Department Performance Plan

With server virtualization technology, the goal is to reduce the number of physical servers and their applications into fewer physical servers supporting virtual environments using segmented memory and Storage Area Network (SAN) storage architecture to duplicate the systems. This project is not without its positives and negatives.

Major positive aspects include the reduction in cost, space, power and heat produce by a physical server. This equates to reduce costs in service and support contracts. With many server virtualizes, the number of operating systems, physical network connections and their management becomes simpler thereby reducing the workload on the IT System Administrator; as a result, putting off the creation and funding for additional IT Systems Administrators positions. On the negative side, vendors and technology are still a factor.

Many of the top commercial software developers understand the importance of virtualization technology and have embraced it by supporting it as they release newer version of their applications. However, specialized applications are necessary to meet specialized business requirements tailored to a very small percentage of users. These applications are developed by smaller companies that might not have the resources to develop their products to support virtualization. These are the applications that still require its' own server.

Today, many of the Enterprise applications running on servers are vital to daily operations. All of these applications were conceived, designed, developed, provided and supported long before the existence of the technology was ever designed or developed. With no demand or legal requirement to convert their application to run on the architecture, many are not updating their software. Because of this reason alone the rate of conversion to all-virtualization architecture will be dictated by the application used and their developers. Weighing in all these factors, we understand that the daily business of the IT Dept. will and must continue to provide required and timely service. The goal is to identify and virtualizes 12 servers (15%) by the end of FY12.

Information Technology Department Performance Plan

Program 2 Enterprise Application Support

Program Goal: The goal of the enterprise application support program is to provide the proper software functionality for municipal government personnel.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcomes				
% of Priority 1 issues resolved in 3 days. (Problem causes complete loss of service in the production environment or work cannot reasonably continue.)	N/A	N/A	TBD	TBD
% of Priority 2 issues resolved in 5 days. (Severe loss of service. No acceptable work around. However, operations can continue in a restricted fashion.)	N/A	N/A	TBD	TBD
% of Priority 3 issues resolved in 10 days. (Minor loss of service. The impact is an inconvenience that may require a workaround to restore functionality.)	N/A	N/A	TBD	TBD
% of Priority 4 issues resolved in 30 days. (No loss of service. Minor error that does not impede operations.)	N/A	N/A	TBD	TBD
% of Priority 5 issues resolved in 90 days. (Report development or assistance.)	N/A	N/A	TBD	TBD
Service Quality				
% of customers who rate Enterprise Application Support as good to excellent	N/A	N/A	TBD	TBD
Outputs				
# of tickets resolved for Enterprise Application Support program	N/A	N/A	TBD	TBD
# of total tickets requested for Enterprise Application Support by internal users	N/A	N/A	TBD	TBD
# of employee computer users supported in City/County	1828	1901	1977	4
# of total computers maintained in City/County	1113	1146	1180	3
# of client-side applications maintained	N/A	N/A	TBD	
Efficiency				
Tickets resolved per FTE	N/A	N/A	TBD	TBD
Computers supported per FTE	159	164	169	3
Personnel supported per FTE	261	272	282	4

Information Technology Department Performance Plan

Major Projects

Planned Project Milestone	Completion Date	City Strategic Goal Area
Internal Website - Create an Intranet portal for the purpose of reducing the use of printed forms. Design and develop the intranet allowing departments to present data for access.	June, 2012	Accountable, Efficient and Responsive Government

Performance Discussion

The exchange of internal forms provided by the Central Services, Finance, Human Resource and Information Technology Department to other departments to gather and collect data continues to be a physical process requiring the use of a manual writing instrument such as a pen or pencil. The mode of delivery methods to convey the forms between the departments are pedestrian resulting with the forms being hand-delivered. Through the use of existing technology and the promotion of an Intranet, the manual practice will be converted to digital format. The project would be planned over many phases to be completed over a period of two fiscal years ending June 2013. With any change there will be enthusiastic support along with guarded reluctance.

In the spirit of progress and improving operational proficiency, a resounding level of support by the Central Services, Finance, Human Resource and IT Department will make sure the documents are properly converted into the two standards used and accepted. The standards are the Adobe PDF format and the Microsoft Word format.

The challenges will be in two areas. The first is the development of the Intranet. Since the domain does not reside on an internal server, but hosted externally, existing city and county user accounts are not accessible and cannot be used. Other project objectives include the design of group accounts allowing a separation of city and county forms to reside on the same system but independent of the other. Once these objectives are met, the next objective will be to design the layout of the two sites connected through a common site.

Defining, updating, converting and publishing of the selected documents and forms will require the collaborative effort of all departments. The project is divided into multiple phases with the development of the website and its access and security issues resolved by December, 2011. The next phase includes creating the base intranet structure and including several multi-departmental documents defined by each participating department by June, 2012.

The benefits of the success of this project are multi-fold. From a green initiative perspective, this will help to reduce the need and reliance on paper. From an efficiency perspective, forms will be updated and posted by each department quicker and with little management needs by staff. The form can be completed and returned to the designated department with a higher degree of data integrity and accuracy due to the information being typed, not handwritten, which makes interpretation additionally more difficult.

INFORMATION TECHNOLOGY - 311 DIVISION

DESCRIPTION

The 311 Division of the IT Department provides free non-emergency information to the public with quick and easy access to all City of Albany, Dougherty County and WG&L government services and information while maintaining the highest possible level of customer service. We help agencies improve service delivery by allowing them to focus on their core missions and manage their workload efficiently. We also provide insight into ways to improve City/County government through accurate, consistent measurement and analysis of service delivery City and County wide.

Major Object of Expenditure	ACTUAL 2009/2010	ADOPTED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	77,557	153,706	155,473
OPERATING EXPENSE	46,963	45,874	49,672
CAPITAL OUTLAY	0	0	0
TOTAL	124,520	199,580	205,145
FULL TIME POSITIONS	1	1	1

Class Title

Customer Resource Supervisor	1	1	1
TOTAL	1	1	1

Information Technology Department Performance Plan

Program 3 311 Call Center

Program Goal: The goal of the 311 Call Center is to provide a single point of contact for all non-emergency local government services and general information for the City of Albany, Dougherty County and WG&L departments for the citizens of Dougherty County in order to increase the satisfaction level of communications for the citizens.

City Strategic Goal Supported: Accountable, Efficient and Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual*	FY2011 Est.	FY2012 Target	% Change
Outcomes				
% of citizens that rate the 311 Call Center customer service as having met or exceeded their expectations	N/A	N/A	TBD	TBD
Service Quality				
% of citizen callers successfully connecting to the Call Center	99.43%	99.32%	99.26%	-0.06
Outputs				
# of calls received	13,538	20,000	23,000	15
# of website visits supported	3,338	2,200	2,300	5
# of citizen generated (long abandon) hang-ups	77	140	230	64
Efficiency				
# of 311 phone requests per FTE	4,403	6,330	6,970	10

*Startup date 9/1/2009 – numbers were annualized

Major Projects

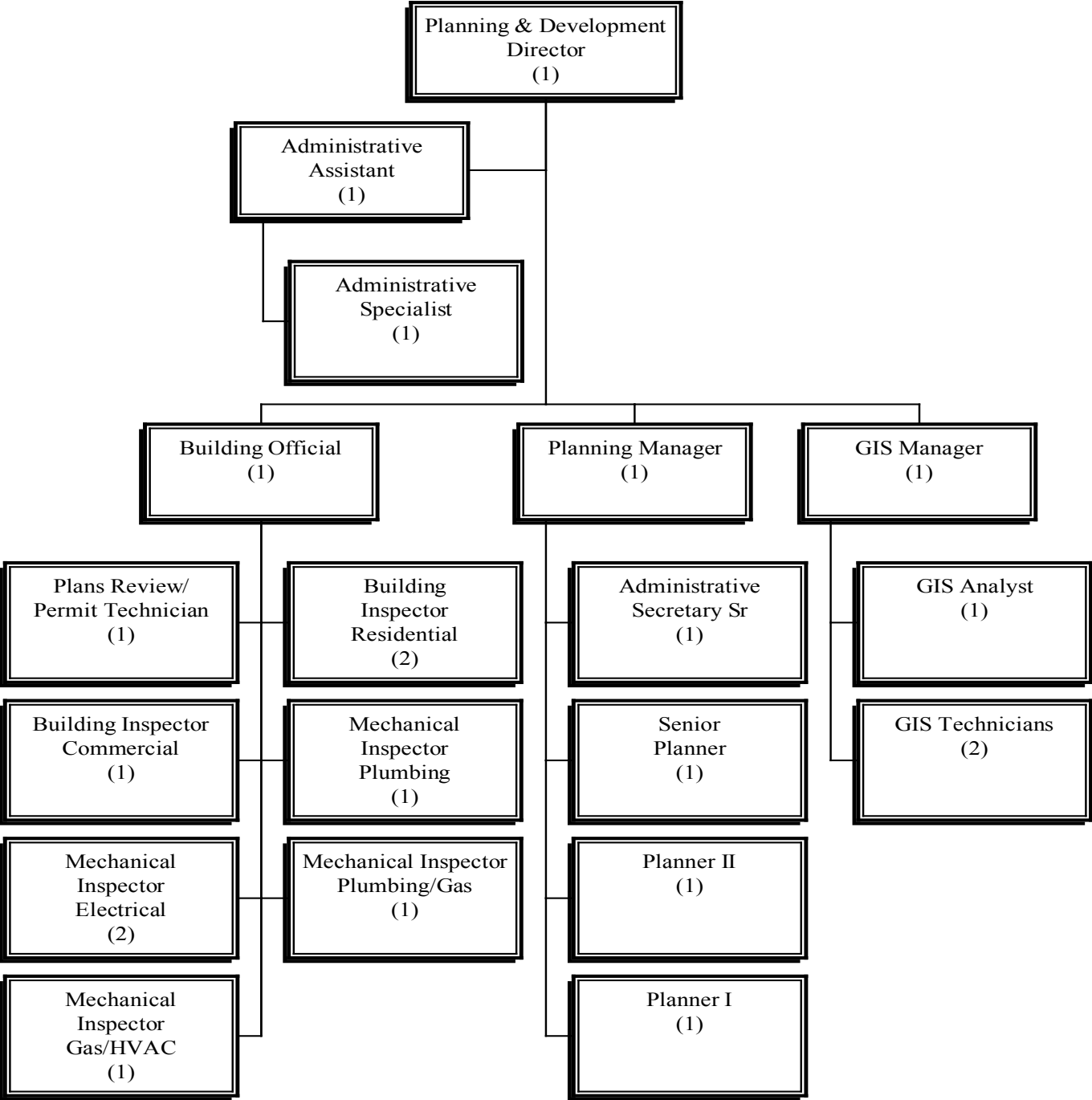
Planned Project Milestone	Completion Date	City Strategic Goal Area
Internal work order system - Develop service requests for internal department and employee use	July 2011	Accountable, Efficient and Responsive Government

Performance Discussion

The 311 Call Center began on September 1, 2009. Since that time, we have created a database that contains approximately 2,000 different topics and service request types to assist the citizen with their requests. This software has greatly increased communications between the citizen and departments as well as internally between departments. This project will further increase the number of service requests to include internal requests 1) between an employee and other departments and 2) requests within a department for better tracking and accountability. Examples include services from employees requesting service on computer related issues to a department inputting their own internal maintenance work orders. This effort should not increase the long-term workload of 311 Customer Service Representatives as each employee and/or department will input and maintain their own service requests. Inputting and maintaining the database of issue types will be the responsibility of the 311 staff but should only require the majority of their time initially.

As the call volume increases in the 311 Call Center, promptly answering the calls will remain very important. Since our customer service representatives are all part-time, management is monitoring the call volume carefully and trying to adjust work schedules to maximize citizen calls successfully being connected to the Call Center. Industry averages for hang-ups within a call center is considered very good at 3% and we are currently running well below 1%.

Planning & Development Services
Dept 21



PLANNING & DEVELOPMENT SERVICES*DESCRIPTION*

The Planning and Development Services Department is comprised of three Divisions: Planning & Zoning, Development Services (Inspection), and Geographic Information System (GIS).

Planning and Zoning is responsible for the governing of all land usage and developments within the city limits of Albany and the unincorporated limits of Dougherty County. This Division is also responsible for the administration of the Comprehensive Land Use Plan, Zoning Ordinance, Floodplain Management Ordinances, and Sign Ordinances; and provision of staff support for several citizen boards, including Historic Preservation, Greenspace, and Transportation.

Inspection provides quality public service while ensuring compliance with the Georgia State building code, local codes, and ordinances. We provide information for our residents, design professionals, contractors, builders and developers to ensure that all construction is maintained in a safe, energy efficient, and accessible manner.

GIS, a computer technology, combines geographic data (the locations of man-made and natural features on the earth's surface) and other types of information (names, classifications, addresses, and much more) to generate visual maps and reports. The GIS division currently maintains more than fifty GIS layers including aerial photos, parcels, street centerlines, zoning, and flood information.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	938,798	1,067,793	1,120,748
OPERATING EXPENSE	293,078	319,928	269,020
CAPITAL OUTLAY	0	0	0
TOTAL	1,231,876	1,387,721	1,389,768
FULL TIME POSITIONS	22	22	22

Class Title

Administrative Assistant	1	1	1
Building Inspector	3	3	3
GIS Manager	1	1	1
GIS Analyst	1	1	1
GIS Technician	2	2	2
Mechanical Inspector - Electric	2	2	2
Mechanical Inspector - Gas/HVAC	1	1	1
Mechanical Inspector - Plumbing	1	1	1
Mechanical Inspector - Plumbing/Gas	1	1	1
Building Official	1	1	1
Planner I	1	1	1
Planner II	1	1	1
Senior Planner	1	1	1
Planning Manager	1	1	1
Plans Review / Permit Technician	1	1	1
Administrative Specialist	1	1	1
Administrative Secretary, Sr.	1	1	1
Director of Planning	1	1	1
TOTAL	22	22	22

Planning Department Performance Plan

Planning & Development Services Performance Plan

Department Mission

The Planning and Development Services Department is composed of three Divisions: Planning & Zoning, Development Services (Inspection) and GIS. We are dedicated to promoting the improvement, conservation and revitalization of Albany and Dougherty's physical and social environment.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
Comprehensive Plan 2025: Land Use Element Update	June 22, 2012	Managed Growth and Infrastructure
Zoning Ordinance Updates	October 25, 2011	Managed Growth and Infrastructure
National Flood Insurance Community Rating System (CRS) Program Annual Recertification for 2011	October 1, 2011	Community and Economic Vitality
Aerial Photo/LiDAR Project Closeout	September 30, 2011	Managed Growth and Infrastructure

Performance Highlight Discussion

The Department's challenge is to provide timely, current, and accurate information in order to promote the orderly growth and revitalization of the City of Albany and Dougherty County. To meet this challenge, the Zoning Ordinance and the Land Use Element of the Comprehensive Plan 2025, specifically the Existing and Future Land Use Maps, will be updated within the FY2012 Target Year. These updates will position the Department to achieve this goal.

Continued efforts to improve the Community's standing in the National Flood Insurance Community Rating System Program will educate the public about flood awareness and prevention with the goal of minimizing flood damages and improving flood insurance ratings.

The Aerial Photo/LiDAR Project will update aerial photos and impervious surfaces. A new component, LiDAR, which captures highly accurate TOPO data, will be used by City and County Engineering for drainage projects and by FEMA for use in future Flood Insurance Rate Map (FIRM) revisions. Impervious surfaces, including building foot prints, are a valuable planning tool and will play a major role in a Storm Water Utility.

Planning Department Performance Plan

Program 1: Planning and Zoning Program

Program Goal: The goal of the Planning and Zoning Program is to provide comprehensive land use planning services for its citizens in order to promote orderly growth of the physical environment and to administer zoning regulations for the Albany Dougherty community to insure proper regulation of land uses.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Service Quality				
% of zoning/variance applications processed within 25 days	95%	95%	95%	0
% of subdivision applications processed within seven days	95%	95%	95%	0
% Certificates of Appropriateness processed within 25 days	90%	95%	95%	0
% Flood Zone Determinations processed within two days	N/A	90%	95%	5
Output				
Number of zoning/variance applications processed	66	22	44	100
Number of subdivision applications processed	23	34	31	9
Number of Certificates of Appropriateness processed	44	32	38	19
Number of Flood Zone Determinations completed	64	54	59	9
Efficiency				
Number of zoning/variance applications processed per FTE	69	69	69	0
Number of subdivision applications processed per FTE	2,081	2,080	2,081	0
Number of Certificates of Appropriateness applications processed per FTE	74	74	74	0
Number of Flood Zone Determination Forms processed per FTE	2,078	2,077	2,077	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Comprehensive Plan 2025: Land Use Element Update. Provide timely current and accurate information in order to promote the orderly growth and revitalization.	June 22, 2012	Managed Growth and Infrastructure
Zoning Ordinance Updates: The result is development that is managed, controlled, and directed to appropriate areas of the community.	October 25, 2011	Managed Growth and Infrastructure
National Flood Insurance Community Rating System (CRS) Program Annual Recertification for 2011: Remain in good standing as a Category 8 Community in the National Flood Insurance Program. Result: Maintain lower insurance rates for the citizens of Albany.	October 1, 2011	Managed Growth and Infrastructure

Planning Department Performance Plan

Performance Discussion

The process for updating the Land Use Element of the Comprehensive Plan 2025 will be implemented in the Target year. Effective planning ensures that future development will be controlled by the community and local government. Other important benefits to the community that result from the planning process include the following: quality of life is maintained and improved; there is a vision, clearly stated and shared by all, that describes the future of the community; private property rights are protected; economic development is encouraged and supported; and there is more certainty about where development will occur, what it will be like, when it will happen, and how the costs of development will be met.

During the milestone period, the Department will seek to recertify the City of Albany as a Category 8 Community in the National Flood Insurance Program (NFIP). Recertification will ensure the citizens of Albany a continued 10% discount rate for flood insurance policies. Another goal is to implement additional flood prevention and awareness activities to improve the City's rating to a Category 7 Community, which would result in a 15% discount on flood insurance policies. The addition of LiDAR (Light Detection and Ranging) technology will provide flood information that FEMA will use in future mapping revisions to the Firm Insurance Rate Map (FIRM).

Data collection and documentation for Flood Zone Determination forms will be developed and implemented during the Target FY2012. Flood Zone Determination forms provide information concerning the location of structures within a designated flood zone based on the Flood Insurance Rate Map (FIRM). This information is used to determine the requirement for flood insurance. The provision of this information is timely, since a disputed flood zone determination must be appealed to FEMA within 45 days.

It is estimated that the number of zoning and variance applications will decrease by 67% from FY2010 (actual) to FY2011 (estimated). Economic conditions contribute to the projected decrease in zoning/variance applications. However, based on a three-year average (FY2009 – 2011), it is anticipated that the number of zoning/variance applications could increase by 100%. Zoning and subdivision applications should continue to be processed at a 95% completion rate. Incomplete or withdrawn applications, which represent approximately 5% of all applications, are not processed.

Certain sections of the zoning ordinance require updates. A more detailed and expanded section on permitted uses by zoning district will allow for proper identification and categorization of those uses. The result is development that is managed, controlled, and directed to appropriate areas of the community.

Program 2: Geographical Information Systems (Enterprise GIS) Performance Plan

Program Goal: The goal of the GIS Program is to manage and administer the City of Albany's Enterprise Geographic Information System to provide internal users and the community improved access to information resources.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Service Quality				
% of subdivisions processed within five days of recorded plat	N/A	85%	100%	15
% of Zoning Map changes processed within two days of zoning change notice	N/A	90%	100%	10
% of address master file updates processed within five days of notification	N/A	90%	90%	0
% of parcels maintained within five days of notification	N/A	90%	90%	0

Planning Department Performance Plan

Output				
Number of subdivisions processed	16	34	31	[9]
Number of Zoning Map changes processed	20	6	16	167
Number of address master file updates processed	4266	1157	1157	0
Number of parcels maintained	38239	38285	38335	.1
Efficiency				
Number of subdivisions processed per FTE	416	416	416	0
Number of Zoning Map changes processed per FTE	1,040	1,040	1,040	0
Number of address master file updates processed per FTE	1422	643	643	0
GIS cost per parcel maintained	\$1.52	\$1.42	\$1.48	4

Major Project

Planned Project Milestone	Milestone	City Strategic Goal Area
Aerial Photo/LiDAR Project	September 30, 2011	Managed Growth and Infrastructure

Performance Discussion

The Aerial Photo/LiDAR Project consists of three components: aerial photos, LiDAR (Light Detection and Ranging), and impervious surfaces. Aerial photos were last flown in 2006; the goal is to fly on five year intervals for ideal routine maintenance. The impervious surfaces were first captured in 2006 with the intention of providing a GIS layer to be used with the Storm Water Utility. Building footprints have turned out to be an important layer for planning purposes and tax appraisals. Sidewalk, alley, and road surfaces will also play a part in the City Public Works Pavement Management Program that is currently under development. Updating impervious surfaces reflects development changes on the ground and is routine maintenance that should be conducted each time new aerial photos are acquired. LiDAR captures highly accurate TOPO data and is used by City and County Engineering Departments for drainage projects. LiDAR will provide flood information that FEMA will use in future FIRM remaps. Another future goal for LiDAR is to expand the coverage area for the U.S. Geological Survey/National Weather Service Flood inundation mapping, which is displayed on the National Weather Service web page.

A major focus will center on implementing a regular maintenance schedule for updating the GIS zoning and subdivision layers. It is important for zoning and subdivision information to be accurate and up-to-date in the GIS Program. This information is used by developers, the business community, government agencies, and the public to make land use decisions concerning the use and disposition of property. Due to the importance of this information, the Target goal is 100%.

The number of address master file updates processed and used in calculations of FTEs started in 2009. The first year primarily involved editing single parcel addresses obtained from a data dump of parcel data. In FY2011, the focus shifted to mobile homes which require more time (GPS data capture) per point captured, resulting in a reduced number of updates processed per FTE.

GIS duties can be divided into four primary areas: Enterprise GIS Management, Parcel Management, Address Management, and Project Management. Although parcels is a base GIS layer, less than 25% of staff time is required for Parcel Management. "GIS cost per parcel maintained", in Planned Performance Targets, is prorated at 25% of the total GIS budget.

Planning Department Performance Plan

Program 3: Building Development Services Performance Plan

Program Goal: The goal of the Building Development Services Program is to administer the building development process for the community to insure life safety through review, permits and inspections of design, construction, operation, and maintenance of the built environment.

City Strategic Goal Supported: Community and Economic Vitality

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Service Quality				
% of preview/site plan applications processed within seven days of receipt	98%	98%	100%	2%
% of residential building permits processed within one day	98%	98%	100%	2%
% of commercial building permits processed within 30 days of plan approval	98%	98%	100%	2%
Output				
Number of preview/site plan applications processed	241	200	220	10%
Number of permits requiring inspections processed	3,896	3,600	3,700	36%
Number of trades inspections performed	5,329	4,920	5,125	24%
Efficiency				
Number of preview/site plan applications processed per FTE	241	200	220	10%
Number of permits requiring inspections processed per FTE	3,896/2	3,600/3	3,700/3	36%
Number of trade inspections performed per FTE	1,948	1,200	1,233	36%

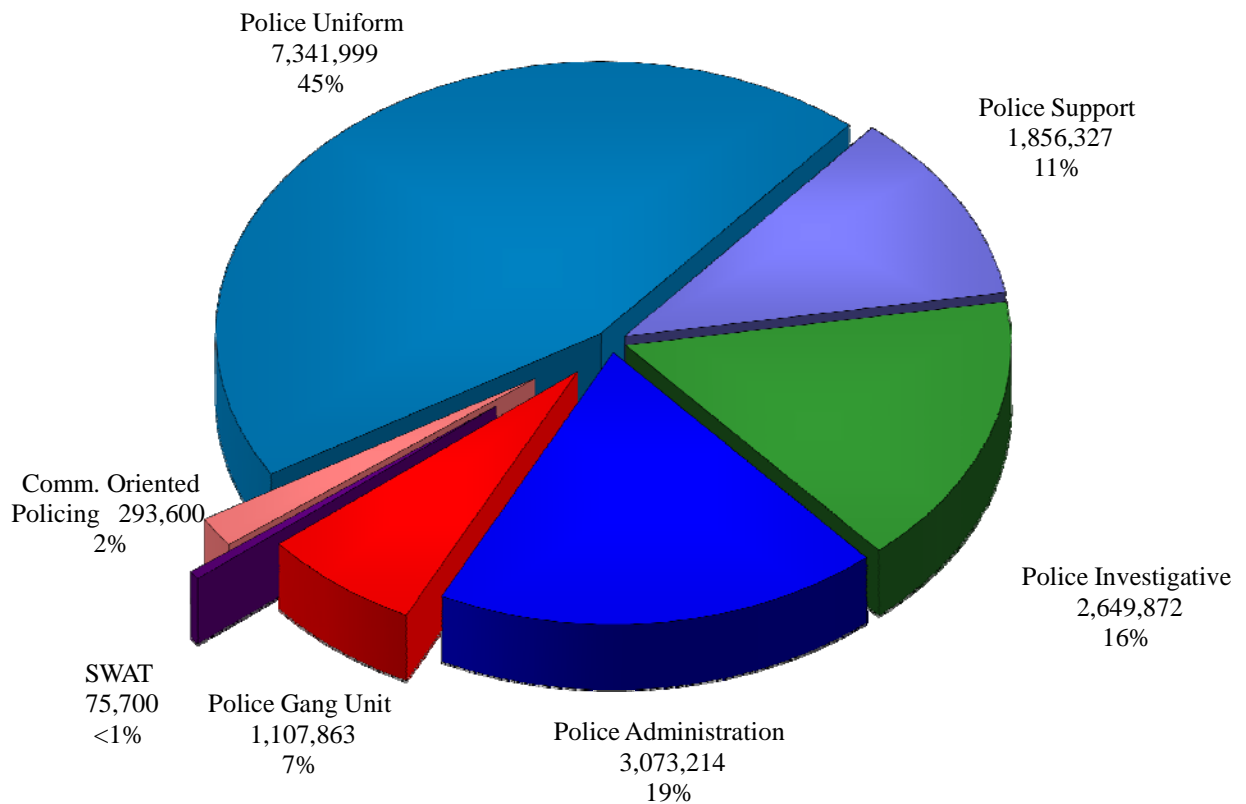
Performance Discussion

Permits are projected to increase about 36% from FY2011 to FY2012 based on a two-year average and a positive change in the economy.

The number of preview/site plan applications processed is calculated based on the number of times any plan is handled for different reasons. A site plan and a building plan for the same project counts as two separate plans because there are two separate processes used to achieve an approved set of plans. Time spent on a site or building plan review varies based on the uniqueness of each project and is immeasurable.

The Kelly Permitting Software is an excellent documentation tool for data collection, report generation, and compilation of fees associated with permits and applications. This software will be used to document the Performance Measures stated above.

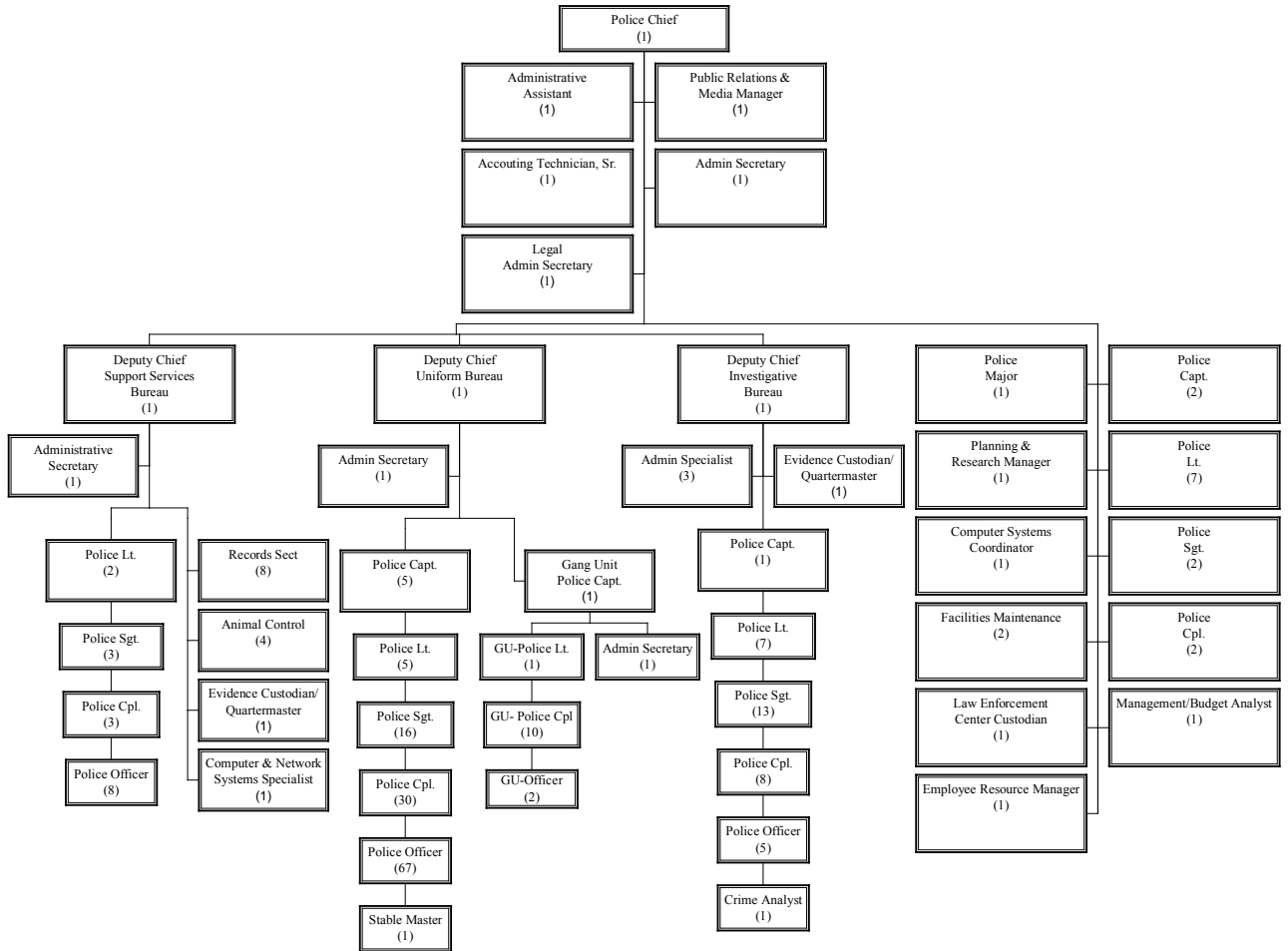
City of Albany Adopted Budget FY 2012 Police Department



Total Expenditures
\$16,402,643

Police Department

Dept 22



POLICE DEPARTMENTAL SUMMARY*DESCRIPTION*

The Albany Police Department is responsible for safeguarding lives and property in the City of Albany. The Department is responsible for the enforcement of laws, prevention of crime, promotion of safety, education and implementation of programs to reduce crimes, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder. In our efforts to accomplish these mandates the Albany Police Department has embraced the philosophies of "Community Oriented Policing". The goal of Community Oriented Policing is the reduction of crime and disorder by carefully examining the characteristics of problems in the neighborhoods, and then applying appropriate problem-solving remedies. The "Community" for which a patrol officer is given responsibility is a small, well-defined geographical area. Beats are configured in a manner that preserves, as much as possible, the unique geographical and social characteristics of neighborhoods while still allowing efficient service. Effective community policing is generated by optimizing positive daily contacts between our citizens and the police. Assignment of officers to "Districts" enable them to work long term assignments in the same areas, becoming more familiar with members of the community, thus enabling them to stay aware of the day-to-day working of their community.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	11,429,561	13,418,264	13,387,167
OPERATING EXPENSE	2,621,130	3,059,847	3,015,475
CAPITAL OUTLAY	0	0	0
TOTAL	14,050,691	16,478,111	16,402,643
FULL TIME POSITIONS	235	237	240

*The Police Department's budgets include the appropriation for Albany/Dougherty Metro SWAT. This unit is under the direct supervision of a Dougherty County Unit Commander. The governing authority of this body of Officers is derived through the Albany/Dougherty Metro SWAT Board of Directors. The SWAT budget has been included in the summary totals above; however, it is independent of the City of Albany's Police Departments budget.

POLICE ADMINISTRATION*DESCRIPTION*

The Administrative Bureau directs all police operations and provides guidance, leadership and integrity over all branches of the Police Department. This is done through the planning and coordination of all activities by the implementation of policy and procedures. The Administrative Bureau oversees all functions of budgetary matters and procedures. The Planning and Research Section provides up-to-date data and techniques used to plan the operation of the Police Department including the securing of various grant funds. The Office of Professional Standards is comprised of Internal Affairs, Recruitment and Training. The Recruitment Unit insures that candidates for the position of Police Officer are capable, knowledgeable and reflect the goals and objectives of the Police Department and the City of Albany. The Training Section acts as a facilitator and mentor, managing new recruits to insure proper training is provided to each officer hired. It is also responsible for providing updated and advanced in-service training to officers currently on the force. The Internal Affairs section protects the Police Department, the City of Albany, and the officers themselves through the development and enhancement of skills, knowledge, procedures and the constitutional rights afforded equally to all citizens of this community.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,572,054	1,739,685	1,826,574
OPERATING EXPENSE	1,185,522	1,316,330	1,246,640
CAPITAL OUTLAY	0	0	0
TOTAL	2,757,576	3,056,015	3,073,214
FULL TIME POSITIONS	27	28	28

Class Title

Police Chief	1	1	1
Public Relations & Media Manager	1	1	1
Deputy Chief	1	1	1
Police Major	1	1	1
Police Captain	2	2	2
Police Lieutenant	8	8	7
Police Sergeant	3	2	2
Police Corporal	2	1	2
Administrative Assistant	0	1	1
Planning & Research Manager	1	1	1
Employee Resource Manager	0	1	1
Management/Budget Analyst	0	1	1
Legal Administrative Secretary	1	1	1
Administrative Secretary	1	1	1
Accounting Technician, Sr.	1	1	1
Facilities Maintenance Mechanic	1	1	1
Facilities Maintenance Supervisor	1	1	1
Computer Systems Technician	1	1	1
Law Enforcement Center Custodian	1	1	1
TOTAL	27	28	28

Police Department Performance Plan**Department Mission**

The mission of the Albany Police Department is to provide the highest quality police services by working with our community, and sharing our mutual responsibilities for safety, service, and problem resolution.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
SPLOST VI Mobile Data Project	Complete by 06/30/12	Public Safety
SPLOST VI Field Reporting/Record Management Software Project	Vendor identified and implementation plan in place by 06/30/2012	Public Safety
SPLOST VI LEC Law Enforcement Center Technology Projects	50% Complete by 06/30/2012	Public Safety
SPLOST VI Mobile Command Center Project	100% Complete by 06/30/2012	Public Safety

Performance Highlight Discussion

The major capital projects for the police department over the next five years involve an investment in up to date technology and equipment. The department must work in partnership with other city and county organizations to coordinate the purchase and implementation of software and equipment which will provide for the seamless sharing of information between organizations in real time. Stakeholders in these projects include the Albany Police Department, Albany Fire Department, 911 Communications Center, Dougherty County Police, Dougherty County Sheriff and Jail, and other city and county public safety and criminal justice organizations. Hardware and software purchase and implementation strategies must be coordinated so that information can be gathered and documented quickly and then shared without the need for redundant data entry.

The department will continue to work to recruit quality personnel to fill vacancies and to retain veteran personnel. As vacancies are filled we will analyze the allocation of personnel and begin to reinstate programs and functions which have been suspended or eliminated due to personnel shortages. The department will seek to be proactive and to actively involve the citizens of the City of Albany in addressing crime issues. We will continue to work in partnership with other criminal justice and public service agencies as well as community organizations to address quality of life issues in our service area.

Police Department Performance Plan

Program 1 Administration and Office of the Chief

Program Goal: The goal of the Office of the Chief of Police is to provide guidance, leadership and integrity over all branches of the police department.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of Citizens Police Academy (CPA) slots filled	60	80	90	10
Service Quality				
% of CPA attendees rating course good or excellent	N/A	90	95	5
Output				
# of CPA sessions conducted	3	3	3	0
# of press releases generated	150	170	170	0
# of community events attended	41	45	50	11
# of staff development activities conducted	1	2	4	100
Efficiency				
Cost per CPA session conducted	\$500.00	\$500.00	\$500.00	0

Performance Discussion

The Citizen's Police Academy is a program designed to give members of the community an up close look at police operations and allow them to meet and interact with department personnel. The program provides training to participants on virtually every aspect of department operations.

Police Department Performance Plan

Program 2 Professional Standards

Program Goal: The goal of the Professional Standards Unit is to conduct internal affairs investigations, crime analysis, planning and research as well as to oversee the department's accreditation process in order to promote integrity and professionalism within the police department.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of sustained complaints against employees.	15	15	10	-5
Service Quality				
% of IA cases completed within 30 days	90	90	95	5
Output				
# of complaints received	84	80	70	-13
# of IA investigations conducted	10	8	5	-38
# of crime analysis reports generated	877	1000	1100	10
# of certification and accreditation milestones achieved	0	1	2	100
# of grants received	2	4	4	0
Efficiency				
# of cases investigated per FTE	10	8	5	-38

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Georgia Law Enforcement Certification – Recertification	Recertification	Public Safety
CALEA Accreditation – Initial Accreditation	Accreditation	Public Safety

Performance Discussion

This section is tasked with maintaining the professionalism of the Albany Police Department. This task is accomplished by thoroughly investigating and addressing complaints of employee misconduct and by increasing the level of professionalism of the department as a whole and of individual employees. The department is currently certified by the Georgia Law Enforcement Certification Program and is seeking recertification by this organization in 2011. The department is also planning to pursue national accreditation through the Committee on Accreditation for Law Enforcement Agencies (CALEA). Accreditation is a three year process which the department hopes to begin in 2011 and complete in 2014.

Police Department Performance Plan

Program 3 Recruitment, Retention and Training

Program Goal: The goal of the Recruitment, Retention and Training Unit is to promote the highest level of professionalism and integrity through the recruitment of quality candidates and continuous advanced training of current employees.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of sworn positions vacant	15	13	10	-3
Service Quality				
% of new recruits successfully completing training	67	80	90	10
Output				
# of recruits successfully hired	43	19	20	5
# of recruits successfully trained	29	19	20	5
# of personnel trained (excluding recruits)	171	214	214	0
# of sworn personnel who retained after 24 months	88	85	90	5
Efficiency				
Cost per new employee hired	\$70,933	\$73,060	\$75,252	3

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Renovation of fire training facility at Turner Field for use by Police Department	Completion of Project	Public Safety
SPLOST VI Firearms Simulator	Installation of Device	Public Safety
SPLOST VI Implement Adobe Learning online training software	First Online Class	Public Safety

Performance Discussion

One of the greatest problems currently facing the department is a shortage in the number of line level sworn officers available for duty. It is the goal of unit to fill all open positions and significantly decrease the turnover rate for sworn positions. As evidenced by the amount of money required to train one new police officer, any reduction in the turnover rate will result in substantial savings to the city. The training cost is derived from the cost of equipment initially issued to the recruit plus the salary and benefits expended during the training phase. This training phase extends from the date of hiring until completion of field training.

This unit is also tasked with two major capital projects, the purchase of a new firearms simulator and the purchase and implementation of online training software. The firearms simulator will replace the current out of date system and provide critical situation based training on deadly force. The online learning software will allow the department to provide in service training on a variety of topics to officers without the need for scheduled classroom sessions. The software will also allow civilian personnel to receive in service training on an individual, self paced basis.

POLICE UNIFORM*DESCRIPTION*

The Uniform Bureau is the largest of the Four (4) Bureaus which comprise the Albany Police Department. It presently patrols Three (3) districts, each with a Community Policing Center. The Uniform Bureau is committed to serving our community, to enhancing quality of life and to nurturing public trust by holding itself to the highest standards of performance and ethics. These officers are determined to serve as a deterrent to crime, develop relationships with community groups, residential and business organizations and promote an environment receptive to all who visit or live in our city. We embrace a Community Oriented Policing Philosophy and rely heavily upon community input and collaborative problem solving strategies. It is through this move of heightened community involvement in public safety matters that the Uniform Bureau will effectively address the future of policing and perception of crime in our city.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	5,966,356	6,629,072	6,517,199
OPERATING EXPENSE	710,091	816,800	824,800
CAPITAL OUTLAY	0	0	0
TOTAL	6,676,447	7,445,872	7,341,999
FULL TIME POSITIONS	125	126	126

Class Title

Deputy Chief	1	1	1
Police Captain	5	5	5
Police Lieutenant	5	5	5
Police Sergeant	17	16	16
Police Corporal	34	30	30
Police Officer	61	67	67
Administrative Secretary	1	1	1
TOTAL	125	126	126

Police Department Performance Plan

Program 4 Uniform Patrol

Program Goal: The goal of the Uniform Patrol Division is to respond to calls for service, provide visibility, and prevent criminal activity in order to make the City of Albany a safe and secure place to live, work, and play.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of citizens assisted who rate service as good to excellent	N/A	70%	80%	10
Service Quality				
Average Response Time for Priority 1 Calls	00:07:45	00:07:30	00:07:15	-2
Output				
# of calls for service answered	159,352	174,861	189,759	9.7
# of Neighborhood Watch groups supported	25	30	35	17
# of COP activities conducted	N/A	27600	28900	5
Efficiency				
# of calls answered per officer	905	853	800	-6

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI Mobile Data Project		Public Safety
SPLOST VI Field Reporting/Record Management Software Project		Public Safety
In Car Camera System Project		Public Safety
Take Home Car Program		Public Safety

Performance Discussion

Four of the major capital projects currently underway directly impact the patrol division. The Mobile Data Project will equip every patrol car with a mobile computer and an interface with the dispatch center and Georgia Criminal Justice Information System. This interface will allow officers to see dispatch data in their cars as soon as it is entered into the dispatch computer system. It will also allow officers to run checks for wanted persons, vehicle registrations, driver license information, stolen articles, etc. directly from their vehicles. The Field Reporting/Records Management Project will allow officers to write crime and accident reports on the laptop in their vehicle and to then submit the reports directly to the department's Records Management Server. This process will eliminate the need for officers to handwrite reports and submit them to records clerks who then type the information into a computer. Electronic reporting will also allow officers to complete reports more efficiently and decrease the amount of time spent on report writing.

The In Car Camera System Project will install digital video cameras and recorders in every patrol unit. These systems can be activated by the officer and will also automatically activate through a variety of different events to record audio and video information both inside and outside of the vehicle. The cameras will be interfaced with the in car computer so that events can also be viewed in real time by supervisors.

Police Department Performance Plan

The take home car program is an effort to move the patrol division from a fleet of pool cars which run 24 hours a day, seven days a week, to an individually assigned car. The program will result in long term savings as maintenance and replacement costs are decreased. It will also greatly enhance the department's ability to respond to a large scale event as sworn officers will be able to respond en masse to an emergency.

It is the department's objective to lower the number of calls for service handled daily by patrol personnel by filling all vacancies. A reduced call volume per officer will allow more time for preventive patrol activities and community interaction.

POLICE SUPPORT SERVICES*DESCRIPTION*

The Support Services Bureau is comprised of units that provides a "behind the scene support" to other segments for the police department. This support service includes: 1) Records Section - inputs/ manage incident reports and tickets, 2) Information Desk / Telephone Incident Reporting System (TIRS) - provides general information and assistance to citizens, vendors, media, and other government agencies. TIRS also generates incident reports for victims that walk-in or call-in to report crimes, 3) Computer System Analyst - analyzes computer problems and use computer technology to meet the needs of an organization, 4) Georgia Crime Information Center (GCIC)/National Crime Information Center (NCIC) Operator - enters and removes Hot-File information pertaining to stolen/recovered property, missing and wanted persons; provides vehicle identification numbers to local Wrecker Services; compiles, tabulates, enters, and disseminate monthly and annual crime statistics to the Georgia Crime Information Center, 5) Quartermaster/Supply Section - orders, receives, manages, and issues police duty equipment/property, 6) Vehicle Maintenance - oversees the maintenance and up-keep of all department's vehicles, 7) Animal Control Unit - rescues and impound animals, provide impound/shelter care, educate the public about the realities of pet overpopulation and responsible pet ownership, and prosecute individuals who abuse animals.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,377,461	1,609,016	1,631,592
OPERATING EXPENSE	277,759	208,650	224,735
CAPITAL OUTLAY	0	0	0
TOTAL	1,655,220	1,817,666	1,856,327
FULL TIME POSITIONS	31	31	31

<u>Class Title</u>			
Deputy Chief	0	0	0
Police Lieutenant	2	2	2
Police Sergeant	3	3	3
Police Corporal	4	3	3
Police Officer	7	8	8
Computer & Network Systems Specialist	1	1	1
Administrative Secretary	1	1	1
Police Records Supervisor	1	1	1
Animal Control Superintendent	1	1	1
Police Records Clerk	7	7	7
Animal Control Agent	3	3	3
Property Evidence Custodian/Quartermaster	1	1	1
TOTAL	31	31	31

Police Department Performance Plan

Program 5 Information Technology

Program Goal: The goal of the IT Unit is to acquire and maintain technology for the employees of the police department in order to maximize efficiency and productivity.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of level 1 complaints resolved within 1 working day	100	100	100	0
Service Quality				
% of projects managed on time and on budget	100	100	100	0
Output				
# of projects managed	4	5	5	0
# of applications maintained	18	19	19	0
# of calls for service answered	2400	2400	2400	0
# of servers maintained	17	18	18	0
Efficiency				
# of applications maintained per FTE	18	19	19	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI Technology Projects		Public Safety

Performance Discussion

The Information Technology Unit will be tasked with implementing and managing all of the technology projects currently underway throughout the department. This will include the specification and purchase of both hardware and software for the listed project areas. The IT Unit must also continue to provide a timely response to requests for assistance with existing hardware and software.

- Identify and purchase a computerized records management system with field reporting capability
- Identify and purchase a GPS mapping software compatible with the Computer Aided Dispatch system
- Coordinate purchase and installation of electronic ticketing hardware and software in all patrol unit and ensure that e-ticketing software is compatible with records management software.
- Complete purchase and installation of in-car video camera systems. Coordinate retrofitting of systems with secondary cameras to monitor passengers.
- Complete purchase and installation of ruggedized laptop computers and software in patrol vehicles
- Identify vendor and install required hardware and software for wireless network access in all patrol vehicles
- Identify and purchase replacement door access control system for Law Enforcement Center and upgrade video surveillance system
- Identify and purchase replacement desktop computers for Law Enforcement Center

Police Department Performance Plan

Program 6 Records/GCIC

Program Goal: The goal of the Records/GCIC (Georgia Crime Information Center) unit is to collect, maintain, and disseminate department records to government entities and to the public.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of GCIC entries made without error	95%	98%	99%	1
Service Quality				
% of Part I reports processed within 1 business day	95%	98%	99%	1
Output				
# of incident reports processed	21,633	22,537	23,796	6
# of accident reports processed	5,984	5,984	6,582	10
# of GCIC entries made	895	895	939	5
# of criminal histories processed	1,517	1487	1457	-2
# of TIRS reports taken	724	796	796	0
Efficiency				
# of telephone and front desk reports taken per assigned FTE	235	255	290	14

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Annual GCIC Audit	Completion of Audit	Public Safety

Performance Discussion

A primary objective for the GCIC/Records Section is to manage the changes roles and duties associated with the records function as new reporting software is implemented. A major measure for the section is the annual GCIC audit. It is a goal of the unit to decrease the number of errors identified by the audit each year.

Police Department Performance Plan

Program 7 Property Management/Quartermaster

Program Goal: The goal of the Property Management Unit is to procure, issue and track supplies and to provide secure storage and accountability of evidence for the employees of the police department.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of property disposed of within six months of case resolution.	8	10	20	10
Service Quality				
% of audited evidence records in compliance	99.63	99.70	99.80	.10
Output				
# of supplies and equipment received and issued	N/A	TBD	TBD	
# of items of evidence received	4584	4600	4700	2
# of items of evidence disposed of	400	500	600	20
# of court appearances	20	22	25	14
# of evidence records audited	3965	4000	4000	0
Efficiency				
Cost of issued equipment per employee	\$4,821.58	\$5,303.74	\$5,785.90	9

Performance Discussion

Although there are no specific major projects identified for the property management section, there are several major challenges for the coming years. The Quartermaster is tasked with efficiently managing the departments' equipment and supplies. The primary goal for this section is to reuse equipment when possible, identify the lowest cost option for purchases and identify more efficient uses of resources, such as electronic alternatives to paper forms.

The property and evidence section is tasked with receiving, documenting, storing, presenting to court and finally disposing of evidence, contraband and other property received by the agency. Since recovered property, contraband and evidence are constantly being received, it is imperative that items also be disposed of in a timely manner. Our goal is to process disposal/destruction orders no more than six months after a case has been resolved, or attempts to return property have been exhausted.

Police Department Performance Plan

Program 8 Special Operations

Program Goal: The goal of the Special Operations Unit is to provide concentrated traffic enforcement, investigate traffic accidents, plan special events, regulate parking, and enforce animal control ordinances in order to provide a safe and nuisance free environment for the citizens of Albany

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of emergency animal complaints resolved within 4 hours	95	95	99	4
% of accidents without fatalities	99.54	99	100	1
% of traffic accidents without injuries	39.67	40	45	5
Service Quality				
% of targeted intersections with reduced accident rate	21.57	22	25	4
Output				
# of citations for moving violation	4592	4600	4700	2
# of accidents investigated	1749	1760	1740	-1
# of special events worked	58	60	60	0
# of animal complaints answered	7981	8000	8100	1
Efficiency				
# of accidents investigated per Traffic Officer				

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI Mobile Command Center	TBD	Public Safety

Performance Discussion

The major project assigned to the Special Operations Unit is the purchase and maintenance of a mobile command center. The mobile command center is a specially equipped vehicle which will be used as a base of operations for large scale events and will provide a center for command and control of the event as well as a facility for equipping and supplying field personnel during extended operations.

