



City of Albany



Budget FY 2013

Pictures on Budget Cover from Left to Right

Top Left: Runners participating in the Albany Marathon and half Marathon

Top Right: Picture from an Albany Panther's game vs. their rival the Columbus Lions

Bottom Left: The historic Arctic Bear sign from a landmark business in the City of Albany

Bottom Right: A view of the "Blue Hole" from inside the Flint Riverquarium

Center: The new City of Albany Welcome Sign

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City of Albany



Preface



Budget FY 2013



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Albany
Georgia**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danson *Jeffrey R. Emswiler*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to **The City of Albany, Georgia** for its annual budget for the fiscal year beginning **July 1, 2011**.

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

Dorothy B. Hubbard - Mayor

Jon B. Howard - Commissioner Ward I

Ivey Hines - Commissioner Ward II

Christopher Pike - Commissioner Ward III

Roger B. Marietta –Commissioner Ward IV

Robert B. Langstaff, Jr. - Mayor Pro Tem/Commissioner Ward V

Tommie Postell - Commissioner Ward VI

James L. Taylor - City Manager

Lonnie Ballard, Jr. - 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

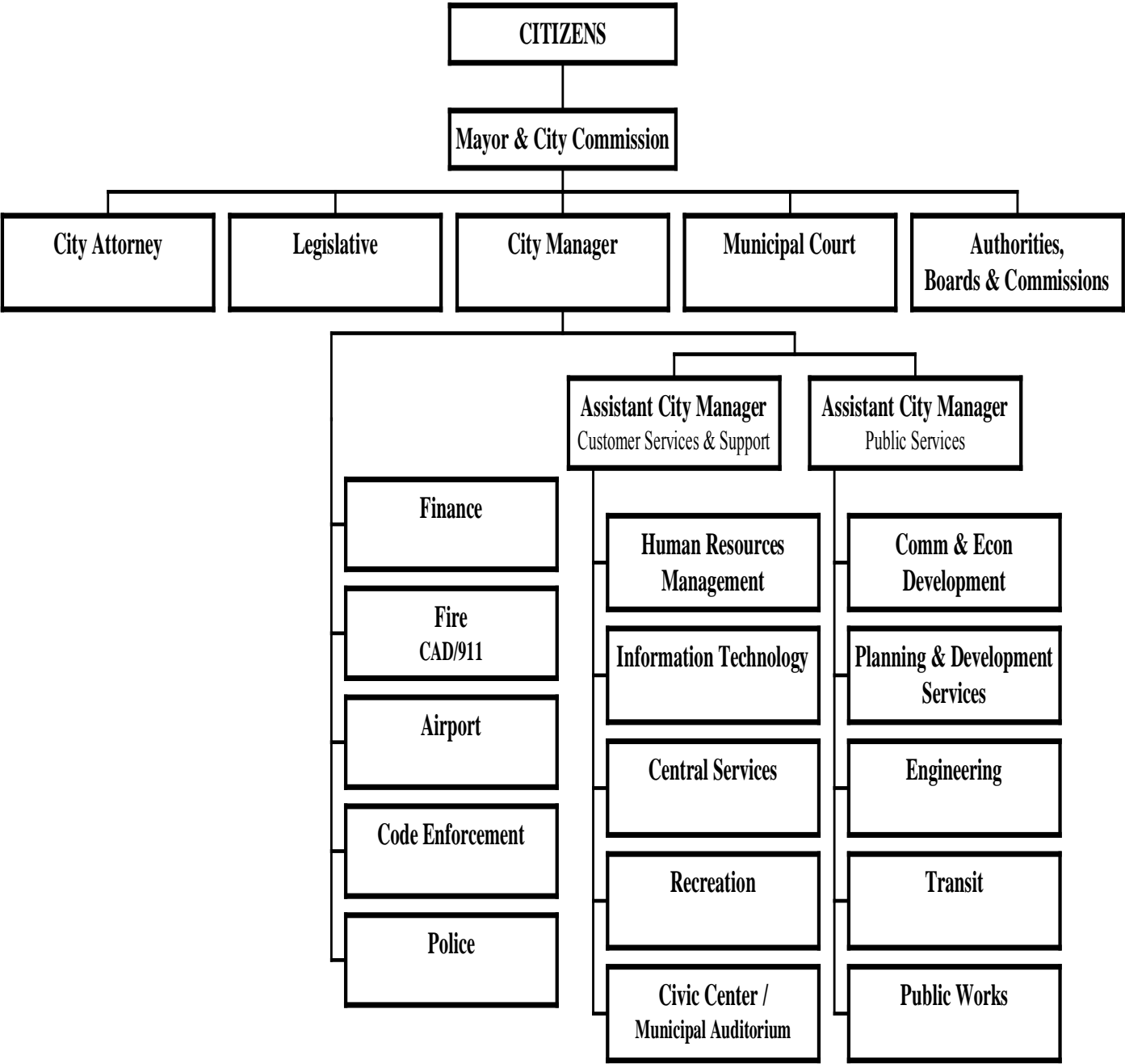
Finance Department Staff

Paula M. Schmitt - Print Shop Supervisor

Leonard Walton, Jr. - Printer

Winnie Hart – Graphic Artist

CITY OF ALBANY



The City of Albany operates 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, Assistant City Attorneys, 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
Lonnie Ballard, Jr. - 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
Suzanne Davis - Director of Recreation
Yvette Aehle - Director of Airport
David Hamilton - Director of Transit
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 1853, 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 three 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 State College is a two-year unit of the University System of Georgia. Students can pursue 73 two-year transfer and career associate degrees. Troy University maintains a satellite campus. 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
georgia.gov

DEMOGRAPHICS**GENDER**

Male	46.1%
Female	53.9%

AGE COMPOSITION (2010 Estimate)

Under 5 Years	7.9%
Under 18 Years	22.9%
18 - 24 Years	9.8%
25 - 44 Years	25.4%
45 - 64 Years	22.7%
64 - 74 Years	5.9%
75+ Years	5.4%

RACE/ ETHNIC ORIGIN (2009 Estimate)

Black	71.6%
White	25.2%
Hispanic	2.1%
Asian/American	1.0%
Indian/Hawaiian	
Other1%

AREA

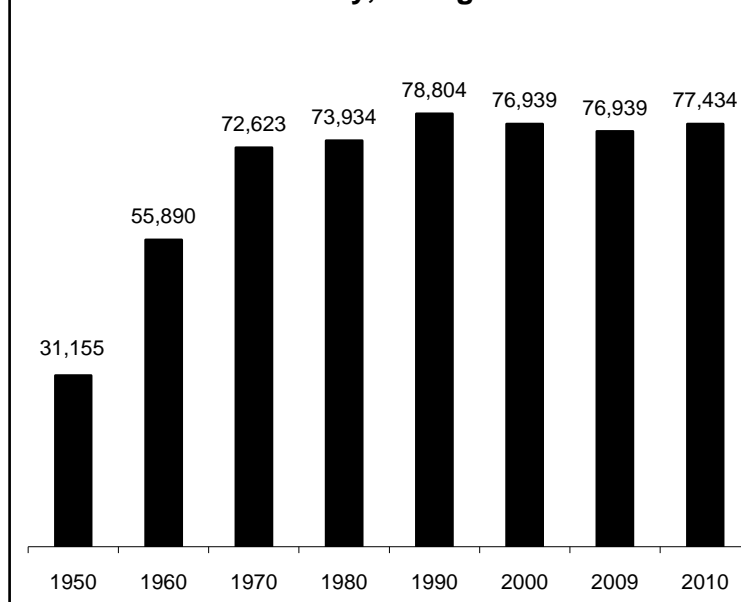
Land Area	57 square miles
Elevation	212 ft above sea level
Rainfall	48.5 inches
Avg. Annual Temp.....	66° F

OCCUPATIONAL COMPOSITION

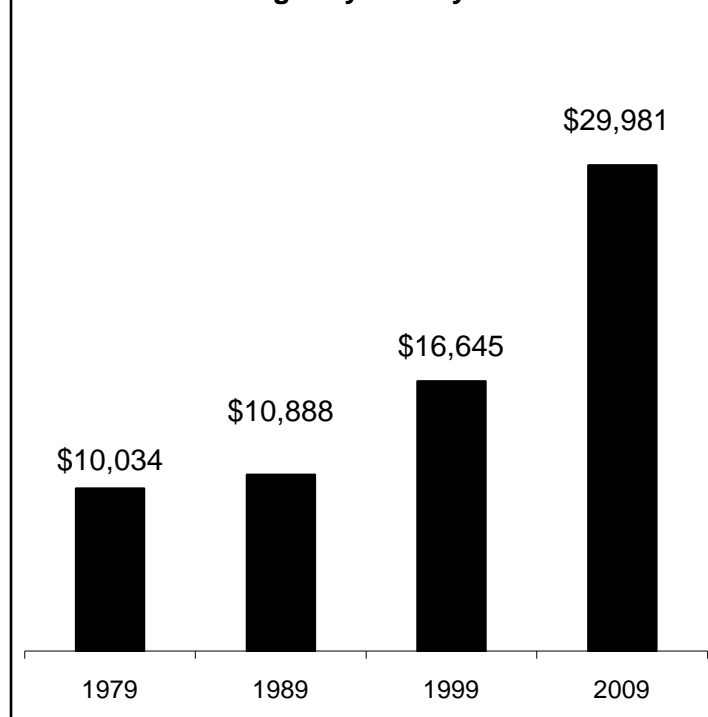
Manufacturing	12.2%
Transp./ Public Util.	5.2%
Construction	5.5%
Wholesale Trade	2.6%
Finance & Real Estate	4.8%
Services	26.2%
Agri., Forestry, etc.	2.0%
Retail Trade	10.2%

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	249 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

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	5
(Lagrange College & Troy Univ. maintain satellite campuses)	

HEALTH

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

Source: Georgia Dept. of Industry, Trade & Tourism

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 2012 - 2013 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 12/13 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 2012 - 2013 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 53% or \$57,159,629 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 20% or \$22,101,669 of the FY 13 Budget is allocated to Special Fund activities. Included in the Special Funds are CAD 911, Hotel/Motel, Community & Economic Development, and Special Purpose Local Option Sales Tax (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 \$14,692,245 in revenue primarily through user fees. This fund represents about 14% 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 \$9,400,148 in revenue through service charges. This fund represents about 9% 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 2013 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 VI

The Special Purpose Local Option Sales Tax (SPLOST) VI is a referendum approved by voters in November 2010 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.

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



Budget FY 2013



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 24, 2012

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 2013 Recommended Budget. The budget totals \$108,770,275 and represents a *decrease* of 2.9% (or \$3,147,725) from the FY 2012 Amended Budget of \$111,918,000. The recommendation for FY 2013 will use \$1,741,975 from fund balance. This budget incorporates the Board's top priorities.

This budget includes:

- MEAG Transfer to General Fund
- Millage rate increase of 1.33 mills
- Decreasing General Fund Subsidies to Other Funds
- Reducing funding for Vacant FTE's
- A Moderate Increase in Fuel Cost
- Group Insurance Matching increase of \$655,197
- Sanitary Sewer Fund Balance Transfer to General Fund of \$2 Million
- Staffing Analysis - \$50,000
- Medicare Part B Reimbursement - \$300,000 (Half of the Fiscal Year)
- Sanitary Sewer and Solid Waste's Inflation-based Rate increase of 3.4%
- CAD 911 using \$763,816 from their Fund Balance
- Unfunding 32% of the unfilled positions in APD

This budget **does not** include:

- Cost of Living Adjustment
- Merit Increases
- City Employee Picnic
- Fireworks – New Year's, Fourth of July, Christmas
- Funding to three Independent Agencies – RiverQuarium, NYSP, and Salvation Army

FTEs. The FY13 Budget also includes the elimination of nine General Fund positions and the unfunding of seven Enterprise positions and the addition of nine new positions to incorporate the police officers for the COPS Grant.

This budget represents the best fiscal plan I can present to you, the Commission, staff and citizens for the City's 2013 Budget. 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's 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. However, there are related issues associated with this budget that impact the long-term future of the community that began long before our current fiscal year. How we address these significant issues past and present will affect the future of our community moving forward. We have an opportunity to address the challenging future we face, particularly from a fiscal vantage point. ***The economic downturn did not cause our problems; it revealed problems!***

Let's begin by putting our fiscal future in context, by defining our **"general fiscal condition"** and the **"relative condition of our revenue sources"**. As you may recall, at the Joint Commission and Staff retreat in January 2012 and at the Budget Presentation in April 2012 for citizens as well, I presented the "State of the City" and communicated that according to the University of Georgia, Terry College of Business our fiscal future would be a challenging one. According to their economist, economical growth would be nominal, unemployment would remain high, Georgia would not fully recover until 2020, and South Georgia in particular would lag behind the rest of the state. This budget incorporates my concern about our shrinking funds balance and also our revenue sources: Sales Taxes, Property Taxes, Insurance Taxes, Intergovernmental Fees, WG&L Transfer, Fines and Forfeitures and the fiscal issues that challenge our City's future.

Additionally, I communicated my five year action plan and how it will help mitigate our challenges and return us to sound financial ground, when fully implemented. The outline below is an overview of that plan with estimated completion timeframes by fiscal year. We must implement the plan.

Budget / Fiscal Strategies	Plan of Action	Responsible Party	Implementation Dates
Increase Revenues	LOST Renegotiation	Staff	2014
	Formalize a process for re-evaluation of Tax-Exempt Properties	Board	2014
	Develop a program that enlists voluntary participation of tax-Exempt Organizations (PILOT)	Board	2014
	Expand Infrastructure to increase Tax Base	Board	2017
	Evaluate and Update Fees /Charges for Services	Staff	2013
	Increase online payment capabilities	Staff	2013
	Expand Revenue Audits	Staff	2014
	Establish Storm Water Utility	Board	2014
	Increase Residential Development	Staff	2017
	Enforce WG&L Transfer Agreement	Board	2013
Decrease Expenditures	Sell under-utilized assets (parks, lots)	Staff	2015

Budget / Fiscal Strategies	Plan of Action	Responsible Party	Implementation Dates
	Reduce Staffing (930 to 871) and eliminate Duplication of Services City-Wide	Staff	2017
	Reduced Appointed Positions	Board	2015
	Consolidation and Outsourcing consistent with Service Agreement (City-Wide)	Board	2014
	Review Health Plan to reduce City Contribution	Staff	2013
	CNG Conversion to reduce fuel costs	Staff	2015
	Reduce City Lighting Costs	Staff	2014
Financial Challenges	Fund Balance Drawdown - \$1.6M 2013 (balance \$6.1; 3.7M 2014)	Board	2014
	T-SPLOST needed for maintenance and construction of 550 miles of City owned streets	Citizens / Chamber	2022
	Reduction in Sales Tax on Energy	County-excise	2015
	Reduction in Ad-Valorem Tax	State	2015
	MEAG Reduction Plan	Staff / Board	2016
	Pending Litigation (reduce amount spent on settlements)	Staff	On-going

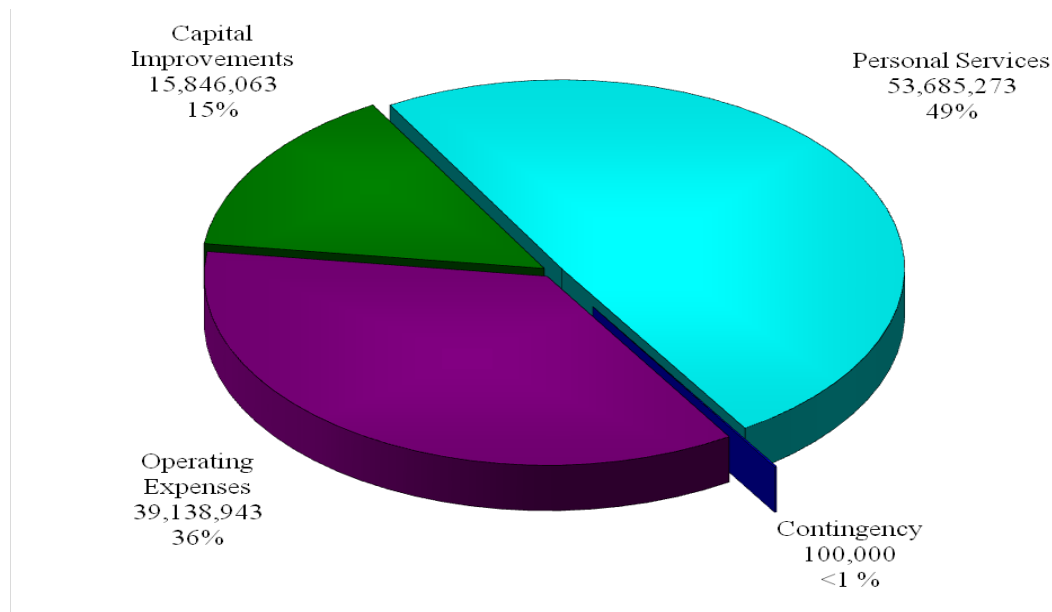
Now, let's take a look at the preliminary figures for Fiscal Year End (FYE) 2012. The FYE reveals General Fund (GF) revenues *are lower than* expenditures by \$5.1 million without the impact of MEAG Long Term Financial Planning (LTFP) revenue. The MEAG LTFP revenue totals \$2,272,559 and represents 4.5% of the GF total revenues. Although we anticipated using approximately \$4.3 million from the GF fund balance to cover GF obligations, the preliminary loss is estimated to be over \$5 million. The actual collections for sales taxes are \$8.0 million, property taxes are \$14.9 million and WGL transfers are \$8.4 million which are good results for these revenue sources but not overall. Some other revenues did not materialize as strongly as predicted, such as, Inter-Governmental, Insurance Taxes, Licenses and Taxes, and Recreations Fees which collectively accounts for \$2.1 million in unrealized revenue.

The use of Fund Balance was necessary to continue providing the services that our community expects and deserves without service reductions in FY 2012. However, to render that same level of service in FY 2013 as we did the previous year, we had to increase the millage rate, transfer \$2 million from the Sewer Fund into the General Fund and use GF fund balance. None of these strategies will be acceptable for fiscal year 2014.

The preparation for the next budget has already started. Department directors have been challenged with a city-wide 2% staff reduction and a 10% operational expenditure reduction proposal for FY 2014. Staff continues monitoring revenues and expenditures to prevent cost overruns. We strive to maintain and retain good morale and mission-driven employees. The leadership team for the City of Albany is committed to being fiscally responsible with taxpayers' dollars and is committed to maintaining the fiscal stability of the City.

Revenues – In preparing revenue projections, staff analyzed five years of historical trends, the FY 2012 operating budget, the condition of state and local economies, and other changes that might affect the City's revenue sources. Revenues decreased by \$3,147,725 over FY 2012 Amended Budget revenues of \$111,918,000. Overall, there were actually decreases in revenues with no growth in the tax digest, a millage increase of 1.33 mills was necessary, and sales tax showed little growth. We used General Fund reserves to offset the impact of shrinking revenues and to maintain service levels. As stated previously, this will not be an option for the FY 2014 budget.

Budget Overview - The chart below shows the total operating budget of \$108,770,275 by category:



Personal Services – These services are the largest expenditures of the overall budget and represent \$53,685,273 or 49%, of the total budget. There are 930 authorized budgeted positions within the organization. Over the past five years, we averaged approximately \$1 million in growth in this area. Now, we must start reducing the FTE's by 60 positions over the next five years to control costs. Currently, filled jobs are safeguarded from a reduction in force or furloughs.

Operating Expenditures - This is the City's second largest expenditure and represents 36%, or \$39,138,943, 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, over the past five years, we have averaged approximately \$1.9 million in growth in this area. We are realigning priorities, moving service delivery strategies and initiating a cost reduction plan to help reduce costs.

Contingency – A total of \$100,000 has been set aside in the General Fund contingency account. This dollar amount is set aside for unbudgeted emergencies. This amount was reduced by half to meet budget requirements. These funds are used at the discretion of the City Manager.

Capital Improvement Program (CIP) –A portion of the total budget, \$15,846,063, 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 a minimum 15% 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 line of credit 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, that tend to increase operational expenditures for maintenance of the building. The impact that capital acquisition has on the operating budget is anticipated and incorporated into the financial plan.

Debt Service Fund – This fund was established to comply with the Uniform Chart of Accounts. It accounts for debt service transactions for bonds and debt other than those bonds issued by Albany-Dougherty Inner City Authority (ADICA) and totals \$344,195. Additionally, we are paying down debt and looking for alternative ways to finance our future.

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 \$4,787,177, which is a reduction of \$419 thousand from Dougherty County.

Risk Management Program – The Mayor and Board of City Commissioners voted 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 experiences. For FY 2013, that amount is \$1,221,446 which is a reduction of over \$400 thousand from last fiscal year.

Workers' Compensation Fund – The City's Workers' Compensation fund has not had any contributions over the past several years. The reserves level continues to decrease even though it remains viable and a solvent fund. Through aggressive claims management, the number of

claims continues to decline. The departments will not be charged additionally for funding in FY 2013. However, the preliminary figures for fiscal year-end 2012 show a \$978 thousand dollar loss. The City will start back budgeting for department contributions back into this fund in FY 2014. 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 53% of the City's total budget, this is the City's largest fund. The General Fund for FY 2013 totals \$57,159,629 and increase of less than 1%, or \$392,643 from FY 2012's General Fund Amended budget of \$56,766,986. While revenues are not growing and expenditures are increasing, the City is taking a proactive approach with program realignment and cost containment. Management is implementing a five year plan of action to reduce costs. 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. The level of service will diminish if the cost mitigation plan of action is not implemented.

Special Funds – Collectively, the City's Special Funds are the second largest group. Together, they total \$22,101,669 or 20.3% of the FY 2013 Budget. However, this amount is a decrease of \$2,629,709 from the FY 2012 Amended Special Funds total of \$24,731,378. The decrease is due to program realignment from the general fund into the CAD 911 fund and a decrease in SPLOST VI project funding. Included in this category are CAD 911, Hotel/Motel, Community & Economic Development, SPLOST Funds, Grant Fund 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 (CD) is a special revenue fund with a budget of \$2,121,399, which is a decrease in appropriations from the FY 2012 amended budget of \$2,933,501. This is the second consecutive year that funding has been reduced. CD has experienced a reduction in force due to the administrative cap on their appropriations. 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 the American Recovery and Reinvestment Act (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 \$800,000. 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 \$3,250,708, which is \$2,653,282 less than

attributable to the end and non-renewing of some grants and 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.

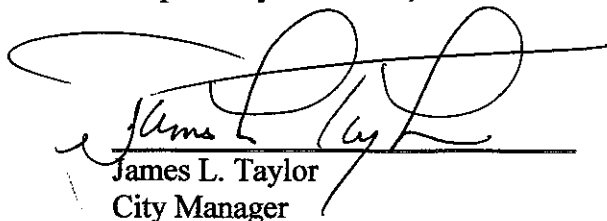
Special Purpose Local Option Sales Tax VI – The City of Albany and Dougherty County entered into an intergovernmental sales tax agreement. On November 2, 2010, voters approved the referendum to continue the 1% Special Purpose Local Option Sales Tax (SPLOST). The amount slated for collection from the 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 3.4% effective July 1, 2012, which is based on the annual Consumer Price Index (CPI) for 2011. 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 \$14,692,245, represents a minor decrease over the FY 2012 amended Sanitary Sewer System revenue of \$14,859,046. The Solid Waste Fund totals \$9,400,148, an increase from the FY 2012 Amended Budget of \$9,201,257.

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, Civic Center, and Airport Fund are not self-supporting and received \$2,212,950 assistance from the total General Fund revenues. This is a decrease of \$170,035 over the FY 2012 allocation. These funds revenues only cover 59% of their cost of operation.

The Adopted FY 2013 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.

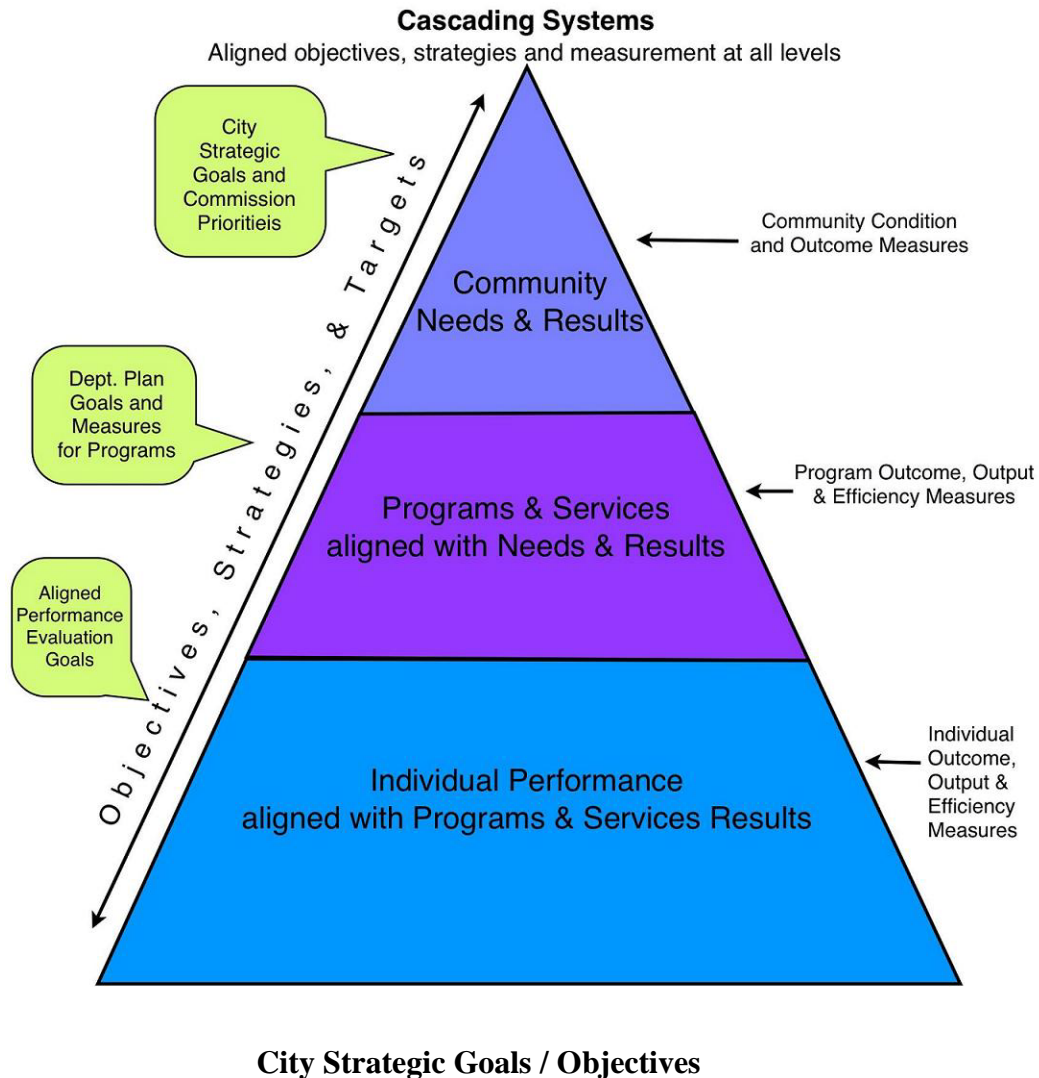
Mission statements are not designed to express concrete ends, but rather to provide motivation, general direction, an image, a tone, and a philosophy to guide the City. The leadership team created this mission statement:

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.

Currently, the Strategic Management plan has not been approved by management and as of January 2012, all efforts to develop the program further have been put on hold.

AN ORDINANCE
ENTITLED *12-110*
AN ORDINANCE ADOPTING BUDGET AND
APPROPRIATIONS FOR THE PERIOD JULY 1,
2012, THROUGH JUNE 30, 2013; REPEALING
PRIOR ORDINANCES IN CONFLICT AND FOR
OTHER PURPOSES.

WHEREAS, a proposed FY 2013 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, 2012, through June 30, 2013, are hereby adopted, and the estimated receipts and expenditures therein contained are approved. A copy of the proposed budget for FY 2013 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 2013 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, 2012, through June 30, 2013. 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 26, 2012*

Introduced By Commissioner: *Bob Langstaff, Jr.*
Date(s) read: *June 26, 2012*

**REVENUE & EXPENDITURE RECAP
FISCAL YEAR 2012/2013**

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
REVENUE			
GENERAL & SPECIAL FUNDS:			
General Fund	54,004,148	57,266,986	57,109,629
Public Improvement	3,824,641	2,525,040	2,514,157
Debt/Sinking Fund	3	0	344,195
CAD 911	1,575,359	2,290,847	2,407,210
Hotel/Motel Fund	807,921	600,000	800,000
Community & Economic Development	5,559,221	2,933,501	2,121,399
ARRA- American Recov Reinv Act	1,481,655	3,863,000	2,191,676
Grant Fund	785,403	2,040,990	1,059,032
SPLOST	10,580,102	10,453,000	10,453,000
TAD Fund	<u>20,957</u>	<u>25,000</u>	<u>211,000</u>
General & Special Funds Subtotal:	78,639,410	81,998,364	79,211,298
ENTERPRISE FUNDS:			
Sanitary Sewer Enterprise	16,011,522	14,859,046	14,692,245
Solid Waste Enterprise	8,584,191	9,201,260	9,400,148
Airport	3,597,890	1,406,975	1,400,129
Albany Civic Center/Auditorium	1,739,454	1,854,119	1,636,441
Transit System	<u>2,460,359</u>	<u>2,598,236</u>	<u>2,380,014</u>
Enterprise Funds Subtotal:	32,393,416	29,919,636	29,508,977
TOTAL GENERAL/SPECIAL & ENTERPRISE FUNDS:	<u>111,032,826</u>	<u>111,918,000</u>	<u>108,720,275</u>
EXPENDITURE			
GENERAL & SPECIAL FUNDS:			
General Fund	55,005,883	57,266,986	57,159,629
Public Improvement	4,753,907	2,525,040	2,514,157
Debt/Sinking Fund	0	0	344,195
CAD 911	1,591,711	2,290,847	2,407,210
Hotel/Motel Fund	639,315	600,000	800,000
Community & Economic Development	6,083,168	2,933,501	2,121,399
ARRA-American Recovery Reinv Act	1,478,237	3,863,000	2,191,676
Grant Fund	811,396	2,040,990	1,059,032
SPLOST	9,963,119	10,453,000	10,453,000
TAD Fund	<u>26,484</u>	<u>25,000</u>	<u>211,000</u>
General & Special Funds Subtotal:	80,353,220	81,998,364	79,261,298
ENTERPRISE FUNDS:			
Sanitary Sewer Enterprise	13,071,254	14,859,046	14,692,245
Solid Waste Enterprise	8,253,212	9,201,260	9,400,148
Airport	2,702,223	1,406,975	1,400,129
Albany Civic Center/Auditorium	2,056,669	1,854,119	1,636,441
Transit System	<u>3,092,902</u>	<u>2,598,236</u>	<u>2,380,014</u>
Enterprise Funds Subtotal:	29,176,260	29,919,636	29,508,977
TOTAL GENERAL/SPECIAL & ENTERPRISE FUNDS:	<u>109,529,480</u>	<u>111,918,000</u>	<u>108,770,275</u>

MAJOR REVENUE SOURCE SUMMARY

The General Fund estimated \$57,159,629 revenue accounts for 53% of the total FY 2013 estimated revenue of \$108,770,275. It represents a decrease of approximately \$107,357, 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.

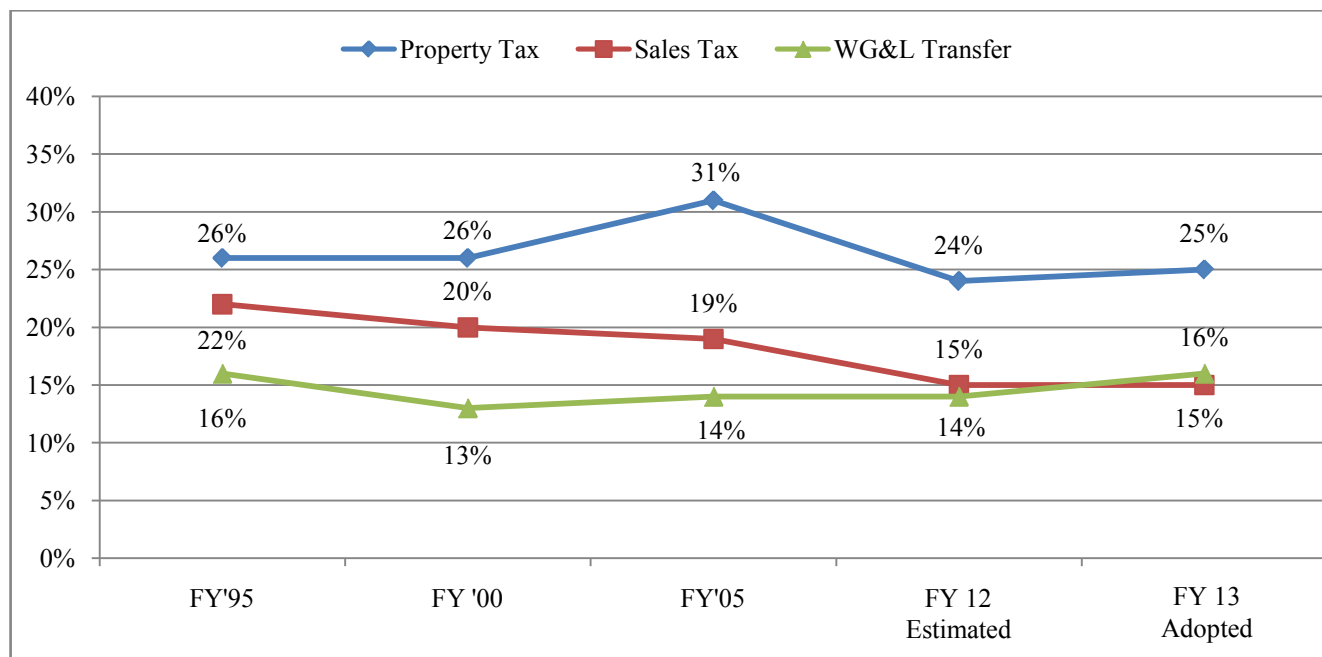
This general operating fund for the City is used to account for all financial resources traditionally associated with governmental functions that are not legally or otherwise accounted for in another fund. The most significant General Fund revenue components are property taxes, sales taxes, and the Water, 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 \$15,101,463 approximately 26% of the General Fund Revenue. The FY13 projected revenue is a significant increase from the FY12 projected revenue of \$14,024,048. 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 who lost their property tax appeals had 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 9.990 mills. 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 \$8,600,000 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 \$9,084,950 or 16% 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 the following page 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 14% of the City of Albany's FY 2013 Adopted Budget. This fund is projected to generate \$14,692,245 in FY 2013, which is a reduction of \$166,801 from FY12'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 9% or \$9,400,148 of the City's FY 2013 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 2013
GENERAL FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
Revenues			
General Fund			
Sales Tax			
5100 - Sales Tax	8,341,512	8,475,361	8,600,000
Property Tax			
5211 - Current Year Ad Valorem Tax	13,411,642	13,654,048	14,825,463
5212 - Prior Year Ad Valorem Tax	266,131	250,000	100,000
5214 - State of Ga-Railroad Eq	10,160	0	10,000
5230 - Intangible Tax	123,380	85,000	120,000
5240 - Penalties and Interest	55,636	35,000	46,000
Other Taxes			
5251 - Real Estate Transfer Tax	34,843	28,000	30,000
5252 - Payment In Lieu of Taxes	0	203,000	100,000
Licenses and Taxes			
5310 - Admin-Do Co HB489	15,556	16,028	15,000
5310 - Occupational Tax	1,457,462	1,488,525	1,450,000
5310 - Penalty & Interest-Bus Lic	4,788	5,300	5,300
5311 - AT&T (1992 Agreement)	18,344	18,344	18,344
5312 - Motor Vehicle Lic. and Permits	330	225	250
5314 - AT&T (BellSouth Telecomm)	447,814	482,519	450,000
5315 - Georgia Power	597,176	580,000	576,485
5321 - Alcohol Beverage Licenses	320,750	323,587	320,000
5321 - Training-Alcohol to Minors	1,200	0	500
5322 - Liquor and Wine Tax	291,776	274,565	265,000
5323 - Beer Tax	1,091,262	1,058,880	1,060,000
5324 - Mixed Drink Tax	129,669	110,000	117,000
5325 - Alcohol Servers I/D Cards	11,713	12,821	12,000
5340 - Insurance Taxes	4,158,640	4,367,765	3,800,000
5341 - Casualty Insurance	72,558	72,344	70,000
Franchise Fees			
5410 - Cable Television	841,806	820,000	830,000
5411 - Solid Waste Haulers Fees	224,260	243,000	243,000
5415 - Alltel Corporation	19,974	10,000	20,000
Fines & Forfeitures			
5510 - Fines & Forf-Fees	(478,442)	0	0
5510 - Fines and Forfeitures	1,649,205	1,200,000	1,295,208
5513 - Domestic Violence Response	24,303	20,000	20,000
5540 - Mun Court Proc Fees	81,010	68,000	75,000
Permits and Fees			
5611 - Building Permits	228,691	178,000	207,000
5612 - Electrical Permits	43,077	26,500	36,000
5613 - Plumbing Permits	16,680	16,500	18,000
5614 - Gas Permits	4,389	4,200	4,600
5615 - HVAC Permits	25,616	21,750	25,000
5616 - Gas Certificates	6,810	172	172

FY 2013
GENERAL FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5620 - Plans Review	0	18,000	0
5643 - Zoning Fee	22,865	31,800	22,100
5644 - Planning Misc Fees	2,229	1,000	1,200
5645 - Vacant Bldg Regist. Fee	500	600	2,100
5646 - Boarding Permit Fee	150	250	50
5650 - Examination Fees	150	500	600
Charges for Services			
Recreation			
5731 - Annual Memberships	55,002	71,820	71,820
5731 - Beer Purchases	(3,840)	0	0
5731 - Beer Sales	8,016	8,016	8,016
5731 - Golf Concessions	12,536	15,000	15,000
5731 - Golf Merchandise	6,217	8,130	8,000
5731 - Golf Miscellaneous	438	0	0
5731 - Green Fees	43,868	63,558	63,558
5731 - Hand Carts	587	50	50
5731 - Power Rentals	40,100	56,710	56,710
5731 - Range Ball	1,518	1,200	1,200
5731 - Rental Club	137	120	120
5733 - Carver Pool Admission	675	600	600
5733 - Carver Pool Concessions	(3)	0	0
5733 - Turner Pool Concessions	(4)	0	0
5735 - Baseball	85	0	0
5735 - Basketball, Adult	3,700	4,900	4,200
5735 - Basketball, Youth	2,990	0	0
5735 - Ceramic Supplies	2,098	0	0
5735 - Cheerleading	25	1,875	2,500
5735 - Dixie League BB (Do Co)	(2,925)	0	0
5735 - Flag Football, Adult	0	5,400	2,700
5735 - Football	17,177	14,700	14,000
5735 - Kickball	0	1,650	0
5735 - Softball, Adult	390	25,200	10,000
5735 - Softball, Youth	0	3,750	0
5735 - Tennis/Misc. Revenue	1,135	0	0
5735 - Volleyball	(25)	0	0
5736 - George Ort Banquet Hall	10,451	8,250	8,250
5736 - Recreation Rental	3,360	2,000	2,500
5736 - South Georgia Waves	2	0	0
5737 - Ken Gardens Concession	(1)	0	0
5737 - Special Events	0	750	750
5738 - Ceramic	394	349	0
Other Charges			
5744 - Garnishment Fees	7,705	7,000	7,000
5746 - Attorney Fees	12,850	10,000	10,000
Cemetery			
5751 - Graves	88,290	110,000	60,000
5753 - Lots	32,000	11,000	20,000

**FY 2013
GENERAL FUND REVENUE**

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
INTER-GOVERNMENTAL REVENUE			
Federal Government			
5813 - AFD Commercial Burn Permit	200	400	400
5813 - AFD Reinspection Fee	1,450	1,000	1,000
5813 - AFD Sprinkler Permit	3,800	3,600	3,600
5813 - AFD Tank Removal/Install Fee	300	200	200
Dougherty County			
5814 - Emergency Management	(13,429)	0	0
5815 - SWAT Do Co Bd OF Comm	11,541	26,495	26,495
5815 - SWAT Do Co School Bd	1,776	0	0
5816 - Do Co Code Enforcement	37,646	40,000	45,111
5821 - Fire Protection	2,967,845	3,018,298	3,120,920
5822 - Information Technology	744,168	984,744	842,956
5823 - Planning/Enforcement	327,970	681,757	410,114
5824 - Traffic Engineering	21,287	5,000	5,000
5825 - Central Services	109,680	126,836	0
5826 - Emergency Management	44,409	19,379	33,025
5829 - Recreation	154,123	154,123	154,123
5832 - Highway Maintenance Contracts	149,433	149,196	149,433
Other Governments			
5845 - Indirect Allocation	1,216,474	1,655,191	1,300,084
5849 - False Alarms	29,625	33,000	25,000
TRANSFERS FROM WG&L			
5850 - Transfers From WGL	7,614,486	8,259,045	9,084,950
5851 - Transfers From WGL-MEAG	3,078,266	3,080,000	2,250,000
5852 - MEAG Long Term Financial Plan	3,078,266	0	0
Other Revenues			
5861 - Div Reinvest - Merrill Lynch	200,284	140,000	200,000
5861 - Int Inc - LTFP Funds	94,830	0	0
5861 - Interest Income	202	0	0
5862 - Storeroom Revenue - P.W.	(33)	0	0
5863 - Gasoline Sales	(39,751)	2,500	12,500
5864 - Shop-Labor	837,086	600,000	812,000
5865 - Shop-Outside Repairs	(5,359)	0	0
5866 - Internal Services	147,945	153,436	160,611
5868 - Gain/Loss on Sales	4,481	193,795	200,000
5868 - Net Book Value	(5,383)	0	0
5868 - Proceeds/ Sale of Asset	43,914	0	0
5870 - Discounts Earned	952	0	0
5873 - Risk Management-Admin	227,988	418,429	421,567
5877 - Sediment/Erosion Control	4,312	0	0
5880 - Bid Bonds	(202)	0	0
5880 - Miscellaneous Revenue	145,047	0	0
5880 - P Card Rebates	835	0	0
5880 - Small Business Proc Fees	1,175	0	0
5889 - Handling Fee (Rtnd Ck Chrgd)	900	0	0
5891 - City Employees ID	1,530	0	0
5891 - Do Co Employees ID	50	0	0
5892 - Timber Sales	332	0	0

FY 2013
GENERAL FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5895 - Miscellaneous Police Receipts	10,895	0	0
5991 - Operating Transfers In	0	0	2,000,000
5992 - Operating Transfers Out	0	0	0
5998 - Transfer from Fund Balance	0	4,248,166	1,741,975
General Fund Revenue Subtotal	55,171,909	58,628,202	58,159,409
Transfers to General Fund			
Hotel Motel Fund	600,000	600,000	800,000
Capital Improvement Fund	0	0	0
CAD 911	0	0	0
Sanitary Sewer Fund	4,917,795	765,964	757,365
Transfer to General Fund Subtotal:	5,517,795	1,365,964	1,557,365
Subtotal	60,689,704	59,994,166	59,716,774
Transfers From General Fund			
Municipal Auditorium	(29,380)	(35,667)	(45,708)
Civic Center	(1,265,099)	(1,329,184)	(1,200,719)
Transit	(398,869)	(523,694)	(137,775)
Public Improvement Fund	(1,340,716)	(210,081)	(210,081)
Airport Fund	(593,432)	(628,554)	(618,667)
Debt Service Fund	0	0	(344,195)
CAD/911	0	0	0
Transfers from General Fund Subtotal	(3,627,496)	(2,727,180)	(2,557,145)
GENERAL FUND REVENUE	57,062,208	57,266,986	57,159,629

FY 2013
GENERAL FUND EXPENDITURES

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
Legislative	322,951	417,552	374,497
City Commission	196,617	209,172	209,239
City Manager	1,258,207	1,637,550	1,510,539
City Attorney	415,320	593,156	561,857
Municipal Court	592,540	611,051	590,590
Human Resources	3,227,937	1,665,756	1,394,283
Risk Management	319,615	422,854	418,922
Central Services-Procurement	556,474	611,462	606,977
Central Services-Printing	223,903	211,597	210,074
Central Services-Material Mgmt.	275,747	295,513	294,234
Central Services-Fleet Maint.	908,346	975,239	981,158
Central Services-Fleet Pool Maint.	4,916	8,200	8,200
Finance-Administration & Acctg.	1,296,577	1,548,247	959,893
Finance-Office of Mgmt./Budget	191,938	215,737	213,881
Finance-Treasurer	671,775	716,547	689,258
Enforcement-Administration	1,120,648	1,008,427	1,813,856
Enforcement-Services	378,430	390,210	388,945
Information Technology (IT)	1,528,665	1,977,017	1,669,850
Information Technology - 311	176,939	205,145	213,192
Planning & Development Services	1,210,787	1,389,768	1,367,167
Police-Administration	2,764,913	3,073,215	2,872,372
Police-Uniform	7,649,714	7,341,999	7,722,501
Police-Support Services	1,808,176	1,856,327	1,849,398
Police-Investigative	1,973,661	2,649,872	2,871,357
Police-Gang Unit	797,331	1,107,863	1,092,390
Police-COP	268,888	294,118	302,933
Police-SWAT	44,402	79,250	60,850
Fire-Administration	573,701	542,643	568,063
Fire-Suppression	10,180,104	10,577,457	10,822,149
Fire-Prevention	349,765	409,221	418,962
Fire-Training	279,709	361,410	380,629
Fire-Emergency Management	66,050	107,260	121,338
Fire-Communications	678,734	185,115	189,700
Engineering	3,618,132	3,881,856	4,052,030
Public Works-Administration	348,823	400,439	430,817
Public Works-Street Maintenance - Grading/Construction	180,491	195,386	203,617
Public Works-Right of Way	756,803	831,714	838,136
Public Works-Sweeping	620,349	765,964	757,365
Public Works-Asphalt/Concrete	335,743	404,117	358,379
Public Works-Grading/Construction	759,273	829,694	828,995
Public Works-Street Maintenance - Tree Maintenance	0	0	226,345
Recreation-Administration	535,367	525,574	568,543
Recreation-Centers & Gyms	764,449	790,531	787,357
Recreation-Athletics	413,384	429,104	435,802
Recreation-Flint River Golf	461,267	461,861	485,665
Recreation-Parks Maintenance	694,332	717,347	734,490
Recreation-Cemeteries	282,034	304,060	296,080
Recreation-Planning & Natural Resource	597,922	665,370	388,776
Recreation-Health & Wellness	550,347	547,558	512,516
Independent Agencies	1,773,531	1,820,462	1,505,462
Total General Fund Expenditure:	55,005,883	57,266,986	57,159,629

FY 2013
PUBLIC IMPROVEMENT FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5100 - Sales Tax	1,536,445	1,389,959	1,379,076
5220 - Transfer from W,G,&L	(316,000)	325,000	325,000
5500 - GMA Lease Pool	575,248	600,000	600,000
5820 - Do Co Computer Equip	40,245	0	0
5887 - Tree Ord: Construction	(1,475)	0	0
5991 - Operating Transfers In	1,340,716	210,081	210,081
5992 - Operating Transfers Out	0	0	0
PUBLIC IMPROVEMENT FUND REVENUE	3,175,179	2,525,040	2,514,157

FY 2013
SPLOST FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5100 - SPLOST Revenues	7,575,292	10,298,522	10,298,522
5500 - Interest - Merrill Lynch	316,033	154,478	154,478
5500 - Interest - SunTrust	595	0	0
SPLOST FUND REVENUE	7,891,920	10,453,000	10,453,000

FY 2013
DEBT SERVICE/SINKING FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5100 - Sales Tax	0	0	0
5499 - Other Revenues	0	0	0
5500 - Interest Income	3	0	0
5991 - Operating Transfers In	0	0	344,195
5992 - Operating Tsfs (Out)In	0	0	0
DEBT SERVICE/SINKING FUND REVENUE	3	0	344,195

FY 2013
CAD - 911 FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5499 - Open Records Requests Rev	670	0	0
5500 - Int Income	39,150	25,000	25,000
5825 - DoCo Revenues	0	73,000	84,065
5826 - City of Thomasville	14,428	0	0
5826 - Crisp County	6,233	0	0
5885 - 911 Fees	1,514,882	1,635,736	1,534,329
5991 - Operating Transfers In	0	0	0
5992 - Operating Transfers Out	0	0	0
5998 - Transfer from Fund Balance	0	557,111	763,816
CAD - 911 FUND REVENUE	1,575,359	2,290,847	2,407,210

FY 2013
HOTEL/MOTEL FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5330 - Hilton Garden	196,753	0	0
5330 - Hotel/Motel Tax	1,211,169	1,200,000	1,600,000
5992 - Operating Transfers Out	(600,000)	(600,000)	(800,000)
HOTEL/MOTEL FUND REVENUE	807,922	600,000	800,000

FY 2013
COMMUNITY DEVELOPMENT FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5010 - *Grant Rev-Continuum of Care	86,081	0	0
5010 - *Grant Revenue-CDBG	1,617,404	1,038,630	951,527
5010 - *Grant Rev-Home	596,621	577,990	577,990
5010 - *Grant Rev-House Counsel	44,093	0	0
5010 - *Grant Rev-OwnHome	2,590	0	0
5010 - *Grant Rev-Weather/Energy	78,649	0	0
5010 - *Grant Rev-Weather/Health	10,196	0	0
5010 - Grant Revenue ESGP	23,246	0	0
5010 - Neighborhood Stabilization Pr	479,761	0	0
5018 - *Rental Rev-Bus/Tech Ctr	56,655	0	0
5018 - *Rental Rev-CDBG	333,968	1,316,881	591,882
5018 - *Rental Revenue-Broadway Ct	76,190	0	0
5018 - *Rental Rev-Hampton East	233,538	0	0
5018 - *Rental Rev-Highland/Madison	5,250	0	0
5018 - *Rental Rev-Home	300	0	0
5018 - *Rental Rev-Ind.Incubator	27,995	0	0
5018 - *Rental Rev-N.Davis	5,278	0	0
5018 - *Rental Rev-Windsor	138,326	0	0
5020 - *Misc Rev-Bus/Tech Ctr	3,866	0	0
5020 - *Misc Rev-CDBG	221	0	0
5020 - *Misc Rev-General Management	405	0	0
5020 - *Misc-CDBG RLF	6,460	0	0
5020 - SHP-Occupancy Fees	5,750	0	0
5020 - SHP-Readiness Account	636	0	0
5021 - *Sale Of Prop-CDBG	171,422	0	0
5021 - *Sale Of Prop-Flood	28,000	0	0
5021 - *Sale Of Prop-Home	144,779	0	0
5021 - Sales of Property-NSP	91,677	0	0
5024 - *Note Rev-CDBG AHOP	17,031	0	0
5024 - *Note Rev-FDBLR (DCA)	7,791	0	0
5024 - *Note Rev-Flood	280,184	0	0
5024 - *Note Rev-Heat Assistance	281	0	0
5024 - *Note Rev-Home	67,260	0	0
5024 - *Note Rev-HS	18,959	0	0
5024 - *Note Rev-Redevelopment	531,059	0	0
5024 - *Note Rev-Rental Rehab	9,679	0	0
5024 - *Note Rev-Revolving	116,479	0	0
5024 - Note Rev-CDBG RLF	1,260	0	0
5880 - Miscellaneous Revenue	20,237	0	0
5920 - *Interest Inc-Enterprise Rev	266	0	0
5920 - *Interest Inc-Revolving	2,658	0	0
COMMUNITY DEVELOPMENT FUND REVENUE	5,342,501	2,933,501	2,121,399

FY 2013
GRANT FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5806 - PL Grant	180,380	198,000	130,216
5807 - Sect #8 FTA Grant	48,522	208,000	65,009
5811 - Totally Teen Zone	13,998	0	0
5812 - Summer Lunch Bag Program	119,271	69,246	297,957
5819 - 2009 JAG	16,747	30,000	18,322
5819 - 2010 JAG	48,484	45,000	87,480
5820 - 2011 JAG	0	0	80,341
5819 - AmeriCorp Grant	118,238	178,266	0
5819 - Bullet Proof Vest	13,471	17,096	12,090
5819 - Pol- 2008 JAG	0	2,206	0
5819 - Pol- EOD Bomb Dog	9,127	16,438	14,348
5819 - Pol- EOD GEMA Robot/Bumb Suits	0	0	286,918
5819 - Biometric Fingerprinting System	0	0	21,351
5819 - GEMA - Police	0	338,918	0
5820 - EPA Grant	45,701	0	0
5820 - Safe Communities GOHS	46,388	46,000	0
5820 - GEMA - Hazmat - Fire	0	15,000	15,000
5820 - Signal System Upgrade	(190,395)	0	0
5823 - Assistance to Firefighters	158,400	0	0
5823 - Fire Disaster Mitigation	(866)	0	0
5823 - Performance Partnership Agre	28,820	28,820	30,000
5831 - D/Nat'l Res 13991424201	(65)	0	0
Miscellaneous/ARRA Grants	0	4,711,000	2,191,676
5991 - Operating Transfers in	0	0	0
GRANT FUND REVENUE	656,221	5,903,990	3,250,708

FY 2013
TAX ALLOCATION DISTRICT FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5200 - Property Tax	20,957	25,000	211,000
TAX ALLOCATION DISTRICT FUND REVENUE	20,957	25,000	211,000

FY 2013
SPECIAL FUNDS EXPENDITURES

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
Public Improvement	4,753,907	2,525,040	2,514,157
SPLOST Funds	9,963,119	10,453,000	10,453,000
Debt/Sinking Fund	0	0	344,195
CAD 911	1,591,711	2,290,847	2,407,210
Hotel/Motel Fund	639,315	600,000	800,000
Community & Economic Development	6,083,168	2,933,501	2,121,399
Grant Fund	811,396	1,192,990	1,059,032
ARRA-American Recovery Reinv Act	1,478,237	4,711,000	2,191,676
Tax Allocation District	26,484	25,000	211,000
TOTAL SPECIAL FUNDS:	25,347,337	24,731,378	22,101,669
Total General/Special Funds	80,353,220	81,998,364	79,261,298

FY 2013
SANITARY SEWER FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5010 - Tap Fees	11,898	10,000	12,000
5020 - Septic Tank Dumps	49,350	50,000	50,000
5060 - Maint A.S.U. Pump Station	24,222	2,550	5,500
5070 - Sanitary Sewer Fees	14,641,677	14,951,460	14,816,110
5072 - Sanitary Sewer Fee-MCLB	208,593	225,000	200,000
5080 - Industrial Samplers Fees	124,948	140,000	120,000
5085 - Annual Permit Fees	2,400	2,000	2,000
5240 - Fees On Merrill Lynch Blackroc	(17,698)	0	0
5240 - Inc.-Local Gov't Inv. Pool	3	100,000	100,000
5240 - Interest Income Merrill Lynch	366,910	0	0
5240 - Market change Merrill Lynch In	(40,068)	0	0
5302 - Miscellaneous Assessments	5,848	0	0
5499 - Other Revenues	38,984	0	0
5780 - Miscellaneous Revenue	3,159	2,000	2,000
5861 - Interest Income	3,200	2,000	2,000
5868 - Net Book Value	(1,735)	0	0
5868 - Proceeds/ Sale of Asset	4,095	0	0
5880 - Development Fees	40,940	40,000	40,000
5941 - Capital Contributions	1,077,674	0	0
5991 - Operating Transfers In	75,000	100,000	100,000
5992 - Operating Transfers Out	(4,917,795)	(765,964)	(757,365)
5998 - Transfer from Fund Balance	0	0	0
SANITARY SEWER FUND REVENUE	11,701,606	14,859,046	14,692,245

FY 2013
SANITARY SEWER FUND EXPENDITURES

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
Wastewater Treatment	4,761,043	5,121,609	5,086,419
Wastewater Treatment/Lift Station	533,128	842,093	801,200
Sanitary Sewer Administration	2,437,438	5,263,233	5,056,874
Sewer Maintenance	2,195,103	1,546,210	1,613,097
Sewer Construction	1,700,942	902,897	955,523
Review and Inspect	143,702	173,338	159,246
Sweepings	31,225	0	0
Storm Maintenance	747,158	496,409	482,219
Wastewater Sampling & Utility Location	445,211	513,257	537,667
Wastewater Treatment Flood Control	76,304	0	0
TOTAL SANITARY SEWER:	13,071,254	14,859,046	14,692,245

FY 2013
SOLID WASTE FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5010 - Solid Waste Fees-City	8,752,682	8,946,260	9,145,148
5030 - Tipping Fees	162,833	125,000	125,000
5040 - Special Pick-Ups-Trash	23,038	5,000	5,000
5045 - Roll off Containers	33,400	25,000	25,000
5941 - Capital Contribution	1,000	0	0
5991 - Operating Transfers In	75,000	100,000	100,000
5992 - Operating Transfers Out	(550,402)	0	0
5998 - Transfer from Fund Balance	0	0	0
SOLID WASTE FUND REVENUE	8,497,551	9,201,260	9,400,148

FY 2013

SOLID WASTE FUND EXPENDITURES

Description	Actual	Amended	Adopted
	2010/2011	2011/2012	2012/2013
Solid Waste Administration	885,406	800,957	790,426
Solid Waste Residential East	3,375,191	3,916,922	3,887,800
Solid Waste Residential West	2,850,157	2,945,000	3,015,478
Solid Waste Commercial	971,726	1,347,358	1,515,221
Solid Waste Street Sweeping	170,732	191,023	191,223
	=====	=====	=====
TOTAL SOLID WASTE:	8,253,212	9,201,260	9,400,148

FY 2013
AIRPORT FUND REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5711 - ASA	149,490	135,491	141,097
5711 - Non-Scheduled	6,186	4,752	1,800
5711 - United Parcel Services	142,766	144,234	139,734
5712 - Alamo/National	6,597	0	0
5712 - Avis Car Rental	70,087	76,420	76,420
5712 - Budget Car Rentals	46,098	49,524	52,608
5712 - CARS Inc	74,370	77,872	76,672
5712 - Enterprise Car Rental	59,100	51,958	64,570
5712 - Thrifty Car Rentals	7,736	2,268	0
5713 - FAA Rental	13,332	13,332	13,332
5713 - TSA Rental	28,349	50,357	50,477
5714 - Airport Parking	77,539	75,000	66,000
5715 - Hawthorne Aviation	64,243	75,703	78,742
5720 - Lounge Rental	650	0	0
5720 - Quest/SmithKline Beecham	100	0	0
5721 - Airport Miscellaneous	4,905	4,110	4,110
5722 - House Rental	6,720	6,000	6,000
5729 - Concessions Revenue	4,419	7,800	3,900
5830 - Federal Grants	1,984,970	0	0
5840 - State of Georgia	9,003	0	0
5850 - PFC Revenues Earned	188,994	0	0
5851 - CFC Revenues Earned	280	0	0
5861 - Interest Earned PFC3	216	0	0
5861 - Interest Earned PFC4	649	0	0
5861 - Interest Income PFC5	10	0	0
5862 - Interest Earned CFC	1,656	0	0
5868 - Net Book Value	(7,493)	0	0
5868 - Proceeds/ Sale of Asset	2,821	0	0
5870 - Advertising Revenue	5,164	3,600	6,000
5941 - Capital Contributions	24,063	0	0
5991 - Operating Transfers In	593,432	628,554	618,667
5992 - Operating Transfers Out	(1,074)	0	0
AIRPORT FUND REVENUE	3,565,378	1,406,975	1,400,129

FY 2013
CIVIC CENTER REVENUE

Description	Actual 2010/2011	Amended 2011/2012	Adopted 2012/2013
5010 - Arena Rent	102,085	140,174	107,783
5010 - Auditorium Rent	22,107	24,869	15,215
5020 - Meeting Room Rent	17,090	11,990	12,223
5030 - Concession Income	7,718	12,782	0
5030 - Auditorium Concessions Income	0	400	0
5040 - Parking Income	25,718	45,830	30,429
5040 - Auditorium Parking Income	3,406	1,970	200
5050 - Box Office Income	31,750	49,926	63,922
5050 - Auditorium Box Office Income	8,191	6,772	2,534
5070 - Prog/T-Shirts & Novelties	3,094	4,975	3,714
5070 - Auditorium Novelty Sales	309	0	0
5080 - Catering Income	620	0	0
5090 - Miscellaneous Income	618	0	0
5090 - Auditorium Miscellaneous Income	80	0	0
5100 - Staffing Reimbursement	153,035	207,532	255,144
5100 - Auditorium Gain on Staffing	3,420	0	0
5120 - Other Direct Costs	2,289	0	0
5120 - Auditorium Other Direct Cost Reimbursement	(2,150)	0	0
5140 - Miscellaneous Rentals/Svcs	128,224	147,285	123,324
5140 - Auditorium Misc. Rental & Services	25,405	21,816	21,818
5150 - Executive Discount	(116,907)	(165,959)	(102,880)
5150 - Sports Team Discount	0	0	(143,412)
5150 - Trade Discount	(500)	0	0
5300 - Auditorium Promotion Revenue	0	(21,094)	0
5868 - Net Book Value	(3)	0	0
5868 - Proceeds/ Sale of Asset	257	0	0
5941 - Capital Contributions	28,599	0	0
5960 - Interest Income	3	0	0
5960 - Auditorium Interest Income	11	0	0
5991 - Operating Transfers In	1,265,099	1,329,184	1,200,719
5991 - Auditorium Operating Transfers In	29,380	35,667	45,708
5992 - Operating Transfers Out	2,212,053	0	0
5992 - Auditorium Operating Transfers Out	(2,217,297)	0	0
CIVIC CENTER REVENUE	1,733,704	1,854,119	1,636,441

FY 2013

TRANSIT SYSTEM REVENUE

Description	Actual	Amended	Adopted
	2010/2011	2011/2012	2012/2013
5010 - Bus Fares	471,067	424,090	448,234
5010 - Bus Para transit	32,731	31,352	32,594
5030 - Advertising	21,671	20,004	0
5070 - State Grants-Operat/Assist	381,763	830,000	871,411
5080 - State Grants-Capital Impro	1,010,071	769,096	890,000
5868 - Net Book Value	(6,608)	0	0
5868 - Proceeds/ Sale of Asset	7,280	0	0
5941 - Capital Contributions	143,515	0	0
5991 - Operating Transfers In	398,869	523,694	137,775
	=====	=====	=====
TRANSIT SYSTEM REVENUE	2,460,359	2,598,236	2,380,014

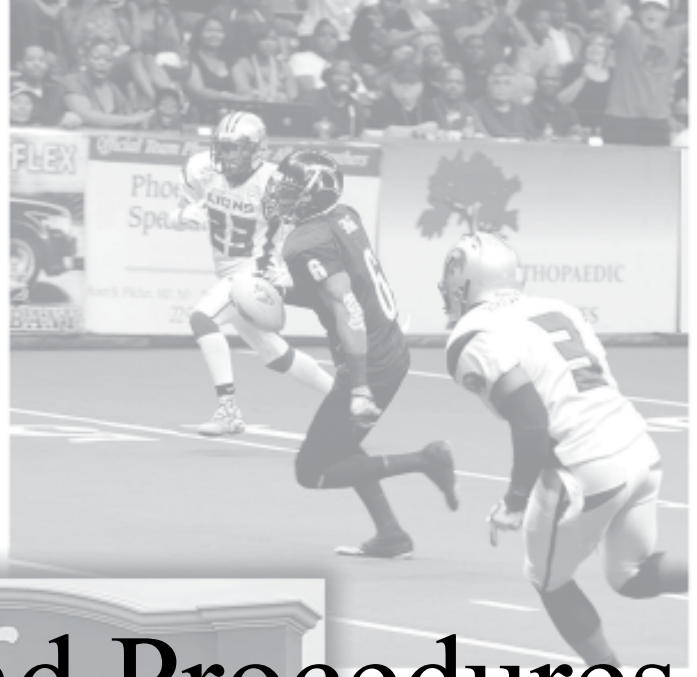
FY 2013

NON-MAJOR ENTERPRISE FUND EXPENDITURES

Description	Actual	Amended	Adopted
	2010/2011	2011/2012	2012/2013
Airport	2,702,223	1,406,975	1,400,129
Albany Civic Center/Auditorium	2,056,669	1,854,119	1,636,441
Transit Fund	3,092,902	2,598,236	2,380,014
	=====	=====	=====
TOTAL NON-MAJOR ENTERPRISE FUNDS	7,851,794	5,859,330	5,416,584
	=====	=====	=====
GRAND TOTAL	109,529,480	111,918,000	108,770,275



City of Albany



Policies and Procedures



Budget FY 2013

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 2012 with the Office of Management/Budget (OMB) preparing the FY 2012/2013 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 2012 and each department was given its FY 2013 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 2013 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 June 11th. 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 26th for approval.

After extensive work by the City Manager and the budget preparation staff, the FY 2013 budget was adopted on June 26, 2012. 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, 2012. The new fiscal year began July 1, 2012.

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, 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 "Aaa" rating from Moody's.

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, 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 2012/2013 BUDGET CALENDAR

Budget Activity	Action By	Completion Date
1. Revenue Projections	Finance Department	January 18
2. Budget Issues and Concerns	City Manager/Office of Mgmt & Budget	February 3
3. Budget Planning Session (Rm 100)	City Manager/Office of Mgmt & Budget	February 13
4. Completion of Budget Requests	Department/Division Heads	February 27
5. Verification & Audit of Departmental Requests	Office of Mgmt & Budget	March 12
6. Review Analysis of Departmental Requests with Departmental Officials Wrap up	City Manager/Office of Mgmt & Budget	March 14-23
7. Budget Overview Presentation (Rm 120)	City Manager/Finance Committee	April 17
8. Review Analysis of Departmental Requests with Departmental Officials (Rm 120)	City Manager/ Mayor/City Commission/Office of Mgmt & Budget	April 24, May 1, 15, 22
9. Budget Discussion (Rm 120)	City Manager/ Mayor/City Commission/Office of Mgmt & Budget	May 8 (Optional)
10. Submit Revised Recommended Budget to Mayor/Commission	City Manager	May 29
11. Public Notices of: a. Hearing of Proposed Budget b. Meeting to Adopt Budget	City Clerk	June 1 June 5
12. Public Hearing of Proposed Budget (Room 100)	Mayor/City Commission/City Clerk	May 22
13. Preparation of Budget Ordinance, Incorporating Final Changes by Mayor and City Commission	City Attorney	June 12
14. Adoption of 2012/2013 Budget	Mayor/City Commission	June 26

FY 2012/2013 BUDGET MEETINGS

Department	Staff Review	Commission Review
General Government	March 14, 2012	
Legislative	9:30	
City Manager	10:00	
City Attorney	10:30	
Municipal Court	11:00	
Human Resources Management	11:30	
Administration	March 14, 2012	
Central Services	2:00	
Information Technology (IT)	2:30	
Finance	3:00	
Public Works	March 15, 2012	
General Operations	8:00	
Sanitary Sewer (Enterprise Fund)	8:30	
Solid Waste (Enterprise Fund)	9:30	
Transportation	March 15, 2012	
Airport	1:30	
Transit	2:00	
Public Safety	March 15, 2012	
Fire	2:30	
Police	3:00	
Leisure/ Convention Services	March 16, 2012	
Recreation	8:30	
City Auditorium/Civic Center	10:30	
Planning & Development	March 16, 2012	
Planning & Development	1:30	
Engineering	2:00	
Enforcement	2:30	
Community Development	3:00	
Other	March 23, 2012	
Debt Service/ Contingency	3:00	
Wrap Up	March 23, 2012	
	3:00	

FY 2012/2013 BUDGET MEETINGS

Department	Staff Review	Commission Review
Budget Overview (Room 120) (Commission Work Session)		April 17, 2012
Review Analysis of Departmental Requests with Departmental Officials (Room 120)		April 24, May 1, 15, 22
Budget Discussions (Room 120)		May 8 (Optional)
Commission Consideration & Vote (Room 100)		June 26, 2012 8:00 pm



City of Albany



Revenues & Expenditures



Budget FY 2013

City of Albany

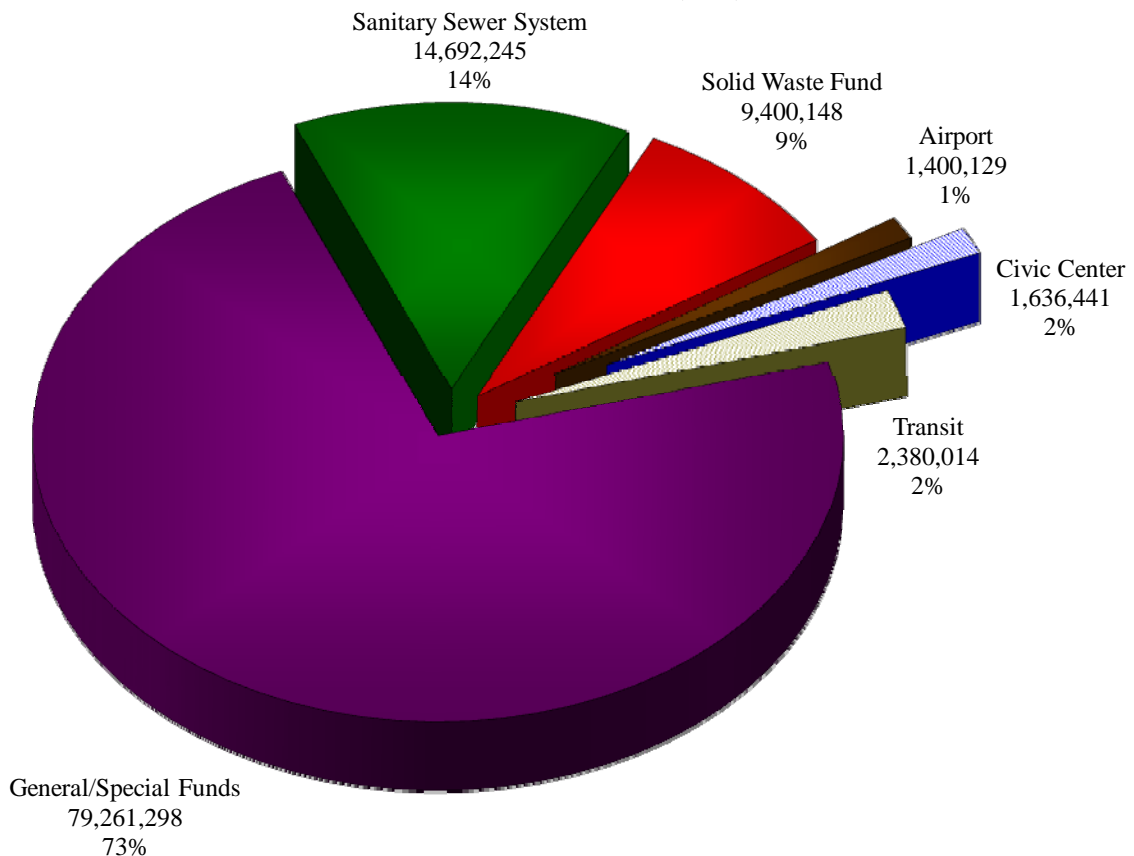
FY 2013

Adopted Operating Budget

	FY 2013 Budget	% of Total Budget
General/Special Funds	79,261,298	73%
Sanitary Sewer System	14,692,245	14%
Solid Waste Fund	9,400,148	9%
Airport	1,400,129	1%
Civic Center	1,636,441	2%
Transit	2,380,014	2%

TOTAL

108,770,275 100%



Total Budget \$108,770,275

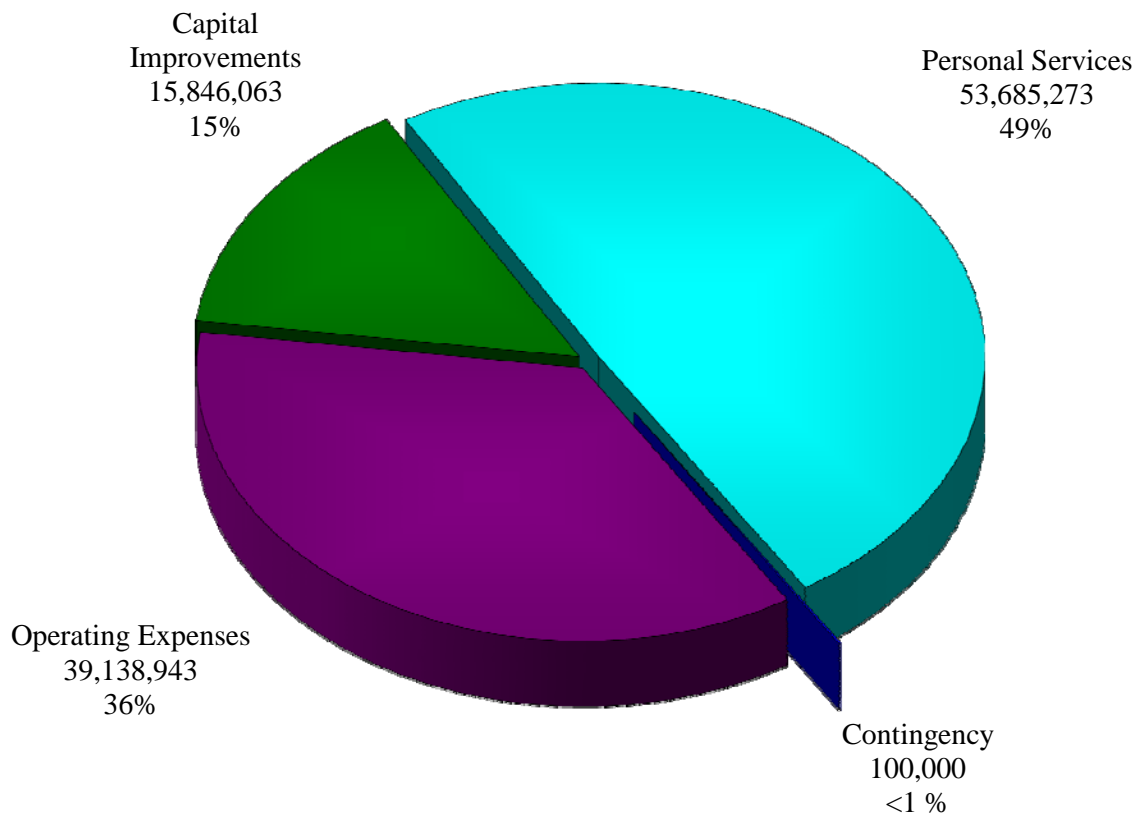
CITY OF ALBANY
FY 2013
Estimated Revenues

	General/Special Funds		Enterprise Funds			Total
	General Fund	Special Funds	Sanitary Sewer Fund	Solid Waste Fund	Non Major Funds	
Property Tax	15,101,463	211,000				15,312,463
Other Taxes	5,454,000	1,600,000				7,054,000
Sales Taxes	8,600,000	1,379,076				9,979,076
Business License & Taxes	3,130,651					3,130,651
Federal & State Grants	149,433	4,780,225			1,761,411	6,691,069
Service Charges	2,581,089	2,407,210	15,203,610	9,300,148	660,036	30,152,093
Fines & Forfeitures	1,390,208					1,390,208
Rentals & Franchises	1,161,830	591,882			733,014	2,486,726
Miscellaneous Revenues	876,067	810,081	146,000		259,254	2,091,402
WG&L Transfers/MEAG	11,334,950	325,000	100,000	100,000		11,859,950
Charges For Services Dougherty County	4,637,744					4,637,744
Special Purpose Local Option Sales Tax		10,453,000				10,453,000
Transfer In	3,557,365	344,195			2,002,869	5,904,429
Transfer From Fund Balance	1,741,975					1,741,975
Transfer Out	(2,557,145)	(800,000)	(757,365)			(4,114,510)
Totals	57,159,627	22,101,669	14,692,245	9,400,148	5,416,584	108,770,275
	General/Special Funds		Enterprise Funds			
	79,261,296		29,508,977			

CITY OF ALBANY
FY 2013
Estimated Expenditures

	General/Special Funds		Enterprise Funds			Total
	General Fund	Special Funds	Sanitary Sewer Fund	Solid Waste Fund	Non Major Funds	
General Government		19,694,459	14,692,245	9,400,148	5,416,584	49,203,436
Legislative	583,736					583,736
City Manager	1,510,539					1,510,539
City Attorney	561,857					561,857
Municipal Court	590,590					590,590
Human Resource Mgmt	1,813,205					1,813,205
Central Services	2,100,644					2,100,644
Finance	1,863,031					1,863,031
Information Technology	1,883,042					1,883,042
Engineering	4,052,032					4,052,032
Public Safety						
Police	16,771,800					16,771,800
Fire/CAD 911	12,500,841	2,407,210				14,908,051
Enforcement	2,202,802					2,202,802
Planning & Development Svc	1,367,168					1,367,168
Public Works						
P.W. Administration	430,817					430,817
Street Maintenance	3,212,837					3,212,837
Recreation	4,209,228					4,209,228
Other Appropriations						
Independent Agencies	1,505,462					1,505,462
Totals	57,159,630	22,101,669	14,692,245	9,400,148	5,416,584	108,770,275
	General/Special Funds		Enterprise Funds			
	79,261,299		29,508,976			

City of Albany FY 2012/2013 Total Operating Budget



Total Budget
\$108,770,275

FY 2012/2013
ADOPTED BUDGET

DEPARTMENT	PERSONAL SERVICES	OPERATING EXPENSES	CAPITAL IMPROVEMENT	TOTAL
Legislative	174,929	199,568	0	374,497
City Commission	154,239	55,000	0	209,239
City Manager	831,105	679,434	0	1,510,539
City Attorney	461,512	100,345	0	561,857
Municipal Court	444,020	146,570	0	590,590
Human Resources	1,083,268	311,015	0	1,394,283
Risk Management	278,641	140,281	0	418,922
Central Services-Procurement	429,802	177,175	0	606,977
Central Services-Printing	150,491	59,583	0	210,074
Central Services-Material Mgmt.	267,029	27,205	0	294,234
Central Services-Fleet Maint.	855,562	125,596	0	981,158
Central Services-Fleet Pool Maint.	0	8,200	0	8,200
Finance-Administration & Acctg.	667,350	292,543	0	959,893
Finance-Office of Mgmt./Budget	200,109	13,772	0	213,881
Finance-Treasurer	281,149	408,109	0	689,258
Enforcement-Administration	715,501	1,098,355	0	1,813,856
Enforcement-Services	356,426	32,519	0	388,945
Information Technology (IT)	1,031,178	638,672	0	1,669,850
Information Technology - 311	170,422	42,770	0	213,192
Planning & Development Services	1,095,802	271,365	0	1,367,167
Police-Administration	1,697,467	1,174,905	0	2,872,372
Police-Uniform	6,763,451	959,050	0	7,722,501
Police-Support Services	1,537,198	312,200	0	1,849,398
Police-Investigative	2,661,859	209,498	0	2,871,357
Police-Gang Unit	951,290	141,100	0	1,092,390
Police-COP	26,913	276,020	0	302,933
Police-SWAT	0	60,850	0	60,850
Fire-Administration	459,212	108,851	0	568,063
Fire-Suppression	10,305,677	516,472	0	10,822,149
Fire-Prevention	400,962	18,000	0	418,962
Fire-Training	325,529	55,100	0	380,629
Fire-Emergency Management	78,358	42,980	0	121,338
Fire-Communications	0	189,700	0	189,700
Engineering	1,809,733	2,242,297	0	4,052,030
Public Works-Administration	304,623	126,194	0	430,817
Public Works-Street Maintenance - Grading/Construction	162,467	41,150	0	203,617
Public Works-Street Maintenance - Tree Maintenance	195,495	30,850	0	226,345
Public Works-Right of Way	598,536	239,600	0	838,136
Public Works-Sweeping	456,569	300,796	0	757,365
Public Works-Asphalt/Concrete	263,179	95,200	0	358,379
Public Works-Grading/Construction	528,625	300,370	0	828,995
Recreation-Administration	358,960	209,583	0	568,543
Recreation-Centers & Gyms	541,280	246,077	0	787,357
Recreation-Athletics	212,021	223,781	0	435,802
Recreation-Flint River Golf	327,461	158,204	0	485,665
Recreation-Parks Maintenance	578,415	156,075	0	734,490
Recreation-Cemeteries	237,079	59,001	0	296,080
Recreation-Planning & Natural Resource	199,520	189,256	0	388,776
Recreation-Health & Wellness	407,260	105,256	0	512,516
Independent Agencies	0	1,505,462	0	1,505,462
SUBTOTAL GENERAL FUND	42,037,674	15,121,955	0	57,159,629

FY 2012/2013
ADOPTED BUDGET

DEPARTMENT	PERSONAL SERVICES	OPERATING EXPENSES	CAPITAL IMPROVEMENT	TOTAL
Capital Improvement Fund	0	0	2,514,157	2,514,157
Debt/Sinking Fund	0	344,195	0	344,195
CAD 9-1-1	1,930,462	476,748	0	2,407,210
Tax Allocation District	0	211,000	0	211,000
Hotel/Motel Fund	0	800,000	0	800,000
Community & Economic Development	372,639	1,748,760	0	2,121,399
SPLOST Fund	0	0	10,453,000	10,453,000
Grant Fund	0	1,726,728	1,523,980	3,250,708
Subtotal, Special Funds	2,303,101	5,307,431	14,491,137	22,101,669
TOTAL, GENERAL/SPECIAL FUNDS	44,340,775	27,205	14,491,137	79,261,298
Sewer Systems-Wastewater Treatment	1,029,165	3,607,254	450,000	5,086,419
Waste Water Treatment-Lift Station	0	651,200	150,000	801,200
Sewer Systems-Administration	472,132	4,460,752	123,990	5,056,874
Sewer Systems-Maintenance	889,535	723,562	0	1,613,097
Sewer Systems-Construction	505,575	449,948	0	955,523
Sewer Systems-Review & Inspect - Eng. Dept.	136,999	22,247	0	159,246
Sewer Systems-Street Sweeping	0	0	0	0
Sewer Systems-Storm Maintenance	34,964	447,255	0	482,219
Wastewater Sampling & Utility Location	327,347	210,320	0	537,667
Subtotal, Sanitary Sewer Systems	3,395,717	10,572,538	723,990	14,692,245
Public Works-Solid Waste Administration	493,521	290,616	6,290	790,426
Solid Waste-Residential East	1,327,653	2,157,386	402,761	3,887,800
Solid Waste-Residential West	0	3,015,478	0	3,015,478
Solid Waste-Commercial	452,207	841,129	221,885	1,515,221
Solid Waste-Special Services	122,099	69,124	0	191,223
Subtotal, Solid Waste Fund	2,395,480	6,373,733	630,936	9,400,148
Airport	990,884	409,245	0	1,400,129
Albany Civic Center/Auditorium	767,056	869,385	0	1,636,441
Transit System	1,795,358	584,656	0	2,380,014
Enterprise Funds Subtotal	9,344,495	18,809,557	1,354,926	29,508,977
COLA	0		0	0
Grand Total	53,685,270	18,836,762	15,846,063	108,770,275



City of Albany



Supplemental Information

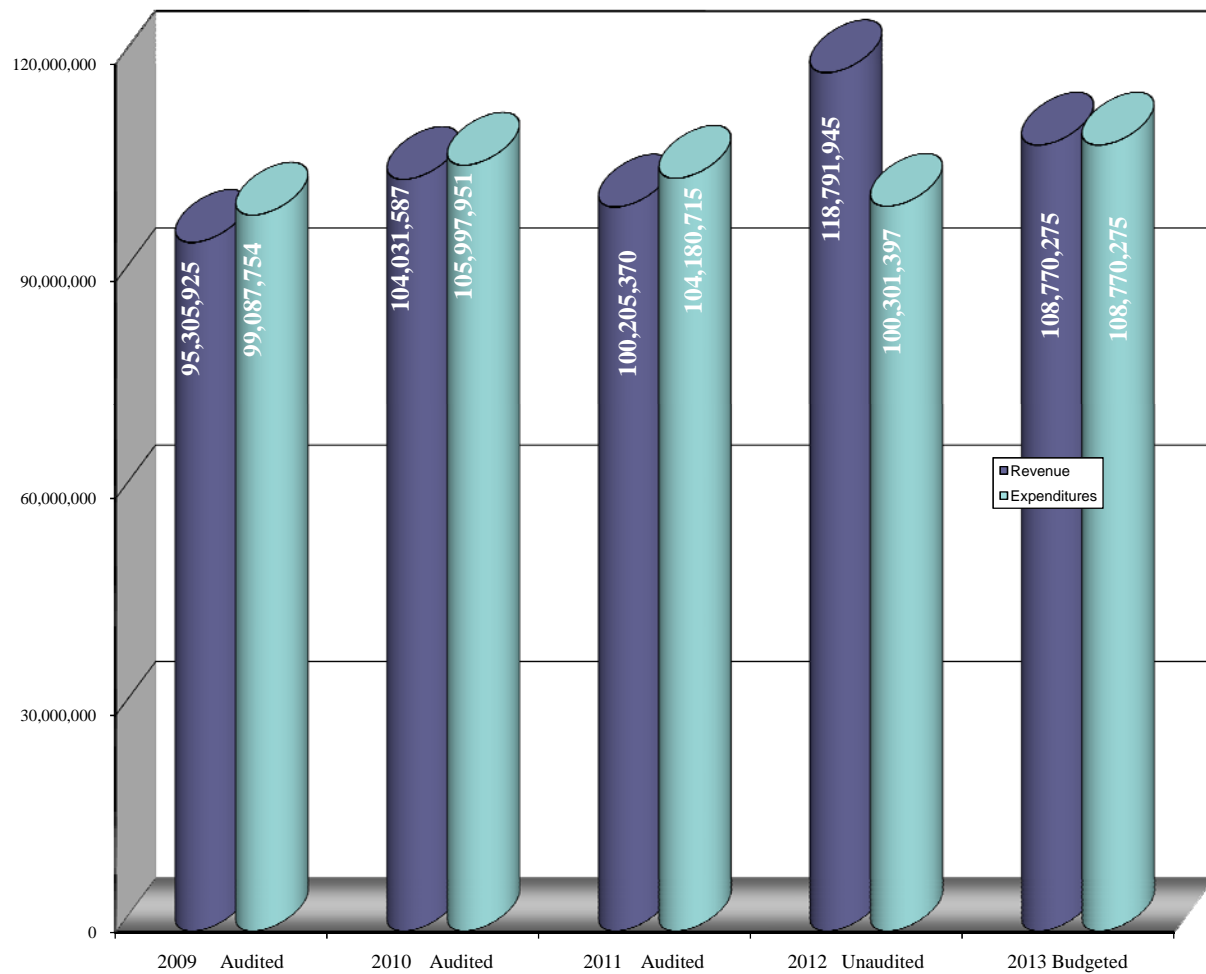


Budget FY 2013

City Of Albany

FY 2009 - FY 2013

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.

The City, like other communities across the country, is still facing economic challenges due to the depressed economy. Full recovery still may be several years out. Due to the state of the economy, the Mayor and Board of City Commissioners elected to implement a 1.33 mill increase to the citizens of Albany to offset the declining tax digest and the subsequent decreasing property tax revenue. The City of Albany has been fortunate enough to avoid layoffs and furloughs. However, the FY13 budget was balanced with the anticipation of having to use \$1.7 million of fund balance and a one-time \$2 million transfer from the Sanitary Sewer fund to maintain the current service level and meet all obligations for the General, Special, and the Non-Major Enterprise Funds. Seven vacant positions remain unfunded, down from 16 unfunded positions in FY12. To help create cost-savings over time the 9 additional unfunded vacant positions from FY 12 were eliminated. Also, to satisfy the requirements of the COPS grant, the City has to absorb the cost of the 9 officers in FY 13's budget. Due to these two measures the total count for FTE's, or Full-Time Equivalent's, remains unchanged.

The CAD/911 Special Revenue fund is anticipating using their fund balance for the third consecutive year in FY13 to meet their missions. In upcoming budget years alternative revenue sources will have to be identified. A synopsis of revenues and expenditures from FY 2009 through FY 2013 is discussed below:

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

The FY 2009 audited budget revealed, 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.

HISTORICAL TRENDS / REVENUE & EXPENDITURE ANALYSIS**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: recognized \$1,453,953 of ARRA or American Recovery and Reinvestment Act Grants; recognized \$1,234,821 in other grants; and allocated \$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 exceeded 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 exceeded expenditures by \$91,756. The Solid Waste Enterprise Fund expenditures exceeded revenues by \$1,364,146.

Fiscal Year 2011

- The FY 2011 Amended budget totaled \$105,350,767, and represented less than a 1% increase over the FY 2010 amended budget of \$104,778,255.

The General Fund audited loss for FY 2011 was \$1,021,411. Although the transfer from fund balance was not the \$5 million that was anticipated, due to the City's ability to use MEAG funds to cover the shortfall. The City cannot continue to operate by annually using the Fund Balance to cover the operating deficit. A large contributing factor for the deficit was the transfers out of the General Fund that occurred to subsidize the smaller Non-Major Enterprise funds such as the Airport, Transit, and Civic Center Funds. Without the transfers in, these funds would have to drastically reduce their service levels.

Two funds from FY 2011 that finished the year better than anticipated are the Solid Waste Fund and Sanitary Sewer Fund. These funds finished with a \$330,982 and \$2,940,267 surplus respectively.

Another fund that was anticipated to use their Fund Balance was the CAD/911 Fund. Fortunately the loss was not as extensive as originally expected and only \$16,353 was used to cover the overage. As with the other funds, CAD/911 will not be able to continue to use Fund Balance to cover the budget shortfalls.

HISTORICAL TRENDS / REVENUE & EXPENDITURE ANALYSIS**Fiscal Year 2012**

- The FY 2012 Amended Budget totaled \$111,918,000 and represented an *increase* of 6% (or \$6,567,233) from the FY 2011 Amended Budget of \$105,350,767.

The budget process was challenging again for FY 2012. The General Fund was balanced with the anticipation of using \$3.7 million of fund balance. The City has been very fortunate to avoid layoffs or furloughs during the economic downturn. However, fiscal year 2013 budget process posed a bigger challenge as program grants reduced and retention compliance was required. The continued use of fund balance is not recommended in upcoming budget years.

An unaudited initial look at the figures shows that the City will be in the black for all funds combined. However, this is due in large part to the approximately \$13 million bond revenue for SPLOST VI. The General Fund appears to have finished the year in the red by less than the \$3.7 million that was anticipated but that is due in large part to the MEAG transfer credit that will expire in the year 2018.

Fiscal Year 2013

- The FY 2013 Adopted budget of \$108,770,275 represents a *decrease* of 3% (or \$3,147,725) from the FY 2012 Amended Budget of \$111,918,000.

The budget process for FY 2013 was one of the more difficult in recent years. The Office of Management and Budget was forced to ask all departments to practice Zero Based Budgeting, or ZBB, when they submitted their budget requests due to the extreme cutbacks necessary to balance the budget. With most of the departments having to cut their budgets, the City is still anticipating having to use \$1,741,975 from Fund Balance to balance the budget.

Along with the still struggling economy of Southwest Georgia, a large portion of the decline in revenue was due to the elimination or expiration of funding for program grants. As the City progresses through the fiscal year, we are still exploring all options to generate revenue as the FY 2014 budget poses to be an even more difficult process. The preparation for the next budget has already started. Department directors have been challenged with a city-wide 2% staff reduction and a 10% operational expenditure reduction proposal for FY 2014.

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 \$ 65,427,977 for fiscal year ending 2011. The audited fund balance for the General Fund for fiscal year ending 2011 was \$ 23,779,121. 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 position that insures the City meets all obligations.

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

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
REVENUES:					
Property Taxes	13,964,606	15,317,387	13,768,253	13,844,608	15,231,463
Sales Taxes	7,500,062	8,619,653	8,341,512	8,891,922	8,600,000
Other Taxes	8,201,806	8,130,876	8,035,270	5,043,783	5,250,000
Licenses & Permits	2,258,362	2,171,589	2,235,513	2,913,588	2,909,879
Intergovernmental	6,929,481	4,639,996	4,776,885	5,662,495	6,113,366
Charges for Services	448,705	404,111	344,947	328,449	366,974
Fines, Forfeitures & Penalties	1,025,445	1,191,454	1,170,763	2,102,365	1,707,030
Rentals & Franchise	1,110,757	1,130,942	1,086,040	1,247,624	1,093,000
Miscellaneous/Other	1,729,956	1,489,379	1,598,693	1,734,387	1,606,678
WG&L Transfer	7,311,870	7,467,193	7,614,486	8,254,368	8,259,045
MEAG Credits	2,931,828	4,723,764	6,156,532	5,135,380	3,080,000
Proceeds from sale of assets	140,225	385,440	43,012	150,084	200,000
Transfer In/(Out)	(2,177,802)	(3,077,965)	(1,542,759)	(1,902,437)	2,742,195
TOTAL	49,337,724	52,593,819	53,629,147	53,406,616	57,159,630
EXPENDITURES:					
General Government	5,344,523	5,665,960	5,866,978	11,274,679	14,852,409
Human Resources Mangement	2,071,411	2,576,376	3,227,937	1,714,796	1,813,205
Finance	2,490,552	2,681,889	3,073,552	2,220,148	1,863,031
Public Safety	27,162,081	27,334,661	29,044,037	27,778,287	29,272,641
Public Works	6,921,508	7,032,597	7,740,263	3,121,861	3,643,654
Parks & Recreation	4,538,321	5,026,116	5,301,260	4,398,083	4,209,228
Community Service	399,347	398,458	396,531	1,800,789	1,505,462
TOTAL	48,927,743	50,716,057	54,650,558	52,308,642	57,159,630
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	409,981	1,877,762	(1,021,411)	1,097,974	0
FUND BALANCE					
Beginning of year July 1,	<u>22,512,789</u>	<u>22,922,770</u>	<u>24,800,532</u>	<u>24,877,096</u>	<u>25,975,070</u>
FUND BALANCE					
End of year June 30,	<u>22,922,770</u>	<u>24,800,532</u>	<u>23,779,121</u>	<u>25,975,070</u>	<u>25,975,069</u>

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

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
CAPITAL IMPROVEMENT					
REVENUES:					
Sales Tax	0	0	0	1,573,922	1,379,076
Interest Income	485,322	536,216	575,249	566,780	0
Intergovernmental	1,203,291	1,789,837	1,910,152	349,489	925,000
Transfers In	62,542	6,470,759	1,340,716	0	210,081
Transfers Out	(932,438)	(383,302)	0	0	0
Net Proceeds from Capital Leases	0	0	0	0	0
TOTAL	818,717	8,413,510	3,826,117	2,490,190	2,514,157
EXPENDITURES:					
Cap. Outlay	4,046,834	2,847,587	4,755,382	2,405,072	2,514,157
Operating Expense	0	0	0	0	0
TOTAL	4,046,834	2,847,587	4,755,382	2,405,072	2,514,157
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(3,228,117)	5,565,923	(929,265)	85,118	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>8,004,509</u>	<u>4,776,392</u>	<u>10,342,315</u>	<u>9,413,050</u>	<u>9,498,168</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>4,776,392</u></u>	<u><u>10,342,315</u></u>	<u><u>9,413,050</u></u>	<u><u>9,498,168</u></u>	<u><u>9,498,168</u></u>

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
DEBT SERVICE FUND					
REVENUES:					
Sales Tax	765,617	0	0	0	0
Interest	26	3	3	0	0
Intergovernmental	0	0	0	0	0
Transfers In	0	0	0	0	344,195
Transfers Out	0	(762,617)	0	0	0
TOTAL	765,643	(762,614)	3	0	344,195
EXPENDITURES:					
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Other	3,000	0	0	0	0
TOTAL	3,000	0	0	0	0
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	762,643	(762,614)	3	0	344,195
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>6,782</u>	<u>769,425</u>	<u>6,811</u>	<u>6,814</u>	<u>6,814</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>769,425</u></u>	<u><u>6,811</u></u>	<u><u>6,814</u></u>	<u><u>6,814</u></u>	<u><u>351,009</u></u>

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

CAD911

REVENUES:

Charges for Services	1,667,743	1,679,424	1,514,879	1,396,727	1,643,394
Other	34,047	98,996	60,479	36,203	763,816
TOTAL	1,701,790	1,778,420	1,575,358	1,432,930	2,407,210

EXPENDITURES:

Personal Services	998,090	1,549,296	1,591,711	1,782,033	1,930,462
Operating Expense	422,885	0	0	337,389	476,748
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	0	0	0	0	0
TOTAL	1,420,975	1,549,296	1,591,711	2,119,422	2,407,210

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

280,815	229,124	(16,353)	(686,492)	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>2,015,899</u>	<u>2,296,714</u>	<u>2,525,838</u>	<u>2,509,485</u>	<u>1,822,993</u>
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FUND BALANCE (DEFICIT)

End of year June 30,	<u>2,296,714</u>	<u>2,525,838</u>	<u>2,509,485</u>	<u>1,822,993</u>	<u>1,822,993</u>
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HOTEL/MOTEL FUND

REVENUES:

Hotel/Motel Tax	1,311,461	1,271,433	1,407,922	1,315,400	1,600,000
Operating Transfers Out	(699,428)	(600,000)	(600,000)	(1,019,174)	(800,000)
TOTAL	612,033	671,433	807,922	296,226	800,000

EXPENDITURES:

Operating Expense	655,730	635,716	639,315	725,183	0
TOTAL	655,730	635,716	639,315	725,183	0

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

(43,698)	35,717	168,607	(428,957)	800,000
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>266,092</u>	<u>222,394</u>	<u>258,110</u>	<u>426,717</u>	<u>426,717</u>
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FUND BALANCE (DEFICIT)

End of year June 30,	<u>222,394</u>	<u>258,111</u>	<u>426,717</u>	<u>426,717</u>	<u>426,717</u>
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SPECIAL FUND REVENUES, EXPENDITURES AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
COMMUNITY AND ECONOMIC DEVELOPMENT					
REVENUES:					
Intergovernmental	1,410,966	2,348,846	2,954,927	1,996,334	1,529,517
Charges for Services	116,666	806,734	883,886	0	0
Other	1,789,900	1,218,458	1,753,498	876,971	1,316,881
TOTAL	3,317,532	4,374,038	5,592,311	2,873,305	2,846,398
EXPENDITURES:					
Personal Services	545,709	532,869	519,218	525,724	482,905
Operating Expense	3,071,600	4,142,385	5,597,043	2,123,009	2,363,493
Depreciation & Amortization	0	0	0	0	0
TOTAL	3,617,309	4,675,254	6,116,261	2,648,733	2,846,398
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(299,777)	(301,216)	(523,950)	224,572	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>3,499,268</u>	<u>3,199,491</u>	<u>2,898,275</u>	<u>2,374,325</u>	<u>2,598,897</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>3,199,491</u></u>	<u><u>2,898,275</u></u>	<u><u>2,374,325</u></u>	<u><u>2,598,897</u></u>	<u><u>2,598,897</u></u>

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
GRANT FUND					
REVENUES:					
Intergovernmental	602,143	1,910,935	846,739	1,011,381	3,250,708
Other	2,489	0	0	0	0
TOTAL	604,632	1,910,935	846,739	1,011,381	3,250,708
EXPENDITURES:					
Personal Services	0	0	0	0	0
Operating Expense	751,035	1,885,912	811,397	1,060,743	3,250,708
TOTAL	751,035	1,885,912	811,397	1,060,743	3,250,708
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	(146,403)	25,023	35,342	(49,362)	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	<u>(349,416)</u>	<u>(495,819)</u>	<u>(470,796)</u>	<u>(435,454)</u>	<u>(484,816)</u>
FUND BALANCE (DEFICIT)					
End of year June 30,	<u><u>(495,819)</u></u>	<u><u>(470,796)</u></u>	<u><u>(435,454)</u></u>	<u><u>(484,816)</u></u>	<u><u>(484,816)</u></u>

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

SPLOST V

REVENUES:

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
Sales Tax	9,718,112	10,763,310	10,206,832	0	0
Other	258,351	47,286	373,271	211,357	0
Transfers In	0	383,302	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	9,976,463	11,193,898	10,580,103	211,357	0

EXPENDITURES:

Personal Service	0	0	0	0	0
Operating Expense	0	0	0	0	0
Cap. Outlay	7,582,430	7,303,594	3,591,456	1,699,788	0
Principal	5,700,000	5,905,000	0	0	0
Interest	737,750	502,045	0	0	0
Bond Issuance Cost	0	0	0	0	0
TOTAL	14,020,180	13,710,639	3,591,456	1,699,788	0

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

(4,043,717)	(2,516,741)	616,984	(1,488,431)	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>19,731,214</u>	<u>15,687,497</u>	<u>13,170,756</u>	<u>13,787,740</u>	<u>12,299,309</u>
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FUND BALANCE (DEFICIT)

End of year June 30,	<u>15,687,497</u>	<u>13,170,756</u>	<u>13,787,740</u>	<u>12,299,309</u>	<u>12,299,309</u>
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SPLOST VI

REVENUES:

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
Sales Tax	0	0	2,687,470	24,422,803	10,298,522
Other	0	0	0	113,140	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	2,687,470	24,535,943	10,453,000

EXPENDITURES:

Personal Service	0	0	5,000	0	0
Cap. Outlay	0	0	15,838	2,573,113	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	20,838	2,573,113	10,453,000

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

0	0	2,666,632	21,962,830	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,666,632</u>	<u>24,629,462</u>
---------------------------	----------	----------	----------	------------------	-------------------

FUND BALANCE (DEFICIT)

End of year June 30,	<u>0</u>	<u>0</u>	<u>2,666,632</u>	<u>24,629,462</u>	<u>24,629,462</u>
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**ENTERPRISE FUND REVENUES, EXPENDITURES AND FUND BALANCES
FISCAL YEAR ENDED JUNE 30TH**

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
SANITARY SEWER FUND					
REVENUES:					
Charges for Services	14,954,290	14,439,344	15,259,064	13,389,070	15,205,610
Other	292,916	348,367	374,119	1,052,807	144,000
Transfers In / (Out)	100,000	100,000	100,000	100,000	(657,365)
TOTAL	15,347,206	14,887,711	15,733,183	14,541,877	14,692,245
EXPENDITURES:					
Personal Services	3,442,925	3,620,605	3,176,439	3,293,623	3,395,717
Operating Expense	5,674,035	5,976,624	5,251,964	5,076,147	10,572,538
Non-Operating Expense	1,958,322	3,687,182	2,090,846	1,205,746	723,990
Depreciation & Amortization	3,357,063	3,384,319	3,351,341	3,972,017	0
TOTAL	14,432,345	16,668,730	13,870,590	13,547,533	14,692,245
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	914,861	(1,781,019)	1,862,593	994,344	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	61,315,921	62,395,954	62,487,710	65,427,977	68,295,096
Contributed Capital	165,172	1,872,775	1,077,674	1,872,775	1,872,775
FUND BALANCE (DEFICIT)					
End of year June 30,	62,395,954	62,487,710	65,427,977	68,295,096	70,167,871

	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 UNAUDITED	2013 ESTIMATED
SOLID WASTE FUND					
REVENUES:					
Charges for Services	8,312,019	8,844,741	9,033,593	8,160,444	9,300,148
Other	705	0	0	0	0
Transfers In / (Out)	0	100,000	100,000	100,000	100,000
TOTAL	8,312,724	8,944,741	9,133,593	8,260,444	9,400,148
EXPENDITURES:					
Personal Services	2,139,279	2,107,093	2,039,519	2,061,847	2,395,480
Operating Expense	5,536,922	5,585,073	5,776,993	5,148,548	6,373,732
Non-Operating Expense	0	2,154,367	550,402	440,429	630,936
Depreciation & Amortization	434,571	484,614	436,697	564,808	0
TOTAL	8,110,772	10,331,147	8,803,611	8,215,632	9,400,148
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	201,952	(1,386,406)	329,982	44,812	0
FUND BALANCE (DEFICIT)					
Beginning of year July 1,	3,458,889	3,687,523	2,323,377	2,654,359	2,699,171
Contributed Capital	26,682	22,260	1,000	0	0
FUND BALANCE (DEFICIT)					
End of year June 30,	3,687,523	2,323,377	2,654,359	2,699,171	2,699,171

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

2009	2010	2011	2012	2013
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

****MUNICIPAL AUDITORIUM**

REVENUES:

Charges for Services	52,565	61,862	60,769	24,869	15,215
Other	170	352	11	9,864	24,552
Transfers In	55,509	(142,252)	(2,187,917)	35,667	45,708
TOTAL	108,244	(80,038)	(2,127,137)	70,400	85,475

EXPENDITURES:

Personal Services	54	0	0	0	0
Operating Expense	57,404	38,204	54,971	56,827	85,475
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	126,937	129,328	0	0	
TOTAL	184,395	167,532	54,971	56,827	85,475

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

(76,151)	(247,571)	(2,182,108)	13,573	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>3,134,690</u>	<u>3,061,567</u>	<u>2,813,997</u>	<u>631,889</u>	<u>645,462</u>
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Contributed Capital

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

End of year June 30,	<u><u>3,061,567</u></u>	<u><u>2,813,997</u></u>	<u><u>631,889</u></u>	<u><u>645,462</u></u>	<u><u>645,462</u></u>
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2009	2010	2011	2012	2013
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

CIVIC CENTER

REVENUES:

Charges for Services	255,803	404,489	360,583	122,528	120,006
Other	1,008	1,558	257	385,751	230,241
Transfers In	1,114,098	765,871	3,477,152	1,364,851	1,200,719
TOTAL	1,370,909	1,171,918	3,837,992	1,873,129	1,550,966

EXPENDITURES:

Personal Services	727,436	753,167	729,813	754,910	767,056
Operating Expense	453,661	742,481	723,753	816,768	783,910
Non-Operating Expense	1,685	0	0	0	0
Depreciation & Amortization	412,618	425,245	548,133	556,927	0
TOTAL	1,595,400	1,920,893	2,001,699	2,128,604	1,550,966

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

(224,491)	(748,975)	1,836,293	(255,475)	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	<u>11,052,534</u>	<u>11,061,790</u>	<u>10,626,902</u>	<u>12,491,794</u>	<u>12,236,319</u>
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Contributed Capital

<u>233,747</u>	<u>314,087</u>	<u>28,599</u>	<u>0</u>	<u>0</u>
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FUND BALANCE (DEFICIT)

End of year June 30,	<u><u>11,061,790</u></u>	<u><u>10,626,902</u></u>	<u><u>12,491,794</u></u>	<u><u>12,236,319</u></u>	<u><u>12,236,319</u></u>
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**Municipal Auditorium was combined with Civic Center in FY11/12 and is now a division of that department.