POLICE INVESTIGATIVE

DESCRIPTION

The primary function of the Investigative Bureau is to identify, investigate, and prosecute individuals or groups involved in crimes against persons or property and / or participants in organized crime. This is done through identification and collection of data and evidence, assembling facts, collection of information, interviewing witnesses and suspects, engaging in the pursuit of leads and information, and through exchange of information with other police agencies. A close liaison with the other agencies involved in similar activities is maintained. We conduct security surveys and surveillance details. The Investigative Bureau assists in investigations when and wherever needed to maintain files of criminal activity and prosecute violators of all Federal, State and Local statutes. Included under this division are the Family Protection Unit, the Polygraph Unit, the Forensics Section, the Property Management Section and the Domestic Violence Response Unit.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,848,345	2,457,324	2,502,257
OPERATING EXPENSE	119,881	163,450	147,615
CAPITAL OUTLAY	0	0	0
TOTAL	1,968,226	2,620,774	2,649,872
FULL TIME POSITION	40	40	40

Class Title

Deputy Chief	1	1	1
Police Captain	1	1	1
Police Lieutenant	7	7	7
Police Sergeant	13	13	13
Police Corporal	5	8	8
Police Officer	8	5	5
Police Crime Analyst	1	1	1
Administrative Specialist	1	1	3
Secretary	2	2	0
Evidence Custodian/Quartermaster	1	1	1
TOTAL	40	40	40

Police Department Performance Plan

Program 9 Crimes Against Persons

Program Goal: The goal of the Crimes Against Persons Unit is to investigate serious violent crimes and prepare criminal cases for prosecution in order to protect the citizens of Albany from physical harm.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of cases cleared	37.33	37	39	2
Service Quality				
% of case files submitted to District Attorney within 30 days	N/A	75	80	5
Output				
# of cases assigned	442	450	460	2
# of assigned cases cleared	165	166	179	8
# of crime scenes processed	579	580	590	2
Efficiency				
# of assigned cases per FTE	88.4	90	85	-6

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI Crime Scene Vehicle	Purchase of Vehicle	Public Safety

Performance Discussion

The major project for the forensics unit is the purchase of a major crime scene response vehicle with SPLOST funding. The vehicle will replace an eleven year old former ambulance which is currently serving as a crime scene vehicle. The new vehicle will be fully equipped all equipment necessary to process a major crime scene for evidence, and will also be large enough to serve as a mini command post for personnel working a crime scene.

Police Department Performance Plan

Program 10 Crimes Against Property

Program Goal: The goal of the Crimes Against Property Unit is to investigate serious property crimes and prepare criminal cases for prosecution in order to protect the property and livelihood of the citizens of Albany.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of cases cleared	17.04%	18%	20%	2
Service Quality				
% of case files submitted to District Attorney within 30 days	68	75	80	5
Output				
# of cases assigned	3411	3500	3500	0
# of assigned cases cleared	382	400	450	13
Efficiency				
# of assigned cases per FTE	243	250	230	-8

Performance Discussion

The primary challenge facing the property crimes unit is the overwhelming case load. The average case load per investigator is 243 cases per year. Investigators in the burglary section average between 450 and 500 cases per year. The challenge for the unit is to be proactive in reducing the number of reported cases and to allocate personnel to effectively investigate and solve reported property crimes. The bureau plans to add additional detectives to this unit as entry level positions are filled in the patrol division. The additional personnel will result in a more reasonable case load per detective and allow for a more effective response to assigned cases.

Police Department Performance Plan

Program 11 Family Protection

Program Goal: The goal of the Family Protection Unit is to investigate cases involving juveniles, sexual assault and family violence in order to provide assistance to victims of domestic violence.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of cases cleared	60.57	60	65	5
Service Quality				
% of case files submitted to District Attorney within 30 days	N/A	75	80	5
Output				
# of cases assigned	634	650	660	2
# of assigned cases cleared	384	390	429	10
# of victim referrals made	416	420	430	2
Efficiency				
# of assigned cases per FTE	158.5	159	150	-6

Performance Discussion

The Family Protection Unit, like other investigative units, is challenged by an overwhelming case load. Additionally, detectives assigned to FPU work a full range of different types of cases. They do not specialize in property or persons crimes. They work all crimes occurring within a family. Our hope is to be able to add personnel to the unit and decrease the case load per detective. This will allow the unit to engage in more proactive endeavors, such as community education events.

POLICE GANG UNIT*DESCRIPTION*

The primary function of the Gang Unit is to assess the nature and scope of illegal gang activities, once identified penetrate and dismantle the criminal activities with a proactive investigative effort. The unit focuses on intelligence gathering and establish/implement a database; Ensure subordinate officers are trained and expected to provide quality customer services to all citizens; Ensure that personnel provide proficient and prompt law enforcement services; Establish and communicate general and specific department rules, regulations, policies and procedures; Maintain current knowledge of changes in laws, new methods of enforcement, and other trends and development in the suppression of gang activities; Evaluate subordinate officers by completing performance appraisals; review subordinate supervisor appraisals of officers and staff personnel; Meet and coordinate with other law enforcement professionals to seek solutions to regional and statewide gang problems and issues; Maintain oversight on expenditures; Ensure that laws and ordinances are enforced; Perform special studies, research, and investigations and conducts special assignments. This unit is committed to educating the public about different types of gang activities and awareness.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	651,582	949,796	876,174
OPERATING EXPENSE	76,780	294,389	231,689
CAPITAL OUTLAY	0	0	0
TOTAL	728,362	1,244,185	1,107,863
FULL TIME POSITIONS	12	12	15

Class Title

Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Corporal	10	10	10
Police Officer	0	0	2
Administrative Secretary	0	0	1
TOTAL	12	12	15

Police Department Performance Plan

Program 12 Gang Task Force

Program Goal: The goal of the Gang Task Force is to address the problem of criminal street gangs in the City of Albany through interdiction and education in order to reduce the participation of our youth in gang activity.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of identified street gangs which are currently active	40%	40%	35%	-5
Service Quality				
% of gang related cases submitted to District Attorney for prosecution as an additional charge	17%	18%	25%	8
Output				
# of active gangs identified	10	10	8	-20
# of community awareness events conducted	115	115	120	4
# of identified gang members	64	70	60	-14
# of arrests made	500	500	500	0
Efficiency				
# of arrests made per FTE	62	60	60	0

Performance Discussion

The Gang Task Force is a needs driven unit which exists to combat the specific problem of criminal street gang activity. The purpose of the task force is twofold. The task force works to aggressively interdict into gang activity and prosecute gang members. The task force also works to educate both the citizens and the youth of Albany on ways to avoid becoming involved in gang activity. Accurate measurement of the effectiveness of the task force as well as the scope of the gang problem is imperative if the task force is to develop effective strategies for dealing with gang activity.

POLICE BUILDINGS*DESCRIPTION*

Having adopted the Community Oriented Policing philosophy the Albany Police Department operates four Community Policing Centers, which are strategically located within each of our four geographical Community Policing Districts. These centers give the citizens a sense of public safety presence within "their" communities and fosters positive relationships between them and their police department. The buildings serve a variety of purposes such as holding neighborhood watch meetings, town hall style meetings for City Commissioners, public access to needed law enforcement services as well as facilitating officers in the districts with functions that used to require them to commute to the main Police Department (report writing, telephone calls, investigations, etc.). Also included here are expenses for the operation of the Albany Police Department Law Enforcement Center, Mounted Patrol and Firearms Range facilities.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	13,763	33,372	33,372
OPERATING EXPENSE	251,097	260,228	260,746
CAPITAL OUTLAY	0	0	0
TOTAL	264,860	293,600	294,118
FULL TIME POSITIONS	0	0	0

Police Department Performance Plan

Program 13 Facilities and Fleet Management

Program Goal: The goal of the Facilities and Fleet Management function is to provide for the maintenance and upkeep of facilities and manage department vehicles.

City Strategic Goal Supported: Public Safety – A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of projects completed within timelines	99	100	100	0
Service Quality				
% of vehicles in service per month	N/A	TBD	TBD	
Output				
# of square feet maintained	98,304	98,304	100,004	17
# of vehicles managed	168	198	214	8
# of projects managed	5	5	8	60
Efficiency				
Cost per vehicles maintained	TBD	TBD	TBD	TBD

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Take Home Car Program	Assignment to all Sworn Personnel	Public Safety

Performance Discussion

Maintenance of department vehicles is performed by the city shop. The primary project for this section is to expand the department's fleet of vehicles so that all sworn personnel are assigned an individual vehicle. Take home vehicles are currently assigned to officers of the rank of corporal and above, as available. This plan will eliminate the current pool car system and extend the life of a vehicle by approximately 60%. This will result in savings in the maintenance costs associated with vehicle operation and will also enhance the department's ability to respond to a major incident.

ALBANY - DOUGHERTY SWAT TEAM*DESCRIPTION*

It is the policy and intent of the Albany/Dougherty Metro SWAT Team to provide the community with a reservoir of skilled law enforcement personnel who are capable of identifying and implementing a high level response to special threats with minimal risk to personnel and citizens. The role of law enforcement in all cases, including riotous activity, insurrection, barricaded subjects, execution of narcotics warrants, arrest of dangerous felons, and the rescue of hostages or endangered persons, is the protection of lives and property. The Albany/Dougherty Metro SWAT is a team of specially trained police officers from participating political subdivisions, which will respond to any incident where special weapons and tactics are needed within the member jurisdictions. The unit consist of a maximum of twenty five highly trained personnel with specific skills in the areas of marksmanship, tactical response and containment, and the deployment of chemical munitions. The Albany/Dougherty Metro SWAT is under the direct supervision of a unit Commander with the governing authority derived through the Albany/Dougherty Metro SWAT Board of Directors.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	65,350	62,925	79,250
CAPITAL OUTLAY	0	0	0
TOTAL	65,350	62,925	79,250
FULL TIME POSITIONS	0	0	0

City employees assigned to the SWAT Team are housed in APD cost centers.

Police Department Performance Plan

Program 14 SWAT Unit

Program Goal: The goal of the SWAT Unit is to provide a uniform, multiagency, specialized, tactical response to high risk incidents in order to protect the citizens of Albany and Dougherty County

City Strategic Goal Supported: Public Safety – A safe and prepared community.

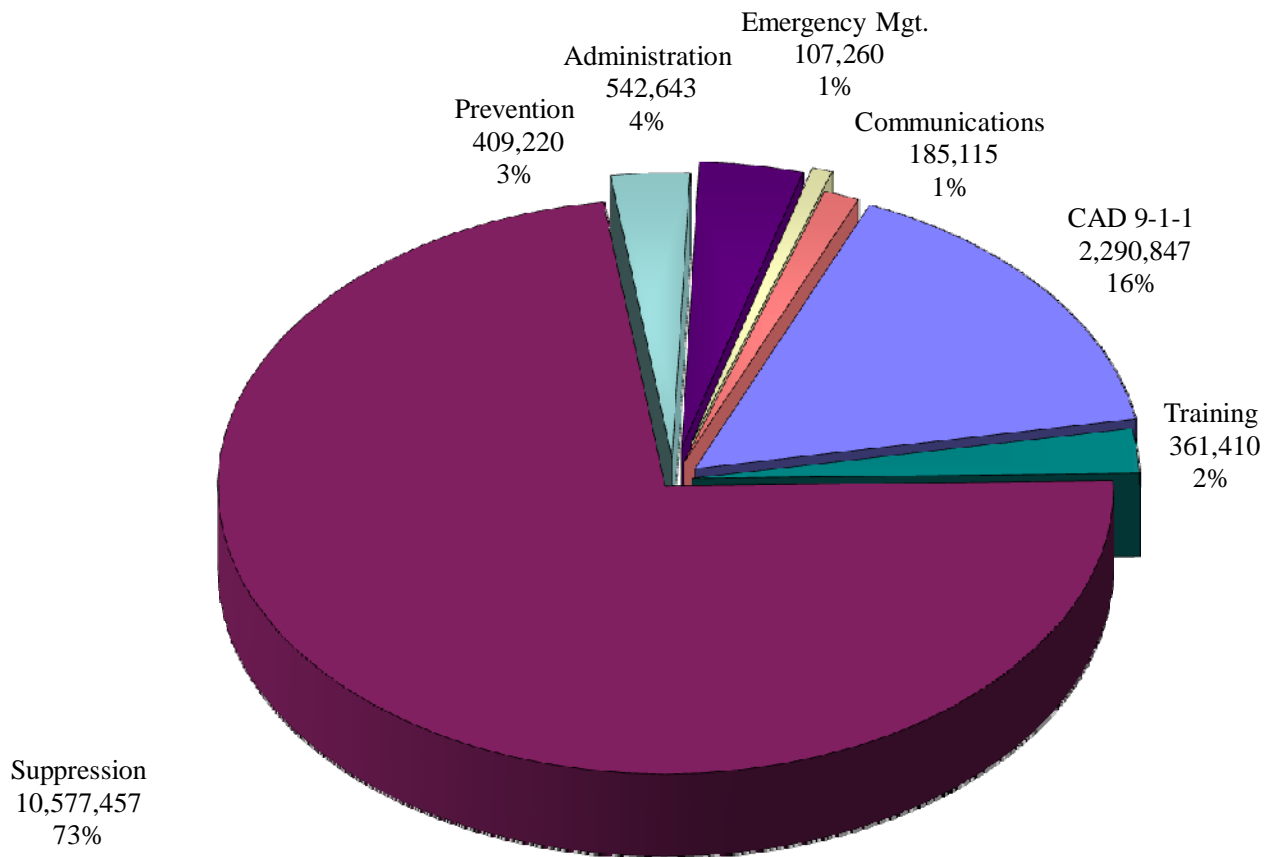
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of high risk warrants served without injury	100	100	100	0
Service Quality				
% of high risk warrants served by SWAT Team	N/A	TBD	80	TBD
Output				
# of High Risk Warrants Served	2	4	6	50
# of SWAT Activations	8	10	12	20
# of Training Days Conducted	26	26	26	0
Efficiency				
Cost per SWAT Activation	\$1262	\$1010	\$842	-16

Performance Discussion

The SWAT Team is a multijurisdictional agency which exists to provide a specialized response to high risk incidents such as barricaded suspects and hostage situations. The team is also trained in the service of high risk arrest and search warrants, however, the team is rarely utilized for this activity. It is hoped that by identifying the number of high risk warrants being served by the department we can become more aware of opportunities to utilize the SWAT team and thereby reduce the cost per warrant served as the number of warrants safely served increases.

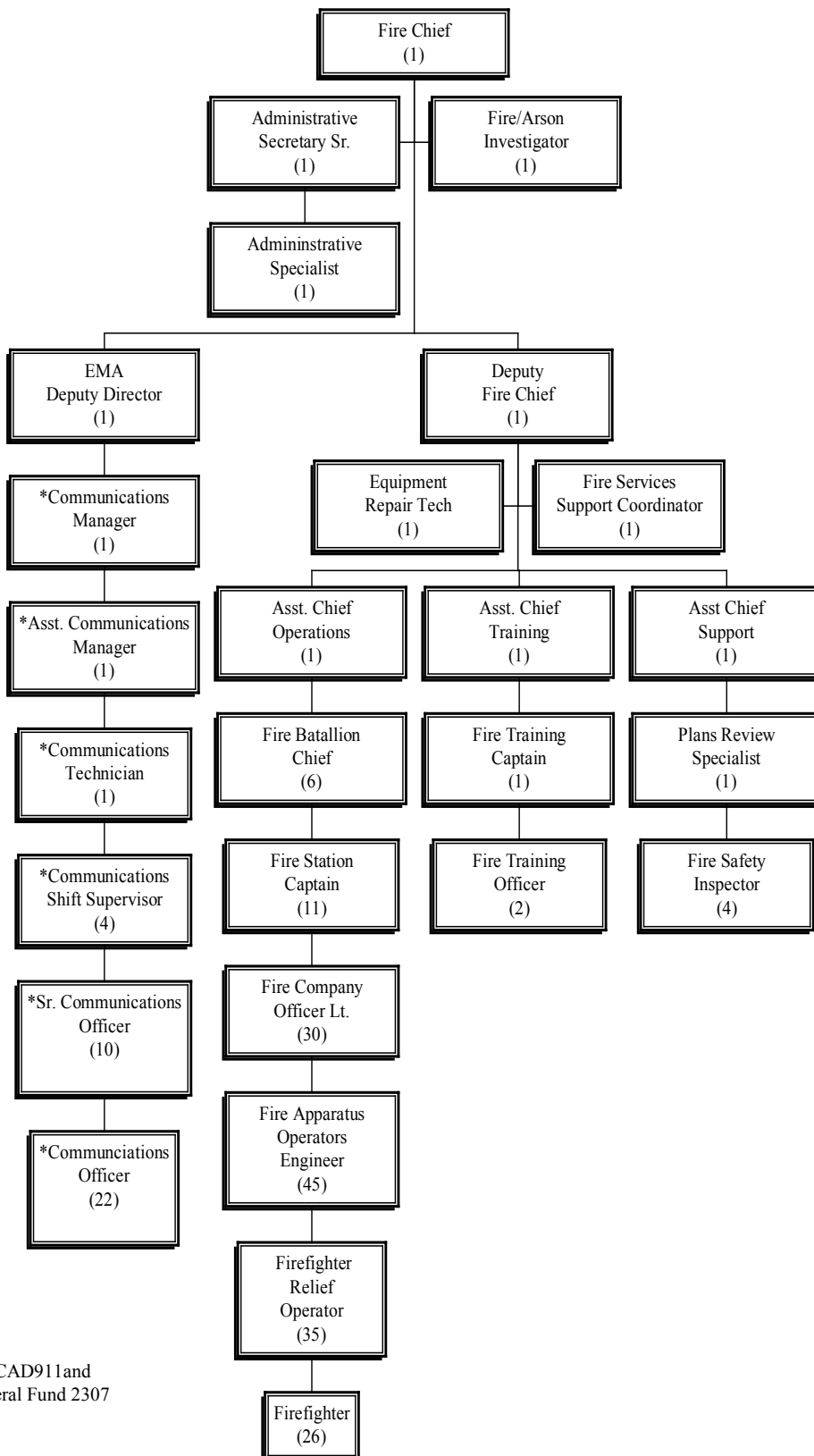
City of Albany
Adopted Budget
FY 2012
Fire Department



Total Expenditures
\$14,473,952

Fire Department

Dept 23



*Funded through CAD911 and supported by General Fund 2307

FIRE DEPARTMENTAL SUMMARY

DESCRIPTION

The Fire Department's primary function is to save lives and property by fighting and preventing fires through fire prevention efforts such as inspections, code enforcement, education, as well as arson investigation and prosecution. The Fire Department's responsibilities are defined in the City Charter and State Statutes. This department consists of seven divisions - Administration, Fire Fighting, Fire Prevention, Fire Training, Emergency Management, Public Safety Communications, and CAD 911. CAD 911's expenditures are budgeted separately and is located in the Special Funds section.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	10,974,158	11,753,661	13,146,899
OPERATING EXPENSE	611,741	670,420	1,327,052
CAPITAL OUTLAY	0	0	0
TOTAL	11,585,899	12,424,082	14,473,953
FULL TIME POSITION(S)	188	188	172

PERFORMANCE MEASURES

See individual divisions for performance measures.

FIRE ADMINISTRATION*DESCRIPTION*

Under the direction of the Fire Chief, the Administrative Division of the Albany Fire Department, as required by the City Charter and Code of the City Ordinances, directs the everyday operations of the department. This includes administration, personnel management, maintenance, repair, purchasing, receiving, supply, safety and fiscal affairs management.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	374,775	415,032	441,977
OPERATING EXPENSE	65,493	123,631	100,666
CAPITAL OUTLAY	0	0	0
TOTAL	440,268	538,663	542,643
FULL TIME POSITIONS	6	6	6

Class Title

Deputy Fire Chief	1	1	1
Administrative Secretary, Sr.	1	1	1
Fire Equipment Repair Technician	1	1	1
Fire Chief	1	1	1
Administrative Specialist	1	1	1
Fire/Arson Investigator	1	1	1
TOTAL	6	6	6

Fire Department Performance Plan

Department Mission

The Fire Department's mission is to improve the quality of life for residents and visitors of the City of Albany and Dougherty County by protecting lives and property through fire suppressions, rescue, disaster preparedness, fire prevention and community education.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
Maintain the lowest 1% fire insurance rating in the United States by maintaining the City of Albany's Favorable Class 2 ISO Rating	Maintain an ISO Class 2 rating	Public Safety: A Safe and Prepared Community
Develop and Present Kids Fire Safety Education Show to Southwest Georgia's Kindergarten thru Second grade students	Present a 2 hour education show to Southwest Georgia 2 nd Grade students	Public Safety: A Safe and Prepared Community
Update the Hazard Mitigation Plan in an effort to minimize the effect of human or natural incidents on the people of Albany Georgia	Update the Hazard Mitigation Plan	Public Safety: A Safe and Prepared Community

Program Discussion

The Albany Fire Department protects the citizens and visitors of the City of Albany and Dougherty County in numerous ways.

Two of the means used are educating the young students about fire safety and educating the City and County employees about responsibilities in a disaster. The Albany Fire Department produces an annual fire safety show to educate an average of 4,500 second graders each year. The production is a huge undertaking that requires participation from each division.

The Albany Fire Department educates the City and County workers on their responsibilities through the development and updating of the Hazard Mitigation Plan. The plan identifies the most likely hazards to affect the City of Albany and Dougherty County and outlines the responsibilities of each City or County department during the disaster.

The highest priority performance the Albany Fire Department performs is ISO management. The grade received by the department directly affects all property and business owners in the City of Albany and Dougherty County. By continuing a proactive approach to ISO management, the property and business owners will receive lowest 1% insurance premiums in the Country. To ensure that the current grade is maintained or improved, the department must manage the 911 and fire department requirements as well as work in close partnership with the local water department. The ISO management is a combination of detailed operations and record maintenance of 911/Communications, fire department, and water department. This is a very important part of the local economy and attracting businesses.

Fire Department Performance Plan

Program 1 Administration and ISO Management

Program Goal: The goal of the Administration and ISO Management program is to provide 911 Communications Management and Fire Department Management for all citizens and business owners of the City of Albany and Dougherty County.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of ISO measures completed	83%	86%	89%	3%
Service Quality				
% of ISO requirements completed annually	83%	86%	89%	3%
Output				
# of ISO requirements completed	53	55	57	3.6%
Efficiency				
Cost per employee to complete each ISO requirement	\$826.25	\$796.21	\$768.27	(3.5)%

Performance Discussion

The Administration Division manages ISO requirements. ISO grades the preparedness of all fire departments in the nation. The score a department receives directly relates to the insurance premiums charged to commercial and residential properties within the City and County. The Albany Fire Department is currently an ISO Class 2. On a scale of 1-10, with 1 being the highest and best achievement. The Albany Fire Department is rated in the top 1% in the nation. The requirements are updated annually and may change from year to year. There are 64 measures currently that the fire department and 911/communications center are graded. The cost per ISO requirement will fluctuate based on productivity, salary increase/decreases, and number of employees during the fiscal year.

FIRE SUPPRESSION*DESCRIPTION*

The firefighting division performs the very visible function of fire suppression, rescue and related services within the City of Albany and the rest of the County as provided for by contract. The mandates for these functions fall within the provisions of the City Charter, the Code of City Ordinances and OCGA, title 25-12. These duties are accomplished from eleven fire stations utilizing one hundred fifty-four assigned personnel.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	9,476,711	9,943,705	10,090,185
OPERATING EXPENSE	461,315	411,690	487,272
CAPITAL OUTLAY	0	0	0
TOTAL	9,938,026	10,355,395	10,577,457
FULL TIME POSITIONS	154	154	154

Class Title

Fire Apparatus Operator Engineer	37	37	45
Battalion Chief - 56	3	6	6
Fire Station Captain	14	14	11
Fire Company Officer Lieutenant	26	26	30
Firefighter	38	35	26
Senior Firefighter	17	17	0
Firefighter Relief Operator	18	18	35
Assistant Chief Operations	1	1	1
TOTAL	154	154	154

Fire Department Performance Plan

Program 2 Suppression

Program Goal: The goal of suppression is to provide emergency response to the citizens and Business owners of the City of Albany and Dougherty County to preserve lives and property.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of property value saved	95.6%	96%	97%	1%
Service Quality				
% of fires contained to room of origin	67%	67%	68%	1%
% of structure fire calls responded to within 5 minutes	73%	74%	75%	1%
% of fire customers who rate service as good or excellent	n/a	80%	85%	5%
Output				
# of service calls	3587	3800	3850	1.3%
# of structure calls responded to	148	150	150	0
Efficiency				
Service calls responded to per FTE	23.4	24.84	25.16	1%

Performance Discussion

At this time we do not have a method in place to track customer service ratings. We are implementing a program where we will mail out a customer service questionnaire to the owner/occupant of the properties where fire suppression measures were required. Through this program we should be able to effectively collect this data.

An increase in the number of personnel used per structure fire call may cause a minimum increase in the part time firefighter salaries account.

FIRE PREVENTION**DESCRIPTION**

This division has the overall responsibility for administering/conducting annual fire safety compliance inspections in each business in Albany/Dougherty County; additionally, its personnel performs all fire/life safety compliance inspections on new business licensing, new construction and renovations, to include plan reviews of all new construction. The division is responsible for investigating all fires of suspicious, incendiary or undetermined fires with a high dollar loss or fatality. Division personnel are also responsible for fire safety education to all the citizens of Albany/Dougherty County.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	299,036	373,927	387,220
OPERATING EXPENSE	18,450	22,500	22,000
CAPITAL OUTLAY	0	0	0
TOTAL	317,486	396,427	409,220
FULL TIME POSITIONS	6	6	6

Class Title

Assistant Chief - Support	1	1	1
Plans Review Specialist	1	1	1
Fire Safety Inspector	4	4	4
TOTAL	6	6	6

Fire Department Performance Plan

Program 3 Fire Inspections

Program Goal: The goal of Fire Inspections is to perform fire safety inspections and enforce Life Safety Codes for all commercial property owners to provide a safe environment for our citizens and visitors who live, work and shop in Albany/Dougherty County.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of inspected commercial properties without fires	.37%	.37%	.37%	0%
Service Quality				
% of commercial properties inspected each calendar year	100	100	100	0
Output				
# of annual occupancy inspections completed	6821	6755	6355	(5.79)%
# of construction related inspections completed	158	115	115	0%
# of business license related inspections completed	356	318	318	0%
# of construction plans reviewed	111	12	12	0%
Efficiency				
# of inspections completed per inspector FTE	1489	1440	1360	(5.79)%

Performance Discussion

The number of commercial fires undetectable during inspections cannot be totally avoided. A thorough fire inspection identifies fire hazards, but inspections cannot detect an electrical short or faulty wiring behind walls, accidental fires, or any other fires that a fire inspections cannot identify. Also, with the hood suppression systems installed in all commercial structures, if a fire starts on the stove and it can be confined to the stove area because the system extinguishes that fire immediately. Thus, fire damage to the entire commercial structure is avoided. Scheduled inspections are done by our Plans Review Specialist more often than our field inspectors. Types of inspections include are: initial inspections, re-inspections, 2nd re-inspections, site surveys, business license inspections, vacant building inspections, consultations, sprinkler system inspections, fire alarm inspections, and inspections involved with plans review. We perform initial inspections to site life safety/fire hazards and give the owner of the business sufficient time to correct any violations. Our divisions can cut the number total inspections we performed if we can reduce the number of 2nd re-inspections performed by emphasizing to the business owners the importance of correcting their violations. Also, the inspection division can educate the business owner while performing that initial inspection, because a 2nd re-inspection results in a fine issued by the department. The total number of inspections performed by the Plans Review Specialist is project to increase due to new businesses coming into the area and also new businesses going into vacant buildings.

Fire Department Performance Plan

Program 4 Fire Safety Education

Program Goal: The goal of Fire Safety Education is to provide public safety education for our citizens and visitors who live, work, and shop in Albany and Dougherty County residents and business owners in order to prevent injuries and reduce the loss of life and property.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of Dougherty County second graders reached with fire safety education program	71%	78%	85%	7%
Service Quality				
% of teachers who rate fire safety education as good or excellent	TBD	TBD	TBD	TBD
Output				
# of Dougherty County 2 nd graders receiving fire safety education	968	1064	1159	9.5%
# of fire safety educational programs completed	198	204	210	3%
Total number of participants served with fire safety education	18600	19340	20100	4%
Efficiency				
Cost per fire safety education participant	\$3.58	\$3.44	\$3.31	(3.5)%

Performance Discussion

The total number of training hours is necessary for employees to maintain their certification. A loss of certification will lead to termination; therefore 100% of the scheduled training is always maintained. The Fire Chief, as well as the Inspection Division is committed to reaching as many Dougherty County residents as possible. That number is really dictated by the presence of the students at the time of the annual fire safety show, the number of children that visit station #1 for a tour of the station, students present at school when inspectors and the engine companies give a program on the safe house, fire extinguisher training, and performing fire safety programs at nursing homes and assisted living facilities. Addition programs such as the geriatric fire safety program and the junior fire starter program will increase the number of residents reached. There are over 11,000 Dougherty County residents who are 65 or older, and live by themselves. Providing a means to get fire safety information to these residents would be beneficial to reduce fires in our community. Also, the junior fire starter program would reach a large numbers of youngsters heading down the wrong path with starting fires. Increasing the amount residents we reach with our current program could also mean an increase. Scheduling more safe house programs, increasing the amount of fire extinguisher training sessions, reaching out to the middle school and high school students, making more television appearances, and placing tape informational messages on the public access channel are all ways to increase the number of residents reached with fire safety education. We can also do better reaching the students would be to have more hands on with them and also get the teachers more involve. Increasing the level of excitement leading up to the fire safety program will increase the participants. The cost per student should decrease as we get more donations from the local businesses. We provide the students with gift bags, local businesses can help out because they donate coloring books, crayons, pencils, school packs, and other items. Where the cost will increase is the props to provide an informative, yet entertaining program. Better equipment such: recording equipment, editing equipment, speakers, cordless microphones, costumes, special effects equipment, big screen monitor, and remote mobile devices will make for a better program and other will seek out our program. We already have the biggest fire safety program in the state, and with a few more props and better equipment, our programs could be one of the top in the nation.

FIRE TRAINING*DESCRIPTION*

This division provides planned course content and direction for the on-going study of fire fighting responsibilities. The responsibility of training new recruits for fire fighting, rescue functions and other related tasks, as well as providing direction for increased skills and abilities through knowledge for suppression personnel is assigned to the Training Division. Testing, evaluating, and recommendations of all new hires and promotions within the department. Records and reports on all department training activities.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	191,726	303,650	318,810
OPERATING EXPENSE	13,220	19,600	42,600
CAPITAL OUTLAY	0	0	0
TOTAL	204,946	323,250	361,410
FULL TIME POSITIONS	5	5	5

Class Title

Fire Training Captain	1	1	1
Fire Lieutenant	1	1	0
Fire Training Officer	1	1	2
Fire Support Coordinator	1	1	1
Assistant Fire Chief, Training	1	1	1
TOTAL	5	5	5

Fire Department Performance Plan

Program 5 AFD/911 Training

Program Goal: The goal of AFD/911 training is to provide instructional services to all AFD/911 employees to maintain certifications, provide new employee training and industry updates.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of employees completing required recertification training	60.84%	90%	90%	0%
Service Quality				
# of instructional hours given	9973	10000	10000	0%
Output				
# of fire fighters receiving training hours	162	162	162	0%
Efficiency				
Cost per Instructional hour given	32.41	32.33	32.33	0%

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Driver Training – This project involves the development of driver training programs utilizing newly acquired driver training simulators within the City of Albany in order to lower the percentage of vehicle accidents	July 30, 2011	Public Safety: A Safe and Prepared Community

Performance Discussion

The Albany Fire Department Training Division consists of: 1-Training Chief, 1-Training Captain, 2-Training Officers and 1-Support Coordinator. Now that we are fully staffed we can be more productive in training personnel for the Albany Fire Department.

In fiscal year 2010 the hours represented in the chart are mandated by the State of Georgia and Insurance Service Office. Due to outside agencies, such as Homeland Security, Georgia Fire Academy, who offer training hours we normally exceed the training target represented in the chart. The Training Division is focused on bringing the department world class training opportunities. Our goals are set to meet the State of Georgia and Insurance Service office mandated required education criteria. Additionally our Training Division will be focusing on Regional II GEMA area which includes 23 surrounding counties.

FIRE/EMERGENCY MANAGEMENT*DESCRIPTION*

The Emergency Management organization has the responsibility for the development and continuous review and update of plans designed to provide for the continuity of local government prior to and/or during times of high stress, emergencies, or disasters. This responsibility includes (without limitation): the necessary coordination, training, resources and guidelines needed to enable the city and county departments, volunteers or other agencies to operate as a total organization during periods of high stress or emergency/disaster situations and support such operations with manpower, supplies and equipment as economically as possible. This division has been tasked with the management of the 911 Communications Division.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	48,882	76,697	78,280
OPERATING EXPENSE	18,544	28,630	28,980
CAPITAL OUTLAY	0	0	0
TOTAL	67,426	105,327	107,260
FULL TIME POSITIONS	1	1	1

Class Title

Emergency Management Deputy Director	1	1	1
TOTAL	1	1	1

Fire Department Performance Plan

Program 6 Emergency Management Agency

Program Goal: The goal of the Emergency Management Agency is to provide emergency preparedness information to the local public and Emergency Agencies to increase knowledge about potential and/ or actual emergencies.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
%of GEMA recertification requirements met	100%	100%	100%	0%
Service Quality				
% of departments receiving updated plans	100%	100%	100%	0%
Output				
# of City/County emergency management planning documents	2	1	1	0%
Efficiency				
# of man hours to complete each plan	400	40	40	0%

Performance Discussion:

The AFD Fire Chief also serves as the Albany-Dougherty Emergency Management Agency Director. The agency includes a deputy director who coordinates emergency management activities while providing oversight of the 9-1-1 Communications Center. Both the director and deputy are Georgia Certified Emergency Managers (GCEM) and must each annually complete 24 hours of Continuing Education Units (CEU) to maintain certification. Completing the required CEU provides Albany with an EM Performance Grant (EMPG). In addition to CEU training, the EMA conducts emergency preparedness training/exercises and attends emergency and disaster planning conferences/meetings. During 2010 EMA attended or hosted 61 such conferences/exercises/meetings. Each year the EMA updates the Albany-Dougherty Local Emergency Operation Plan (LEOP). The plan assigns primary and secondary agency/department responsibility during natural or manmade emergency events. Every five years GEMA and FEMA require the Albany-Dougherty Pre-Disaster Mitigation Plan (PDMP) to be updated to include the re-evaluation of potential emergency events. EMA submits the PDMP to GEMA and FEMA for their review/approval and with the adoption by the Albany and Dougherty County Commissions, Albany and Dougherty County become eligible for State and Federal Public and Individual Emergency Assistance Funds/Grants. Both the Pre-Disaster Mitigation Plan and the Local Emergency Operations Plan were updated during FY2010.

Fire Department Performance Plan**EMA Goals:****1. Operations:**

- Annually update Local Emergency Operations Plan (LEOP), which will guide organizational behavior in an emergency or disaster
- Every five years update and revise Pre-Disaster Mitigation Plan (PDM)
- Improve planning & training at the local government level for all hazard emergencies
 - Hold one full-scale disaster exercise every four years
 - Hold two table top disaster exercise per fiscal year
- Manage and coordinate overall emergency response and recovery operations
- Coordinate and liaison with appropriate federal, state and other local government agencies, as well as applicable segments of private sector entities and volunteer agencies
- Lead ongoing development and training in EOC management for EOC participants
- Improve interagency coordination and cooperation, taking advantage of all available resources, become a benchmark organization
- Initiate requests for state and federal disaster assistance funds
- Enhance the warning system for the dissemination of all types of warning information

2. Staff Development:

- Continue course curriculum toward Master Certified Emergency Manager (24 hours per year)
- Participation in professional skills development training as mandated by Office of Homeland Security-GEMA

3. Public:

- Respond to all inquiries in a timely and professional manner
- Promote 3-day self-sufficiency for citizens
- Maximize Rescue Squad/ Citizens Emergency Response Team (CERT), Local Emergency Planning Committee (LEPC) development and continuity planning
- Develop an all-hazard, skill building, emergency response annual training program
- Take advantage of technology to provide services and information to citizens and local government
- Initiate a Public Information Lecture Series
- Enhance public information access to webpage for all EMA information
- Disseminate damage information and other essential data in a timely and effective manner

FIRE - PUBLIC SAFETY COMMUNICATIONS DIVISION*DESCRIPTION*

The Albany Public Safety Communications Division of the Albany Fire Department is responsible for dispatching the appropriate Public Safety entity to calls for assistance from the citizens of Albany and Dougherty County. This division actively monitors 15 Public Safety frequencies in and around Albany. This includes Emergency Medical Dispatch. This division receives requests for EMS and dispatches Emergency Medical Units when necessary. One of the requirements for this EMD is that all dispatchers be certified. By providing this service to the public, the dispatcher can give possible life saving pre-arrival instructions while EMS is en route. This division also monitors federal, state and local criminal information systems. It is also responsible for broadcasting severe weather reports affecting Dougherty County when needed. This division also dispatches for the Dougherty County Police Department.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	583,028	640,650	0
OPERATING EXPENSE	34,719	64,369	185,115
CAPITAL OUTLAY	0	0	0
TOTAL	617,747	705,019	185,115
FULL TIME POSITIONS	16	16	0

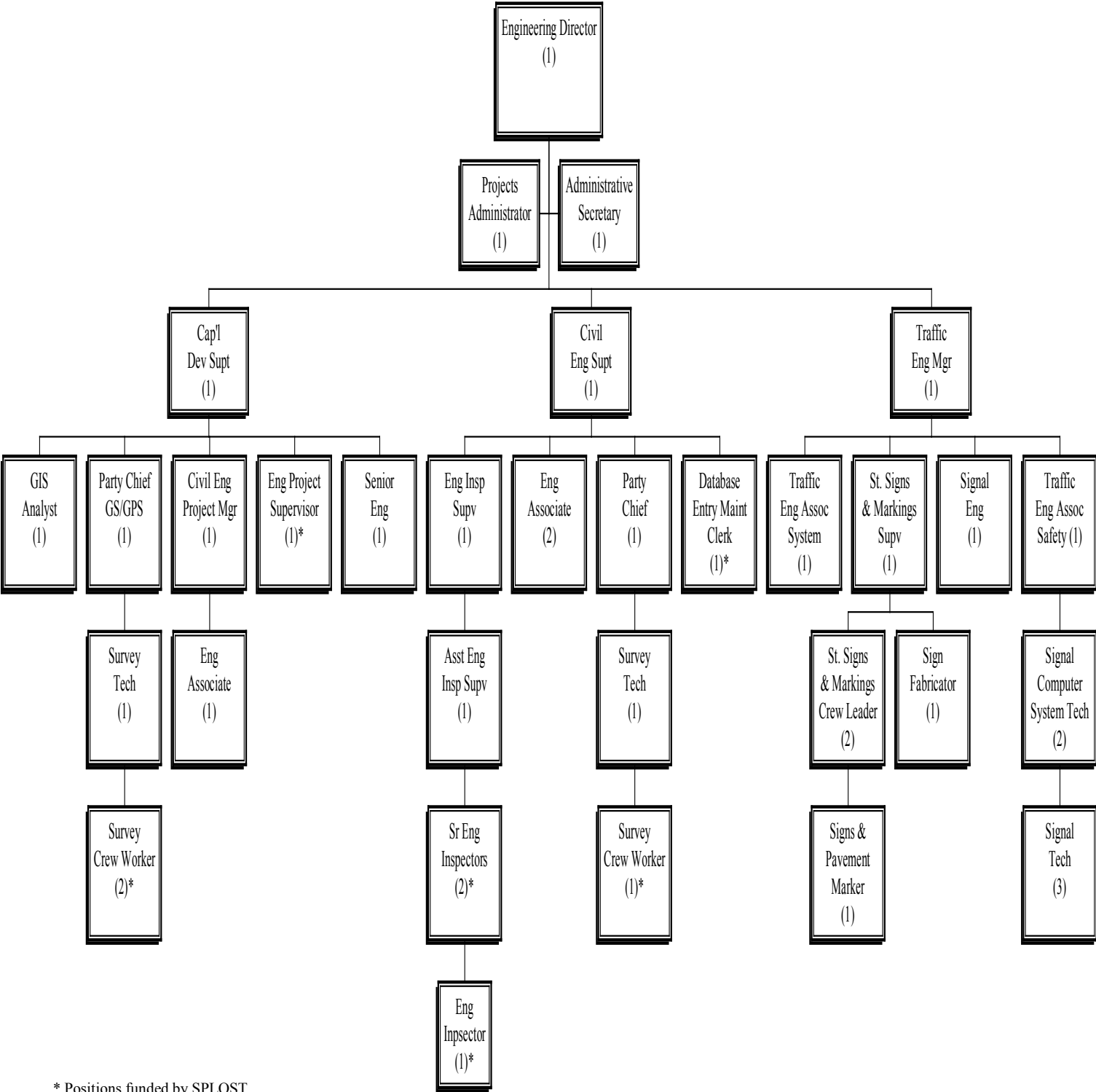
Class Title

Communications Officer, Sr.	4	4	0
Communications Officer	12	12	0
TOTAL	16	16	0

* Note - All Communication Personnel Moved to CAD/911 Cost Center

Engineering Department

Dept 24



* Positions funded by SPLOST

ENGINEERING*DESCRIPTION*

The Engineering Department Civil and Project Management Divisions have the responsibility for providing the necessary design, inspection and project management for the City of Albany. The department is an information repository for Albany's existing infrastructure to be utilized by the private sector for future development and by the City forces for maintenance. This department provides a vital function by providing information about the infrastructures to guide and help promote development without causing undue financial or physical hardship on the taxpayers. This is accomplished by carefully reviewing, approving and inspecting development projects to ensure compliance with local, state, and federal laws, as well as sound engineering principles. The Engineering Department Traffic Division is responsible for installation and maintenance of all traffic control devices together with conducting studies for implementing necessary modifications to improve the flow of traffic. This department also coordinates activities with the utility companies, the GA D.O.T., Dougherty County, state and federal agencies, and other engineers relative to long range planning.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,522,624	1,713,566	1,682,994
OPERATING EXPENSE	2,074,804	2,157,772	2,198,862
CAPITAL OUTLAY	0	0	0
TOTAL	3,597,428	3,871,338	3,881,856
FULL TIME POSITIONS	31	31	31
<u>Class Title</u>			
Projects Administrator	1	1	1
Traffic Engineering Manager	1	1	1
Signs & Pavement Marker	1	1	1
Sign Fabricator	1	1	1
Signal Computer System Technician	2	2	2
Engineering Associate	5	5	5
Signal Technician	3	3	3
St/Signs/Mark Crew Leader	2	2	2
St/Signs & Mark Supervisor	1	1	1
Director of Engineering	1	1	1
Signal Engineer	1	1	1
Administrative Secretary Sr	1	1	1
GIS Analyst	1	1	1
Surveying Technician	2	2	2
Engineering Inspection Supervisor	1	1	1
Party Chief	2	2	2
Assistant Engineering Inspection Superviso	1	1	1
Senior Engineer	1	1	1
Capital Development Supt.	1	1	1
Civil Eng. Superintendent	1	1	1
Civil Engineering Projects Manager	1	1	1
TOTAL	31	31	31

Engineering Department Performance Plan

Department Mission

The Mission of the Engineering Department is to provide design, inspection, and management of civil, traffic and capital improvement projects to ensure safe and reliable infrastructure for the City of Albany.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
Construction of the Broad Avenue bridge in conjunction with GDOT: Replace existing bridge with new concrete bridge. Demolition of the old bridge slated to be finished by 4-30-12. Replacement bridge slated to be completed in 2013.	April 30, 2012	Managed Growth and Infrastructure
Widening of Nottingham Way from Westover Blvd to Stuart Ave: Widen street from 2 lanes to 4 lanes in 2012	June 30, 2012	Managed Growth and Infrastructure

Performance Highlight Discussion

The Engineering Department is working with state and local officials to acquire funding for City infrastructure improvements through various funding sources. The accomplishment of the Department goals will vary based on numerous outside influences that are beyond our control. These include funding (i.e. SPLOST, taxes, grants and etc.), governmental regulations, emergencies, public needs and political choices. Also, our performance will be affected by projects and developments by private parties, industries, governmental institutes (GDOT, EPD, etc.) and other City departments.

GDOT plans to receive bids on the Broad Avenue Bridge in FY2010 and should begin construction in FY2011 and continue into FY2012.

The Department is working with owners along the Nottingham Way Project to acquire the needed Right-of-way for construction. Based on negotiations, construction should start in FY 2011 and continue into FY2012.

SPLOST VI will begin in FY2011 and will continue into FY2012.

Program 1 Engineering Design

Program Goal: The goal of the Engineering Design program is to provide design, survey and inspection services for the City of Albany and other City Departments to maintain and improve the City's infrastructure.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of Engineering Designs completed on time and within budget	100%	100%	100%	0
% of Construction projects completed on time and within budget	100%	100%	100%	0
Output				
# of Engineering Designs completed	11	8	8	0
# of Construction projects completed	11	8	8	0
# of private inspections conducted	41	41	41	0
# of public inspections conducted	6	6	6	0

Engineering Department Performance Plan

Efficiency				
Cost per Engineering Design completed	\$22,970	\$27,440	\$30,184	10
Cost per Construction project completed	\$5,743	\$6,860	\$7,546	10

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Widening of Nottingham Way from Westover Blvd to Stuart Ave: Widen street from 2 lanes to 4 lanes in 2012	June 30, 2012	Managed Growth and Infrastructure
Construction of the Broad Avenue bridge in conjunction with GDOT: Replace existing bridge with new concrete bridge. Demolition of the old bridge slated to be finished by 4-30-12. Replacement bridge slated to be completed in 2013.	April 30, 2012	Managed Growth and Infrastructure

Performance Discussion

The number of projects worked on per year and budget over-runs are influenced by several varying factors, including available funding, SPLOST allocations, emergency responses and political decisions. Also some projects last longer than one year in design and construction. Budgets are also affected by unknown conditions found during construction, fluctuating fuel prices and changes in scope. The department is striving to find additional sources of revenue to finance road and infrastructure projects.

Program 2 Traffic Management

Program Goal: The goal of the Traffic Management program is to provide and maintain traffic infrastructure in accordance with Federal, state and local requirements for the safety of visitors and the movement of vehicles and citizens of Albany.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of intersections at level of service C or above	100	100	100	0
Service Quality				
% of Linear mile of traffic Striping maintained and inspected on schedule	100	100	100	0
% of Traffic Signal Repair Calls responded to within 30 minutes	100	100	100	0
% of traffic signs inspected on schedule	100	100	100	0
% of damaged or stolen traffic signs repaired or replaced within two hours of reporting	100	100	100	0
Output				
# of Linear miles of traffic Striping maintained and inspected	75.7	75.7	75.7	0
# of Traffic Signal Repair Calls responded to	541	541	541	0
# of Traffic Signs inspected	433	433	433	0
# of Traffic Signs repaired or replaced	433	433	433	0

Engineering Department Performance Plan

Efficiency				
Cost per linear mile of traffic Striping maintained and inspected	2071	1036	1139	10
Cost per Traffic Signal Repair Call response	93	103	113	10
Cost per Traffic Sign inspected, repaired or replaced	32	36	39	8

Performance Discussion

The numbers for these items are influenced by several varying factors, including available funding, new development and political decisions. The department is currently restriping the streets to rectify maintenance problems in the past. Once complete, the striping should meet requirements with minimal maintenance.

Program 3 SPLOST Management

Program Goal: The goal of the SPLOST Management program is to track the administration, progress and expenditures of all SPLOST projects to ensure compliance with the referendum and state laws as well as for accountability to the Dougherty County voters.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of SPLOST projects reviewed for fiscal compliance per year.	100	100	100	0
Output				
# of SPLOST projects reviewed for fiscal compliance	14	5	5	0
Efficiency				
# of SPLOST project reviewed for fiscal compliance per year.	14	5	5	0

Performance Discussion

The Engineering Department is only responsible for reviewing the budget of the projects and issuing a monthly report on expenditures and remaining balances. The number of projects worked on per year are influenced by several varying factors, including SPLOST allocations, individual department projects and political decisions. Also most projects last longer than one year.

Program 4 GIS/GPS for Infrastructure

Program Goal: The goal of the GIS/GPS program is to map the existing storm and sanitary sewer infrastructure to aid the Public Works Department in their maintenance activities and provide data to the development and engineering community for future development and system improvements.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of sanitary sewer structures mapped per year.	61	66%	70%	4
% of storm sewer structures mapped per year.	61	66%	70%	4
% of combined sewer structures mapped per year.	61	66%	70%	4

Engineering Department Performance Plan

Output				
# of sanitary sewer structures mapped per year.	1191	1375	900	-35
# of storm sewer structures mapped per year.	1026	1125	600	147
# of combined sewer structures mapped per year.	31	0	300	300
Efficiency				
Cost per sanitary sewer structures mapped	\$45	\$46	\$47	2
Cost per storm sewer structures mapped	\$45	\$46	\$47	2
Cost per combined sewer structures mapped	\$45	\$46	\$47	2

Performance Discussion

The GPS/GIS program does not have a set time table. This measure is based on total structures to be surveyed. The total number of structures used to calculate these goals was estimated when the project began in 2008. The actual total number of structures will not be known until the work is complete. The decrease in efficiency will be the result of the conditions in the areas to be surveyed i.e. the easiest accessed areas were surveyed first.

Program 5 Development Guidance and Permitting

Program Goal: The goal of the Development Guidance and Permitting program is to develop local standards and specifications; to ensure development meets federal, state and local regulations and promote quality development in the City.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of permits reviewed within the 14 day allotted period.	100%	100%	100%	0
Output				
# of development permits reviewed.	40	40	40	0
Efficiency				
Cost per development permit reviewed.	\$275	\$281	\$287	2

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Update Tree Ordinance: Provide modification to tree ordinance for presentation to tree board, citizens, and city commission for approval.	December 31, 2011	Managed Growth and Infrastructure

Performance Discussion

The numbers for this item are influenced by several varying factors, including new development and private construction. The plan submitters' main concern is a quick return of approved plans. To help achieve this goal, the Department works with these entities to reduce the errors and omissions on the initial plans.

Engineering Department Performance Plan

Program 6 Street Lighting

Program Goal: The goal of the Streetlight program is to review lighting studies prepared by Albany WG&L and make recommendations on street lighting needs to ensure the safety of the citizens and businesses of Albany.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of new lighting plans reviewed within 30 days.	100	100	100	0
Output				
# of new lighting plans reviewed.	3	3	3	0
Efficiency				
# of new lighting plans reviewed per year.	3	3	3	0

Performance Discussion

Engineering responsibility is to review lighting studies. Engineering reports outages only if noted during other duties. Albany WG&L performs the installation and maintenance. The numbers for these items are influenced by several varying factors, including available funding, new development and political decisions.

Program 7 Stormwater Permitting

Program Goal: The goal of the Stormwater Permitting program is to keep the City in compliance with Federal and State regulations per Ga. EPD General Permit GAG610000.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of BMPs completed for inclusion in yearly report to EPD	100	100	100	0
Output				
# of BMPs completed	19	19	19	0
Efficiency				
# of BMPs completed per year	19	19	19	0

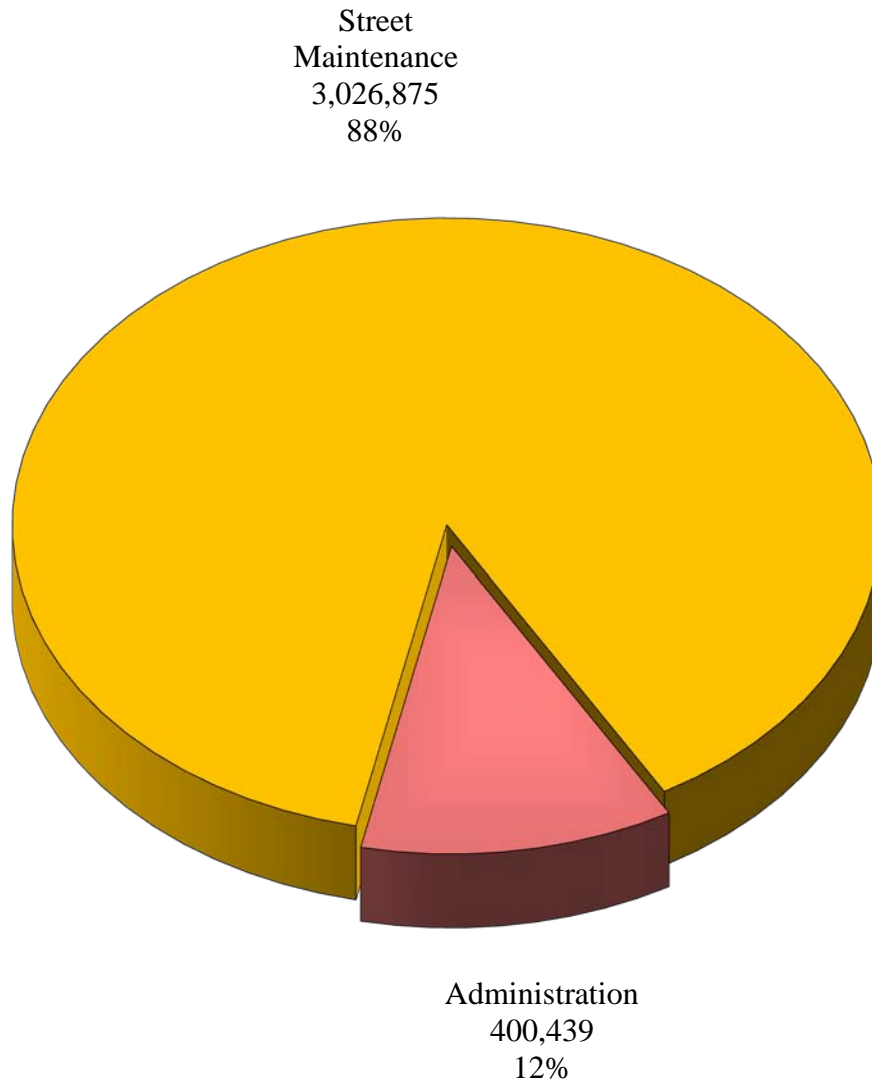
Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Develop Storm Water Utility for presentation to City Commission	December 31, 2011	Managed Growth and Infrastructure

Performance Discussion

The annual report has several BMPs or tasks that must be completed annually to remain in compliance with this regulation. The GIS mapping was initiated as part of this regulation. Once mapping is complete, this regulation will require additional inspections and maintenance which are currently unfunded. The department is developing guidelines for a stormwater utility to fund these tasks, maintain the existing infrastructure and fund new construction projects.

City of Albany
Adopted Budget
FY 2012
Public Works Department
(General Operations)



Total Expenditures
\$3,427,314

PUBLIC WORKS DEPARTMENTAL SUMMARY

DESCRIPTION

The Public Works Department consists of two (2) General Fund Divisions and two (2) Enterprise Fund Divisions. The Enterprise Divisions are budgeted separately. The General Fund Divisions are Public Works Administration and Street Maintenance.

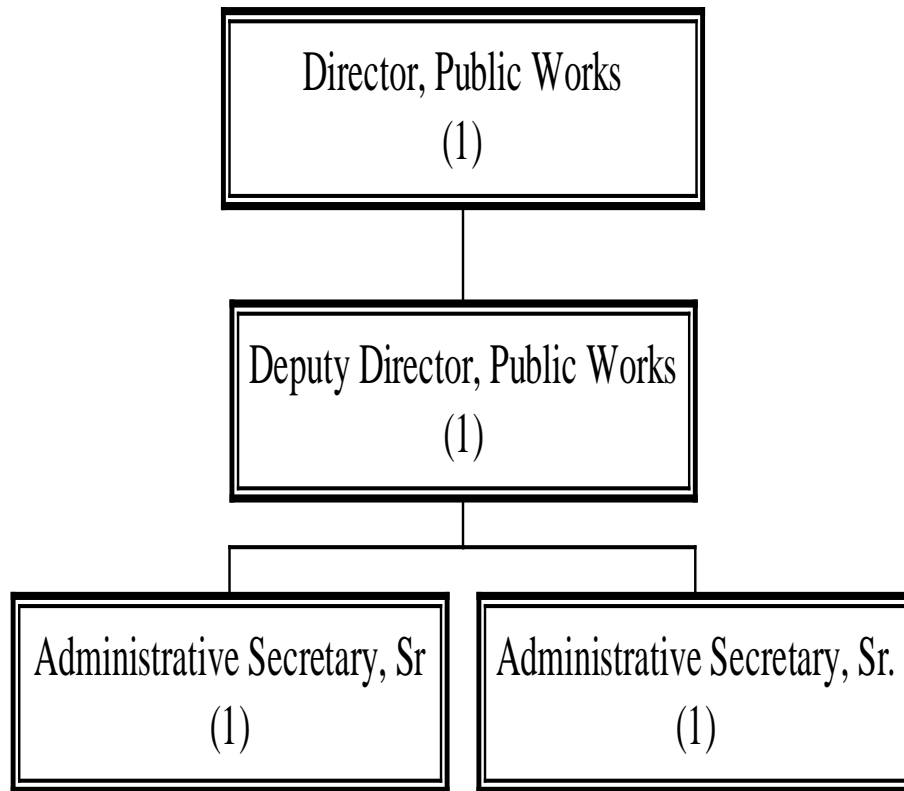
Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,675,092	2,125,308	2,252,804
OPERATING EXPENSE	656,645	1,112,524	1,174,510
CAPITAL OUTLAY	0	0	0
TOTAL	2,331,737	3,237,832	3,427,314
FULL TIME POSITIONS	36	36	45

PERFORMANCE MEASURES

See individual divisions for performance measures.

Public Works - Administration

Dept 30



PUBLIC WORKS ADMINISTRATION

DESCRIPTION

The Administration Division provides general overall administrative support to all Public Works Divisions. This division prepares and coordinates correspondence, maintains files, and personnel records. In addition, this division coordinates the department's training program, safety program, awards program, and oversees the preparation of accident and/or injury reports and maintains all pertinent documentation. This division receives the vast majority of incoming phone calls and directs them to the appropriate personnel. The division also provides mail delivery service and general errand service as well as ordering of supplies and materials as required. The division coordinates with local utility companies to insure utilities are located as required for all departmental maintenance and construction

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	193,758	195,547	218,722
OPERATING EXPENSE	124,968	150,054	181,717
CAPITAL OUTLAY	0	0	0
TOTAL	318,725	345,601	400,439
FULL TIME POSITION	4	4	4
Class Title			
Administrative Secretary, Sr	2	2	2
Director, Public Works	1	1	1
Deputy Director, Public Works	1	1	1
TOTAL	4	4	4

*Assistant to Public Works Director
Salary charged to 3409

Public Works Department Performance Plan

Department Mission

The mission of the Public Works Department is to serve the community by providing street and road maintenance, storm drainage maintenance, sanitary sewer collection and treatment, environmental enforcement, solid waste collection and disposal and maintenance of city owned properties in a safe and efficient manner.

Department Level Performance Highlights

Planned Performance	FY 2012 Target or Milestone	City Strategic Goal Area
% of mowing routes completed	100%	Managed Growth and Infrastructure
Wastewater Treatment System in compliance with NPDES standards	=98%	Managed Growth and Infrastructure
Sewer System Trouble Truck Service calls responded to within 6 hours	=99%	Managed Growth and Infrastructure
Update the Solid Waste Ordinance	December 31, 2011	A Healthy, Livable and Sustainable Albany

Performance Highlight Discussion

Number of road defects repaired: The city is challenged with a number road defects such as cave ins, large potholes, cracks, and streets pushed up by tree roots. The city has implemented a new GIS system for resurfacing to eliminate potholes and other street defects to prolong the life of the streets. This system will help to identify all streets in the City of Albany. Some of the challenges are training, physically riding the entire city to measure dimensions of each street, and posting the condition of each street in the system while maintaining day-to-day operations.

Wastewater Treatment System in Compliance with NPDES standards: Wastewater treatment compliance is a function of the successful operation of Water Pollution Control, the proper enforcement of the Industrial Pretreatment Ordinance, and timely preventative maintenance of the Water Pollution Control system.

Sewer System Trouble Truck Service calls responded to within 6 hours: The timely response to trouble truck service calls is an essential customer service function. Although not mandated by EPD, the City of Albany Sewer Division strives to respond to sewer problems quickly. The challenge is to meet citizens' needs by providing 24-hour service. Although not typical of most cities, the City of Albany responds to after-hours calls by providing an answering service and sewer system operators who are available 24 hours a day, 7 days a week. Reporting functions available within the QAlert 311 software will be used to verify these service calls are responded to within 6 hours.

Update the Solid Waste Ordinance: The city is challenged with a number of solid waste and code enforcement issues related to illegal dumping, mixed debris and illegal setouts. The challenge is to determine a more efficient process for the collection of non-household garbage. This will be accomplished through solid waste ordinance modifications, heightened public awareness and aggressive code enforcement activity.

Public Works Department Performance Plan

Program 1 Public Works Administration

Program Goal: The goal of the Administration Division is to provide oversight of the Street, Sewer and Solid Waste Divisions for the community in order to improve the quality of life and ensure compliance with local, state, and federal regulations.

City Strategic Goal Supported: **Accountable, Efficient, Responsive City Government**
Planned Performance Targets

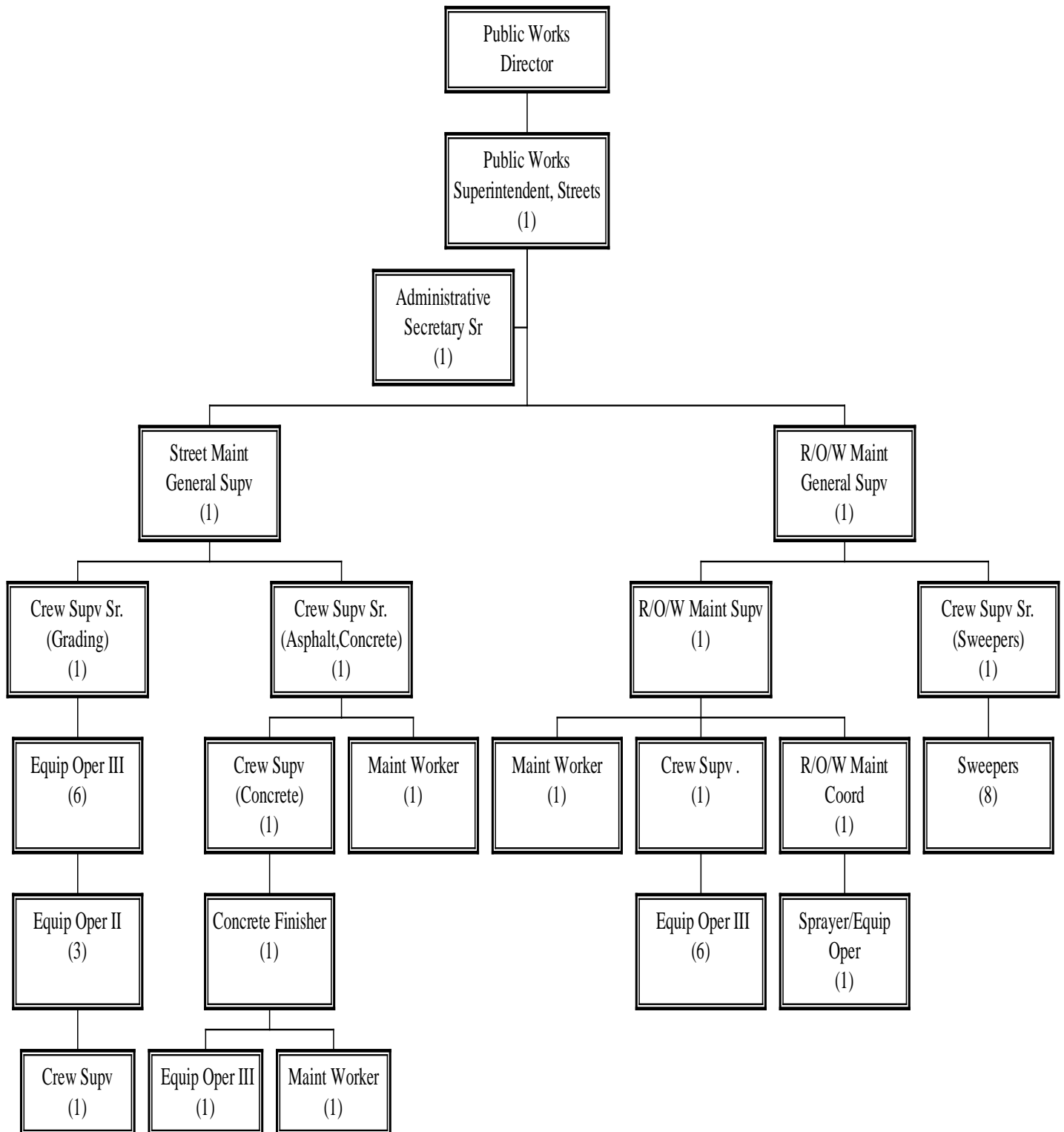
Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of work orders closed per 311 established standards	66	72	79	7
Service Quality				
% of customers surveyed who rated services good to excellent	N/A	99	99	0
Output				
# of work orders recorded for Street Division	1,463	1,388	1,319	-4.9
# of work orders recorded for Sewer Division	3,064	3,160	3,002	-5
# of work orders recorded for Solid Waste Division	7,743	8,440	8,018	-5
Efficiency				
# of Street Division work orders recorded per FTE	293	278	264	-5
# of Sewer Division work orders recorded per FTE	613	632	600	-5
# Solid Waste Division work orders recorded per FTE	1,549	1,688	1,604	-4.9

Performance Discussion

QScend has greatly enhanced the department's ability to collect, manage and track service requests. The challenge moving forward is to utilize this tool to improve our response time and focus on repeat complaints and problem areas in order to improve our service delivery. The data status is considered a C because we are unable and it is unrealistic to call back 100% of our customers, and the method to improve our call back process is still being addressed.

Public Works - Street Maintenance

Dept 33



PUBLIC WORKS/STREET MAINTENANCE - SUMMARY*DESCRIPTION*

The responsibility of the Street Division is to assure proper maintenance and construction of streets, alleys, sidewalks and other City property such as parks, ball fields, etc. This division is also responsible for sidepark and R.O.W. maintenance, including mowing and herbicide application. Other functions include: street installation, street and alley paving, including base preparation and asphalt placement. The division also handles concrete construction, holding pond maintenance and driveway installations.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,481,334	1,929,761	2,034,082
OPERATING EXPENSE	531,677	962,470	992,793
CAPITAL OUTLAY	0	0	0
TOTAL	2,013,011	2,892,231	3,026,875
FULL TIME POSITIONS	32	32	41

PERFORMANCE MEASURES

See individual divisions for performance measures.

Street Sweeping is now in cost center 3302; moved from Sanitary Sewer cost center 3410.

Personal Services and Operating Expenses for Tree Maintenance (cost center 3305) have been moved to Recreation and is housed in cost center 6110

STREET ADMINISTRATION*DESCRIPTION*

This administration section of the Street Maintenance Division is responsible for supervising all aspects of the Street Maintenance Division, while assisting other divisions within Public Works.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	148,913	151,895	155,436
OPERATING EXPENSE	28,310	42,941	39,950
CAPITAL OUTLAY	0	0	0
TOTAL	177,222	194,836	195,386
FULL TIME POSITION	2	2	2

Class Title

Administrative Secretary, Sr	1	1	1
PW Superintendent, Street	1	1	1
TOTAL	2	2	2

STREET MAINTENANCE - RIGHT OF WAY*DESCRIPTION*

The Right-of-Way Maintenance unit is responsible for herbicide application, mowing and grassing (when applicable) of all rights of way, sideparks, holding ponds, and City maintained ditches within the City. The unit also provides litter control of downtown area and major routes throughout the City with full-time employees and community service workers. The ROW maintenance unit also participates in numerous unfunded projects and requests such as Keep Albany-Dougherty Beautiful Cleanup Events, barricades, traffic control, and cleanup for Christmas Parade, Commission requests for cleanup and beautification of various areas, etc.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	551,678	556,003	589,114
OPERATING EXPENSE	198,710	232,600	242,600
CAPITAL OUTLAY	0	0	0
TOTAL	750,387	788,603	831,714
FULL TIME POSITION	12	12	12

Class Title

Equipment Operator,III	6	6	6
R/O/W Maintenance Supervisor	1	1	1
R/O/W Maintenance Coordinator	1	1	1
Sprayer/Equipment Operator	1	1	1
Crew Supervisor	1	1	1
PW General Supervisor	1	1	1
Maintenance Worker	1	1	1
TOTAL	12	12	12

Public Works Department Performance Plan

Program 2 Right-of-Way-Maintenance

Program Goal: The goal of the Right-of-Way Program is to provide for maintenance of city owned holding ponds, side parks, ditches, and rights-of-way within the corporate city limits for the citizens of Albany in order to provide a safe, clean and aesthetically pleasing environment.

City Strategic Goal Supported: **Managed Growth and Infrastructure**
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of mowing routes completed	100	100	100	0
% of city alleys trimmed for overgrowth	N/A	90	90	0
Service Quality				
% of work orders closed per established standard	36	45	55	10
% of alleys (mileage) trimmed monthly	N/A	90	90	0
Output				
# of acres mowed (seasonally)	35,100	35,100	35,100	0
# of alleys trimmed (seasonally)	206	154	227	47.4
# of related work orders received	271	346	308	-10.9
Efficiency				
# of acres mowed per FTE	5,014	5,014	5,014	0
# of alleys trimmed per FTE	19	14	21	50

Performance Discussion

Due to restraints on funding, we have reduced our supply inventory (herbicide application) of all rights of way, side parks, holding ponds and city maintained ditches within the city. An increase in funding will allow us to increase our chemical mowing and other related jobs and tasks. In addition, due to the inconsistency in recording the data currently, the increased percent change and the data sources of C should be corrected in developing an improved method of recording the data more accurately and our aggressive approach for accomplishing more.

PUBLIC WORKS - STREET SWEEPING*DESCRIPTION*

The Street Sweeping Section is responsible for sweeping all publicly owned curbed streets within the Albany city limits. The purpose is to ensure public safety and facilitate removal of debris to prevent entry into storm sewer system.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	451,619	452,791
OPERATING EXPENSE	0	313,600	313,173
CAPITAL OUTLAY	0	115,000	0
TOTAL	0	880,219	765,964
FULL TIME POSITIONS	9	9	9

Class Title

Equipment Operator III	7	7	8
Equipment Operator II	1	1	0
Crew Supervisor, Sr.	1	1	1
TOTAL	9	9	9

Public Works Department Performance Plan

Program 3 Street Sweepings

Program Goal: The goal of the street sweeping program is to maintain an acceptable cleanliness level on all paved and curbed streets for the citizens of Albany in order to provide for safe vehicular and pedestrian traffic and for the removal of storm debris.

City Strategic Goal Supported: Managed Growth and Infrastructure

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Service Quality				
% of lane miles swept monthly	8.33	8.33	8.33	0
Output				
# of routes swept	77	77	80	3.8
# of miles swept	40,736	53,690	53,690	0
Efficiency				
# miles swept per FTE	5,092	6,711	6,711	0

Performance Discussion

Due to the high maintenance cost and downtime with equipment, we are purchasing new sweepers. Once, the sweepers are in place, our plan is to re-evaluate current practices and make changes, if necessary, to maximize productivity.

STREET MAINTENANCE - ASPHALT/CONCRETE*DESCRIPTION*

The primary duties of the Asphalt crew include pothole repairs, asphalt overlays, and shoulder repairs on paved streets. The concrete crews excavate and repair utility. These crews also handle new street, sidewalk, curb, gutter and driveway installation and maintenance. The concrete and asphalt crews also participate in street and alley paving and other special projects.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	303,150	258,676	308,917
OPERATING EXPENSE	86,837	96,300	95,200
CAPITAL OUTLAY	0	0	0
TOTAL	389,987	354,976	404,117
FULL TIME POSITIONS	7	7	7

Class Title

Concrete Finisher	1	1	1
Equipment Operator, III	1	1	1
PW General Supervisor	1	1	1
Maintenance Worker	1	1	1
Crew Supervisor Sr.	1	1	1
Crew Supervisor	1	1	1
Maintenance Worker	1	1	1
TOTAL	7	7	7

Public Works Department Performance Plan

Program 4 Roadway, Sidewalk, Curb & Gutter Maintenance

Program Goal: The goal of the Roadway, Sidewalk, Curb & Gutter Maintenance Program is to maintain all paved streets, alleys, and sidewalks for vehicular and pedestrian traffic in order to provide safe and defect free driving lanes and sidewalks.

City Strategic Goal Supported: Managed Growth and Infrastructure
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of road defects repaired	100	100	100	0
% of potholes repaired without liability	99.9	99.9	100	0.1
Service Quality				
% of sidewalks repair requests responded to within 3 days	100	100	100	0
% of road defects requests responded to within 24 hours	100	100	100	0
Output				
# of potholes repaired	1,160	1,116	1,138	1.9
# of yards of sidewalk repaired	796	578	687	18.8
# of road defects repaired	6	16	0	-100
Efficiency				
# of pothole per FTE	580	558	569	1.9
# of yards of sidewalk repaired per FTE	80	58	69	18.8
# of road defects per FTE	1	3	0	-100

Major Project

Planned Project Milestone	Milestone	City Strategic Goal Area
Develop SPLOST VI Street resurfacing list: Eliminate pothole repairs and defects to streets.	December 31, 2011	Managed Growth and Infrastructure

Performance Discussion

Use new GIS system for resurfacing to eliminate potholes and street defects to prolong the life of the streets. This system will help to identify all streets in the City of Albany. The idea is to eliminate all road defects because of safety hazards. Therefore, our goal is to have zero road defects.

STREET MAINTENANCE - GRADING/CONSTRUCTION*DESCRIPTION*

The Grading/Construction Section is responsible for the construction and maintenance of dirt alleys, ditches, holding ponds, shoulders and easements within the city. This section maintains and installs driveways and storm pipes. This section provides a key support role for the entire local government with loaders, dump trucks, motor graders, dozers, and other equipment.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	477,593	511,568	527,824
OPERATING EXPENSE	217,820	277,029	301,870
CAPITAL OUTLAY	0	0	0
TOTAL	695,413	788,597	829,694
FULL TIME POSITION	11	11	11

Class Title

Equipment Operator, III	5	6	6
Equipment Operator, II	4	3	3
Crew Supervisor	1	1	1
Crew Supervisor, Sr.	1	1	1
TOTAL	11	11	11

Public Works Department Performance Plan

Program 5 Street and Alley Grading and Construction

Program Goal: The goal of the Street and Alley Grading and Construction Program is to provide maintenance of non-paved alleys and streets for vehicular traffic in order to provide safe travel within the corporate city limits.

City Strategic Goal Supported: Managed Growth and Infrastructure
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of unpaved alley complaints resolved within 5 days	100	100	100	0
% of unpaved street complaints resolved within 5 days	100	100	100	0
Output				
# of unpaved alleys repaired	1,367	1,708	1,538	-9.9
# of unpaved streets repaired	29	24	36	.5
# of related work orders recorded	332	292	312	6.8
Efficiency				
# of alleys repaired per FTE	114	142	128	-9.8
# of streets repaired per FTE	2	12	36	.5

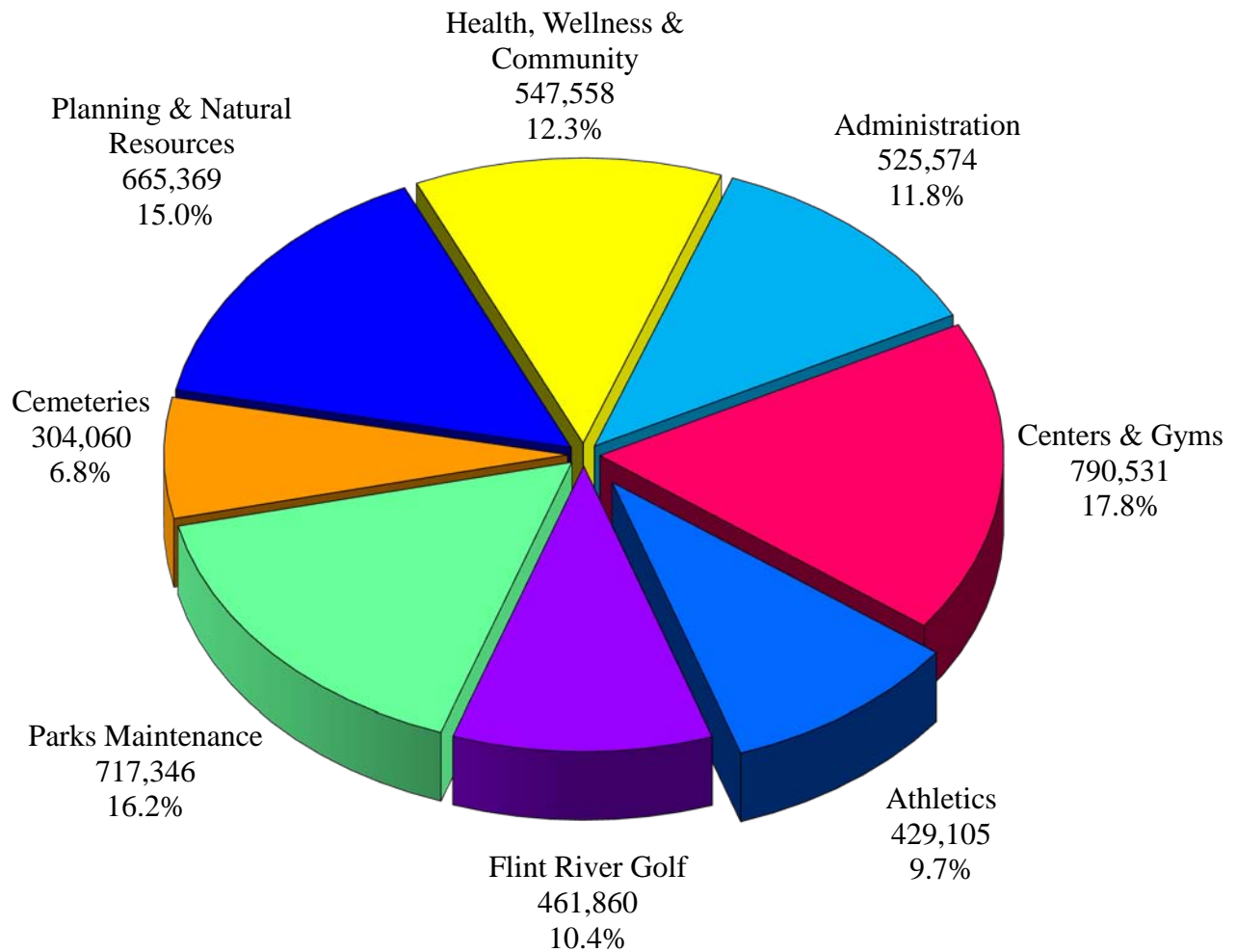
Major Project

Planned Project Milestone	Milestone	City Strategic Goal Area
Develop SPLOST VI alley paving list to maintain the alleys in the City of Albany	December 31, 2011	Managed Growth and Infrastructure

Performance Discussion

Evaluate alleys using the 311 system to compile alley paving list for various complaints and drainage. This will be implemented in SPLOST VI.

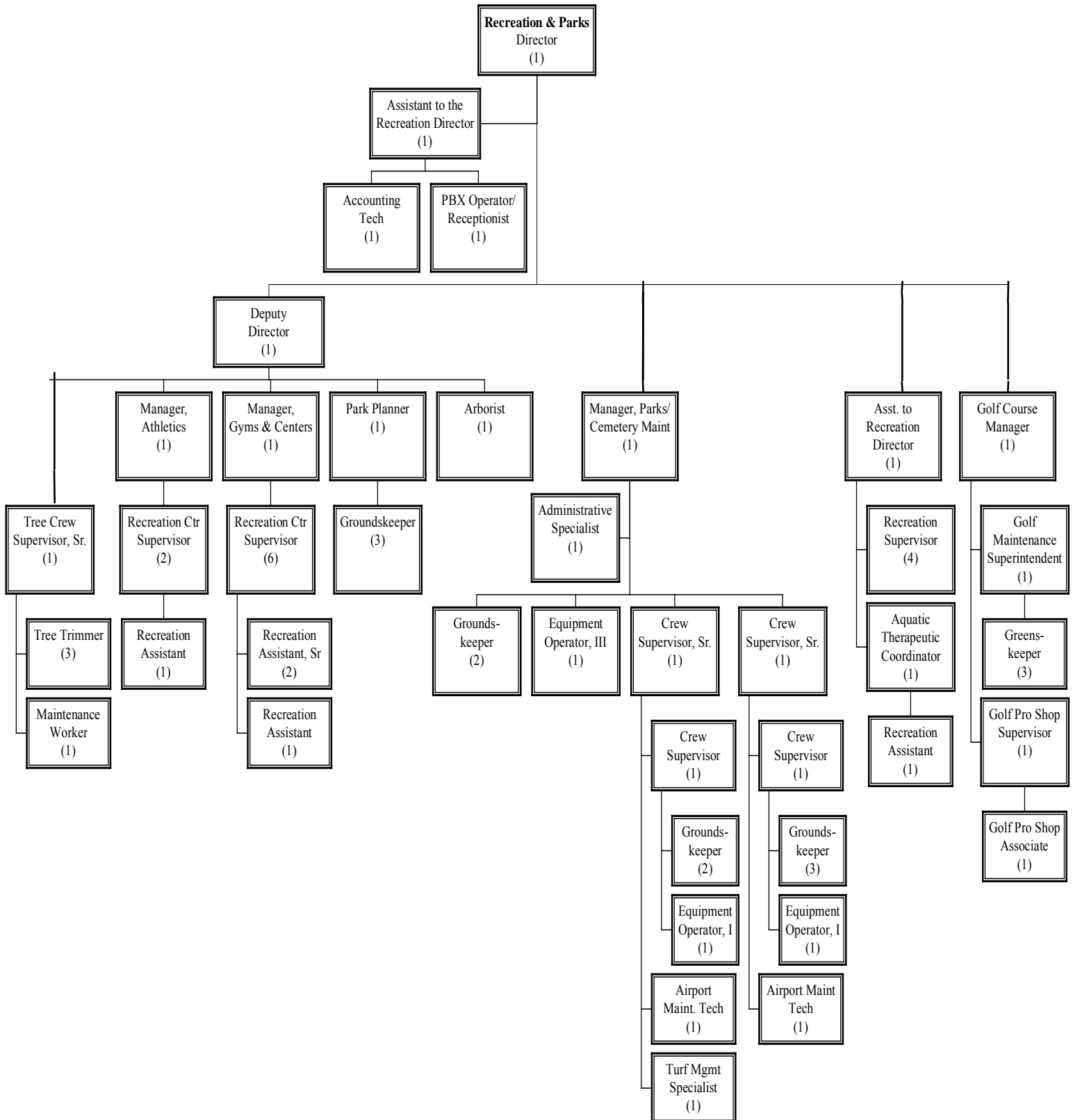
City of Albany
Adopted Budget
FY 2012
Recreation Department



Total Expenditures
\$4.441,403

Recreation & Parks Department

Dept 61



RECREATION DEPARTMENTAL SUMMARY

DESCRIPTION

The Recreation Department is responsible for the development, coordination, and promotion of the recreational facilities and leisure opportunities within the City of Albany. The department develops immediate and long-range plans to meet recreational needs of all age groups. The Recreational Department is comprised of the following divisions: Administration, Centers & Gyms, Athletics, Flint River Golf Course, Parks Maintenance, Cemeteries, Park Planning/Natural Resources and Health/Wellness & Community.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	2,790,518	2,968,367	3,101,039
OPERATING EXPENSE	1,232,253	1,382,544	1,340,364
CAPITAL OUTLAY	0	0	0
TOTAL	4,022,771	4,350,911	4,441,403
FULL TIME POSITIONS	58	63	62

PERFORMANCE MEASURES

See individual divisions for performance measures.

RECREATION ADMINISTRATION**DESCRIPTION**

The Recreation & Parks Administrative division provides administrative services for the department by serving employees, citizens, other City departments, other sports related organizations, participants (youth and adult), parents, volunteers, coaches and officials in regards to all departmental information, employment issues, fiscal reporting, and purchasing.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	298,800	297,284	330,786
OPERATING EXPENSE	178,645	212,078	194,788
CAPITAL OUTLAY	0	0	0
TOTAL	477,446	509,362	525,574
FULL TIME POSITION	5	5	5

Class Title

Accounting Technician	1	1	1
Deputy Director, Recreation	0	1	1
Assistant to Director, Recreation *	1	0	0
Director, Recreation	1	1	1
PBX Operator/Receptionist	1	1	1
Administrative Assistant	1	1	1
TOTAL	5	5	5

* Assistant to Director moved to 6111

Recreation Department Performance Plan

Department Mission

The mission of the Recreation & Parks Department is to develop, coordinate, and promote recreation facilities and leisure opportunities within the City of Albany.

Department Level Performance Highlights

Planned Performance	FY 2012 Target or Milestone	City Strategic Goal Area
Obesity Prevention and Community Wellness - % of youth participants who achieved their weight loss target for the participation period	25%	A Healthy, Livable and Sustainable Albany
Delinquency Prevention - % of Totally Teen Zone (TTZ) participants without arrests.	97%	Public Safety: A safe and prepared community

Performance Highlight Discussion

Due to the increase in obesity rate around the country, ARPD has implemented and offered various fitness/wellness classes and seminars to the citizens of Albany. The most significant challenge is to get people to participate. ARPD has been working diligently to get more people to participate through advertising different programs/seminars via Channel 16, website, flyers, etc. ARPD commits to assisting participants in achieving their weight loss target for the participation period.

To prevent criminal activity, gang participation, and teen pregnancy, ARPD provides after-school and summer programs for youth, teens, and young adults at different sites within the City of Albany.

Recreation Department Performance Plan

Program 1 Obesity Prevention and Community Wellness

Program Goal: The goal of the Obesity Prevention & Community Wellness Program is to provide active and passive leisure opportunities that promote healthy lifestyles and a livable community for the citizens of Albany, GA.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of youth participants who achieved their weight loss target for the participation period	N/A	20%	25%	5
% of adult participants who achieved their weight loss target for the participation period	N/A	15%	20%	5
% of participants satisfied with program	N/A	70%	80%	10
Service Quality				
% of youth program participants who rate program as excellent	N/A	80%	85%	5
% of adult participants who rate program as excellent	N/A	75%	85%	10
Output				
# of participants in youth athletic programs	500	500	500	0
# of participants in adult athletic programs	250	500	500	0
# of rounds of golf played throughout the year	22,000	20,000	20,000	0
# of participants in senior programs per year	900	900	900	0
# of adult participants in indoor athletic activities per month	3,200	3,200	3,200	0
# of youth participants in indoor athletic activities per month	3,500	3,500	3,500	0
# of participants participated in health/wellness seminars/programs	275	500	500	0
# of participants attended fitness/exercise programs/facilities	1,500	1,500	1,500	0
# of participants participated in therapeutic and special Olympic programs	N/A	500	500	0
# of participants participated in aquatic programs yearly	2,200	2200	2200	0

Recreation Department Performance Plan

Efficiency				
Cost per youth athletics programs per participant (youth football & cheerleading)	72	72	72	0
Cost per adult athletics programs per participant (adult basketball, adult softball, Men's flag football, Kickball)	67	67	67	0
Cost per round of golf per participant	19	19	19	0
Cost per senior program per participant (average)	N/A	10	10	0
Cost per health/wellness seminar/program per participant (average)	N/A	13	13	0
Cost per physical/fitness exercise program per participant (average)	N/A	6	6	0
Cost per therapeutics program per participant (average)	N/A	16	16	0
Cost per special Olympics per participant (average)	N/A	12	12	0
Cost per aquatics program per participant	N/A	34	34	0
# of participants per FTE –athletics program	175	300	300	0
# of participants per FTE – fitness	50	50	50	0
# of participants per FTE – golf	3,086	3,086	3,086	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI – Aquatic Facility Site Selection – To compile a list of viable sites for the future construction for the community aquatic facility to present to the Commission for site approval.	December 1, 2012	A Healthy, Livable and Sustainable Albany

Performance Discussion

Numerous programs for both youth and adults have been implemented by ARPD for the citizens of Albany. However, auditable data is limited due to manual participant tracking system. In order to accurately keep track of the number of participants entering the facility and for safety concerns, it is vital that an ID tracking system be set up at every facility. If a computer-based participant tracking system is not implemented in FY2012, manual participant tracking, through the use of sign-in sheets, will be utilized throughout ARPD programs and facilities to record participant data.

Although short of staff, the Golf division staff has been working diligently to maintain the golf course and provides high quality service, but due to economic downturn, it has negatively impacted golf rounds revenue.

Currently, Gordon Sports Complex is under renovation, therefore, the cost to run adult athletics programs will increase significantly in FY12/13, when the complex is complete and new programs are implemented at the facility.

RECREATION/CENTERS AND GYMS

DESCRIPTION

The Centers and Gyms division provides citizens indoor leisure service and recreation needs through organized and supervised programs, including educational, cultural, and art for youth and adults in the community.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	506,557	493,015	544,097
OPERATING EXPENSE	257,031	237,162	246,434
CAPITAL OUTLAY	0	0	0
TOTAL	763,587	730,177	790,531
FULL TIME POSITION	13	11	10

Class Title

Recreation Assistant	2	2	1
Recreation Assistant	1	2	2
Manager, Gyms & Centers	1	1	1
Recreation Center Supervisor*	8	6	6
Therapeutic Program Coordinator*	1	0	0
TOTAL	13	11	10

* 2 Supervisors and Therapeutic Program Coordinator moved to 6111

Recreation Department Performance Plan

Program 2 Delinquency Prevention

Program Goal: The goal of the Delinquency Program is to provide after-school and summer programs for youth, teens, and young adults to prevent criminal activity, gang participation, and teen pregnancy.

City Strategic Goal Supported: **Public Safety: A Safe and Prepared Community**

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Totally Teen Zone after school participation rate per 1,000 youth in target age range (10 – 19 yrs)	51.5%	52%	52%	0
Summer camp participation rate over 1,000 youth in target age range (10 – 19 yrs.)	16%	16.5%	16.5%	0
% of participants without arrests	N/A	96%	97%	1
Participant teen pregnancy comparative rate	N/A	2%	2%	0
Service Quality				
% of youth program participants who express satisfaction with program	N/A	87%	87%	0
% of parents who believe program participation has provided a positive and constructive experience for the teen	N/A	87%	87%	0
Output				
# of TTZ after-school program participants average monthly attendance	N/A	35	40	14
# of TTZ summer program participants	2,077	2,100	2,100	0
Efficiency				
Cost per TTZ participant (Based on \$75,000 grant)	\$8.70	\$8.62	\$8.62	0
# of TTZ participants (afterschool & summer)per FTE (6 FTEs)	1,437	1,450	1,450	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Formation of Teen Council – To involve youth in program planning for ongoing recreational activities. Council to be formed by January 1, 2012.	January 1, 2012	Public Safety: A Safe and Prepared Community

Performance Discussion

Funding for the TTZ program is subject to Congressional appropriation. This funding uncertainty makes it difficult for long-term planning and sustainability. The TTZ program has successfully leveraged program results with limited resources. However, because we have reached program capacity, no increases in participation are projected for FY12.

RECREATION/ATHLETICS

DESCRIPTION

The Athletic Division plans, organizes and implements team based sports programs, leagues and activities for the citizens of our community. Additionally, the division hosts tournaments, facilitates the use of athletic facilities for use by local parent run volunteer organizations and trains volunteer coaches.

Major Object of Expenditure	Actual 2009/2010	Amended 2010/2011	Adopted 2011/2012
PERSONAL SERVICES	209,565	194,665	213,232
OPERATING EXPENSE	205,295	211,659	215,872
CAPITAL OUTLAY	0	0	0
TOTAL	414,862	406,324	429,104
FULL TIME POSITION	7	4	4

<u>Class Title</u>			
Recreation Assistant	2	1	1
Manager, Athletics	1	1	1
Recreation Center Supervisor	3	2	2
Groundskeeper	1	0	0
TOTAL	7	4	4

Recreation Department Performance Plan

Program 3 Greenspace and Park Sustainability

Program Goal: The goal of the Greenspace and Park Sustainability Program is to promote environmental awareness and outdoor leisure opportunities through the provision of active and passive parks and play spaces for the citizens of Albany.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of park users rating satisfaction as good or excellent	N/A	80%	80%	0
% of park users satisfied with the availability of parks and green space	N/A	80%	80%	0
Service Quality				
% of maintenance work orders on schedule	81%	81%	81%	0
% of ball fields prepared prior to scheduled games	100%	100%	100%	0
Output				
# of acres mowed	378	378	398	5
# of baseball fields groomed & lined for games	27	27	33	22
# of tree work orders completed	154	175	175	0
# of playground equipment items inspected	147	147	147	0
# of park rentals	105	110	110	0
Efficiency				
# of acres maintained per Maintenance FTE	24	24	24	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Gordon Renovation (didn't add to Goal Sheet)	September 1, 2011	A Healthy, Livable and Sustainable Albany
SPLOST VI – Site Selection for Joint Baseball & Tennis Complex– To compile a list of viable sites for the future construction for the community joint baseball & tennis complex to present to the Commission for site approval.	December 1, 2012	A Healthy, Livable and Sustainable Albany

Performance Discussion

Additional facilities planned for SPLOST VI will add increase maintenance responsibility. Completion of Gordon renovation will require daily facility and field maintenance currently not being performed in FY11.

Major performance challenge for Parks Maintenance division is shortage of staff, currently with a staff of 14 FTE, this division has to mow and maintain 378 acres (398 total acres when Gordon Complex renovation is complete), groomed and lined 27 ball fields (33 ball fields when Gordon Complex renovation is complete), and perform in-house maintenance of parks and facilities. Baseball and softball field maintenance and game preparation is a top priority and must be completed prior to scheduled games to ensure program success. Percentage of completion will remain at 100% as this is a top ARPD priority. Data collection is through the number of work orders submitted and completed.

RECREATION/FLINT RIVER GOLF COURSE

DESCRIPTION

Flint River Golf Course is a well maintained 18-hole public golf facility. Clinics, tournaments, and various special events are offered throughout the year. A Pro Shop, with various resale items, and Concessions are available for purchase. Flint River Golf Course also offers a banquet facility.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	283,414	301,132	322,903
OPERATING EXPENSE	132,563	133,205	138,957
CAPITAL OUTLAY	0	0	0
TOTAL	415,974	434,337	461,860
FULL TIME POSITION	7	7	7

<u>Class Title</u>			
Manager, Golf Course	1	1	1
Greenskeeper	3	3	3
Golf Course Maintenance Supt	1	1	1
Golf Pro Shop Associate	1	1	1
Golf Pro Shop Supervisor	1	1	1
TOTAL	7	7	7

RECREATION/PARKS MAINTENANCE

DESCRIPTION

The function of this division is to provide maintenance services to all parks, recreation facilities, equipment, playgrounds, and to provide assistance with special events.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	538,690	547,520	575,548
OPERATING EXPENSE	144,671	123,907	141,798
CAPITAL OUTLAY	0	0	0
TOTAL	683,359	671,427	717,346
FULL TIME POSITION	16	14	14

Class Title

Equipment Operator I	3	2	2
Groundskeeper	5	5	5
Airport Maintenance Tech	2	2	2
Crew Supervisor, Sr.	2	2	2
Turf Management Specialist	1	1	1
Crew Supervisor	3	2	2
TOTAL	16	14	14

RECREATION/CEMETERIES*DESCRIPTION*

The Cemetery Division performs the functions necessary for the operation of approximately 80 acres known as the Riverside and Oakview Cemeteries. This operation includes all facets of cemetery management such as lot sales, burial records, grave excavation, funeral, arrangements, and grounds maintenance.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	221,003	220,095	249,689
OPERATING EXPENSE	40,322	50,819	54,371
CAPITAL OUTLAY	0	0	0
TOTAL	261,324	270,914	304,060
FULL TIME POSITIONS	6	5	5

Class Title

Manager, Parks/Cemetery Maint	1	1	1
Administrative Specialist	1	1	1
Groundskeeper	2	2	2
Equipment Operator, III	1	1	1
Crew Supervisor	1	0	0
TOTAL	6	5	5

Recreation Department Performance Plan

Program 4 Cemetery Management & Grounds Maintenance

Program Goal: The goal of the Cemetery Management & Grounds Maintenance program is to provide internment services and perpetual care by providing an aesthetic and peaceful environment for customers.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of grave sites rated in good or excellent condition	N/A	60%	80%	20
% of grounds acres rated in good or excellent condition	N/A	65%	80%	15
Service Quality				
% of maintenance work orders completed on schedule		70%	75%	5
% of burial processes rated good or excellent	N/A	85%	85%	0
Output				
# of burials coordinated/graves prepared per year	147	150	150	0
# of grave sites maintained	3000	3000	3000	0
# of acres of grounds maintained	105	105	125	19
Efficiency				
Cost per acre maintained	\$2,557	\$2,557	\$2,557	0
Cost per grave site maintained	\$90	\$90	\$90	0

Performance Discussion

Perpetual grave and cemetery maintenance exceeds capacity of existing staff. Due to shortage of existing cemetery acreage available for sale, grave spaces are limited, however all acreage at the cemeteries must be mowed and maintained whether occupied by an in-ground vault or not. \$20,000 available in FY11 CIP for the acquisition of adjacent land from the Hebrew Congregation – approximately 20 acres of which grave sites could be sold after property is purchased in FY2012.

Staff of 5 maintains 3000+ gravesites and 105 acres. Additional volunteers from Turner Job Corps, as well as inmates and probationers, are used to maintain the cemetery grounds. In addition to daily grounds maintenance, over 140 burials/grave sites are prepared annually. All site maintenance ceases during burial services, so as to not disturb the integrity of the sacred ceremonies.