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

2009	2010	2011	2012	2013
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

TRANSIT

REVENUES:

Charges for Services	495,279	476,251	525,469	545,914	480,825
Other	1,195,036	1,696,725	865,597	2,493,539	1,761,414
Transfers In	937,168	393,531	398,869	523,694	137,775
TOTAL	2,627,483	2,566,507	1,789,935	3,563,147	2,380,014

EXPENDITURES:

Personal Services	1,436,370	1,515,366	1,519,252	1,730,271	1,795,358
Operating Expense	999,854	1,198,493	1,191,638	791,702	584,656
Non-Operating Expense	(1,388)	0	0	0	0
Depreciation & Amortization	365,063	383,148	382,063	416,099	0
TOTAL	2,799,899	3,097,007	3,092,953	2,938,072	2,380,014

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

(172,416)	(530,500)	(1,303,018)	625,075	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	3,033,949	3,002,380	2,989,701	2,357,107	2,982,182
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Contributed Capital

140,847	517,821	670,424	0	0
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FUND BALANCE (DEFICIT)

End of year June 30,	3,002,380	2,989,701	2,357,107	2,982,182	2,982,182
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2009	2010	2011	2012	2013
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

AIRPORT FUND

REVENUES:

Charges for Services	728,191	878,643	762,688	778,421	781,462
Other	2,732,011	2,372,056	187,133	0	0
Transfers In	562,763	488,399	592,358	628,554	618,667
TOTAL	4,022,965	3,739,098	1,542,179	1,406,975	1,400,129

EXPENDITURES:

Personal Services	894,993	886,326	905,851	965,572	990,884
Operating Expense	497,733	486,786	663,095	322,857	409,245
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	1,014,830	1,230,689	1,128,112	1,166,353	0
TOTAL	2,407,556	2,603,801	2,697,058	2,454,782	1,400,129

**DEFICIENCY OF REVENUE
OVER EXPENDITURES**

1,615,409	1,135,297	(1,154,879)	(1,047,807)	0
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FUND BALANCE (DEFICIT)

Beginning of year July 1,	24,348,857	25,964,266	27,099,563	27,995,230	26,947,423
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Contributed Capital

0	0	2,050,546	0	0
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FUND BALANCE (DEFICIT)

End of year June 30,	25,964,266	27,099,563	27,995,230	26,947,423	26,947,423
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CITY OF ALBANY, GEORGIA
PROPERTY TAX RATES
DIRECT AND OVERLAPPING GOVERNMENTS
LAST TEN FISCAL YEARS ENDED JUNE 30

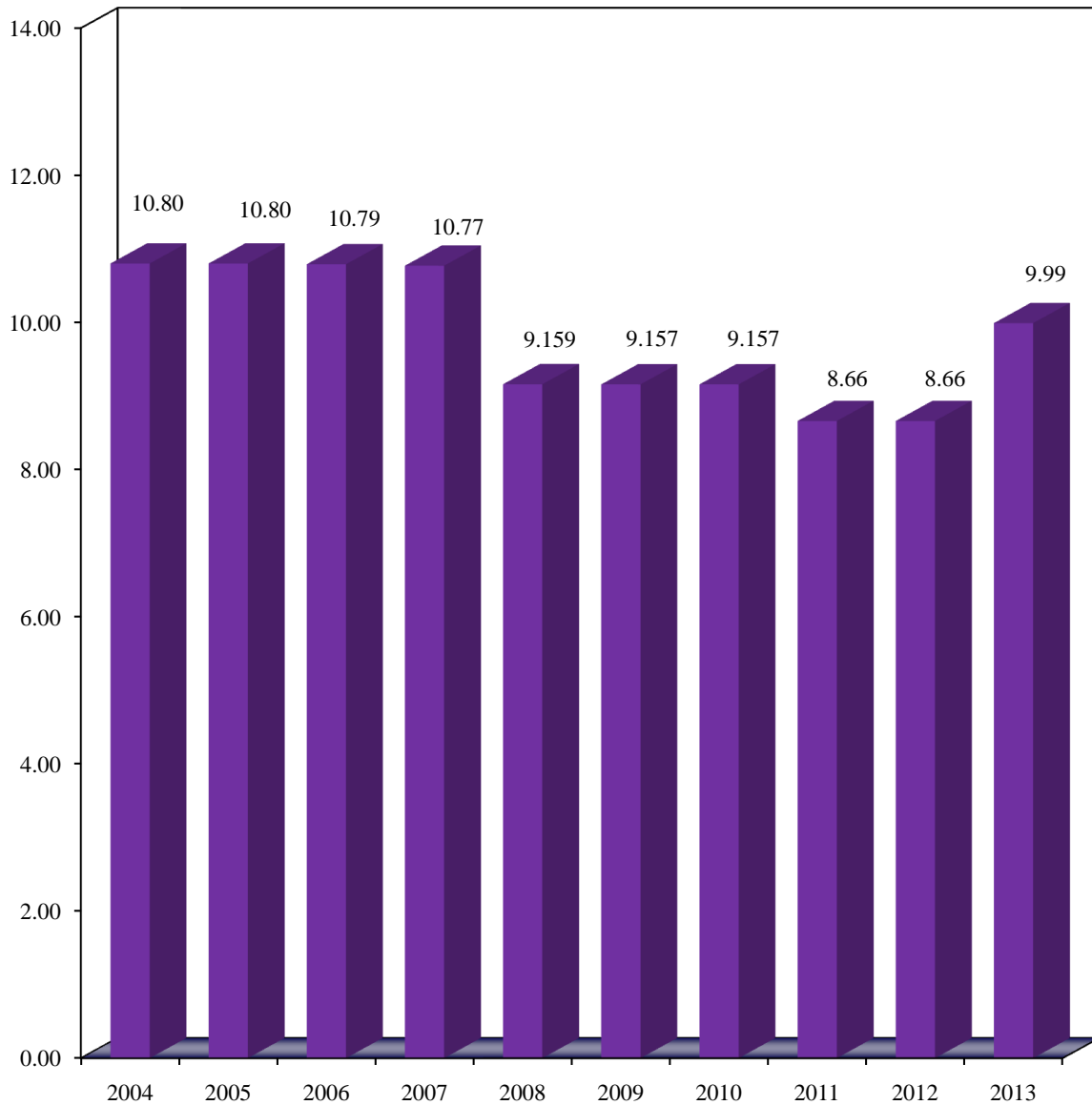
FISCAL YEAR	CITY OF ALBANY MILLAGE*			DOUGHERTY COUNTY MILLAGE*			BOARD OF EDUCATION MILLAGE*			OTHER (STATE OF GA)	
	OPERATING	DEBT SERVICE	TOTAL CITY	OPERATING	DEBT SERVICE	TOTAL COUNTY	OPERATING	DEBT SERVICE	TOTAL SCHOOL		TOTAL
2004	10.800	0.00	10.800	10.658	0.00	10.658	19.000	0.00	19.000	0.25	40.708
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	8.660	0.00	8.660	11.894	0.00	11.894	18.445	0.00	18.445	0.25	39.249
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	11.894	0.00	11.894	18.445	0.00	18.445	0.25	39.249
2013	9.990	0.00	9.990	11.894	0.00	11.894	18.445	0.00	18.445	0.20	40.529

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

City Of Albany

FY 2004 - FY 2013

Property Tax Millage Rates



1 Mill = Approximately \$1,524,782

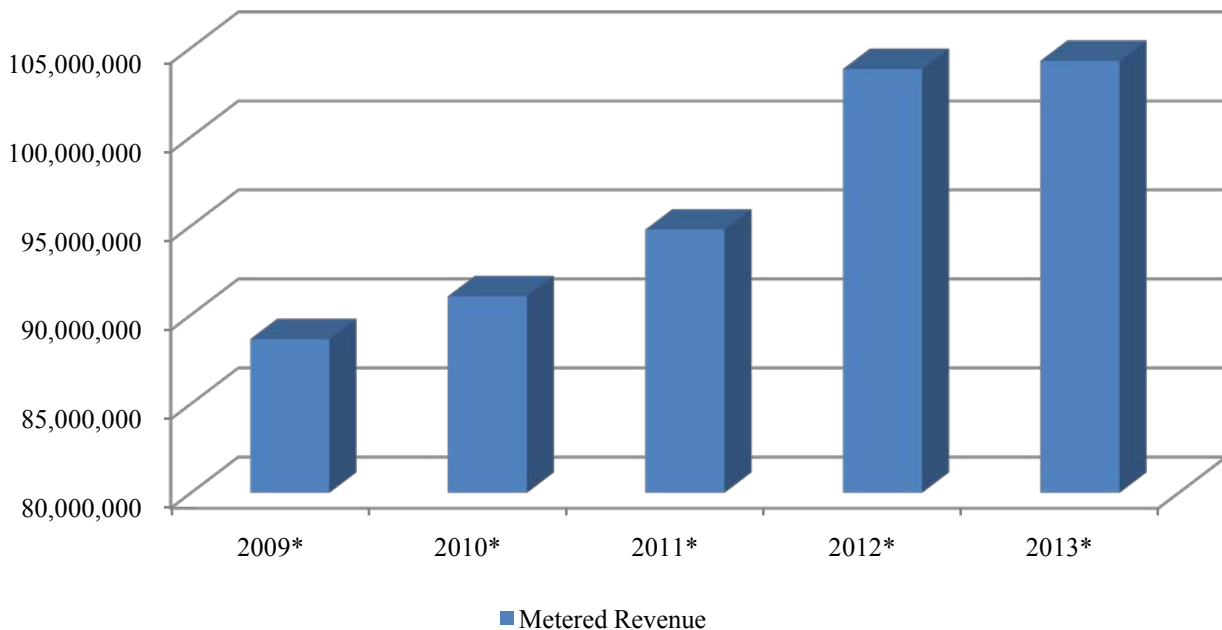
CITY OF ALBANY
Water, Gas and Light Support
Years Ended, June 30

	2009*	2010*	2011*	2012*	2013*
Transfer (cash & street lighting)	7,088,128	7,467,193	7,710,828	8,259,045	9,084,950
Prior Calendar Year Metered Revenue	88,628,008	91,033,737	94,781,968	103,800,825	104,265,104
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

WG&L Five-Year Metered Revenue Trend



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, 2011.

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
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	0	475,000	475,000
2017 - 2021	0	2,375,000	2,375,000
2022 - 2026	0	2,375,000	2,375,000
2027 - 2028	<u>10,000,000</u>	<u>950,000</u>	<u>10,950,000</u>
Total	<u>\$10,000,000</u>	<u>\$8,075,000</u>	<u>\$18,075,000</u>

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 2011 (in thousands):

Assessed Value of Taxable Property	\$1,498,530	
Add Back Exempt Property	197,853	\$1,696,383
	=====	=====
Debt Limit--10% of Assessed Value (Article IX, Section VII of the Constitution of Georgia)		\$169,638
Amount of Debt applicable to Constitutional Debt Limit, Total General Obligation Bond Debt	\$ 605	
Less: Assets Available for Bond Service ⁽¹⁾	<u>7</u>	<u>\$ 598</u>
Legal Debt Margin pursuant to Article IX, Section III of the Constitution of Georgia		<u>\$169,040</u>
		=====
Percent of Debt Limit Used		0.35%
		=====

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

2011	Estimated Fair Market Value of Taxable Property	\$ 3,811,953,788
2011	Net Assessed Valuation of Taxable Property for Bond Purposes	\$ 1,524,781,515

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)	\$605,409	100.00%	\$605,409
Overlapping:			
Board of Education	-	-%	-
	-----	-----	-----
Total	<u>\$605,409</u>		<u>\$605,409</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)	\$ 8
Total City and Overlapping Debt per Capita (3)	\$ 6
Fair Market Value of City Taxable Property per Capita	\$49,545

(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 2011 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>2011 Assessed Valuation</u>	<u>Percentage of Total Assessed Valuation (1)</u>
1. Miller Coors	Brewery	56,977,428	3.78%
2. Palmyra Park Hospital/HCA	Hospital	15,161,549	1.01%
3. Albany Mall LLC	Mall Developer	14,472,465	0.96%
4. BellSouth Communications	Utility	14,110,932	0.94%
5. M&M Mars/Div of Mars Inc.	Confectioner	11,630,664	0.77%
6. Alltel	Communications	7,454,877	0.50%
7. Alliance PP2 FX 4, LTD	Apartments	6,993,560	0.47%
8. Mediacom	Communications	6,413,503	0.43%
9. Georgia Power Co	Utility	6,249,938	0.42%
10. Lowe's Home Center	Building Supplies	6,162,985	0.40 %

(1) Based on 2011 estimated net tax digest for maintenance and operation purposes of \$ 1,503,499,658.

SOURCE: Dougherty County Tax Department

Property Tax Digest Trend

The property tax digests of the City for the calendar years 2007 through 2012 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>2012</u>	<u>2011</u>	<u>2010</u>
Property Type			
Real & Personal	1,517,319,028	1,487,229,730	1,498,529,677
Motor Vehicles	124,574,320	118,412,040	120,878,560
Mobile Homes	4,265,259	4,188,286	4,370,264
Timber - 100%	56,253	136,621	3,599
Heavy Duty Equipment	<u>334,427</u>	<u>122,742</u>	<u>164,172</u>
Gross Digest	1,646,549,287	1,610,089,419	1,623,945,272
less:			
Exemptions (1)	<u>121,767,772</u>	<u>106,589,761</u>	<u>109,049,327</u>
Net Digest:	1,524,781,515	1,503,499,658	1,514,896,945
Property Type	<u>2009</u>	<u>2008</u>	<u>2007</u>
Real & Personal	1,580,830,365	1,578,624,817	1,567,126,321
Motor Vehicles	139,047,600	135,044,160	131,387,780
Mobile Homes	4,638,591	4,924,971	5,386,164
Timber - 100%	0	0	63,230
Heavy Duty Equipment	<u>901,396</u>	<u>1,063,930</u>	<u>295,125</u>
Gross Digest	1,725,417,952	1,719,657,878	1,704,258,620
less:			
Exemptions (1)	<u>102,145,501</u>	<u>110,843,234</u>	<u>103,518,178</u>
Net Digest:	1,623,272,451	1,608,814,644	1,600,740,442

(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 2002 through 2011 (in thousands).

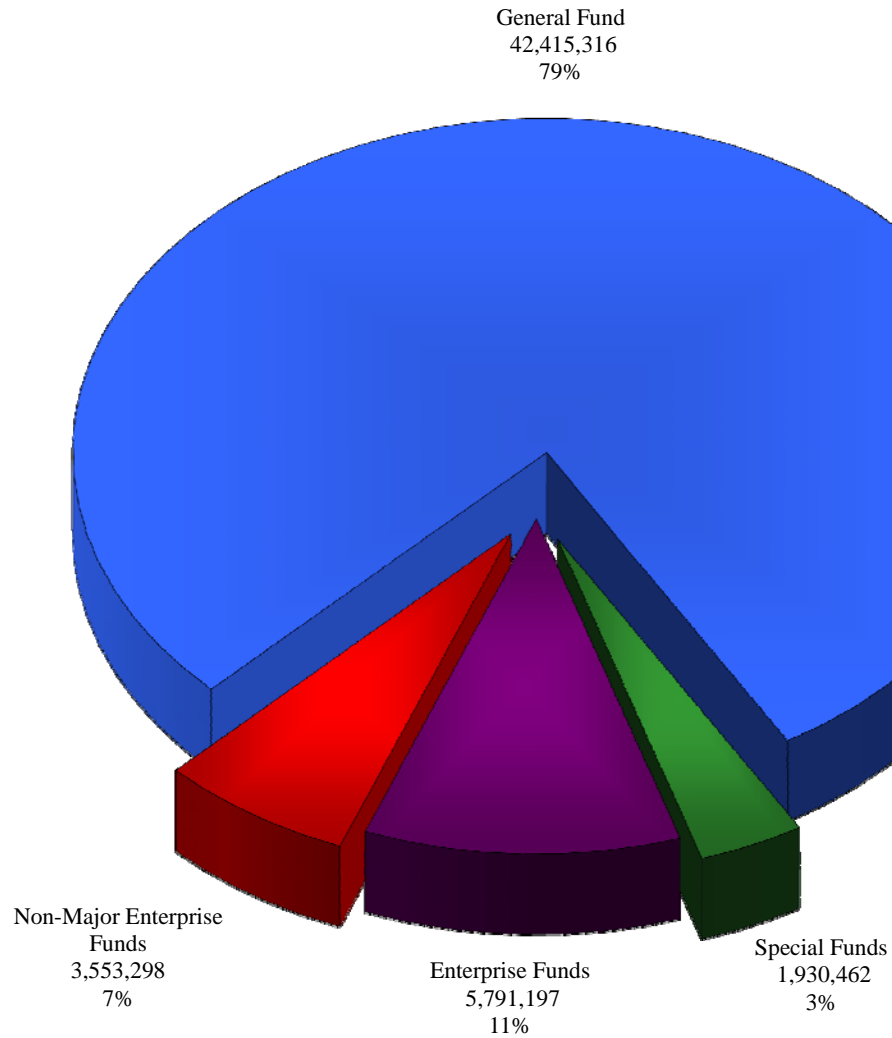
Fiscal Year	Total Tax Levy	Current Tax Collections	Delinquent Tax Collection	Total Tax Collections	Ratio of Total Tax Collections to Total Levy %
2011	\$ 12,388	\$ 12,168	0	\$ 12,168	98.22 %
2010	\$ 13,540	\$ 13,105	\$ 386	\$ 13,491	99.64 %
2009	\$ 13,400	\$ 12,329	\$1,031	\$ 13,360	99.70 %
2008	\$ 13,164	\$ 12,872	\$ 267	\$ 13,139	99.81 %
2007	\$ 13,077	\$ 12,901	\$ 155	\$ 13,056	99.84 %
2006	\$ 12,988	\$ 12,791	\$ 182	\$ 12,973	99.88 %
2005	\$ 12,736	\$ 12,505	\$ 222	\$ 12,727	99.93 %
2004	\$ 12,684	\$ 12,535	\$ 129	\$ 12,664	98.84 %
2003	\$ 12,750	\$ 11,616	\$1,113	\$ 12,729	99.84 %
2002	\$ 12,261	\$ 11,896	\$ 340	\$ 12,236	99.80 %

Source: City of Albany 2011 CAFR, Statistical Section, pg. 150

City Of Albany

FY 2013

Personal Services



Total Personal Services
\$53,690,273

FY 2013 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. For part-time employees the City provides basic life insurance after one year of employment.

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 by all full-time employees. 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

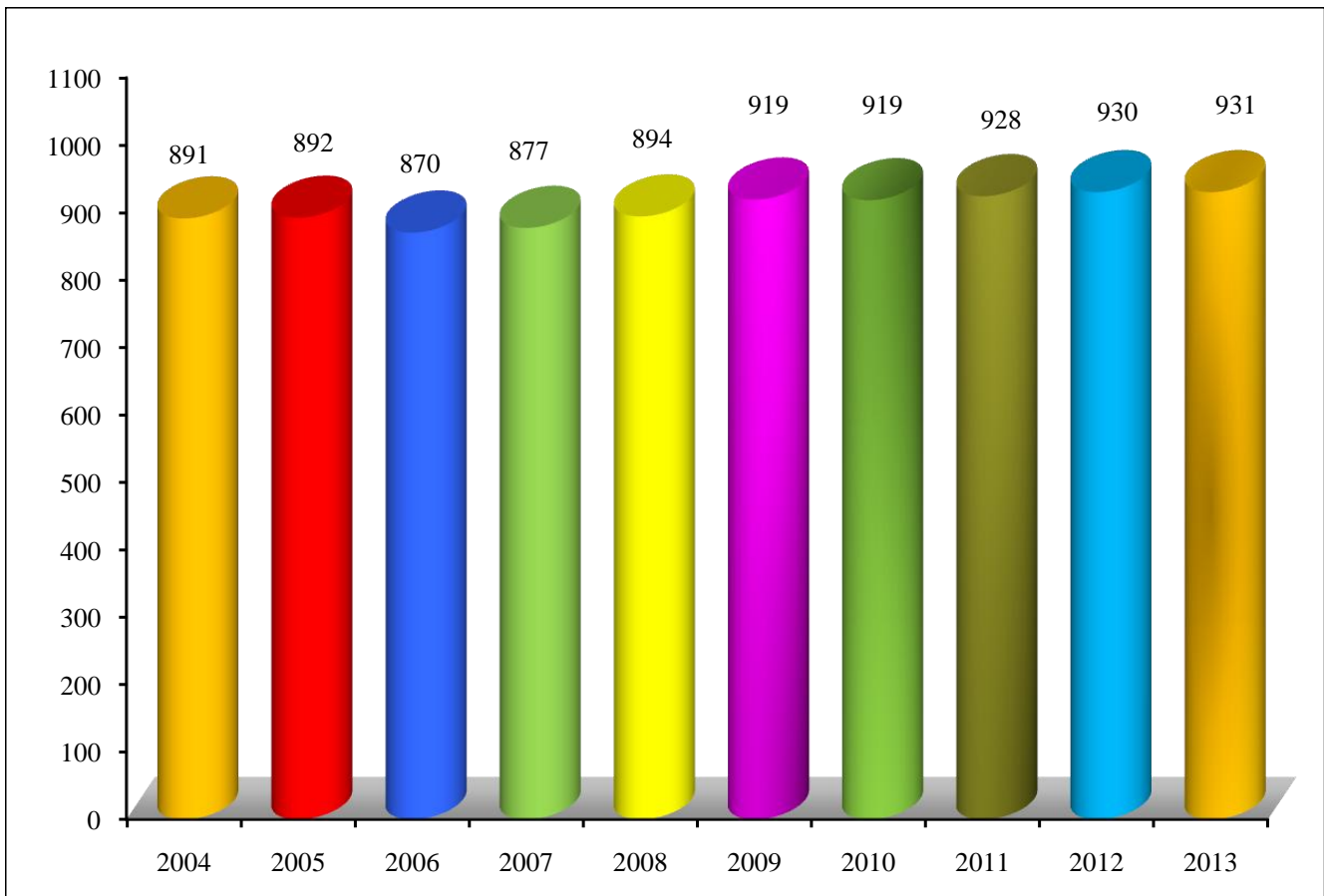
The City of Albany provides ten paid holidays each year to regular, full-time employees with benefits. These holidays include; New Year's Day (1); Martin Luther King Jr. Day (1); Memorial Day (1); Independence Day (1); Labor Day (1); Thanksgiving Day and the day after (2); Christmas Eve (1); Christmas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

Source: City of Albany, Human Resources Management 7/20/12

City Of Albany

FY 2004 - FY 2013

Summary Of Personnel Positions



PERSONNEL SUMMARY

FY 2003 - FY 2013

DEPARTMENT	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
General Government	7	7	7	5	8	8	9	9	9	13	12
City Attorney/Municipal Court	6	6	8	11	11	11	12	12	12	12	12
Human Resources Mgmt	12	12	12	11	11	11	12	12	16	14	14
Central Services Department	65	64	65	67	35	35	35	35	35	35	35
Finance	17	18	18	21	23	21	20	21	22	22	21
Information Technology Dept.	17	14	14	14	14	14	16	17	17	17	17
Police	234	234	235	222	222	223	235	237	240	240	249
Fire	174	174	172	172	204	212	212	212	211	211	211
Planning & Development Svc.	28	24	22	20	20	22	22	22	22	22	18
Code Enforcement	0	6	7	8	10	14	19	19	19	17	17
Engineering	31	32	32	31	31	31	31	31	31	31	30
Public Works	164	165	165	160	160	160	160	153	149	155	162
Recreation	60	60	60	57	57	57	60	63	69	63	55
Airport	18	17	17	14	14	17	17	17	17	17	17
Municipal Aud./Civic Center	17	17	17	16	16	17	17	17	17	16	16
Transit	29	29	29	29	29	29	30	30	30	33	33
Community & Economic Dev.	12	12	12	12	12	12	12	12	12	12	12
Total	891	891	892	870	877	894	919	919	928	930	931
 Population (Estimate) *	 76,103	 75,758	 75,630	 75,374	 75,799	 75,831	 75,831	 75,831	 75,616	 76,939	 77,434
 Employees/1000	 11.7	 11.8	 11.8	 11.5	 11.5	 11.8	 12.1	 12.1	 12.2	 12.8	 12.0
 General Government consists of:											
City Manager's Office	5	5	5	3	6	6	7	7	7	10	9
 City Clerk's Office	 2	 2	 2	 2	 2	 2	 2	 2	 2	 3	 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

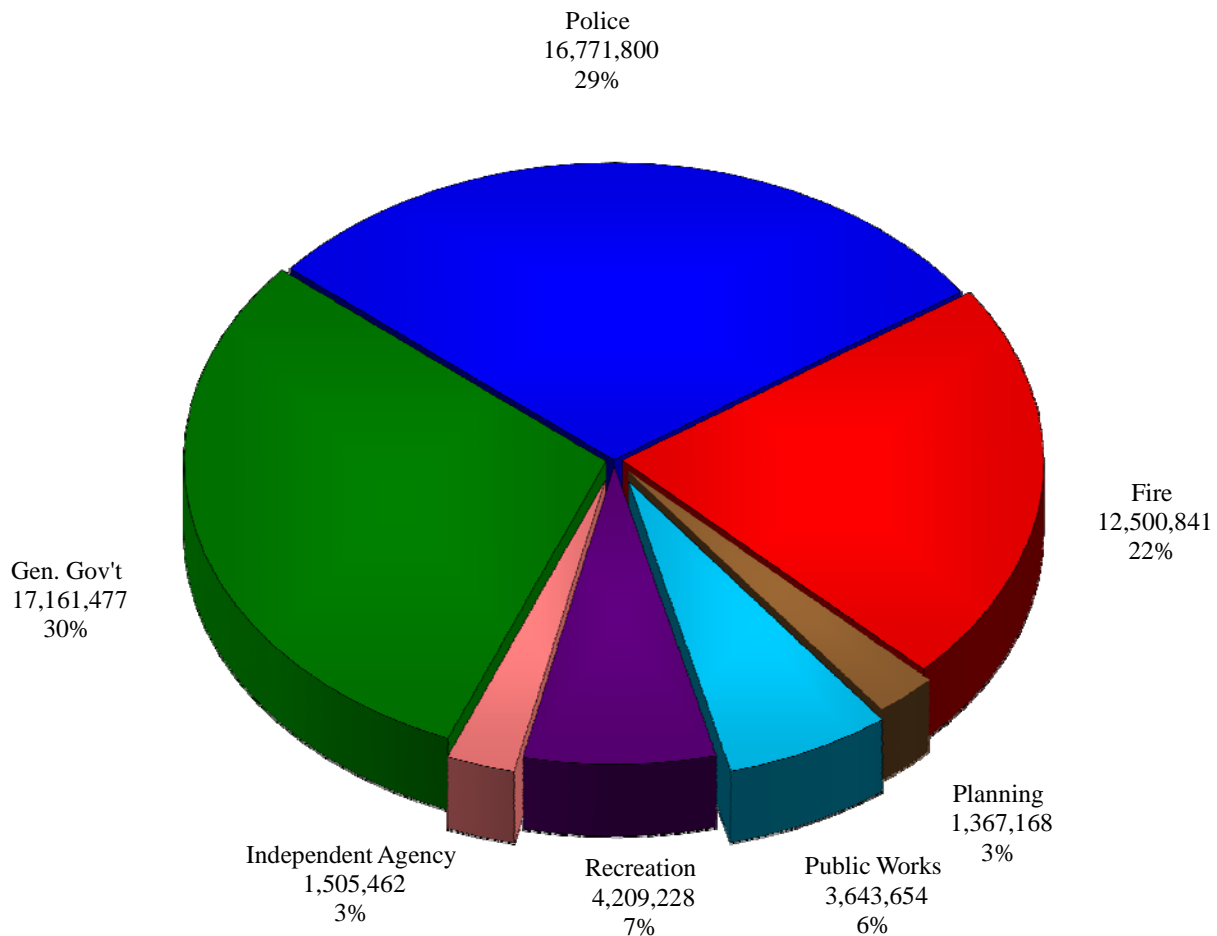


General Fund



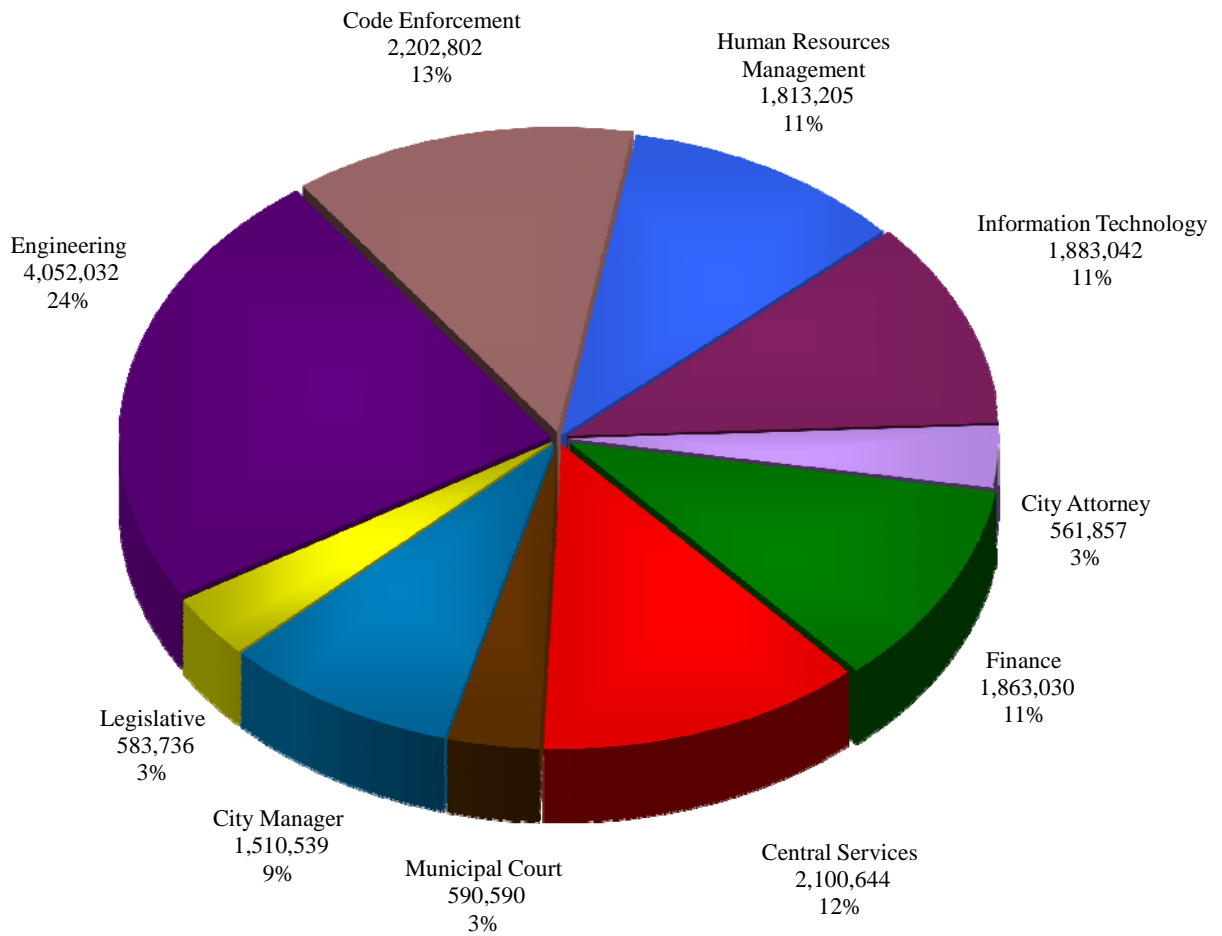
Budget FY 2013

City of Albany FY 2013 General Fund Expenditures



Total General Fund Expenditures
\$57,159,630

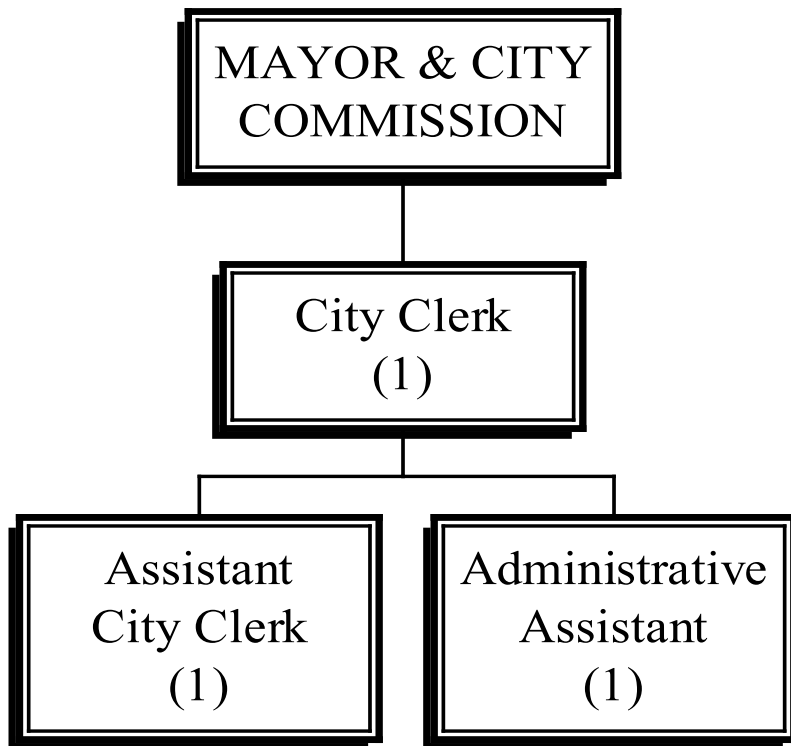
City of Albany FY 2013 General Government



Total Expenditures
\$17,161,477

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. The Commission has two work sessions on the 1st and 3rd Tuesday of each month in room 120. All agendas and minutes are located on our website at www.albany.ga.us. 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

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	304,197	307,391	329,168
OPERATING EXPENSE	327,099	420,071	254,568
CAPITAL OUTLAY	0	0	0
TOTAL	631,295	727,462	583,736
FULL TIME POSITIONS	2	2	3

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. The Commission has two work sessions on the 1st and 3rd Tuesday of each month in room 120. All agendas and minutes are located on our website at www.albany.ga.us.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	150,025	153,220	174,929
OPERATING EXPENSE	172,927	265,832	199,568
CAPITAL OUTLAY	0	0	0
TOTAL	322,952	419,052	374,497
FULL TIME POSITIONS	2	2	3

Class Title

City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Secretary	0	0	1
TOTAL	2	2	3

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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of records audited and brought into compliance w/State requirements	TBD	2	5	3
Service Quality				
% of citizen complaints/requests responded to within three days	TBD	15	10	-5
Output				
# of Work Sessions supported	TBD	23	23	0
# of Regular Meetings supported	TBD	13	13	0
# of Special Called Commission Meetings supported	TBD	6	6	0
# of citizens complaints/requests received	TBD	34	34	0
# of Ward 1 Town Hall meetings supported	TBD	22	22	0
# of Mayoral Proclamations requests completed	TBD	90	100	11
# of appointments scheduled for the Mayor and Mayor Pro Tem	TBD	422	422	0
# of departments audited to achieve records compliance		2	2	
# of record pages scanned	TBD	26,829	TBD	TBD
# of record pages purged (in cubic feet)	TBD	3864	TBD	TBD
Efficiency				
Records management cost per department audited	TBD	TBD	TBD	TBD

City Clerk Performance Plan**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

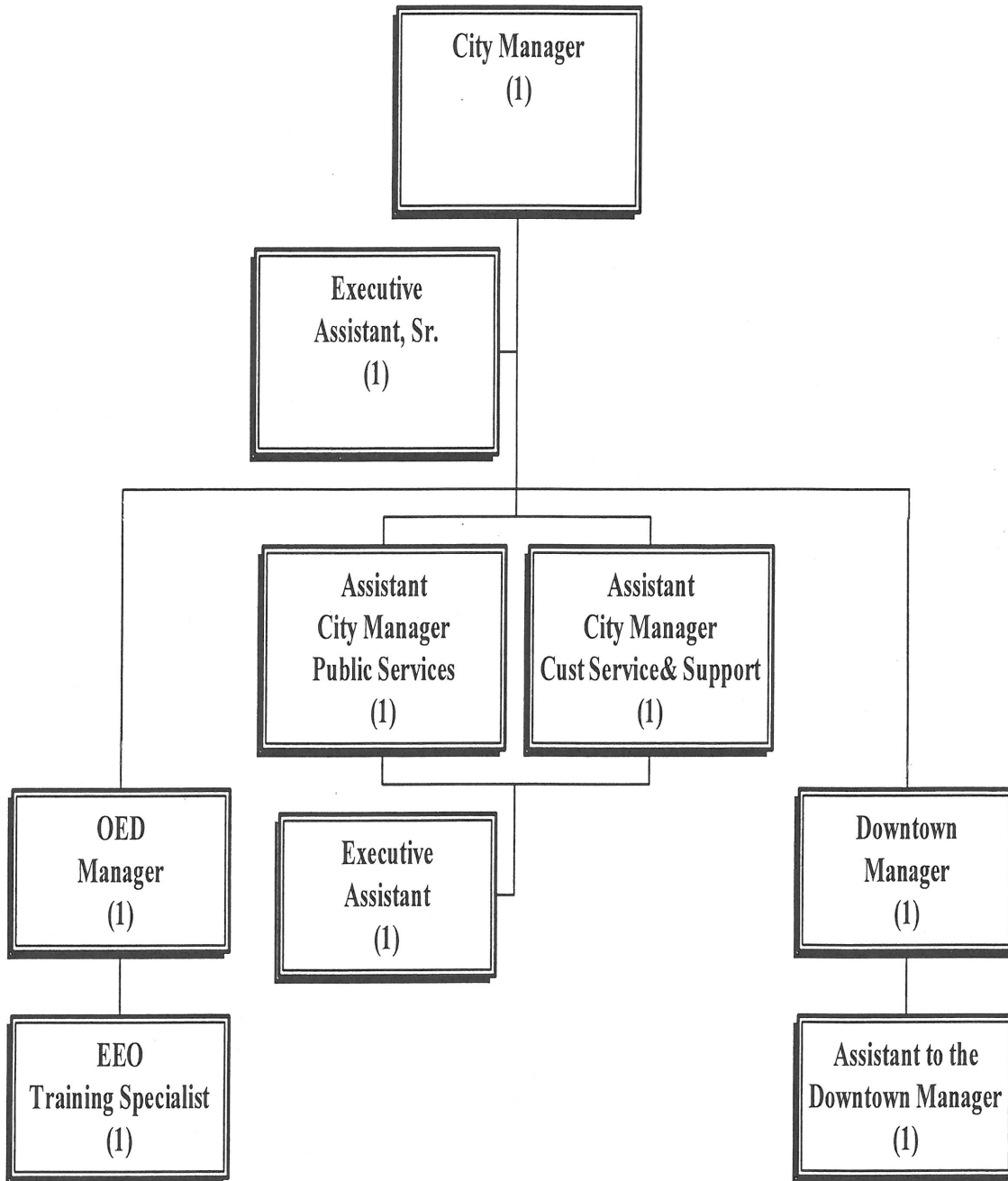
DESCRIPTION

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 1st and 3rd 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. All agendas and minutes are located on our website at www.albany.ga.us.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	152,905	154,172	154,239
OPERATING EXPENSE	43,712	55,000	55,000
CAPITAL OUTLAY	0	0	0
TOTAL	196,617	209,172	209,239
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. The City Manager's Office also houses the City's EEO Division. This division is responsible for ensuring the City provides an Equal Employment Workplace for all employees.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	693,211	810,098	831,105
OPERATING EXPENSE	564,995	827,452	679,434
CAPITAL OUTLAY	0	0	0
TOTAL	1,258,206	1,637,550	1,510,539
FULL TIME POSITIONS	10	9	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	607,122	682,676	702,979
OPERATING EXPENSE	538,594	774,542	647,265
CAPITAL OUTLAY	0	0	0
TOTAL	1,145,716	1,457,218	1,350,244
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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of Commissioners who rate the responsiveness to requests as good to excellent	TBD	TBD	TBD	0
% of the Commission's request for information is provided by the required deadline	TBD	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	TBD	TBD	TBD	0
Efficiency				
# of tasks assigned per FTE	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of public information requests responded to in one business day	TBD	TBD	TBD	0
Output				
# of media public information requests answered	TBD	TBD	TBD	0
Efficiency				
Public information and relations cost per resident	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of joint services agreements in accordance to state requirements	TBD	100%	100%	0
Service Quality				
% of joint service agreements reviewed on schedule	TBD	TBD	TBD	0
Output				
# of joint services agreements maintained	TBD	26	26	0
Efficiency				
Cost per resident to maintain joint services agreement	TBD	TBD	TBD	

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Net number of businesses in downtown	TBD	125	130	4
Number of jobs created in the opportunity zone	TBD	2	2	0
Net number of residential units in downtown	TBD	21	31	32
% of incubator and façade assistance recipients remaining in business for 2 years	TBD	50%	100%	50
Service Quality				
% of completed applications reviewed within 60 days of receipt	TBD	98%	98%	0
% of reimbursements paid within 30 days of receipt	TBD	95%	95%	0
Output				
Number of incentive program applications processed	TBD	15	25	40
<i>Note: currently process Façade program, loft conversion, business incubator</i>				
Efficiency				
Net businesses per FTE	TBD	2	3	33

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 captured through the City database by tracking businesses that are new to the downtown area. 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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Downtown event attendance (major sponsored events)	TBD	2,500	3,000	20
Service Quality				
% of downtown retail/restaurant businesses that rate satisfaction with the events as good or excellent	TBD	50%	65%	15
Output				
Number of events downtown	TBD	18	18	0
Efficiency				
Cost per event attendee	TBD	\$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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of businesses whose perception of downtown is positive	TBD	65%	70%	5
% of residents whose perception of downtown is positive	TBD	25%	40%	15
% of prospects shown properties who lease/purchase within 12 months	TBD	20%	27%	7
Service Quality				
% increase of people who join the social media web pages	TBD	50%	100%	50
Output				
Number of downtown marketing information packets given to interested parties	TBD	15	25	67
Number of business prospects shown properties	TBD	50	55	10
Number of units shown to prospects	TBD	25	30	20
Number of banners replaced	TBD	130	0	-100
Efficiency				
Number of units shown per lease or sale	TBD	3	5	67

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 2010/2011	AMENDED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	86,089	127,422	128,126
OPERATING EXPENSE	26,401	52,910	32,169
CAPITAL OUTLAY	0	0	0
TOTAL	112,490	180,332	160,295
FULL TIME POSITIONS	3	2	2

<u>Class Title</u>			
HR, OED Manager	1	1	1
EEO/ Training Specialist	1	1	1
HR, OED Administrator	1	0	0
TOTAL	3	2	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of employees who rate the availability of EEO training as good or better	TBD	60%	90%	30
% of departments without substantiated complaints	TBD	100%	100%	0
Service Quality				
% of EEOC filings accepted without requirement for additional investigation	TBD	90%	90%	0
% of EEO complaints responded to within the EEOC deadline	TBD	90%	90%	0
% of grievances initially investigated within 30 days	TBD	90%	90%	0
% of employees rating EEO training as good or better	TBD	90%	90%	0
Output				
# of Employees trained on EEO matters	TBD	200	1000	400
# of EEO related training sessions conducted	TBD	10	40	300
Efficiency				
Cost per employee trained	TBD	\$15	\$15	0

City Manager's Office Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Grievances filed per 1000 employees	TBD	.025	.025	0
Service Quality				
% of grievances resolved within 60 days	TBD	90%	97%	7
Output				
# of grievances processed	TBD	25	30	20
Efficiency				
Cost per grievance processed	TBD	\$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

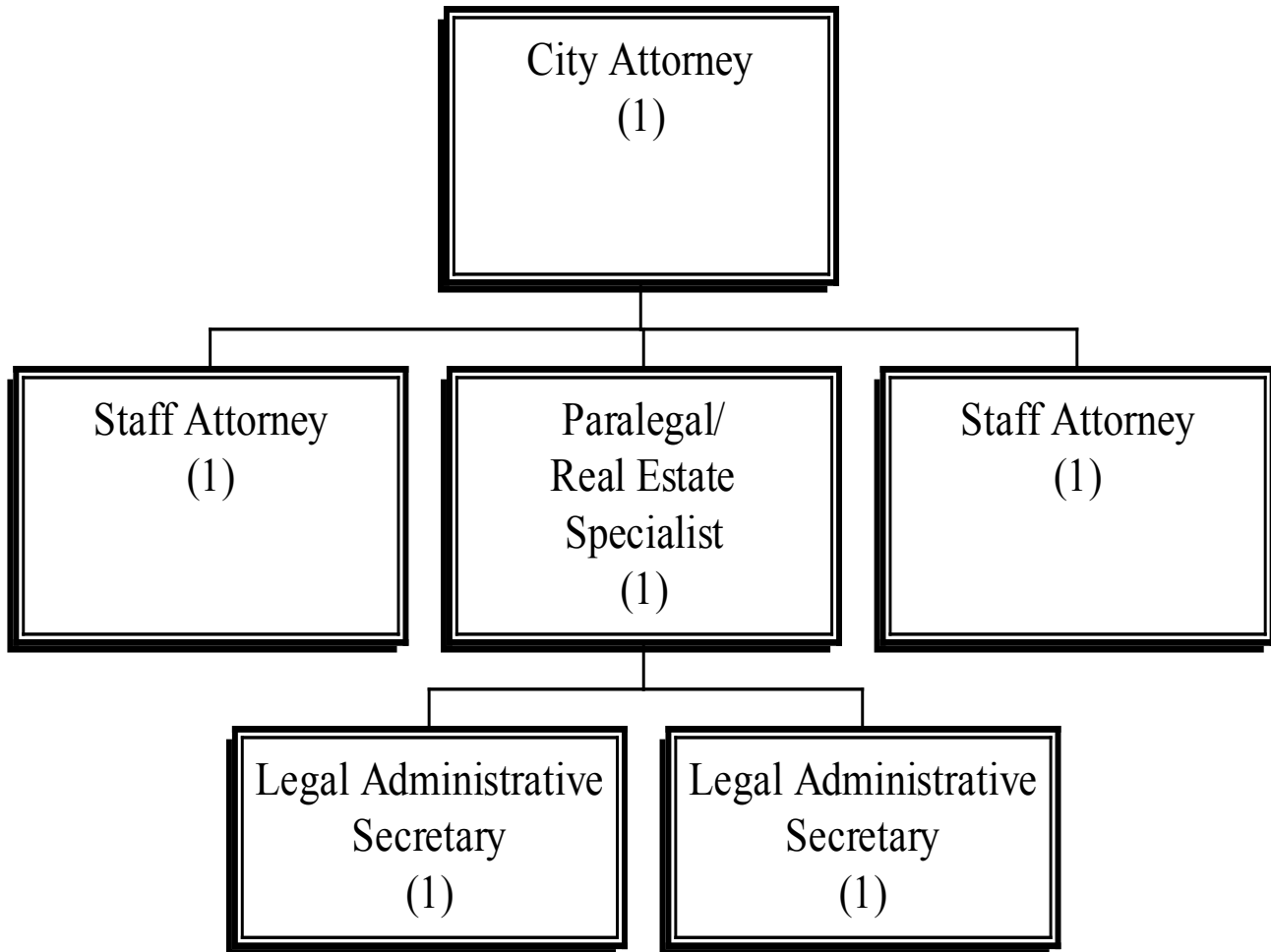
Planned Performance Targets

Performance Measure	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of departments without substantiated complaints	TBD	100%	100%	0
Service Quality				
% of claims resolved within 60 days	TBD	N/A	90%	90
Output				
# of Title VI claims handled	TBD	N/A	5	N/A
# of Title VI outreach events conducted	TBD	N/A	4	N/A
Efficiency				
Cost per Title VI claim	TBD	N/A	N/A	N/A

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.

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. Significantly, 2005 also saw the City resolve to self fund third party liability. The latter has resulted in savings to the City in excess of \$5,000,000. Those matters are now part of the City Attorney's Office.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	351,237	483,010	461,512
OPERATING EXPENSE	64,082	110,146	100,345
CAPITAL OUTLAY	0	0	0
TOTAL	415,319	593,156	561,857
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	FY2013 Target or Milestone	City Strategic Goal Area
Nuisance Abatement (Dilapidated Structures)	TBD	A Healthy, Livable, And Sustainable Albany

Performance Highlight Discussion

The office of the City Attorney acts as legal advisor, to counsel 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	FY2011 Actual	FY2012 Est.	FY2013 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	TBD	TBD	TBD	
Reduce the amount of money paid via settlements	TBD	TBD	TBD	
Service Quality				
% of students scoring class at satisfactory or better	TBD	TBD	TBD	
Outputs				
Number of classes held	TBD	TBD	TBD	
Number of students trained	TBD	TBD	TBD	
Number of new liability claims	TBD	TBD	TBD	
Efficiency				
Average cost per claim	TBD	TBD	TBD	

Plan is not fully implemented. Data will be forthcoming.

City Attorney's Office Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Increase the % of lawsuits resolved via dispositive motions and favorable settlements	TBD	TBD	TBD	
Reduce the cost of defending litigation	TBD	TBD	TBD	
Output				
Number of cases adjudicated	TBD	TBD	TBD	
Number of positive outcomes	TBD	TBD	TBD	
Judgment or settlement amount	TBD	TBD	TBD	
Efficiency				
Average cost per claim	TBD	TBD	TBD	

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Decrease the time per case to process from receipt to submission to court	TBD	TBD	TBD	
Output				
Number of demolition cases	TBD	TBD	TBD	
Efficiency				
Amount of time in City Attorney's office per case	TBD	TBD	TBD	

Plan is not fully implemented. Data will be forthcoming.

City Attorney's Office Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Output				
Number of commission meetings	TBD	TBD	TBD	
Number of meetings with departments	TBD	TBD	TBD	

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

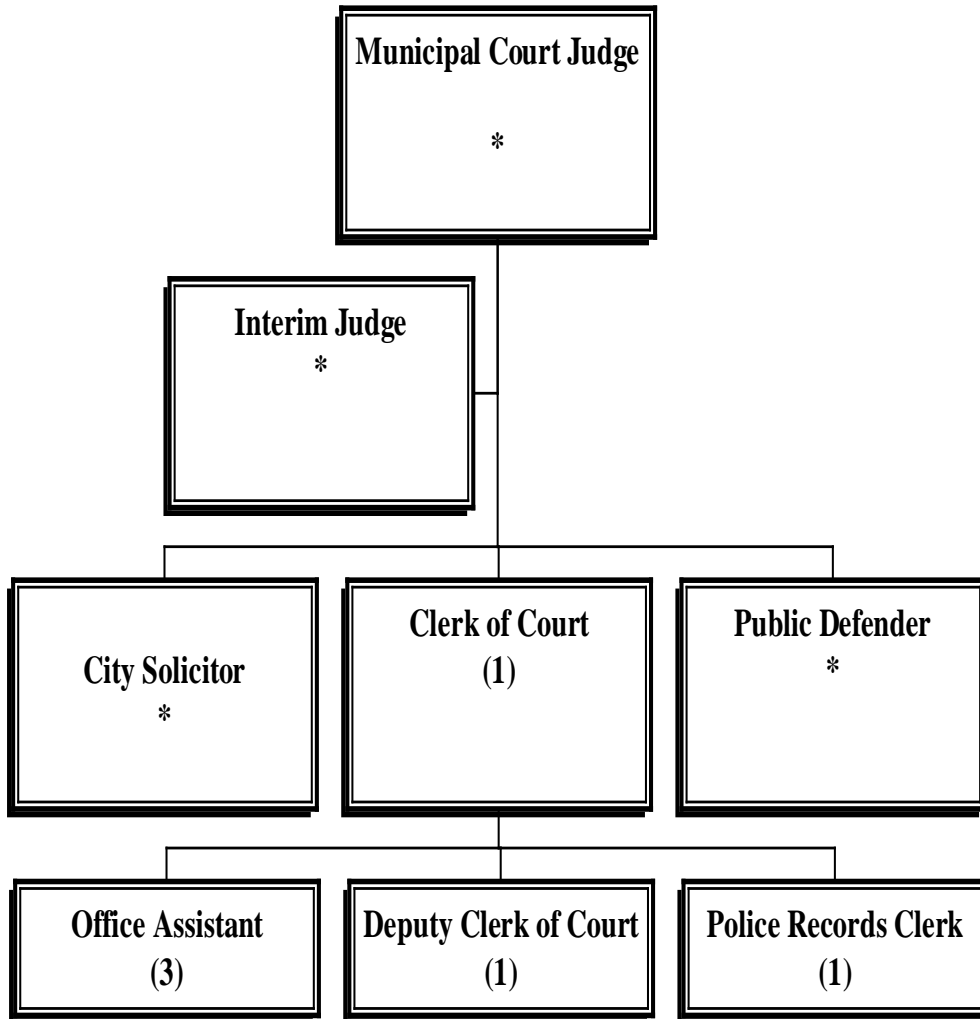
Planned Performance Targets

Performance Measure	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Decrease the average amount of time in complying with requests	TBD	TBD	TBD	
Output				
Number of requests received	TBD	TBD	TBD	
Length of time for completion	TBD	TBD	TBD	
Efficiency				
Average amount of time per response	TBD	TBD	TBD	

Plan is not fully implemented. Data will be forthcoming.

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	261,312	279,806	444,020
OPERATING EXPENSE	331,227	331,245	146,570
CAPITAL OUTLAY	0	0	0
TOTAL	592,539	611,051	590,590
FULL TIME POSITIONS	6	6	6

Class Title

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**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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% Percent of dockets closed	TBD	82%	93%	11%
Service Quality				
% of bench warrants issued for service within 4 days	TBD	%	%	%
Output				
# of cases docketed (adjudicated)	TBD	15,247	15,552	2
# of bench warrants issued	TBD	#	#	#

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.

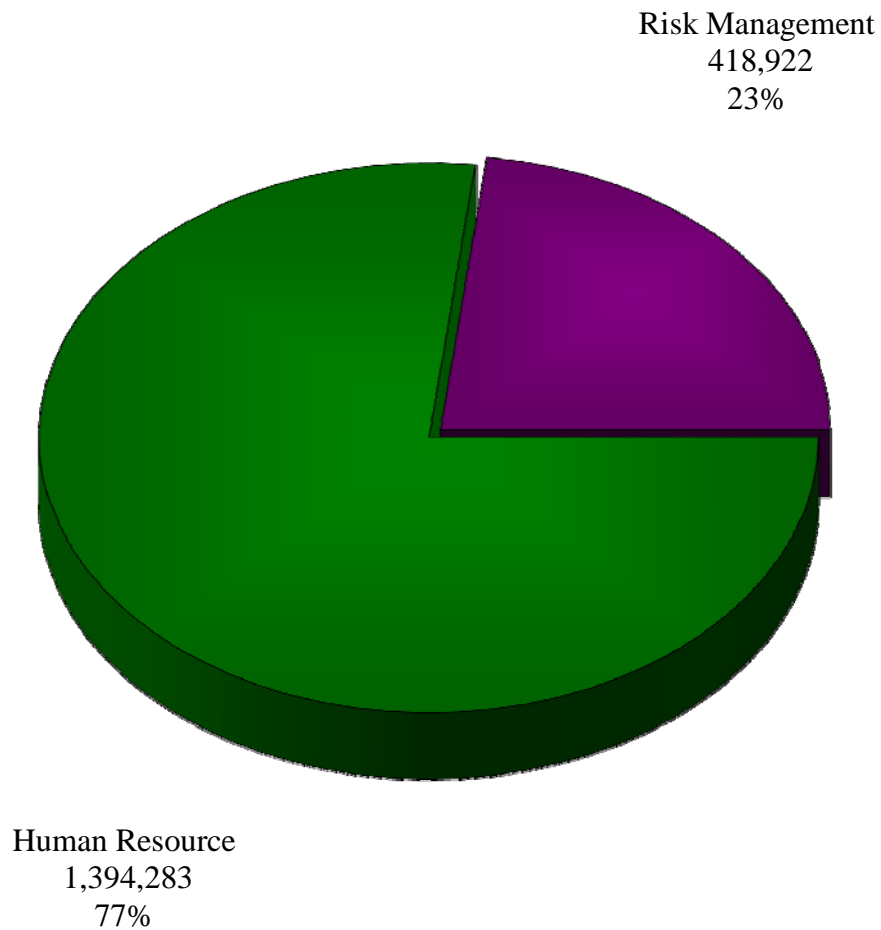
City Strategic Goal Supported: Public Safety: A Safe and Prepared Community

Planned Performance

Performance Measure	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of dockets entered without error	TBD	%	%	%
Service Quality				
% of cases entered into docket system within 3 days	TBD	100%	100%	0
Output				
# of legal documents processed	TBD	16,049	16,370	2
# of cases entered	TBD	15,247	15,552	2

City Of Albany
Adopted Budget
FY 2013

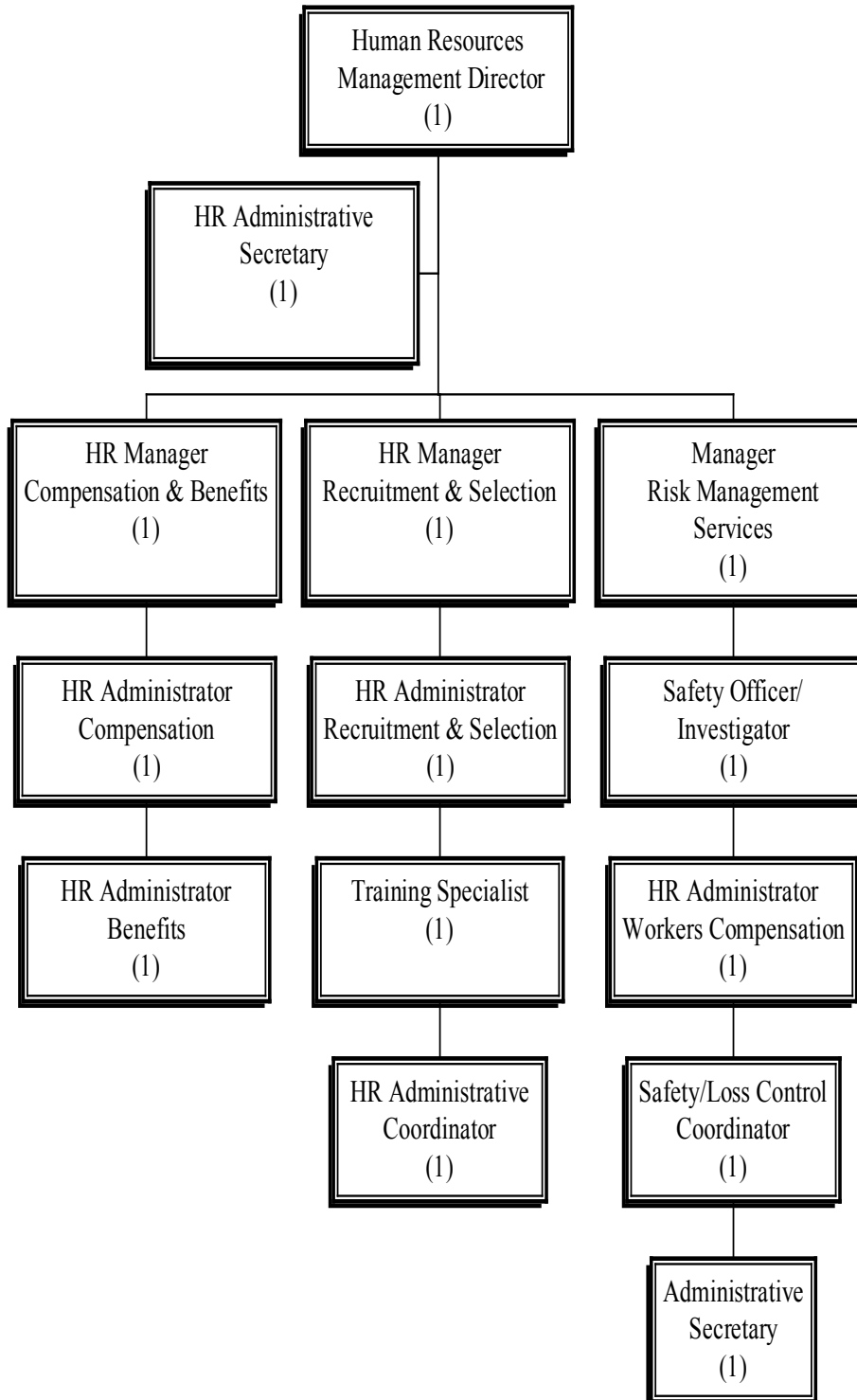
Human Resource Management Department



Total Expenditures
\$1,813,205

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. Risk Management is also a function and division of Human Resources. The specific responsibilities of this department includes planning, organizing, implementing, and monitoring a comprehensive loss control program for the City.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,601,632	1,670,689	1,361,909
OPERATING EXPENSE	1,945,921	417,921	451,296
CAPITAL OUTLAY	0	0	0
TOTAL	3,547,553	2,088,610	1,813,205
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,389,039	1,397,140	1,083,268
OPERATING EXPENSE	1,838,898	268,616	311,015
CAPITAL OUTLAY	0	0	0
TOTAL	3,227,937	1,665,756	1,394,283
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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of entitlements verified through reconciliation	TBD	N/A	75%	
Service Quality				
# of pay cycles it take to process employee changes	TBD	TBD	TBD	
% of timely department submitted changes for upcoming payroll	TBD	N/A	70%	
Output				
# of comp and benefit changes processed	TBD	14,485	TBD	
# of new full time employees attending new hire orientation that elect to receive benefits	TBD	85	TBD	
Efficiency				
# of entries and/or changes processed per FTE	TBD		TBD	

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of employees who rate training as good to excellent	TBD	100	100	0
Service Quality				
# of applicants referred per job fair	TBD	250	250	0
% of jobs screened by HR	TBD	15%	15%	0
Output				
# of job/career fairs attended	TBD	12	12	0
# of training sessions conducted	TBD	10	12	20
# of attendees participating in various training sessions	TBD	1,050	1,200	14
# of Request To Advertise (RTA's) processed	TBD	260	260	0
# of applications processed	TBD	10,500	10,500	0
# of employees processed through New Employee Orientation (NEO)	TBD	220	220	0
Efficiency				
# of applications processed per FTE	TBD	TBD	TBD	
Cost per employee trained	TBD	\$23	\$16	-30

Performance Discussion

The most significant issues and/or challenges facing the Recruitment & Training Division are ensuring 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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	212,593	273,549	278,641
OPERATING EXPENSE	107,023	149,305	140,281
CAPITAL OUTLAY	0	0	0
TOTAL	319,616	422,854	418,922
FULL TIME POSITIONS	5	5	5

Class Title

Manager, Risk Management Services	1	1	1
Administrative Secretary	1	1	1
HR Administrator, Workers Comp.	1	1	1
Safety/Loss Control Coordinator	1	1	1
Safety Officer/Investigator	1	1	1
TOTAL	5	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
# of days from occurrence to date reported to Risk Management	TBD	N/A		
# of days from receipt to response Risk Management claims	TBD	N/A	3	
# of employees with multiple Workers Compensation claims	TBD	6		
# of safety hazards and deficiency reports issued within 10 days of inspection	TBD	80%	90%	10
Service Quality				
# of WC claims reported to Risk within 3 days	TBD	160	160	0
% of Risk Management packets reported within 3 days	TBD	85%	85%	0
% of employees completing Defensive Driving program	TBD	33.3%	33.3%	0
% of hazards and deficiency reports issued within 10 days of inspection	TBD	80%	90%	10
Output				
# of Risk Claims processed	TBD	180	175	-3
# of Workers' Comp. claims processed	TBD	155	150	-3
# of participants in defensive driving	TBD	300	300	0
# of safety inspections completed	TBD	38	38	0
Efficiency				
Cost per Risk Claim closed	TBD	N/A	TBD	
# of Workers' Comp. claims per 100 FTE's	TBD	67	10	-85
Cost per Workers' Compensation claim closed	TBD	N/A	TBD	

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.

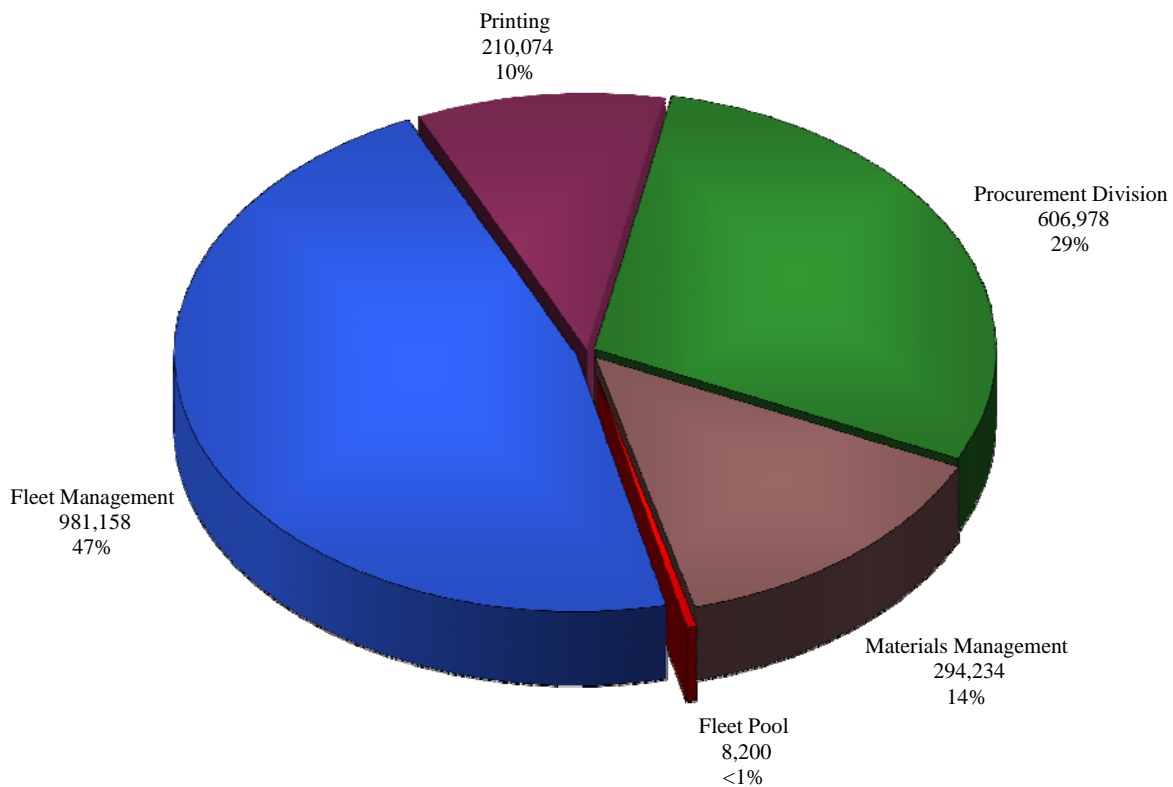
The current Risk Management Information System (Risk Pro) was purchased in 2006, since this time the company has gone out of business providing very limited technical support and help. During the FY 2011 budget review it was approved for the purchase of a new software system.

Human Resources Performance Plan

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.

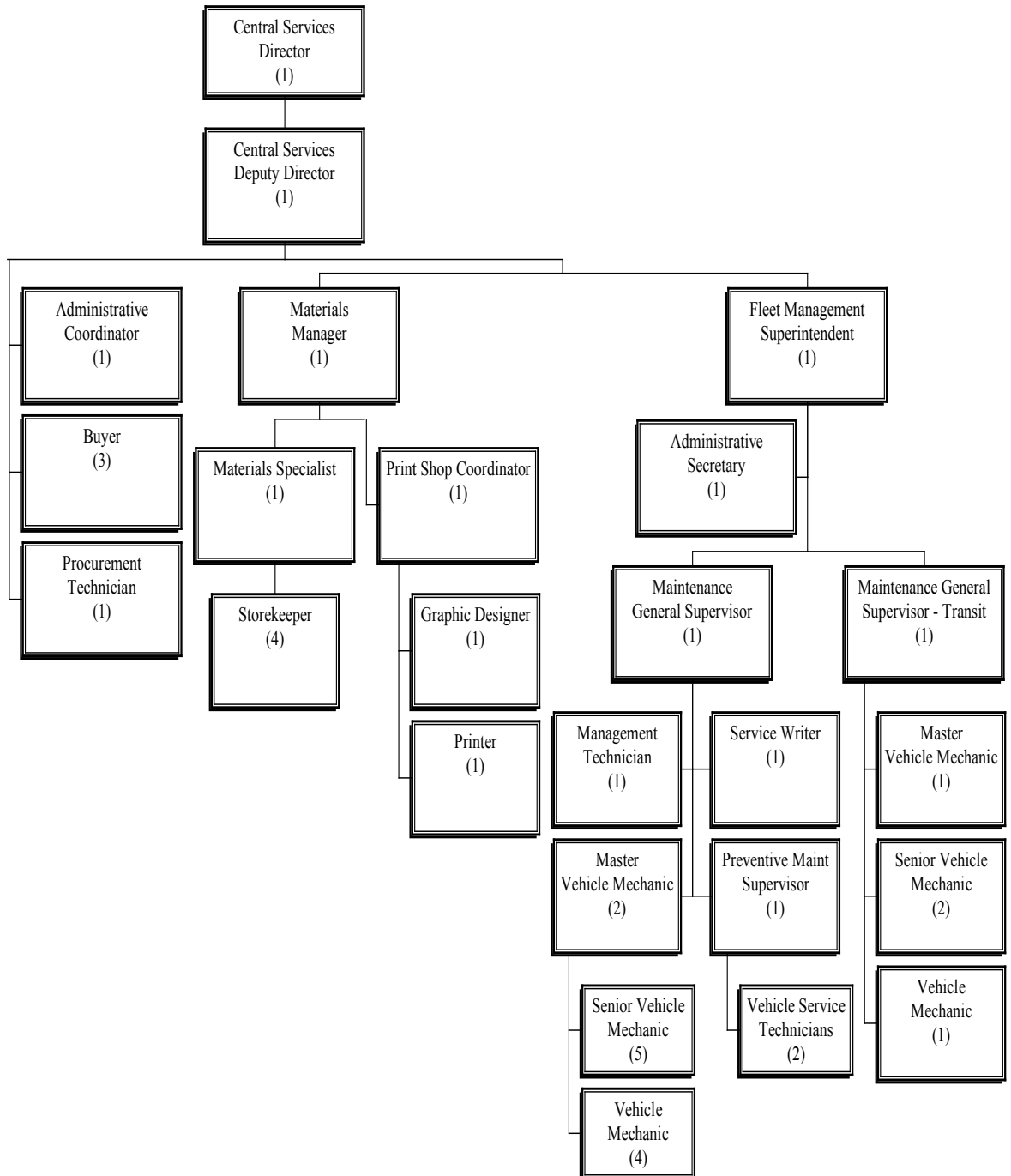
City of Albany
Adopted Budget
FY 2013
Central Services Department



Total Expenditures
\$2,100,644

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,613,727	1,704,692	1,702,886
OPERATING EXPENSE	355,944	397,318	397,759
CAPITAL OUTLAY	0	0	0
TOTAL	1,969,671	2,102,010	2,100,645
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONNEL SERVICES	405,696	426,813	429,802
OPERATING EXPENSE	151,058	184,648	177,175
CAPITAL OUTLAY	0	0	0
TOTAL	556,754	611,461	606,977
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 2013 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	7/1/2013	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.

Central Services Department Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of savings realized through competitive bidding	TBD	17.6	24	6.4
% of spend deferred to p-card from normal process	TBD	1.6	3.4	1.8
Dollar value of rebate from p-card transactions	TBD	1,721	3,400	97.5
Service Quality				
% of p-card transactions versus purchase orders	TBD	17	44	27
% of requisitions processed within 3 days or less	TBD	89	90	1
Output				
# of p-card transactions processed	TBD	1,892	3,700	95.5
# of field purchase orders issued	TBD	11,412	8,500	-25.5
# of purchase orders issued by Procurement	TBD	1,910	1,600	-16.2
# of purchase requisitions processed	TBD	850	800	-5.8
Dollar value of purchase orders processed (millions)	TBD	22.0	20.0	9
Dollar value of p-card transactions	TBD	344,142	680,000	97.6
Dollar value of formal bids awarded (millions)	TBD	6.2	7.5	21
Efficiency				
# of purchase orders issued per FTE	TBD	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

Central Services Department Performance Plan

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	140,707	150,031	150,491
OPERATING EXPENSE	83,197	61,565	59,583
CAPITAL OUTLAY	0	0	0
TOTAL	223,904	211,596	210,074
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	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of costs recovered	TBD	57	60	5.3
% of printing jobs completed w/o return or rework (customer errors)	TBD	90.5	95.5	5
% of printing jobs completed w/o return or rework (staff errors)	TBD	95.5	98.9	3.4
Service Quality				
% of savings realized from proofreading	TBD	8.5	10.5	2
Output				
# of print work orders completed	TBD	880	800	-9
Dollar value of print work orders completed	TBD	153,000	155,000	1.3
# of jobs with errors caught by proofreading	TBD	65	75	15.4
Dollar value of savings from proofreading	TBD	13,039	13,210	1.3
Efficiency				
Average billed per job	TBD	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	252,635	264,808	267,030
OPERATING EXPENSE	23,112	30,705	27,205
CAPITAL OUTLAY	0	0	0
TOTAL	275,747	295,513	294,235
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of man-hours spent on special requests	TBD	39	30	-9
% of work orders completed w/o special order	TBD	70	75	5
Service Quality				
% of inventory turned over	TBD	98	98	-0-
Output				
# of regular work orders completed	TBD	756	793	4.9
# of special request work orders completed	TBD	N/A	TBD	TBD
# of items stocked in inventory	TBD	1,382	1,397	1.1
Efficiency				
Total work orders per assigned FTE	TBD	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	814,689	863,039	855,562
OPERATING EXPENSE	93,661	112,200	125,596
CAPITAL OUTLAY	0	0	0
TOTAL	908,350	975,239	981,158
FULL TIME POSITIONS	19	19	19

Class Title

Vehicle Service Technician	2	2	2
Vehicle Mechanic	4	4	3
Vehicle Mechanic, Sr.	5	5	7
Master Vehicle Mechanic	2	2	1
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of unscheduled repairs	TBD	50	10	-40
% of vehicle availability (up-time) for Public Safety vehicles	TBD	90	95	5
% of vehicle availability (up-time) for non Public Safety vehicles	TBD	80	95	15
% of costs recovered	TBD	92	95	3
Service Quality				
% of repairs performed without return or rework	TBD	99	99	0
% of preventative maintenance services completed on schedule	TBD	85	95	10
Output				
# of work orders processed	TBD	4500	5000	11
Dollar value of work orders completed	TBD	850,000	900,000	5.8
# of new vehicles purchased	TBD	50	50	0
Efficiency				
Cost per hour of vehicle labor	TBD	70	73	4.3
Cost per hour of vehicle labor – preventative maint.	TBD	48	50	4.2

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.

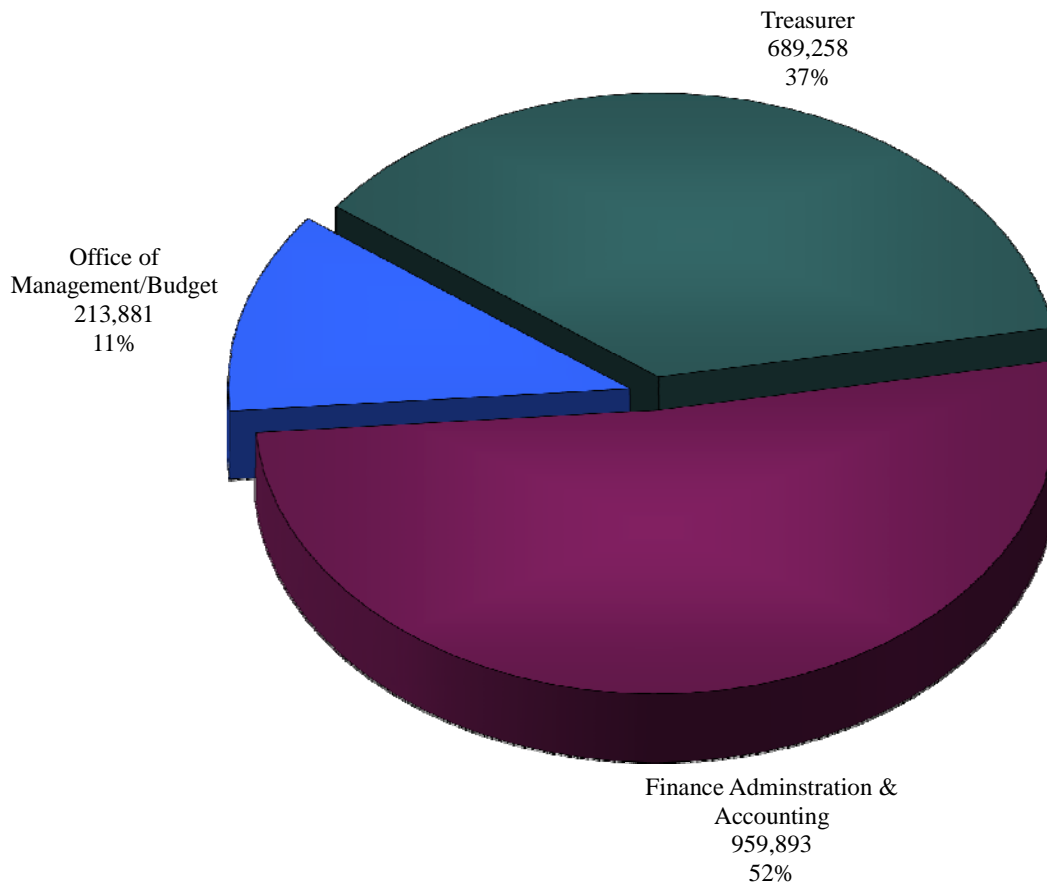
The preventative maintenance completions will improve with the implementation of a new fleet program that also ties in with our fueling system. This system will allow better tracking of mileage and time, helping us to pinpoint vehicles that are due for inspections in a timelier manner. Public safety 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.

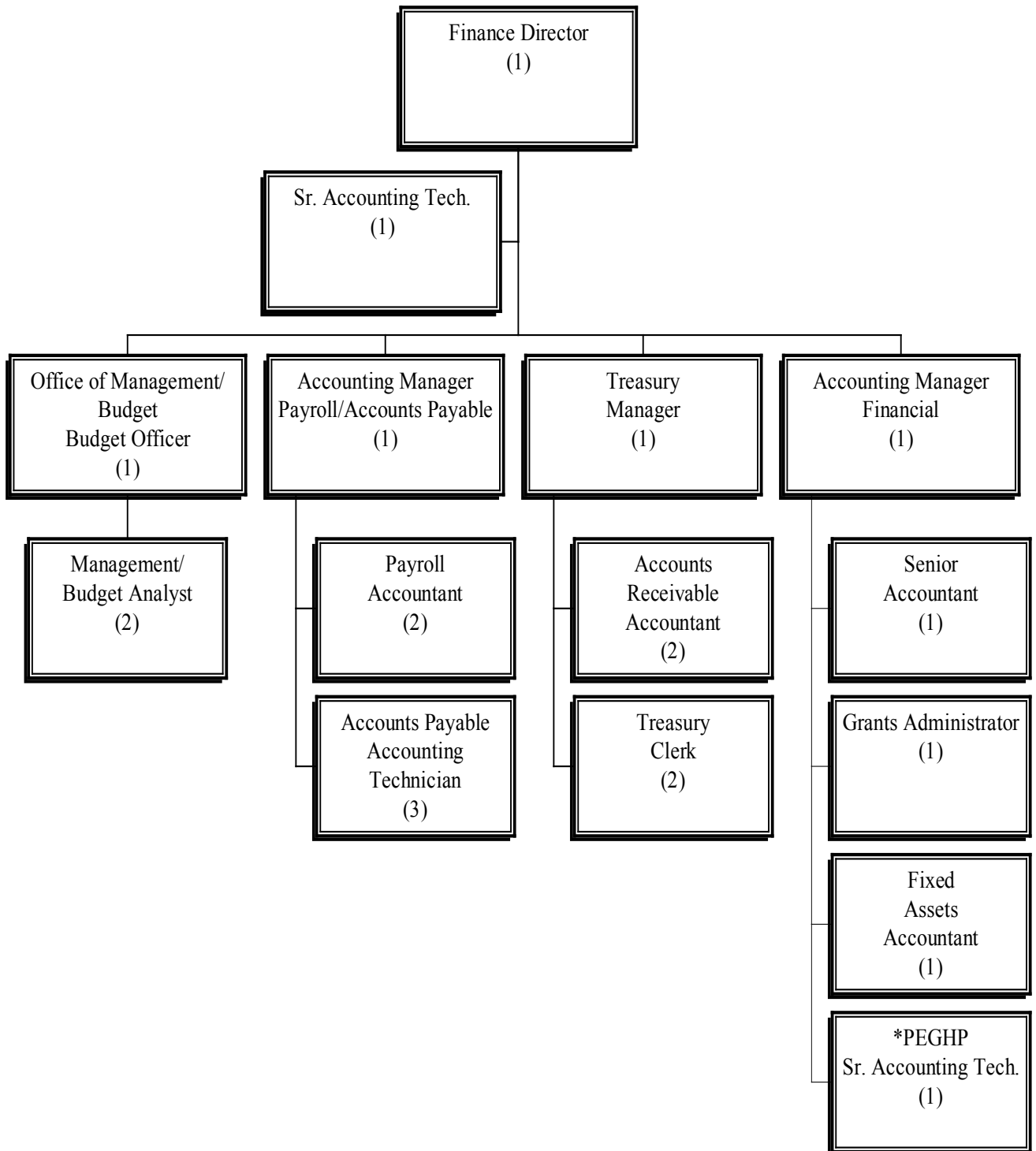
Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	4,916	8,200	8,200
CAPITAL OUTLAY	0	0	0
TOTAL	4,916	8,200	8,200
FULL TIME POSITIONS	0	0	0

City of Albany
Adopted Budget
FY 2013
Finance Department



Total Expenditures
\$1,863,032

**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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,093,992	1,196,239	1,148,607
OPERATING EXPENSE	1,066,751	1,284,291	714,424
CAPITAL OUTLAY	0	0	0
TOTAL	2,160,743	2,480,530	1,863,032
FULL TIME POSITIONS	21	22	21

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	611,412	710,852	667,350
OPERATING EXPENSE	685,165	837,394	292,543
CAPITAL OUTLAY	0	0	0
TOTAL	1,296,577	1,548,246	959,893
FULL TIME POSITIONS	13	13	13

Class Title

Finance Director	1	1	1
Deputy Finance Director	1	1	0
Administrative Assistant	1	1	1
Accounting Technician, Sr.	2	2	3
Accounting Technician	2	2	1
Accountant, Sr.	1	3	3
Accountant	2	1	0
Accounting Manager - City	1	0	2
Accounting Technician , 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 2013 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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of vendor payments processed within 30 days of invoice date	TBD	80%	90%	10
% of quarterly and annual payroll tax returns filed before due date	TBD	100%	100%	-
% of payrolls processed accurately and timely	TBD	80%	85%	5.0
Output				
# of payroll payments processed	TBD	39,900	40,282	.96
# of AP payments processed	TBD	9,300	8,370	-10.00
# of 1099s issued	TBD	945	1,445	53
# of periodic payroll reports processed	TBD	35	35	-
# of W-2s issued	TBD	1,139	1,150	1.00
Efficiency				
# of payroll payments processed per FTE	TBD	39,900	40,282	.96
# of accounts payable payments processed per FTE	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of monthly financial statements that are distributed by the 15th of the following month	TBD	50%	75%	25
Achieving the GFOA CAFR Award annually	TBD	1	1	-
Output				
# of bank account reconciliations completed	TBD	588	480	(18)
# of departmental financial reports issued	TBD	696	696	-
# of physical inventories conducted	TBD	12	20	67
# of departmental reviews conducted	TBD	6	12	100
Efficiency				
# of bank acct reconciliations completed per FTE	TBD	1,680	1,371	18
# of departmental financial reports issued per FTE	TBD	1,392	1,392	-

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.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	178,583	199,163	200,108
OPERATING EXPENSE	13,356	16,574	13,772
CAPITAL OUTLAY	0	0	0
TOTAL	191,939	215,737	213,880
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of departments that remain within their allocated expenditures	TBD	100%	100%	-
% of QFRs distributed by the due date	TBD	50%	100%	50
Achieving Favorable GFOA Budget Award rating annually	TBD	1	1	-
Output				
# of requisitions processed for budget approval	TBD	1,300	1,100	-15
# of quarterly financial reports (QFRs) distributed	TBD	72	72	-
# of face-to-face, departmental budget review meetings held	TBD	198	216	9
Efficiency				
# of all requisitions processed per FTE	TBD	433	367	-15
# of face-to-face, departmental budget review meetings held per FTE	TBD	90	98	9

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	303,997	286,224	281,149
OPERATING EXPENSE	368,230	430,323	408,109
CAPITAL OUTLAY	0	0	0
TOTAL	672,227	716,547	689,258
FULL TIME POSITIONS	5	6	5

Class Title

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

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

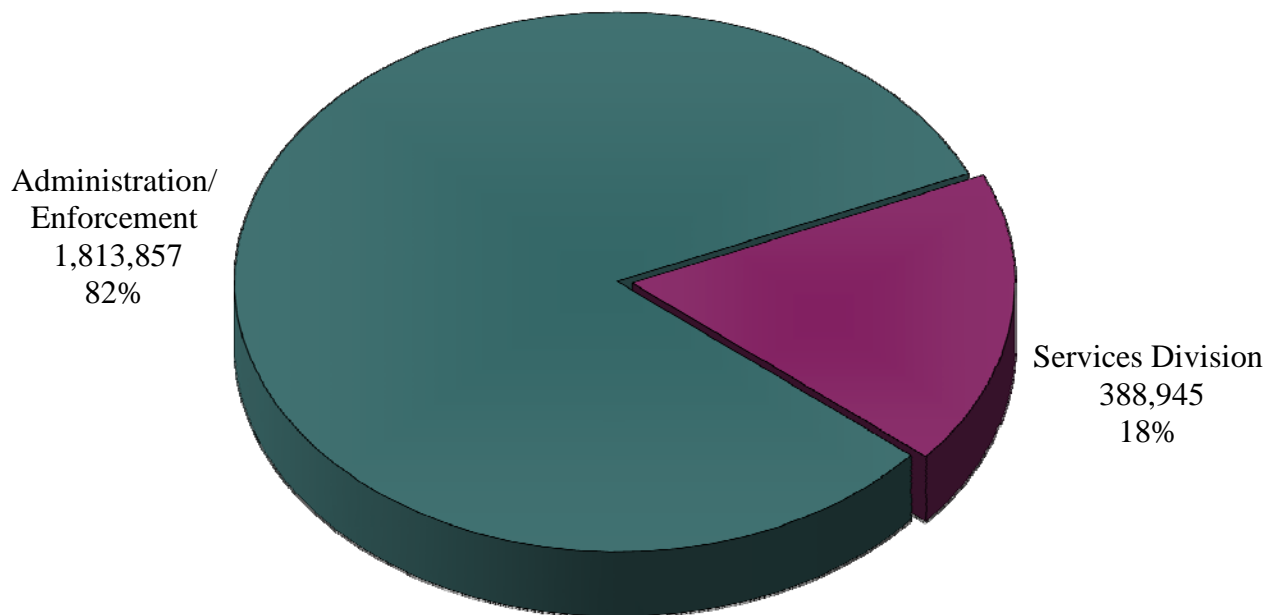
Performance Measures	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of cash reserves in relation to annual General Fund expenditures	TBD	15%	15%	-
% of active businesses' occupational tax certificates renewed by March 15	TBD	85%	85%	-
% of daily receipts deposited by the next business day	TBD	98%	98%	-
Output				
# of Occupational Tax Certificates issued	TBD	5,950	6,100	3
# of cash transactions processed	TBD	33,000	28,000	-17
# of Bonds, Fines and Parking Tickets	TBD	16,450	16,700	1.5
# of Bank deposits made	TBD	3,624	3,624	0
Efficiency				
# of Occupational Tax Certificates issued per FTE	TBD	375	384	2.4

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.

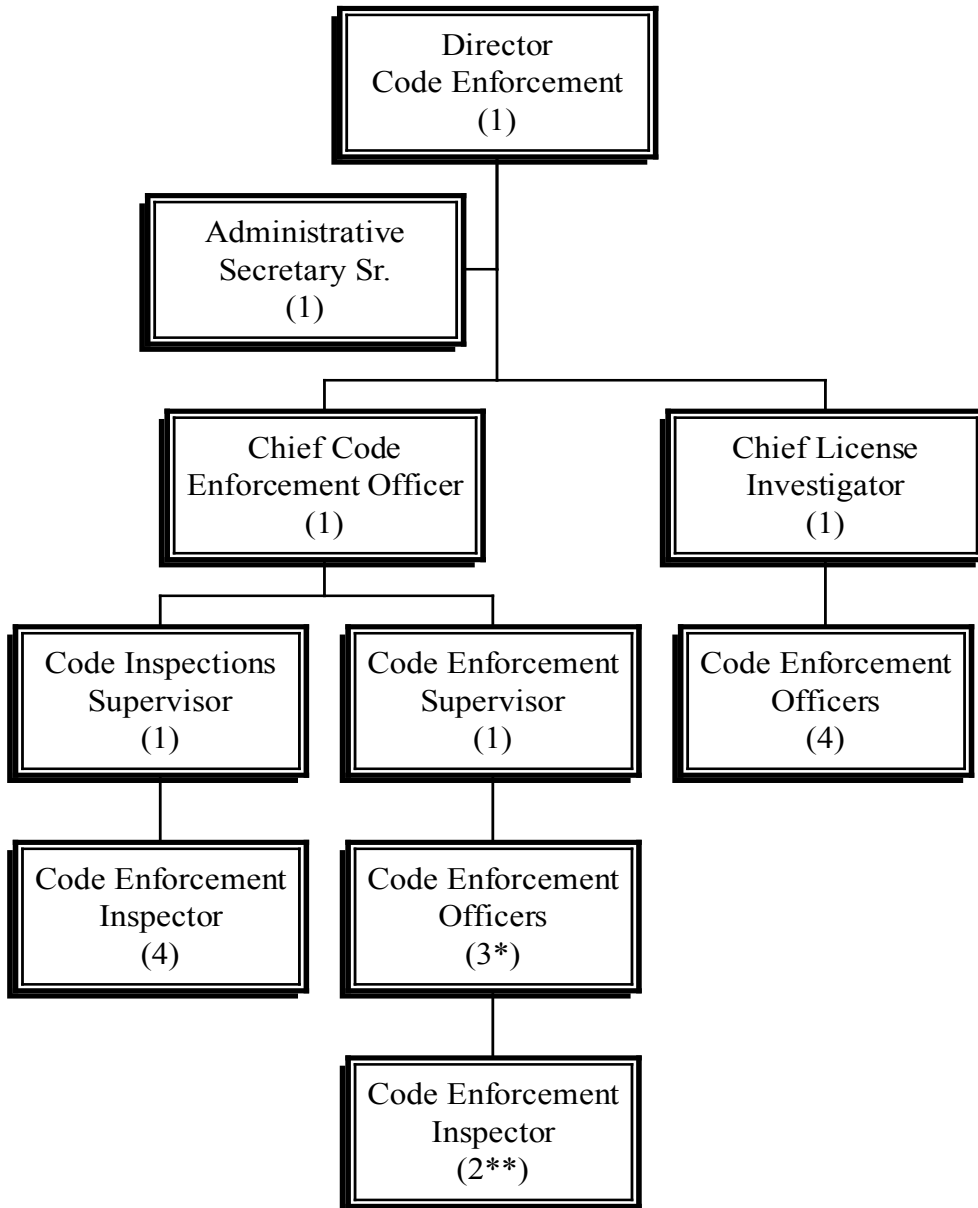
City of Albany
Adopted Budget
FY 2013
Code Enforcement Department



Total Expenditures
\$2,202,802

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	960,522	1,025,318	1,071,928
OPERATING EXPENSE	538,557	373,318	1,130,874
CAPITAL OUTLAY	0	0	0
TOTAL	1,499,079	1,398,636	2,202,802
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	641,349	703,358	715,502
OPERATING EXPENSE	479,299	305,068	1,098,355
CAPITAL OUTLAY	0	0	0
TOTAL	1,120,648	1,008,426	1,813,857
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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of complaints cleared within 60 days	TBD	70%	75%	5%
Service Quality				
% of junk vehicle violations cleared	TBD	86	90	4
% of overgrown lots cut by owner or City	TBD	96%	N/A	N/A
% of complaints of violations cleared and closed within 12 months	TBD	TBD ¹	TBD	TBD
Output				
# of junk car cases investigated ²	TBD	624	624	0
# of junk vehicles red tagged per year	TBD	631	631	0
# of unsafe structure cases investigated	TBD	197	257	77
# of overgrown lots investigated	TBD	715	715	0
# of cases investigated	TBD	4,272	4272	0
# of total violations investigated	TBD	4,807	4807	0
# of inspections & reinspections per year	TBD	9,670	9670	0
Efficiency				
# of junk vehicle cases closed per FTE	TBD	TBD	TBD	TBD
# of cases with unsafe structure violations per FTE	TBD	197	197	0

Code Enforcement Department Performance Plan

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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
# of dilapidated structures repaired or demolished	TBD	115	130	12%
Service Quality				
% of court ordered demolitions demolished within 6 months of the date to proceed	TBD	32%	50%	18
Output				
# of dilapidated structure cases turned in to the City Attorney for prosecution	TBD	107	107	0
# of dilapidated structures repaired or demolished	TBD	115	130	12%
Efficiency				
# of dilapidated structures repaired or demolished per FTE	TBD	65	65	0

Code Enforcement Department Performance Plan**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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	319,173	321,960	356,426
OPERATING EXPENSE	59,258	68,250	32,519
CAPITAL OUTLAY	0	0	0
TOTAL	378,431	390,210	388,945
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of business compliance cases closed within 90 Days months	TBD	85%	95%	10
Service Quality				
% of applications for Occupational Tax Certificates reviewed within 6 business days	TBD	100%	100%	0
% of existing alcohol licenses reviewed (blanket renewal process)	TBD	100%	100%	0
% alcohol establishments inspected for compliance checks (ABC and Underage Drinking)	TBD	40%	60%	50
Output				
# of Occupation Tax Certificates reviewed	TBD	990	990	0
# of existing alcohol licenses reviewed	TBD	213	217	2
# business compliance cases made	TBD	358	358	0
Efficiency				
# of business compliance cases closed	TBD	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.

Code Enforcement Department Performance Plan

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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of false alarms requiring responses by public safety units	TBD	NA	NA	NA
Service Quality				
% of unregistered residential alarms registered within 30 days of notification to owner	TBD	80%	90%	13%
% of processed false alarms completed within 30 days of notification to owner	TBD	88%	88%	0
Output				
# of unregistered alarms processed	TBD	450	450	0
# of false alarms processed	TBD	7,491	8,240	10
Efficiency				
# of unregistered alarms processed per FTE	TBD	450	450	0
# of false alarm appeal hearings per year	TBD	219	243	10

Code Enforcement Department Performance Plan

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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of warrants cleared within 12 months	TBD	70%	70%	0
Service Quality				
% of the warrants received that are researched within 30 days	TBD	50%	60%	20
Output				
# of warrants researched	TBD	534	534	0
Efficiency				
# warrants cleared per FTE	TBD	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.

Code Enforcement Department Performance Plan

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.