RECREATION/PARKS PLANNING AND NATURAL RESOURCES

DESCRIPTION

The Parks Planning & Natural Resource Division provides planning, development, and management services to all parks, playgrounds, and recreation facilities. This division also coordinates all park beautification programs, environmental education programs, landscape enhancement projects, and community park clean-up events. This division is also responsible for the maintenance of trees on city property, including street and alley right-of-ways, parks, holding ponds, recreation sites and cemeteries, as well as maintaining the city's Urban Tree Inventory and implementing the City Tree Ordinance.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	411,748	459,362	452,163
OPERATING EXPENSE	142,720	271,785	213,206
CAPITAL OUTLAY	0	0	0
TOTAL	554,470	731,147	665,369
FULL TIME POSITIONS	4	10	10

Class Title

Landscape Architect	1	1	1
Arborist*	0	1	1
Maintenance Worker*	0	1	1
Tree Trimmer*	0	3	3
Crew Supervisor, Sr.Tree Maint*	0	1	1
Groundskeeper	3	3	3
TOTAL	4	10	10

*Personal Services and Operating costs for
Tree Maintenance Crew transferred from
Cost Center 3305 in FY10

RECREATION/HEALTH, WELLNESS AND COMMUNITY

DESCRIPTION

The Health, Wellness, and Community Events division includes marketing, special events, cultural arts, summer playground activities, teen and pre-teen programs, therapeutic sports programs and activities, aquatics facilities and programs, and a health and wellness facility. This division is responsible for the USDA/Bright from the Start Summer Food Service Program.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	320,742	455,294	412,621
OPERATING EXPENSE	131,007	141,929	134,937
CAPITAL OUTLAY	0	0	0
TOTAL	451,749	597,223	547,558
FULL TIME POSITION	0	7	7

Class Title *

Assistant to the Rec Director	0	1	1
Recreation Assistant	0	0	1
Recreation Supervisor	0	5	4
Therapeutic Program Coordinator	0	1	1
TOTAL	0	7	7

* Personnel transferred from Recreation cost centers 6100, 6101, 6103, 6104, 6109

INDEPENDENT AGENCIES

DESCRIPTION

The Board of City Commissioners funds a number of independent agencies involved in enhancing the quality of life in Albany. The services provided by the Agencies range from the Boys' Club for youth, the Chamber of Commerce and Economic Development Commission for marketing and promotion of the City, to the Chehaw Park and the Albany Dougherty Inner City Authority (ADICA) for the development of Georgia's "Good Life City". These agencies play an integral part of involving many necessary services to our citizenry.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	1,700,458	1,773,531	1,820,462
CAPITAL OUTLAY	0	0	0
TOTAL	1,700,458	1,773,531	1,820,462
FULL TIME POSITION	0	0	0

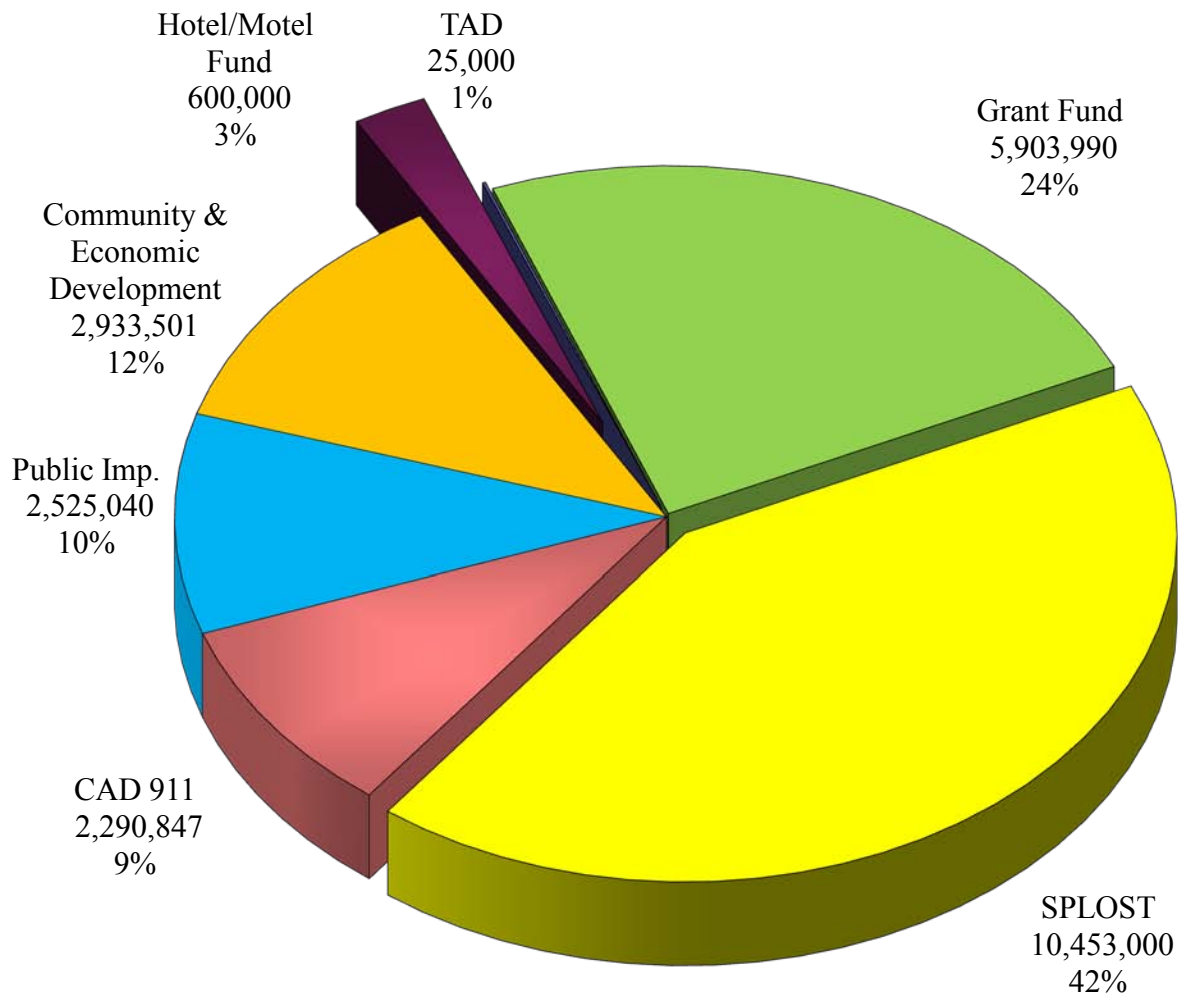


CITY OF ALBANY

Special Funds

**ANNUAL BUDGET
FY 2012**

City of Albany
Adopted Budget
FY 2012
Special Funds



Total Expenditures
\$24,731,378

COMMUNITY DEVELOPMENT

The City of Albany is an entitlement community, which means that it qualifies as a metropolitan city with a population of at least 50,000. Entitlement communities automatically receive an annual allocation under the Community Development Block Grant Program. Since May 1975, the City of Albany has participated in this program.

The Department of Community Development manages the Community Development Block Grant (CDBG) funds received by the City. The funding provided can be utilized to carry out a wide range of community development activities directed toward community facilities and services. Each activity undertaken must meet one of the three national objectives, which are:

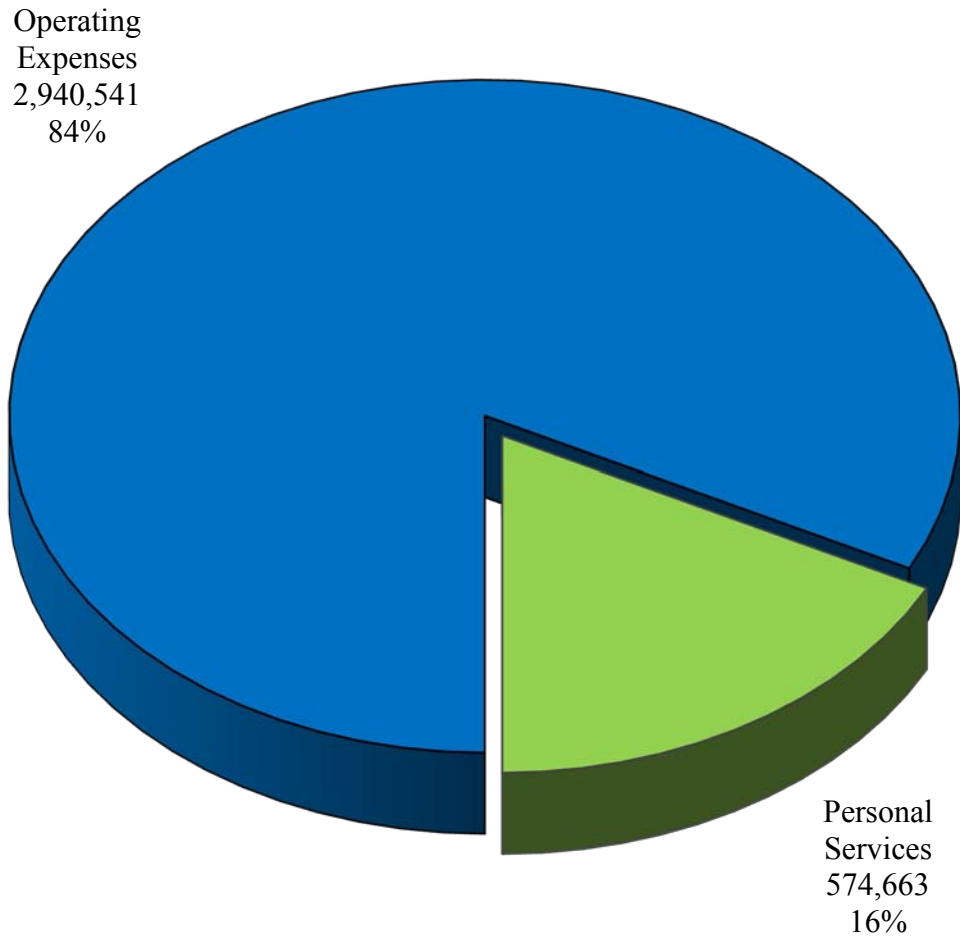
1. The activity must principally benefit low and moderate income persons. The principal benefit test is met when at least 70% of all expenditures during a fiscal year benefits persons who qualify as low to moderate-income based on their annual income and family size.
2. The activity must address an urgent need within the community, which is urgent because the existing conditions pose a serious or immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs.
3. The activity aids in the preparation or elimination of slums and blight.

The City has also administered a Weatherization Program since 1988, with funding provided by the State of Georgia's Environmental Facilities Authority Division of Energy Resources. This program provides repairs that make the home more energy efficient and targets very low-income persons.

A Rental Rehabilitation Program is also administered by the City with funds provided by a grant from the U.S. Department of Housing and Urban Development (HUD). This program was created by HUD, to increase the supply of decent, sanitary and affordable housing available to low and moderate-income renters.

The City administers the HOME Program through funding received from HUD. The HOME Program was created to increase home ownership and affordable housing opportunities for low and very low-income persons.

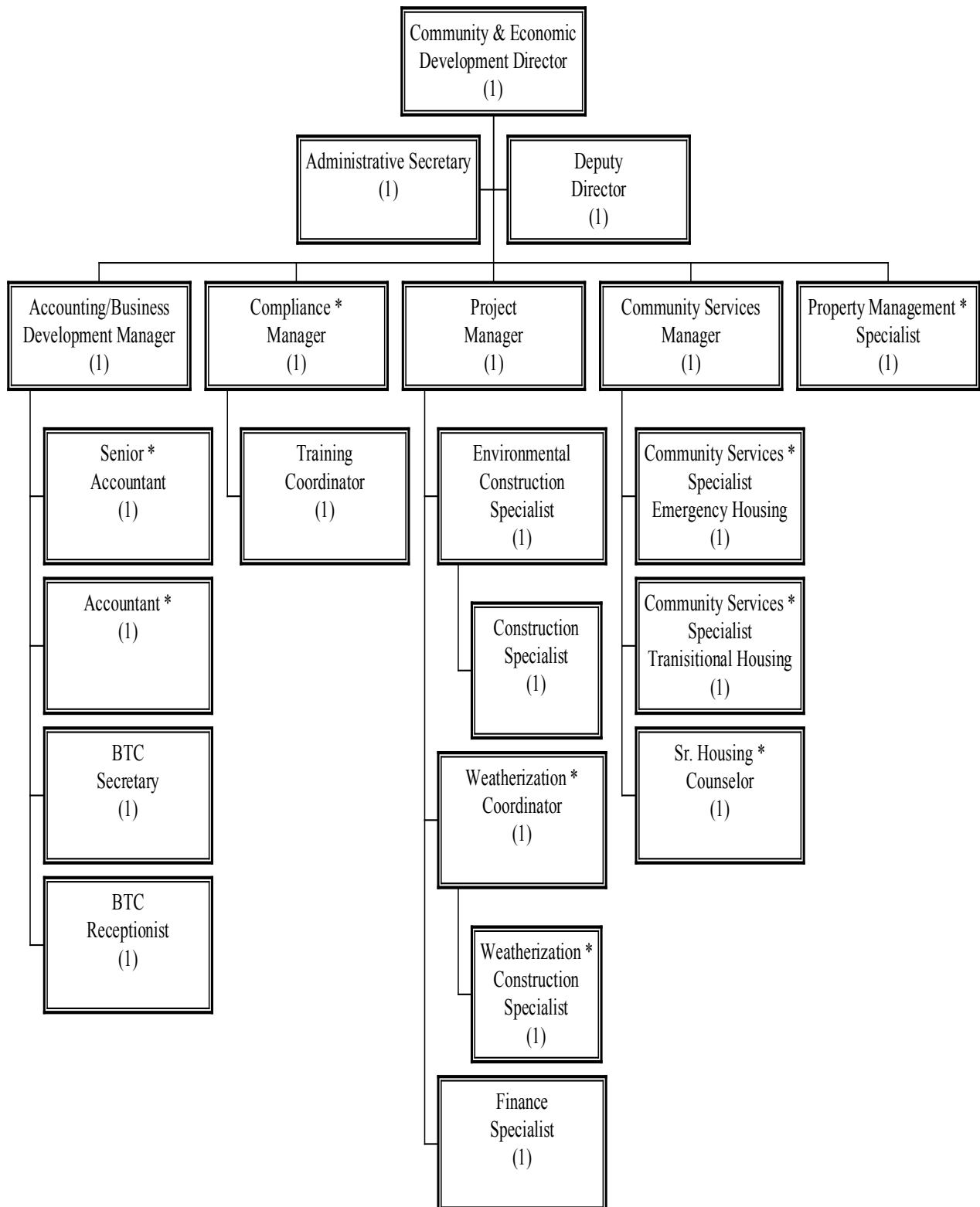
City of Albany
FY 2012
Adopted Budget
Community Development



Total Expenditures
\$3,515,204

Community Development

Dept 76



* Positions are not part of authorized FTE head count

COMMUNITY DEVELOPMENT

DESCRIPTION

The Community Development Program is funded through the U.S. Department of Housing and Urban Development's Community Development Block Grant Entitlement funds. The primary objectives of the program are to provide for the development of a variable urban community by providing decent housing and a suitable living environment, expanding economic opportunities, and meeting the needs of persons of low and moderate income. This program is in compliance with the Housing and Urban Rural Recovery Act of 1983. The program is responsible for the reversal of the physical deterioration and aids in the elimination of the adverse influences that now threaten the targeted areas.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	456,696	477,736	448,891
OPERATING EXPENSE	1,807,665	2,033,358	1,834,120
CAPITAL OUTLAY	0	0	0
TOTAL	2,264,359	2,256,094	2,283,011
FULL TIME POSITIONS	12	12	12

<u>Class Title</u>			
Administrative Assistant	0	1	1
PBX Operator/Receptionist	1	1	1
Administrative Specialist	1	1	0
Community Development Manager	1	1	1
Community Development Planner	1	0	1
Community Services Technician	0	0	1
Compliance Monitor	1	1	0
Construction Specialist	2	2	1
Coordinator- Business & Tech. Services	1	0	0
Mgr. Accounting & Business Development	0	1	1
Deputy Director, Comm & Econ. Developm	0	1	1
Dir., Comm & Economic Development	1	1	1
Finance Specialist	1	1	0
Manager, Community Services	1	1	1
Housing Counselor, Sr	0	0	1
Accounting Technician	0	0	1
TOTAL	11	12	12

Community and Economic Development Performance Plan

Department Mission

The mission of Community and Economic Development is to achieve a higher quality of life for all citizens and create livable communities that will attract and retain future generations by providing professional services, working in an efficient manner, and provide excellent customer services.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
% of families attaining stable housing	5%	Community and Economic Vitality
% increase in the number of programs (services created or retained due to grant funding	50%	Accountable, Efficient, Responsive Government
% increase in the number of jobs created or retained due to grant funding	35%	Accountable, Efficient, Responsive Government
% of monitored activities in compliance	70%	Community and Economic Vitality
% increase in the number of safe, decent, lead-free, affordable housing produced	37%	Community and Economic Vitality

Performance Highlight Discussion

The Department of Community and Economic Development is a 100% grant funded program. The primary sources of grant funding are Community Development Block Grant (CDBG) and HOME. Budget cuts to these funding sources are being proposed, as well as the possibility of alleviating the existing programs all together. In the event that this happens, it would be impossible for any of the identified programs to be administered.

Community and Economic Development Performance Plan

Program 1: Economic Development

Program Goal: To coordinate economic development activities and services which encourage a healthy, stable business environment and retains and creates jobs.

City Strategic Goal Supported: Community and Economic Vitality

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Number of jobs created	0	40	45	13
Number of commercial facades rehabilitated	N/A	1	5	80
Service Quality				
Number of consultations/referrals given involving grant and loan applications	N/A	5	15	66%
Number of submitted grant applications processed within seven days	N/A	3	6	50%
Number of grant or loan recipients contacted after project completion	N/A	3	5	40%
Efficiency				
Cost per job created or retained	N/A	\$35,000	\$35,000	0
Output				
Number of Commercial Façade Improvement grants made	N/A	5	6	20%
Number of business training sessions provided	N/A	10	12	20%
Number of contracts awarded to Section 3 certified contractors	N/A	1	5	80%
Number of businesses provided rental subsidies	N/A	3	6	50%
Number of businesses assisted through MBEC	N/A	18	20	11%
Number of business loan applications processed	0	4	5	25%
Number of loans issued to new and existing businesses	N/A	5	7	29%

Performance Discussion

Beginning in January of 2011, the Department will begin administering two new loan programs. The first program is the Economic Development Deferred Loan and Revolving Loan Fund Program. This program will provide loans to high growth businesses, which through their expansion efforts will provide job creation. The second program is the Downtown Incubator Program. This program will provide will provide up to 18 months of rent subsidy funding for new businesses that are locating downtown Albany and creating new jobs. An initial allocation has been set aside to fund these programs for the 2011/2012 year; but ongoing funding of these programs will be contingent upon their success and the ongoing availability of CDBG funding.

Community and Economic Development Performance Plan

Program 2: Homeless Programs

Program Goal: To provide housing and supportive services for homeless families in order to move them to permanent housing and self sufficiency.

City Strategic Goal Supported: Community and Economic Vitality

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Number of families attaining stable housing	48	58	63	9
Service Quality				
% of emergency shelter applicants that can be assisted through housing placement	10	9%	10%	1
% of transitional housing applicants that can be assisted through program placement	11	10%	10%	0
% of customers rating services as good or excellent	N/A	80%	85%	5
Output				
Number of emergency housing applications processed	219	300	300	0
Number of transitional housing applications processed	219	300	300	0
Number of families served in emergency housing	23	28	32	14
Number of families served in transitional housing	25	30	31	3
Efficiency				
Cost per family served in emergency housing	\$2,417	\$1,993	\$1,744	-12
Cost per family served in transitional housing	\$6,050	\$5,042	\$4,879	-3

Performance Discussion

Staff turnover has been a challenge in this program for the past three years. Recent staff reorganization will allow this program to meet its objectives of providing better supportive services to the participants of both program more efficiently thus allowing a 31% increase in the number of families served and a 21% decrease in the cost of operating the homeless program.

Program 3: Business Services

Program Goal: To provide review and follow-up of all loans in the loan portfolio, ensuring that the established terms and conditions of the loans are being followed.

City Strategic Goal Supported: Community and Economic Vitality

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of loans that are current	N/A	75%	90%	15
% of loans that are repaid in full	N/A	8%	10%	2
Outputs				
# of payments processed	263	263	263	0
# of delinquency notifications processed	N/A	80	90	10
# of referrals for technical assistance	N/A	30	20	10
# of delinquent loans brought current	11	14	19	10
# of loans referred for legal action	N/A	40	30	10
Efficiency				
Cost per loan serviced	N/A	\$6,275	\$6,750	92

Performance Discussion

The recession will continue to have a direct impact on our clients' ability to make timely payments. These are things that are beyond our control. Aside from the economy, timely and accurate loan servicing has presented some challenges in the past. The department has a Business Services Manager and accountant

Community and Economic Development Performance Plan

dedicated to ensuring that this is not a problem. Business Services staff will have to report, track and correspond on a monthly basis.

Program 4: Accounting and Grants Management

Program Goal: To provide city grants administration, ensuring financial oversight and accountability for all federal funding received by the City of Albany.

City Strategic Goal Supported: Accountable, Efficient, Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Number of grants with grant related audit findings	N/A	10	0	10
Service Quality				
% of programs that are monitored regularly	N/A	85%	100%	15
Output				
Number of active grants managed	N/A	80	90	10
Number of grant programs created or retained due to grant funding	N/A	80	90	10
Number of monitoring visits completed this year	N/A	20	40	20
Efficiency				
Number of grants managed per FTE	N/A	40	45	5

Performance Discussion

To ensure grantees are abiding by grant parameters, budgets and objectives, regular meetings, increased communication and monitoring visits are being scheduled with program managers. Monthly reconciliations have taken a priority in the department to limit the number of audit findings. We plan to utilize various reporting tools to track performance measures more accurately.

Due to economic conditions, we are expecting budget cuts at the state and federal levels. In turn, some of the performance measures may not reflect the desired outcome. We are hopeful that we can reorganize and possibly seek other funding alternatives to ensure we are able to meet our objectives.

Program 5: Public Services

Program Goal: To provide assistance to non-profit organizations by increasing their awareness of supplemental sources of funding and providing opportunities for training and technical assistance, which will increase their overall capacity to meet the needs of low to moderate income persons they serve.

City Strategic Goal Supported: Community and Economic Vitality

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of organizations successful in submitting applications for funding opportunities provided by DCED.	N/A	30	30	0
% of organizations that rated training as beneficial	N/A	N/A	75%	-
Service Quality				
% of beneficiaries rating the DCED services as good or excellent.	N/A	75%	85%	10
Output				
# of organizations provided funding opportunities	N/A	8	8	0
# of organizations submitting applications who were provided funding opportunities	N/A	8	8	0
# of training and technical assistance opportunities provided DCED	N/A	5	5	0
# of organizations attending technical assistance and training opportunities provided by DCED	N/A	8	8	0

Community and Economic Development Performance Plan

Efficiency				
Cost per organization for training and TA provided	N/A	\$1150	\$1150	0

Performance Discussion

Dealing with non-profit organizations presents a set of challenges due to their limited number of staff. Although we are planning to extend these opportunities to them, it may be difficult for them to sacrifice the staff time to attend training and submit grant applications.

Program 6: Compliance

Program Goal: To provide regulatory oversight for all federally funded activities in order to ensure compliance with government regulations.

City Strategic Goal Supported: Accountable, Efficient, Responsive Government

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of monitored activities in compliance	N/A	70%	75%	5
% of sub-recipients provided technical assistance annually	14	20	21	5
Output				
# of programs and activities monitored	2	38	41	7
Efficiency				
Number of staff monitoring programs/activities	2	4	4	0

Major Projects

Planned Project Milestone	FY 2012 Target or Milestone	City Strategic Goal Area
Staff reorganization coupled with an increase in compliance staff from 2 to 4 will allow DCED to provide better oversight of the administration of programs and activities for which federal funds are received. As a result more programs and activities will be in compliance with governmental requirements and regulations.	85%	Accountable, Responsible City Government

Performance Discussion

DCED has recognized the need to increase staff in the area of compliance to better ensure federal funds are being administered for the various programs/activities per the requirements and regulations of the governmental agency providing the funding. As a result, a Compliance Division has been created and staffing has increased from one to four.

Program 7: Housing

Program Goal: To administer housing development, rehabilitation, and energy efficiency programs to low to moderate income citizens in order to provide decent, safe and affordable housing.

City Strategic Goal Supported: Community and Economic Vitality

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Number housing units made safe, decent, and affordable.	184	171	37	0
Number of vacant rental units	65	20	20	1
Number of low to moderate income households who received financial literacy training	266	260	260	0

Community and Economic Development Performance Plan

% of low to moderate income households (incomes at or below 80% AMI) served	N/A	N/A	90	0
% of applications processed within one month	N/A	N/A	90	0
% of customers who rated the service as good or excellent	N/A	N/A	80	0
% of invoices processed within 30 days	N/A	N/A	95	0
Output				
Number of homes repaired (Rehab, Emerg., Energy)	34	37	37	0
Number of rental units maintained	232	236	236	0
Number of new construction	2	2	2	0
Number of clients received housing counseling	174	150	150	0
Number of clients received housing counseling that purchased a home	17	20	20	0
Number of clients received default housing counseling	40	40	40	0
Efficiency				
Number of low to moderate units per FTE assisted	25	27	5	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Acquisition of Housing: To acquire and rehab two units of housing outside of the strategic planning area and sale to low to moderate income households.	June 30, 2012	Community and Economic Vitality
Disposition of Windsor Arms Apartment Complex	FY 2011-2012	Community and Economic Vitality
Construction of New Housing: To build two duplexes (four units) to be rented to low to moderate income households.	June 30, 2012	Community and Economic Vitality

Performance Discussion

If expected funding reductions for CDBG are carried out, it will have an adverse affect on housing projects and activities. Fewer housing units will be made safe, decent, affordable, and lead-free. As such, fewer low to moderate income households will be served.

COMMUNITY DEVELOPMENT / HOME PROGRAM

DESCRIPTION

The HOME Investment Partnerships Act Program is funded through the U.S. Department of Housing and Urban Development. This program was created by the National Affordable Housing Act (NAHA) of 1990.

The primary objectives of the program are to provide for the development and rehabilitation of affordable rental and owner housing for persons of low and moderate income. At least fifteen percent (15%) of the formula allocation must be spent on a certified Community Housing Development Organization (CHDO).

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	36,697	64,911	65,507
OPERATING EXPENSE	750,342	644,199	584,983
CAPITAL OUTLAY	0	0	0
TOTAL	787,041	709,110	650,490
FULL TIME POSITIONS	0	0	0

FIRE - PUBLIC SAFETY COMMUNICATIONS DIVISION**CAD 9-1-1***DESCRIPTION*

The CAD 9-1-1 Fund consists of moneys collected from the citizens of Albany/Dougherty County via telephone charges (\$1.50 per wired line per month and \$1.50 per cellular phone line per month). This collection was approved by the citizens by referendum. These funds are collected and controlled by the Albany Public Safety Communications Division of the Albany Fire Department. This fund is used solely for the upgrade and enhancement of the Albany Public Safety Communications Division. Some of the enhancements to date are the addition of the computer aided dispatch (CAD) system, upgrades to the 911 Call Center to provide dispatching for Dougherty County Police, training for the 911 dispatchers to dispatch the EMS Teams, the purchase of uninterruptible power supply equipment of the 911 Call Center and the purchase of a replacement system for Enhanced 911 call handling.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,028,408	1,168,627	1,830,428
OPERATING EXPENSE	504,644	572,352	460,419
CAPITAL OUTLAY	0	0	0
TOTAL	1,533,052	1,740,979	2,290,847
FULL TIME POSITIONS	24	24	39

Class Title

Communications Manager	1	1	1
Assistant Communications Manager	1	1	1
Communications Technician	1	1	1
Communications Shift Supervisor	4	4	4
Telecommunicator, Senior	5	5	10
Telecommunicator	12	12	22
TOTAL	24	24	39

Fire Department Performance Plan

Program 7 Public Safety Communications 911

Program Goal: The goal of Public Safety Communications 911 is to answer calls and dispatch for citizens and visitors who live, work, and shop in Albany/Dougherty County to help create a safer environment.

City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of Priority 1 (P-1) calls answered and dispatched within 2 minutes	95%	96%	96%	0%
Service Quality				
% of communications officers trained	90%	95%	98%	3%
% of audited calls meeting all quality criteria	TBD%	TBD%	TBD%	TBD%
Output				
# of calls taken	137,648	139,000	139,000	0%
# of calls dispatched	230,402	232,400	232,400	0%
# of P-1 Calls dispatched (included in total above)	92,726	93,500	94,435	1%
Efficiency				
Calls dispatched per assigned FTE	7200	7263	7263	0%

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI 911 Center Technology Upgrade – This project involves the purchase of new hardware and software for the communications center to provide better emergency response to the citizens of the City of Albany. Project consultant to develop implementation plan by June 30, 2012	June 30, 2012	Public Safety: A Safe and Prepared Community

Performance Discussion

Since 1993, the citizens of Albany-Dougherty County and surrounding Southwest Georgia Counties have been supported by one of the most advanced 9-1-1 Centers in the state. The Albany 9-1-1 Center operates with 39 full-time employees and 5 part-time employees. We are responsible for all public safety communications throughout Dougherty County and assist with emergency needs within the region. Our center is supported by the Enhanced 9-1-1 System and processes calls using the Computer Aided Dispatch (CAD) System. This system allows the communications officers to process incoming 9-1-1 calls as well as non-emergency calls. The center is also responsible for Severe Weather Alerting for Dougherty County. We utilize sophisticated paging and siren systems that alert key personnel and citizens of impending severe weather.

Fire Department Performance Plan

9-1-1 GOALS:

1. Operations:

*Enhance the 9-1-1 Center with the most up-to-date equipment and training possible to support each Communications Officer's ability to best assist the public and the public safety entities that we serve.

*Update and review of the divisions Standard Operating Procedures to ensure departmental continuity as well as guide organizational behavior.

*Improve in the areas of planning and training by conducting call-intake reviews.

*Manage the retrieval and distribution of concise information from/to all public safety entities that we serve as well as the public in the most expedient manner in order to accommodate emergency/non-emergency needs within the City of Albany and Dougherty County Georgia.

2. Staff Development:

*Ensure that each Communications Officer receives the following training courses in order to maintain their Communications Officer Certifications:

1. Basic Communications Officer Training (40 hr. course taught in Forsyth, Georgia at the Georgia Public Safety Training Center)
2. CPR (In-House / Recertification required every 2 years)
3. EMD (Emergency Medical Dispatch) (Recertification every year by written exam)
4. GCIC (Georgia Crime Information Center) Certifications (Recertification required every 2 years)
5. Security and Integrity (Recertification required every 2 years)

3. Public:

*Respond to all requests for service (emergency/non-emergency) in a timely and professional manner.

*Participate in public awareness programs such as the Albany Police Department's Police Academy which is designed to teach and provide on- hands experience to citizens about the day-to-day operations of the Albany Police Department and the 9-1-1 Center.

*Support EMA's Severe Weather Alert Warning System by activating the system as required during periods of severe weather in order to alert the public about impending severe weather in Dougherty County.

*Enhance the City of Albany's Web Site by providing helpful information to the public concerning the Albany 9-1-1 Center.

HOTEL/MOTEL FUND*DESCRIPTION*

Under the provisions of the Local Hotel/Motel Tax O.C.G.A. s 48-13-51(4.5) municipalities may elect to levy a tax at the rate of seven percent for supporting Conference center facilities owned/operated by local government for convention/trade show purposes. This is the election made by the City of Albany. All proceeds of the hotel/motel tax which exceed 3.5 percent are required to be spent to promote tourism, conventions and trade shows. The Chamber of Commerce and The Albany Convention and Visitors Bureau are granted these funds annually to promote tourism, conventions and trade shows.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	655,730	600,000	600,000
CAPITAL OUTLAY	0	0	0
TOTAL	655,730	600,000	600,000
FULL TIME POSITIONS	0	0	0

PUBLIC/CAPITAL IMPROVEMENT FUND

DESCRIPTION

Each year, a portion of the City of Albany's overall budget is allocated for capital, equipment, and system improvements. The Capital Improvement Program (CIP) is a five-year planning instrument used by the City of Albany to identify needed capital projects. CIP accounts for expenditures that exceed \$5,000 and have a useful life of one year or more. The General/Special Funds CIP is funded from 7.88% sales tax revenue and \$325,000 from Water, Gas & Light.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	0
CAPITAL OUTLAY	813,796	1,034,925	2,525,040
TOTAL	813,796	1,034,925	2,525,040
FULL TIME POSITION	0	0	0

DEBT SERVICE FUND

DESCRIPTION

The Debt Service fund was established to be in compliance with the Uniform Chart of Accounts. In FY 2010, it accounts for debt service payments for the the GMA lease pool.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	700,000	0	0
CAPITAL OUTLAY	0	0	0
TOTAL	700,000	0	0
FULL TIME POSITION	0	0	0

TAX ALLOCATION DISTRICT (TAD)

DESCRIPTION

The creation of the Albany Riverfront and Gateway TAD will allow the City to encourage the private redevelopment of key parcels which are currently a detriment to the preception of the area and are incompatible with the City's vision for the area. In addition, the TAD will leverage this private investment to provide public funds to address, update, improve the area's infrastructure, enhance public amenities and create additional streetscaping to assist the City in achieveing the Albany Riverfront and Gateway vision.

Major Object of Expenditure	ACTUAL	AMENDED	ADOPTED
	2009/2010	2010/2011	2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	6,880	21,000	25,000
CAPITAL OUTLAY	0	0	0
TOTAL	6,880	21,000	25,000
FULL TIME POSITION	0	0	0

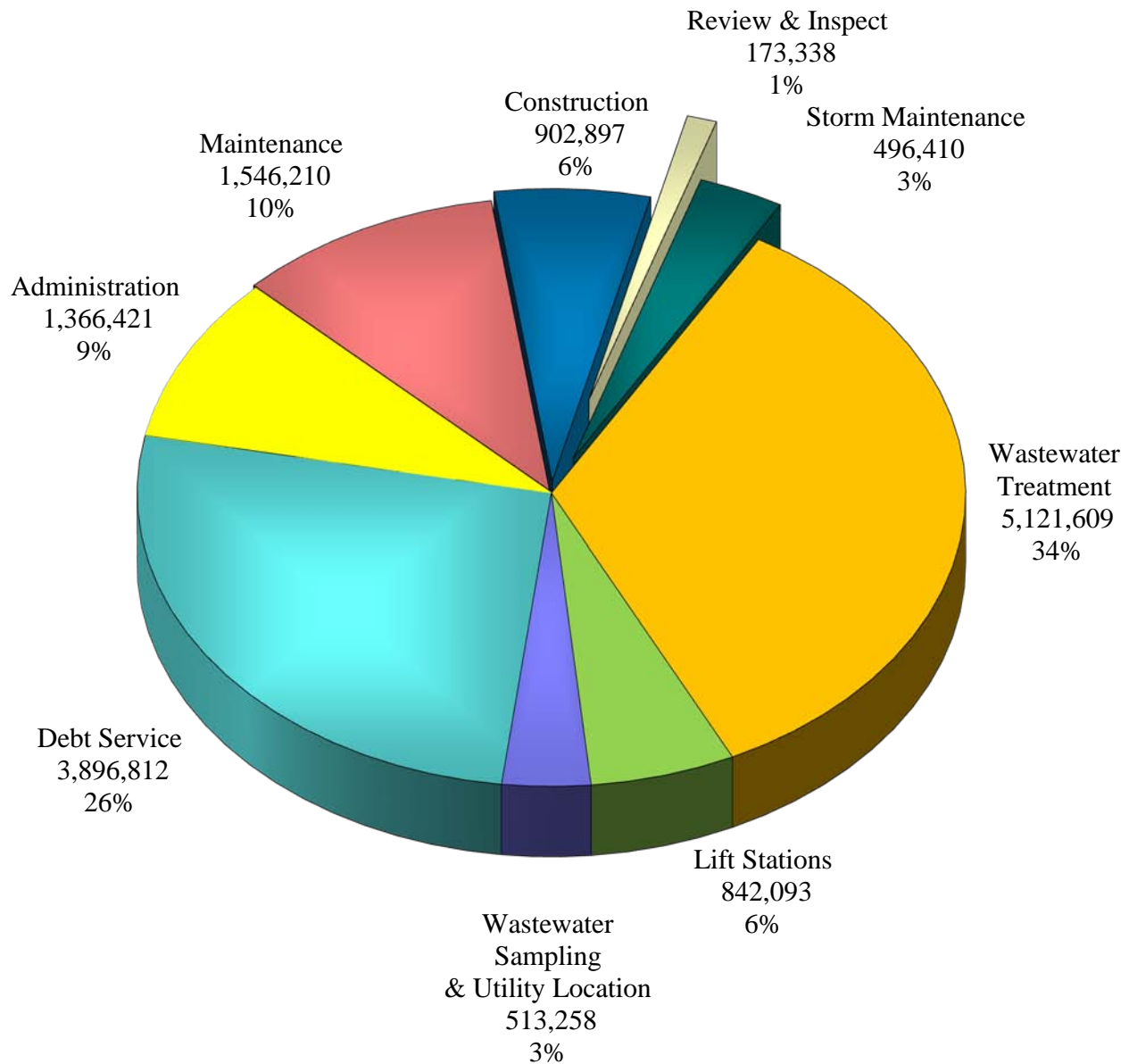


CITY OF ALBANY

Sanitary Sewer Fund

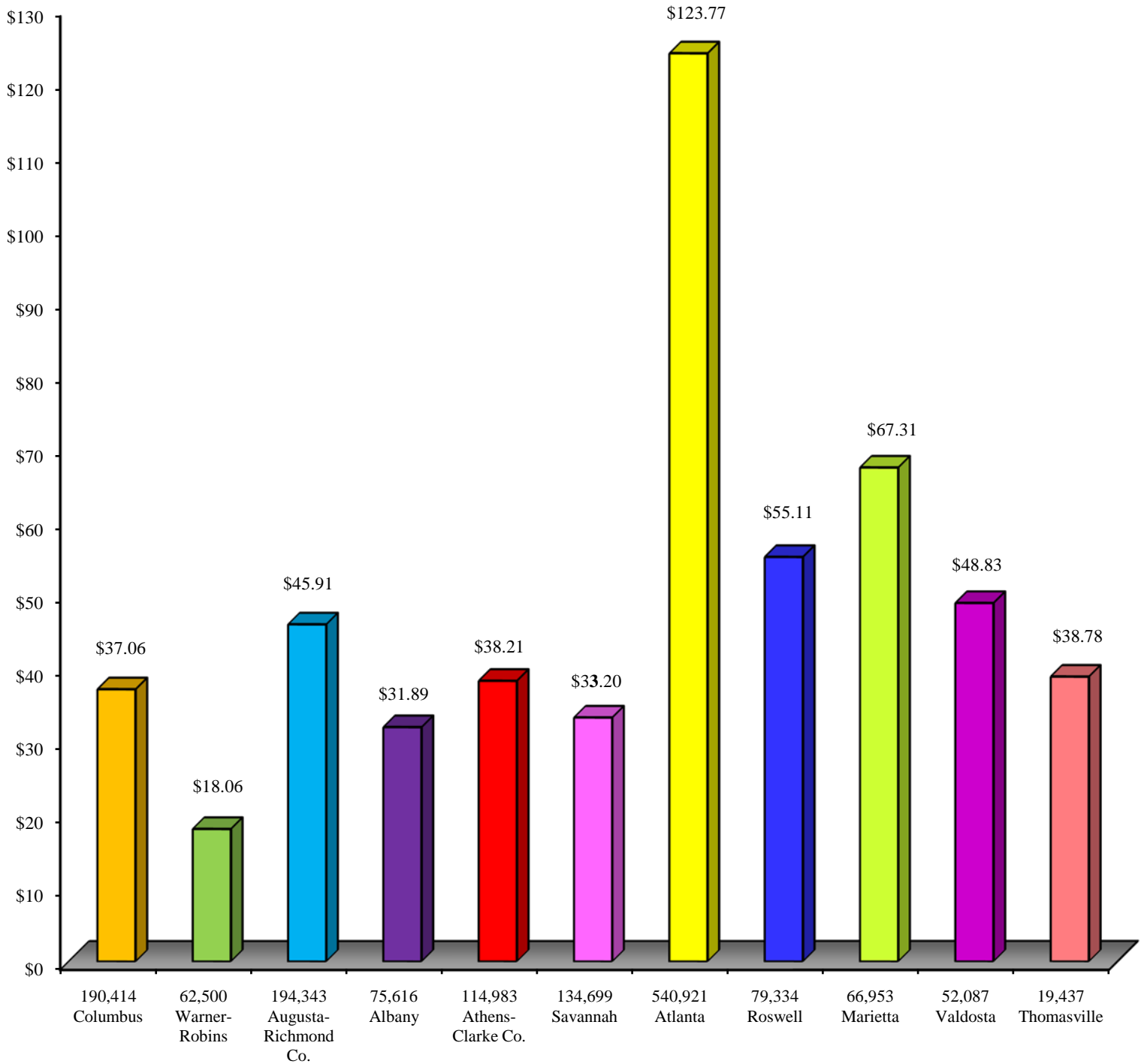
**ANNUAL BUDGET
FY 2012**

City of Albany
Adopted Budget
FY 2012
Sanitary Sewer System



Total Expenditures
\$14,859,048

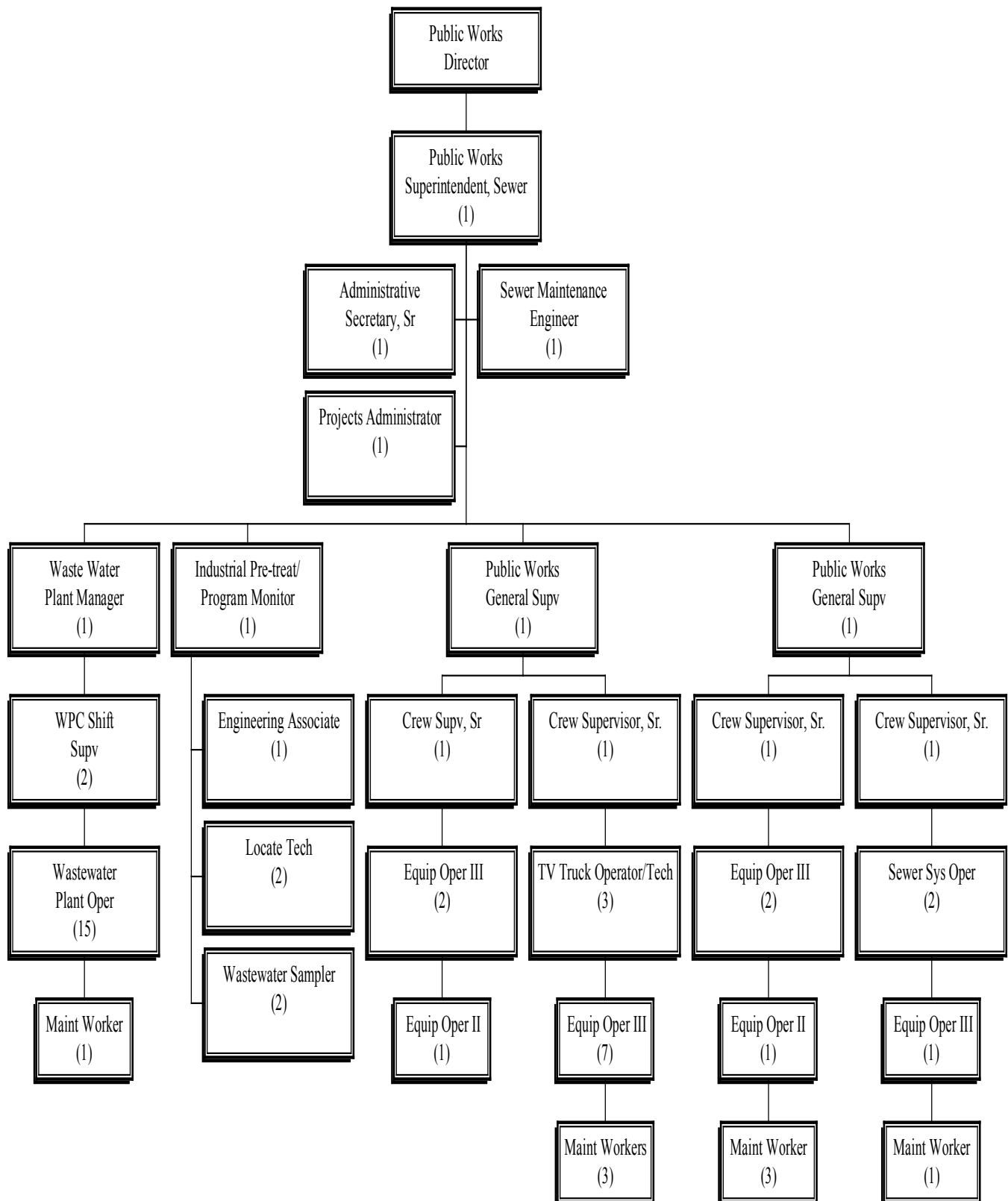
City of Albany FY 2012 Sewer Rate Comparison Survey



Monthly Rate (9,000 Gal.)

Public Works - Sewer Systems

Dept 34



SANITARY SEWER ENTERPRISE FUND
SEWER SYSTEMS DIVISION SUMMARY

DESCRIPTION

The Sewer Systems Division operates and maintains the Wastewater Treatment Plant, Sanitary Sewer Lift Stations, Storm Stations, Wastewater Sampling Program, Utility Locates, Street Sweeping Program, and the Sanitary Sewer Maintenance and Construction Sections. The Sewer Systems Division, which is a part of the Public Works Department, is responsible for the maintenance of all Sanitary Sewers and Storm Sewers within the City of Albany Sewer System and for the operation of the main Water Pollution Control Plant and 100 Pump/Lift Stations.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	3,142,977	3,250,623	3,316,503
OPERATING EXPENSE	5,655,682	10,520,950	10,468,593
CAPITAL OUTLAY	1,598,146	1,127,101	1,073,949
TOTAL	10,396,805	14,898,674	14,859,045
FULL TIME POSITIONS	68	68	61

**SANITARY SEWER ENTERPRISE FUND
WASTEWATER TREATMENT**

DESCRIPTION

The 32 MGD Joshua Street Wastewater Treatment Plant provides treatment of the municipal wastewater to ensure that all State and Federal Pollution guidelines and discharge permit limits are met. The process ensures that the treated wastewater which is discharged into the receiving stream will not pose any threat to users of those waters. Proper, efficient wastewater treatment includes physical and biological treatment of sewage and proper disinfection of the final effluent prior to its discharge into the receiving stream to prevent the possible spread and multiplication of potential life threatening, disease causing bacteria. As better water pollution control is achieved, public health protection is improved.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	932,870	986,250	1,029,983
OPERATING EXPENSE	3,480,504	3,465,757	3,591,626
CAPITAL OUTLAY	966,475	543,135	500,000
TOTAL	5,379,849	4,995,142	5,121,609
FULL TIME POSITIONS	18	18	19

Class Title

Maintenance Worker	1	1	1
Wastewater Plant Manager	1	1	1
Wastewater Plant Operator I	12	14	15
Wastewater Plant Operator, Sr.	2	0	0
WPC Shift Supervisor	2	2	2
TOTAL	18	18	19

Public Works Department Performance Plan

Program 6 Wastewater Treatment

Program Goal: The goal of the Wastewater Treatment Program is to operate and maintain lift stations throughout the City and treat wastewater at Water Pollution Control for citizens' public health protection and to ensure compliance with all State and Federal guidelines and discharge permits.

City Strategic Goal Supported: **Managed Growth & Infrastructure**
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of days per year WPC exceeds permit flow of 32 million gallons per day	4.7	2.7	5.5	2.8
% of WPC wastewater samples that meet EPD requirements	99.9	100	100	0
Service Quality				
% of EPD reports submitted in compliance with permit requirements	100	100	100	0
% of contract work orders completed on schedule	96.1	96.8	97	0.2
% of wastewater samples collected as scheduled by permit	100	100	100	0
Output				
# of WPC & Sanitary work orders completed by contractor	4458	4500	4400	-2.2
# of lab tested wastewater samples	3939	3950	3950	0
# of million gallons of wastewater treated	6379.1	5500	6000	9
# of days flow exceeds 32 MGD	17	10	15	50
Efficiency				
# of contract work orders assigned per FTE	495	500	500	0
# of wastewater samples per assigned operator	281	282	282	0
Cost per wastewater sample (\$)	14.36	14.50	14.75	2
Treatment cost per gallon of wastewater (\$)	.0024	.0025	.0025	0
# of overtime hours per operator	33.5	30	30	0

Performance Discussion

In 2010, a major plant modification was completed at the headworks when the auger system was replaced with bar screens. This should improve WPC efficiency, increase the screenings removed and reduce the number of corrective maintenance work orders. The cost per gallon to treat sewage is not expected to increase significantly.

The number of days flow exceeds 32 MGD is a function of rainfall and will vary significantly from year to year. While it does not affect permit compliance, it does impact the plant's ability to maintain operational efficiency and can affect the need for employee overtime work.

Water Pollution Control permit compliance is dependent upon the successful implementation of both the Industrial Sampling and Sewer System Maintenance programs.

SANITARY SEWER ENTERPRISE FUND
WASTEWATER TREATMENT/LIFT STATIONS

DESCRIPTION

Operates and maintains (82) combination and sanitary sewer lift stations located throughout the City that provide a means of moving wastewater to the Treatment Plant.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	592,607	593,500	642,093
CAPITAL OUTLAY	39,130	200,000	200,000
TOTAL	631,738	793,500	842,093
FULL TIME POSITIONS	0	0	0

SANITARY SEWER ENTERPRISE FUND
WASTEWATER SAMPLING & UTILITY LOCATION

DESCRIPTION

The Industrial Wastewater Sampling and Utility Location Section monitors industry to insure compliance with the City's Comprehensive Solid Waste, Wastewater and Sewer Pretreatment Ordinance and takes necessary action to correct violations. The Section also checks on reported violations, inspects each Industry to insure all reported chemicals are stored properly to protect City collection and treatment systems, and monitors POTW for priority pollutants as required by EPD. This Section has also handles the grease monitoring program, CSO inspections, the Watershed Protection program as required by the State and all sewer utility "locates" within the City of Albany as required by the Utility Protection Center.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	303,468	312,968	315,055
OPERATING EXPENSE	184,985	210,505	198,202
CAPITAL OUTLAY	1,190	0	0
TOTAL	489,643	523,473	513,258
FULL TIME POSITIONS	6	6	6

Class Title

Indust. Pre-Treatment Monitor	1	1	1
Engineering Associate City	1	1	1
Wastewater Sampler	2	2	2
Locate Technicians	2	2	2
TOTAL	6	6	6

Public Works Department Performance Plan

Program 7 Industrial Sampling

Program Goal: The goal of the Industrial Sampling Program is to monitor industrial customers to insure compliance with the City Ordinances & State Regulations and protect the wastewater treatment system for the safety of the citizens of Albany.