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

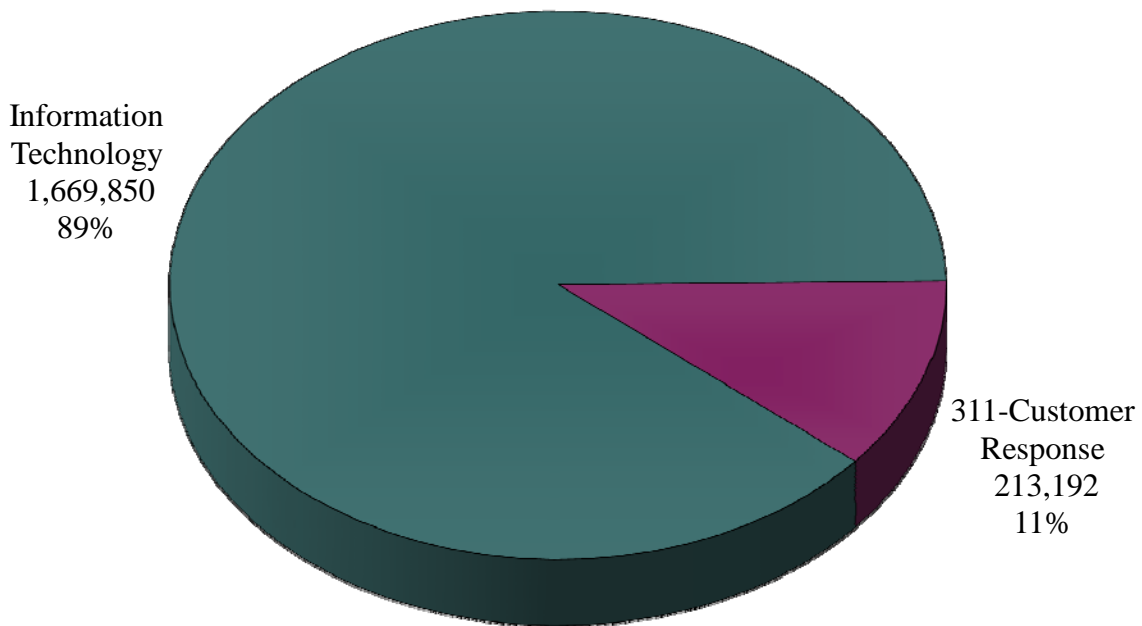
Planned Performance Targets

Performance Measure	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of sign cases brought into compliance	TBD	NA	NA	NA
Service Quality				
% of Sign cases closed per year	TBD	60%	60%	0
Output				
# signs removed from the right of way	TBD	1,130	1,130	0
# sign cases made	TBD	98	98	0
Efficiency				
# of cases closed per FTE	TBD	98	98	0

Code Enforcement Department Performance Plan**Performance Discussion**

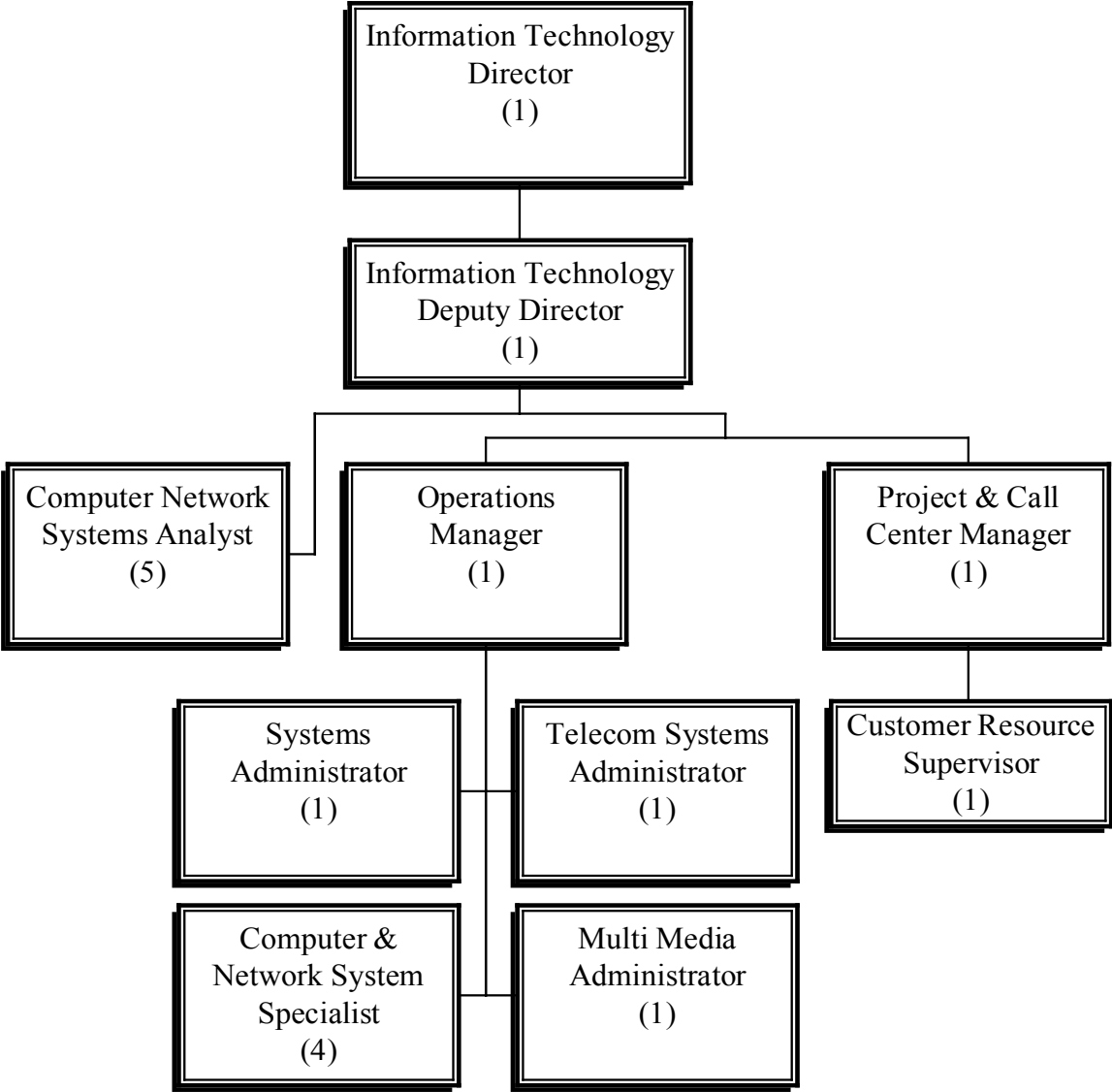
The Services Division has the lead for the department in sign compliance enforcement. One code enforcement officer is assigned these duties. 70% of that officer's normal duty time is spent performing these duties in the City. In the unincorporated area, the Dougherty County funded code enforcement inspector 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.

City Of Albany
Adopted Budget
FY 2013
Information Technology Department



Total Expenditures
\$1,883,042

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	963,148	1,224,996	1,201,598
OPERATING EXPENSE	742,459	957,166	681,442
CAPITAL OUTLAY	0	0	0
TOTAL	1,705,607	2,182,162	1,883,040
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 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	843,775	1,069,523	1,031,177
OPERATING EXPENSE	684,893	907,494	638,672
CAPITAL OUTLAY	0	0	0
TOTAL	1,528,668	1,977,017	1,669,849
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	FY2013 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, 2013	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	FY2011 Actual	FY2012 Est.	FY2013 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.)	TBD	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.)	TBD	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.)	TBD	N/A	TBD	TBD
% of Priority 4 issues resolved in 30 days. (No loss of service. Minor error that does not impede operations.)	TBD	N/A	TBD	TBD
% of Priority 5 issues resolved in 90 days. (Research development or assistance.)	TBD	N/A	TBD	TBD
Service Quality				
% of customers who rate Desktop Support as good to excellent	TBD	N/A	TBD	TBD
Outputs				
# of tickets resolved for Desktop Support program	TBD	N/A	TBD	TBD
# of total tickets requested for Desktop Support program by internal users	TBD	N/A	TBD	TBD
# of employee computer users supported in City/County	TBD	1,901	1,977	4
# of total computers maintained in City/County	TBD	1,146	1,180	3
# of production file servers maintained	TBD	86	91	6
Efficiency				
Tickets resolved per FTE	TBD	N/A	TBD	TBD
Computers supported per FTE	TBD	164	169	3
Personnel supported per FTE	TBD	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, 2013	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.

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

Information Technology Department Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 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.)	TBD	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.)	TBD	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.)	TBD	N/A	TBD	TBD
% of Priority 4 issues resolved in 30 days. (No loss of service. Minor error that does not impede operations.)	TBD	N/A	TBD	TBD
% of Priority 5 issues resolved in 90 days. (Report development or assistance.)	TBD	N/A	TBD	TBD
Service Quality				
% of customers who rate Enterprise Application Support as good to excellent	TBD	N/A	TBD	TBD
Outputs				
# of tickets resolved for Enterprise Application Support program	TBD	N/A	TBD	TBD
# of total tickets requested for Enterprise Application Support by internal users	TBD	N/A	TBD	TBD
# of employee computer users supported in City/County	TBD	1,901	1,977	4
# of total computers maintained in City/County	TBD	1,146	1,180	3
# of client-side applications maintained	TBD	N/A	TBD	
Efficiency				
Tickets resolved per FTE	TBD	N/A	TBD	TBD
Computers supported per FTE	TBD	164	169	3
Personnel supported per FTE	TBD	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, 2013	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, 2013.

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 2010/2011	ADOPTED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	119,373	155,473	170,421
OPERATING EXPENSE	57,566	49,672	42,770
CAPITAL OUTLAY	0	0	0
TOTAL	176,939	205,145	213,191
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	FY2011 Actual*	FY2012 Est.	FY2013 Target	% Change
Outcomes				
% of citizens that rate the 311 Call Center customer service as having met or exceeded their expectations	TBD	N/A	TBD	TBD
Service Quality				
% of citizen callers successfully connecting to the Call Center	TBD	99.32%	99.26%	-0.06
Outputs				
# of calls received	TBD	20,000	23,000	15
# of website visits supported	TBD	2,200	2,300	5
# of citizen generated (long abandon) hang-ups	TBD	140	230	64
Efficiency				
# of 311 phone requests per FTE	TBD	6,330	6,970	10

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

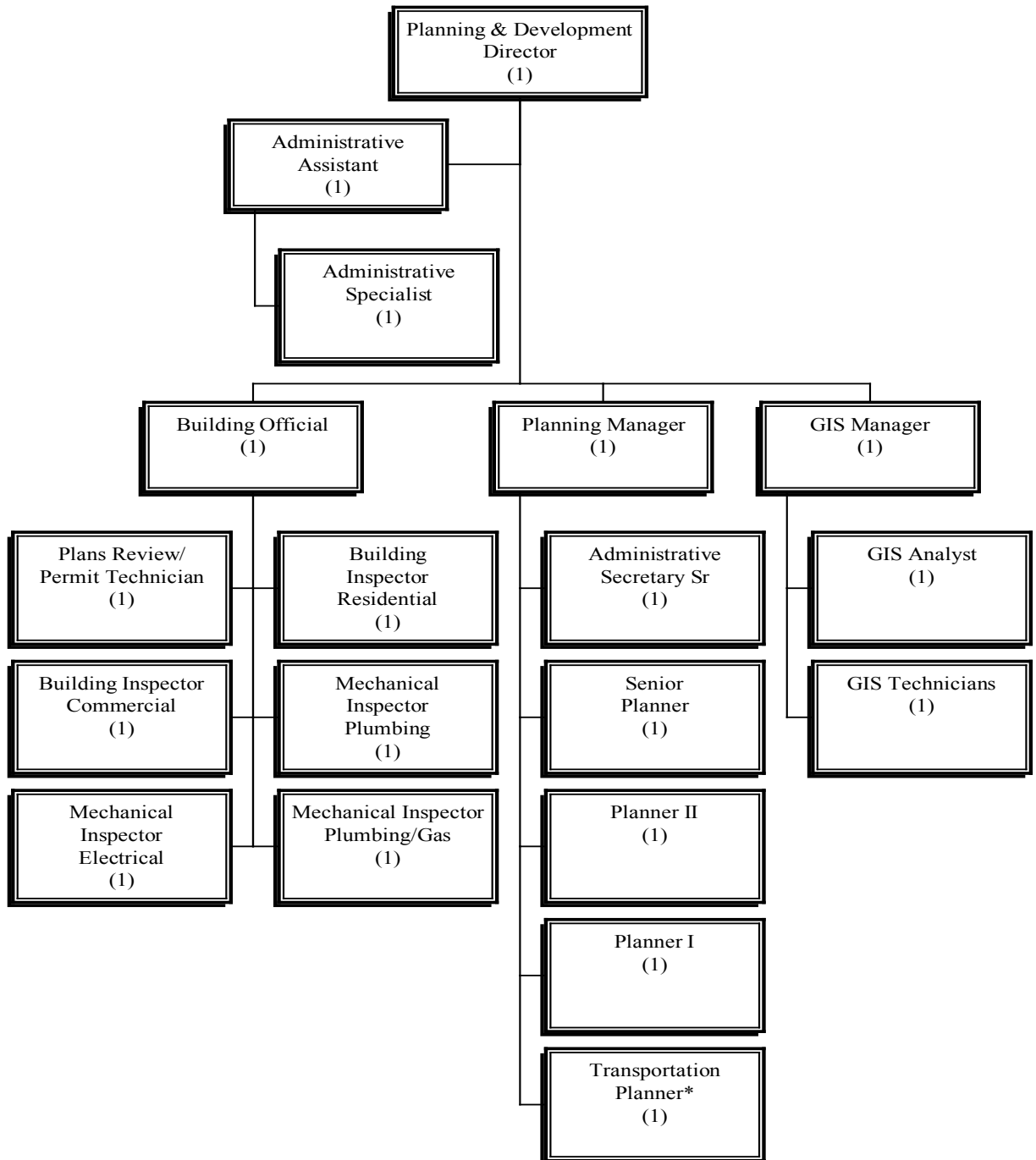
Performance Discussion

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



* Grant Funded Position

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

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	898,652	1,120,748	1,095,803
OPERATING EXPENSE	312,135	269,020	271,365
CAPITAL OUTLAY	0	0	0
TOTAL	1,210,787	1,389,768	1,367,168
FULL TIME POSITIONS	22	22	18

Class Title

Administrative Assistant	1	1	1
Building Inspector	3	3	2
GIS Manager	1	1	1
GIS Analyst	1	1	1
GIS Technician	2	2	1
Mechanical Inspector - Electric	2	2	1
Mechanical Inspector - Gas/HVAC	1	1	0
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	18

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	FY2013 Target or Milestone	City Strategic Goal Area
Comprehensive Plan 2025: Land Use Element Update	June 22, 2013	Managed Growth and Infrastructure
Zoning Ordinance Updates	October 25, 2012	Managed Growth and Infrastructure
National Flood Insurance Community Rating System (CRS) Program Annual Recertification for 2011	October 1, 2012	Community and Economic Vitality
Aerial Photo/LiDAR Project Closeout	September 30, 2012	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Service Quality				
% of zoning/variance applications processed within 25 days	TBD	95%	95%	0
% of subdivision applications processed within seven days	TBD	95%	95%	0
% Certificates of Appropriateness processed within 25 days	TBD	95%	95%	0
% Flood Zone Determinations processed within two days	TBD	90%	95%	5
Output				
Number of zoning/variance applications processed	TBD	22	44	100
Number of subdivision applications processed	TBD	34	31	9
Number of Certificates of Appropriateness processed	TBD	32	38	19
Number of Flood Zone Determinations completed	TBD	54	59	9
Efficiency				
Number of zoning/variance applications processed per FTE	TBD	69	69	0
Number of subdivision applications processed per FTE	TBD	2,080	2,081	0
Number of Certificates of Appropriateness applications processed per FTE	TBD	74	74	0
Number of Flood Zone Determination Forms processed per FTE	TBD	2,077	2,077	0

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

Planning Department Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Service Quality				
% of subdivisions processed within five days of recorded plat	TBD	85%	100%	15
% of Zoning Map changes processed within two days of zoning change notice	TBD	90%	100%	10
% of address master file updates processed within five days of notification	TBD	90%	90%	0
% of parcels maintained within five days of notification	TBD	90%	90%	0
Output				
Number of subdivisions processed	TBD	34	31	[9]
Number of Zoning Map changes processed	TBD	6	16	167
Number of address master file updates processed	TBD	1,157	1,157	0
Number of parcels maintained	TBD	38,285	38,335	.1
Efficiency				
Number of subdivisions processed per FTE	TBD	416	416	0
Number of Zoning Map changes processed per FTE	TBD	1,040	1,040	0
Number of address master file updates processed per FTE	TBD	643	643	0
GIS cost per parcel maintained	TBD	\$1.42	\$1.48	4

Planning Department Performance Plan**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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Service Quality				
% of preview/site plan applications processed within seven days of receipt	TBD	98%	100%	2%
% of residential building permits processed within one day	TBD	98%	100%	2%
% of commercial building permits processed within 30 days of plan approval	TBD	98%	100%	2%
Output				
Number of preview/site plan applications processed	TBD	200	220	10%
Number of permits requiring inspections processed	TBD	3,600	3,700	36%
Number of trades inspections performed	TBD	4,920	5,125	24%
Efficiency				
Number of preview/site plan applications processed per FTE	TBD	200	220	10%
Number of permits requiring inspections processed per FTE	TBD	3,600/3	3,700/3	36%
Number of trade inspections performed per FTE	TBD	1,200	1,233	36%

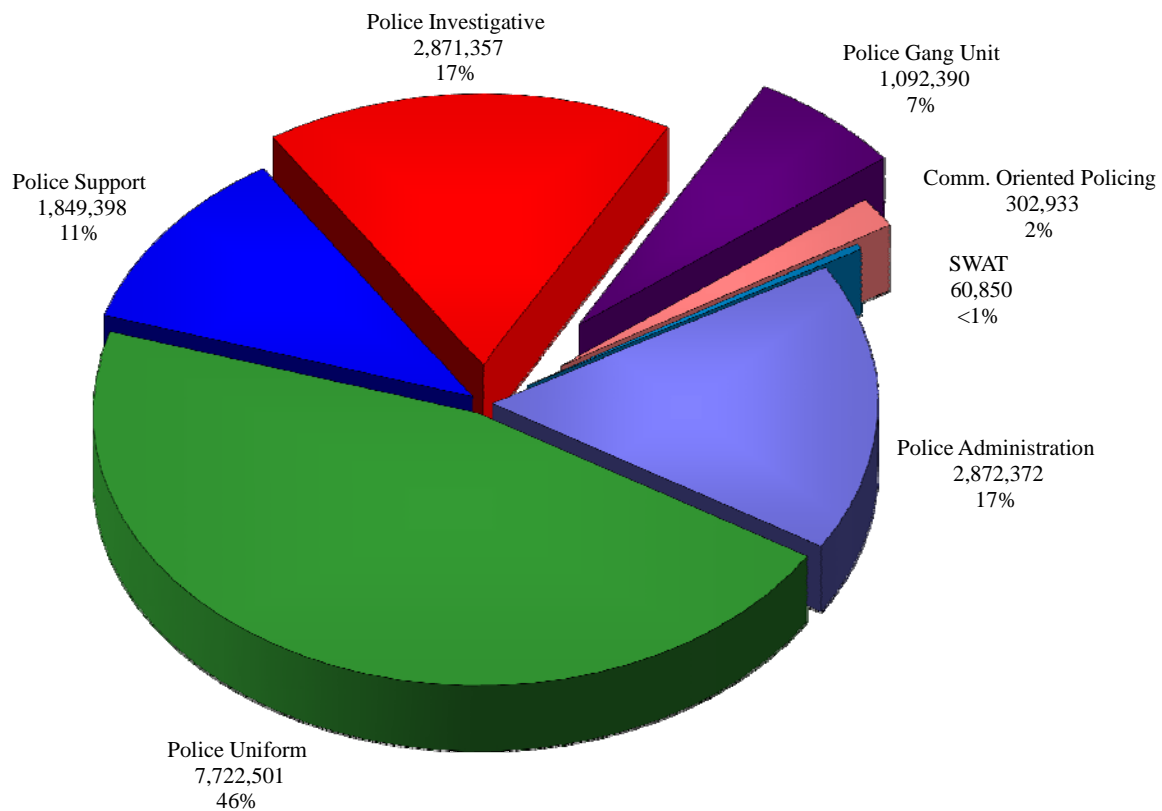
Performance Discussion

Permits are projected to increase about 36% from FY 2012 to FY 2013 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.

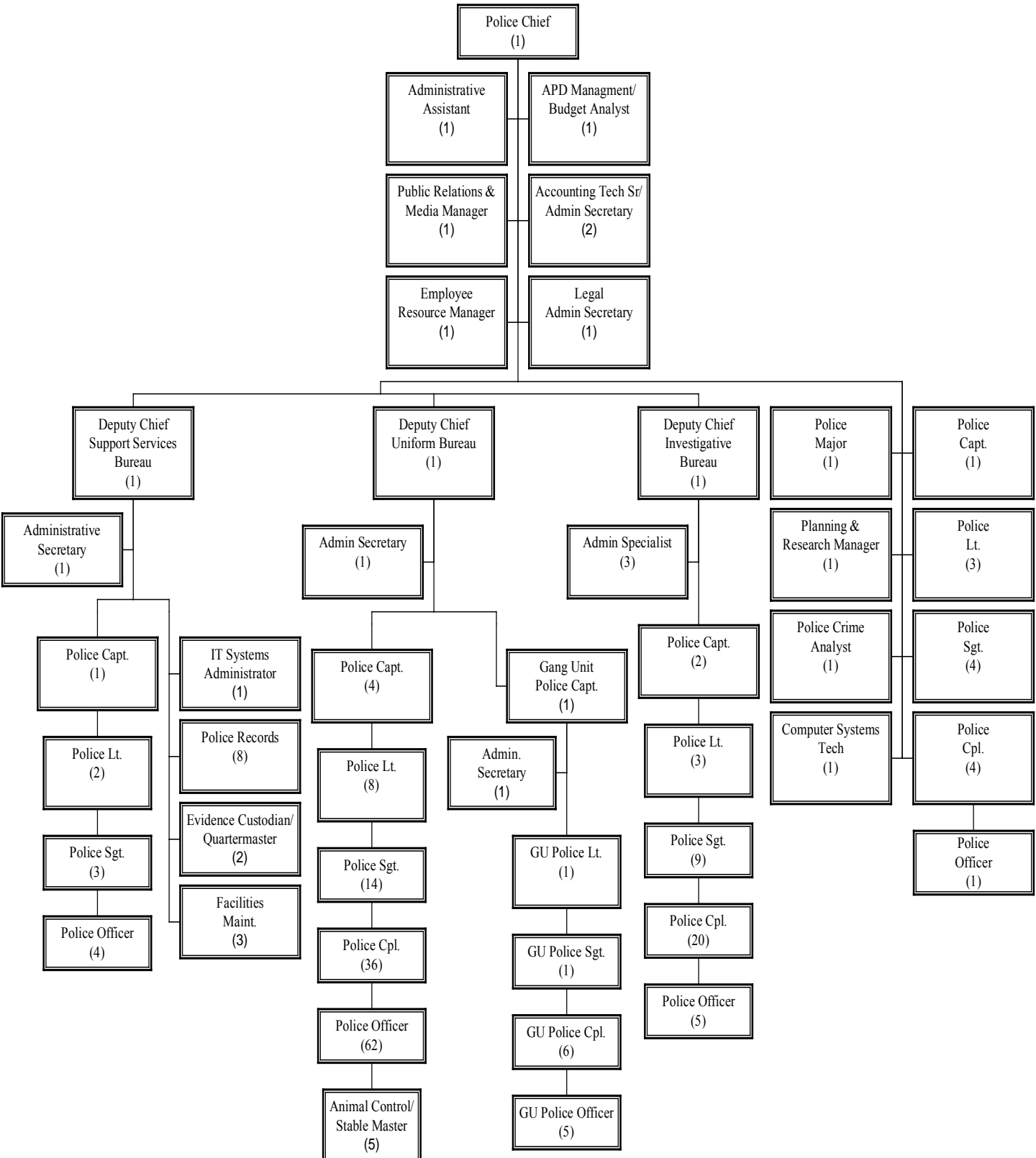
City of Albany Adopted Budget FY 2013 Police Department



Total Expenditures
\$16,771,801

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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	12,093,328	13,387,167	13,638,177
OPERATING EXPENSE	3,213,758	3,015,475	3,133,623
CAPITAL OUTLAY	0	0	0
TOTAL	15,307,086	16,402,642	16,771,801
FULL TIME POSITIONS	235	240	249

*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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	1,465,947	1,826,574	1,697,467
OPERATING EXPENSE	1,298,968	1,246,640	1,174,905
CAPITAL OUTLAY	0	0	0
TOTAL	2,764,915	3,073,214	2,872,372
FULL TIME POSITIONS	27	28	25

Class Title

Police Chief	1	1	1
Public Relations & Media Manager	1	1	1
Deputy Chief	1	1	0
Police Major	1	1	1
Police Captain	2	2	1
Police Lieutenant	8	8	3
Police Sergeant	3	2	4
Police Corporal	2	1	4
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
Police Officer	0	0	1
Police Crime Analyst	0	0	1
Administrative Secretary	1	1	1
Accounting Technician, Sr.	1	1	1
Facilities Maintenance Mechanic	1	1	0
Facilities Maintenance Supervisor	1	1	0
Computer Systems Technician	1	1	1
Law Enforcement Center Custodian	1	1	0
TOTAL	27	28	25

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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of Citizens Police Academy (CPA) slots filled	TBD	80	90	10
Service Quality				
% of CPA attendees rating course good or excellent	TBD	90	95	5
Output				
# of CPA sessions conducted	TBD	3	3	0
# of press releases generated	TBD	170	170	0
# of community events attended	TBD	45	50	11
# of staff development activities conducted	TBD	2	4	100
Efficiency				
Cost per CPA session conducted	TBD	\$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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of sustained complaints against employees.	TBD	15	10	-5
Service Quality				
% of IA cases completed within 30 days	TBD	90	95	5
Output				
# of complaints received	TBD	80	70	-13
# of IA investigations conducted	TBD	8	5	-38
# of crime analysis reports generated	TBD	1000	1100	10
# of certification and accreditation milestones achieved	TBD	1	2	100
# of grants received	TBD	4	4	0
Efficiency				
# of cases investigated per FTE	TBD	8	5	-38

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of sworn positions vacant	TBD	13	10	-3
Service Quality				
% of new recruits successfully completing training	TBD	80	90	10
Output				
# of recruits successfully hired	TBD	19	20	5
# of recruits successfully trained	TBD	19	20	5
# of personnel trained (excluding recruits)	TBD	214	214	0
# of sworn personnel who retained after 24 months	TBD	85	90	5
Efficiency				
Cost per new employee hired	TBD	\$73,060	\$75,252	3

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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	6,813,655	6,517,199	6,763,451
OPERATING EXPENSE	836,058	824,800	959,050
CAPITAL OUTLAY	0	0	0
TOTAL	7,649,713	7,341,999	7,722,501
FULL TIME POSITIONS	125	126	140
<u>Class Title</u>			
Deputy Chief	1	1	1
Police Captain	5	5	4
Police Lieutenant	5	5	8
Police Sergeant	17	16	14
Police Corporal	34	30	36
Police Officer	61	67	71*
Administrative Secretary	1	1	1
Animal Control Superintendent	0	0	1
Animal Control Agent	0	0	3
Stable Master	1	1	1
TOTAL	125	126	140

* Nine Patrol Officers were added from the expiring C.O.P.S. Grant

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of citizens assisted who rate service as good to excellent	TBD	70%	80%	10
Service Quality				
Average Response Time for Priority 1 Calls	TBD	00:07:30	00:07:15	-2
Output				
# of calls for service answered	TBD	174,861	189,759	9.7
# of Neighborhood Watch groups supported	TBD	30	35	17
# of COP activities conducted	TBD	27600	28900	5
Efficiency				
# of calls answered per officer	TBD	853	800	-6

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI Mobile Data Project	TBD	Public Safety
SPLOST VI Field Reporting/Record Management Software Project	TBD	Public Safety
In Car Camera System Project	TBD	Public Safety
Take Home Car Program	TBD	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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	1,409,299	1,631,592	1,537,198
OPERATING EXPENSE	398,878	224,735	312,200
CAPITAL OUTLAY	0	0	0
TOTAL	1,808,177	1,856,327	1,849,398
FULL TIME POSITIONS	31	31	26

Class Title

Deputy Chief	0	0	1
Police Captain	0	0	1
Police Lieutenant	2	2	2
Police Sergeant	3	3	3
Police Corporal	4	3	0
Police Officer	7	8	4
IT Systems Administrator	1	1	1
Administrative Secretary	1	1	1
Police Records Supervisor	1	1	1
Animal Control Superintendent	1	1	0
Police Records Clerk	7	7	7
Animal Control Agent	3	3	0
Property Evidence Custodian/Quartermaster	1	1	2
Custodian	0	0	1
Facilities Maint. Supervisor	0	0	1
Facilities Maint. Mechanic	0	0	1
TOTAL	31	31	26

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of level 1 complaints resolved within 1 working day	TBD	100	100	0
Service Quality				
% of projects managed on time and on budget	TBD	100	100	0
Output				
# of projects managed	TBD	5	5	0
# of applications maintained	TBD	19	19	0
# of calls for service answered	TBD	2,400	2,400	0
# of servers maintained	TBD	18	18	0
Efficiency				
# of applications maintained per FTE	TBD	19	19	0

Major Projects

Planned Project Milestone	Milestone	City Strategic Goal Area
SPLOST VI Technology Projects	TBD	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	TBD	98%	99%	1
Service Quality				
% of Part I reports processed within 1 business day	TBD	98%	99%	1
Output				
# of incident reports processed	TBD	22,537	23,796	6
# of accident reports processed	TBD	5,984	6,582	10
# of GCIC entries made	TBD	895	939	5
# of criminal histories processed	TBD	1,487	1,457	-2
# of TIRS reports taken	TBD	796	796	0
Efficiency				
# of telephone and front desk reports taken per assigned FTE	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of property disposed of within six months of case resolution.	TBD	10	20	10
Service Quality				
% of audited evidence records in compliance	TBD	99.70	99.80	.10
Output				
# of supplies and equipment received and issued	TBD	TBD	TBD	
# of items of evidence received	TBD	4600	4700	2
# of items of evidence disposed of	TBD	500	600	20
# of court appearances	TBD	22	25	14
# of evidence records audited	TBD	4000	4000	0
Efficiency				
Cost of issued equipment per employee	TBD	\$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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of emergency animal complaints resolved within 4 hours	TBD	95	99	4
% of accidents without fatalities	TBD	99	100	1
% of traffic accidents without injuries	TBD	40	45	5
Service Quality				
% of targeted intersections with reduced accident rate	TBD	22	25	4
Output				
# of citations for moving violation	TBD	4,600	4,700	2
# of accidents investigated	TBD	1,760	1,740	-1
# of special events worked	TBD	60	60	0
# of animal complaints answered	TBD	8,000	8,100	1
Efficiency				
# of accidents investigated per Traffic Officer	TBD	TBD	TBD	TBD

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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	1,793,319	2,502,257	2,661,859
OPERATING EXPENSE	180,342	147,615	209,498
CAPITAL OUTLAY	0	0	0
TOTAL	1,973,661	2,649,872	2,871,357
FULL TIME POSITION	40	40	43

Class Title

Deputy Chief	1	1	1
Police Captain	1	1	2
Police Lieutenant	7	7	3
Police Sergeant	13	13	9
Police Corporal	5	8	20
Police Officer	8	5	5
Police Crime Analyst	1	1	0
Administrative Specialist	1	3	3
Secretary	2	0	0
Evidence Custodian/Quartermaster	1	1	0
TOTAL	40	40	43

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of cases cleared	TBD	37	39	2
Service Quality				
% of case files submitted to District Attorney within 30 days	TBD	75	80	5
Output				
# of cases assigned	TBD	450	460	2
# of assigned cases cleared	TBD	166	179	8
# of crime scenes processed	TBD	580	590	2
Efficiency				
# of assigned cases per FTE	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of cases cleared	TBD	18%	20%	2
Service Quality				
% of case files submitted to District Attorney within 30 days	TBD	75	80	5
Output				
# of cases assigned	TBD	3,500	3,500	0
# of assigned cases cleared	TBD	400	450	13
Efficiency				
# of assigned cases per FTE	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of cases cleared	TBD	60	65	5
Service Quality				
% of case files submitted to District Attorney within 30 days	TBD	75	80	5
Output				
# of cases assigned	TBD	650	660	2
# of assigned cases cleared	TBD	390	429	10
# of victim referrals made	TBD	420	430	2
Efficiency				
# of assigned cases per FTE	TBD	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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	598,882	876,174	951,290
OPERATING EXPENSE	198,450	231,689	141,100
CAPITAL OUTLAY	0	0	0
TOTAL	797,332	1,107,863	1,092,390
FULL TIME POSITIONS	12	12	15

Class Title

Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Corporal	10	10	6
Police Officer	0	2	5
Police Sergeant	0	0	1
Administrative Secretary	0	1	1
TOTAL	12	15	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	TBD	40%	35%	-5
Service Quality				
% of gang related cases submitted to District Attorney for prosecution as an additional charge	TBD	18%	25%	8
Output				
# of active gangs identified	TBD	10	8	-20
# of community awareness events conducted	TBD	115	120	4
# of identified gang members	TBD	70	60	-14
# of arrests made	TBD	500	500	0
Efficiency				
# of arrests made per FTE	TBD	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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	12,226	33,372	26,913
OPERATING EXPENSE	256,661	260,746	276,020
CAPITAL OUTLAY	0	0	0
TOTAL	268,887	294,118	302,933
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of projects completed within timelines	TBD	100	100	0
Service Quality				
% of vehicles in service per month	TBD	TBD	TBD	
Output				
# of square feet maintained	TBD	98,304	100,004	17
# of vehicles managed	TBD	198	214	8
# of projects managed	TBD	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 2010/2011	ADOPTED 2011/2012	REQUESTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	44,401	79,250	60,850
CAPITAL OUTLAY	0	0	0
TOTAL	44,401	79,250	60,850
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.

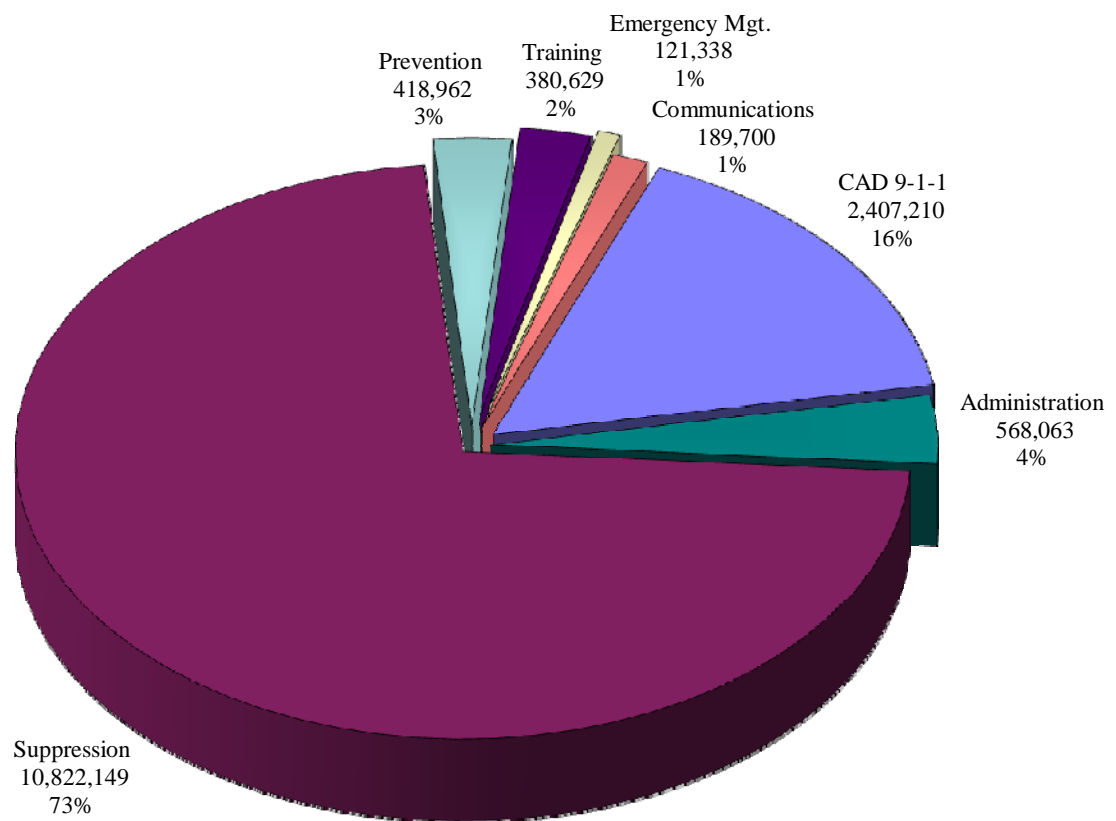
Planned Performance Targets

Performance Measure	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of high risk warrants served without injury	TBD	100	100	0
Service Quality				
% of high risk warrants served by SWAT Team	TBD	TBD	80	TBD
Output				
# of High Risk Warrants Served	TBD	4	6	50
# of SWAT Activations	TBD	10	12	20
# of Training Days Conducted	TBD	26	26	0
Efficiency				
Cost per SWAT Activation	TBD	\$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.

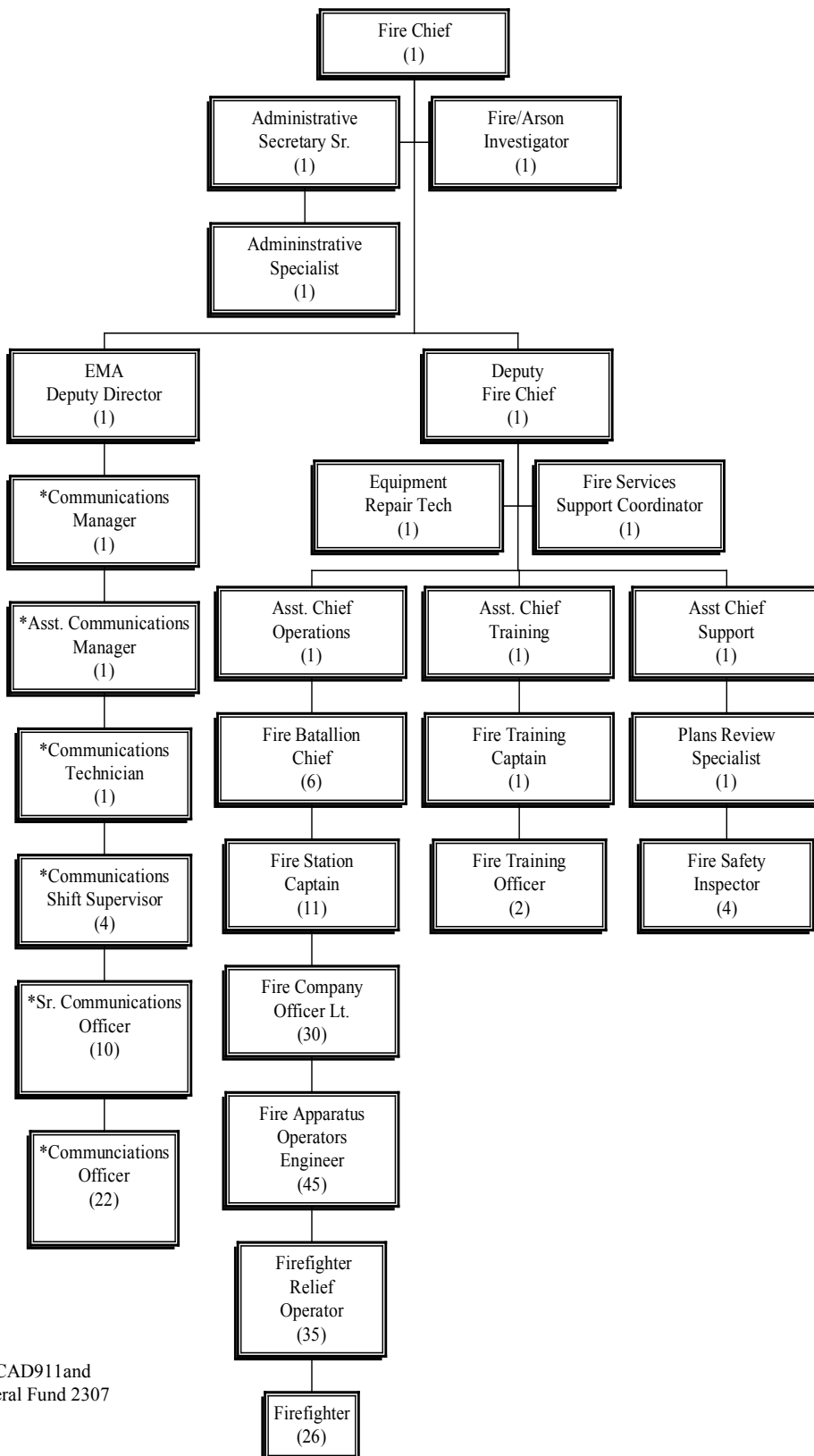
City of Albany
Adopted Budget
FY 2013
Fire Department



Total Expenditures
\$14,908,051

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	11,343,328	11,316,471	11,569,738
OPERATING EXPENSE	784,609	866,633	932,818
CAPITAL OUTLAY	0	0	0
TOTAL	12,127,937	12,183,105	12,502,556
FULL TIME POSITION(S)	188	172	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	465,548	441,977	459,212
OPERATING EXPENSE	108,153	100,666	110,566
CAPITAL OUTLAY	0	0	0
TOTAL	573,701	542,643	569,778
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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of ISO measures completed	TBD	86%	89%	3%
Service Quality				
% of ISO requirements completed annually	TBD	86%	89%	3%
Output				
# of ISO requirements completed	TBD	55	57	3.6%
Efficiency				
Cost per employee to complete each ISO requirement	TBD	\$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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	9,590,246	10,090,185	10,305,677
OPERATING EXPENSE	589,733	487,272	516,472
CAPITAL OUTLAY	0	0	0
TOTAL	10,179,979	10,577,457	10,822,149
FULL TIME POSITIONS	154	154	154

Class Title

Fire Apparatus Operator Engineer	37	37	45
Battalion Chief	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of property value saved	TBD	96%	97%	1%
Service Quality				
% of fires contained to room of origin	TBD	67%	68%	1%
% of structure fire calls responded to within 5 minutes	TBD	74%	75%	1%
% of fire customers who rate service as good or excellent	TBD	80%	85%	5%
Output				
# of service calls	TBD	3800	3850	1.3%
# of structure calls responded to	TBD	150	150	0
Efficiency				
Service calls responded to per FTE	TBD	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	334,587	387,220	400,962
OPERATING EXPENSE	15,177	22,000	18,000
CAPITAL OUTLAY	0	0	0
TOTAL	349,764	409,220	418,962
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of inspected commercial properties without fires	TBD	.37%	.37%	0%
Service Quality				
% of commercial properties inspected each calendar year	TBD	100	100	0
Output				
# of annual occupancy inspections completed	TBD	6,755	6,355	(5.79)%
# of construction related inspections completed	TBD	115	115	0%
# of business license related inspections completed	TBD	318	318	0%
# of construction plans reviewed	TBD	12	12	0%
Efficiency				
# of inspections completed per inspector FTE	TBD	1,440	1,360	(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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of Dougherty County second graders reached with fire safety education program	TBD	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	TBD	1,064	1,159	9.5%
# of fire safety educational programs completed	TBD	204	210	3%
Total number of participants served with fire safety education	TBD	19,340	20,100	4%
Efficiency				
Cost per fire safety education participant	TBD	\$3.44	\$3.31	(3.5)%

Fire Department Performance Plan**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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	257,322	318,810	325,529
OPERATING EXPENSE	22,386	42,600	55,100
CAPITAL OUTLAY	0	0	0
TOTAL	279,708	361,410	380,629
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of employees completing required recertification training	TBD	90%	90%	0%
Service Quality				
# of instructional hours given	TBD	10,000	10,000	0%
Output				
# of fire fighters receiving training hours	TBD	162	162	0%
Efficiency				
Cost per Instructional hour given	TBD	32.33	32.33	0%

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	48,204	78,280	78,358
OPERATING EXPENSE	17,846	28,980	42,980
CAPITAL OUTLAY	0	0	0
TOTAL	66,050	107,260	121,338
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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
%of GEMA recertification requirements met	TBD	100%	100%	0%
Service Quality				
% of departments receiving updated plans	TBD	100%	100%	0%
Output				
# of City/County emergency management planning documents	TBD	1	1	0%
Efficiency				
# of man hours to complete each plan	TBD	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	647,421	0	0
OPERATING EXPENSE	31,314	185,115	189,700
CAPITAL OUTLAY	0	0	0
TOTAL	678,735	185,115	189,700
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

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	FY2012 Est.	FY2013 Target	% Change
Outcome			
% of Priority 1 (P-1) calls answered and dispatched within 2 minutes	96%	96%	0%
Service Quality			
% of communications officers trained	95%	98%	3%
% of audited calls meeting all quality criteria	TBD%	TBD%	TBD%
Output			
# of calls taken	139,000	139,000	0%
# of calls dispatched	232,400	232,400	0%
# of P-1 Calls dispatched (included in total above)	93,500	94,435	1%
Efficiency			
Calls dispatched per assigned FTE	7263	7263	0%

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.

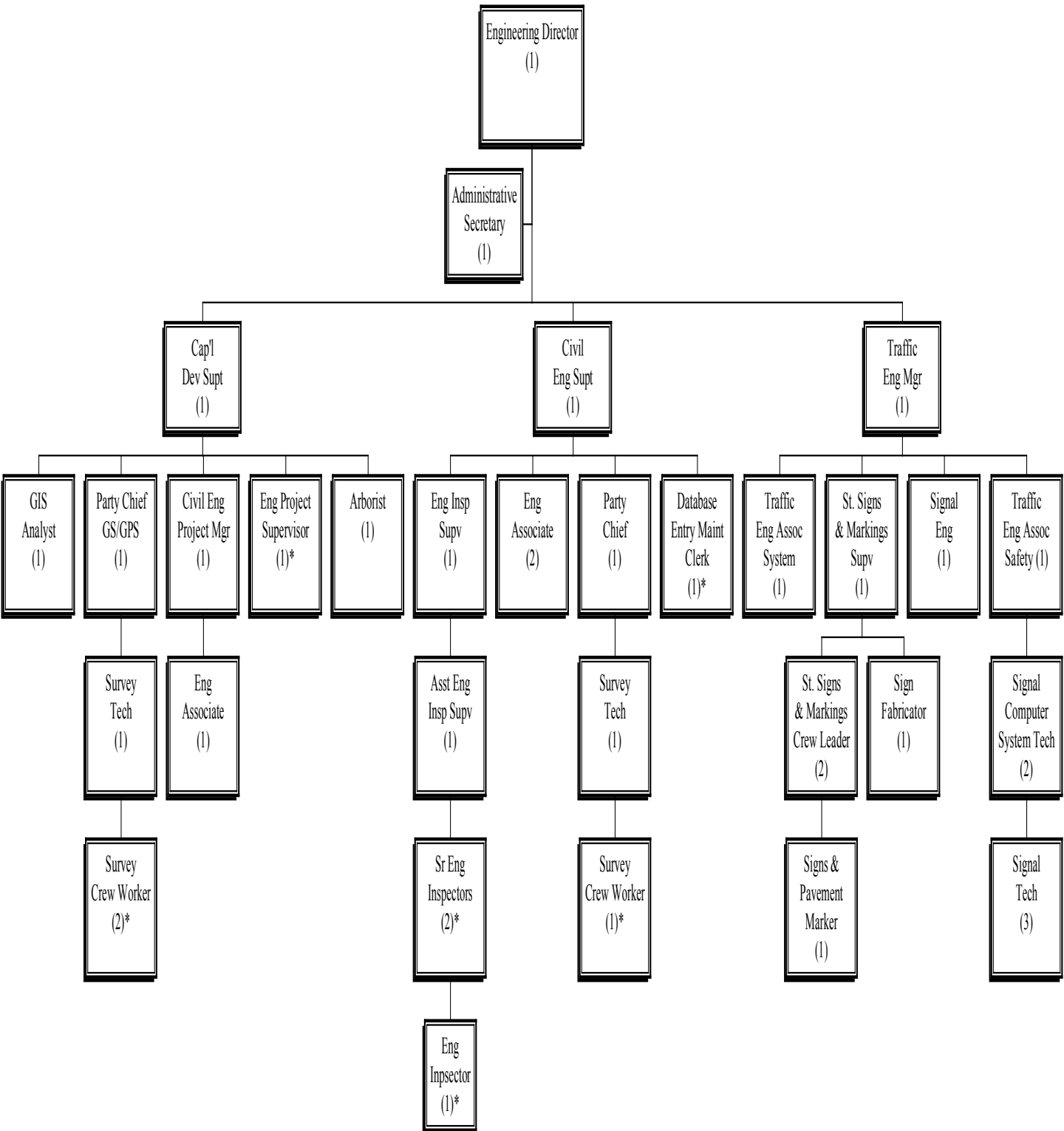
*Participate in public awareness programs such as the Albany Police Department's Police Academy which is designed to teach and provide on- hands experience to citizens about the day-to-day operations of the Albany Police Department and the 9-1-1 Center.

*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.

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 2010/2011	Adopted 2011/2012	Recommended 2012/2013
PERSONAL SERVICES	1,572,457	1,682,994	1,809,735
OPERATING EXPENSE	2,045,675	2,198,862	2,242,297
CAPITAL OUTLAY	0	0	0
TOTAL	3,618,132	3,881,856	4,052,032
FULL TIME POSITIONS	31	31	30
<u>Class Title</u>			
Arborist*	0	0	1
Projects Administrator	1	1	0
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
Engineering Inspector	0	0	0
Assistant Engineering Inspection Supervisor	1	1	1
Senior Engineer	1	1	0
Capital Development Supt.	1	1	1
Civil Eng. Superintendent	1	1	1
Civil Engineering Projects Manager	1	1	1
TOTAL	E-146 31	31	30

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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of Engineering Designs completed on time and within budget	TBD	100%	100%	0
% of Construction projects completed on time and within budget	TBD	100%	100%	0
Output				
# of Engineering Designs completed	TBD	8	8	0
# of Construction projects completed	TBD	8	8	0
# of private inspections conducted	TBD	41	41	0
# of public inspections conducted	TBD	6	6	0
Efficiency				
Cost per Engineering Design completed	TBD	\$27,440	\$30,184	10
Cost per Construction project completed	TBD	\$6,860	\$7,546	10

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.

Engineering Department Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of intersections at level of service C or above	TBD	100	100	0
Service Quality				
% of Linear mile of traffic Striping maintained and inspected on schedule	TBD	100	100	0
% of Traffic Signal Repair Calls responded to within 30 minutes	TBD	100	100	0
% of traffic signs inspected on schedule	TBD	100	100	0
% of damaged or stolen traffic signs repaired or replaced within two hours of reporting	TBD	100	100	0
Output				
# of Linear miles of traffic Striping maintained and inspected	TBD	75.7	75.7	0
# of Traffic Signal Repair Calls responded to	TBD	541	541	0
# of Traffic Signs inspected	TBD	433	433	0
# of Traffic Signs repaired or replaced	TBD	433	433	0
Efficiency				
Cost per linear mile of traffic Striping maintained and inspected	TBD	1036	1139	10
Cost per Traffic Signal Repair Call response	TBD	103	113	10
Cost per Traffic Sign inspected, repaired or replaced	TBD	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.

Engineering Department Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of SPLOST projects reviewed for fiscal compliance per year.	TBD	100	100	0
Output				
# of SPLOST projects reviewed for fiscal compliance	TBD	5	5	0
Efficiency				
# of SPLOST project reviewed for fiscal compliance per year.	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of sanitary sewer structures mapped per year.	TBD	66%	70%	4
% of storm sewer structures mapped per year.	TBD	66%	70%	4
% of combined sewer structures mapped per year.	TBD	66%	70%	4
Output				
# of sanitary sewer structures mapped per year.	TBD	1375	900	-35
# of storm sewer structures mapped per year.	TBD	1125	600	147
# of combined sewer structures mapped per year.	TBD	0	300	300
Efficiency				
Cost per sanitary sewer structures mapped	TBD	\$46	\$47	2
Cost per storm sewer structures mapped	TBD	\$46	\$47	2
Cost per combined sewer structures mapped	TBD	\$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.