City Strategic Goal Supported: Managed Growth and Infrastructure
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of industrial parameters in compliance with permit limits	95	95	95	0
% of food establishments in compliance with FOG regulations	N/A	50	75	25
Service Quality				
% of food establishments requiring repeat inspections	N/A	10	10	0
Output				
# of industrial sampling days	145	150	140	-7
# of industrial parameters resampled	85	85	85	0
# of industrial permits issued	16	18	18	0
# of food establishments inspected	287	300	400	33
# of grease manifests collected	318	320	350	9
# of commercial site sampling days	93	90	90	0
Efficiency				
# of sampling hours per FTE	1902	1900	1900	0
Cost per food establishment inspection	157	150	120	-20

Performance Discussion

In August 2008, the Sewer Division purchased the Linko Compliance Tracking Software to help manage the Industrial Wastewater and Grease Monitoring Program. This has enabled the Division to maintain EPD permit compliance and quickly identify non-compliant samples. The program also has a module for Fats, Oils & Grease (FOG) compliance suitable for tracking food establishments. Currently, sampling fees cover the cost of chemical testing; but in future budgets, it may be necessary to apply a CPI increase to maintain coverage.

Wastewater discharge permits are issued to industrial customers with the potential to discharge constituents that could harm wastewater treatment at the Water Pollution Control (WPC) plant. Wastewater parameters for which we sample include Total Suspended Solids (TSS), Total Dissolved Solids (TDS), Chemical Oxygen Demand (COD), Biological Oxygen Demand (BOD), Priority Pollutant Metals (such as Cu, Cr, Cd, Pb, Sb, Hg, N), Volatile Organic Compounds, Pesticides, Semi-Volatiles, PCB's, Chloroform and Phenols. When a parameter exceeds the permit limit, the wastewater discharge is resampled before a violation letter is issued to the industrial customer.

SANITARY SEWER ENTERPRISE FUND
SEWER SYSTEMS/ADMINISTRATION

DESCRIPTION

The Sewer Systems Administration Section is responsible for scheduling all work tasks for the Division, monitoring expenditures, preparing and administering the budget, preparing weekly and monthly reports, maintaining permit compliance, scheduling training programs and completing all other administrative duties as necessary. Debt service and GMA payments for maintenance and construction equipment are also included within this cost center.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	415,230	445,344	444,036
OPERATING EXPENSE	207,646	4,885,190	4,445,248
CAPITAL OUTLAY	47,099	373,934	373,949
TOTAL	669,975	5,704,468	5,263,233
FULL TIME POSITIONS	5	6	6

<u>Class Title</u>			
Administrative Secretary, Senior	1	1	1
PW General Supervisor	1	2	2
Public Works Supt., Sewer	1	1	1
Sewer Maintenance Engineer	1	1	1
Projects Administrator-PW	1	1	1
TOTAL	5	6	6

SANITARY SEWER ENTERPRISE FUND
SEWER SYSTEMS - MAINTENANCE

DESCRIPTION

The Maintenance Section is responsible for general sewer system maintenance including: installing and repairing taps; repairing WG&L cuts; repairing breaks in small sewer lines; repairing catch basins; cleaning and removing grease, roots, and sand from sewer structures and pipes; televising lines to locate problems; and providing 24-hr trouble truck assistance for City infrastructure problems or overflows.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	874,313	857,250	917,711
OPERATING EXPENSE	467,010	624,365	628,499
CAPITAL OUTLAY	86,983	0	0
TOTAL	1,428,305	1,481,615	1,546,210
FULL TIME POSITIONS	17	18	18

Class Title

Maintenance Worker	3	4	1
Crew Supervisor, Senior	2	2	2
TV Truck Operator/Technician	1	1	1
Sewer System Operator	2	2	2
Equipment Operator I	0	0	3
Equipment Operator III	9	9	9
TOTAL	17	18	18

Public Works Department Performance Plan

Program 8 Sewer System Maintenance and Utility Locates

Program Goal: The goal of the Sewer System Maintenance and Utility Locates Program is to maintain the operational efficiency of the wastewater collection system for our community to comply with codes, ordinances, and regulations.

City Strategic Goal Supported: Managed Growth and Infrastructure
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of utility locates completed in compliance with UPC standards	98	96	98	2
% of Sewer System Trouble Truck calls that do not result in Sanitary Sewer Overflow	99	99	99	0
Service Quality				
% of lift stations cleaned at least once every 90 days	N/A	20	40	20
% of utility locates completed within 72 hours	98	96	98	2
% of trouble truck service calls responded to within 6 hours	N/A	98	99	1
Output				
# of utility locate tickets handled	5979	5800	5800	0
# of trouble truck service requests handled	2242	2400	2400	0
# of feet of sanitary sewer lines cleaned	733,993	800,000	820,000	3.6
# of lift stations degreased	N/A	500	500	0
# of bar screens cleaned	43	150	150	0
Efficiency				
Utility locates handled per assigned FTE	2990	2900	2900	0
Trouble truck service requests assigned per FTE	1121	1200	1200	0
# of feet of sewer cleaned per Jet Vac	146,799	160,000	164,000	2.5

Performance Discussion

In order to increase the linear footage of sewer lines to be cleaned, it may be necessary to add another Jet Vac truck to the fleet. In addition, it is likely that permit requirements will become more stringent and screening of Combined Sewer Overflows will be mandated. This will require installation and maintenance of bar screens at each outfall.

Data status C has been used for the % of trouble truck service calls responded to within 6 hours, because we will need to modify our current data collection process to include a time recorded for work completed. The data is currently available but needs to be maintained in a different format.

Regular cleaning of lift stations reduces pump problems associated with grease buildup on the floats in a wet well. The Sewer Division strives to clean each of the 80 stations on a regular basis; but key stations need to be cleaned monthly, and a few stations require cleaning twice weekly. Thus, the service quality, % of Lift Stations cleaned at least once every 90 days, gives an indication of our success with preventative maintenance.

SANITARY SEWER ENTERPRISE FUND
SEWER SYSTEMS - CONSTRUCTION

DESCRIPTION

The Construction Section is responsible for installing and repairing the larger sanitary, combination and storm sewer lines located throughout the City. This section is also responsible for the clearing and grading of large ditch sections and the maintenance of sewer right-of-ways.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	478,401	462,403	467,485
OPERATING EXPENSE	330,041	300,574	435,412
CAPITAL OUTLAY	55,722	0	0
TOTAL	864,163	762,977	902,897
FULL TIME POSITIONS	13	11	12

Class Title

Equipment Operator III	3	3	3
Equipment Operator II	1	1	1
Maintenance Worker	7	6	6
Crew Supervisor Sr	2	1	2
PW General Supv	0	0	0
TOTAL	13	11	12

Public Works Department Performance Plan

Program 9 Sewer System Construction

Program Goal: The goal of the Sewer System Construction Program is to upgrade, install and repair infrastructure in the City for our community to comply with codes, ordinances, and regulations.

City Strategic Goal Supported: **Managed Growth and Infrastructure**

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of new services available per 100 feet of installed pipe	0	40	40	0
Service Quality				
% of taps installed within 10 working days	N/A	95	95	0
Output				
# of taps & cleanouts installed/repaired	246	225	230	2
# of feet of sewer pipe installed	477	3200	3500	9
# of sewer structures repaired or adjusted	103	130	130	0
Efficiency				
# of taps & cleanouts installed per week	4.7	4.3	4.4	2.3

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Construction of Westover Sanitary Sewer Extension: Extend sewer service availability for commercial customers.	Completion March 2011	Managed Growth and Infrastructure
Construction of Hudson Lane (Phase I) Sanitary Sewer Extension: Extend sewer service availability for residential customers.	Completion October 2011	Managed Growth and Infrastructure
Construction of Gordon Sanitary Sewer Extension: Extend sewer service availability for residential customers.	Completion June 2011	Managed Growth and Infrastructure

Performance Discussion

In 2010, the City Commission approved several sewer extension projects that are being constructed by City forces. The Westover Sewer extension was the first City project to be constructed with the cooperation of WG&L using directional boring for sewer taps. -This project has the potential to add eight (8) new commercial customers. Future projects such as the Hudson Road project and Gordon Road extension will add more than 50 residential customers and the cost per linear foot will decrease. While the current projects add new service connections, in the future, the construction team may focus more on repairing, rehabilitating and replacing existing mains due to the aging infrastructure.

In an effort to better quantify the types of sewer repairs (tap repair, new clean-outs installed and new tap/clean-outs installed), we are making changes to the 311 service request categories.

SANITARY SEWER ENTERPRISE FUND
SEWER SYSTEMS/ASSESSMENT & INSPECTION

DESCRIPTION

This Section is responsible for supporting a dedicated sanitary sewer construction inspector and the sewer assessment program.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES*	132,306	139,788	149,590
OPERATING EXPENSE	26,209	250	23,748
CAPITAL OUTLAY	0	0	0
TOTAL	158,514	140,038	173,338
FULL TIME POSITIONS	0	0	0

* Deputy Director Position resides in Cost Center 3000 but salary charged to 3409

** Inspector position resides in Engineering Dept. but salary charged to 3409.

SANITARY SEWER ENTERPRISE FUND/ STORM MAINTENANCE

DESCRIPTION

The Storm Maintenance Section maintains all storm pump stations, flood control structures, drainage ditches, drainage easements and holding ponds under the review of the City. During storm events Sewer System Division employees assist Public Works and Emergency personnel to protect citizens from flash flooding. The maintenance staff also provides assistance to the Street and Solid Waste Divisions with cleaning, removing of storm debris and the hauling of dirt and sand in conjunction with the various work programs.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	6,389	46,620	46,620
OPERATING EXPENSE	366,680	440,809	449,790
CAPITAL OUTLAY	401,547	10,032	0
TOTAL	774,619	497,461	496,410
FULL TIME POSITIONS	0	0	0

Public Works Department Performance Plan

Program 10 Storm Maintenance

Program Goal: The goal of the Storm Maintenance Program is to provide maintenance of storm pump stations, flood control structures, holding ponds, drainage ditches and easements for our community in order to minimize flash flooding.

City Strategic Goal Supported: Managed Growth and Infrastructure
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of storm station work orders that are not preventative maintenance	17.7	20	20	0
Service Quality				
% of ditch work orders completed within 30 days	N/A	40	50	25
Output				
# of storm station work orders completed by contractor	475	350	350	0
# of storm manholes & catch basins cleaned	N/A			
# of feet of ditch cleaned	8812	4000	5000	25
# of storm bar screens cleaned	215	200	225	13
Efficiency				
# of feet of ditch cleaned per month	735	335	420	25
# of storm bar screens cleaned per month	18	16	19	18

Performance Discussion

Storm sewer maintenance is underfunded and has no FTE's that are dedicated to routine maintenance. The Sewer Enterprise fund uses construction crews to complete ditch maintenance as workload permits. Approximately \$300,000 each year is required to support the contract maintenance of 20 storm stations and the required utility costs. The majority of storm station work orders are related to regular preventative maintenance and not to resolving operational problems.

The stormwater structures inventory and compliance with NPDES permit is managed by City of Albany Engineering Department. At this time, the structures inventory (which includes catch basins and manholes) is only about 60% complete, and to properly document inspection and cleaning will require all structures to be numbered and inventoried. The Public Works and Engineering Departments are working toward developing a stormwater utility to manage and coordinate stormwater compliance with the NPDES permit.

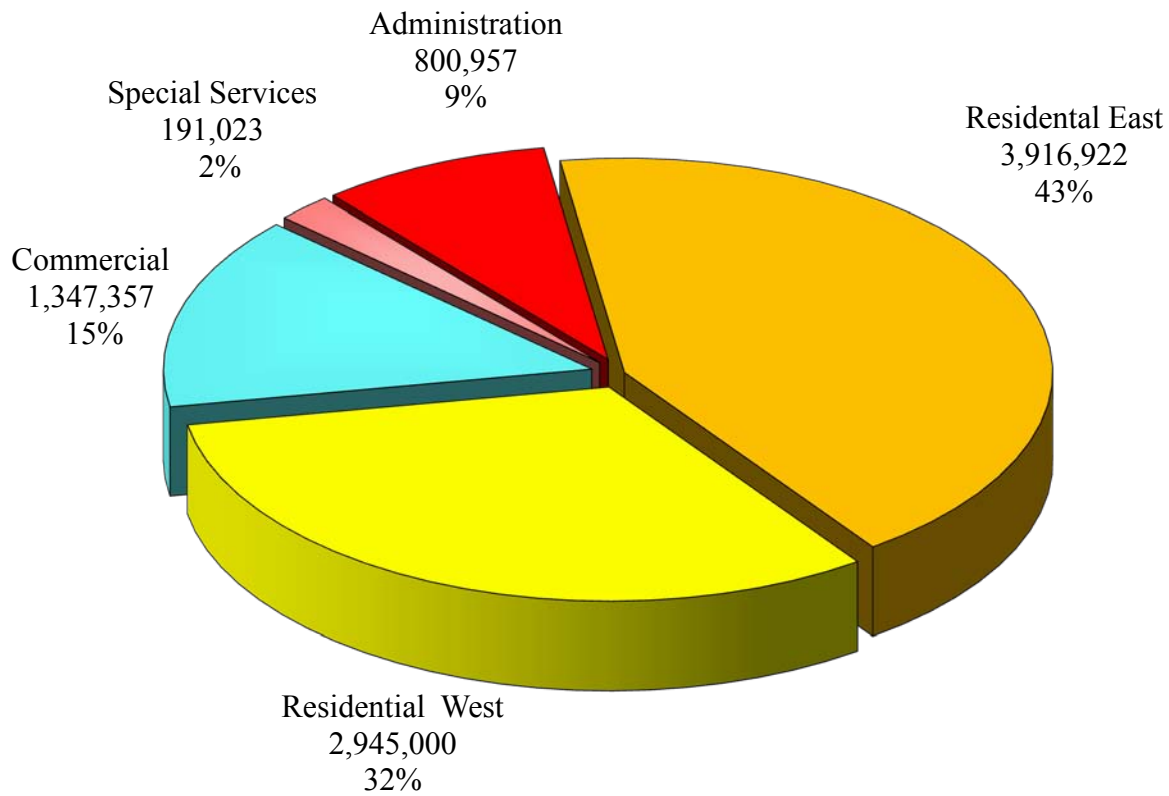


CITY OF ALBANY

Solid Waste Fund

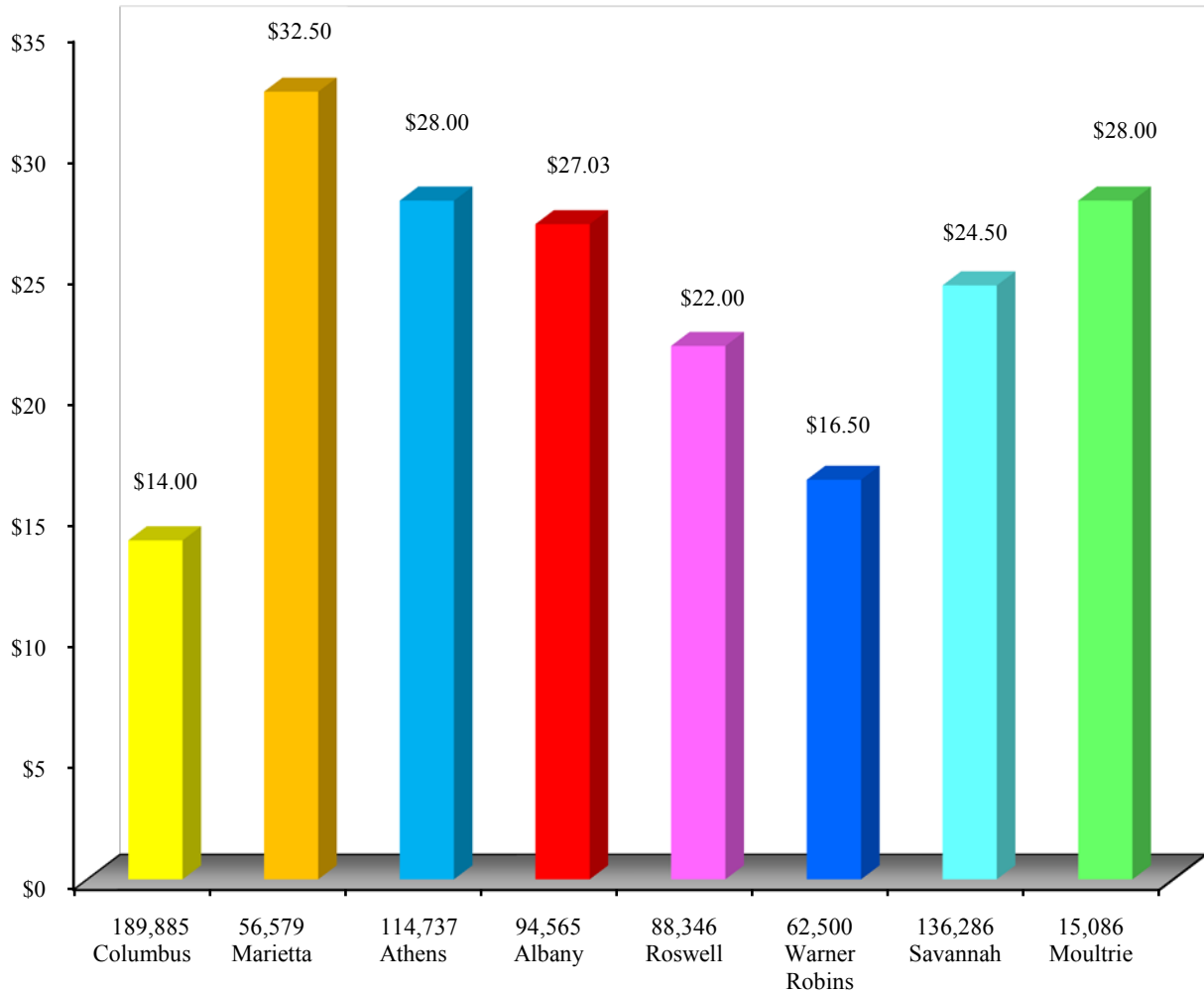
**ANNUAL BUDGET
FY 2012**

City of Albany
Adopted Budget
FY 2012
Solid Waste Fund



Total Expenditures
\$9,201,259

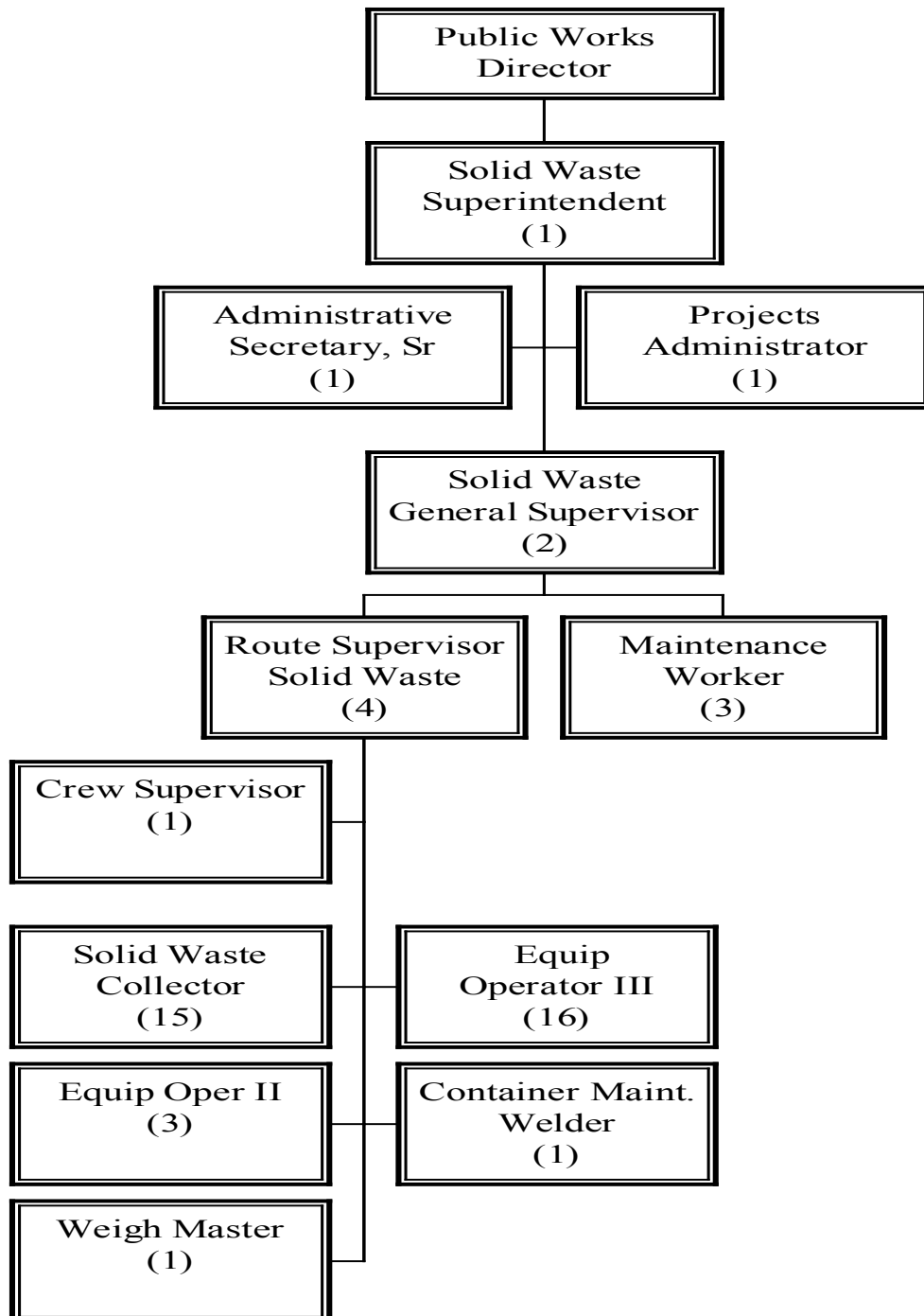
City of Albany FY 2012 Garbage Rate Comparison Survey



Monthly Garbage Rate
The charges above relate to different levels of service provided

Public Works - Solid Waste

Dept 39



PUBLIC WORKS - SOLID WASTE SUMMARY

DESCRIPTION

The Solid Waste Division, which is part of the Public Works Department, ensures that solid waste generated by both residential and commercial customers is collected and disposed of properly. The division also performs special clean-up projects, removing garbage, trash and litter from public property, streets and rights-of-way. In addition, the division provides support for neighborhood clean-up projects. The division is comprised of five sections - Administration, Residential East, Residential West, Commercial, and Street Sweeping Disposal.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	2,107,043	2,357,532	2,357,805
OPERATING EXPENSE	5,557,409	6,279,162	6,243,208
CAPITAL OUTLAY	512,331	600,243	600,243
TOTAL	8,176,783	9,236,937	9,201,256
FULL TIME POSITIONS	49	49	51

PERFORMANCE MEASURES

See individual divisions for performance measures.

SOLID WASTE ADMINISTRATION*DESCRIPTION*

The Solid Waste Administration section provides administrative support for the other sections and ensures that all functions of the Division are coordinated and carried to completion. This section prepares and tracks correspondence, receives and resolves customer complaints, tracks the division budget, prepares the payroll, and performs many other administrative duties as required.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	433,722	480,549	500,024
OPERATING EXPENSE	299,286	345,572	294,643
CAPITAL OUTLAY	102,738	6,290	6,290
TOTAL	835,745	832,410	800,957
FULL TIME POSITIONS	8	8	8

Class Title

Administrative Secretary, Sr.	1	1	1
PW General Supervisor	2	2	2
Solid Waste Superintendent	1	1	1
Maintenance Worker	3	3	3
Projects Administrator-PW	1	1	1
Total	8	8	8

SOLID WASTE/RESIDENTIAL EAST*DESCRIPTION*

The Solid Waste Residential East Section ensures the health and well-being of citizens east of Slappey Blvd. of the City of Albany by collecting and properly disposing solid waste generated by residential customers.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,289,349	1,431,956	1,407,308
OPERATING EXPENSE	1,798,708	2,187,969	2,127,314
CAPITAL OUTLAY	222,742	382,299	382,299
TOTAL	3,310,799	4,002,224	3,916,922
FULL TIME POSITIONS	35	35	34

Class Title

Equipment Operator.III	12	12	12
Equipment Operator II	3	3	3
Solid Waste Route Supervisor	3	3	3
Weigh Master	1	1	1
Solid Waste Collector	15	15	14
Solid Waste Collector Sr.	0	0	0
Crew Supervisor	1	1	1
TOTAL	35	35	34

SOLID WASTE/RESIDENTIAL WEST*DESCRIPTION*

The Solid Waste Residential West Section ensures the health and well-being of citizens west of Slappey Blvd. of the City of Albany by collecting and properly disposing solid waste generated by residential customers.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	2,820,132	2,905,000	2,945,000
CAPITAL OUTLAY	0	0	0
TOTAL	2,820,132	2,905,000	2,945,000
FULL TIME POSITIONS	0	0	0

Public Works Department Performance Plan

Program 11 Solid Waste Collection - East & West

Program Goal: The goal of the Solid Waste Collection Program is to collect and dispose of solid waste east and west of Slappey Blvd. for residential customers in order to ensure the health and well-being of our community.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of residential barrels collected on schedule	99	99	99	0
% of households without yard waste complaints	99	99	99	0
% of households without non-garbage & yard waste requests or complaints	99	99	99	0
Service Quality				
% of total work orders closed per 311 established standard	62	68	75	7
Output				
# of total households served	298,920	300,096	300,096	0
# of missed barrel complaints recorded	448	508	483	-4.9
# of yard waste complaints recorded	1514	1740	1,653	-5
# of non-garbage & yard waste requests or complaints recorded	4569	4950	4,702	-5
# of yard waste tons collected	15,176	14,799	15,000	1.4
# of Municipal Solid Waste (MSW) tons collected	23,769	24,112	24,112	0
Efficiency				
# of garbage barrels collected per FTE	16,607	16,672	16,672	0
# of tons of yard waste collected per vehicle	1,380	1,345	1,364	1.4
Cost per ton of MSW disposed	30	34.25	34.76	1.5

Major Project

Planned Project Milestone	Milestone	City Strategic Goal Area
Update the Solid Waste Ordinance	December 31, 2011	A Healthy, Livable and Sustainable Albany

Performance Discussion

Due to the unlimited amount of services offered by the Solid Waste Division and the rising costs of tipping fees, etc., the rates charged to customers are continuing to increase. In order to continue to provide the best service, it has become necessary to review and update the ordinance. And, after careful review of the ordinance, revisions could be substantiated and hopefully, stabilize rates for the upcoming future.

SOLID WASTE/COMMERCIAL*DESCRIPTION*

The Solid Waste Commercial Section collects and disposes of solid waste generated by commercial customers.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	264,895	325,991	359,067
OPERATING EXPENSE	602,775	771,328	776,636
CAPITAL OUTLAY	159,133	211,654	211,654
TOTAL	1,026,801	1,308,973	1,347,357
FULL TIME POSITIONS	6	6	7

Class Title

Container Maintenance Welder	1	1	1
Equipment Operator, III	4	4	4
Solid Waste Route Supervisor	1	1	1
Solid Waste Collector	0		1
TOTAL	6	6	7

Public Works Department Performance Plan

Program 12 Commercial Solid Waste Collection

Program Goal: The goal of the Commercial Collection Program is to provide solid waste collection services to commercial establishments in order to provide economical and reliable disposal options for commercial customers.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany
Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of commercial refuse containers collected on schedule	99	99	99	0
Service Quality				
% of new commercial customers obtained	0.4	0.5	1.5	1
Output				
# of total customers served	16,980	16,224	16,386	0.9
# of new customers obtained	69	84	246	192.8
# of containers completed on schedule	16,821	16,076	16,237	1
# of total work orders received	1,182	1,242	1,180	-4.9
# of tons of municipal solid waste collected	10,200	9,645	10,127	4.9
Efficiency				
# of customers served per FTE	5660	5408	5462	0.9
# of new customers obtained per FTE	35	42	123	192.8

Performance Discussion

Due to the downturn of the economy and the competitive market, the customer base has decreased over the past few years, which is why our new customers obtained target and % change has been increased. The challenge is to develop an advertising strategy with limited funding to increase our commercial accounts.

SOLID WASTE/SPECIAL SERVICES

DESCRIPTION

This section is responsible for the enforcement of the Solid Waste Ordinance and for a litter detail for the collection of litter on the City's right-of-way.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	119,077	119,036	122,099
OPERATING EXPENSE	36,508	69,293	68,924
CAPITAL OUTLAY	27,718	0	0
TOTAL	183,303	188,329	191,023
FULL TIME POSITION	0	2	2

Class Title

*Code Enforcement Officers (Sworn)	0	2	2
Total	0	2	2

**Positions accounted for in Enforcement Department*

Public Works Department Performance Plan

Program 13 Public Works Special Services

Program Goal: The goal of the Special Services Program is to provide litter removal and solid waste code enforcement services for our community in order to comply with local ordinances and regulations.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of cited violations cleared without judicial action	91	88	90	2
% of cited violations cleared with judicial action	9	12	10	-2
Service Quality				
% of violators warned	100	100	100	0
% of violators cited	9	10	48	38
Output				
# of violators warned	673	991	1,091	10
# of violators cited	58	100	520	4,200
# of new complaints investigated	867	603	1,123	86
Efficiency				
# of violations per FTE	337	496	546	10

Major Project

Planned Project Milestone	Milestone	City Strategic Goal Area
Reduction of Illegal Dumping	December 31, 2011	A Healthy, Livable and Sustainable Albany

Performance Discussion

Due to the high level of code violations in various areas of the city, the challenge is to develop some type of schedule, route, or target areas to educate citizens and reduce the volume of debris set out improperly and become more aggressive in response time when the violation is identified. And, as we become more successful in this area, the amount of violators cited will more than likely show a drastic increase. As far as our data sources, some of the data supplied may not be correct due to inaccuracies in reporting; however, a method is being developed to improve those data sources from a C to an A.

Public Works Department Performance Plan

Program 14 Inert Landfill Disposal and Operation

Program Goal: The goal of the Inert Landfill Disposal and Operation Program is to provide a safe and environmentally friendly disposal site for our customers to comply with local and state regulations.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Service Quality				
% of EPD Reports submitted in compliance with permit compliance	100	100	100	0
Output				
# of EPD Reports submitted	4	4	4	0
# of tons of inert material disposed	32,543	27,791	29,181	5
Efficiency				
# of inert tons handled per FTE	8,136	6,948	7,295	4.9

Major Project

Planned Project Milestone	Milestone	City Strategic Goal Area
Begin Maple Street Inert Facility Excavation- To continue to provide inert disposal. It has become necessary to extend the life of this facility to prevent increasing rates to cover disposal cost at another facility.	June 30, 2011	A Healthy, Livable and Sustainable Albany

Performance Discussion

In order to provide extended life of the Inert Facility to prevent increasing residential rates to cover the disposal cost at another facility, excavation of the final cell is necessary. Some of the challenges ahead are paperwork submission to EPD, labor and equipment to excavate the cell, funding for demolishing of or removal of the current scale house and the purchasing of a new scale house.

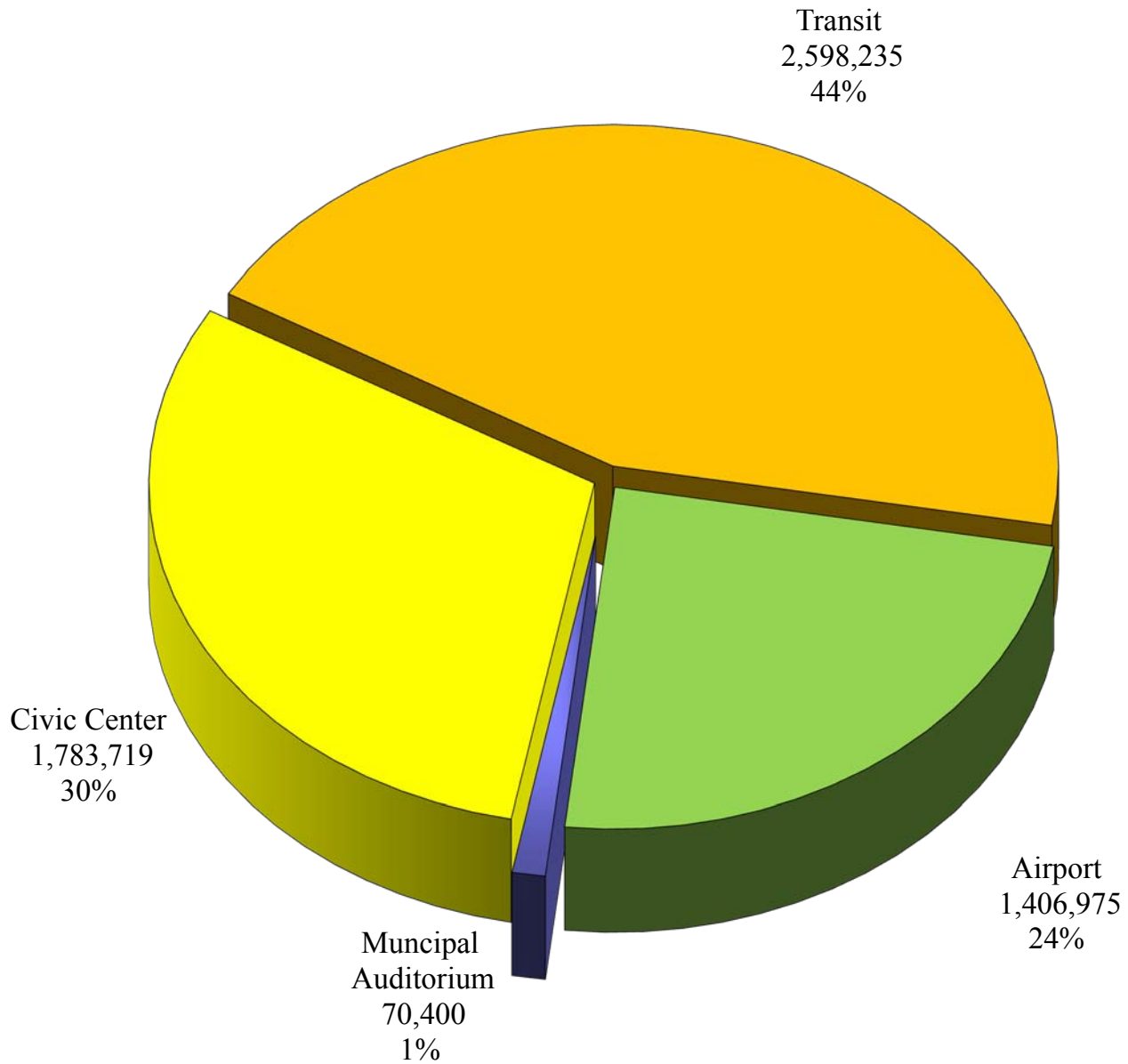


CITY OF ALBANY

Non-Major Enterprise Funds

ANNUAL BUDGET
FY 2012

City of Albany
Adopted Budget
FY 2012
Non-Major Enterprise Funds

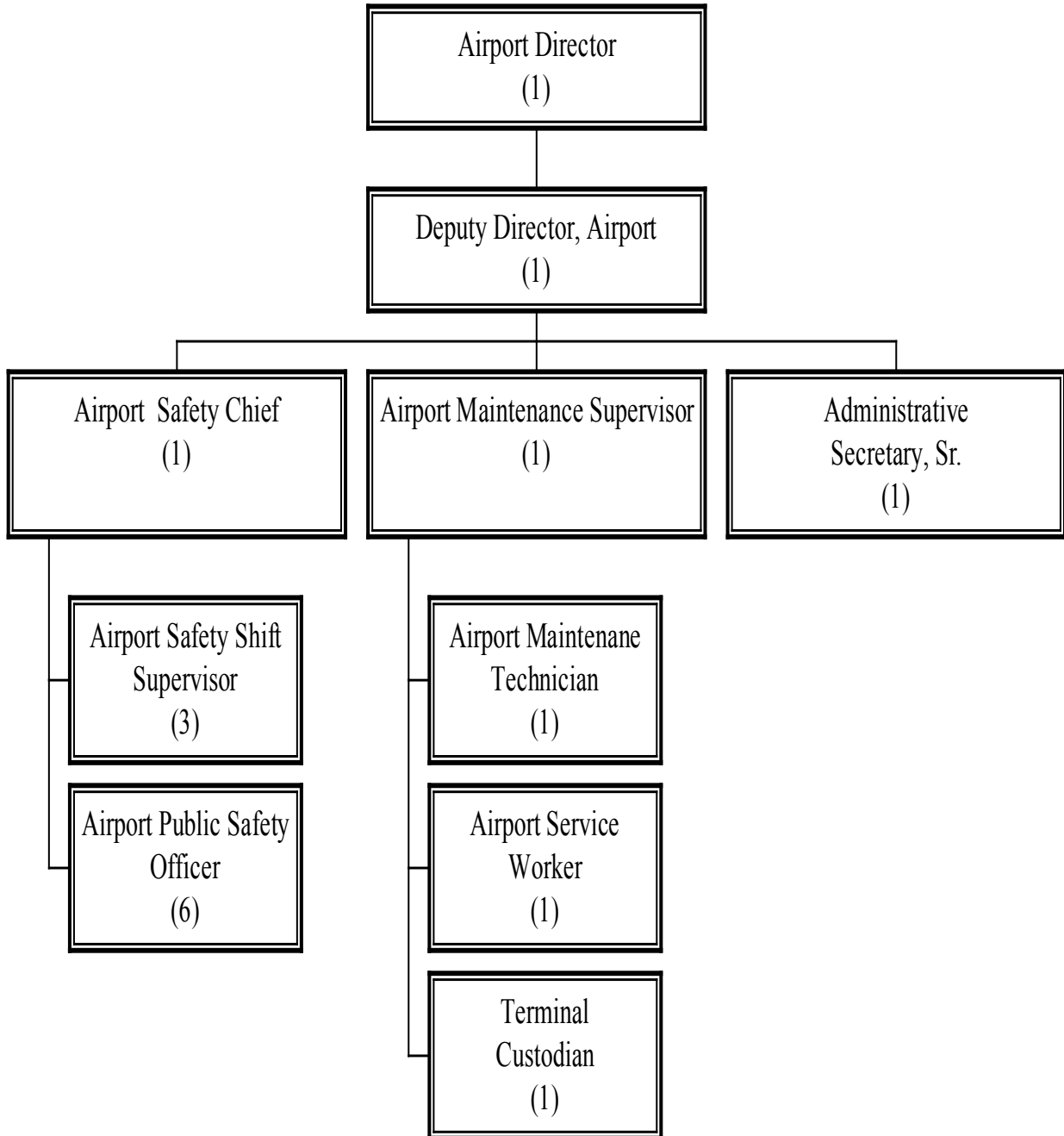


Total Expenditures
\$5,859,329

Southwest GA Regional Airport

FY 2012

Dept 70



AIRPORT FUND*DESCRIPTION*

The Albany - Dougherty County Aviation Commission, through City Ordinance, is charged with the responsibility for planning, directing, organizing and controlling the operation, maintenance and capital improvements at Southwest Georgia Regional Airport. The Aviation Commission coordinates capital improvements through the FAA and Georgia DOT for grant-in-aid assistance for eligible projects, based upon FAA approved Airport Master Plan. The Aviation Commission sets policies and procedures to effect appropriate coordination with agencies providing guidelines to provide for the safety and well-being of the traveling public.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	890,087	995,366	1,037,241
OPERATING EXPENSE	300,767	354,749	369,734
CAPITAL OUTLAY	1,230,689	0	0
TOTAL	2,421,542	1,350,115	1,406,975
FULL TIME POSITION	17	17	17

Class Title

Administrative Secretary Sr	1	1	1
Airport Maintenance Supervisor	1	1	1
Director, Airport	1	1	1
Airport Public Safety Officer	6	6	6
Airport Serviceworker	1	1	1
Airport Safety Shift Supervisor	3	3	3
Airport Safety Chief	1	1	1
Airport Maintenance Tech	1	1	1
Deputy Director, Airport	1	1	1
Airport Custodian	1	1	1
TOTAL	17	17	17

Airport Performance Plan

Department Mission

The mission of the Albany-Dougherty County Aviation Commission, through City Ordinance, is to plan, direct, organize and control the operation, maintenance and capital improvements at Southwest Georgia Regional Airport in order to provide safe and convenient travel for traveling public.

Department Level Performance Highlights

Planned Performance	FY 2012 Target or Milestone	City Strategic Goal Area
New commercial airline terminal complex improvements.	Beginning: October, 2011 Completed: October 31, 2013	Transportation Mobility and Connectivity
% of FAA annual maintenance certification requirements met	95%	Transportation Mobility and Connectivity
% of FAA annual ARFF certification requirements met	95%	Transportation Mobility and Connectivity

Performance Highlight Discussion

New commercial airline terminal complex improvements

Since the 1970's, airports have competed head-to-head for passengers and airline service. Southwest Georgia Regional Airport provides a vital transportation link into Albany, GA and the surrounding counties for business travelers, local residents and frequent visitors. Critical to the support of commercial airline service is a fully functional, operationally efficient and financially viable passenger terminal complex. This project addresses the design of a new commercial terminal building; aircraft apron improvements; new building curb front; and new terminal building site work and utilities. Within the terminal building are public function areas for passenger ticketing and check-in, baggage claim, waiting, security screening, and sterile holding, as well as airline rental car, and concession space and support spaces, such as restrooms, electrical and mechanical rooms, and storage.

Of the nine (9) commercial airports in the State of Georgia, eight (8) of those airports have had construction to either rehabilitate or reconstruct their terminals in the past ten to fifteen years. Albany has not had that opportunity since 1989, when it added on an enclosed baggage area. IT IS OUR TURN.

The current Airport terminal facility is 50 years old and is inefficiently organized, requires constant maintenance, and does not provide the flexibility to adapt to an ever-changing transportation industry. Examples of deficiencies include:

- ❖ All public parking is within the 300-foot setback required during times of national threat, which effectively eliminates vehicular access to the complex;
- ❖ The aircraft apron is 50 years old and is exhibiting pavement failure. Most of the terminal is exhibiting failures in its roof, wall, HVAC, and electrical systems;
- ❖ The terminal building is energy inefficient and costly to operate and maintain. For instance, there are 17 separate compressors serving various areas of the building and some areas are poorly ventilated and do not receive the appropriate amount of heating and cooling.
- ❖ The terminal building does not provide appropriate space for the Transportation Security Administration (TSA) functions and modern equipment allowing the airport to process passenger baggage efficiently (currently the TSA is located inside the terminal building within sight of passengers as the TSA hand-screens baggage).
- ❖ Passenger screening occupies an unacceptable portion of the passenger waiting area and holding room leaving these areas undersized.

Airport Performance Plan

Of course, funding has been an ongoing issue. In FY10, the City of Albany was able to get a grant for over \$6.6 million, but that will only pay partially for the building. We still need the rest of the building funded and the last phase of construction which will consist of the construction of the new parking lots, terminal entrance road, and the construction of a new building to house FAA communication equipment that is currently located on the second floor of the existing terminal. Because of the ever-changing political landscape, it may be tougher to get earmarks for the rest of the terminal construction, but the City's lobbyists and staff are trying to remain as flexible as possible.

% of FAA annual Maintenance certification requirements met

The FAA's Certification Inspection is the most important activity that Airport staff participates in all year. This is a two-day activity whereby the FAA inspector ascertains whether the Airport complies with FAA Part 139 and its Certification Manual, which allows it to accept commercial flights. If an Airport does not have a Part 139 Certificate, it cannot accept commercial passenger or cargo flights (in Albany, this would affect Atlantic Southeast Airlines and UPS). This would be a huge economic loss if the Airport lost its certification.

The FAA inspector utilizes a checklist that parallels the FAA regulation and if an Airport receives an "unsatisfactory" in any category, then the Airport will be given a Letter of Correction or Warning Letter. If the Airport receives one of these letters, it is required to fix those unsatisfactory items within a FAA-imposed deadline. As long as the deadline is met, the FAA will consider the inspection closed until the following year. Depending on the severity of circumstances, the FAA could also levy a civil penalty or the suspension/revocation of the Airport's operating certificate. There are 37 maintenance requirements in the current checklist (this could change as the regulation is amended) that the airport must comply with. The goal is to maintain a 95% target of those items and not receive more than 2 discrepancies in a one-year period.

% of FAA annual Aircraft Rescue and Firefighting (ARFF) certification requirements met

The FAA's Certification Inspection is the most important activity that Airport staff participates in all year. This is a two-day activity whereby the FAA inspector ascertains whether the Airport complies with FAA Part 139 and its Certification Manual, which allows it to accept commercial flights. If an Airport does not have a Part 139 Certificate, it cannot accept commercial passenger or cargo flights (in Albany, this would affect Atlantic Southeast Airlines and UPS). This would be a huge economic loss if the Airport lost its certification.

The FAA inspector utilizes a checklist that parallels the FAA regulation and if an Airport receives an "unsatisfactory" in any category, then the Airport will be given a Letter of Correction or Warning Letter. If the Airport receives one of these letters, it is required to fix those unsatisfactory items within a FAA-imposed deadline. As long as the deadline is met, the FAA will consider the inspection closed until the following year. Depending on the severity of circumstances, the FAA could also levy a civil penalty or the suspension/revocation of the Airport's operating certificate. There are 68 ARFF requirements in the current checklist (this could change as the regulation is amended) that the airport must comply with. The goal is to maintain a 95% target of those items and not receive more than 3 discrepancies in a one-year period.

Program 1 Airport Compliance & Reporting

Program Goal: The goal of the Airport Compliance and Reporting program is to collect data and report that data to the FAA, GDOT and other agencies or departments in order to remain in compliance with stated requirements.

City Strategic Goal Supported: Transportation Mobility and Connectivity

Airport Performance Plan

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of purchases processed correctly	N/A	N/A	95%	95
Service Quality				
% of federal quarterly reports submitted within 30 days of the end of the quarter	90%	90%	95%	5
Output				
# of purchases processed	N/A	N/A	N/A	N/A
# of federal reports submitted	8	9	10	11
Efficiency				
Cost of Airport Compliance and Reporting per enplanement	N/A	N/A	N/A	N/A

Performance Discussion

Airport Compliance and Monitoring is an integral activity for any primary commercial service airport. The FAA and GDOT require mandatory reporting quarterly and annually, and those reports must be submitted within 30 days of their due dates. The federal quarters end on March 31, June 30, September 30, and December 31 and the reports are due 30 days after. A few reports must be submitted annually. If those reports are not submitted directly to the FAA or on their websites in a timely manner, then grants could be canceled and future funding could be in danger until the data is received. A sample list of reports submitted is as follows: Grant applications and pre-applications for federal funding; Quarterly Grant Performance Status Report for each grant that is open; Passenger Facility Charge (PFC) Quarterly Report of Revenues and Expenditures; DOORS report (DBE annual accomplishments); FAA All-Cargo Carrier Activity Report; and the FAA Annual Financial Summary.

In order to further enhance the efficiency of the administrative function, the Airport is striving to have minimal purchasing process violations to demonstrate that the department is carefully spending every dollar of its budget. The E-1 purchasing system will have to be queried of how many purchasing processes are completed by the Airport, and when the monthly violations list is generated, that will help the airport devise a formula for determining the percentage of purchasing processes completed correctly.

Program 2 Airport Maintenance

Program Goal: The goal of the Airport Maintenance program is to maintain all airport owned property, equipment, and lighting in accordance with the airport's certification manual as called for in FAA Part 139 in order to provide a safe and efficient facility for the traveling public.

City Strategic Goal Supported: Transportation Mobility and Connectivity

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% increase of timely completion of work orders	N/A	N/A	50%	50
% of FAA annual maintenance certification requirements met	N/A	N/A	95%	95

Airport Performance Plan

% of days that all maintenance motor equipment is operational	N/A	N/A	80%	80
Service Quality				
% of annual FAA maintenance certification discrepancies resolved by the FAA-imposed deadline	N/A	N/A	95%	95
% of work orders completed within 10 working days	N/A	N/A	80%	80
Output				
# of maintenance work orders completed	N/A	N/A	TBD	TBD
Efficiency				
Cost per enplanement	\$39.17	\$35.54	\$34.00	-4

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
New commercial airline terminal complex improvements – Construction of new 25,000 square foot passenger terminal to better allocate tenant space, comply with changing security regulations and create a more positive gateway to the City of Albany. Target date of December, 2013 for completion of all three phases. Approximately 40% completion during FY2012.	10/31/2013	Transportation Mobility and Connectivity
New Terminal Architectural and Engineering - Design and develop specifications for new terminal building, curb front, utility relocation, terminal drive, site work, and parking improvements.	9/1/2011	Transportation Mobility and Connectivity

Performance Discussion

Airport Maintenance is of paramount importance, since the City of Albany is responsible for providing safe and modern facilities for the traveling public to use. The Airport is the gateway to our community, so it is imperative that the facilities that greet the traveling public are appealing and serve their interests. Tracking maintenance requests will help Airport Administration determine how we handle maintenance requests and provide customer service to its department's users, whether they are tenants or the general public. Shortening the time that we deal with maintenance requests will ensure efficiency and customer satisfaction.

Another item that is extremely important to a primary commercial service airport is its Airport Certification Certificate. The certificate is issued to each airport for compliance with FAA Part 139. Part 139 establishes certification requirements for airports serving scheduled air carrier operations; in order for an airport to be able to accept commercial operations, it needs to comply with the regulation's requirements. The FAA conducts one annual certification inspection per year and the airport is intensely inspected for compliance with the regulation. If the FAA issues a Letter of Correction which outline the discrepancies that were found, the airport must correct those discrepancies by the FAA-issued deadline. If that deadline passes, the airport's certification could be revoked. Occasionally, there are discrepancies that are noted that are not budgeted, but must be covered by the Operations and Maintenance budget. If those costs are too high, then the City Manager and Finance Director must be contacted to possibly use contingency funding. The airport strives to be proactive on airfield and ARFF maintenance items to keep the discrepancies to a minimum.

Of course, budgetary constraints continue to be an issue for maintenance requirements and our ability to be proactive rather than reactive. Two years ago, the Maintenance and Operations budget was

Airport Performance Plan

substantially cut and the Airport has had to rely on Passenger Facility Charge (PFC) proceeds to meet those budgetary items that the Maintenance and Operations budget could not. The department only operates on about \$220,000 (without wages and benefits) per year and that must change if we are going to continue to improve our infrastructure. We have aging vehicles and buildings and the PFC funding may not be enough in the future to meet our needs.

One item that will enable the department to be more proactive is to develop a more energy efficient and aesthetically pleasing commercial service terminal complex. The construction program consists of several elements as follows: 24,103 square foot terminal building which houses passenger hold room and waiting space, airport administrative offices, Transportation Security Administration's screening checkpoint and associated office space, snack bar concessionaire space, rental car concessionaires offices, and airline operations/ticket counter space/baggage claim; demolition of the current terminal building, associated entrance road and curb front; outdoor baggage make-up area and inbound baggage carousel for airline(s); improved asphalt aircraft parking apron; new terminal curb front and entrance road; addition of two new parking lots and improvement of existing parking lot; and the addition of a sanitary sewer lift station to accommodate the new terminal complex and future development. The entire complex should be complete in CY2013.

Program 3 Airport Security/Police

Program Goal: The goal of the Airport Compliance and Reporting program is to comply with TSA Part 1542 and administer the Airport's Security Program to provide a safe and secure airport for the citizens of Southwest Georgia.

City Strategic Goal Supported: Transportation Mobility and Connectivity

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% increase of incident reports submitted to the Administrative Office within 48 hours of an incident	N/A	N/A	90%	90
Service Quality				
% of airport security responses to calls within 5 minutes of initial call	N/A	N/A	99%	99
Output				
# of times Airport Safety Officers responded to security calls originated by tenants	6	2	3	50
# of incident reports submitted to Administration	9	9	12	33
Efficiency				
Cost per Airport Safety Officer response	N/A	N/A	N/A	N/A

Performance Discussion

Airport Security/Police functions are very important to the operation of an Airport. Since September 11, 2001, the TSA and law enforcement agencies have stepped up their efforts to provide as much information between agencies as possible. Our Airport Safety Officers are TSA certified and are able to receive the Security Sensitive Information and utilize the information while on patrol to ensure the safety of our airport and continued compliance with the Transportation Security Administration. We primarily utilize Miscellaneous Incident Reports to record anything that happens out of the ordinary on the Airport—

Airport Performance Plan

security incidents, medical problems with tenants or the public, lost and found, damage to personal property, etc.

Currently, we do not have the information to collect whether the Administrative Office receives the report within 2 working days of an incident. There have been issues in the past where an Airport Safety Officer's shift may not generate the report until the next day that they work; this is not a preferred practice, since the details of a case can be forgotten or not as sharp as the day of the incident. The reports are given to the Administrative Secretary for signature, but do not stamp them for the time that they are received. Beginning immediately, each report will be stamped so that Administration can ascertain how long it is taking for various shifts to write a report.

Program 4 Aircraft Rescue & Firefighting

Program Goal: The goal of the Aircraft Rescue and Firefighting (ARFF) program is to maintain the readiness to properly and promptly respond to aircraft emergencies in accordance with the Airport's Emergency Plan as called for in FAA Part 139 and the Airport's Certification Manual.

City Strategic Goal Supported: Transportation Mobility and Connectivity

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of operational hours at Index A Level	N/A	N/A	98%	98
% of FAA annual ARFF certification requirements met	N/A	N/A	95%	95
Service Quality				
% of annual FAA ARFF certification discrepancies resolved by the FAA-imposed deadline	N/A	N/A	95%	95
Output				
# of hours the ARFF index was at Index "A" (8,760 hours = 100%)	N/A	N/A	8,585	8,585
# of ARFF responses to aircraft alerts	5	4	5	25%
Efficiency				
Cost per Airport Safety Officer response	N/A	N/A	N/A	N/A

Performance Discussion

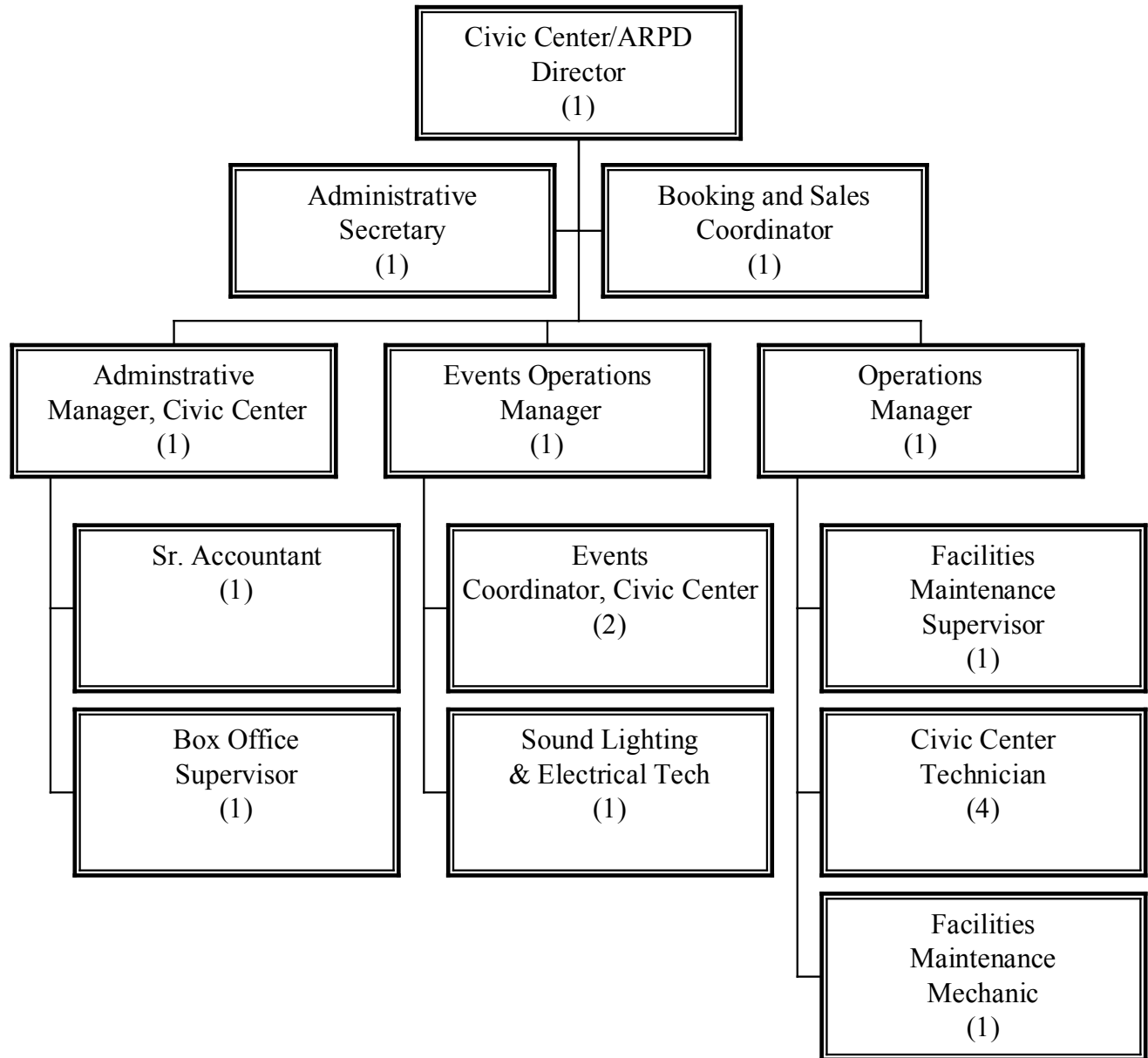
Aircraft Rescue & Firefighting (ARFF) exists because Southwest Georgia Regional Airport is required to comply with FAA Part 139, which is the regulation that allows an airport to accept commercial scheduled airline service. In order to comply with Part 139, the Airport must have an airport-specific Airport Certification Manual, which is a guide that explains to the FAA and various other agencies how the airport intends to comply with the regulation. One of the portions of Part 139 deals with ARFF. The Airport is required to have an ARFF "Index", which means that we have to have specific equipment, training, and employee training standards to be able to respond to an aircraft emergency. If we did not have commercial service, there would be no need to have ARFF staff on hand. Every year, an FAA certification inspector visits with ARFF personnel to inspect training records, their knowledge of the airport, whether their equipment is being maintained to FAA standards and they know the proper way to utilize the equipment by calling a simulated drill. The FAA inspector will write a Letter of Correction if there are any standards that we are not in compliance with.

Airport Performance Plan

In order for Southwest Georgia Regional Airport to be able to accept commercial aircraft (airline or UPS), then our Index must be at the "A" level. We must have one (1) 1500-gallon ARFF vehicle able to mobilize to the scene of an aircraft emergency. If all of our equipment is out of service, then we must notify the commercial carriers that we are not at Index and cannot accept flights until that equipment is back up and running again. We have always had more than enough equipment to meet our Index, so there has not been a problem in the past, but we do not have any recording mechanism to show how many hours (if any) that the Airport has not been able to meet its Index. ARFF personnel will develop this mechanism and it will be in use for FY12.

Civic Center Complex

Dept 73



CIVIC CENTER*DESCRIPTION*

The Civic Center is responsible for entering into promotion agreements and/or contracts with groups, individuals, and firms for the presentation of performances in a manner that promotes the interest of the City from a financial and marketing/public relations standpoint.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	753,167	848,449	856,196
OPERATING EXPENSE	742,481	720,708	927,524
CAPITAL OUTLAY	425,245	0	0
TOTAL	1,920,894	1,569,157	1,783,719
FULL TIME POSITION	17	17	17

Class Title

Accountant, Senior	1	1	1
Administrative Mgr., Civic Ctr	1	1	1
Box Office Supervisor	1	1	1
Director, Civic Center	1	1	1
Sales & Booking Coordinator	1	1	1
Events Coordinator-Civic Ctr	2	2	2
Groundskeeper	2	2	0
Facilities Maintenance Supervisor	1	1	1
Operations Manager, Civic Ctr	1	1	1
Administrative Secretary	1	1	1
Civic Center Technician	2	2	4
Sound, Light & Electrical Technician	1	1	1
Facilities Maintenance Mechanic	1	1	1
Events Operations Manager	1	1	1
TOTAL	17	17	17

MUNICIPAL AUDITORIUM

DESCRIPTION

The Municipal Auditorium is a cultural entertainment center in the City of Albany. It serves people of Southwest Georgia and is managed by the Civic Center Director. The goals are to increase income and attendance by providing a well-rounded calendar of events to be presented throughout the year at affordable prices.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	41,205	71,200	70,400
CAPITAL OUTLAY	129,328	0	0
TOTAL	170,532	71,200	70,400
FULL TIME POSITION	0	0	0

Albany Civic Center/Albany Municipal Auditorium Performance Plan

Department Mission

The mission of Albany Civic Center/Albany Municipal Auditorium is to enter into promotion agreements and/or contracts with groups, individuals, and firms for the presentation of performances and events for the enjoyment of the public.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
Upgrade of Parking Lot Lights	12/31/2012	Public Safety: A Safe and Prepared Community
Arena Dimmer & Light System Improvements	12/31/2012	A Healthy, Livable and Sustainable Albany

Performance Highlight Discussion

Upgrade of Parking Lot Lights (Allocation-\$150,000)

The need to upgrade is evident to take advantage of today's efficiency advancements by replacing dated fixtures. The advantages of upgrading the parking lot light will include reduced liability, keeping the property well lit and crime free, decreased maintenance cost, and realized energy consumption savings. Bright, safe and secure parking lights are the best deterrent for vandalism and theft. A well-lit property will both draw to your business the clientele we want and keep away undesirables.

Phase 1: Oglethorpe Blvd parking lots; (lower lot A/Front Street & upper lot B/Washington Street).
 Phase 2: Rear of Arena main parking lot; (lot C/Whitney Ave & Front Street & lot D/Whitney Ave & Washington Street).
 Phase 3: Rear of Arena golf course end; (lot E/Mercer & Front Street & lot F/Mercer & Washington Street).

Arena Dimmer & Light System Improvements (Allocation-\$250,000)

The Arena incandescent dimming system is used to provide dimmable lighting over the floor and seating area of the arena. It is made up of 26 dimmers controlling 116 lighting fixtures. The lighting fixtures use a 1000 watt lamp and are permanently affixed to the ceiling of the arena at a height of 60' over the arena floor and 80' over the arena seats. Because we have near impossible access to the fixtures and the age of the equipment, keeping them working is difficult. We need to replace this system with one that will give us the ability to bring the fixtures to the floor for easy lamp replacement so we can have 100% working all of the time.

Program 1: Building/Equipment/Grounds Maintenance

Program Goal: The goal of the Building/Equipment/Grounds Maintenance Program is to provide safe and secure facilities to host a variety of events for the protection of the patrons.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany

Albany Civic Center/Albany Municipal Auditorium Performance Plan

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of event attendee rating cleanliness of the facility as good or excellent	N/A	N/A	TBD	TBD
Service Quality				
% building of maintenance work orders completed within 48 hours of receipt of work order	N/A	N/A	TBD	TBD
Output				
# of work orders received # of work orders completed in-house	N/A N/A	N/A N/A	TBD TBD	TBD TBD
Efficiency				
Cost per completed per maintenance	N/A	N/A	TBD	TBD
Completed work orders per maintenance FTR	N/A	N/A	TBD	TBD

Performance Discussion:

QScend Software (311)

A Work Order Form currently exists for both facilities but has not been used for an undetermined length of time. Implementing and utilization of this report will organize plan and track daily tasks to optimize use of people and equipment to manage work from start to finish. A checklist to adhere to the building Preventive Maintenance Plan resulting in a reduction in outside service calls, expensive repairs and violations by the Safety Committee. It will also provide records for tracking tools and fuel and gas use. Records to track all vendors that provide services and repairs on equipment, machinery and building structure could be maintained. Software would provide data to ensure tasks are documented and completed and prevent repeatedly performing the same repairs by providing a repair history that can be viewed at a glance.

The major challenge of using this software is the ability of some of the operations department personnel to input and respond to data using the system. Training has been provided and the imperativeness of this implementation has been expressed to the Operations Manager. Data will be available by 6/30/11.

Efficiency/Calculations

This data is currently not being collected. Instructions from the Finance Department on the applicable calculation method are forthcoming.

Major Projects:

Planned Project Milestones	Milestone	City Strategic Goal Area
Replace/Renovate Civic Center exterior stairs - To replace the concrete and metal stairs at the admission gates.	6/30/2012	A Healthy, Livable and Sustainable Albany
Upgrade of Parking Lot Lights	12/31/2012	Public Safety: A Safe and Prepared

Albany Civic Center/Albany Municipal Auditorium Performance Plan

		Community
Arena Dimmer & Light System Improvements	12/31/2012	A Healthy, Livable and Sustainable Albany

Replace Exterior Stair Nosing

The existing stair nosing has not been replaced since the initial construction of the building. Environmental conditions have caused treads to peel, crack and are worn. The condition of the existing stair nosing is a liability for the building and City of Albany. Replacement would be an effective way to provide safe stairs for countless peoples and increase the safety factor for exterior stairs by providing a slip-resistant edge.

Upgrade of Parking Lot Lights (Allocation-\$150,000)

The need to upgrade is evident to take advantage of today's efficiency advancements by replacing dated fixtures. The advantages of upgrading the parking lot light will include reduced liability, keeping the property well lit and crime free, decreased maintenance cost, and realized energy consumption savings. Bright, safe and secure parking lights are the best deterrent for vandalism and theft. A well-lit property will both draw to your business the clientele we want and keep away undesirables. Funding from SPLOST VI is available for this project.

Phase 1: Oglethorpe Blvd parking lots; (lower lot A/Front Street & upper lot B/Washington Street).

Phase 2: Rear of Arena main parking lot; (lot C/Whitney Ave & Front Street & lot D/Whitney Ave & Washington Street).

Phase 3: Rear of Arena golf course end; (lot E/Mercer & Front Street & lot F/Mercer & Washington Street).

Arena Dimmer & Light System Improvements (Allocation-\$250,000)

The Arena incandescent dimming system is used to provide dimmable lighting over the floor and seating area of the arena. It is made up of 26 dimmers controlling 116 lighting fixtures. The lighting fixtures use a 1000 watt lamp and are permanently affixed to the ceiling of the arena at a height of 60' over the arena floor and 80' over the arena seats. Because we have near impossible access to the fixtures and the age of the equipment, keeping them working is difficult. We need to replace this system with one that will give us the ability to bring the fixtures to the floor for easy lamp replacement so we can have 100% working all of the time. Funding from SPLOST VI is available for this project.

Program 2: Event Coordination

Program Goal: The goal of the Events Coordination Program is to provide logistics, staffing, and setup in compliance with the requests of the promoter, City policies and procedures to ensure quality events programming for all patrons.

City Strategic Goal Supported: A Healthy, Livable and Sustainable Albany

Planned Performance Targets

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
%Of events held with no incidents	85	105	145	40
%Of repeat lessees and promoters	28	36	50	14
Service Quality				
% of attendees that rate the contracted event as good on survey	N/A	TBD	TBD	TBD
% of attendees who rate the in-house event as good on survey	N/A	TBD	TBD	TBD

Albany Civic Center/Albany Municipal Auditorium Performance Plan

Output				
# contracted of events completed yearly (July - June)	83	110	150	40
# of in-home events completed yearly (July - June)	77	107	145	38
Efficiency				
Cost per event coordinated	N/A	TBD	TBD	TBD

Performance Discussion:

Service Quality/Customer Survey

Data is not available. Staff is communicating with the IT Department and Survey Monkey web base software to implement this tool. It will provide feedback from promoters, lessees, patrons and general public regarding demographics of attendees, attractions of interest to seek for booking, customer service, staff and facility improvements needed.

Efficiency/Cost of in-house events per FTE

Instructions from the Finance Department on the applicable calculation method are forthcoming.

Major Projects:

Planned Project Milestone	Milestone	City Strategic Goal Area
Increase cultural arts programming at Albany Municipal Auditorium - Apply for State and Federal grant funding to provide artist in residence opportunity to expand program offerings at the auditorium.	June 30, 2012	A Healthy, Livable and Sustainable Albany
Meeting Rooms Rental Rate Restructure	December 31, 2011	A Healthy, Livable and Sustainable Albany

Performance Discussion:

Create a Cultural Arts Program Series at the Auditorium for Youth

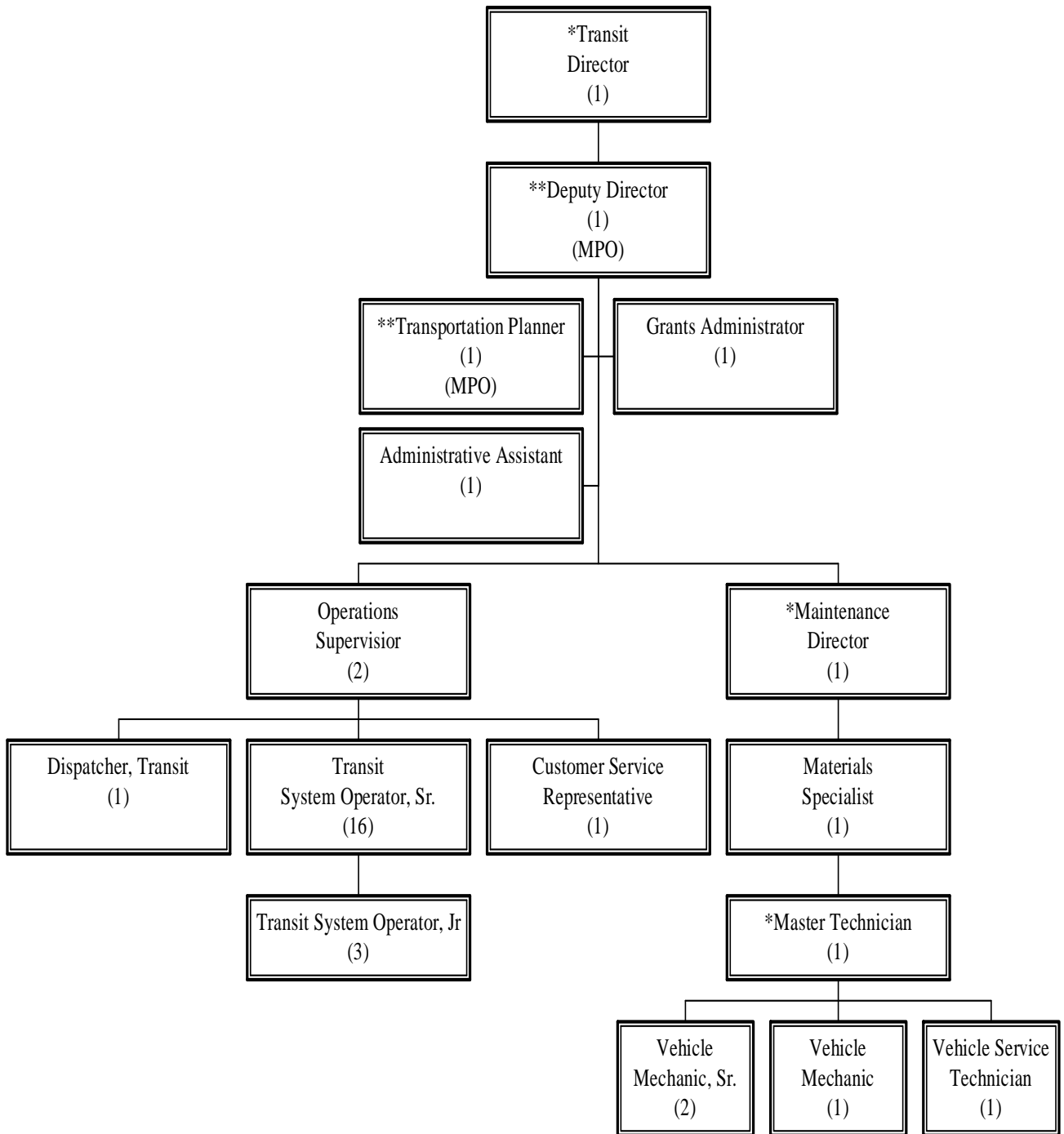
This program series would seek funding from the Georgia Council for the Arts and the National Endowment for the Arts to provide cultural arts programs to youth through structured artist residency/touring performances throughout the year.

Meeting Rooms Rental Rate Restructure

A revised/new rental rate restructure became effective 10/07. The increase caused numerous repeat and/or interested customers to seek other facilities as the site to host there events. Although the new rates were comparable to others in the immediate areas, the catering agreement/lease component with the arena football team was not conducive for the clients. However restructure/reduction in usage fees will increase MR rental dates and perhaps recapture past renters and attract future renters.

Albany Transit System

Dept 77



*Contract Positions

** GDOT Funded Positions

TRANSIT SYSTEM*DESCRIPTION*

It is the responsibility of the Albany Transit System (AT) to provide safe, reliable and economical transportation to the citizens of Albany. AT will provide this service at the least possible cost to the city without sacrificing quality of service. AT provides fixed route transit and paratransit services.

Major Object of Expenditure	ACTUAL 2009/2010	AMENDED 2010/2011	ADOPTED 2011/2012
PERSONAL SERVICES	1,515,342	1,509,443	1,539,628
OPERATING EXPENSE	700,394	803,144	1,058,608
CAPITAL OUTLAY	383,148	0	0
TOTAL	2,598,884	2,312,587	2,598,235
FULL TIME POSITION	29	30	30

<u>Class Title</u>			
Materials Specialist	1	1	1
Grants Administrator, Transit	1	1	1
Dispatcher - Transit	1	1	1
Vehicle Mechanic, Sr.	1	2	2
Vehicle Mechanic	2	1	1
Vehicle Service Technician	1	1	1
Administrative Assistant	1	1	1
Transit Operations Supervisor	2	2	2
Transit System Operator I	5	3	3
Transit System Operator Sr.	14	16	16
Customer Service Rep, Transit	0	1	1
TOTAL	29	30	30

Albany Transit System Performance Plan**Department Mission**

The mission of the Albany Transit System is to provide safe, reliable and economical transportation services for the traveling public.

Department Level Performance Highlights

Planned Performance	FY2012 Target or Milestone	City Strategic Goal Area
Increase overall passenger ridership of ATS	10%	Transportation Mobility and Connectivity
Increase farebox revenues (fixed and Para transit) of the Albany Transit System	10%	Transportation Mobility and Connectivity
Comprehensive Operations Analysis Study (COA) – Analyzes the systems, bus routes and stops for the City of Albany Transit System	August, 2011	Transportation Mobility and Connectivity

Performance Highlight Discussion

The Goal is to increase overall ridership, farebox revenues and to integrate transit into the fabric of the City of Albany to enhance economic development. This will be accomplished through the following additions: extra buses to be placed on heavily travel routes, five new buses to replace older-less efficient buses and utilize new routes identified by the COA (Comprehensive Operational Analysis). These will assist the Albany Transit System in achieving our Goals by 2012. Our challenges will be the timing of the completion of the comprehensive study and the actual manufacturing time of the five buses (scheduled-August 2011 and January 2012).

Program 1: Fixed Route Service**Program Goal: City Strategic Goal Supported:**

The Goal of the Fixed Route service is to provide efficient transit service for the riders of the Albany Transit System in order to meet their transportation needs.

City Strategic Goal Supported: Transportation Mobility and Connectivity

Planned Performance Targets:

Performance Measure:	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Number of ATS buses that perform on schedule-daily	11	11	11	0
Service Quality				
Percent of riders transported in a timely manner	80%	85%	90%	5

Albany Transit System Performance Plan

Output				
Number of riders transported in the City of Albany per year	94,800	99,000	110,000	20
Number of bus routes run within the City of Albany per day	7	8	10	25
Efficiency				
Cost per rider per trip	2.00	2.40	2.45	45

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
Comprehensive Operations Analysis Study (COA) – Analyzes the systems, bus routes and stops for the City of Albany Transit System	August, 2011	Transportation Mobility and Connectivity
New buses – Purchase and replace five (5) new fixed-route 30ft buses	January 2012	Transportation, Mobility and Connectivity
Albany Transit System (ATS) Marketing Study – This study seeks to re-brand the transit system through new paint schemes, signage and print media (increase visibility and ridership)	January, 2012	Transportation, Mobility and Connectivity

Performance Discussion

Albany Transit is looking to accomplish three major Goals. The Comprehensive Operations Analysis Study will review and analyze the performance challenges of the ATS—overall performance, routes design, ridership, fleet usage etc. The study will allow ATS to have a clear understanding of the external and internal factors that affect the transit system over the next two to five years.

ATS will purchase 5 new buses to replace older buses in the fleet that will serve the customers in a more efficient manner. The buses will green which provide a better footprint from the system within the City of Albany. The challenge will be the rise in fuel cost and the addition of one DEF tank to store the diesel exhaust cleaner and the spill containment system (in case of emergency spills). The initial cost will be high however, the cost in the long run will be minimal.

To develop the first Albany Transit System Strategic Marketing Plan. This will examine the overall image of the system (the color schemes of the buses, stop signs, shelters and printed material). The ATS Strategic Marketing Plan will be a total revamp of the transit system with innovative concepts to “market” the system citywide to increase ridership and revenues. The challenges to the Plan will be the timing of implementation of in relationship to the completion of the five new buses and the refurbishment of four older buses.

Program 2: Para Transit Service

Program Goal: The Goal of the paratransit service is to provide efficient transit service for special needs riders of the Albany Transit System in order to meet their door-to-door transportation needs.

City Strategic Goal Supported: Transportation Mobility and Connectivity

Planned Performance Targets:

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				

Albany Transit System Performance Plan

% of Para transit pick-ups within a 10 minutes of requested time	80	90	95	5
Service Quality				
% of elderly riders transported on schedule to medical appointments	80	90	95	5
Output				
# of riders transported per year	10,000	12,000	14,000	14.28
# of scheduled trips completed per day	30	40	45	12.5
Efficiency				
Actual customer cost per ride/trip	2.50	2.50	2.75	10

Performance Discussion

ATS will continue to provide quality service to the citizens of Albany. The concentration in 2011 and 2012 will be to increase the performance of that our staff/operators provide trips that are timely and are efficient to benefit the riders and the overall cost to the agency. The challenge of Albany Transit Systems paratransit routes is the amount of new trips that is expected in the next year versus the amount of operators. Therefore, ATS will recruit additional qualified operators to plan for future growth.

Program 3: ATS Maintenance & Service

Program Goal: The Goal of the Maintenance Department is to provide efficient and safe vehicles in order to meet the transportation needs of all riders of the City of Albany.

City Strategic Goal Supported: Transportation Mobility and Connectivity

Planned Performance Targets:

Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
Number of ATS buses that are in good operational condition	16	16	16	0
Service Quality				
Percent of road calls completed within 12 hours by the maintenance department	65	90	95	5
% of preventative maintenance tasks performed on schedule per bus	100/16	100/16	100/16	0
Output				
# of buses that are operational on a daily basis	17	17	17	0
Efficiency				
Estimated Average Cost per bus serviced (PM preventive maintenance) per service @ 6,000 mile intervals	400	350	300	14

Performance Discussion

Albany Transit System Maintenance Department will continue to utilize talents, skills and new equipment to ensure the proper maintenance and performance of the ATS fleet. The addition of six new buses will decrease down-times for repairs and maintenance overall cost. ATS is also looking to refurbish four older buses to the condition to be able to operate another ten years. The major challenge will be the timing of the completion of the new buses and the ability to stagger the buses to be refurbished.



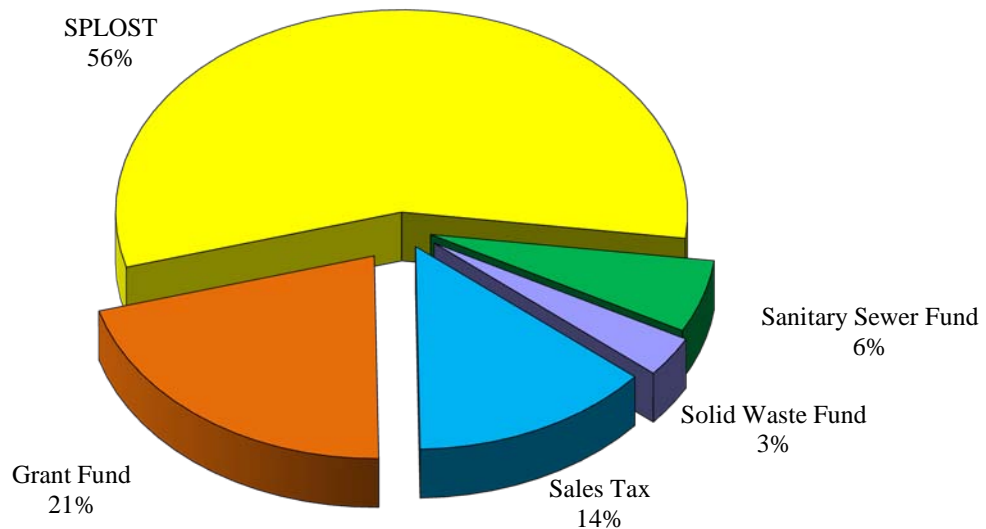
CITY OF ALBANY

Capital Improvement Program

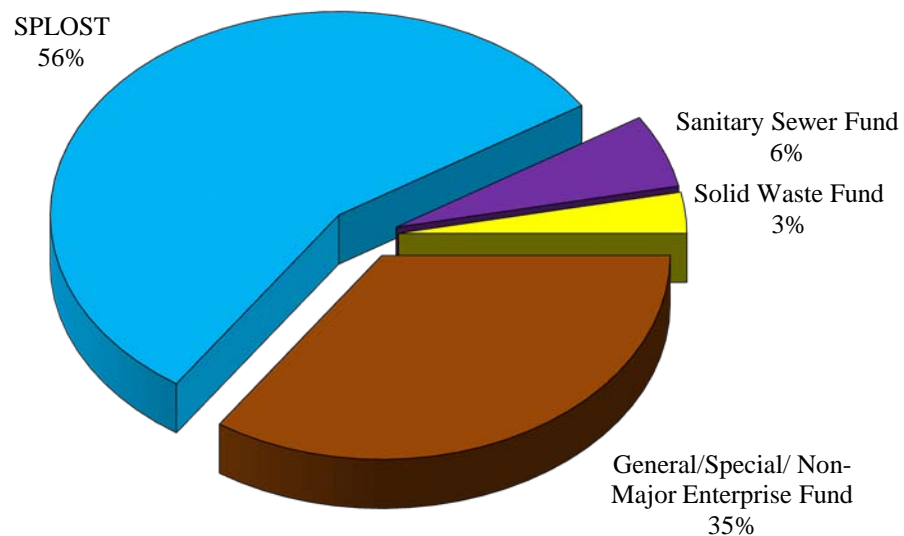
**ANNUAL BUDGET
FY 2012**

City of Albany FY 2012 Capital Improvement Program

All Funds: Where The Money Comes From . . .



Where The Money Goes...



FY 2012 CAPITAL BUDGET
AND
CAPITAL IMPROVEMENT PROGRAM
FY 2012- 2016

The Capital Improvement Program (CIP) is a multi-year planning instrument used by the City of Albany to identify needed capital projects and to coordinate the financing and timing of these projects to enhance the development of facilities and the provision of services. Capital projects will be undertaken to: (a) preserve infrastructure and public facilities; (b) promote economic development and enhance the quality of life; (c) improve the delivery of services; (d) preserve community and historical assets; and (e) improve economically depressed areas and those areas with low and moderate income households. For purposes of budgeting and accounting, a "capital project" is defined as a major expenditure for an individual asset or project in excess of \$5,000 and which has an estimated useful life of one or more years. Sales Taxes, Federal and State Grants and the Enterprise Fund are the funding sources for the Capital Improvement Projects.

The first year of the Capital Improvement Program is the "Capital Budget". When adopted by the Mayor and Board of City Commissioners, the capital budget formally authorizes the expenditure of funds for the capital projects. Projects included in the remaining four years of the Capital Improvement Program are approved for planning purposes only and are not authorized until included in the Capital Budget. Appropriations for Capital Budget Projects are retained from one fiscal year to the next until the appropriation is expended, the project is completed, or the budget is amended.

The CIP will be funded through the following sources:

1. General/Special Funds – A 16.4% designation of sales tax revenue and a transfer from Water, Gas and Light for capital improvement funds.
2. Enterprise Funds - Monies provided for in the Sewer Fund and Solid Waste Fund as depreciation or capital replacement expenses.
3. SPLOST V – Revenue generated by the SPLOST V Referendum

Requests for this year's Capital Budget totaled over \$33 million. Of this amount, \$2,525,040 was approved for the General/Special/Non-Major Enterprise Funds. Sanitary Sewer and Solid Waste, the City's largest two Enterprise Funds, are allocating \$1,073,949 and \$600,243 respectively for capital replacement expenses including their participation in the debt payment for GMA Lease Pool Funds. The Capital Improvement Program for FY 2012 has a total cost of \$5,959,040. Two-thirds of that amount will be financed through the GMA lease pool. Some capital projects will be added and deleted as we proceed. As with the Operating Budget, the projects for each fund have to be balanced with the resources available in that fund. This Budget provides the total resources and projects for each fund. The capital impact on the operating budget will be beneficial by decrease expenditures with each retirement of high maintenance and inefficient equipment. A summary of the FY 2012 Capital Budget by Fund and a summary of the five-year Capital Improvement Program are listed on the following pages.

FY 2011/2012
CAPITAL BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
General/Special/Non-Major Enterprise Funds

SOURCES/ACCOUNT NOS.

31.5100
31.5220

Local Option Sales Tax
Public Improvement Fund
Grant Fund
FY 2011 Approved Funds

1,389,959
325,000
3,863,000
\$5,577,959

Department	Description	Justification(s)	Total Project Cost	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
Civic Center	Electronic Back Gate	Security and Safety Concerns	31,000	31,000	0	0	0	0
		<i>Total Civic Center</i>	<i>31,000</i>	<i>31,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Engineering								
	Leica Viva TS 15/Robot/Total Station (1)	To replace one SDR 33 Sokkia instrument that was purchased in 1994	35,000	0	35,000	0	0	0
	90'x Thermoliner Applicator	Replacing one purchased 8 yrs. Ago	9,500	0	9,500	0	0	0
	Retro Sign Reader w/GPS	New code for sign intensity implementing in 2015.	11,000	0	11,000	0	0	0
	PCMT-2600 Traffic Signal Monitor Tester	This will be used as part of the preventative maintenance program to monitor the traffic controller and load switch outputs to insure safe traffic signal operations.	13,000	0	13,000	0	0	0
	Pedestrian Signal Replacement Program	Upgrade pedestrian signal heads with LEDs to save on	576,000	0	192,000	192,000	192,000	0
	Upgrade Traffic Control Center Computers & Server to stage for TACTIC traffic software	The Traffic control Center (TCC computer network was installed and operational in 2006 using the Windows XP operating system. The Georgia Dept. of Transportation (GDOT) provides the traffic signal software (Actra) for our TCC at no cost to the city. GDOT is in the process of upgrading the traffic signal software to keep pace with Windows-7 operating system. Due to the age of our computers and new software requirements, we need to upgrade the network.	45,000	0	45,000	0	0	0
	School Flashers Program - Install new flasher for all old school zones, install 24-flashers each year for 5 years	Some school flasher sites are 30+ years old. We need to start replacing the older flashers with a standard flasher design and install the new MUTCD school zone signs. The new flasher will have LED displays and where possible we will install solar powered flashers	600,000	0	240,000	120,000	120,000	120,000
	2-Controller cabinets w/equipment	Spare equipment to be used for equipment destroyed in traffic accidents and natural disasters.	29,100	0	29,100	0	0	0
	Intersection Improvement Program (Equipment 20+ Years Old)	1. Gordon Ave @ Magnolia St.; 2. Clard Ave @ Blaylock St.; 3. Broad Ave @ Carroll St.; 4. Dawson Rd @ Westover Blvd.; 5. Old Dawson Rd @ Westover Blvd.; 6. Mercer @ Monroe St.; 7. Stuart Ave @ Nottingham Way.; 8. 8th Ave @ Palmyra Rd.	560,000	0	560,000	0	0	0

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Department	Description	Justification(s)	Total Project Cost	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
* Any projects that exceed the amount of appropriated funding in the General/Special and Non-Major Enterprise categories will be paid for out of CIP cash reserves. Only one fifth of total project cost will be charged in FY 2011 due to financing options.								
Total Engineering			1,878,600	0	1,134,600	312,000	312,000	120,000
J-4 Information Technology	VMWare 3 (Server & Software)	Additional VMWare Server to continue Server	15,000	15,000	0	0	0	0
	VMWare 4 (Server & Software)	Additional VMWare Server to continue Server	15,000	15,000	0	0	0	0
	Symantec Anti-Virus Enterprise Application	Replacemnt of McAfee with Symantec anti-virus system	17,000	17,000	0	0	0	0
	SANS 2 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	55,000	0	0	0	0
	Replacement Cisco Switches (5 - GC)	Replacement for End-of-Life Switches	37,500	37,500	0	0	0	0
	Spare Server	Budgeted Spare Server (for contingency)	10,000	10,000	0	0	0	0
	VMWare 6 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	15,000	0	0	0
	SANS 3 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	55,000	0	0	0
	VMWare 5 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	15,000	0	0	0
	VMWare 5 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	15,000	0	0	0
	VMWare 6 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	15,000	0	0	0
	SANS 2 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	55,000	0	0	0
	Server replacemnts	2 VM servers replacemnt purchased in FY11/12	30,000	0	0	30,000	0	0
	VMWare 7 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	15,000	0	0
	VMWare 8 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	15,000	0	0
	SANS 4 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	0	55,000	0	0
	VMWare 7 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	15,000	0	0
	VMWare 8 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	15,000	0	0
	SANS 2 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	0	55,000	0	0
	Server replacemnts	2 VM servers replacemnt purchased in FY12/13	30,000	0	0	0	30,000	0
	VMWare 9 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	15,000	0
	VMWare 10 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	15,000	0
	SANS 5 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	0	0	55,000	0
	VMWare 9 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	15,000	0
	VMWare 10 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	15,000	0
	SANS 2 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	0	0	55,000	0
	Server replacemnts	2 VM servers replacemnt purchased in FY13/14	30,000	0	0	0	0	30,000
	VMWare 11 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	0	15,000
	VMWare 12 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	0	15,000
	SANS 6 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	0	0	0	55,000
	VMWare 11 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	0	15,000
	VMWare 12 (Server & Software)	Additional VMWare Server to continue Server	15,000	0	0	0	0	15,000
	SANS 2 (Dell EqualLogic)	Additional SANS Storage to Support WMWare Servers	55,000	0	0	0	0	55,000

FY 2011/2012
CAPITAL BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
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Department	Description	Justification(s)	Total Project Cost	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
		<i>Total IT</i>	<i>919,500</i>	<i>149,500</i>	<i>170,000</i>	<i>200,000</i>	<i>200,000</i>	<i>200,000</i>
Municipal Auditorium								
	Re-ceil Building (exterior Auditorium)	Mortar between bricks are old and cracked, water seaping into building	28,000	-	28,000	0	0	0
	Replace carpet and curtains at Auditorium	Carpet and curtains are old and worn out	50,000	-	50,000	0	0	0
		<i>Total Municipal</i>	<i>78,000</i>	<i>0</i>	<i>78,000</i>	<i>0</i>	<i>0</i>	<i>0</i>
Planning & Development Services								
	Color Copier	Replace Cannon (6 yrs in service)	8,000	8,000	0	0	0	0
	Color Copier	Replace Ricoh (2 yrs in service)	18,200	0	18,200	0	0	0
		<i>Total Planning & Development</i>	<i>26,200</i>	<i>8,000</i>	<i>18,200</i>	<i>0</i>	<i>0</i>	<i>0</i>
Fire								
	Replacement of air conditioners at Fire Station 1--5 units	Units are older units and the maintenance on the units is becoming more expensive. The replacemnt costs would be less than continuing the maintenance ands repair of the current units.	25,000	25,000	0	0	0	0
		<i>Total Fire</i>	<i>25,000</i>	<i>25,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Police								
	Roof Renovation	Remodel roof/old Fire Training Facility	6,000	0	6,000	0	0	0
	Rewire LEC to Generator	Only 10% of LEC connected to Generator	17,000	0	17,000	0	0	0
	Wooden Fence	Add more Fence/Mt. Patrol	12,000	0	12,000	0	0	0
	Air Conditioner Units	Replace old units at old fire training facility	5,500	0	5,500	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
			0	0	0	0	0	0
		<i>Total Police</i>	<i>40,500</i>	<i>0</i>	<i>40,500</i>	<i>0</i>	<i>0</i>	<i>0</i>
Recreation								
	Replace roofing at the ARPD Admin Building	Existing roof is leaking and is in disrepair	100,000	0	100,000	0	0	0
	Electronic Picture ID Att Swipe Sys. (6)	Online registration/attendance/etc.	35,000	0	10,000	10,000	15,000	
	Paint ext/int (Carver Gym, Turner Gym, Thornton)	Enhance the appearance of the facility	35,000	0	15,000	20,000	0	0
	Replace roofs (Thorton/Carver Gym)	Roofs constantly leaks after it rains	100,000	0	50,000	50,000	0	0
	Renovate upstairs, add stairs, security walls (Thornton)	Upgrade / need additional space for activities	50,000	0	0	50,000	0	0
	Refinish/restore bleachers (Carver Gym)	Safety concerns	75,000	0	75,000	0	0	0
	Replace VCT floors (Carver Gym)	Unattractive /worn out /old /hard to clean	25,000	0	12,500	12,500	0	0
	Large Game Table	Increase in participants usage	14,000	0	8,000	6,000	0	0

FY 2011/2012
CAPITAL BUDGET
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	Electronic Picture ID Att Swipe Sys. (6)	Serves as tracking participant system; online registration/attendance/etc.	35,000	0	10,000	10,000	15,000	0
	Athletic Sites Renovation	To maintain league standards	100,000	0	25,000	15,000	25,000	35,000
	Lighting at Paul Eames	Safety for participants/staff and users of the facility during activities	150,000	0	150,000	0	0	0
	Protective Netting for Paul Eames	Safety of spectators; to keep objects from the field of play from the spectator area	15,000	0	10,000	5,000	0	0
	Resurface Tennis Courts at Tift Park	Maintain courts quality and standards	50,000	0	50,000	0	0	0
	Stadium Wall Replacement	Safety of outfielders and the appearance of the facility	90,000	0	40,000	30,000	20,000	0
	Resurface Park Tennis Courts	Tift Park's Tennis courts need to be updated and designed to enhance recreational activities	100,000	0	50,000	50,000	0	0
	International Ballfields T-Ball Lighting	Safety for participants/staff	100,000	0	100,000	0	0	0
	Bleachers for International, Gillespie, 8th Avenue, Dixie							
	Upgrade Facilities- athletic sites	Facility upgrade; permanently mounted bleachers	90,000	0	45,000	45,000	0	0
		Exterior painting of clubhouse	25,000	0	25,000	0	0	0
		Replace ball washers, cooler stands, t-markers on course benches, flags	50,000	0	25,000	25,000	0	0
	Lighting							
	Lighting*							
	(1) Tennis Court*							
	Eames Stadium							
	Genie lift	Elimination of rental cost	15,000	0	0	15,000	0	0
	32hp lawn mower zero turn	rotation program qty(4)	72,000	0	36,000	0	0	36,000
	2-lawn mower trailers	transport equipment to various sites	10,000	0	5,000	0	0	5,000
	Concrete floor bays	Concrete five storage bays for	25,000	0	0	25,000	0	0
		Create second level in storage shed to maximize use of height/excess space	15,000	0	15,000	0	0	0
	Leaf vacuum machine	Removes leaves from grounds	40,000	0	40,000	0	0	0
	32hp lawn mower zero turn	Rotation program qty(4)	72,000	0	36,000	0	0	36,000
	Lawn mower trailers	Transport equipment to various sites	11,000	0	5,500	0	0	5,500
	Replace certified fall zone material	To meet current playground safety standards	25,000	0	0	0	0	25,000
		To make playgrounds safety compatible with current playground safety standards.	30,000	0	30,000	0	0	0
	Replenish certified fall zone material		25,000	0	25,000	0	0	0
	Lights and Gravel (Walking Track at Tift Park)	To repair and replace primarily due to vandalism	20,000	0	20,000	0	0	0
	Sound System at Amphitheater	Replace						
	Heating/Air Conditioning Unit - Carver Community Center							
		Replacement over 15 years old.	15,000	0	0	15,000	0	0
	Heating/Air Conditioning Unit - Jackson Heights Fitness Center							
		Replacement 10 years. Unit installed 6.7.2007	15,000	0	0	0	0	15,000
		Deck Coating - participant safety. Over 5 years since last coating.	8,500	0	8,500	0	0	0
	Carver Pool & Spray Park							
	Replacement/refurbish fitness equipment	Replacement of old, outdated equipment, safety concerns	50,000	0	10,000	10,000	10,000	20,000

FY 2011/2012
CAPITAL BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
General/Special/Non-Major Enterprise Funds

SOURCES/ACCOUNT NOS.

31.5100
31.5220

Local Option Sales Tax
Public Improvement Fund
Grant Fund
FY 2011 Approved Funds

1,389,959
325,000
3,863,000
\$5,577,959

Department	Description	Justification(s)	Total Project Cost	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
		Total Recreation	1,687,500	0	1,031,500	393,500	85,000	177,500
Transit	Purchase Computer Equipment	Replacement/Upgrade/Software	150,000	30,000	30,000	30,000	30,000	30,000
	Purchase Equipment	Replace Various Office Equipment	46,000	5,000	20,000	6,000	7,000	8,000
	Facility Modifications	Enhance & Upgrade Facility	148,660	64,660	34,000	25,000	25,000	0
	Multi-Modal Facility	AE&D and Construction	3,108,358	608,358	1,250,000	1,250,000	0	0
	Multi-Modal Facility Lease	Interim Facility Lease	280,000	89,000	94,000	97,000	0	0
	Bus Amenities	Purchase Bus Shelters/Benches/Sign/etc	215,000	75,000	35,000	35,000	35,000	35,000
	Farebox & Related Equipment	Purchase Parts & Componets	250,000	50,000	50,000	50,000	50,000	50,000
	Maintenance Tools & Equip	Purchase Tools & Equipment	250,000	50,000	50,000	50,000	50,000	50,000
	Radio System	Replace & Upgrade	50,000	10,000	10,000	10,000	10,000	10,000
	Driver Behavior Management System	Purchase Driver Monitor & Surveillance	180,000	75,000	75,000	10,000	10,000	10,000
	AVL/MDT	Automatic Vehicle Locators/Mobile Data Terminals	100,000	100,000	0	0	0	0
		Total Transit	4,778,018	1,157,018	1,648,000	1,563,000	217,000	193,000
		20% city share	955,604	231,404	329,600	312,600	43,400	38,600
		Reserve Funding	1,670,055	1,670,055	0	0	0	0
		Grant Funding for Sponsored Operations	3,863,000	3,863,000	0	0	0	0
		TOTAL GENERAL/SPECIAL/NON-MAJOR	9,464,318	5,977,959	2,802,400	1,218,100	640,400	536,100

FY 2011/2012
CAPITAL BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
Enterprise Funds

SOURCES/ACCOUNT NOS.