Engineering Department Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of permits reviewed within the 14 day allotted period.	TBD	100%	100%	0
Output				
# of development permits reviewed.	TBD	40	40	0
Efficiency				
Cost per development permit reviewed.	TBD	\$281	\$287	2

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.

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of new lighting plans reviewed within 30 days.	TBD	100	100	0
Output				
# of new lighting plans reviewed.	TBD	3	3	0
Efficiency				
# of new lighting plans reviewed per year.	TBD	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.

Engineering Department Performance Plan

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

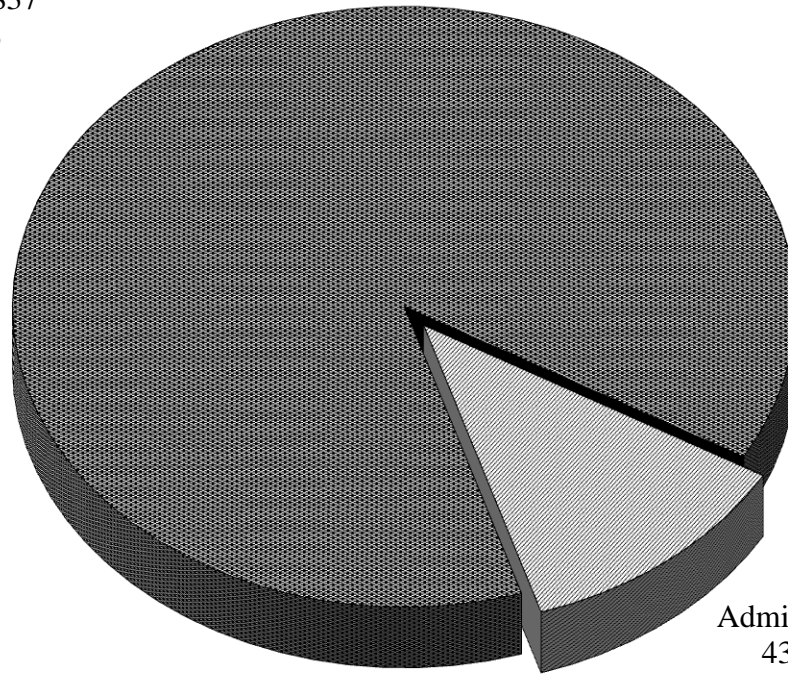
Performance Measure	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of BMPs completed for inclusion in yearly report to EPD	TBD	100	100	0
Output				
# of BMPs completed	TBD	19	19	0
Efficiency				
# of BMPs completed per year	TBD	19	19	0

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 2013
Public Works Department

Street
Maintenance
3,212,837
88%



Administration
430,817
12%

Total Expenditures
\$3,643,654

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.

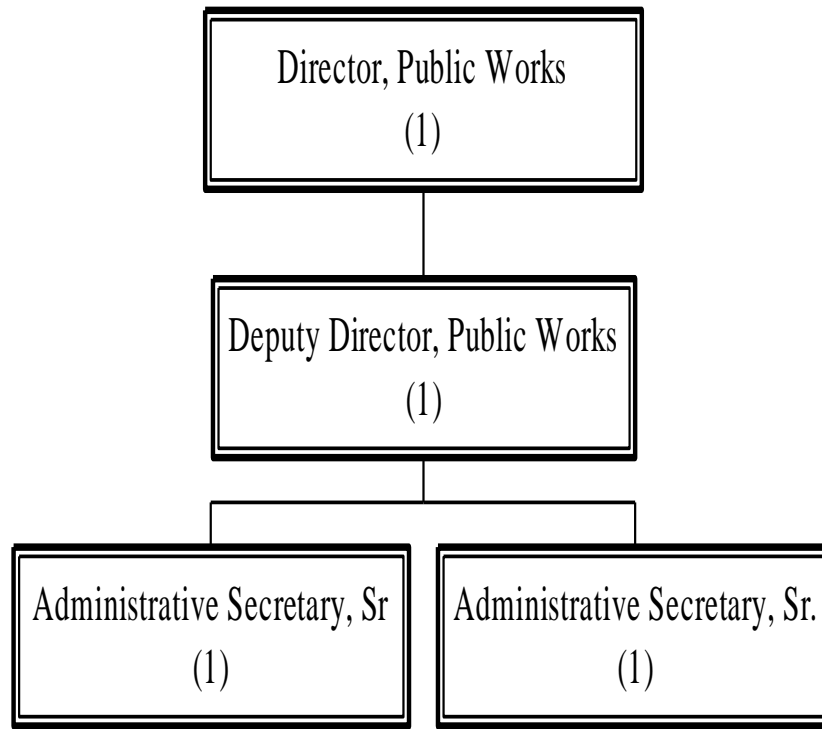
Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	2,211,671	2,252,805	2,509,494
OPERATING EXPENSE	789,814	1,063,648	1,134,160
CAPITAL OUTLAY	0	0	0
TOTAL	3,001,485	3,316,453	3,643,654
FULL TIME POSITIONS	36	45	50

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 work.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	333,001	218,722	304,623
OPERATING EXPENSE	15,823	181,717	126,194
CAPITAL OUTLAY	0	0	0
TOTAL	348,823	400,439	430,817
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

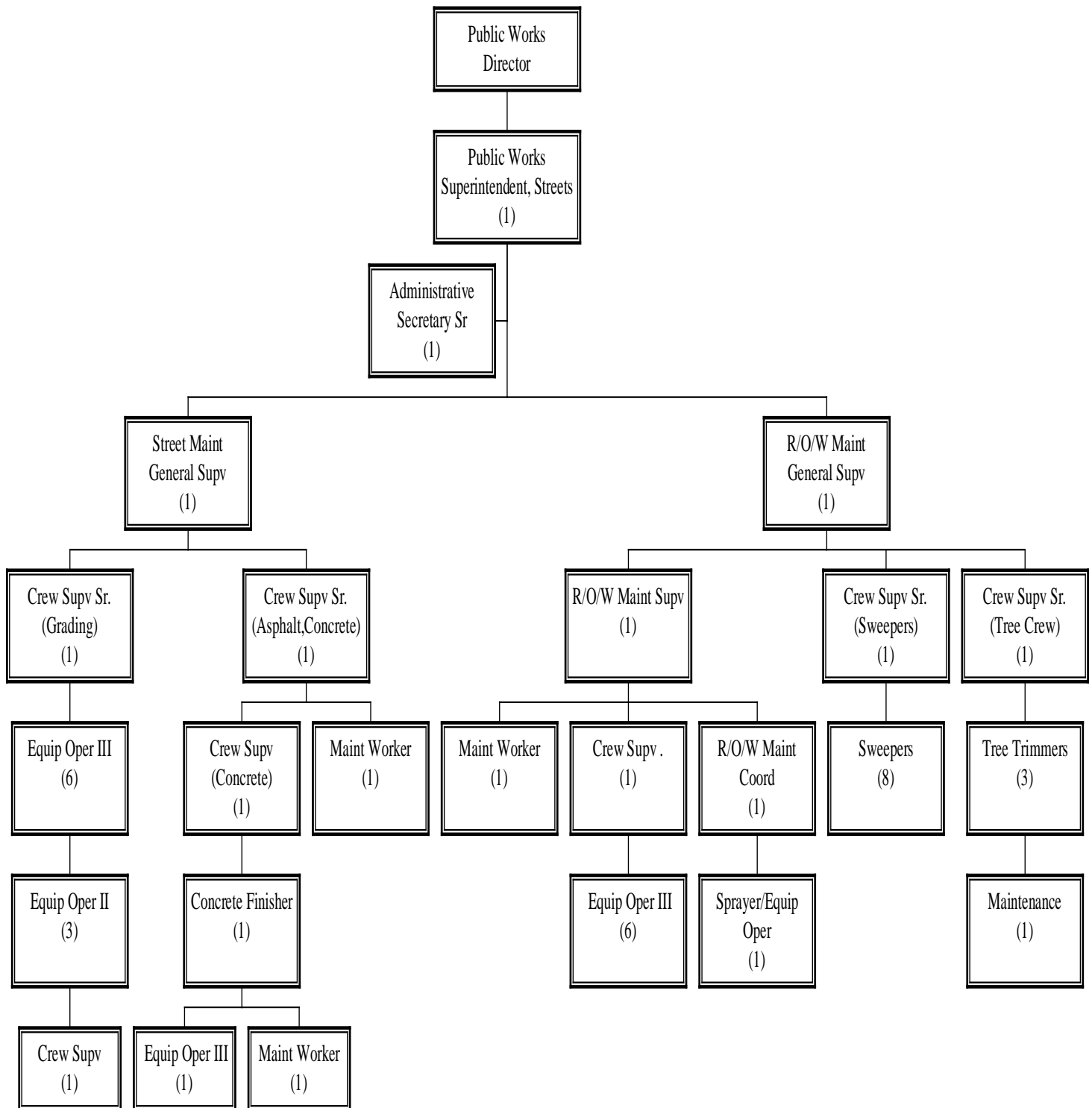
Performance Measure	FY2010 Actual	FY2011 Est.	FY2012 Target	% Change
Outcome				
% of work orders closed per 311 established standards	66	72	79	7
Service Quality				
% of customers surveyed who rated services good to excellent	N/A	99	99	0
Output				
# of work orders recorded for Street Division	1,463	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,878,670	2,034,083	2,204,871
OPERATING EXPENSE	773,991	881,931	1,007,966
CAPITAL OUTLAY	0	110,862	0
TOTAL	2,652,659	3,026,876	3,212,837
FULL TIME POSITIONS	32	41	46

PERFORMANCE MEASURES

See individual divisions for performance measures.

Tree Maintenance (cost center 3305) has been moved back from Recreation that was previously housed in cost center 6110-Parks Planning and Natural Resources.

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	150,487	155,436	162,467
OPERATING EXPENSE	30,003	39,950	41,150
CAPITAL OUTLAY	0	0	0
TOTAL	180,491	195,386	203,617
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	540,368	589,114	598,536
OPERATING EXPENSE	216,436	242,600	239,600
CAPITAL OUTLAY	0	0	0
TOTAL	756,803	831,714	838,136
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	432,759	452,791	456,569
OPERATING EXPENSE	187,590	202,311	300,796
CAPITAL OUTLAY	0	110,862	0
TOTAL	620,349	765,964	757,365
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	250,696	308,918	263,179
OPERATING EXPENSE	85,048	95,200	95,200
CAPITAL OUTLAY	0	0	0
TOTAL	335,743	404,118	358,379
FULL TIME POSITIONS	7	7	6

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	0
Maintenance Worker	1	1	1
TOTAL	7	7	6

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	504,360	527,824	528,625
OPERATING EXPENSE	254,914	301,870	300,370
CAPITAL OUTLAY	0	0	0
TOTAL	759,273	829,694	828,995
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.

STREET MAINTENANCE - TREE CREW*DESCRIPTION*

The Tree Maintenance section is responsible for the maintenance of trees on city property, including street and alley right of ways, parks, holding ponds, recreation sites and cemetery. The type of work done by this section consists of tree trimming, tree removal, doctoring and stump removal. This section is also responsible for maintaining the city's Urban Tree Inventory, contributes to the enforcement and implementation of the City Tree Ordinance, work as a liaison with the Keep Albany/Dougherty Beautiful to answer tree related concerns of this community and plan all tree planting work. The functions and responsibilities shall also include the planning and implementation of all tree planting work and also landscape enhancement throughout Albany to include designated gateways, special projects, parks, and other high visibility areas.

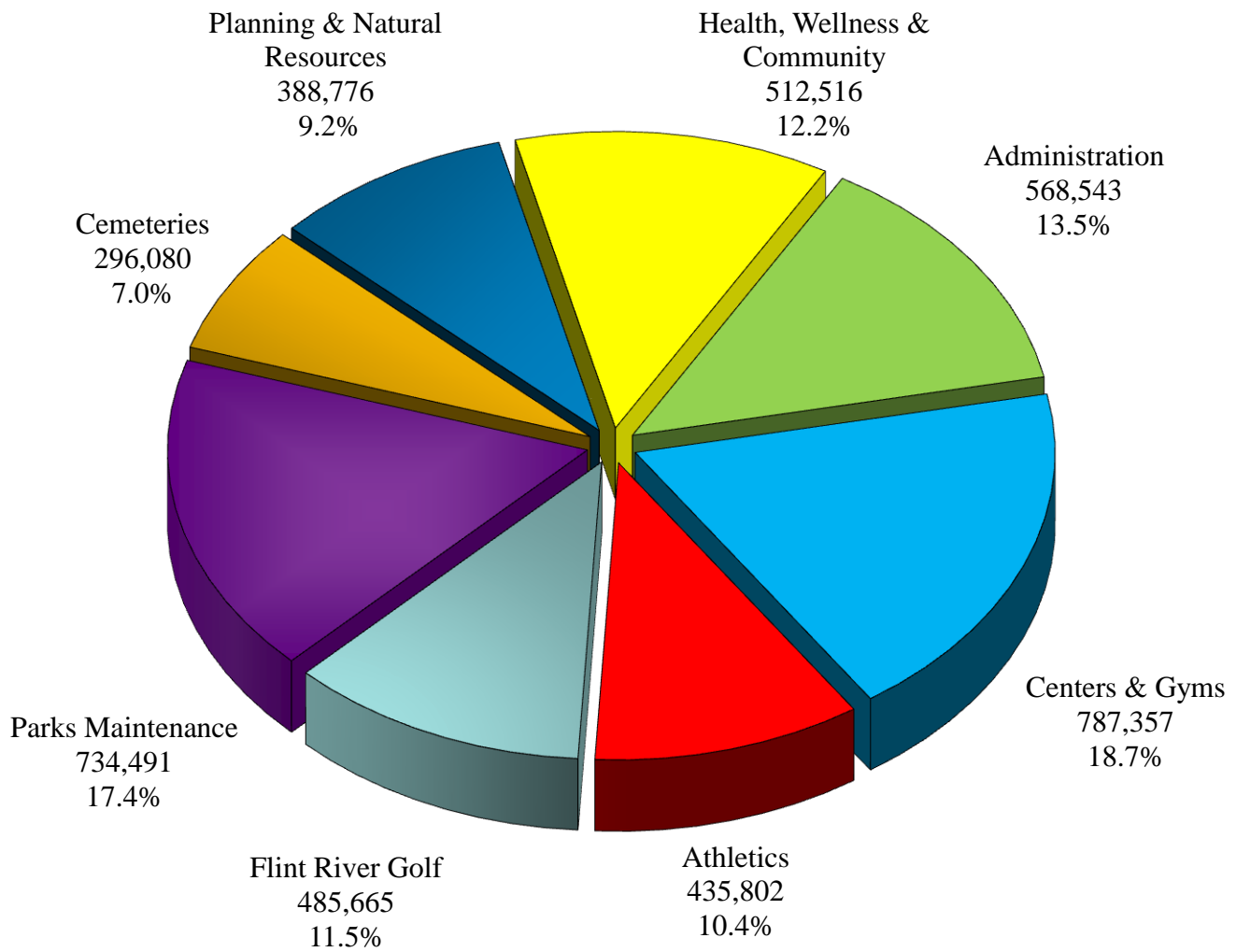
Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	195,495
OPERATING EXPENSE	0	0	30,850
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	226,345
FULL TIME POSITION	0	0	5

Class Title

Maintenance Worker Sr.	0	0	1
Tree Trimmer	0	0	3
Crew Supervisor, Sr.	0	0	1
TOTAL	0	0	5

Tree Maintenance (cost center 3305) has been moved back from Recreation which was previously housed in cost center 6110-Parks Planning and Natural Resources.

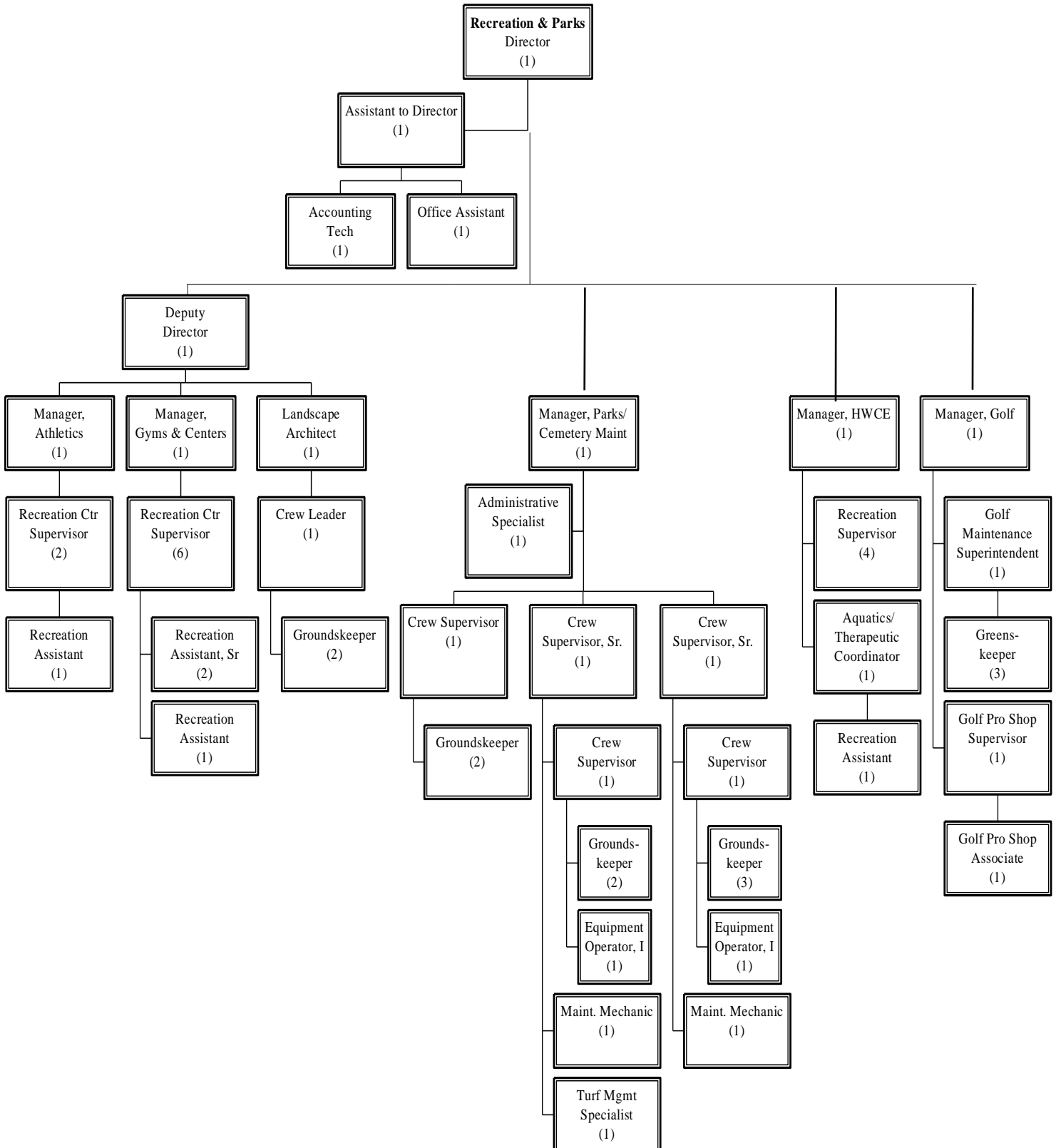
City Of Albany
Adopted Budget
FY 2013
Recreation Department



Total Expenditures
\$4,209,230

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	2,307,284	2,863,191	2,861,999
OPERATING EXPENSE	1,011,473	1,284,584	1,347,231
CAPITAL OUTLAY			
TOTAL	3,318,757	4,147,775	4,209,230
FULL TIME POSITIONS	58	63	55

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	321,558	331,756	358,960
OPERATING EXPENSE	213,809	193,818	209,583
CAPITAL OUTLAY	0	0	0
TOTAL	535,367	525,574	568,543
FULL TIME POSITION	5	5	5

Class Title

Accounting Technician	1	1	1
Deputy Director, Recreation	0	1	1
Assistant to Recreation Director	1	0	1
Director, Recreation	1	1	1
Office Assistant	1	1	1
Administrative Assistant	1	1	0
TOTAL	5	5	5

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	576,232	544,097	541,280
OPERATING EXPENSE	188,218	246,434	246,077
CAPITAL OUTLAY	0	0	0
TOTAL	764,449	790,531	787,357
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 2010/2011	AMENDED 2011/20112	ADOPTED 2012/2013
PERSONAL SERVICES	228,466	213,232	212,023
OPERATING EXPENSE	184,918	215,874	223,779
CAPITAL OUTLAY	0	0	0
TOTAL	413,384	429,106	435,802
FULL TIME POSITION	7	4	4

Class Title

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	309,241	322,903	327,461
OPERATING EXPENSE	152,026	138,957	158,204
CAPITAL OUTLAY	0	0	0
TOTAL	461,267	461,860	485,665
FULL TIME POSITION	7	7	7

Class Title

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	539,598	575,548	578,416
OPERATING EXPENSE	154,734	141,798	156,075
CAPITAL OUTLAY	0	0	0
TOTAL	694,332	717,346	734,491
FULL TIME POSITION	16	14	13

Class Title

Equipment Operator I	3	2	2
Groundskeeper	5	5	5
Maintenance Mechanic	2	2	2
Crew Supervisor, Sr.	2	2	2
Turf Management Specialist	1	1	0
Crew Supervisor	3	2	2
TOTAL	16	14	13

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	221,839	249,689	237,079
OPERATING EXPENSE	60,195	54,371	59,001
CAPITAL OUTLAY	0	0	0
TOTAL	282,034	304,060	296,080
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	0
Crew Supervisor	1	0	1
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	465,485	452,163	199,520
OPERATING EXPENSE	132,437	213,206	189,256
CAPITAL OUTLAY	0	0	0
TOTAL	597,922	665,369	388,776
FULL TIME POSITIONS	4	10	4

Class Title

Landscape Architect	1	1	1
Arborist*	0	1	0
Maintenance Worker*	0	1	0
Tree Trimmer*	0	3	0
Crew Supervisor, Sr.Tree Maint*	0	1	0
Groundskeeper	3	3	3
TOTAL	4	10	4

*Tree Maintenance Crew transferred Five employees to Cost Center 3305 (Tree Maintenance) and One employee to Cost Center 2400 (Engineering) in FY12/13.

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	417,023	412,621	407,260
OPERATING EXPENSE	133,324	134,937	105,256
CAPITAL OUTLAY	0	0	0
TOTAL	550,347	547,558	512,516
FULL TIME POSITION	0	7	7

Class Title *

Therapeutic Prog/Aqua.Act. Coord.	0	1	1
Recreation Assistant	0	0	1
Recreation Supervisor	0	5	4
Mgr:Health,Well,&Comm Eve	0	1	1
TOTAL	0	7	7

* Personnel transferred from Recreation cost centers 6100, 6101, 6103, 6104, 6109 into this division.

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	1,773,532	1,820,462	1,505,462
CAPITAL OUTLAY	0	0	0
TOTAL	1,773,532	1,820,462	1,505,462
FULL TIME POSITION	0	0	0



City of Albany

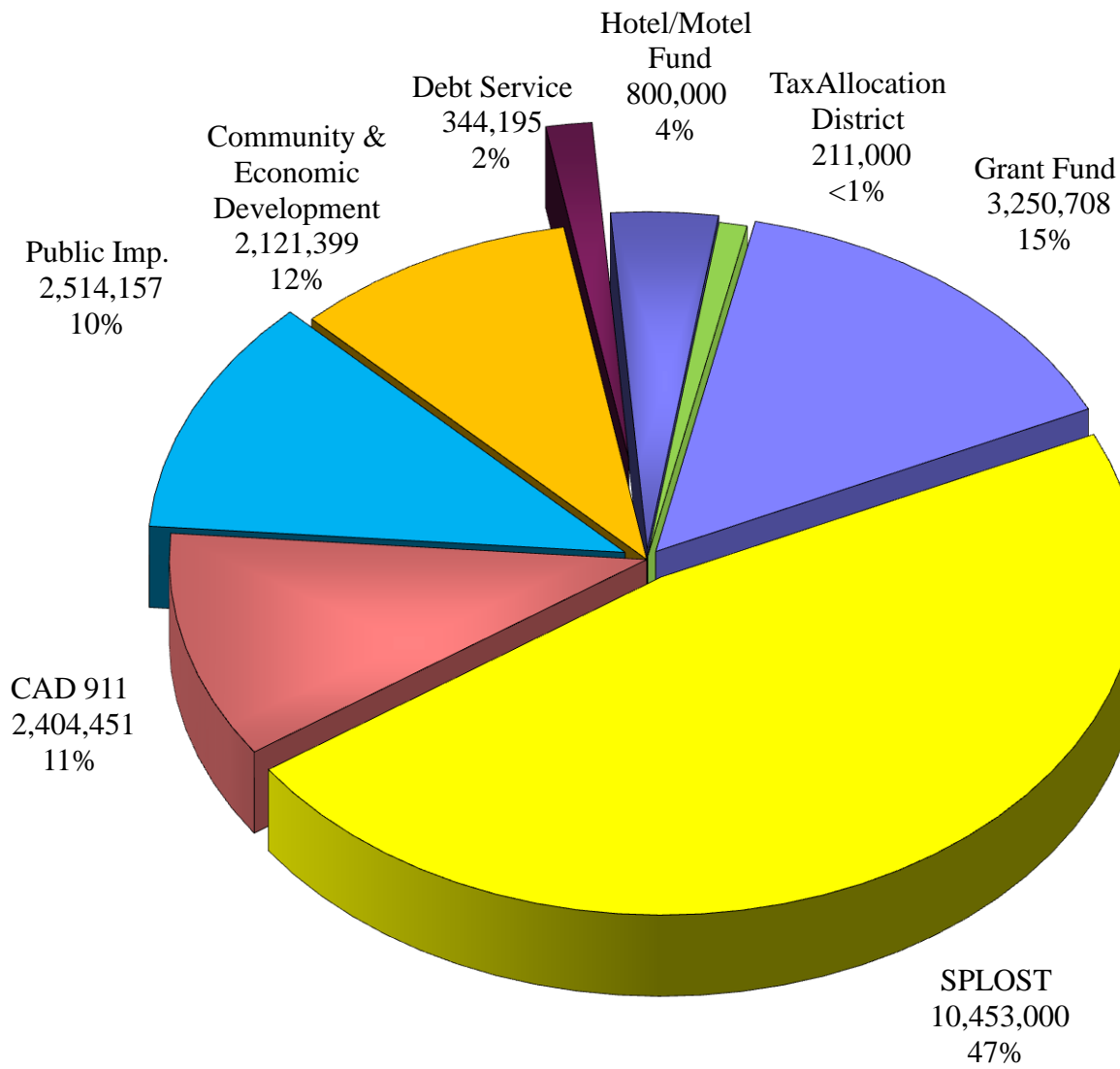


Special Funds



Budget FY 2013

City of Albany
Adopted Budget
FY 2013
Special Funds



Total Expenditures
\$22,098,910

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:

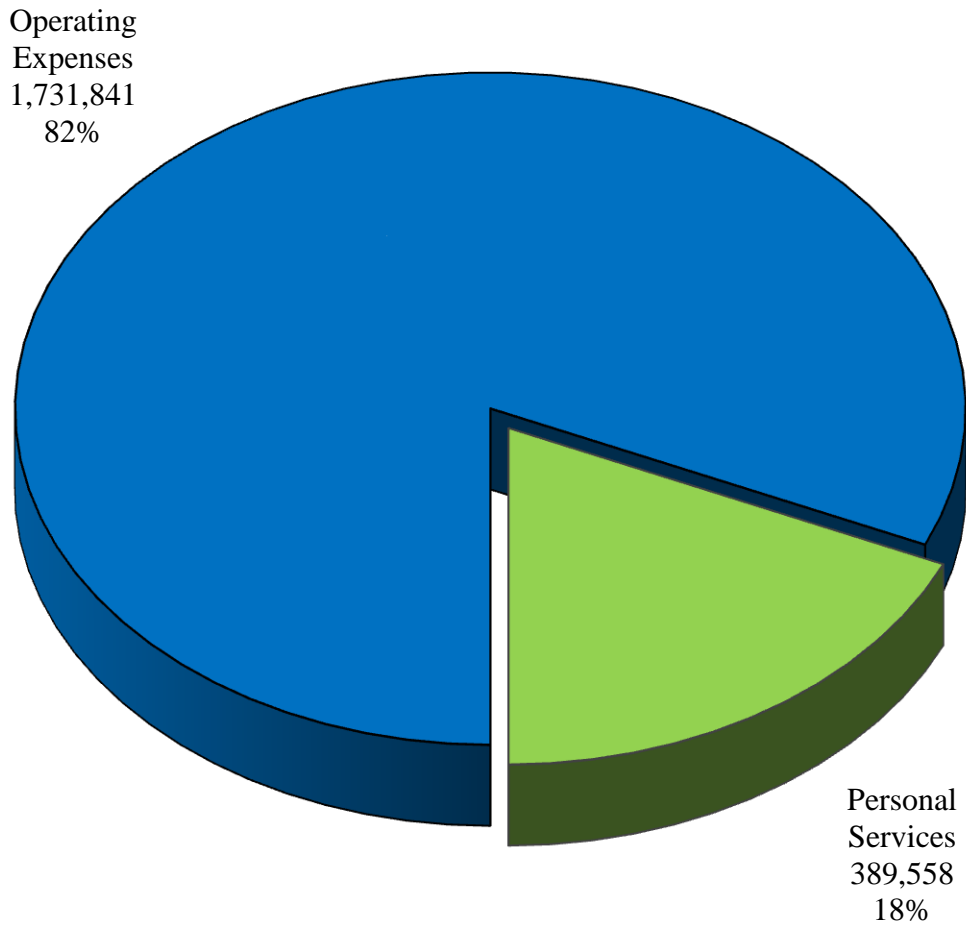
1. The activity must principally benefit low and moderate income persons. The principal benefit test is met when at least 70% of all expenditures during a fiscal year benefits persons who qualify as low to moderate-income based on their annual income and family size.
2. The activity must address an urgent 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.

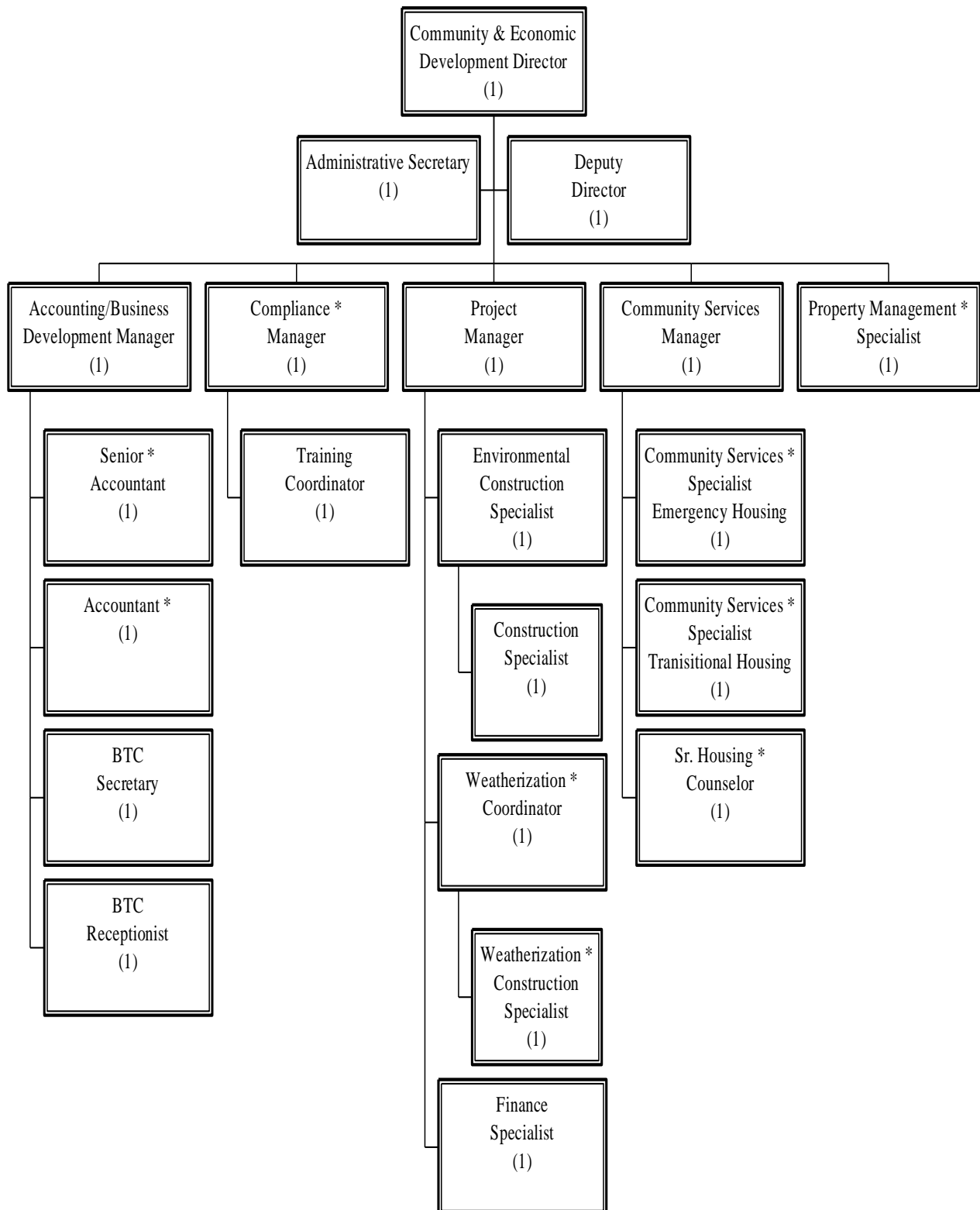
City of Albany
FY 2013
Adopted Budget
Community Development



Total Expenditures
\$2,121,399

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	599,680	448,891	342,946
OPERATING EXPENSE	2,099,818	1,834,120	1,312,333
CAPITAL OUTLAY	0	0	0
TOTAL	2,699,498	2,283,011	1,655,279
FULL TIME POSITIONS	12	12	12

<u>Class Title</u>			
Accounting Manager - City	0	1	1
Accounting Technician	1	1	1
Administrative Assistant	0	1	1
Affordable Housing Coordinator	0	0	1
Community Development Manager	1	1	0
Community Development Planner	1	0	1
Construction Specialist	2	2	1
Deputy Director, Comm & Econ. Developm	0	1	1
Dir., Comm & Economic Development	1	1	1
Housing Program Manager	1	1	1
Housing Project Manager	1	1	0
PBX Operator/Receptionist	1	1	0
Program Compliance Manager	0	0	1
Program Manager, Public Service	1	1	0
Program Manager,Economic Development	0	0	1
Secretary	1	0	0
Senior Accountant	0	0	1
TOTAL	12	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.

Community and Economic Development Performance Plan

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 dedicated to ensuring that this is not a problem. Business Services staff will have to report, track and correspond on a monthly basis.

Community and Economic Development Performance Plan

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.

Community and Economic Development Performance Plan

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
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.

Community and Economic Development Performance Plan

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.

Community and Economic Development Performance Plan

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
% 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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	79,375	65,507	46,612
OPERATING EXPENSE	732,760	584,983	419,508
CAPITAL OUTLAY	0	0	0
TOTAL	812,134	650,490	466,120
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,088,372	1,830,428	1,930,462
OPERATING EXPENSE	486,698	460,419	474,079
CAPITAL OUTLAY	0	0	0
TOTAL	1,575,070	2,290,847	2,404,541
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	6
Telecommunicator	12	12	26
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	FY2012 Est.	FY2013 Target	% Change
Outcome			
% of Priority 1 (P-1) calls answered and dispatched within 2 minutes	96%	96%	0%
Service Quality			
% of communications officers trained	95%	98%	3%
% of audited calls meeting all quality criteria	TBD%	TBD%	TBD%
Output			
# of calls taken	139,000	139,000	0%
# of calls dispatched	232,400	232,400	0%
# of P-1 Calls dispatched (included in total above)	93,500	94,435	1%
Efficiency			
Calls dispatched per assigned FTE	7263	7263	0%

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.

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.

Fire Department Performance Plan

*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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	639,315	600,000	800,000
CAPITAL OUTLAY	0	0	0
TOTAL	639,315	600,000	800,000
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	0
CAPITAL OUTLAY	4,753,907	2,525,040	2,514,157
TOTAL	4,753,907	2,525,040	2,514,157
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 2013, it accounts for debt service payments for the the GMA lease pool and General Obligation bonds.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	344,195
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	344,195
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
	2010/2011	2011/2012	2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	26,484	25,000	211,000
CAPITAL OUTLAY	0	0	0
TOTAL	26,484	25,000	211,000
FULL TIME POSITION	0	0	0



City of Albany

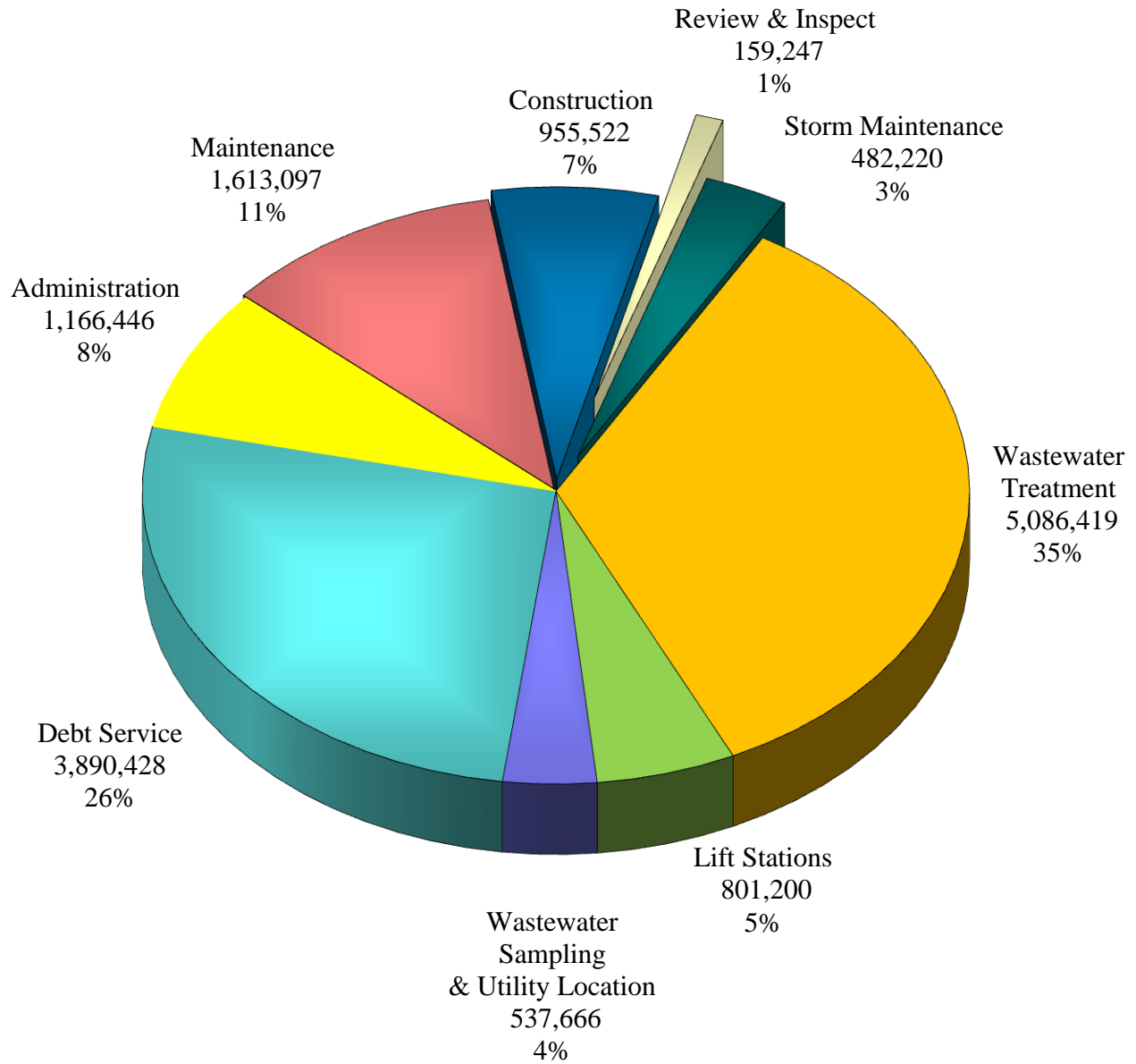


Sanitary Sewer Fund



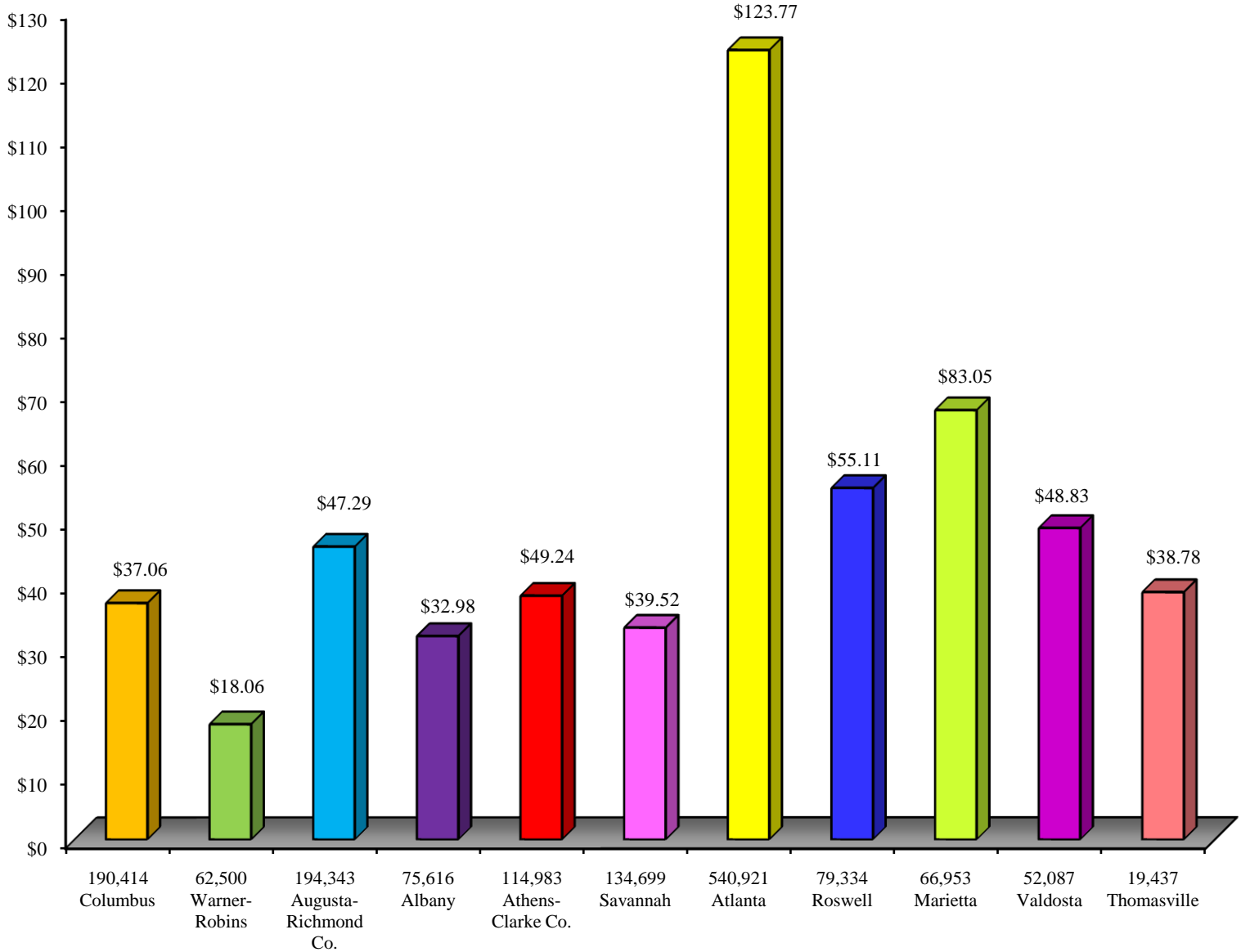
Budget FY 2013

City of Albany
Adopted Budget
FY 2013
Sanitary Sewer System



Total Expenditures
\$14,692,245

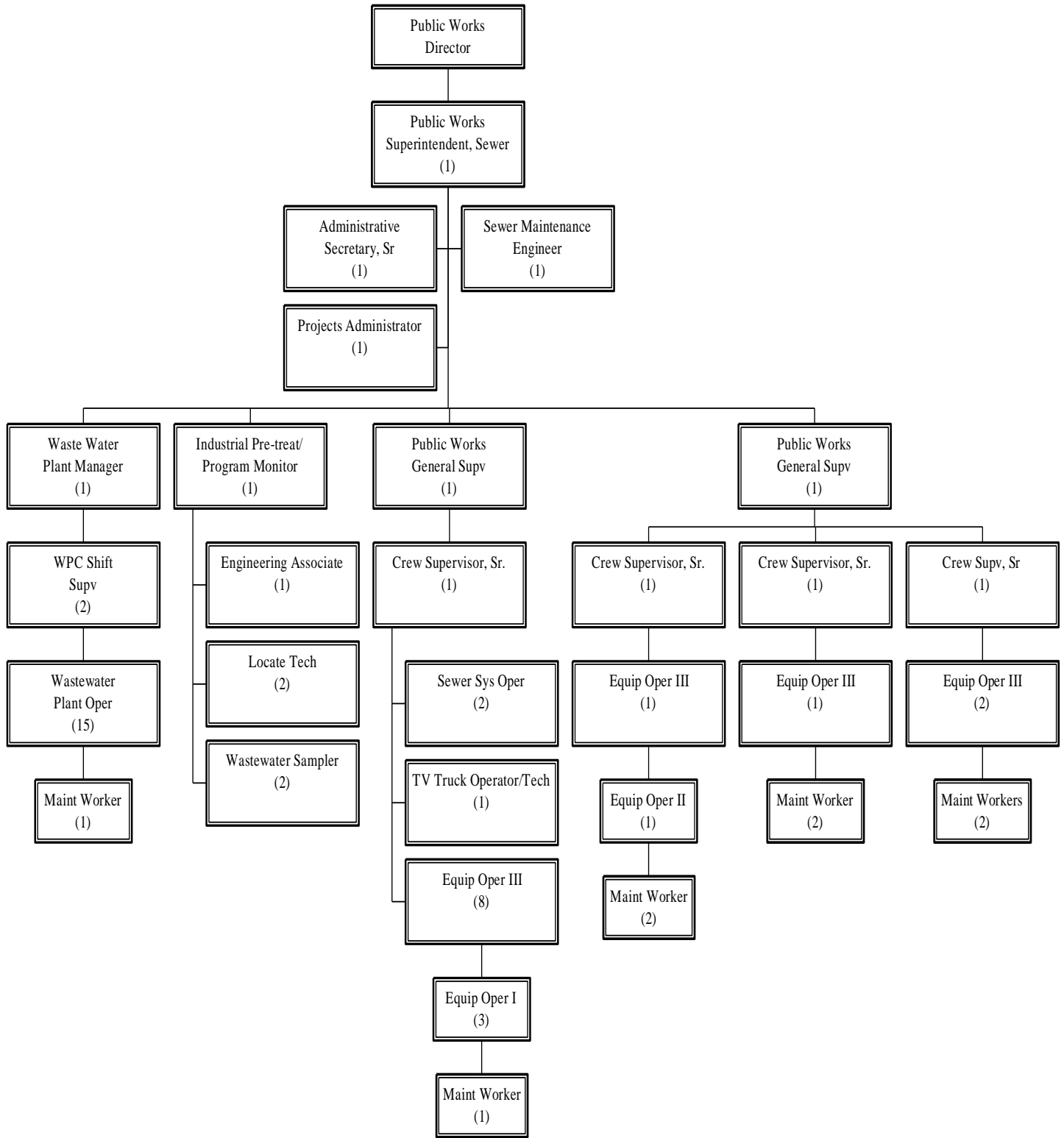
City of Albany FY 2013 Sewer Rate Comparison Survey



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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	5,215,736	3,370,480	3,395,717
OPERATING EXPENSE	3,162,064	10,414,618	10,572,538
CAPITAL OUTLAY	1,574,941	1,073,948	723,990
TOTAL	9,952,741	14,859,046	14,692,245
FULL TIME POSITIONS	68	61	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	2,491,871	1,029,983	1,029,165
OPERATING EXPENSE	1,367,290	3,591,626	3,607,254
CAPITAL OUTLAY	901,882	500,000	450,000
TOTAL	4,761,043	5,121,609	5,086,419
FULL TIME POSITIONS	18	19	19

<u>Class Title</u>			
Maintenance Worker	1	1	1
Wastewater Plant Manager	1	1	1
Wastewater Plant Operator I	12	15	15
Wastewater Plant Operator, Sr.	2	0	0
WPC Shift Supervisor	2	2	2
TOTAL	18	19	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	493,998	642,093	651,200
CAPITAL OUTLAY	39,130	200,000	150,000
TOTAL	533,128	842,093	801,200
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	369,257	315,055	327,346
OPERATING EXPENSE	75,340	198,202	210,320
CAPITAL OUTLAY	613	0	0
TOTAL	445,211	513,257	537,666
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	925,781	444,036	472,132
OPERATING EXPENSE	151,041	4,445,248	4,460,752
CAPITAL OUTLAY	50,575	373,948	123,990
TOTAL	1,127,396	5,263,232	5,056,874
FULL TIME POSITIONS	6	6	6

Class Title

Administrative Secretary, Senior	1	1	1
PW General Supervisor	2	2	2
Public Works Supt., Sewer	1	1	1
Sewer Maintenance Engineer	1	1	1
Projects Administrator-PW	1	1	1
TOTAL	6	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 2010/2011	AMENDED 2011/2012	ADOPTED 2013/2013
PERSONAL SERVICES	848,056	917,711	889,535
OPERATING EXPENSE	496,356	628,499	723,562
CAPITAL OUTLAY	89,351	0	0
TOTAL	1,433,762	1,546,210	1,613,097
FULL TIME POSITIONS	18	18	18

Class Title

Maintenance Worker	4	1	1
Crew Supervisor, Senior	2	2	2
TV Truck Operator/Technician	1	1	1
Sewer System Operator	2	2	2
Equipment Operator I	0	3	3
Equipment Operator III	9	9	9
TOTAL	18	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

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	433,423	467,485	505,575
OPERATING EXPENSE	267,045	435,412	449,948
CAPITAL OUTLAY	60,873	0	0
TOTAL	761,341	902,897	955,522
FULL TIME POSITIONS	11	12	12