Sanitary 3,500,000
Airport 2,881,470
FY 2011 \$6,381,470

Department	Description	Justification(s)	Total Project Cost	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
J-8 Public Works - Sewer	Actuators for remaining 4 gates	reduce manpower required for operation	60,000	0	60,000	0	0	0
	"New" CSO Headworks	to protect downstream equipment	250,000	0	250,000	0	0	0
	Digester Covers	coat to extend live	2,000,000	500,000	500,000	500,000	500,000	0
	Replace LS 56/54/9	Reaching Capcity/Air lift/Maint.	200,000	100,000	100,000	0	0	0
	Misc LS Rehab	Againg stations need rehab	170,000	30,000	40,000	50,000	50,000	0
	Booker Ave Alley Rehab	Combination brick sewer is falling	200,000	0	200,000	0	0	0
	Westside Interceptor Rehab	Sewer is 45 years old and has corrosion problems	2,400,000	500,000	700,000	700,000	500,000	0
	Misc. pipe rehab	root problems /cracked pipe/corrosion	1,300,000	0	500,000	400,000	400,000	0
	Coolewahee Precosin MH rehab	high inflow during wet weather	800,000	400,000	400,000	0	0	0
	Storm Station 50	relocate station	500,000	0	500,000	0	0	0
	Fencing	Public safety - fencing of holding ponds	220,000	60,000	60,000	50,000	50,000	0
	Pond excavation	Protect homes on 50blk Alice/Madison	50,000	0	50,000	0	0	0
	Actuators for remaining 4 gates	reduce manpower required for operation	90,000	30,000	30,000	30,000	0	0
	Air Conditioners (P5, B&C MCC)	Wear & tear replacement	65,000	0	20,000	20,000	25,000	0
	Base & Paving improvements	Damage to vehicular traffic	60,000	-	60,000	0	0	0
	Digester Covers	2 Covers/yr Coat to extend life	900,000	450,000	450,000	0	0	0
	Telephone system	Upgrade obsolete phone system with fiber optic	60,000	-	60,000	0	0	0
	Building modifications to add belt press	Extend existing building to house 2nd belt press	150,000	-	150,000	0	0	0
	Roof Repairs	Wear & tear of existing roofs	50,000	-	25,000	25,000	0	0
	P-2 Grit Pumps	Replacement 2 of 6	40,000	-	40,000	0	0	0
	Influent structure grit pumps	Replacement 2 per year each year	51,500	-	25,500	13,000	13,000	0
	Spare Impeller for Infl. Pumps	Replacement	65,000	0	32,000	0	33,000	0
	Blower controls	Parts obsolete	180,000	0	180,000	0	0	0
	Pump Replacement	Replacement	235,000	0	110,000	60,000	65,000	0
	Belt Press*	Add 2nd Belt Press	600,000	600,000	0	0	0	0
	LS 65 Rehab	Piping through walls rusted through	30,000	0	30,000	0	0	0
	Replace LS 56/54/9	Reaching Capacity/ Air lift/ Maint.	280,000	0	180,000	100,000	0	0
	Misc. LS Rehab	Aging stations need rehab	280,000	0	80,000	50,000	70,000	80,000
	Roof repairs	Replace aging roof structures	90,000	0	30,000	30,000	30,000	0
	Pump Replacement	25-40 yrs. Old - High maint. Costs	60,000	0	60,000	0	0	0
	Pump Replacement	20 yrs + Major /critical stations	400,000	0	160,000	80,000	80,000	80,000

FY 2011/2012
CAPITAL BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
Enterprise Funds

Department	Description	Justification(s)	Total Project Cost	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
6-1	Flow Monitoring Equip	Locate maintenance problems	20,000	0	20,000	0	0	0
	Pump Replacement	Regular wear & tear	480,000	80,000	100,000	100,000	100,000	100,000
	Portable Generator 250 kw for LSs	Min 250 kw Emergency power to prevent spills	250,000	250,000	0	0	0	0
	Emergency Power 500 kw for LS 11	Handles 3.5 MGD (20% of City)	400,000	0	0	400,000	0	0
	Generator	LS 22 replacement	200,000	0	0	0	0	200,000
	Telemetry	Upgrade out of date radio system for 100 stations	1,000,000	0	1,000,000	0	0	0
	Booker Ave. Alley Rehab	Combination brick sewer is failing	400,000	0	200,000	200,000	0	0
	West side Interceptor Rehab	Sewer is 45 yrs. Old and has corrosion problems	2,600,000	500,000	600,000	600,000	500,000	400,000
	Misc. pipe rehab	Root problems/cracked pipe/corrosion	1,850,000	0	700,000	400,000	400,000	350,000
	Cooleewahee Precosin MH rehab	High inflow during wet weather	400,000	0	400,000	0	0	0
	Coats & Clark Main rehab	Phase II Aging infrastructure	175,000	0	175,000	0	0	0
	Storm Station 50	Relocate station	500,000	0	500,000	0	0	0
	Pump Replacements	SS 75 & 50 replacement due to wear & tear	375,000	0	175,000	100,000	100,000	0
	Fencing	Public safety - fencing of holding ponds	260,000	0	160,000	50,000	50,000	0
	Pond excavation	Increase storage capacity of SS50 to protect homes	150,000	0	150,000	0	0	0
	Pond excavation	Protect homes on 500blk Alice / Madison	50,000	0	50,000	0	0	0
	Total Public Works-Sewer		20,946,500	3,500,000	9,312,500	3,958,000	2,966,000	1,210,000
	*The Renewal & Extention Fund will be utilized for FY11/12 to transfer \$3.5 million to Capital Replacement Fund.							
	Airport							
	*New commercial terminal	Current building is 50+ years old	10,365,000	10,365,000	0	0	0	0
	Terminal Curbfront	Demolishing current curbfront	905,500	0	905,500	0	0	0
	Existing Terminal Demolition	Necessary for terminal construction	477,000	0	477,000	0	0	0
	Terminal Entrance Road Improvements	Terminal is moving so entrance road needs to move also	309,000	0	309,000	0	0	0
	Terminal Area Revenue-Related Improvements	These are items not AIP eligible but still must be funded, i.e. rental cars, parking lots, restaurant	608,000	0	608,000	0	0	0
	Total Airport		12,664,500	10,365,000	2,299,500	0	0	0
	27.8% city share		2,532,900	2,881,470	459,900	0	0	0
	*The Airport will utilize funds from SPLOST VI for their match.							
TOTAL Enterprise Fund			23,479,400	6,381,470	9,772,400	3,958,000	2,966,000	1,210,000

**FY 2011/2012 CAPITAL BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
General/Special/Non-Major Enterprise Funds
GMA Lease Pool Funds**

SOURCES

* 2010 GMA Lease Pool Funds \$810,081
FY 2011 Approved Funds \$810,081

Department	Description	Justification(s)	Total Cost	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
Central Services								
	F-250 Long Bed Truck	Life Cycle Replacement-Store room	20,000	20,000	0	0	0	0
	Mid Size Cars (2)	Rotational replacement-move to other depts	40,000	40,000	0	0	0	0
		Total Central Services	60,000	60,000	0	0	0	0
Code Enforcement								
	2-Mid-size cars	Move the pool cars to other departments that need them and have new units for out of town travel.	30,000	0	30,000	0	0	0
		Total Code Enforcement	30,000	0	30,000	0	0	0
Police								
	Transport Van	This insert will be used in an existing van and the old transport van will be reassigned to Code Enforcement	15,000	15,000	0	0	0	0
	30-Police Interceptors complete-no laptops	Replace units that are 10 years old, high mileage, or high maintenance. This will also get us closer to full take home capabilities	1,050,000	1,050,000	0	0	0	0
		Total Police	1,065,000	1,065,000	0	0	0	0
Fire								
	1 fire Inspector	Rotation for Inspectors	18,000	18,000	0	0	0	0
	2 Battalion Chiefs cars	high mileage, rotation	35,000	35,000	0	0	0	0
	1 Deputy Chief-4x4 Tahoe Support Truck	on scene support vehicle	45,000	45,000	0	0	0	0
		Total Fire	98,000	98,000	0	0	0	0
Engineering								
	1 Sign Lift Truck	this is special truck designed to haul, install and remove traffic signs. This truck also has a special lift to allow 2 men to work together safely.	65,000	65,000	0	0	0	0
		Total Engineering	65,000	65,000	0	0	0	0
PW - Street Department								
	2 Right of Way Tractors	High maintenance and age, 15 years old	100,000	100,000	0	0	0	0
	1 Flat Bed Truck	High maintenance and age, 10 years old	45,000	45,000	0	0	0	0
	610 Backhoe	High maintenance and age, 9 years old	85,000	85,000	0	0	0	0
		Total Street Department	230,000	230,000	0	0	0	0
Recreation								
	2-60 inch mowers	Rotation, worn out	16,000	16,000	0	0	0	0
	Mid Size Cars	Replacement for one already surplusd by gyms	18,000	18,000	0	0	0	0
		Total Recreation	34,000	34,000	0	0	0	0
		Total GENERAL FUND	1,582,000	1,552,000	30,000	0	0	0

*Any projects that exceed the amount of appropriated funding in the General/Special and Non-Major Enterprise categories will be paid for out CIP cash reserves.
Only one fifth of total project cost will be charged in FY2011 due to financing options.

**FY 2011/2012 CAPITAL BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM
Enterprise Funds
GMA Lease Pool Funds**

SOURCES/ACCOUNT

Sanitary Sewer Capital Replacement Funds 156,000
Solid Waste Capital Replacement Funds \$214,000
FY 2011 Approved Funds \$370,000

Department	Description	Justification(s)	Total Project Cost	* FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016
P/W Sanitary Sewer								
	Camera Truck and Body	Rotation	145,000	145,000	0	0	0	0
	Backhoe	Rotation,10 years old	85,000	85,000	0	0	0	0
	2-Sewer Jet Vac Trucks	High Maintenance, Rotation	550,000	550,000	0	0	0	0
	GRAND TOTAL - P/W Sanitary Sewer		780,000	780,000	0	0	0	0
P/W Solid Waste								
	Front Loader	High Maintenance, Wore out	250,000	250,000	0	0	0	0
	2-Side Loader Trucks	High Maintenance, Rotation	450,000	450,000	0	0	0	0
	GRAND TOTAL - P/W Solid Waste		1,070,000	1,070,000	0	0	0	0

* Any projects that exceed the amount of appropriated funding in the Enterprise categories will be paid for out of reserves. However, only one fifth of total project cost will be charged in FY 2011.

Total Enterprise Funds 1,850,000 1,850,000 0 0 0



CITY OF ALBANY

SPLOST VI

ANNUAL BUDGET
FY 2012

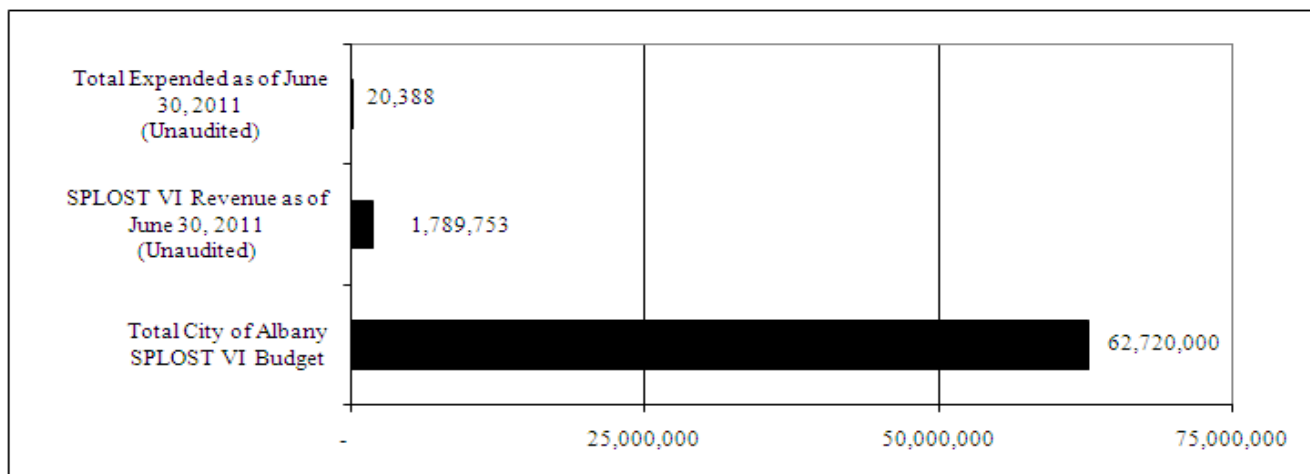
SPECIAL PURPOSE LOCAL OPTION SALES TAX VI PROJECTS

On November 2, 2010, Dougherty County voters approved the SPLOST (Special Purpose Local Option Sales Tax) VI referendum that allowed for the continuation of a one-cent sales tax to fund a diverse list community projects.

A listing of projects being funded through the City of Albany's allocation of SPLOST proceeds is below:

1.	Roadway, Traffic, Sidewalk & Bridge	18,501,500
2.	Public Safety	9,086,284
3.	Sanitary & Storm Drainage	9,000,000
4.	Facility & Community Improvements	8,335,000
5.	Transit System Improvements	4,380,000
6.	Airport	3,992,000
7.	Alley Paving Improvements	3,684,216
8.	Recreational Facility Improvements	2,750,000
9.	Information Technology Improvements	1,500,000
10.	Solid Waste Improvements	615,000
11.	Civic Center Improvements	350,000
12.	Historical & Cultural Improvements	276,000
13.	Riverfront Development Improvements	250,000

The information below exhibits how much of these funds have been expended as of June 30, 2011:



FY 2012 SPLOST VI Revenue: \$8,234,388

FY 2012 SPLOST VI Expenses: \$8,234,388



CITY OF ALBANY

Sponsored Operations

**ANNUAL BUDGET
FY 2012**

SUMMARY OF SPONSORED OPERATIONS REVENUE

DESCRIPTION

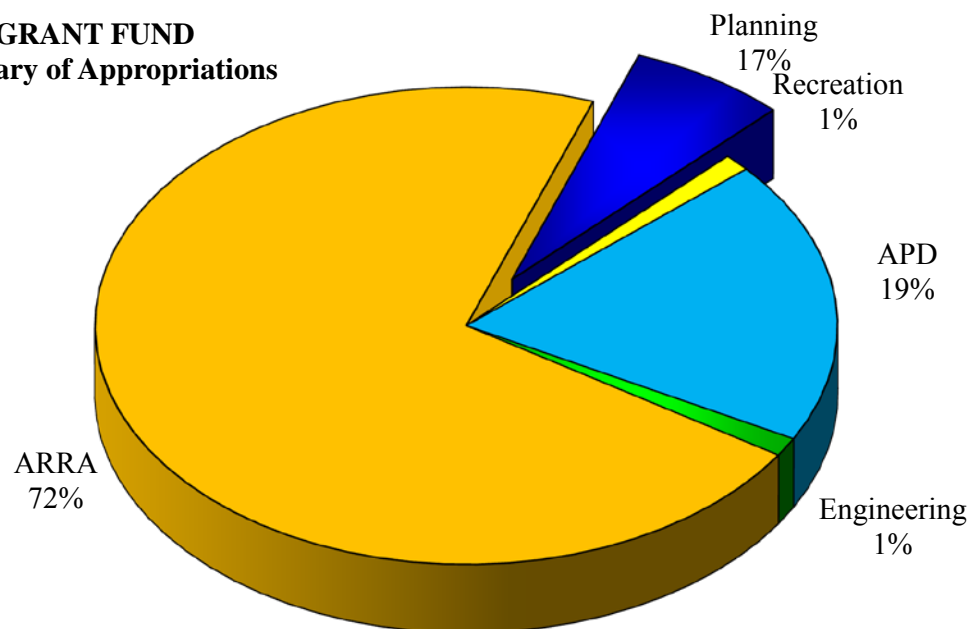
The Grants Fund is a special revenue fund that provides for the administrative accounting of funds received from State and Federal sources for some entitlement programs and discretionary projects. The Grants Fund and the ARRA consist of Federal, State and local funding. Local funding includes contracts for reimbursed services, which are considered sponsored operations. The Police Department is the primary recipient of reimbursed services.

This budget is used to account for grant programs awarded to the City. The appropriations for grant projects do not lapse at the end of each fiscal year, but remain in force for the life of the grant by means of re-appropriations contained in this budget unit.

Major Object of Expenditure	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
Planning	203,176	364,310	406,000
Recreation	159,920	165,000	69,246
APD	262,325	923,138	1,137,006
AFD	357,640	0	0
Engineering	856,123	750,043	74,820
Pass Thru Grants	71,751	4,600	0
ARRA	0	343,000	4,216,918
TOTAL	1,910,935	2,550,091	5,903,990
FULL TIME POSITIONS	12	21	22

WORK ACTIVITY DATA

GRANT FUND
Summary of Appropriations



PL Grant

DESCRIPTION

The Metropolitan Transportation Planning Services contract (or PL Grant) is an agreement between the City of Albany's Planning & Development Services department, the Georgia Department of Transportation (GDOT) and the U. S. Department of Transportation (DOT) to provide cooperative, comprehensive, and continuing transportation planning in carrying out the provisions of the Intermodal Surface Transportation Efficiency Act of 1991. The Federal government reimburse the City for work done according to the agreement at 80% . The City of Albany provides 20% of the funding for projects outlined in the agreement.

Major Object of Expenditure	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	49,878	61,300	85,405
OPERATING EXPENSE	113,741	155,185	112,595
CAPITAL OUTLAY	0	0	0
TOTAL	163,619	216,485	198,000
FULL TIME POSITION	1	1	2

Class Title

Transportation Planner	1	1	1
Deputy Transit Director	0	0	1

FTA GRANT

DESCRIPTION

The City of Albany's Planning & Development Services department has entered into an agreement with the Georgia Department of Transportation (GDOT) and the Federal Transit Administration (FTA) to assist in transportation planning that has a profound impact upon the development of the total organized transportation services in the State of Georgia. Both state and federal governments reimburse the City for work done according to the agreement- 80% federal and 10% state. The City of Albany provides 10% of the funding for assisting these two entities in transportation planning.

Major Object of Expenditure	ACTUAL 2009/2010	PROJECTED 2010/2011	AWARDED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	30,310	147,825	208,000
CAPITAL OUTLAY	0	0	0
TOTAL	30,310	147,825	208,000
FULL TIME POSITION	0	0	0

SUMMER FOOD SERVICE PROGRAM - GRANT (2760)**RECREATION/HEALTH, WELLNESS AND COMMUNITY***DESCRIPTION*

The City of Albany participates in the Summer Lunchbag Program sponsored by the Georgia Office of School Readiness. The program provides nutritious meals (lunch) to needy children 18 years of age and under. The program ensures that low-income children continue to receive nutritious meals during the summer months when school is not in session. Free meals that meet Federal nutrition guidelines are provided to all children at approved SFSP (Summer Food Service Program) sites in Albany areas with significant concentrations of low-income children. This program has 13 City Recreation sites and over 25 community sites throughout the Albany area serving 1200 to 1600 meals daily.

Major Object of Expenditure	ACUTAL 2009/2010	PROJECTED 2010/2011	AWARDED 2011/2012
PERSONAL SERVICES	5,778	17,418	22,986
OPERATING EXPENSE	135,702	155,325	46,260
CAPITAL OUTLAY	0	0	0
TOTAL	141,480	172,743	69,246
FULL TIME POSITION	0	0	0

C O P S*DESCRIPTION*

The Community Oriented Policing Services COPS office offers grants to help law enforcement agencies hire more community policing officers, to acquire new technologies and equipment, to hire civilians for administrative tasks and to promote innovative approaches to solving crime. The COPS office distributes funding through a wide range of programs, both as grants and as cooperative agreements. COPS funding helps law enforcement agencies across America meet an ever-increasing range of challenges with community policing.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	PROJECTED 2010/2011	AWARDED 2011/2012
PERSONAL SERVICES	156,538	407,043	848,000
OPERATING EXPENSE	0	0	0
CAPITAL OUTLAY	0	0	0
TOTAL	156,538	407,043	848,000
FULL TIME POSITION	0	9	9

Class Title

Police Cadet	0	9	9
TOTAL	0	9	9

EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT 2008*DESCRIPTION*

The Edward Byrne Memorial Justice Assistance Grant Program (JAG) allows states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. JAG replaces the Byrne Formula and Local Law Enforcement Block Grant (LLEBG) programs with a single funding mechanism that will simplify the administration process for grantees.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	16,134	22,925	2,206
CAPITAL OUTLAY	0	0	0
TOTAL	16,134	22,925	2,206
FULL TIME POSITION	0	0	0

EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT 2009*DESCRIPTION*

The Edward Byrne Memorial Justice Assistance Grant Program (JAG) allows states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. JAG replaces the Byrne Formula and Local Law Enforcement Block Grant (LLEBG) programs with a single funding mechanism that will simplify the administration process for grantees.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	25,962	23,459	30,000
CAPITAL OUTLAY	0	55,904	0
TOTAL	25,962	79,363	30,000
FULL TIME POSITION	0	0	0

EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT 2010*DESCRIPTION*

The Edward Byrne Memorial Justice Assistance Grant Program (JAG) allows states and local governments to support a broad range of activities to prevent and control crime and to improve the criminal justice system. JAG replaces the Byrne Formula and Local Law Enforcement Block Grant (LLEBG) programs with a single funding mechanism that will simplify the administration process for grantees.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	45,000
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	45,000
FULL TIME POSITION	0	0	0

AMERICORPS*DESCRIPTION*

The mission of the Albany Police Department AmeriCorps Cadet Program is designed to provide an exemplary level of service, ensuring a safe and a peaceful life to low income families. This program will help maintain the bridge already established by the Albany Police Department of true partnership with our fellow citizens to enhance the quality of life in the city. It will enhance public safety, reduce the fear of crime through police presence and increase civic responsibility at the neighborhood level.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	100,821	126,733	178,266
OPERATING EXPENSE	9,440	960	0
CAPITAL OUTLAY	0	0	0
TOTAL	110,260	127,693	178,266
FULL TIME POSITION	10	10	10

Class Title

Police Cadet	10	10	10
TOTAL	10	10	10

EOD BOMB DOG*DESCRIPTION*

Currently, GEMA has been given federal funding in order to establish a network of EOD bomb dogs for "on call" contact purposes involving various events (airshows, presidential visits, etc...). The idea of having availability of a bomb dog within one hour anywhere within the State is the goal. While a feasible network has already been established partially within the Atlanta & Savannah regions, funding has been given to the City of Albany for the development of the SWGA

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	75	1,000	1,000
OPERATING EXPENSE	11,597	33,400	15,438
CAPITAL OUTLAY	0	0	0
TOTAL	11,672	34,400	16,438
FULL TIME POSITION	0	0	0

TOTAL	0	0	0
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SAFE COMMUNITIES GOVERNOR'S OFFICE OF HIGHWAY SAFETY GRANT

DESCRIPTION

Albany Safe Communities is a traffic safety program, sponsored by the Governor's Office of Highway Safety, and administered through the Engineering Department/Traffic Division. Safe Communities is a program created to help communities address their own traffic safety concerns and programs.

Major Object of Expenditure	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	33,564	40,392	41,161
OPERATING EXPENSE	2,640	5,608	4,839
CAPITAL OUTLAY	0	0	0
TOTAL	36,204	46,000	46,000
FULL TIME POSITION	1	1	1

Class Title

Safe Communities Coordinator*	1	1	1
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* This position is sponsored and is not considered an authorized budgeted position. The position is administered in Engineering Department.

BULLET PROOF VEST*DESCRIPTION*

The Bulletproof Vest Partnership (BVP), created by the Bulletproof Vest Partnership Grant Act of 1998 is a unique U. S. Department of Justice initiative designed to provide bullet proof vests to state and local law enforcement. Jurisdictions have participated in the BVP Program, with

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	20,000	17,096
OPERATING EXPENSE	7,266	0	0
CAPITAL OUTLAY	0	0	0
TOTAL	7,266	20,000	17,096
FULL TIME POSITION	0	0	0
TOTAL	0	0	0

Performance Partnership Agreements

DESCRIPTION

Georgia Emergency Management Agency - Homeland Security (GEMA-HS) has awarded funds to provide required and necessary resources to local governments for comprehensive training and exercise programs for emergency and other critical situational personnel on a timely basis in response to major emergencies and disasters. The Agreement provides technical assistance concerning emergency management administrative operations, planning issues, restrictive and unnecessary administrative requirements.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	28,820
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	28,820
FULL TIME POSITION	0	0	0

ARRA WEATHERIZATION CD

DESCRIPTION

The Weatherization Assistance Program enables low-income families to permanently reduce their energy bills by making their homes more energy efficient. By reducing the energy bills of low-income families instead of offering aid, weatherization reduces dependency and liberates these funds for spending on more pressing family issues. In turn, low-income communities are able to work toward job growth and economic development.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	968,000
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	968,000
FULL TIME POSITION	0	0	0

ARRA - TRANSIT*DESCRIPTION*

This grant award will be utilized to construct a Multimodal Facility in the City of Albany. Once complete, the facility will provide a higher level of safety, bus ingress and egress and provide better service and mobility options for passengers. Additionally, the new Multimodal Facility will serve as the transit center for Albany transit to provide accommodations for taxis, shuttle and charter buses. There will be parking for Transit staff and passengers' vehicles. This grant will enable the City of Albany to receive 2 City Transit buses.

MAJOR OBJECT OF EXPENDITURE	ACTUAL 2009/2010	PROJECTED 2010/2011	AWARDED 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	0
CAPITAL OUTLAY	0	0	2,165,000
TOTAL	0	0	2,165,000
FULL TIME POSITION	0	0	0

GEMA Police (CIP)

DESCRIPTION

This grant provides funding to various agencies to build and enhance capabilities to prevent, protect against, respond to and recover from terrorist attacks, major disasters and other emergencies in accordance with the goals and objectives of the State Strategic Plan.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	338,918
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	338,918
FULL TIME POSITION	0	0	0

ARRA - EECBG - ENGINEERING

DESCRIPTION

The purpose of the EECBG Program is to assist entities in creating and implementing strategies to reduce fossil fuel emissions in a manner that is environmentally sustainable to the maximum extent practicable. As well as to maximize benefits for local and regional communities, to reduce the total energy use of the eligible entities and to improve energy efficiency in the building, transportation, and other appropriate sectors.

MAJOR OBJECT OF EXPENDITURE	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	68,665	0	0
OPERATING EXPENSE	194,465	169,908	730,000
CAPITAL OUTLAY	0	173,092	0
TOTAL	263,129	343,000	730,000
FULL TIME POSITION	0	0	0

GEMA Hazmat

DESCRIPTION

The primary goal of this grant is to obtain critically needed fire equipment and protective gear that will assist in the Hazardous Material training (Hazmat).

Major Object of Expenditure	Actual 2009/2010	Projected 2010/2011	Awarded 2011/2012
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	15,000
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	15,000
FULL TIME POSITION	0	0	0



CITY OF ALBANY

Utilities/WG&L Commission

**ANNUAL BUDGET
FY 2012**

WATER GAS & LIGHT COMMISSION
TOTAL SYSTEM
2011 - 2012 BUDGET
Approved by the Board of Commissioners May 26, 2011

DESCRIPTION	BUDGET 2010 - 2011	BUDGET 2011 - 2012	INCREASE (DECREASE)
Estimated Revenues	<u>\$107,921,652</u>	<u>\$116,197,135</u>	7.67%
Less Estimated Expenses			
Cost of Sales	72,533,600	81,561,762	12.45%
Operating & Maintenance Expenses	13,252,077	13,737,973	3.67%
G & A Expenses (Net)	9,274,130	8,836,082	-4.72%
Depreciation Departments	4,359,655	4,562,877	4.66%
Depreciation G & A	<u>1,396,586</u>	<u>1,432,990</u>	2.61%
Total Expenses	<u>100,816,048</u>	<u>110,131,683</u>	9.24%
NET INCOME	7,105,604	6,065,451	-14.64%
Transfer to City of Albany	8,231,745	8,817,971	7.12%
Transfer to other agencies	<u>44,217</u>	<u>44,217</u>	0.00%
Total transfers	<u>8,275,962</u>	<u>8,862,188</u>	7.08%
Net income after transfer	(1,170,358)	(2,796,736)	138.96%
Add back depreciation	<u>5,756,241</u>	<u>5,995,866</u>	4.16%
Cash available for capital expenditures	4,585,883	3,199,130	-30.24%
Subtract Vehicles & Equipment	1,145,321	1,493,350	30.39%
Subtract Vehicles & Equipment G & A	288,887	383,550	32.77%
Subtract Improvements	1,982,000	1,982,000	0.00%
Subtract Principal Payments - Bonds	925,000	1,185,000	28.11%
Subtract Principal Payments - Cap Leases	1,016,917	1,067,416	4.97%
Subtract Cleanup for Manufactured Gas Plant	100,000	100,000	0.00%
Add Draw Down Reserves	932,242	3,072,186	229.55%
H.O.P.E. program (Helping Others Pay Essentials)	60,000	60,000	0.00%
Funds available to transfer to reserves	<u>\$0</u>	<u>\$0</u>	0.00%

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**WATER GAS & LIGHT COMMISSION
DISTRIBUTION OF TRANSFERS TO OTHER AGENCIES
2011 - 2012 BUDGET**

Transfer to City of Albany	<u>2010 - 2011</u>	<u>2011 - 2012</u>
City of Albany General Fund	\$5,895,828	\$6,444,045
City of Albany Street and Traffic Lights	1,055,000	1,055,000
City of Albany Christmas Decorations	5,000	5,000
City of Albany Eternal Flame	<u>5,000</u>	<u>5,000</u>
Total based on metered revenue	6,960,828	7,509,045
City of Albany - Addition to transfer by agreement	750,000	750,000
City of Albany Capital Improvement Fund	320,917	320,917
City of Albany Sewer and Garbage Billing	<u>200,000</u>	<u>200,000</u>
Total other transfers to City of Albany	<u>1,270,917</u>	<u>1,270,917</u>
Total contributions to the City of Albany	8,231,745	8,779,962
Transfers to Others		
Dougherty County Street and Traffic Lights	22,117	22,117
Payroll Development Authority	<u>22,100</u>	<u>22,100</u>
Total to Other agencies	<u>44,217</u>	<u>44,217</u>
TOTAL TRANSFER TO OTHER AGENCIES	<u><u>\$8,275,962</u></u>	<u><u>\$8,824,179</u></u>

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WATER GAS & LIGHT COMMISSION
DISTRIBUTION OF TRANSFERS TO OTHER AGENCIES
2011 - 2012 BUDGET

Based on Actual Revenues Calendar Year 2010	Metered Revenue					Grand Totals
	Gas Transported For Others	Water	Gas	Adjustment For Gas PGA	Light	
Totals	\$884,774	\$9,602,288	\$11,934,531	(\$3,203,847)	\$84,583,078	\$103,800,825
				Transfer on first \$80 million		\$80,000,000
				Transfer % for amounts up to \$80 million		7.5%
				Transfer on first \$80 million		\$6,000,000
				Amounts greater than \$80 million, less than \$100 million		\$20,000,000
				Transfer % for amounts greater than \$80 million, less than \$100 million		6.5%
				Transfer on amounts greater than \$80 million, less than \$100 million		\$1,300,000
				Amounts greater than \$100 million		\$3,800,825
				Transfer % for amounts greater than \$100 million		5.5%
				Transfer on amounts greater than \$100 million		\$209,045
				Total transfer based on percentage		\$7,509,045
				Other City Transfers		1,270,917
				Total Transfers to City		8,779,962
				Other Transfers		44,217
				Total Transfers		\$8,824,179

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**WATER GAS & LIGHT COMMISSION
WATER DEPARTMENT
2011 - 2012 BUDGET**

DESCRIPTION	BUDGET 2010 - 2011	BUDGET 2011 - 2012	INCREASE (DECREASE)
Estimated Revenues	<u>\$10,265,461</u>	<u>\$10,345,111</u>	0.78%
Less Estimated Expenses			
Cost of Sales	654,530	669,888	2.35%
Operating & Maintenance Expenses	5,069,025	5,055,881	-0.26%
G & A Expenses (Net)	2,318,532	2,209,021	-4.72%
Depreciation Water Department	2,217,432	2,244,922	1.24%
Depreciation G & A	<u>349,147</u>	<u>358,247</u>	2.61%
Total Expenses	<u>10,608,666</u>	<u>10,537,958</u>	-0.67%
NET INCOME	(343,205)	(192,848)	43.81%
Transfer to City of Albany	769,050	816,733	6.20%
Transfer to other agencies	<u>4,167</u>	<u>4,126</u>	-0.99%
Total transfers	<u>773,217</u>	<u>820,859</u>	6.16%
Net income after transfer	(1,116,422)	(1,013,707)	9.20%
Add back depreciation	<u>2,566,579</u>	<u>2,603,169</u>	1.43%
Cash available for capital expenditures	1,450,157	1,589,462	9.61%
Subtract Vehicles & Equipment	577,000	445,000	-22.88%
Subtract Vehicles & Equipment G & A	72,222	95,888	32.77%
Subtract Improvements	350,000	350,000	0.00%
Principal Payments	1,179,229	1,451,854	23.12%
Add Draw Down Reserves	<u>0</u>	<u>0</u>	0.00%
Funds available to transfer to reserves	<u><u>(\$728,294)</u></u>	<u><u>(\$753,279)</u></u>	-3.43%

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**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

WATER DEPARTMENT INCOME	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Residential Sales	\$6,171,412	\$6,801,832	\$5,176,814	\$6,902,418	\$7,507,130	108.76%
Commercial Sales	2,235,132	2,414,548	1,845,664	2,460,886	2,676,481	108.76%
Miscellaneous Sales	5,890	664,399	230,373	307,164	6,000	1.95%
Miscellaneous Income	50	797	1,265	1,687	1,687	100.00%
Tapping Fees	233,001	242,070	111,010	148,013	148,013	100.00%
Rental Income	6,000	5,500	4,500	6,000	5,800	96.67%
Total Water Income	<u>\$8,651,486</u>	<u>\$10,129,146</u>	<u>\$7,369,626</u>	<u>\$9,826,168</u>	<u>\$10,345,111</u>	<u>105.28%</u>

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WATER, GAS & LIGHT COMMISSION

WATER DEPARTMENT

Calculation of Revenues and Cost of Sales

2011 - 2012 BUDGET

	BUDGET MGAL	AVG SALES PRICE	\$ BUDGET	AVG COST TO PUMP	TOTAL COGS	PUMPING ELECTRIC	CHEMICALS	PUMPING GAS
July-10	436,000	2.20	\$959,200	\$0.14575	\$63,549	\$56,343	\$7,175	\$31
August-10	447,000	2.20	983,400	0.14575	65,152	57,765	7,356	31
September-10	404,000	2.20	888,800	0.14575	58,885	52,208	6,648	28
October-10	396,000	2.20	871,200	0.14575	57,719	51,174	6,517	28
November-10	374,000	2.20	822,800	0.14575	54,512	48,331	6,155	26
December-10	339,000	2.20	745,800	0.14575	49,411	43,808	5,579	24
January-11	339,000	2.20	745,800	0.14575	49,411	43,808	5,579	24
February-11	297,000	2.20	653,400	0.14575	43,289	38,381	4,888	21
March-11	301,000	2.20	662,200	0.14575	43,872	38,898	4,953	21
April-11	356,000	2.20	783,200	0.14575	51,889	46,005	5,859	25
May-11	422,000	2.20	928,400	0.14575	61,508	54,534	6,945	30
June-11	485,000	2.20	1,067,000	0.14575	70,691	62,675	7,981	34
TOTALS	4,596,000		\$10,111,200		\$669,888	\$593,930	\$75,634	\$324

Projected Sales Volume 4,596,000
 Average Cost to Pump 0.14575

Cost of Water Sold

MGAL sold for last 9 months 3,317,056
 Cost of Sales for last 9 months 483,476

Average Cost to Pump 0.14575

Prior five year history at a glance....

F.Y.E.	mgal	REVENUE	Per 1000 gal
2011 budget	4,596,000	\$10,111,200	\$2.20
Last 9 mos.	3,427,362	7,076,786	\$2.06
Last 12 mos.	4,532,161	9,338,072	\$2.06
2010	4,557,032	9,379,179	\$2.06
2009	4,599,188	8,489,689	\$1.85
2008	5,119,801	8,630,040	\$1.69
2007	5,130,268	8,796,808	\$1.71
2006	5,265,907	8,150,104	\$1.55
5 Yr. Average	4,934,439	\$8,689,164	

WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

WATER DEPARTMENT COST OF SALES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Pumping Electric	\$525,591	\$502,727	\$428,240	\$570,987	\$593,930	104.02%
Natural Gas	332	333	274	365	324	88.62%
Chemicals	90,587	97,559	54,962	73,283	75,634	103.21%
TOTAL COST OF SALES	\$616,509	\$600,619	\$483,476	\$644,635	\$669,888	103.92%

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WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

WATER DEPARTMENT OPERATING EXPENSES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	\$1,105,554	\$1,677,172	\$1,365,690	\$1,820,919	\$1,857,338	102.00%
<u>Other Expenses</u>						
Small Hand Tools	\$15,087	\$16,226	\$13,852	\$18,469	\$18,654	101.00%
Uniform Rental and Expense	22,537	15,568	12,924	17,232	17,404	101.00%
Street Repair - Maintenance	21,909	19,757	28,486	37,982	38,362	101.00%
Motor Vehicle Repairs	60,703	79,263	29,597	39,463	39,858	101.00%
Motor Vehicle Expenses - Fuel	89,647	85,815	66,058	88,078	88,958	101.00%
Motorized Equipment Repairs	19,955	70,618	35,913	47,884	48,362	101.00%
Motorized Equipment Expenses	15,785	14,891	16,296	21,728	21,946	101.00%
Lab Test	85,895	66,009	55,144	73,525	74,261	101.00%
Wells	69,941	72,668	73,048	97,397	98,371	101.00%
Equipment	30,237	48,209	17,053	22,738	22,965	101.00%
Mains	9,250	14,402	25,846	34,461	34,806	101.00%
Service Lines	96,388	90,417	49,099	65,466	66,121	101.00%
Employee Group Insurance	382,932	391,519	324,285	432,380	445,351	103.00%
Company Pension Plan Expense	156,283	204,129	151,766	202,355	206,402	102.00%
Payroll Tax Expense	124,808	161,465	119,579	159,439	162,627	102.00%
Office Supplies and Expense	11,786	11,455	895	1,193	1,205	101.00%
Seminars and Continuing Education	5,843	313	3,989	5,318	5,371	101.00%
Professional Services Other	9,535	1,355	15,383	20,511	20,716	101.00%
US Geological Survey	136,000	141,395	93,420	62,500	63,125	101.00%
Interest Expense Bonds	1,058,064	1,109,913	531,446	649,546	483,727	100.00%
Water Bond Issue Expense	65,762	65,762	27,095	36,126	36,488	101.00%
Utilities	177,938	190,763	124,830	166,440	168,104	101.00%
Communications	8,063	6,766	5,626	7,502	7,577	101.00%
Building Repairs and Maintenance	4,526	13,184	11,320	15,093	15,244	101.00%
Miscellaneous Expense	85,373	5,536	2,702	3,603	3,639	101.00%
Other Supplies	8,936	1,958	6,996	9,328	9,422	101.00%
Dues and Subscriptions	18,766	1,555	2,348	3,131	3,162	101.00%
Lab Expenses	143,320	191,337	152,409	203,212	205,245	101.00%
Total Other Expenses	\$2,921,526	\$3,089,471	\$1,997,506	\$2,542,233	\$2,407,472	94.70%
Total Operating Expenses less Depreciation	4,027,080	4,766,643	3,363,196	4,363,152	4,264,810	97.75%
Depreciation Expense	2,150,109	2,170,855	1,634,652	2,179,536	2,244,922	103.00%
TOTAL OPERATING EXPENSE	\$6,177,188	\$6,937,498	\$4,997,847	\$6,542,688	\$6,509,731	99.50%

**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

WATER DEPARTMENT MAINTENANCE EXPENSES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	<u>\$696,921</u>	<u>\$648,727</u>	<u>\$394,507</u>	<u>\$526,009</u>	<u>\$489,591</u>	<u>93.08%</u>
<u>Materials and other maintenance</u>						
Meters	\$2,145	\$25,345	\$10,396	\$13,861	\$14,000	101.00%
Street Repair	59,182	41,153	24,879	33,172	33,504	101.00%
Maint of Structures - Materials & Equipment	51,689	45,883	11,868	15,824	15,982	101.00%
Miscellaneous Maint - Materials	41	1,223	96,855	129,140	130,431	101.00%
Service Lines	42,991	46,791	50,808	67,743	68,421	101.00%
Valves	97,774	50,092	17,416	23,222	23,454	101.00%
Building Repair and Maintenance	358	25	11,633	15,511	15,666	101.00%
Miscellaneous	226,466	135,612	17	23	23	101.00%
Total	<u>\$480,645</u>	<u>\$346,124</u>	<u>\$223,872</u>	<u>\$298,495</u>	<u>\$301,480</u>	<u>101.00%</u>
TOTAL MAINTENANCE EXPENSE	<u>\$1,177,566</u>	<u>\$994,851</u>	<u>\$618,379</u>	<u>\$824,505</u>	<u>\$791,071</u>	<u>95.95%</u>
<u>Salaries and Wages - Water Department</u>						
Operating Expense Salaries & Wages	\$1,105,554	\$1,677,172	\$1,365,690	\$1,820,919	\$1,857,338	102.00%
Maintenance Expense Salaries & Wages	696,921	648,727	394,507	526,009	489,591	93.08%
Improvement Salaries & Wages	289,661	289,661	18,404	50,000	50,000	100.00%
Total Salaries and Wages	<u>\$2,092,136</u>	<u>\$2,615,561</u>	<u>\$1,778,601</u>	<u>\$2,396,929</u>	<u>\$2,396,929</u>	<u>100.00%</u>

WATER GAS & LIGHT COMMISSION
WATER DEPARTMENT
Vehicles, Equipment, Buildings & Other 2011 - 2012

Vehicles

Replace boom truck #228, 1991 International 6500

\$130,000

Total Vehicle

\$130,000

Buildings/Other

Purchase: minimum one acre lot measuring 210 x 210 and install million gallon elevated water storage tank in North West Albany
 Proceeds for purchase will come from a board approved debt financing agreement

\$2,600,000
 (2,600,000)

Purchase 2 Valve Insertion machines

120,000

Well house up-grades to meet Georgia EPD minimum standards

75,000

Ground Penetrating Radar

20,000

Purchase 2, 250 KW Well House Water Distribution Generators

100,000

Total Buildings & Other

\$315,000

Grand Total Vehicle, Equipment, Buildings & Other

\$445,000

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Improvements 2010 - 2011

Other Items:

Rehabilitate Wells

Labor

\$25,000

Material

\$150,000

Total

\$175,000

New Services

\$25,000

\$150,000

\$175,000

Total Other

\$350,000

**WATER GAS & LIGHT COMMISSION
GAS DEPARTMENT
2011 - 2012 BUDGET**

DESCRIPTION	BUDGET 2010 - 2011	BUDGET 2011 - 2012	INCREASE (DECREASE)
Estimated Revenues	<u>\$12,729,246</u>	<u>\$13,737,044</u>	7.92%
Less Estimated Expenses			
Cost of Sales	7,982,797	8,149,735	2.09%
Operating & Maintenance Expenses	1,522,160	1,557,761	2.34%
G & A Expenses (Net)	1,854,826	1,767,216	-4.72%
Depreciation Gas Department	209,165	210,775	0.77%
Depreciation G & A	<u>279,317</u>	<u>286,598</u>	2.61%
Total Expenses	<u>11,848,265</u>	<u>11,972,085</u>	1.05%
NET INCOME	880,981	1,764,959	100.34%
Transfer to City of Albany	663,514	806,928	21.61%
Transfer to other agencies	<u>3,210</u>	<u>3,751</u>	16.86%
Total transfers	<u>666,724</u>	<u>810,679</u>	21.59%
Net income after transfer	214,257	954,280	345.39%
Add back depreciation	<u>488,482</u>	<u>497,373</u>	1.82%
Cash available for capital expenditures	702,739	1,451,653	106.57%
Subtract Vehicles & Equipment	89,000	159,700	79.44%
Subtract Vehicles & Equipment G & A	57,777	76,710	32.77%
Subtract Improvements	105,000	105,000	0.00%
Principal Payments	203,383	213,483	4.97%
Add Propane Gas Sales	0	0	0.00%
Add Draw Down Reserves	<u>0</u>	<u>0</u>	0.00%
Funds available to transfer to reserves	<u>\$247,579</u>	<u>\$896,760</u>	262.21%

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**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

GAS DEPARTMENT INCOME	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Residential Sales	\$3,733,216.16	\$5,559,631.00	4,225,372	4,601,680	\$4,062,883	88.29%
Commercial Sales	2,968,871	2,853,115	1,684,684	2,251,216	3,253,904	144.54%
Large Industrial Sales	-	-	348,201	566,972	375,367	66.21%
Power Purchase Adjustment	5,075,649	3,304,110	2,914,892	4,323,774	4,055,571	93.80%
BTU Adjustment	171,365	172,297	113,619	113,619	0	0.00%
Miscellaneous Sales	555,788	80,842	71,674	95,565	400,000 *	418.56%
Miscellaneous Income	31,161	25,591	480,596	640,794	640,794	100.00%
Gas transported for others (Transport Fees)	994,293	916,617	658,793	878,390	878,390	100.00%
Tapping Fees	110,126	45,814	52,601	70,135	70,135	100.00%
Gain (Loss) - Sale of Fixed Assets	7,950	2,936	310	413	0	0.00%
TOTAL INCOME	<u>\$13,648,420</u>	<u>\$12,960,953</u>	<u>10,550,742</u>	<u>\$13,542,559</u>	<u>\$13,737,044</u>	<u>101.44%</u>

WGL propane gas tank disposal sale *

WATER, GAS & LIGHT COMMISSION
GAS DEPARTMENT
Calculation of Budgeted Revenues
2011 - 2012 BUDGET

	RESIDENTIAL			COMMERCIAL			INDUSTRIAL			PGA			TOTAL			Total Cost of Sales	Gross Profit
	Volume	Unit Price	Monthly Revenue	Volume	Unit Price	Monthly Revenue	Volume	Unit Price	Monthly Revenue	Volume	Unit Price	Monthly Revenue	Volume	Unit Price	Monthly Revenue		
July-10	6,436	\$15.203	\$97,852	23,954	\$7.054	\$168,973	3,648	\$5.348	\$19,512	34,038	\$3.594	\$122,325	34,038	\$12.006	\$408,662	\$354,221	\$54,441
August-10	6,697	14.717	98,566	23,745	7.071	167,908	3,713	5.440	20,196	34,155	3.635	124,146	34,155	12.028	410,815	356,251	54,564
September-10	6,676	14.375	95,969	25,056	7.030	176,154	4,392	5.434	23,870	36,124	3.655	132,046	36,124	11.849	428,039	367,006	61,033
October-10	14,995	11.840	177,544	28,863	6.979	201,433	7,907	5.769	45,614	51,765	3.698	191,341	51,765	11.899	615,932	518,861	97,071
November-10	46,834	8.292	388,368	42,563	6.896	293,512	8,809	5.770	50,821	98,206	3.630	376,102	98,206	11.291	1,108,803	770,871	337,933
December-10	88,801	7.648	679,135	58,170	6.862	399,141	6,795	5.425	36,864	153,766	4.035	620,437	153,766	11.287	1,735,576	1,098,359	639,217
January-11	110,036	7.548	830,510	67,924	6.822	463,346	7,017	5.433	38,122	184,976	4.158	769,143	184,976	11.359	2,101,120	1,290,995	810,125
February-11	97,496	7.586	739,645	63,522	6.889	437,586	5,808	5.489	31,878	166,826	4.127	688,537	166,826	11.375	1,897,646	1,183,855	713,792
March-11	60,783	7.868	478,224	47,920	6.909	331,070	4,832	5.484	26,497	113,534	4.045	459,268	113,534	11.407	1,295,060	876,899	418,160
April-11	26,262	9.629	252,888	35,111	6.890	241,926	4,638	5.533	25,662	66,011	3.871	255,515	66,011	11.755	775,992	533,890	242,102
May-11	10,645	11.844	126,069	27,952	6.907	193,055	4,985	5.836	29,090	43,582	3.871	168,695	43,582	11.861	516,909	414,663	102,246
June-11	7,157	13.708	98,112	25,958	6.927	179,801	4,822	5.649	27,240	37,938	3.902	148,016	37,938	11.945	453,169	385,864	67,305
Budget	482,819	\$8.41	\$4,062,883	470,737	\$6.91	\$3,253,904	67,365	\$5.57	\$375,367	1,020,921	\$3.97	\$4,055,571	1,020,921	\$11.61	\$11,747,724	\$8,149,735	\$3,597,989
Apr - March	491,430	\$8.42	\$4,139,515	475,225	\$7.01	\$3,331,028	54,966	\$5.83	\$320,229	1,021,621	\$3.24	\$3,312,099	1,021,621	\$10.87	\$11,102,871	\$7,837,760	\$3,265,111

WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

GAS DEPARTMENT COST OF SALES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Natural Gas	\$8,850,598	\$7,444,828	\$5,897,551	\$7,231,968	\$7,813,735	108.04%
CSS Storage Charges	<u>214,275</u>	<u>323,516</u>	<u>245,367</u>	<u>327,157</u>	<u>336,000</u>	<u>102.70%</u>
TOTAL COST OF SALES	<u>\$9,064,873</u>	<u>\$7,768,344</u>	<u>\$6,142,918</u>	<u>\$7,559,124</u>	<u>\$8,149,735</u>	<u>107.81%</u>

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WATER, GAS & LIGHT COMMISSION
GAS DEPARTMENT
Calculation of Cost of Sales
2011 - 2012 BUDGET