Class Title

Equipment Operator III	3	3	3
Equipment Operator II	1	1	1
Maintenance Worker	6	6	6
Crew Supervisor Sr	1	2	2
TOTAL	11	12	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/repared	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES*	130,860	149,590	136,999
OPERATING EXPENSE	12,842	23,748	22,247
CAPITAL OUTLAY	0	0	0
TOTAL	143,702	173,338	159,247
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	16,490	46,620	34,965
OPERATING EXPENSE	298,152	449,790	447,255
CAPITAL OUTLAY	432,517	0	0
TOTAL	747,158	496,410	482,220
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

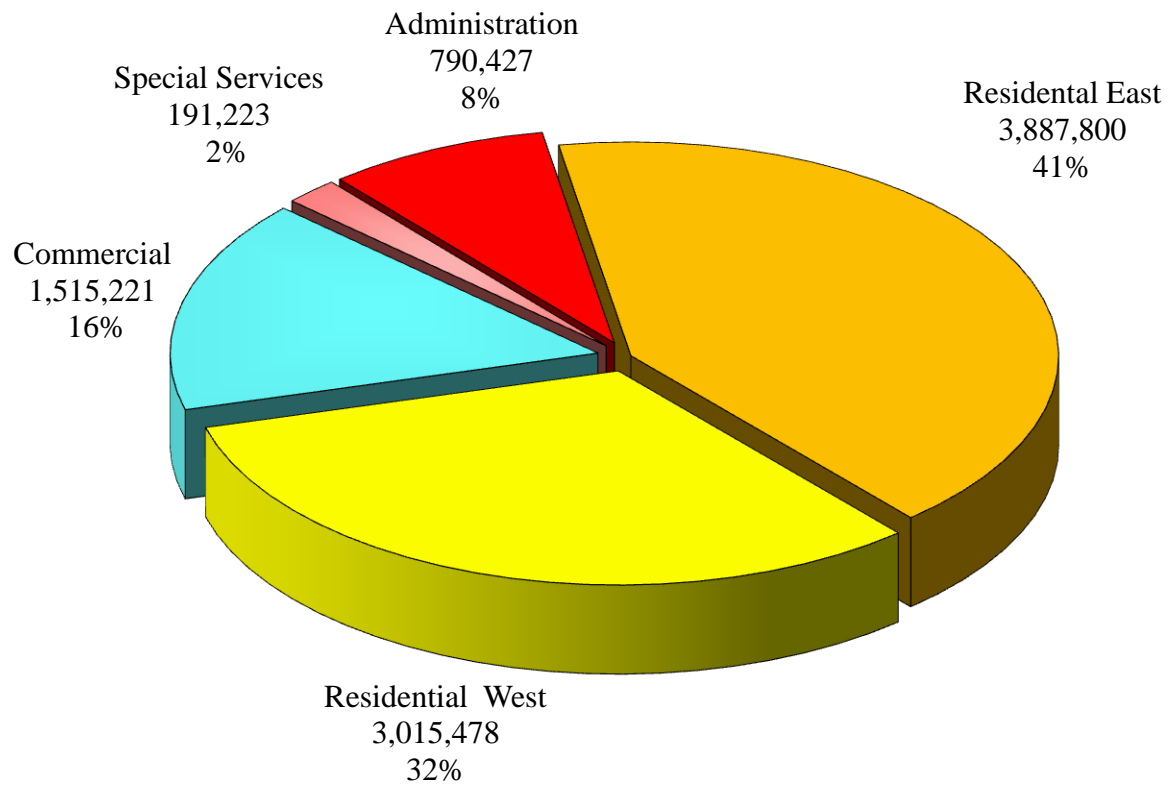


Solid Waste Fund



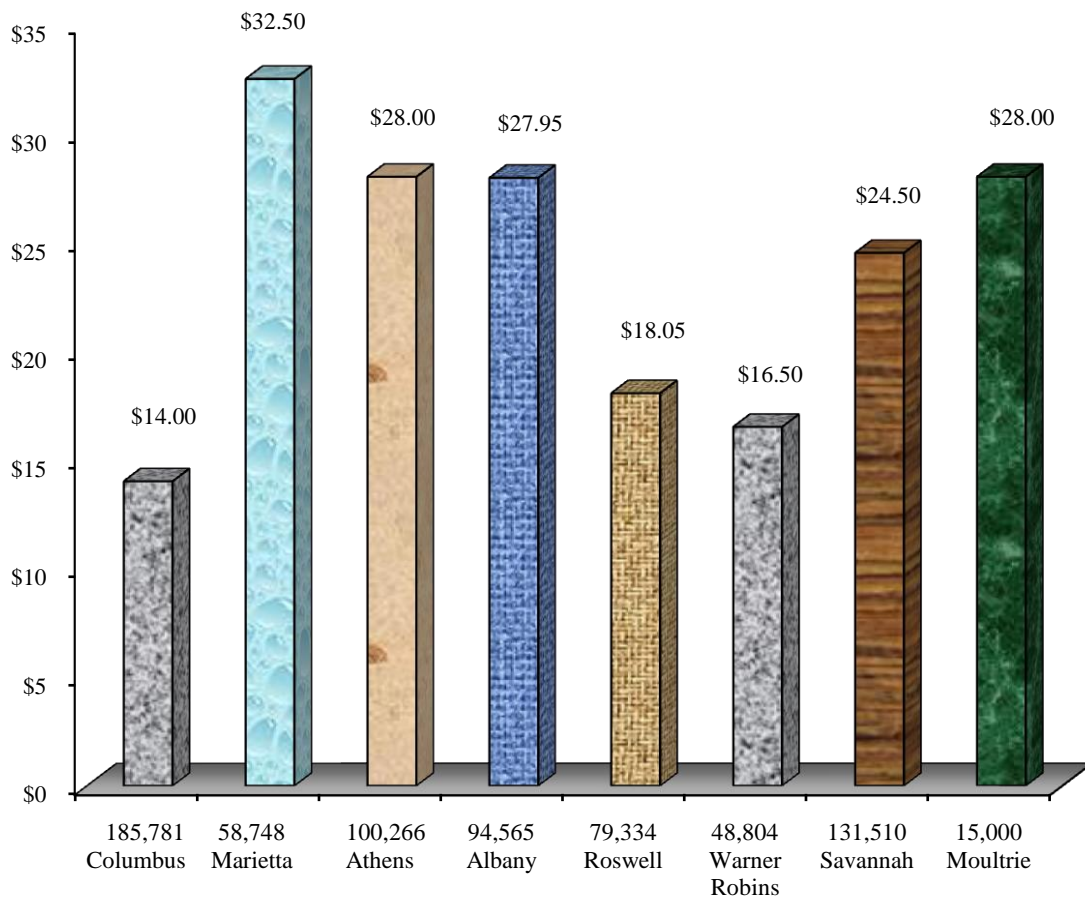
Budget FY 2013

City of Albany
Adopted Budget
FY 2013
Solid Waste Fund



Total Expenditures
\$9,400,149

City of Albany FY 2013 Garbage Rate Comparison Survey

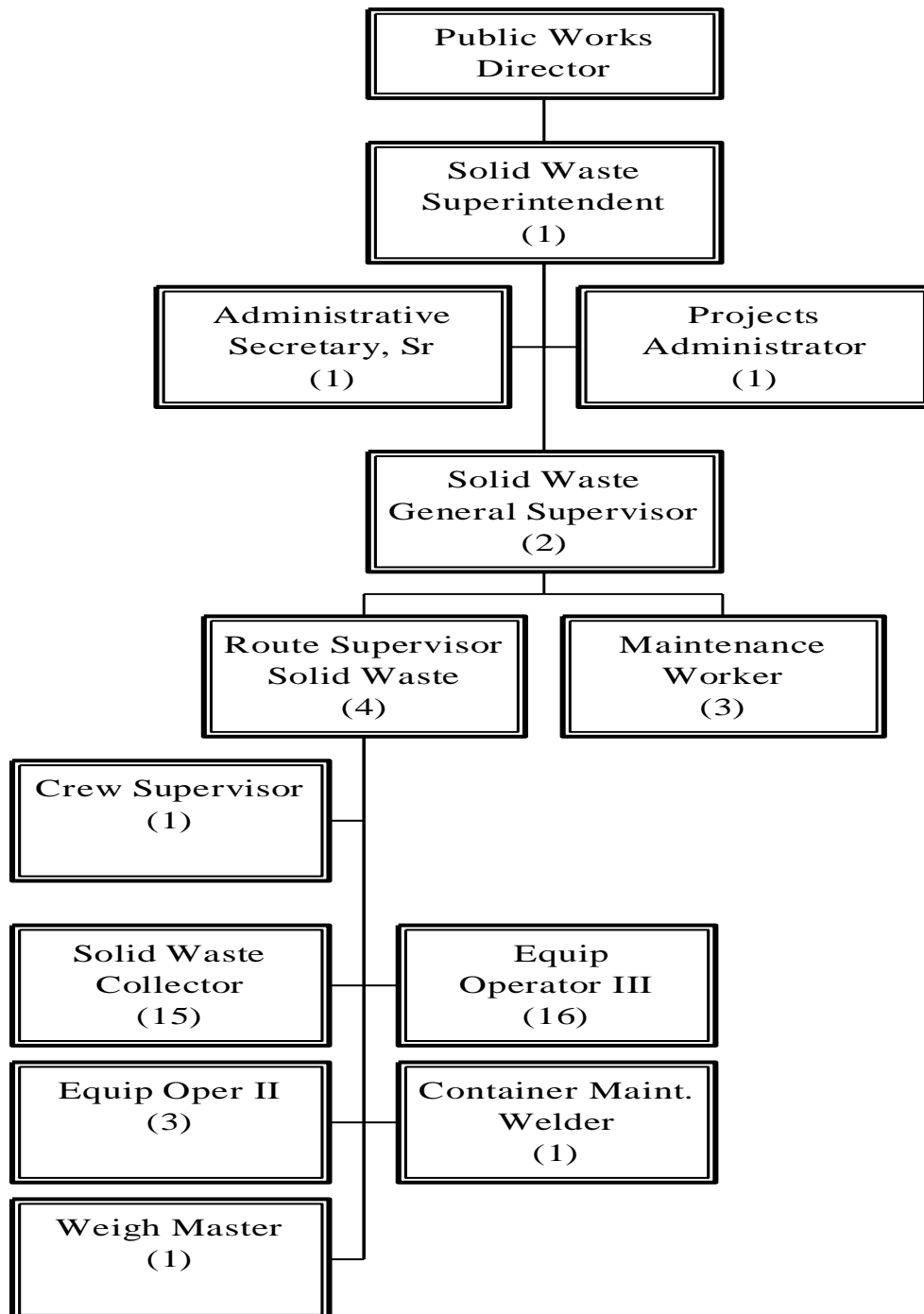


Monthly Garbage Rate

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	2,039,519	2,388,500	2,395,481
OPERATING EXPENSE	5,763,726	6,212,518	6,373,734
CAPITAL OUTLAY	449,969	600,243	630,936
TOTAL	8,253,214	9,201,261	9,400,149
FULL TIME POSITIONS	49	51	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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	431,156	500,028	493,521
OPERATING EXPENSE	310,993	294,644	290,616
CAPITAL OUTLAY	143,257	6,290	6,290
TOTAL	885,406	800,961	790,427
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 Slapppy Blvd. of the City of Albany by collecting and properly disposing solid waste generated by residential customers.

Major Object of Expenditure	ACTUAL 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,282,075	1,407,308	1,327,653
OPERATING EXPENSE	1,938,531	2,127,314	2,157,386
CAPITAL OUTLAY	154,586	382,299	402,761
TOTAL	3,375,191	3,916,922	3,887,800
FULL TIME POSITIONS	35	35	31

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	11
Solid Waste Collector Sr.	0	0	0
Crew Supervisor	1	1	1
TOTAL	35	35	31

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	2,850,157	2,945,000	3,015,478
CAPITAL OUTLAY	0	0	0
TOTAL	2,850,157	2,945,000	3,015,478
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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	211,756	359,067	452,207
OPERATING EXPENSE	621,117	776,636	841,129
CAPITAL OUTLAY	138,854	211,654	221,885
TOTAL	971,724	1,347,357	1,515,221
FULL TIME POSITIONS	6	6	10

Class Title

Container Maintenance Welder	1	1	1
Equipment Operator, III	4	4	4
Solid Waste Collector	0	0	4
Solid Waste Route Supervisor	1	1	1
TOTAL	6	6	10

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	114,532	122,097	122,099
OPERATING EXPENSE	42,928	68,924	69,124
CAPITAL OUTLAY	13,272	0	0
TOTAL	170,732	191,021	191,223
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

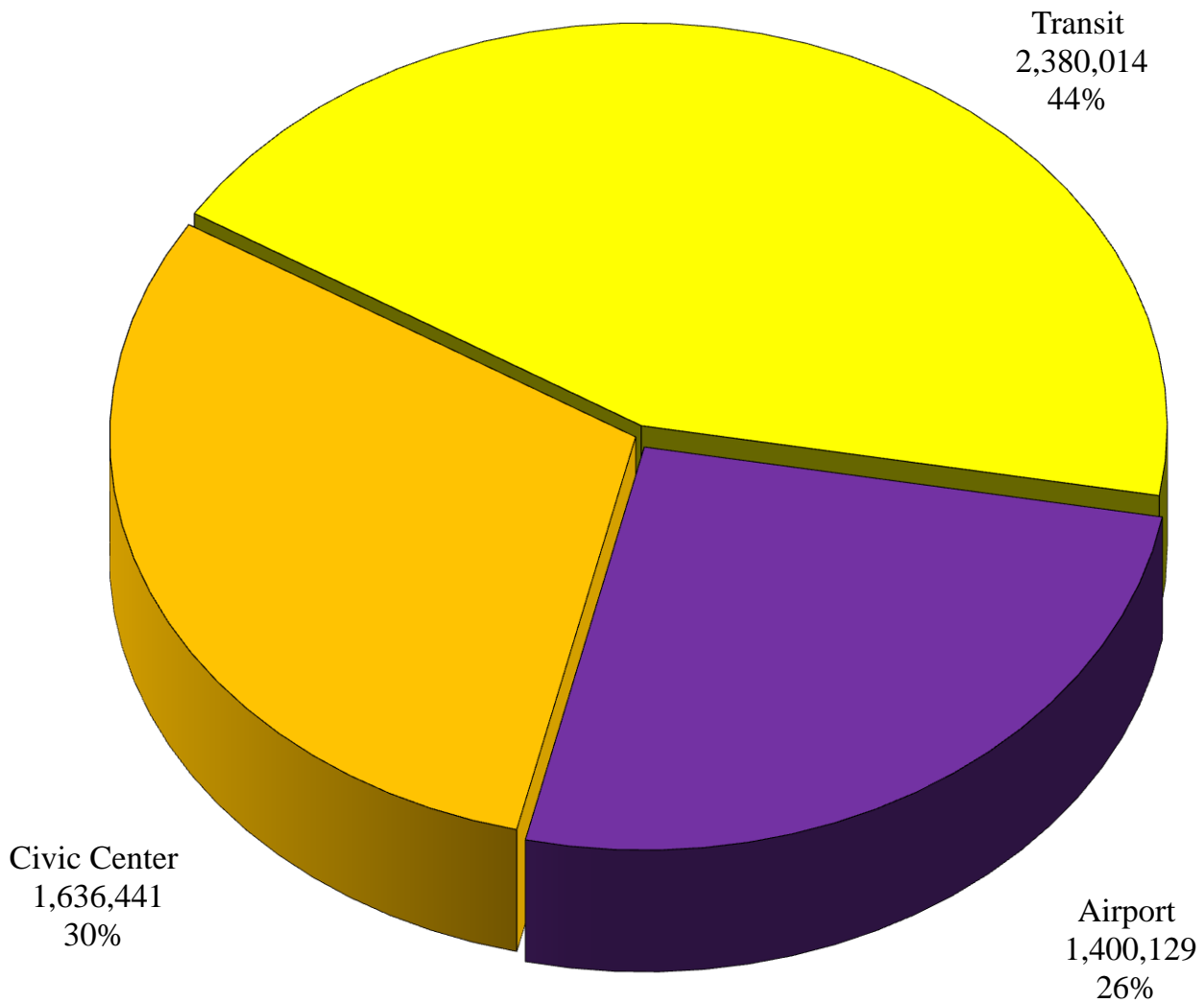


Non-Major Enterprise Funds



Budget FY 2013

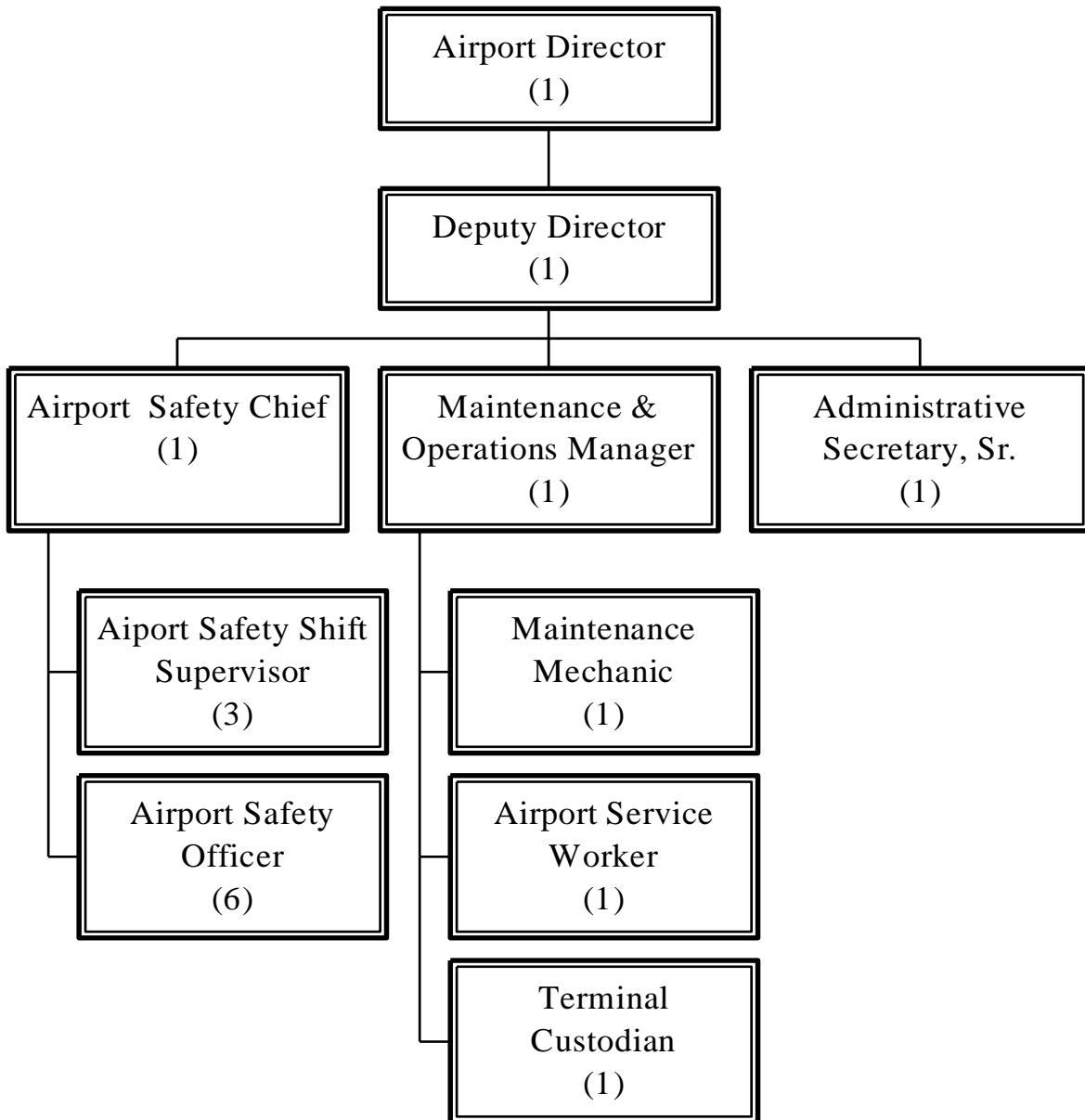
City of Albany
Adopted Budget
FY 2013
Non-Major Enterprise Funds



Total Expenditures
\$5,416,584

Southwest GA Regional Airport

Dept 70
FY 2013



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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	909,440	1,037,241	990,884
OPERATING EXPENSE	364,981	369,734	409,245
CAPITAL OUTLAY	1,128,112	0	0
TOTAL	2,402,533	1,406,975	1,400,129
FULL TIME POSITION	17	17	17

Class Title

Administrative Secretary Sr	1	1	1
Airport Maint. & Operation Mgr.	1	1	1
Director, Airport	1	1	1
Airport 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
Airport/Management Assistant	0	0	0
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	FY2011 Actual	FY2012 Est.	FY2013 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	TBD	90%	95%	5
Output				
# of purchases processed	N/A	N/A	N/A	N/A
# of federal reports submitted	TBD	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	FY2011 Actual	FY2012 Est.	FY2013 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	TBD	\$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

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 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

Airport Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 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	TBD	2	3	50
# of incident reports submitted to Administration	TBD	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—security incidents, medical problems with tenants or the public, lost and found, damage to personal property, etc.

Airport Performance Plan

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	FY2011 Actual	FY2012 Est.	FY2013 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	TBD	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.

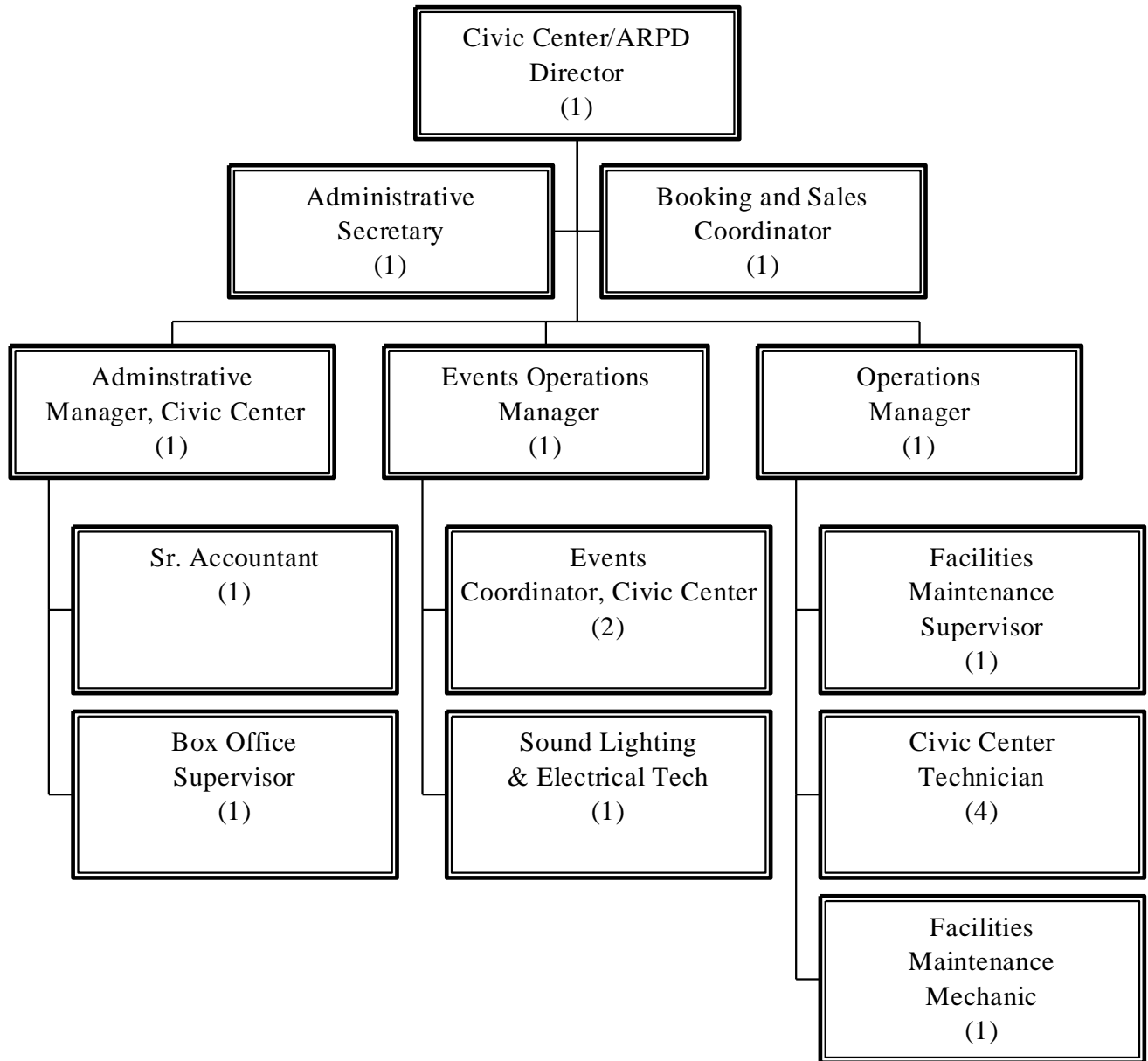
In order for Southwest Georgia Regional Airport to be able to accept commercial aircraft (airline or UPS), then our Index must be at the "A" level. We must have one (1) 1500-gallon ARFF vehicle able to mobilize to the scene of an aircraft emergency. If all of our equipment is out of service, then we must notify the

Airport Performance Plan

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.

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	729,813	856,196	767,055
OPERATING EXPENSE	723,650	927,524	783,910
CAPITAL OUTLAY	548,133	0	0
TOTAL	2,001,595	1,783,719	1,550,966
FULL TIME POSITION	17	17	16

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	0
Booking & Sales Admin 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
Event Manager, Civic Center	1	1	1
TOTAL	17	17	16

CIVIC CENTER - 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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	54,883	70,400	85,475
CAPITAL OUTLAY	88	0	0
TOTAL	54,971	70,400	85,475
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
Planned Performance Targets

Albany Civic Center/Albany Municipal Auditorium Performance Plan

Performance Measure	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of event attendee rating cleanliness of the facility as good or excellent	N/A	N/A	T/B/D	T/B/D
Service Quality				
% building of maintenance work orders completed within 48 hours of receipt of work order	N/A	N/A	T/B/D	T/B/D
Output				
# of work orders received	N/A	N/A	T/B/D	T/B/D
# of work orders completed in-house	N/A	N/A	T/B/D	T/B/D
Efficiency				
Cost per completed per maintenance	N/A	N/A	T/B/D	T/B/D
Completed work orders per maintenance FTR	N/A	N/A	T/B/D	T/B/D

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
%Of events held with no incidents	TBD	105	145	40
%Of repeat lessees and promoters	TBD	36	50	14
Service Quality				
% of attendees that rate the contracted event as good on	N/A	T/B/D	T/B/D	T/B/D

Albany Civic Center/Albany Municipal Auditorium Performance Plan

survey % of attendees who rate the in-house event as good on survey	N/A	T/B/D	T/B/D	T/B/D
Output				
# contracted of events completed yearly (July - June)	TBD	110	150	40
# of in-home events completed yearly (July - June)	TBD	107	145	38
Efficiency				
Cost per event coordinated	N/A	T/B/D	T/B/D	T/B/D

Performance Discussion:

Service Quality/Customer Survey

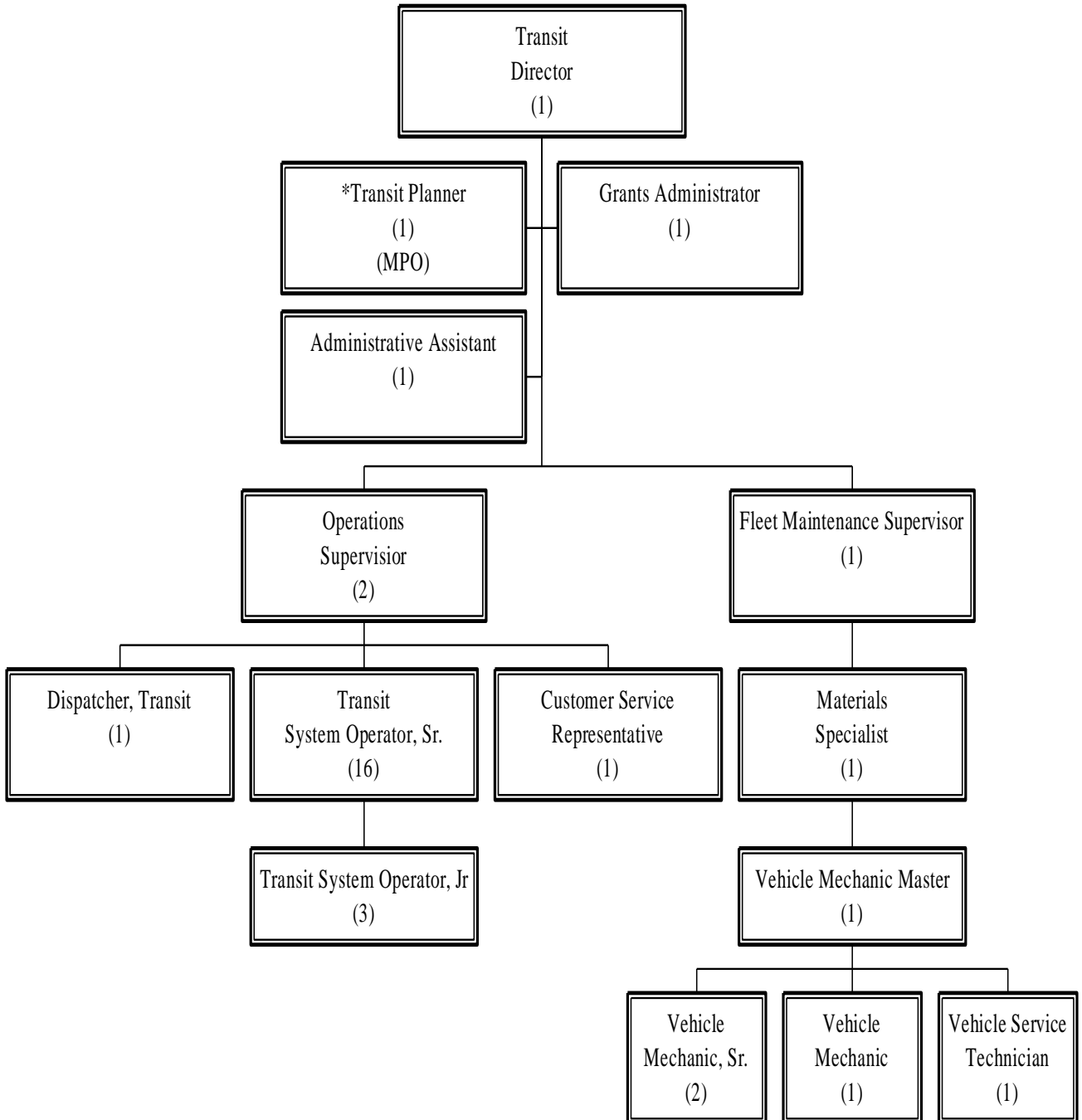
Data is not available. Staff is communicating with the IT Department and Survey Monkey web base software to implement this tool. It will provide feedback from promoters, lessees, patrons and general public regarding demographics of attendees, attractions of interest to seek for booking, customer service, 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.

Albany Transit System

Dept 77



* GDOT Funded Position

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 2010/2011	AMENDED 2011/2012	ADOPTED 2012/2013
PERSONAL SERVICES	1,013,696	1,539,628	1,795,358
OPERATING EXPENSE	573,772	1,058,609	584,656
CAPITAL OUTLAY	382,063	0	0
TOTAL	1,969,531	2,598,236	2,380,014
FULL TIME POSITION	30	33	33

Class Title

Materials Specialist	1	1	1
Grants Administrator, Transit	1	1	1
Dispatcher - Transit	1	1	1
Transit Director	0	1	1
Fleet Maintenance Supervisor	0	1	1
Vehicle Mechanic, Master	0	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	1	1	1
TOTAL	30	33	33

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	FY2013 Target or Milestone	City Strategic Goal Area
Increase overall passenger ridership of ATS	10%	Transportation Mobility and Connectivity
Increase fare box revenues (fixed and Para transit) of the Albany Transit System	10%	Transportation Mobility and Connectivity

Performance Highlight Discussion

The Goal is to increase overall ridership, fare box revenues and 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 changes will assist the Albany Transit System in achieving our goals. Our challenges will be the timing of the completion of the comprehensive study and the actual manufacturing time of the five buses (scheduled to begin 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:	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Number of ATS buses that perform on schedule-daily	TBD	11	11	0
Service Quality				
Percent of riders transported in a timely manner	TBD	85%	90%	5

Albany Transit System Performance Plan

Output				
Number of riders transported in the City of Albany per year	TBD	99,000	110,000	20
Number of bus routes run within the City of Albany per day	TBD	8	10	25
Efficiency				
Cost per rider per trip	TBD	2.40	2.45	45

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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
% of Para transit pick-ups within a 10 minutes of requested time	TBD	90	95	5
Service Quality				
% of elderly riders transported on schedule to medical appointments	TBD	90	95	5
Output				
# of riders transported per year	TBD	12,000	14,000	14.28
# of scheduled trips completed per day	TBD	40	45	12.5
Efficiency				
Actual customer cost per ride/trip	TBD	2.50	2.75	10

Albany Transit System Performance Plan**Performance Discussion**

ATS will continue to provide quality service to the citizens of Albany. The concentration will be to increase the performance so 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	FY2011 Actual	FY2012 Est.	FY2013 Target	% Change
Outcome				
Number of ATS buses that are in good operational condition	TBD	16	16	0
Service Quality				
Percent of road calls completed within 12 hours by the maintenance department	TBD	90	95	5
% of preventative maintenance tasks performed on schedule per bus	TBD	100/16	100/16	0
Output				
# of buses that are operational on a daily basis	TBD	17	17	0
Efficiency				
Estimated Average Cost per bus serviced (PM preventive maintenance) per service @ 6,000 mile intervals	TBD	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



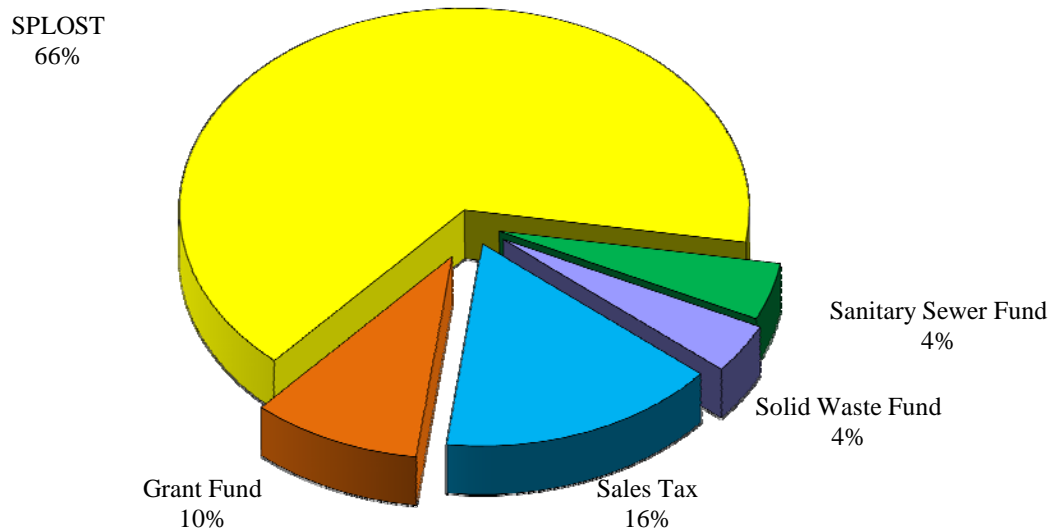
Capital Improvement Program



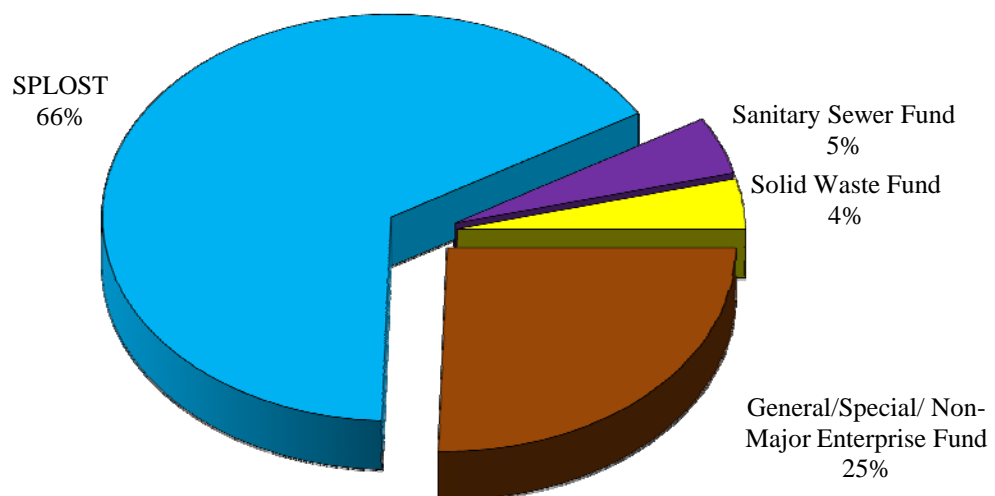
Budget FY 2013

City of Albany FY 2013 Capital Improvement Program

All Funds: Where The Money Comes From . . .



Where The Money Goes...



Total \$ 15,846,063

FY 2013 CAPITAL BUDGET
AND
CAPITAL IMPROVEMENT PROGRAM
FY 2013- 2017

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.

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 \$325,000 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 VI – Revenue generated by the SPLOST VI Referendum

Requests for this year's Capital Budget totaled over \$15 million. Of this amount, \$2,514,157 was approved for the General/Special/Non-Major Enterprise Funds. Sanitary Sewer and Solid Waste, the City's largest two Enterprise Funds, are allocating \$723,900 and \$630,936 respectively for capital replacement expenses including their participation in the debt payment for GMA Lease Pool Funds. The Capital Improvement Program for FY 2013 has a total cost of \$4,038,137. 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 decreasing expenditures with each retirement of high maintenance and inefficient equipment. A summary of the FY 2013 Capital Budget by Fund and a summary of the five-year Capital Improvement Program are listed on the following pages.

City of Albany
Capital Improvement Program
General Fund/Special, Non-Major Enterprise Funds and GMA

Department	Project Title	Project Cost FY 2012/2013	Project Cost FY 2013/2014	Project Cost FY 2014/2015	Project Cost FY 2015/2016	Project Cost FY 2016/2017	Total Project Cost
Airport	<u>Wildlife Hazard Assessment</u>	-	10,000	-	-	-	10,000
	<u>FAA Radio Equipment Building Design & Bidding Service</u>	-	5,150	-	-	-	5,150
	Subtotal	-	15,150	-	-	-	15,150
Finance	<u>Payment Manager Software</u>	105,000	-	-	-	-	105,000
	Subtotal	105,000	-	-	-	-	105,000
Fire	<u>Rescue and Vehicle Extrication Equipment</u>	170,840	-	-	-	-	170,840
	<u>HVAC Replacement</u>	35,000	-	-	-	-	35,000
	Subtotal	205,840	-	-	-	-	205,840
Police	<u>Radar Stalker Units</u>	25,000	-	-	-	-	25,000
	<u>LEC Enhancement</u>	98,000	-	-	-	-	98,000
	Subtotal	123,000	-	-	-	-	123,000
IT	<u>Cisco Switches</u>	27,500	-	-	-	-	27,500
	<u>Dell EqualLogic Unit 3</u>	55,000	-	-	-	-	55,000
	<u>Message Archiver</u>	27,500	-	-	-	-	27,500
	<u>VMWare 5 - Server and Software</u>	15,000	-	-	-	-	15,000
	<u>VMWare 6 - Server and Software</u>	15,000	-	-	-	-	15,000
	<u>VMWare 7 - Server and Software</u>	15,000	-	-	-	-	15,000
	<u>VMWare 8 - Server and Software</u>	15,000	-	-	-	-	15,000
	<u>IT Assessment</u>	25,000	-	-	-	-	25,000
	Subtotal	195,000	-	-	-	-	195,000
Transit	<u>Bus Purchase</u>	-	125,000	-	-	-	125,000
	<u>Albany Multimodal Facility</u>	-	1,202,000	-	-	-	1,202,000
	<u>Para Transit Bus Purchase</u>	-	38,750	-	-	-	38,750
	<u>Support Vehicle</u>	2,375	-	-	-	-	-
	Subtotal	2,375	1,365,750	-	-	-	1,365,750
Recreation	<u>Vehicle Purchase (Truck Boom & Lift)</u>	-	110,000	-	-	-	110,000
	<u>Purchase of Machinery</u>	-	30,000	-	-	-	30,000
	<u>Purchase of Leaf Machine</u>	60,000	-	-	20,000	-	80,000
	<u>Vehicle Purchase (John Deere 6x4)</u>	-	18,000	18,000	-	-	36,000
	<u>Vehicle Purchase (Pick up & Crew Cab Trucks)</u>	-	79,000	-	29,000	29,000	137,000
	<u>Purchase of Lawn Equipment</u>	-	56,000	-	-	-	56,000
	<u>Entrance Driveway: Concrete Floor Bays</u>	49,000	-	-	-	-	49,000
	<u>Replacement of Lighting/Wiring Ball Fields</u>	-	15,000	15,000	15,000	15,000	60,000
	<u>Irrigation System Upgrade</u>	10,000	-	-	-	-	10,000
	<u>Purchase of Gator & Boom Sprayer</u>	8,000	-	-	-	-	8,000
	<u>Permanent Bleachers</u>	-	10,000	-	-	-	10,000
	<u>Installation of A/C & Heating Unit</u>	75,000	-	-	-	-	75,000
	<u>Roof Replacement (Thorton Comm. Center)</u>	30,000	-	-	-	-	30,000
	<u>Roof Replacement (Admin. Office)</u>	-	100,000	-	-	-	100,000
	Subtotal	232,000	418,000	33,000	64,000	44,000	791,000
Civic Center	<u>Replacement of Acoustical Tile</u>	-	150,000	-	-	-	150,000
	<u>Sweeper Scrubber</u>	14,500	-	-	-	-	14,500
	<u>Box Office Water Leak</u>	-	50,000	-	-	-	50,000
	<u>Water Heater Replacement</u>	25,230	-	-	-	-	-
	<u>Factory Cat TR Rider Sweeper</u>	8,600	-	-	-	-	8,600
	<u>Purchase of Commercial Washer/Dryer</u>	-	20,000	-	-	-	20,000
	<u>Municipal Auditorium - Re-seal Building</u>	-	28,000	-	-	-	28,000
	<u>Scissor Lift</u>	10,000	-	-	-	-	10,000
	<u>Civic Center Security Cameras</u>	30,000	-	-	-	-	30,000
	Subtotal	88,330	248,000	-	-	-	311,100
GENERAL FUND TOTAL		951,545	2,046,900	33,000	64,000	44,000	3,111,840
GMA Lease Pool*							
Police	<u>15 - Marked Police Vehicles</u>	600,000	-	-	-	-	600,000
	<u>2 - Sweepers</u>	500,000	-	-	-	-	500,000
	<u>1 - Boom Axe</u>	140,000	-	-	-	-	140,000
Recreation	<u>2 - Right of Way Mowers</u>	150,000	-	-	-	-	150,000
	<u>4 - Zero Turn Mowers</u>	32,000	-	-	-	-	32,000
	<u>2 - Flail Mowers</u>	24,000	-	-	-	-	24,000
GMA LEASE POOL TOTAL		1,446,000	-	-	-	-	1,446,000
CIP FUND TOTAL PROJECT COST		2,397,545	2,046,900	33,000	64,000	44,000	4,557,840

* Only one fifth of the total project cost will be charged in FY 12 due to financing options

City of Albany
Capital Improvement Program
Enterprise/Non-Major Enterprise Funds

Department	Project Title	Project Cost FY 2012/2013	Project Cost FY 2013/2014	Project Cost FY 2014/2015	Project Cost FY 2015/2016	Project Cost FY 2016/2017	Total Project Cost
Solid Waste	<u>Solid Waste Collection Equipment</u>	400,000	206,000	212,180	218,545	225,102	1,261,827
SOLID WASTE FUND TOTAL		400,000	206,000	212,180	218,545	225,102	1,261,827
Sanitary Sewer	<u>Phase II - WPC Digester Cover Rehab</u>	700,000	150,000	-	-	-	850,000
SANITARY SEWER FUND TOTAL		700,000	150,000	-	-	-	850,000
Airport*	<u>Wildlife Hazard Assessment</u>	90,000	-	-	-	-	90,000
	<u>FAA Radio Equipment Building Design & Bidding Service</u>	46,350	-	-	-	-	46,350
	<u>Landside Improvements Phase 3 Bidding Services</u>	12,000	-	-	-	-	12,000
AIRPORT FUND TOTAL		148,350	-	-	-	-	148,350
Transit**	<u>Bus Purchase</u>	-	500,000	-	-	-	500,000
	<u>Security, GPS, Monitoring, Surveillance</u>	175,000	-	-	-	-	175,000
	<u>Albany Multimodal Furniture & Graphics</u>	-	125,000	-	-	-	125,000
	<u>Albany Multimodal Facility</u>	-	8,547,686	-	-	-	8,547,686
	<u>Para Transit Bus Purchase</u>	-	193,750	-	-	-	193,750
	<u>Support Vehicle</u>	19,000	-	-	-	-	19,000
TRANSIT FUND TOTAL		194,000	9,366,436	-	-	-	9,560,436
ENTERPRISE/NON-MAJOR ENTERPRISE FUND TOTAL		1,442,350	9,722,436	212,180	218,545	225,102	11,820,613
CAPITAL IMPROVEMENT PROGRAM TOTAL COST		3,839,895	11,769,336	245,180	282,545	269,102	16,378,453

* There will be a 10% Match from the Airport's PFC Funds for the projects listed

** There will be a 20% Match for the Support Vehicle from the City's General Fund



City of Albany



SPLOST VI



Budget FY 2013

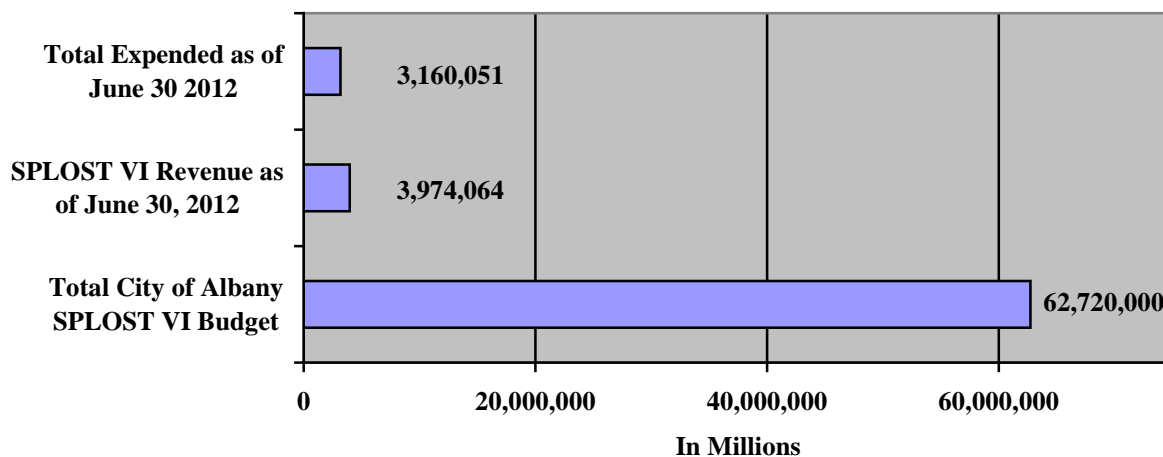
SPECIAL PURPOSE LOCAL OPTION SALES TAX VI PROJECTS

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, 2012:

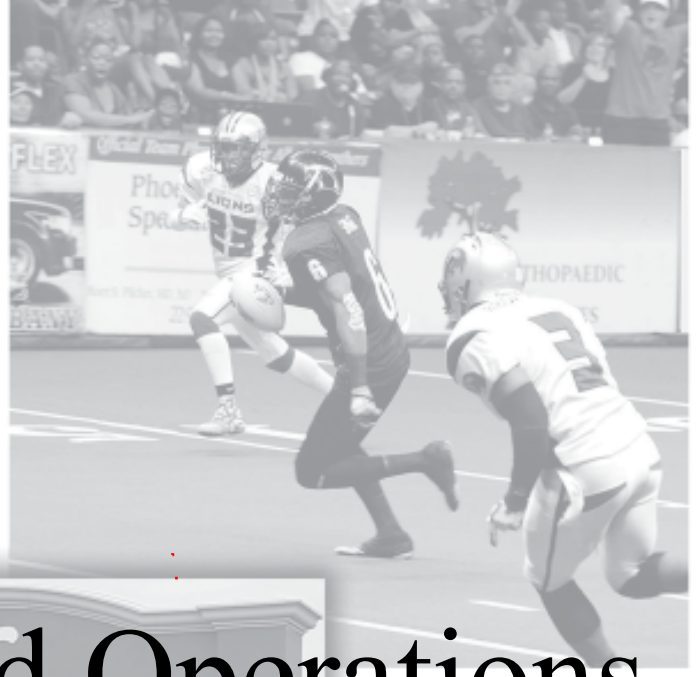


FY 2013 SPLOST VI Revenue: \$10,453,000

FY 2013 SPLOST VI Expenses: \$10,453,000



City of Albany



Sponsored Operations



Budget FY 2013

SUMMARY OF SPONSORED OPERATIONS REVENUE

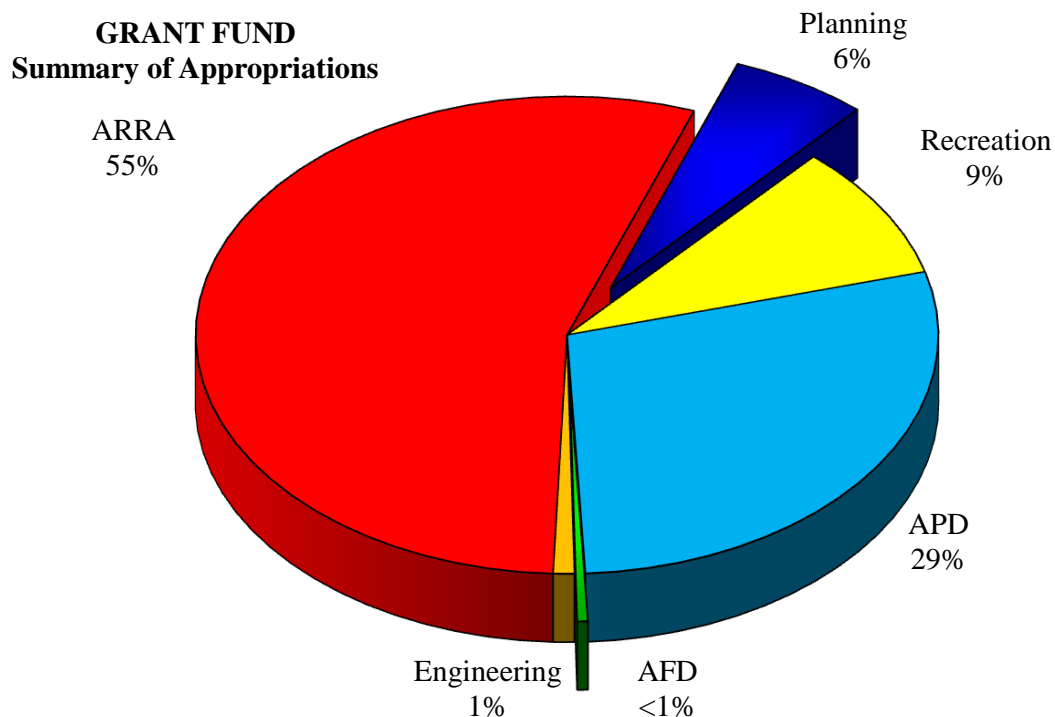
DESCRIPTION

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 2010/2011	Projected 2011/2012	Awarded 2012/2013
Planning	203,176	364,310	195,225
Recreation	159,920	165,000	297,957
APD	262,325	923,138	926,034
AFD	357,640	0	15,000
Engineering	856,123	750,043	30,000
Pass Thru Grants	71,751	4,600	0
ARRA	0	343,000	1,786,492
TOTAL	1,910,935	2,550,091	3,250,708
FULL TIME POSITIONS	1	11	10

WORK ACTIVITY DATA



SUMMARY OF SPONSORED OPERATIONS REVENUE

ACCOUNT NUMBER	ACCOUNT NAME	AWARDED 2012/2013
2702		
5806	PL Grant	130,216
5807	Sect #8 FTA Grant	65,009
5811.01	Summer Lunch Bag Program	297,957
5819.08	COPS Hiring	405,184
5819.48	Bullet ProofVest	12,090
5819.49	2009 JAG	18,322
5819.5	2010 JAG	87,480
5819.51	2011 JAG	80,341
5819.44	Biometri Fingerpring System	21,351
5819.64	EOD GEMA Robot/Bomb Suits	286,918
5819.65	2009 EOD Bomb Dog	7,438
5820.21	Hazard Mitigation Projects - Fire	15,000
5823.98	Performance Partnership Agreements	30,000
5919.62	EOD Bomb Dog	6,910
9201.5060.05	ARRA-CIP 5307-Transit	1,237,062
9201.5820	ARRA-EECBG-Engineering	549,430
TOTAL, GRANT FUND:		3,250,708

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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	60,502	85,405	54,515
OPERATING EXPENSE	119,877	112,595	75,701
CAPITAL OUTLAY	0	0	0
TOTAL	180,379	198,000	130,216
FULL TIME POSITION	1	2	1

Class Title

Transportation Planner	1	1	1
Deputy Transit Director	0	1	0

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 2010/2011	PROJECTED 2011/2012	AWARDED 2012/2013
PERSONAL SERVICES	34,540	0	0
OPERATING EXPENSE	13,981	208,000	65,009
CAPITAL OUTLAY	0	0	0
TOTAL	48,521	208,000	65,009
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 2010/2011	PROJECTED 2011/2012	AWARDED 2012/2013
PERSONAL SERVICES	7,357	22,986	19,056
OPERATING EXPENSE	111,866	46,260	278,901
CAPITAL OUTLAY	0	0	0
TOTAL	119,223	69,246	297,957
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 2010/2011	PROJECTED 2011/2012	AWARDED 2012/2013
PERSONAL SERVICES	0	848,000	405,105
OPERATING EXPENSE	0	0	79
CAPITAL OUTLAY	0	0	0
TOTAL	0	848,000	405,184
FULL TIME POSITION	0	9	9

Class Title

Police Cadet	0	9	9
TOTAL	0	9	9

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 \$277

MAJOR OBJECT OF EXPENDITURE	Actual 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	8,980	17,096	0
OPERATING EXPENSE	4,490	0	12,090
CAPITAL OUTLAY	0	0	0
TOTAL	13,470	17,096	12,090
FULL TIME POSITION	0	0	0

TOTAL	0	0	0
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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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	26,282	4,535	18,322
CAPITAL OUTLAY	0	12,212	0
TOTAL	26,282	16,747	18,322
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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	48,485	45,000	87,480
CAPITAL OUTLAY	0	0	0
TOTAL	48,485	45,000	87,480
FULL TIME POSITION	0	0	0

EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT 2011*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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	80,341
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	80,341
FULL TIME POSITION	0	0	0

BIOMETRIC FINGERPRINTING SYSTEM

DESCRIPTION

The grant is specifically awarded to connect the Albany Police Department with the State of Georgia's regional Bio Metric Fingerprint System. The funds are expended through GEMA/HS in a collaborative effort with the Georgia Bureau of Investigation.