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	Sales Volume MCF	Purchases Gas loss 3% mmbtu	Futures Cost	Commodity Cost	Fee	Total Commodity Cost	SNG Transportation & Storage	Total Cost of Sales
July-10	34,038	35,971	4.76	\$171,221	\$3,000	\$174,221	\$180,000	\$354,221
August-10	34,155	36,094	4.80	173,251	3,000	176,251	180,000	356,251
September-10	36,124	38,176	4.82	184,006	3,000	187,006	180,000	367,006
October-10	51,765	54,704	4.86	265,861	3,000	268,861	250,000	518,861
November-10	98,206	103,782	4.99	517,871	3,000	520,871	250,000	770,871
December-10	153,766	162,497	5.19	843,359	3,000	846,359	250,000	1,096,359
January-11	184,976	195,479	5.31	1,037,995	3,000	1,040,995	250,000	1,290,995
February-11	166,826	176,298	5.28	930,855	3,000	933,855	250,000	1,183,855
March-11	113,534	119,981	5.20	623,899	3,000	626,899	250,000	876,899
April-11	66,011	69,759	5.03	350,890	3,000	353,890	180,000	533,890
May-11	43,582	46,056	5.03	231,663	3,000	234,663	180,000	414,663
June-11	37,938	40,092	5.06	202,864	3,000	205,864	180,000	385,864
	<u>1,020,921</u>	<u>1,078,888</u>		<u>\$5,533,735</u>	<u>\$36,000</u>	<u>\$5,569,735</u>	<u>\$2,580,000</u>	<u>\$8,149,735</u>
						Gas cost and transportation		\$7,813,735
						Storage		<u>336,000</u>
						Total Cost of Sales		<u>\$8,149,735</u>

WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

GAS DEPARTMENT OPERATING EXPENSES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	\$501,866	\$535,087	\$421,538	\$562,051	\$573,292	102.00%
<u>Other Expenses</u>						
Small Hand Tools	\$4,448	\$9,462	\$7,788	\$10,384	\$10,488	101.00%
Uniform Rental and Expense	7,056	7,128	5,956	7,941	8,020	101.00%
Motor Vehicle Expenses	20,966	17,000	12,653	16,871	17,040	101.00%
Motor Vehicle - Fuel	134,208	43,655	36,639	48,852	49,340	101.00%
Motorized Equipment Repairs	1,406	5,425	11,743	15,658	15,814	101.00%
Motorized Equipment Expenses	18,469	5,213	6,098	8,131	8,213	101.00%
Meter Expenses	23,246	29,120	12,931	17,241	17,414	101.00%
Operation Supplies	5,174	4,586	3,925	5,233	5,286	101.00%
Equipment	20,892	7,553	8,417	11,222	11,335	101.00%
Service Lines	1,946	7,878	2,028	2,704	2,731	101.00%
Employee Group Insurance	140,863	64,495	85,129	113,505	116,910	103.00%
Company Pension Plan Expense	85,990	47,913	58,766	78,355	79,922	102.00%
Payroll Tax Expense	76,523	79,205	53,269	71,025	72,446	102.00%
Office Supplies and Expense	4,108	37,980	4,347	5,796	5,854	101.00%
Seminars and Continuing Education	460	148	219	292	295	101.00%
Legal Fees	3,830	110	4,950	6,600	6,666	101.00%
Professional Services Other	8,487	10,257	6,870	9,160	9,252	101.00%
Utilities	11,075	5,855	10,371	13,828	13,966	101.00%
Communications	2,974	0	2,763	3,684	3,720	101.00%
Building Repairs and Maintenance	2,381	40,797	33,495	44,660	45,107	101.00%
Miscellaneous	2,551	3,371	8,025	10,701	10,808	101.00%
Dues and Subscriptions	541	5,242	250	333	337	101.00%
Total Other Expenses	\$578,111	\$474,483	\$376,633	\$502,178	\$510,963	101.75%
Total Operating Expenses less Depreciation	1,079,978	1,009,570	798,171	1,064,228	1,084,255	101.88%
Depreciation Expense	203,494	203,580	153,477	204,636	210,775	103.00%
TOTAL OPERATING EXPENSE	\$1,283,471	\$1,213,149	\$951,648	\$1,268,864	\$1,295,030	102.06%

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**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

GAS DEPARTMENT MAINTENANCE EXPENSES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	<u>\$501,734</u>	<u>\$543,166</u>	<u>\$345,434</u>	<u>\$460,579</u>	<u>\$449,338</u>	<u>97.56%</u>
<u>Materials and other maintenance</u>						
Meter Expenses	\$23,892	\$542	\$267	\$356	\$360	101.00%
Tools and Implements	26,313	100	102	136	138	101.00%
Service Lines	0	34,299	17,577	23,436	23,670	101.00%
Total	<u>\$55,781</u>	<u>\$42,296</u>	<u>\$17,946</u>	<u>\$23,929</u>	<u>\$24,168</u>	<u>101.00%</u>
TOTAL MAINTENANCE EXPENSE	<u>\$557,515</u>	<u>\$585,462</u>	<u>\$363,381</u>	<u>\$484,507</u>	<u>\$473,506</u>	<u>97.73%</u>
<u>Salaries and Wages - Gas Department</u>						
Operating Expense Salaries & Wages	\$501,866	\$535,087	\$421,538	\$562,051	\$573,292	102.00%
Maintenance Expense Salaries & Wages	501,734	543,166	345,434	460,579	449,338	97.56%
Improvement Salaries & Wages	70,149	61,628	49,899	80,000	80,000	100.00%
Total Salaries and Wages	<u>\$1,073,750</u>	<u>\$1,139,881</u>	<u>\$816,871</u>	<u>\$1,102,630</u>	<u>\$1,102,630</u>	<u>100.00%</u>

WATER GAS & LIGHT COMMISSION
GAS DEPARTMENT
Vehicles, Equipment, Buildings & Other 2011 - 2012

Vehicles

Replace Truck 168	\$19,000	
New 1/2 Ton P/U For Cathodic Protection Supervisor	19,000	
New 5 Yd. Dump Truck For Construction Crews	45,000	
Total Vehicle		<u>\$83,000</u>

Buildings/Other

Replace Welding Machine On Truck 158	\$12,000	
Replace 2 Whacker Packer Tamps	4,000	
1- Lap Top Computer For Field Work	700	
Town Border , Regulator Station	50,000	
Cathodic Protection	10,000	
Total Buildings & Other		<u>\$76,700</u>
Grand Total Vehicle, Equipment, Buildings & Other		<u><u>\$159,700</u></u>

Improvements 2010 - 2011

New Services:	<u>Labor</u>	<u>Material</u>	<u>Total</u>
Total Improvements	<u><u>\$80,000</u></u>	<u><u>\$25,000</u></u>	<u><u>\$105,000</u></u>

**WATER GAS & LIGHT COMMISSION
LIGHT DEPARTMENT
2011 - 2012 BUDGET**

DESCRIPTION	BUDGET 2010 - 2011	BUDGET 2011 - 2012	INCREASE (DECREASE)
Estimated Revenues	<u>\$83,381,967</u>	<u>\$90,256,131</u>	8.24%
Less Estimated Expenses			
Cost of Sales	63,520,143	72,380,016	13.95%
Operating & Maintenance Expenses	5,557,685	5,925,476	6.62%
G & A Expenses (Net)	5,100,771	4,859,845	-4.72%
Depreciation Light Department	1,544,015	1,615,560	4.63%
Depreciation G & A	<u>768,123</u>	<u>788,144</u>	2.61%
Total Expenses	<u>76,490,737</u>	<u>85,569,041</u>	11.87%
NET INCOME	6,891,230	4,687,090	-31.98%
Transfer to City of Albany	6,799,180	7,194,310	5.81%
Transfer to other agencies	<u>36,840</u>	<u>36,340</u>	-1.36%
Total transfers	<u>6,836,020</u>	<u>7,230,650</u>	5.77%
Net income after transfer	55,210	(2,543,560)	-4707.06%
Add back depreciation	<u>2,312,138</u>	<u>2,403,704</u>	3.96%
Cash available for capital expenditures	2,367,348	(139,856)	-105.91%
Subtract Vehicles & Equipment	285,000	675,000	136.84%
Subtract Vehicles & Equipment G & A	158,888	210,953	32.77%
Subtract Improvements	1,200,000	1,200,000	0.00%
Principal Payments	559,304	587,079	4.97%
Add Draw Down Reserves	<u>0</u>	<u>0</u>	0.00%
Funds available to transfer to reserves	<u>\$164,156</u>	<u>(\$2,812,887)</u>	-1813.54%

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**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

LIGHT DEPARTMENT INCOME	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Sales - Light Department	\$65,503,060	\$67,121,379	\$52,289,356	\$69,719,141	\$66,444,660	95.30%
Power Purchase Adjustment	7,294,963	10,206,454	9,464,978	12,619,970	18,683,009	148.04%
Demand Component	4,329,268	4,275,414	3,271,043	4,361,390	4,509,096	103.39%
Miscellaneous Sales	537,153	833,486	689,090	568,787	568,787	100.00%
Temporary Service Fees	5,690	11,375	2,450	3,267	3,267	100.00%
Security Lights - Installation	39,706	9,785	5,641	7,521	47,313	629.05%
TOTAL INCOME	\$77,709,841	\$82,457,894	\$65,722,557	\$87,280,076	\$90,256,131	103.41%

Prior five year history at a glance....

F.Y.E.	kWh	REVENUE
2011 budget	1,043,743,523	\$89,636,765
Last 12 mos.	1,063,372,591	85,761,612
2010	1,044,226,914	81,603,249
2009	1,016,280,180	75,751,507
2008	1,024,713,966	73,783,431
2007	1,019,851,265	71,399,816
2006	1,010,435,249	70,166,050
5 Yr. Average	1,023,101,515	\$74,540,811

WATER, GAS & LIGHT COMMISSION

LIGHT DEPARTMENT

Power Sales

2011 - 2012 BUDGET

	Residential kWh	General kWh	Large Industrials kWh	Water Plant kWh	Propane Plant kWh	Traffic Signals kWh	Street Lights kWh	Security Lights kWh	Unmetered kWh	Sub Total kWh
July-10	46,384,317	42,073,636	15,600,151	734,056	3,583	112,400	930,000	516,000	104,000	106,458,142
August-10	46,482,179	41,581,319	17,112,873	658,726	3,583	112,400	930,000	516,000	104,000	107,501,080
September-10	39,111,636	37,222,299	13,976,139	560,962	3,583	112,400	930,000	516,000	104,000	92,537,018
October-10	30,749,176	32,126,278	14,426,436	554,187	3,583	112,400	930,000	516,000	104,000	79,522,060
November-10	25,823,575	30,780,593	15,024,853	505,121	3,583	112,400	930,000	516,000	104,000	73,800,125
December-10	34,560,815	32,848,712	13,628,746	534,066	3,583	112,400	930,000	516,000	104,000	83,238,322
January-11	40,172,060	31,688,898	13,919,842	548,743	3,583	112,400	930,000	516,000	104,000	87,995,526
February-11	34,351,953	27,634,800	12,021,857	419,511	3,583	112,400	930,000	516,000	104,000	76,094,104
March-11	32,414,232	27,149,525	12,220,070	447,698	3,583	112,400	930,000	516,000	104,000	73,897,508
April-11	27,694,000	29,755,501	14,315,212	581,597	3,583	112,400	930,000	516,000	104,000	74,012,293
May-11	31,259,433	38,586,744	15,693,070	700,590	3,583	112,400	930,000	516,000	104,000	87,905,820
June-11	40,330,848	41,029,208	16,949,398	806,087	3,583	112,400	930,000	516,000	104,000	100,781,524
Total kWh	<u>429,334,224</u>	<u>412,477,513</u>	<u>174,888,646</u>	<u>7,051,345</u>	<u>42,996</u>	<u>1,348,800</u>	<u>11,160,000</u>	<u>6,192,000</u>	<u>1,248,000</u>	<u>1,043,743,523</u>
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	Residential Revenue	General Revenue	Large Industrials	Water Plant Revenue	Propane Plant Revenue	Traffic Signals Revenue	Street Lights Revenue	Security Lights Revenue	Unmetered Revenue	Total Revenue
July-10	\$4,661,888	\$3,493,657	\$845,084	\$58,963	\$410	\$84,502	\$115,520	\$71,626	\$1,092	\$9,332,741
August-10	4,667,567	3,397,476	938,748	52,912	410	84,502	115,520	71,626	1,092	9,329,853
September-10	3,925,308	3,017,660	766,587	45,059	410	84,502	115,520	71,626	1,092	8,027,764
October-10	2,988,979	2,723,422	808,177	44,515	410	84,502	115,520	71,626	1,092	6,838,242
November-10	2,308,294	2,694,135	835,457	40,574	410	84,502	115,520	71,626	1,092	6,151,610
December-10	3,015,096	3,086,889	765,731	42,899	410	84,502	115,520	71,626	1,092	7,183,764
January-11	3,448,733	2,807,422	746,543	44,078	410	84,502	115,520	71,626	1,092	7,319,927
February-11	2,931,400	2,439,185	680,688	33,697	410	84,502	115,520	71,626	1,092	6,358,121
March-11	2,824,461	2,520,034	718,288	35,961	410	84,502	115,520	71,626	1,092	6,371,894
April-11	2,487,405	2,707,716	804,275	46,717	410	84,502	115,520	71,626	1,092	6,319,263
May-11	3,126,393	3,222,721	913,374	56,275	410	84,502	115,520	71,626	1,092	7,591,913
June-11	4,041,421	3,473,194	959,160	64,749	410	84,502	115,520	71,626	1,092	8,811,674
Total Revenue	<u>\$40,426,944</u>	<u>\$35,583,511</u>	<u>\$9,782,111</u>	<u>\$566,399</u>	<u>\$4,916</u>	<u>\$1,014,028</u>	<u>\$1,386,239</u>	<u>\$859,512</u>	<u>\$13,104</u>	<u>\$89,636,765</u>

WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

LIGHT DEPARTMENT COST OF SALES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Cost of Sale - MEAG	55,099,621	57,003,930	45,886,629	61,182,173	66,330,836	108.42%
Cost of Sale - SEPA	6,479,920	5,686,147	4,795,250	6,393,667	7,189,939	112.45%
MEAG -Yr end stlmnt & TEA sale marg	<u>(3,011,532)</u>	<u>(3,557,181)</u>	<u>(750,152)</u>	<u>(2,300,203)</u>	<u>(1,140,759)</u>	<u>49.59%</u>
TOTAL COST OF SALES	<u>\$58,568,009</u>	<u>\$59,132,896</u>	<u>\$49,931,727</u>	<u>\$65,275,637</u>	<u>\$72,380,016</u>	<u>110.88%</u>

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**WATER, GAS & LIGHT COMMISSION
LIGHT DEPARTMENT
Power Cost of Sales
2011 - 2012 BUDGET**

	Total Electric Revenue	Total Power Costs	Electric Gross Profit	MEAG Budget	SEPA	Total Power Costs
July-10	\$9,332,741	\$6,771,413	\$2,561,328	\$6,199,050	\$572,363	\$6,771,413
August-10	9,329,853	6,547,469	2,782,384	5,975,107	572,362	6,547,469
September-10	8,027,764	6,159,562	1,868,202	5,621,012	538,550	6,159,562
October-10	6,838,242	5,937,492	900,750	5,393,997	543,495	5,937,492
November-10	6,151,610	5,280,565	871,045	4,695,466	585,099	5,280,565
December-10	7,183,764	6,286,134	897,630	5,684,937	601,197	6,286,134
January-11	7,319,927	5,586,596	1,733,331	4,947,080	639,516	5,586,596
February-11	6,358,121	5,732,438	625,683	5,099,775	632,663	5,732,438
March-11	6,371,894	5,466,271	905,623	4,788,288	677,983	5,466,271
April-11	6,319,263	5,446,839	872,424	4,796,784	650,055	5,446,839
May-11	7,591,913	6,239,213	1,352,700	5,638,165	601,048	6,239,213
June-11	8,811,674	6,926,024	1,885,650	6,350,416	575,608	6,926,024
	\$89,636,765	\$72,380,016	\$17,256,749	\$65,190,077	\$7,189,939	\$72,380,016
Last Years Budget	\$82,715,742	\$63,520,143	\$19,195,599			
Last 12 Mths Actual (W/O YE Settlement)	\$85,761,612	\$65,675,546	\$20,086,066			

Last 12 Mths Rev	Actual	Rate Increase	Adjusted Revenue	Current Budget	Difference
July-10	\$8,880,275	7.00%	\$9,501,894	\$9,332,741	\$169,153
August-10	9,513,918	7.00%	10,179,892	9,329,853	850,040
September-10	7,933,109	7.00%	8,488,427	8,027,764	460,663
October-10	6,395,522	7.00%	6,843,209	6,838,242	4,967
November-10	5,819,216	7.00%	6,226,561	6,151,610	74,951
December-10	7,383,101	7.00%	7,899,918	7,183,764	716,154
January-11	7,189,153	7.00%	7,692,394	7,319,927	372,467
February-11	5,989,622	7.00%	6,408,896	6,358,121	50,774
March-11	5,921,459	7.00%	6,335,961	6,371,894	(35,933)
April-10	5,738,208	9.50%	6,283,338	6,319,263	(35,925)
May-10	6,812,115	9.50%	7,459,266	7,591,913	(132,647)
June-10	8,185,914	9.50%	8,963,576	8,811,674	151,902
	\$85,761,612		\$92,283,331	\$89,636,765	\$2,646,566

**For Information Only - WGL's Risk Exposure
Included in MEAG Budget**

Off-System Sales Margins	Supplemental (Sales) / Purch	Year end Settlement
(\$17,988)	\$451,087	(\$112,500)
(28,145)	230,288	(112,500)
(13,804)	132,822	(112,500)
(34)	643,873	(112,500)
(2,182)	(40,816)	(112,500)
(33,686)	290,850	(112,500)
(122,134)	(373,031)	(112,500)
(38,653)	(187,129)	(112,500)
(121,564)	(450,714)	(112,500)
(118,219)	(281,673)	(112,500)
(55,676)	(43,620)	(112,500)
(21,016)	410,405	(112,500)
(\$573,101)	\$782,342	(\$1,350,000)

MEAG Cost of Sales before excess sales & YES \$66,330,836

Total reduction in power costs due to
Off-system Sales Margins, Supplemental & Y/E
Settlement from above WGL's Risk Exposure (\$1,140,759)

MEAG Budget \$65,190,077

YES FY 2010 \$2,258,997

YES FY 2011 \$1,395,201

WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

LIGHT DEPARTMENT OPERATING EXPENSES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Salaries and Wages						
Total	\$1,018,769	\$1,258,260	\$895,516	\$1,194,021	\$1,217,902	102.00%
Other Expenses						
Small Hand Tools	\$91,250	\$105,613	\$70,050	\$93,400	\$94,334	101.00%
Office Supplies and Expense	55,992	58,590	17,650	23,534	23,769	101.00%
Uniform Rental and Expense	24,580	21,946	14,525	19,366	19,560	101.00%
Computer Equipment Maintenance	5,437	66	731	975	985	101.00%
Equipment Rental	37,498	35,639	25,938	34,584	34,930	101.00%
Building Repairs and Maintenance	31,992	21,946	13,352	17,803	17,981	101.00%
Motor Vehicle Repairs	182,962	189,958	122,389	163,185	164,817	101.00%
Motor Vehicle - Fuel	178,669	152,481	126,635	168,847	170,535	101.00%
Motor Vehicle - Other	21,854	1,247	1,465	1,953	1,973	101.00%
Motorized Equipment Repairs	42,323	47,586	58,952	78,602	79,388	101.00%
Motorized Equipment Expenses	32,553	27,579	58,902	78,536	79,321	101.00%
System Control	2,350	8,085	23,737	31,649	31,965	101.00%
Employee Group Insurance	206,715	451,935	381,287	508,383	523,635	103.00%
Company Pension Plan Expense	89,941	250,328	186,682	248,909	253,887	102.00%
Payroll Tax Expense	76,202	198,438	150,307	200,409	204,418	102.00%
Seminars and Continuing Education	21,356	16,329	32,245	42,994	43,424	101.00%
Legal Fees	0	140	9,200	12,266	12,389	101.00%
Professional Services Other	225,613	271,664	123,915	165,220	166,873	101.00%
Utilities	24,450	27,089	21,790	29,054	29,344	101.00%
Communications	47,524	16,344	12,119	16,159	16,321	101.00%
Marketing & Distribution - MEAG	159,585	277,786	216,726	288,969	291,858	101.00%
Tools and Implements	107,497	39,185	41,292	55,056	55,607	101.00%
Total Other Expenses	\$1,689,132	\$2,227,995	\$1,710,284	\$2,279,853	\$2,317,312	101.64%
Total Operating Expenses less Depreciation	2,707,901	3,486,255	2,605,800	3,473,874	3,535,214	101.77%
Depreciation Expense	1,399,719	1,498,018	1,176,378	1,568,504	1,615,560	103.00%
TOTAL OPERATING EXPENSE	\$4,107,620	\$4,984,273	\$3,782,178	\$5,042,378	\$5,150,773	102.15%

**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

LIGHT DEPARTMENT MAINTENANCE EXPENSES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	<u>\$1,353,355</u>	<u>\$1,589,203</u>	<u>\$1,331,124</u>	<u>\$1,774,832</u>	<u>\$1,670,076</u>	<u>94.10%</u>
<u>Materials and other maintenance</u>						
Meter Expenses	\$24,226	\$39,077	\$24,828	\$33,104	\$33,435	101.00%
Load Control	2,946	75	9,981	13,308	13,441	101.00%
Poles	46,310	35,103	27,539	36,719	37,086	101.00%
Primary Lines - Overhead	(2,020)	214,052	41,481	55,308	55,861	101.00%
Secondary Lines - Overhead	80,132	70,112	46,631	62,174	62,796	101.00%
Primary Lines - Underground	0	62,663	38,808	51,743	52,261	101.00%
Secondary Lines - Underground	0	3,475	2,851	3,802	3,840	101.00%
Transformers	141,963	136,244	97,019	129,359	130,652	101.00%
Maint of Street Lights - Materials	127,515	27,935	76,739	102,318	103,342	101.00%
Security Lights - Materials	41,193	120,471	20,400	27,200	27,472	101.00%
Miscellaneous Maint - Materials	493,190	1,736	110	147	200,000	0.00%
Total	<u>\$956,211</u>	<u>\$711,015</u>	<u>\$386,387</u>	<u>\$515,183</u>	<u>\$720,186</u>	<u>139.79%</u>
TOTAL MAINTENANCE EXPENSE	<u>\$2,309,566</u>	<u>\$2,300,219</u>	<u>\$1,717,511</u>	<u>\$2,290,014</u>	<u>\$2,390,262</u>	<u>104.38%</u>
<u>Salaries and Wages - Light Department</u>						
Operating Expense Salaries & Wages	\$1,018,769	\$1,258,260	\$895,516	\$1,194,021	\$1,217,902	102.00%
Maintenance Expense Salaries & Wages	1,353,355	1,589,203	1,331,124	1,774,832	1,670,076	94.10%
Improvement Salaries & Wages	1,002,279	133,816	14,344	19,125	100,000	522.88%
Total Salaries and Wages	<u>\$3,374,403</u>	<u>\$2,981,279</u>	<u>\$2,240,983</u>	<u>\$2,987,978</u>	<u>\$2,987,978</u>	<u>100.00%</u>

WATER GAS & LIGHT COMMISSION
LIGHT DEPARTMENT
Vehicles, Equipment, Buildings & Other 2011 - 2012

Vehicles

Replace truck 29 1996 2-Ton Line Replace truck	\$150,000
Replace truck 44 1989 GMC Squirt Bucket	100,000
Replace truck 37 1986 Chev. 2-Ton Flat Bed	70,000
Replace truck 63 1997 GMC 1-Ton Service (Spray Replace truck)	40,000
Replace truck 17 2002 GMC 1/2 Ton Pick up	20,000
Replace truck 30 1997 2-Ton Line Replace truck	150,000
Replace truck 6, 1999 GMC Squirt Bucket	100,000

Total Vehicle	<u>\$630,000</u>
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Equipment/Buildings/Other

Arc Reflection Radar Unit (Thumper)	\$35,000
Traffic Control Trailer (with cones, signs, barricades, etc.)	10,000

Total Equipment, Buildings & Other	<u>\$45,000</u>
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Grand Total Vehicle, Equipment, Buildings & Other	<u><u>\$675,000</u></u>
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Improvements 2010 - 2011

New Services:	<u>Labor</u>	<u>Material</u>	<u>Total</u>
Total Improvements	<u><u>\$100,000</u></u>	<u><u>\$1,100,000</u></u>	<u><u>\$1,200,000</u></u>

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**WATER GAS & LIGHT COMMISSION
TELE-COMMUNICATIONS DEPARTMENT
2011 - 2012 BUDGET**

DESCRIPTION	BUDGET 2010 - 2011	BUDGET 2011 - 2012	INCREASE (DECREASE)
Estimated Revenues	<u>\$1,629,427</u>	<u>\$1,858,849</u>	14.08%
Less Estimated Expenses			
Cost of Sales	376,131	362,122	-3.72%
Operating & Maintenance Expenses	836,888	932,537	11.43%
G & A Management Fee & Interest Exp	266,319	266,319	0.00%
Depreciation Tel-Com Department	<u>389,043</u>	<u>491,621</u>	26.37%
 Total Expenses	 <u>1,868,381</u>	 <u>2,052,599</u>	 9.86%
NET INCOME	(238,954)	(193,750)	-18.92%
 Add back depreciation	 <u>389,043</u>	 <u>491,621</u>	 26.37%
Cash available for capital expenditures	150,089	297,871	98.46%
 Subtract Vehicles & Equipment	 194,321	 213,650	 9.95%
Subtract Improvements	<u>327,000</u>	<u>327,000</u>	0.00%
 Funds available to transfer to reserves	 <u>(\$371,232)</u>	 <u>(\$242,779)</u>	 -34.60%

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**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

TELE-COM DEPARTMENT INCOME	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Reoccurring	<u>1,151,340</u>	<u>1,476,168</u>	<u>1,324,835</u>	<u>1,666,446</u>	<u>1,858,849</u>	<u>111.55%</u>
TOTAL INCOME	<u>\$1,151,340</u>	<u>\$1,476,168</u>	<u>\$1,324,835</u>	<u>\$1,666,446</u>	<u>\$1,858,849</u>	<u>111.55%</u>

Customer	Monthly	Annually
DCSS	\$32,526	390,312.00
Other Customers	87,279	1,047,344
Internal (WGL)	21,338	256,056
Est. Growth	10,000	120,000
Total	\$151,143	\$1,813,712

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**WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET**

TELE-COM DEPARTMENT COST OF SALES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Cost of Sales	<u>\$351,979</u>	<u>\$332,670</u>	<u>\$271,592</u>	<u>\$362,122</u>	<u>\$362,122</u>	<u>100.00%</u>
TOTAL COST OF SALES	<u>\$351,979</u>	<u>\$332,670</u>	<u>\$271,592</u>	<u>\$362,122</u>	<u>\$362,122</u>	<u>100.00%</u>

WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

TELE-COM DEPARTMENT OPERATING EXPENSES	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	\$464,289	\$513,347	\$373,180	\$497,574	\$507,525	102.00%
<u>Other Expenses</u>						
Small Hand Tools	\$3,011	\$6,415	\$4,500	\$6,000	\$6,060	101.00%
Uniform Rental and Expense	2,366	2,028	4,127	5,503	5,558	101.00%
Pole Attachment Fee	4,944	4,944	4,944	4,944	4,993	101.00%
Computer Equipment Maintenance	1,200	5,058	14,298	19,064	19,255	101.00%
Motor Vehicle Repairs	34,588	8,577	16,727	22,303	22,526	101.00%
Motor Vehicle - Fuel	21,153	18,517	15,533	20,711	20,918	101.00%
Motor Vehicle - Other	1,241	357	587	783	791	101.00%
Motorized Equipment Expense	3,126	7,817	9,057	12,076	12,196	101.00%
Operational Supplies	12,516	5,662	3,951	5,268	5,320	101.00%
Buildings	0	3,051	2,512	3,349	3,383	101.00%
Equipment	15,376	6,516	2,375	3,167	3,199	101.00%
Fiber Optic	33,430	44,813	57,829	77,106	77,877	101.00%
Miscellaneous Maint - Materials	16,065	3,363	6,309	8,412	8,496	101.00%
Employee Group Insurance	88,484	88,951	63,307	84,410	86,098	102.00%
Injuries and Damages	608	1,791	155	207	211	102.00%
Company Pension Plan	42,102	45,591	32,066	42,754	43,609	102.00%
Payroll Taxes	34,057	36,593	25,623	34,164	34,847	102.00%
Office Supplies	10,022	6,743	6,682	8,909	8,998	101.00%
Other Professional Service	6,233	5,650	8,800	11,733	11,850	101.00%
Utilities	7,361	11,748	9,440	12,586	12,712	101.00%
Communications	20,065	26,657	26,283	35,044	35,395	101.00%
Building Repair & Maintenance	2,395	17,245	535	713	720	101.00%
Total Other Expenses	\$360,870	\$358,085	\$315,639	\$419,204	\$425,012	101.39%
G & A Management Fee & Interest Exp	355,944	263,171	198,653	264,871	266,319	100.55%
Total Operating Expenses less Depreciation	1,181,103	1,134,604	887,473	1,181,649	1,198,856	101.46%
Depreciation Expense	359,169	385,538	357,976	477,302	491,621	103.00%
TOTAL OPERATING EXPENSE	\$1,540,272	\$1,520,142	\$1,245,449	\$1,658,950	\$1,690,477	101.90%

**WATER GAS & LIGHT COMMISSION
TELE-COMMUNICATIONS DEPARTMENT
Vehicles, Equipment, Buildings & Other 2011 - 2012**

Vehicle & Equipment

1500 series 2WD extd Cab 143.5" SLE1 TC10543 (Replace Telcom# 402)	\$28,600	
1500 series 2WD extd Cab 143.5" SLE1 TC10543	28,600	
Total Vehicle		<u>\$57,200</u>

Equipment/Buildings/Other

Miscellaneous expense for equipment/buildings/other	\$200,000	
Anderson Manufacturing Equipment Trailer w/hydraulic lift ramp	13,650	
Total Vehicle & Equipment		<u>\$213,650</u>
Grand Total Vehicle, Equipment, Buildings & Other		<u><u>\$270,850</u></u>

Improvements 2010 - 2011

	<u>Labor</u>	<u>Material</u>	<u>Total</u>
Total Improvements	<u><u>\$81,750</u></u>	<u><u>\$245,250</u></u>	<u><u>\$327,000</u></u>

**WATER GAS & LIGHT COMMISSION
GENERAL & ADMINISTRATIVE DEPARTMENT
2011 - 2012 BUDGET**

DESCRIPTION	BUDGET 2010 - 2011	BUDGET 2011 - 2012	INCREASE (DECREASE)
Estimated Revenues	<u>\$3,441,640</u>	<u>\$4,176,032</u>	21.34%
Less Estimated Expenses			
Cost of Sales	0	0	0.00%
Operating Expenses	12,715,770	13,012,114	2.33%
Depreciation G & A	<u>1,396,586</u>	<u>1,432,990</u>	2.61%
Total Expenses	<u>14,112,356</u>	<u>14,445,104</u>	2.36%
NET INCOME	(10,670,716)	(10,269,072)	-3.76%
Transfer to City of Albany	0	0	0.00%
Transfer to other agencies	0	0	0.00%
Total transfers	<u>0</u>	<u>0</u>	0.00%
Net income after transfer	(10,670,716)	(10,269,072)	-3.76%
Add back depreciation	<u>1,396,586</u>	<u>1,432,990</u>	2.61%
Net G & A Expenses	<u>(9,274,130)</u>	<u>(8,836,082)</u>	-4.72%
Water Department Portion (25%)	(2,318,533)	(2,209,021)	-4.72%
Gas Department Portion (20%)	(1,854,826)	(1,767,216)	-4.72%
Light Department Portion (55%)	<u>(5,100,772)</u>	<u>(4,859,845)</u>	-4.72%
	(9,274,130)	(8,836,082)	-4.72%
Subtract Vehicles & Equipment G & A	<u>288,887</u>	<u>383,550</u>	32.77%
Subtract Cleanup for Manufactured Gas Plant	<u>500,000</u>	<u>250,000</u>	
Total G & A transferred to departments	<u>(\$10,063,017)</u>	<u>(\$9,469,632)</u>	-5.90%

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WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

G & A DEPARTMENT INCOME	F.Y.E. 06/30/2009	F.Y.E. 06/30/2010	9 Months Ending 03/31/2011	Projected F.Y.E. 06/30/2011	BUDGET 06/30/2012	% of Budget to Projected
Miscellaneous Sales	\$219	\$384	\$1,380	\$1,840	\$1,840	100.00%
Miscellaneous Income	199,035	205,735	154,297	205,729	205,729	100.00%
Tele-Com Management & Admin Inc	120,000	120,000	90,000	120,000	120,000	100.00%
Maintenance shop income	317,069	415,544	285,580	380,773	380,773	100.00%
Misc. Income - Sales Tax Vendor	26,485	25,628	22,658	30,210	30,210	100.00%
Gain (loss) Sale of Fixed Assets	3,645	10,995	3,490	4,653	4,653	100.00%
Pulled Meter Charge	9,330	7,050	5,140	6,853	6,853	100.00%
Late Fees	701,634	706,954	549,131	732,175	1,098,262	150.00%
Bad Check Charge	117,400	67,850	45,600	60,800	72,960	120.00%
New Customer Charge	275,699	278,643	209,339	279,119	387,665	138.89%
Cut - off Work Orders / Penalty	1,336,947	1,297,146	1,085,037	1,446,717	1,736,060	120.00%
Meter Test	240	280	200	267	267	100.00%
Relocate Meter Fee	3,325	5,586	600	800	800	100.00%
Upgrade Meter Fee	3,555	5,390	1,970	2,627	2,627	100.00%
Underground Service Fee	36,225	4,100	9,050	12,067	12,067	100.00%
Deposit & Small Balance Forfeitures	(641)	(744)	(205)	(273)	(273)	100.00%
Interest Income - Customer Deposits	10,118	3,533	2,351	3,135	3,135	100.00%
Interest Income - General Fund	255,450	9,039	4,599	6,132	6,132	100.00%
Cash over (short)	(9,647)	(1,950)	836	1,115	1,115	100.00%
Miscellaneous Income	22,787	264,319	6,789	9,052	9,052	100.00%
Total G & A Income	3,428,875	3,425,483	2,477,843	3,303,790	4,079,927	123.49%
Interest Income from Reserves	159,243	65,215	72,079	96,105	96,105	100.00%
Grand Total G & A Income	3,588,117	3,490,697	2,549,922	3,399,895	4,176,032	122.83%
Grand Total G & A Expenses	13,214,938	12,137,480	9,547,631	12,810,796	13,012,114	101.57%
Net G & A Expenses	9,626,820	8,646,783	6,997,710	9,410,901	8,836,082	93.89%
Water Department Portion (25%)	2,406,705	2,161,696	1,749,427	2,352,725	2,209,021	93.89%
Gas Department Portion (20%)	1,925,364	1,729,357	1,399,542	1,882,180	1,767,216	93.89%
Light Department Portion (55%)	5,294,751	4,755,731	3,848,740	5,175,995	4,859,845	93.89%
Net G & A Expenses	\$9,626,820	\$8,646,783	\$6,997,710	\$9,410,901	\$8,836,082	93.89%

WATER GAS & LIGHT COMMISSION
2011 - 2012 BUDGET

G & A DEPARTMENT	F.Y.E.	F.Y.E.	9 Months	Projected		% of
OPERATING EXPENSES	06/30/2009	06/30/2010	Ending	F.Y.E.	BUDGET	Budget to
			03/31/2011	06/30/2011	06/30/2012	Projected
<u>Salaries and Wages</u>						
Total	\$5,612,300	\$5,546,941	\$3,965,881	\$5,368,462	\$5,475,832	102.00%
<u>Other expenses</u>						
Small Hand Tools	\$18,282	\$17,251	\$14,575	\$19,433	\$19,627	101.00%
Uniform Rental	29,249	29,779	16,425	21,900	22,119	101.00%
Computer Equipment Maintenance	407,897	248,865	181,414	241,885	244,304	101.00%
Computer Equipment Supplies	5,733	3,106	4,870	6,493	6,558	101.00%
Equipment Rental	4,466	4,043	1,917	2,556	2,581	101.00%
Motor Vehicle Repairs	133,995	176,289	107,872	143,829	145,267	101.00%
Motor Vehicle - Fuel	62,813	65,225	55,460	73,946	74,686	101.00%
Motor Vehicle - Other	207,875	174,404	112,576	150,101	151,602	101.00%
Motorized Equipment Repairs	27,361	53,219	31,282	41,709	42,126	101.00%
Motorized Equipment Expense	37,587	32,361	32,486	43,314	43,747	101.00%
Contract Labor	3,960	30,886	35,936	47,915	48,394	101.00%
Meter Expense	42,272	39,500	31,904	42,539	42,964	101.00%
Misc. Maintenance - Materials	10,232	12,500	21,132	28,176	28,458	101.00%
Employee Group Insurance	1,047,332	842,140	646,651	862,201	888,067	103.00%
Property, Liability & WC Insurance	1,335,629	949,788	899,725	1,199,633	1,199,633	100.00%
Injuries and Damages	(11,772)	137,032	164,504	219,339	219,339	100.00%
Company Pension Plan Expense	479,468	476,449	341,763	455,684	469,354	103.00%
Payroll Tax Expense	394,559	395,604	279,218	372,290	383,459	103.00%
Office Supplies and Expense	119,291	130,177	120,659	160,879	162,488	101.00%
Data Processing Supplies	3,606	13,000	5,489	7,318	7,391	101.00%
Postage	186,230	181,666	120,689	160,919	162,528	101.00%
Custodial Supplies	24,705	23,549	8,417	11,223	11,335	101.00%
Office Machines Maintenance & Expense	25,253	26,825	44,917	59,889	60,488	101.00%
Seminars and Continuing Education	13,383	43,163	25,476	33,967	34,307	101.00%
Legal and Accounting Fees	100,308	85,356	48,940	65,254	65,906	101.00%
Other Professional Services	216,813	356,746	226,996	302,661	305,688	101.00%
Bad Debt Expense	775,515	781,479	669,474	892,632	901,558	101.00%
Collection Expense	143,918	133,998	111,069	148,093	149,574	101.00%
Interest Expense	353,154	280,211	155,893	207,858	214,948	103.41%
Pest Control Expense	4,038	4,309	4,325	5,767	5,825	101.00%
Utilities Expense	131,655	150,753	110,514	147,352	148,825	101.00%
Communications	165,804	231,917	232,723	310,298	313,401	101.00%
Building Repairs and Maintenance	94,027	37,205	176,989	235,985	238,345	101.00%
Miscellaneous Expense	66,876	165,827	141,790	189,054	190,944	101.00%
Accts Pay Finance Service Charge	2,281	575	322	430	434	101.00%
MEAG & GPW Telecom	778,790	183,969	382,479	509,972	509,972	100.00%
Dues and Subscriptions	14,294	13,636	14,830	19,773	19,971	101.00%
Equipment & Supplies - Investigations	2,858	35,003	52	69	70	101.00%
Total Other Expenses	7,602,637	6,590,540	5,581,750	7,442,334	7,536,283	101.26%
Total Operating Expense less Depreciation	13,214,938	12,137,480	9,547,631	12,810,796	13,012,114	101.57%
Depreciation Expense	1,274,779	1,369,681	1,043,439	1,391,252	1,432,990	103.00%
Total Operating Expense	\$14,489,717	\$13,507,162	\$10,591,071	\$14,202,048	\$14,445,104	101.71%

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WATER GAS & LIGHT COMMISSION
G & A DEPARTMENT
Vehicles, Equipment, Buildings & Other 2011 - 2012

Administrative Services:

Vehicles - No vehicles requested

MIS:

Equipment/Buildings/Other

Miscellaneous items

\$50,000 \$50,000

Engineering:

Vehicles

Replace truck #305 (Truck given to water department and never replaced)

\$17,000

Replace car #303(Car has approx. 98,000 miles)

20,000

\$37,000

Equipment/Buildings/Other

Replace wide format printer

\$17,000

Upgrade wide format scanner to color

1,800

Replace wide format plotter

8,000

Laptop computers for field work(7 at \$700.00 ea.)

4,900

Digitize light department maps

30,000

\$61,700

General & Administrative:

ACS/SCADA System, hardware & software (have not upgraded since 1990)

\$108,770

\$108,770

Maintenance:

Vehicles

\$50,000

\$50,000

Equipment/Buildings/Other

AC Computer Controls needed for the following areas:

> Drive Through

\$3,300

> Seaboard

4,600

> Administration Building

10,120

> Gas Department

12,130

> Light Department

7,600

> Maintenance

7,600

> Warehouse

7,600

> Water Department

12,130

Kubota Mower (replaces 377 2004 ZD2160-P)

11,000

\$76,080

Grand Total General & Administrative Asset Additions

\$383,550

Water Department Portion (25%)

95,888

Gas Department Portion (20%)

76,710

Light Department Portion (55%)

210,953

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CITY OF ALBANY

Appendix

**ANNUAL BUDGET
FY 2012**

CITY OF ALBANY
ANNUAL BUDGET – 2011/2012
GLOSSARY OF TERMS USED IN THIS BUDGET

The following is an abbreviated list of the specialized governmental budgeting and accounting terms used in this budget.

ACCOUNT NUMBER – A line item code defining an appropriation.

ACCRUAL ACCOUNTING – a basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they occur.

AD VALOREM TAXES – Commonly referred to as property taxes. Real and personal property are levied on annually according to the property's valuation and tax rate.

AMORTIZATION – The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

APD – Albany Police Department

APPROPRIATION – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

APPROPRIATION ORDINANCE – The formal budgetary document enacted by the legislative body, which contains all approved appropriations for the fiscal year.

ARRA – The American Recovery and Reinvestment Act of 2009 is a direct response to the economic crisis. The recovery Act has three immediate goals: 1) Create jobs and save existing ones, 2) Spur economic activity and invest in long-term growth, 3) Foster unprecedented levels of accountability and transparency in government spending.

ASSESSED VALUATION – A valuation set upon real estate or other property by a government as a basis for levying taxes.

BALANCED BUDGET – A budget in which the estimated current expenditures are equal to or less than the estimated current revenues.

BASE BUDGET – The base budget consists of personal services only. Price and quantity changes are reflected in the base budget but only to the extent that they are in support of personal services. Program and/or capital improvements are not included in the base budget.

BASIS OF BUDGETING – A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred.

BOND – A written promise to pay a specified sum of money, called the per value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

BONDED DEBT – That portion of indebtedness represented by outstanding bonds.

BUDGET – A service plan for a given period embodying estimated expenditures for providing services and the proposed means of financing them. A balanced budget limits expenditures to available resources.

BUDGET ADJUSTMENT – A revision to the adopted budget that occurs during the affected fiscal year as approved by the Board of Commissioners via an amendment or a transfer.

BUDGET CALENDAR – The schedule of key dates that a government follows in the preparation and adoption of its budget.

BUDGET MESSAGE – A general discussion of the proposed budget as presented in writing by the budget making authority to the legislative body.

BUDGETARY BASIS – This refers to the basis of budgeting used to estimate financing sources and uses in the budget.

BUDGETARY CONTROL – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAD 911 – Computer Aided Dispatch 911-call handling.

CAFR – Comprehensive Annual Financial Report

CAPITAL IMPROVEMENTS/ASSETS – Construction, renovation, physical improvement projects, vehicles or tangible items such as tools, desks, machinery and equipment costing more than \$5000 each and having a use-life of more than one year.

CDBG – Community Development Block Grant

CIP – Capital Improvement Program

COLA – Cost of Living Adjustment

COMBINED SEWER OVERFLOW PROJECT (CSO) – A \$38 million project mandated by the state and federal governments requiring Albany to separate its storm drainage and sanitary sewer systems.

COMPLEXITY OF WORK PROCESS/ACTIVITIES – Measures of levels of difficulty associated with work process or activities.

CONTINGENCY – Those funds included in the base budget for the purpose of providing a means to cover minor unexpected costs during the budget year.

DEBT – An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time. Debts of government include bonds, time warrants, notes, and floating debts.

- A. **General Obligation Debt** is secured by the pledge of the issuer's full faith, credit, and taxing power.
- B. **A Revenue Debt** is a bond, debt, or obligation for which principal and interest are payable exclusively for the earnings of a government enterprise. This term can refer more broadly to any state or local government debt that is not a general obligation.

DEBT LIMIT – The maximum amount of debt that a municipality is permitted by law to incur – also known as “Debt Ceiling.”

DEBT SERVICE – Payment of principal and interest to lenders or creditors on outstanding debt.

DEFICIT – The excess of an entity’s liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

DEPRECIATION – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

EFFECTIVENESS – Depicts the degree to which performance objectives are being achieved or otherwise reflects the quality of local government performance.

EFFICIENCY – Reflects the relationship between work performed and the resources required to perform it; Compares outputs to input.

ENCUMBRANCE – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

ENTERPRISE FUND – Enterprise funds are used "to account for operations that are financed and operated in a manner similar to private business enterprises . . . where the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed primarily through user charges". Services accounted for in enterprise funds are tangible, and it is possible to determine the extent to which they benefit individual service consumers.

ENTITLEMENT – The amount of payment to which a state or local government is entitled as determined by the federal government.

EQUITY AND AVAILABILITY OF SERVICE TO USERS – Measures referring to fair or equitable distribution of service in different locations or populations.

EXPENDITURES – Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

EXPENSES – Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

EXTERNAL CUSTOMER SATISFACTION – measures of quality from external sources.

FINANCIAL INDICATORS – Comparison of planned vs. actual expenditures, cost, obligations, receipts, allocations or losses.

FISCAL YEAR – The twelve month period to which the annual operating budget applies and at the end of which the city government determines its financial position and the results of its operations.

In Albany, the fiscal year runs from July 1 to June 30 of the following year.

FIXED ASSETS – Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment.

FUND – Governmental accounting systems are organized and operated on a fund basis. A fund is an independent financial and accounting entity. It has a balanced set of accounts and records, cash and other resources together with all related liabilities and residual equities or balances which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Though funds are independent entities within the financial records of a government, there need not be physical segregation of assets.

FUND ACCOUNTS – All accounts necessary to set forth the financial position and results of operations of a fund

FUND BALANCE – This is the unencumbered balances of appropriation from the prior fiscal year.

GASB – Governmental Accounting Standards Board.

GENERAL FUND – The General Fund provides general-purpose governmental services such as Police, Fire, and Street Maintenance. This fund accounts for the revenues and activities not required by law or administrative decision to be accounted for in a special fund. Ordinarily, the General Fund has a great variety of revenues and is used to finance many more activities than any other fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – The accounting rules and procedures adopted by the accounting profession to facilitate uniformity in preparing financial statements.

GENERAL REVENUE – The revenue of a government other than those derived from and retained in an enterprise. If a portion of the net income in an Enterprise Fund is contributed to another non-enterprise fund, such as the General Fund, the amount transferred constitutes general revenue to the government.

GFOA – Georgia Finance Officers Association.

GIRMA – Georgia Interlocal Risk Management Agency.

GMA – Georgia Municipal Association.

GOALS – A longer-term broader statement of intent.

GOHS – Governor's Office of Highway Safety

INTERNAL MEASURES OF QUALITY OF PRODUCT SERVICES – Measures of quality from internal sources.

INVESTMENTS – Securities and real estate held for production of revenue in the form of interest, dividend, rentals or lease payments. The term does not include fixed assets used in governmental operations.

JOB FAMILY – Occupational categories that group together positions that have certain common characteristics. Treatment of groups of jobs in this manner provides a more concise and accurate method of evaluating individual jobs.

LEVY – To impose taxes, special assessments of service charges for the support of governmental activities.

LONG-TERM DEBT – Debt with a maturity of more than one year after the date of issuance.

MSA – Metropolitan Statistical Area

MISSION – The reason or purpose for the organizational unit's existence.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due..

NET INCOME – Proprietary fund in excess of operating revenues, non-operating revenues, and operating transfers-in over operating expenses, non-operating expenses and operating transfers-out.

OBJECTIVES – The specified end result expected and can include the time at which it will be achieved.

OMB – Office of Management and Budget.

OPERATING EXPENSES – Proprietary fund expenses that are directly related to the fund's primary service activities.

OPERATING INCOME – The excess of proprietary fund operating revenues over operating expenses.

OPERATING RATIOS – Efficiency measures such as cost per unit, productivity measures and ratios of direct to indirect cost.

OPERATING REVENUES – Proprietary fund revenues that are directly related to the fund's primary service activities. They consist primarily of user charges for services.

OUTCOMES OF PRODUCT OR SERVICE – Direct results achieved through the provision of goods and services by the City.

OUTPUTS OR FINAL PRODUCTS – Products or services produced, distributed or provided to clients.

PENSION TRUST FUND – The trust fund used to account for public employee retirement systems. Pension trust funds are accounted for in essentially the same manner as proprietary funds, but with an important expanded emphasis on required fund balance reserves.

PERFORMANCE INDICATORS – A particular value or characteristic used to measure efficiency or effectiveness.

PERFORMANCE MEASUREMENT – The regular collection and reporting of a range of data useful in the management and operation of programs.

PROGRAM BUDGET – A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class.

REVENUES – The income attributable to a designated fiscal accounting period that will affect the balance (surplus) or deficit resulting from the operations of that period.

SAIP – Self-Administered Insurance Program

SINKING FUND – Schedule of annual payments required on General Obligation Bonds Payable. Principal and interest are payable from an ad valorem tax upon all property of the City.

SPLOST IV – Special Local Option Sales Tax, the fourth implementation of a one percent sales tax for special projects to help build and maintain the City's infrastructure.

TAD – Tax Allocation District

TAX DIGEST – The total assessed value of all real estate property, motor vehicles, mobile homes, timber and heavy-duty equipment in the city of Albany, Georgia.

TAX LEVY ORDINANCE – An ordinance by means of which taxes are levied.

TAX RATE LIMIT – The maximum rate at which a government may levy a tax. Overall tax rate limits usually restrict levies for all purposes and of all governments, state or local, having jurisdiction in a given area.

TAXES – Compulsory charges levied by a government for the purpose of financing services performed for a common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.

TIMELINESS OF PRODUCT OR SERVICE – Measures of timeliness, which may be based on specific standards or past trends.

UNIFORM CHART OF ACCOUNTS – State mandated financial reporting format for governments.

WG&L – Water, Gas and Light

WORK/ACTIVITY LEVEL – Work measure that assesses intermediate steps in producing outputs.

WORKLOAD – The amount of work compared to capability.