MAJOR OBJECT OF EXPENDITURE	Actual 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	21,351
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	21,351
FULL TIME POSITION	0	0	0

EOD GEMA ROBOT/BOMB SUITS*DESCRIPTION*

This Grant awarded to the Albany Police Department by the Georgia Emergency Management Agency (GEMA) from the Department of Homeland Security (DHS). The agreement governs the use of funding provided by DHS to assist the Police department in building and enhancing 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	286,918
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	286,918
FULL TIME POSITION	0	0	0

2009 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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	7,438
CAPITAL OUTLAY	0	0	0
TOTAL	0	0	7,438
FULL TIME POSITION	0	0	0

TOTAL	0	0	0
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ASSISTANCE TO FIREFIGHTERS GRANT

DESCRIPTION

The primary goal of the Assistance to Firefighters Grants (AFG) is to meet the firefighting and emergency response needs of the fire departments and nonaffiliated emergency medical services organizations. Since 2001, AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards.

Major Object of Expenditure	Actual 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	15,000	15,000
CAPITAL OUTLAY	158,400	0	0
TOTAL	158,400	15,000	15,000
FULL TIME POSITION	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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	28,820	28,820	30,000
CAPITAL OUTLAY	0	0	0
TOTAL	28,820	28,820	30,000
FULL TIME POSITION	0	0	0

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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	738	1,000	1,000
OPERATING EXPENSE	8,388	15,438	5,910
CAPITAL OUTLAY	0	0	0
TOTAL	9,126	16,438	6,910
FULL TIME POSITION	0	0	0

TOTAL	0	0	0
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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 2010/2011	PROJECTED 2011/2012	AWARDED 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	0
CAPITAL OUTLAY	0	2,165,000	1,237,062
TOTAL	0	2,165,000	1,237,062
FULL TIME POSITION	0	0	0

ARRA - EECBG - ENGINEERING

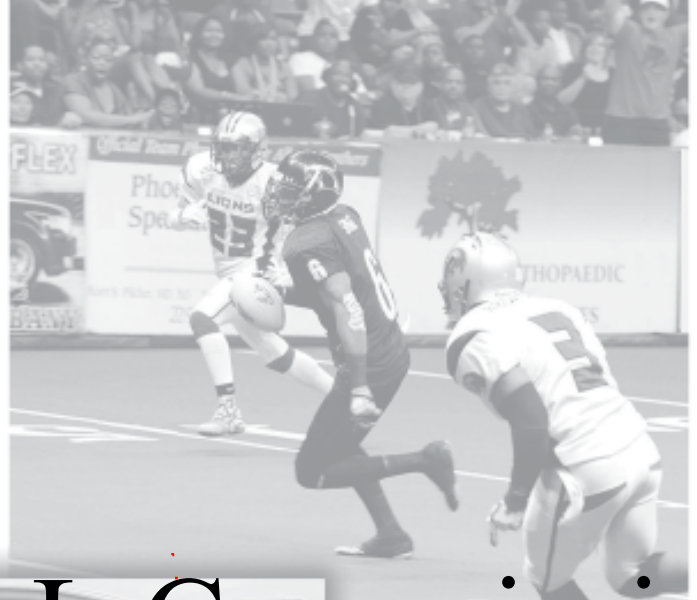
DESCRIPTION

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 2010/2011	Projected 2011/2012	Awarded 2012/2013
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	730,000	549,430
CAPITAL OUTLAY	0	0	0
TOTAL	0	730,000	549,430
FULL TIME POSITION	0	0	0



City of Albany



Utilities/WG&L Commission



Budget FY 2013

WATER GAS & LIGHT COMMISSION
TOTAL SYSTEM
2012 - 2013 BUDGET
Approved by the Board of Commissioners May 31, 2012

DESCRIPTION	BUDGET 2011 - 2012	BUDGET 2012 - 2013	INCREASE (DECREASE)
Estimated Revenues	\$115,797,134	\$122,929,796	6.16%
Cost of Sales	<u>81,561,762</u>	<u>85,404,898</u>	4.71%
Gross Profit	34,235,372	37,524,898	9.61%
MCT credits received	7,703,070	7,596,000	-1.39%
Less Estimated Expenses			
Operating & Maintenance Expenses	13,737,973	14,036,993	2.18%
G & A Expenses (Net)	8,836,082	8,550,282	-3.23%
Depreciation Departments	4,562,877	4,630,787	1.49%
Depreciation G & A	<u>1,432,990</u>	<u>1,432,990</u>	0.00%
Total Expenses	<u>28,569,922</u>	<u>28,651,051</u>	0.28%
NET INCOME	5,665,451	8,873,847	56.63%
Transfer to City of Albany	8,824,179	8,849,715	0.29%
MCT Credits Transferred	<u>5,135,380</u>	<u>5,064,000</u>	-1.39%
Total Transfers	13,959,559	13,913,715	-0.33%
Net income after transfer	(591,038)	2,556,132	-532.48%
Add back depreciation	<u>5,995,866</u>	<u>6,063,777</u>	1.13%
Cash available for capital expenditures & other items	5,404,828	8,619,908	59.49%
Subtract Vehicles & Equipment	1,493,350	1,521,089	1.86%
Subtract Vehicles & Equipment G & A	383,550	400,327	4.37%
Subtract Improvements	1,982,000	1,982,000	0.00%
Subtract Principal Payments - Bonds	1,185,000	1,225,000	3.38%
Subtract Principal Payments - Cap Leases	1,067,416	1,120,424	4.97%
Subtract Cleanup for Manufactured Gas Plant	100,000	100,000	0.00%
Funds Available for Reserves / (Less Draw down Reserves)	(866,488)	2,211,069	-355.18%
H.O.P.E. program (Helping Others Pay Essentials)	<u>60,000</u>	<u>60,000</u>	0.00%
Budget Balance	<u>\$0</u>	<u>(\$0)</u>	0.00%

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**WATER GAS & LIGHT COMMISSION
DISTRIBUTION OF TRANSFERS TO OTHER AGENCIES
2012 - 2013 BUDGET**

	<u>2011 - 2012</u>	<u>2012 - 2013</u>
Transfer to City of Albany		
City of Albany General Fund	\$6,444,045	\$6,469,581
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	5,000	5,000
	<hr/>	<hr/>
Total based on metered revenue	7,509,045	7,534,581
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	200,000	200,000
Total other transfers to City of Albany	<u>1,270,917</u>	<u>1,270,917</u>
M-2 Total contributions to the City of Albany	8,779,962	8,805,498
Transfers to Others		
Dougherty County Street and Traffic Lights	22,117	22,117
Payroll Development Authority	22,100	22,100
Total to Other agencies	<u>44,217</u>	<u>44,217</u>
TOTAL TRANSFER TO OTHER AGENCIES	<u><u>\$8,824,179</u></u>	<u><u>\$8,849,715</u></u> ^A
For Information Only		
Total MCT Credits		\$7,596,000
MCT Credits to transfer @ 2/3rds		<u>5,064,000</u> ^B
Total Transfer Including MCT Credits		\$13,913,715 ^{A + B}

WATER GAS & LIGHT COMMISSION
DISTRIBUTION OF TRANSFERS TO OTHER AGENCIES
2012 - 2013 BUDGET

Based on Actual Metered Revenues for Calendar Year 2011

Month of:	Gas Transported For Others	Water	Gas	Adjustment For Gas PGA	Light	Grand Totals
January	\$73,287	\$670,578	\$2,128,271	(\$582,791)	\$7,031,632	\$9,320,978
February	86,127	668,547	2,235,135	(651,382)	6,800,358	9,138,784
March	80,397	691,290	1,249,718	(348,434)	6,008,686	7,681,656
April	85,074	720,685	660,334	(168,995)	5,582,282	6,879,380
May	78,038	901,282	470,252	(121,889)	6,212,395	7,540,078
June	67,499	992,393	461,090	(126,454)	7,789,143	9,183,670
July	64,180	1,006,877	409,296	(112,584)	9,001,462	10,369,231
August	64,561	887,738	380,505	(103,983)	9,025,730	10,254,551
September	73,211	935,338	415,629	(113,325)	9,001,246	10,312,099
October	66,667	877,002	441,467	(98,484)	7,137,066	8,423,717
November	78,361	802,550	624,069	(152,252)	5,983,087	7,335,815
December	72,208	762,573	1,002,851	(230,053)	6,217,566	7,825,145
M-3 Totals	\$889,610	\$9,916,852	\$10,478,617	(\$2,810,626)	\$85,790,652	\$104,265,104
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						\$4,265,104
Transfer % for amounts greater than \$100 million						5.5%
Transfer on amounts greater than \$100 million						\$234,581
Total transfer based on percentage						\$7,534,581
Other City Transfers						1,270,917
Total Transfers to City						8,805,498
Other Transfers						44,217
Total Transfers						\$8,849,715

**WATER GAS & LIGHT COMMISSION
WATER DEPARTMENT
2012 - 2013 BUDGET**

DESCRIPTION	BUDGET 2011 - 2012	BUDGET 2012 - 2013	INCREASE (DECREASE)
Estimated Revenues	\$10,345,111	\$10,800,208	4.40%
Cost of Sales	669,888	628,020	-6.25%
Gross Profit	9,675,223	10,172,188	
Less Estimated Expenses			
Operating & Maintenance Expenses	5,055,881	5,371,628	6.25%
G & A Expenses (Net)	2,209,021	2,137,570	-3.23%
Depreciation Water Department	2,244,922	2,260,780	0.71%
Depreciation G & A	358,247	358,247	0.00%
Total Expenses	9,868,070	10,128,227	2.64%
NET INCOME	(192,848)	43,961	122.80%
Total transfers to City of Albany	820,859	841,713	2.54%
Net income after transfer	(1,013,707)	(797,752)	21.30%
Add back depreciation	2,603,169	2,619,028	0.61%
Cash available for capital expenditures & other items	1,589,462	1,821,276	14.58%
Subtract Vehicles & Equipment	445,000	595,000	33.71%
Subtract Vehicles & Equipment G & A	95,888	100,082	4.37%
Subtract Improvements	350,000	350,000	0.00%
Principal Payments	1,451,854	1,505,106	3.67%
Budget Balance	<u>(\$753,279)</u>	<u>(\$728,912)</u>	3.23%

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

WATER DEPARTMENT INCOME	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Residential Sales	\$6,801,832	\$7,154,297	\$5,410,258	\$7,213,677	\$7,807,552	108.23%
Commercial Sales	2,414,548	2,604,635	1,980,074	2,640,099	2,857,448	108.23%
Miscellaneous Sales	664,399	242,041	274	366	366	100.00%
Miscellaneous Income	797	1,265	10,021	13,361	13,361	100.00%
Tapping Fees	242,070	183,884	86,611	115,481	115,481	100.00%
Rental Income	5,500	6,000	4,500	6,000	6,000	100.00%
Total Water Income	<u>\$10,129,146</u>	<u>\$10,192,122</u>	<u>\$7,491,739</u>	<u>\$9,988,985</u>	<u>\$10,800,208</u>	<u>108.12%</u>

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WATER, GAS & LIGHT COMMISSION

WATER DEPARTMENT

Calculation of Revenues and Cost of Sales

2012 - 2013 BUDGET

	BUDGET MGAL	AVG SALES PRICE	\$ BUDGET	AVG COST TO PUMP	TOTAL COGS	PUMPING ELECTRIC	CHEMICALS	PUMPING GAS
July	448,000	\$2.25	\$1,008,000	\$0.13249	\$59,357	\$52,627	\$6,702	\$29
August	459,000	2.25	1,032,750	0.13249	60,815	53,919	6,866	29
September	416,000	2.25	936,000	0.13249	55,117	48,868	6,223	27
October	408,000	2.25	918,000	0.13249	54,057	47,928	6,103	26
November	386,000	2.25	868,500	0.13249	51,143	45,344	5,774	25
December	351,000	2.25	789,750	0.13249	46,505	41,232	5,251	22
January	351,000	2.25	789,750	0.13249	46,505	41,232	5,251	22
February	309,000	2.25	695,250	0.13249	40,941	36,298	4,622	20
March	313,000	2.25	704,250	0.13249	41,471	36,768	4,682	20
April	368,000	2.25	828,000	0.13249	48,758	43,229	5,505	24
May	434,000	2.25	976,500	0.13249	57,502	50,982	6,492	28
June	497,000	2.25	1,118,250	0.13249	65,849	58,383	7,435	32
TOTALS	4,740,000		\$10,665,000		\$628,020	\$556,810	\$70,907	\$303

Projection of Water to be Sold

Projected Sales Volume	4,740,000
Average Cost to Pump	\$0.13249

Cost of Water Sold

MGAL sold for last 9 months	3,427,387
Cost of Sales for last 9 months	\$454,107
Average Cost to Pump	\$0.13249

Prior 5 year history at a glance....

F.Y.E.	mgal	REVENUE	Per 1000 gal
2012 budget	4,740,000	\$10,665,000	\$2.25
Last 9 mos.	3,427,387	7,390,337	\$2.16
Last 12 mos.	4,751,412	10,004,696	\$2.11
2011	4,751,387	9,636,839	\$2.03
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
5 Year Average	4,831,535	\$8,986,511	\$1.86

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

WATER DEPARTMENT COST OF SALES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Pumping Electric	\$502,727	\$578,433	\$423,098	\$564,131	\$556,810	98.70%
Natural Gas	333	346	273	364	303	83.43%
Chemicals	97,559	8,319	6,239	8,319	70,907	852.34%
TOTAL COST OF SALES	\$600,619	\$587,098	\$429,610	\$572,814	\$628,020	109.64%

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
OPERATING EXPENSES						
<u>Salaries and Wages</u>						
Total	\$1,677,172	\$1,874,552	\$1,453,009	\$1,937,345	\$1,937,345	100.00%
<u>Other Expenses</u>						
Small Hand Tools	\$16,226	\$18,323	\$9,965	\$13,287	\$13,287	100.00%
Uniform Rental and Expense	15,568	17,072	10,742	14,323	14,323	100.00%
Street Repair - Maintenance	19,757	32,547	18,241	24,322	24,322	100.00%
Motor Vehicle Repairs	79,263	37,861	49,559	66,078	66,078	100.00%
Motor Vehicle Expenses - Fuel	85,815	99,134	94,792	126,389	126,389	100.00%
Motorized Equipment Repairs	70,618	41,148	28,989	38,652	38,652	100.00%
Motorized Equipment Expenses	14,891	23,472	17,279	23,039	23,039	100.00%
Lab Test	66,009	72,221	51,670	68,893	68,893	100.00%
Wells	72,668	19,483	39,790	53,054	53,054	100.00%
Equipment	48,209	43,206	47,650	63,534	63,534	100.00%
Mains	14,402	28,765	2,788	3,717	3,717	100.00%
Service Lines	90,417	36,449	6,888	9,183	9,183	100.00%
Employee Group Insurance	391,519	530,776	354,879	473,172	473,172	100.00%
Office Supplies and Expense	11,455	14,085	799	1,065	1,065	100.00%
Seminars and Continuing Education	313	3,976	5,260	7,014	7,014	100.00%
Professional Services Other	1,355	14,320	2,569	3,426	3,426	100.00%
US Geological Survey	141,395	128,635	105,645	62,500	62,500	100.00%
Interest Expense Bonds	1,109,913	648,044	349,793	649,546	441,224	67.93%
Water Bond Issue Expense	65,762	35,897	26,406	35,208	35,208	100.00%
Utilities	190,763	159,441	155,880	207,839	207,839	100.00%
Communications	6,766	8,185	5,499	7,332	7,332	100.00%
Building Repairs and Maintenance	10,407	70,752	421	562	562	100.00%
Miscellaneous Expense	5,536	3,886	6,208	8,277	8,277	100.00%
Other Supplies	1,958	820	8,553	11,404	11,404	100.00%
Dues and Subscriptions	1,555	3,903	1,816	2,422	2,422	100.00%
Lab Expenses	191,337	300,664	214,542	286,056	286,056	100.00%
Total Other Expenses	\$3,089,471	\$2,770,948	\$1,905,385	\$2,645,308	\$2,435,865	92.08%
Total Operating Expenses less Depreciation	4,766,643	4,645,500	3,358,393	4,582,653	4,373,210	95.43%
Depreciation Expense	2,170,855	2,190,344	1,646,199	2,194,933	2,260,780	103.00%
TOTAL OPERATING EXPENSE	\$6,937,498	\$6,835,844	\$5,004,593	\$6,777,586	\$6,633,990	97.88%

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

WATER DEPARTMENT MAINTENANCE EXPENSES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	<u>\$648,727</u>	<u>\$517,344</u>	<u>\$375,086</u>	<u>\$500,115</u>	<u>\$556,001</u>	<u>111.17%</u>
<u>Materials and other maintenance</u>						
Meters	\$25,345	\$9,866	\$9,283	\$12,378	\$12,378	100.00%
Street Repair	41,153	29,734	18,637	24,850	24,850	100.00%
Maint of Structures - Materials & Equipment	45,883	16,426	19,995	26,660	26,660	100.00%
Miscellaneous Maint - Materials	1,223	11,241	183,856	245,141	245,141	100.00%
Service Lines	46,791	67,186	36,625	48,834	48,834	100.00%
Valves	50,092	30,437	11,767	15,689	15,689	100.00%
Building Repair and Maintenance	25	17	50,352	67,136	67,136	100.00%
Miscellaneous	135,612	147,302	1,298	1,731	1,731	100.00%
Total	<u>\$346,124</u>	<u>\$312,209</u>	<u>\$331,813</u>	<u>\$442,418</u>	<u>\$442,418</u>	<u>100.00%</u>
TOTAL MAINTENANCE EXPENSE	<u>\$994,851</u>	<u>\$829,553</u>	<u>\$706,900</u>	<u>\$942,533</u>	<u>\$998,419</u>	<u>105.93%</u>
<u>Salaries and Wages - Water Department</u>						
Operating Expense Salaries & Wages	\$1,677,172	\$1,874,552	\$1,453,009	\$1,937,345	\$1,937,345	100.00%
Maintenance Expense Salaries & Wages	648,727	517,344	375,086	500,115	556,001	111.17%
Improvement Salaries & Wages	289,661	25,914	0	0	25,000	0.00%
Total Salaries and Wages	<u>\$2,615,561</u>	<u>\$2,417,811</u>	<u>\$1,828,095</u>	<u>\$2,437,460</u>	<u>\$2,518,346</u>	<u>103.32%</u>

WATER GAS & LIGHT COMMISSION
WATER DEPARTMENT
Vehicles, Equipment, Buildings & Other 2012 - 2013

Vehicles

Total Vehicle	<u>\$0</u>
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Equipment/Buildings/Other

Purchase: minimum one acre lot measuring 210 x 210 and install million gallon elevated water storage tank in North West Albany	\$2,600,000
Proceeds for purchase will come from a board approved debt financing agreement (GEFA @ 3.13%)	(2,600,000)
 Purchase 2 , 250 KW well house water distribution generators	 120,000
Project to proceed w/12inch pipe @ Gillionville/Westover extention	300,000
Purchase necessary equipment to bring deep well #48 on line at well field for blending zero nitrate at WTP	175,000

Total Buildings & Other	<u>\$595,000</u>
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Grand Total Vehicle, Equipment, Buildings & Other	<u><u>\$595,000</u></u>
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Improvements 2012 - 2013

Other Items:	<u>Labor</u>	<u>Material</u>	<u>Total</u>
Rehabilitate Wells	\$25,000	\$150,000	\$175,000
New Services	\$25,000	\$150,000	<u>\$175,000</u>
Total Other			<u><u>\$350,000</u></u>

**WATER GAS & LIGHT COMMISSION
GAS DEPARTMENT
2012 - 2013 BUDGET**

DESCRIPTION	BUDGET 2011 - 2012	BUDGET 2012 - 2013	INCREASE (DECREASE)
Estimated Revenues	\$13,337,043	\$10,400,865	-22.02%
Cost of Sales	<u>8,149,735</u>	<u>5,646,756</u>	-30.71%
Gross Profit	5,187,308	4,754,109	-8.35%
Less Estimated Expenses			
Operating & Maintenance Expenses	1,557,761	1,314,706	-15.60%
G & A Expenses (Net)	1,767,216	1,710,056	-3.23%
Depreciation Gas Department	210,775	210,036	-0.35%
Depreciation G & A	<u>286,598</u>	<u>286,598</u>	0.00%
Total Expenses	<u>3,822,350</u>	<u>3,521,397</u>	-7.87%
NET INCOME	1,364,958	1,232,712	-9.69%
Total transfers to City of Albany	810,679	726,344	-10.40%
Net income after transfer	554,279	506,368	-8.64%
Add back depreciation	<u>497,373</u>	<u>496,634</u>	-0.15%
Cash available for capital expenditures & other items	1,051,652	1,003,002	-4.63%
Subtract Vehicles & Equipment	159,700	70,530	-55.84%
Subtract Vehicles & Equipment G & A	76,710	80,065	4.37%
Subtract Improvements	105,000	105,000	0.00%
Principal Payments	<u>213,483</u>	<u>224,085</u>	4.97%
Budget Balance	<u><u>\$496,759</u></u>	<u><u>\$523,322</u></u>	5.35%

M-11

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

GAS DEPARTMENT INCOME	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Residential Sales	\$5,559,631.00	\$4,745,172.57	3,046,259	3,398,328	\$4,021,259	118.33%
Commercial Sales	2,853,115	2,598,061	1,990,057	2,811,831	3,295,517	117.20%
Large Industrial Sales	-	-	-	-	289,241	0.00%
Purchase Gas Adjustment	3,304,110	3,193,613	1,695,502	1,975,502	1,801,891	91.21%
Miscellaneous Sales	80,842	71,674	10,683	14,244	40,000	280.81%
Miscellaneous Income	25,591	44,335	313,127	417,503	40,000	9.58%
Gas transported for others (Transport Fees)	916,617	889,403	654,717	872,956	872,956	100.00%
Tapping Fees	45,814	80,947	8,385	11,181	40,000	357.76%
TOTAL INCOME	\$12,960,953	\$11,756,593	7,778,958	\$9,561,772	\$10,400,865	108.78%

M-12

WATER, GAS & LIGHT COMMISSION
GAS DEPARTMENT
Calculation of Budgeted Revenues
2012 - 2013 BUDGET

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		
23,141	\$7.471	\$172,881	3,795	\$5.719	\$21,701	33,276	\$1.122	\$37,336	33,276	\$10.014	\$333,225	\$262,825	\$70,399
23,490	7.489	175,917	3,412	5.829	19,887	33,561	1.204	40,410	33,561	10.123	339,731	266,346	73,386
24,234	7.575	183,585	3,975	5.822	23,142	34,905	1.245	43,462	34,905	10.098	352,467	271,160	81,307
27,418	7.551	207,030	3,398	6.043	20,533	44,863	1.327	59,543	44,863	10.340	463,889	370,103	93,786
40,024	7.343	293,887	3,217	6.303	20,279	83,693	1.594	133,405	83,693	9.728	814,134	494,456	319,678
56,046	7.317	410,083	3,496	6.160	21,536	143,213	1.943	278,237	143,213	9.782	1,400,959	717,627	683,331
65,593	7.269	476,792	3,698	5.962	22,050	173,053	2.107	364,619	173,053	9.843	1,703,298	843,699	859,599
61,767	7.097	438,364	4,642	5.957	27,653	152,903	2.128	325,301	152,903	9.813	1,500,457	778,150	722,307
46,764	7.007	327,681	4,869	5.694	27,721	105,853	2.107	223,031	105,853	9.804	1,037,833	614,320	423,513
32,789	7.079	232,113	4,529	5.548	25,123	60,693	2.086	126,634	60,693	10.362	628,888	388,888	240,000
26,967	7.165	193,208	4,965	5.976	29,670	41,709	2.128	88,736	41,709	10.456	436,101	326,252	109,850
25,213	7.297	183,975	5,042	5.939	29,946	37,257	2.179	81,176	37,257	10.654	396,926	312,930	83,996
453,446	\$7.27	\$3,295,517	49,037	\$5.90	\$289,241	944,980	\$1.91	\$1,801,891	944,980	\$9.96	\$9,407,908	\$5,646,756	\$3,761,152
407,750	\$6.95	\$2,832,302	44,162	\$5.69	\$251,386	770,538	\$2.95	\$2,271,131	770,538	\$10.65	\$8,208,279	\$5,669,750	\$2,538,529

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

GAS DEPARTMENT COST OF SALES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Natural Gas	\$7,444,828	\$6,911,137	\$4,319,339	\$5,347,408	\$5,310,756	99.31%
CSS Storage Charges	<u>323,516</u>	<u>329,056</u>	<u>253,136</u>	<u>337,514</u>	<u>336,000</u>	<u>99.55%</u>
TOTAL COST OF SALES	<u>\$7,768,344</u>	<u>\$7,240,193</u>	<u>\$4,572,475</u>	<u>\$5,684,923</u>	<u>\$5,646,756</u>	<u>99.33%</u>

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**WATER, GAS & LIGHT COMMISSION
GAS DEPARTMENT
Calculation of Cost of Sales
2012 - 2013 BUDGET**

	Sales Volume MCF	Purchases Gas loss 3% mmbtu	Futures Cost	Commodity Cost	Fee	Total Commodity Cost	SNG Transportation & Storage	Total Cost of Sales	
M-15	July	33,276	35,165	2.27	\$79,825	\$3,000	\$82,825	\$180,000	\$262,825
	August	33,561	35,466	2.35	83,346	3,000	86,346	180,000	266,346
	September	34,905	36,887	2.39	88,160	3,000	91,160	180,000	271,160
	October	44,863	47,410	2.47	117,103	3,000	120,103	250,000	370,103
	November	83,693	88,445	2.73	241,456	3,000	244,456	250,000	494,456
	December	143,213	151,344	3.07	464,627	3,000	467,627	250,000	717,627
	January	173,053	182,879	3.23	590,699	3,000	593,699	250,000	843,699
	February	152,903	161,585	3.25	525,150	3,000	528,150	250,000	778,150
	March	105,853	111,864	3.23	361,320	3,000	364,320	250,000	614,320
	April	60,693	64,140	3.21	205,888	3,000	208,888	180,000	388,888
	May	41,709	44,077	3.25	143,252	3,000	146,252	180,000	326,252
	June	37,257	39,373	3.30	129,930	3,000	132,930	180,000	312,930
		944,980	998,636		\$3,030,756	\$36,000	\$3,066,756	\$2,580,000	\$5,646,756
							Gas cost and transportation Storage		\$5,310,756 336,000
							Total Cost of Sales		\$5,646,756

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

		M-16				

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

GAS DEPARTMENT MAINTENANCE EXPENSES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	<u>\$543,166</u>	<u>\$483,184</u>	<u>\$58,451</u>	<u>\$77,935</u>	<u>\$62,665</u>	<u>80.41%</u>
<u>Materials and other maintenance</u>						
Meter Expenses	\$542	\$765	\$2,080	\$2,773	\$2,773	100.00%
Tools and Implements	100	129	8,241	10,988	10,988	100.00%
Valves & Regulators	1,917	7,680	10,643	14,190	14,190	100.00%
Mains	5,437	1,379	86,566	115,421	115,421	100.00%
Service Lines	34,299	233	239	318	318	100.00%
Total	<u>\$42,296</u>	<u>\$10,186</u>	<u>\$20,307</u>	<u>\$143,692</u>	<u>\$143,692</u>	<u>100.00%</u>
TOTAL MAINTENANCE EXPENSE	<u>\$585,462</u>	<u>\$493,370</u>	<u>\$78,757</u>	<u>\$78,757</u>	<u>\$206,357</u>	<u>262.02%</u>
<u>Salaries and Wages - Gas Department</u>						
Operating Expense Salaries & Wages	\$565,540	\$565,540	\$390,540	\$520,720	\$520,720	100.00%
Maintenance Expense Salaries & Wages	543,166	483,184	58,451	77,935	62,665	80.41%
Improvement Salaries & Wages	61,628	76,966	0	0	80,000	0.00%
Total Salaries and Wages	<u>\$1,170,335</u>	<u>\$1,125,690</u>	<u>\$448,991</u>	<u>\$598,655</u>	<u>\$663,386</u>	<u>110.81%</u>

**WATER GAS & LIGHT COMMISSION
GAS DEPARTMENT
Vehicles, Equipment, Buildings & Other 2012 - 2013**

Vehicles	<u>Approved</u>
No vehicles requested	\$0
Total Vehicle	
Buildings/Other	
Flame Pack 400 Leak Detector	\$4,830
3 - Gas Ranger C.G.I. Units @ \$1,075.00 each	3,225
Town Border & Regulator Stations	50,000
Cathodic Protection	10,000
5 - Mueller Plugging Units @ 495.00 each	2,475
Total Buildings & Other	<u>\$70,530</u>
Grand Total Vehicle, Equipment, Buildings & Other	<u><u>\$70,530</u></u>

Improvements 2012 - 2013

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
2012 - 2013 BUDGET**

DESCRIPTION	BUDGET 2011 - 2012	BUDGET 2012 - 2013	INCREASE (DECREASE)
Estimated Revenues	\$90,256,131	\$99,721,234	10.49%
Cost of Sales	<u>72,380,016</u>	<u>78,774,561</u>	8.83%
Gross Profit	17,876,115	20,946,673	
Less Estimated Expenses			
Operating & Maintenance Expenses	5,925,476	6,089,807	2.77%
G & A Expenses (Net)	4,859,845	4,702,655	-3.23%
Depreciation Light Department	1,615,560	1,667,905	3.24%
Depreciation G & A	<u>788,144</u>	<u>788,144</u>	0.00%
Total Expenses	<u>13,189,025</u>	<u>13,248,512</u>	0.45%
NET INCOME	4,687,090	7,698,161	64.24%
Total transfers to City of Albany	7,230,650	7,281,658	0.71%
Net income after transfer	(2,543,560)	416,503	-116.37%
Add back depreciation	<u>2,403,704</u>	<u>2,456,050</u>	2.18%
Cash available for capital expenditures & other items	(139,856)	2,872,553	-2153.94%
Subtract Vehicles & Equipment	675,000	657,250	-2.63%
Subtract Vehicles & Equipment G & A	210,953	220,180	4.37%
Subtract Improvements	1,200,000	1,200,000	0.00%
Principal Payments	<u>587,079</u>	<u>616,233</u>	4.97%
Budget Balance	<u><u>(\$2,812,887)</u></u>	<u><u>\$178,890</u></u>	-106.36%

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

LIGHT DEPARTMENT INCOME	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Sales - Light Department	\$67,121,379	\$69,038,356	\$48,775,520	\$65,034,027	\$76,784,578	118.07%
Power Purchase Adjustment	10,206,454	12,526,593	12,453,028	16,604,037	17,824,513	107.35%
Demand Component	4,275,414	4,366,782	3,215,934	4,287,912	4,969,195	115.89%
Miscellaneous Sales	833,486	1,085,292	331,790	92,387	92,387	100.00%
Temporary Service Fees	11,375	18,536	4,050	5,400	5,400	100.00%
Security Lights - Installation	9,785	31,098	36,214	48,285	45,161	93.53%
TOTAL INCOME	<u>\$82,457,894</u>	<u>\$87,066,657</u>	<u>\$64,816,535</u>	<u>\$86,072,047</u>	<u>\$99,721,234</u>	<u>115.86%</u>

Prior 5 year history at a glance....

F.Y.E.	kWh	REVENUE
2012 budget	1,035,156,839	\$99,578,286
Last 12 mos.	1,015,132,356	84,891,307
2011	1,066,661,998	84,918,070
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	<u>1,019,851,265</u>	<u>71,399,816</u>
5 Year Average	<u>1,034,346,865</u>	<u>\$77,491,215</u>

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WATER, GAS & LIGHT COMMISSION

LIGHT DEPARTMENT

Power Sales

2012 - 2013 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	45,456,630	42,073,636	15,600,151	734,056	3,583	112,400	930,000	516,000	104,000	105,530,456
August	45,552,536	41,581,319	17,112,873	658,726	3,583	112,400	930,000	516,000	104,000	106,571,436
September	38,329,403	37,222,299	13,976,139	560,962	3,583	112,400	930,000	516,000	104,000	91,754,785
October	30,134,193	32,126,278	14,426,436	554,187	3,583	112,400	930,000	516,000	104,000	78,907,076
November	25,307,103	30,780,593	15,024,853	505,121	3,583	112,400	930,000	516,000	104,000	73,283,654
December	33,869,599	32,848,712	13,628,746	534,066	3,583	112,400	930,000	516,000	104,000	82,547,106
January	39,368,619	31,688,898	13,919,842	548,743	3,583	112,400	930,000	516,000	104,000	87,192,085
February	33,664,914	27,634,800	12,021,857	419,511	3,583	112,400	930,000	516,000	104,000	75,407,065
March	31,765,948	27,149,525	12,220,070	447,698	3,583	112,400	930,000	516,000	104,000	73,249,223
April	27,140,120	29,755,501	14,315,212	581,597	3,583	112,400	930,000	516,000	104,000	73,458,413
May	30,634,244	38,586,744	15,693,070	700,590	3,583	112,400	930,000	516,000	104,000	87,280,632
June	39,524,231	41,029,208	16,949,398	806,087	3,583	112,400	930,000	516,000	104,000	99,974,907
Total kWh	420,747,539	412,477,513	174,888,646	7,051,345	42,996	1,348,800	11,160,000	6,192,000	1,248,000	1,035,156,839

	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	\$4,981,538	\$4,053,994	\$962,369	\$57,821	\$1,144	\$7,463	\$105,276	\$66,130	\$8,468	\$10,244,203
August	5,084,655	3,937,085	1,044,641	55,055	1,144	7,463	105,276	66,487	8,468	10,310,272
September	4,278,521	3,472,371	862,181	44,076	1,144	7,463	105,276	66,913	8,468	8,846,412
October	3,350,552	3,123,634	934,873	47,145	1,144	7,463	105,276	67,059	8,468	7,645,613
November	2,587,979	3,055,782	971,486	44,618	1,144	7,463	105,276	66,922	8,468	6,849,137
December	3,394,220	3,259,130	893,671	44,320	1,144	7,463	105,276	67,170	8,468	7,780,860
January	3,876,317	3,200,291	926,225	49,033	1,144	7,463	105,276	65,011	8,468	8,239,228
February	3,381,397	2,748,744	795,477	40,039	1,144	7,463	105,276	67,062	8,468	7,155,069
March	3,125,372	2,683,863	735,333	37,218	1,144	7,463	105,276	67,349	8,468	6,771,485
April	2,857,283	3,053,367	992,659	52,535	1,144	7,463	105,276	65,895	8,468	7,144,089
May	3,485,555	3,809,811	1,082,177	56,355	1,144	7,463	105,276	65,474	8,468	8,621,722
June	4,497,054	4,050,965	1,168,812	64,841	1,144	7,463	105,276	66,172	8,468	9,970,194
Total Revenue	\$44,900,444	\$40,449,037	\$11,369,903	\$593,056	\$13,722	\$89,560	\$1,263,309	\$797,644	\$101,611	\$99,578,286

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

LIGHT DEPARTMENT COST OF SALES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Cost of Sale - MEAG	57,003,930	63,036,424	49,051,581	66,836,946	71,952,693	107.65%
Cost of Sale - SEPA	5,686,147	6,354,710	4,819,895	6,646,606	6,821,868	102.64%
MEAG -Yr end stlmnt & TEA sale marg	<u>(3,557,181)</u>	<u>(2,256,475)</u>	<u>(321,136)</u>	<u>(2,100,000)</u>	<u>0</u>	<u>0.00%</u>
TOTAL COST OF SALES	<u>\$59,132,896</u>	<u>\$67,134,660</u>	<u>\$53,550,341</u>	<u>\$71,383,552</u>	<u>\$78,774,561</u>	<u>110.35%</u>

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**WATER, GAS & LIGHT COMMISSION
LIGHT DEPARTMENT
Power Cost of Sales
2012 - 2013 BUDGET**

	Total Electric Revenue	Total Power Costs	Electric Gross Profit	MEAG Budget	SEPA	Total Power Costs
July	\$10,244,203	\$7,307,652	\$2,936,551	\$6,740,191	\$567,461	\$7,307,652
August	10,310,272	7,275,820	3,034,452	6,696,204	579,616	7,275,820
September	8,846,412	6,921,023	1,925,389	6,366,621	554,402	6,921,023
October	7,645,613	6,168,922	1,476,691	5,623,054	545,868	6,168,922
November	6,849,137	6,003,265	845,872	5,443,400	559,865	6,003,265
December	7,780,860	6,018,552	1,762,308	5,417,472	601,080	6,018,552
January	8,239,228	6,356,898	1,882,330	5,778,718	578,180	6,356,898
February	7,155,069	6,051,154	1,103,915	5,478,049	573,105	6,051,154
March	6,771,485	6,319,264	452,221	5,735,071	584,193	6,319,264
April	7,144,089	6,108,922	1,035,167	5,548,910	560,012	6,108,922
May	8,621,722	6,698,993	1,922,729	6,133,937	565,056	6,698,993
June	9,970,194	7,544,096	2,426,098	6,991,066	553,030	7,544,096
	<u>\$99,578,286</u>	<u>\$78,774,561</u>	<u>\$20,803,725</u>	<u>\$71,952,693</u>	<u>\$6,821,868</u>	<u>\$78,774,561</u>

For Information Only - WGL's Risk Exposure Included in MEAG Budget		
Off-System Sales Margins	Supplemental (Sales) / Purch	Year end Settlement
(\$17,988)	\$979,785	(\$100,000)
(28,145)	685,522	(100,000)
(13,804)	387,841	(100,000)
(34)	(69,212)	(100,000)
(2,182)	(276,453)	(100,000)
(33,686)	(263,447)	(100,000)
(122,134)	(182,013)	(100,000)
(38,653)	(331,375)	(100,000)
(121,564)	176,196	(100,000)
(118,219)	154,443	(100,000)
(55,676)	202,989	(100,000)
(21,016)	581,573	(100,000)
<u>(\$573,101)</u>	<u>\$2,045,849</u>	<u>(\$1,200,000)</u>
<u>A</u>	<u>B</u>	<u>C</u>

Last Years Budget \$89,636,765 \$72,380,016 \$17,256,749

Last 12 Months Actual \$85,350,836 \$70,753,274 \$14,597,562
(without Y/E Settlement)

MEAG Cost of Sales BEFORE excess sales & YES \$71,679,945

Total REDUCTION in power costs due to
Off-system sales margins, supplemental & Y/E
Settlement from above Risk Exposure (A+B+C) \$272,748

MEAG Budget \$71,952,693

YES FY 2010 \$2,258,997

YES FY 2011 \$1,395,201

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

LIGHT DEPARTMENT OPERATING EXPENSES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	<u>\$1,018,769</u>	<u>\$1,261,559</u>	<u>\$962,675</u>	<u>\$1,283,567</u>	<u>\$1,283,567</u>	<u>100.00%</u>
<u>Other Expenses</u>						
Small Hand Tools	\$91,250	\$29,919	\$35,962	\$47,949	\$47,949	100.00%
Office Supplies and Expense	55,992	51,473	1,609	2,145	2,145	100.00%
Uniform Rental and Expense	24,580	19,498	13,344	17,792	17,792	100.00%
Computer Equipment Maintenance	5,437	731	69	92	92	100.00%
Equipment Rental	37,498	33,587	21,673	28,897	28,897	100.00%
Building Repairs and Maintenance	31,992	13,686	40,035	53,380	53,380	100.00%
Motor Vehicle Repairs	182,962	174,159	222,964	297,285	297,285	100.00%
Motor Vehicle - Fuel	178,669	189,420	173,810	231,746	231,746	100.00%
Motor Vehicle - Other	21,854	1,526	2,637	3,517	3,517	100.00%
Motorized Equipment Repairs	42,323	70,818	41,555	55,406	55,406	100.00%
Motorized Equipment Expenses	32,553	67,924	61,591	82,121	82,121	100.00%
System Control	2,350	24,622	1,248	1,663	1,663	100.00%
Employee Group Insurance	588,783	625,143	408,509	544,679	544,679	100.00%
Company Pension Plan Expense	108,816	265,623	203,018	270,690	270,690	100.00%
Payroll Tax Expense	91,096	213,103	165,960	221,280	221,280	100.00%
Seminars and Continuing Education	21,356	17,269	21,564	28,752	28,752	100.00%
Legal Fees	0	1,973	1,138	1,517	1,517	100.00%
Professional Services Other	225,613	235,473	114,613	152,817	152,817	100.00%
Utilities	24,450	27,799	21,218	28,290	28,290	100.00%
Communications	47,524	17,697	10,770	14,360	14,360	100.00%
Marketing & Distribution - MEAG	159,585	314,463	274,490	365,987	365,987	100.00%
Tools and Implements	107,497	49,080	28,324	37,765	37,765	100.00%
Total Other Expenses	<u>\$2,104,969</u>	<u>\$2,444,986</u>	<u>\$1,871,298</u>	<u>\$2,488,133</u>	<u>\$2,488,133</u>	<u>100.00%</u>
Total Operating Expenses less Depreciation	<u>3,123,738</u>	<u>3,706,545</u>	<u>2,833,973</u>	<u>3,771,700</u>	<u>3,771,700</u>	<u>100.00%</u>
Depreciation Expense	<u>1,399,719</u>	<u>1,597,399</u>	<u>1,214,494</u>	<u>1,619,326</u>	<u>1,667,905</u>	<u>103.00%</u>
TOTAL OPERATING EXPENSE	<u>\$4,523,457</u>	<u>\$5,303,944</u>	<u>\$4,048,467</u>	<u>\$5,391,025</u>	<u>\$5,439,605</u>	<u>100.90%</u>

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

LIGHT DEPARTMENT MAINTENANCE EXPENSES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	\$1,353,355	\$1,829,433	\$1,367,652	\$1,823,536	\$1,742,661	95.56%
<u>Materials and other maintenance</u>						
Street Repair - Maintenance	756	1,125	21,819	29,092	29,092	100.00%
Load Control	2,946	9,987	27,486	36,648	36,648	100.00%
Poles	46,310	24,902	30,614	40,819	40,819	100.00%
Primary Lines - Overhead	(2,020)	55,352	54,875	73,167	73,167	100.00%
Secondary Lines - Overhead	80,132	54,627	99,499	132,666	75,000	56.53%
Primary Lines - Underground	0	86,165	2,302	3,069	3,069	100.00%
Secondary Lines - Underground	0	3,313	108,345	144,460	75,000	51.92%
Transformers	141,963	147,877	128,000	170,666	170,666	100.00%
Maint of Street Lights - Materials	127,515	109,308	994	1,325	1,325	100.00%
Security Lights - Materials	41,193	25,864	2,189	2,919	2,919	100.00%
Total	\$956,211	\$567,027	\$526,930	\$702,573	\$575,447	81.91%
TOTAL MAINTENANCE EXPENSE	\$2,309,566	\$2,396,460	\$1,894,581	\$2,526,108	\$2,318,108	91.77%
<u>Salaries and Wages - Light Department</u>						
Operating Expense Salaries & Wages	\$1,018,769	\$1,261,559	\$962,675	\$1,283,567	\$1,283,567	100.00%
Maintenance Expense Salaries & Wages	1,353,355	1,829,433	1,367,652	1,823,536	1,742,661	95.56%
Improvement Salaries & Wages	1,002,279	133,816	14,344	19,125	100,000	522.88%
Total Salaries and Wages	\$3,374,403	\$3,224,807	\$2,344,671	\$3,126,227	\$3,126,227	100.00%

**WATER GAS & LIGHT COMMISSION
LIGHT DEPARTMENT
Vehicles, Equipment, Buildings & Other 2012 - 2013**

Vehicles

Replace Truck 35 1994 Chevrolet Dump	\$85,000	
Replace Van 48 1995 Ford 1/2 Ton	40,000	
Replace Truck 15 2002 Chev. 1/2 Ton 4X4	20,000	
Replace Truck 21 2002 GMC 1/2 Ton Pickup	18,000	
Replace Truck 50 2002 GMC 1/2 Ton Pickup	18,000	
Replace Truck 36 2002 GMC 1/2 Ton Pickup	18,000	
Replace Truck 42 2003 GMC 1/2 Ton Pick up	18,000	
Replace Truck 22 2004 GMC 1/2 Ton Pickup	18,000	
Replace Truck 39 2004 Ford 1/2 Ton Pickup	18,000	
Total Vehicle		<u>\$253,000</u>

Equipment/Buildings/Other

Transformer vat with covered building	\$100,000	
Additional Shelters over equipment	100,000	
Storage Facility (Building) for Christmas Decorations	50,000	
Arc Reflection Radar Unit (Thumper)	35,000	
Self Propelled 24" rolling tamp	30,000	
FR Clothing	30,000	
Air Compressor	20,000	
Fall Arrestors for each Climber (25 @ \$650 each)	16,250	
Traffic Control Trailer (with cones, signs, barricades, etc.)	10,000	
AED's for each bucket truck (10 @ \$800 each)	8,000	
Herbicide Disposal Station	5,000	
Total Equipment, Buildings & Other		<u>\$404,250</u>

Grand Total Vehicle, Equipment, Buildings & Other		<u><u>\$657,250</u></u>
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Improvements 2012 - 2013

New Services:	<u>Labor</u>	<u>Material</u>	<u>Total</u>
Total Improvements	<u>\$100,000</u>	<u>\$1,100,000</u>	<u>\$1,200,000</u>

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**WATER GAS & LIGHT COMMISSION
TELE-COMMUNICATIONS DEPARTMENT
2012 - 2013 BUDGET**

DESCRIPTION	BUDGET 2011 - 2012	BUDGET 2012 - 2013	INCREASE (DECREASE)
Estimated Revenues	\$1,858,849	\$2,007,490	8.00%
Cost of Sales	<u>362,122</u>	<u>355,562</u>	-1.81%
Gross Profit	1,496,727	1,651,928	
Less Estimated Expenses			
Operating & Maintenance Expenses	932,537	994,532	6.65%
G & A Management Fee & Interest Exp	266,319	266,319	0.00%
Depreciation Tel-Com Department	<u>491,621</u>	<u>492,065</u>	0.09%
Total Expenses	<u>1,690,477</u>	<u>1,752,916</u>	3.69%
NET INCOME	(193,750)	(100,988)	-47.88%
Add back depreciation	<u>491,621</u>	<u>492,065</u>	0.09%
Cash available for capital expenditures & other items	297,871	391,077	31.29%
Subtract Vehicles & Equipment	213,650	198,309	-7.18%
Subtract Improvements	<u>327,000</u>	<u>327,000</u>	0.00%
Budget Balance	<u><u>(\$242,779)</u></u>	<u><u>(\$134,231)</u></u>	-44.71%

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

TELE-COM DEPARTMENT INCOME	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Reoccurring	<u>1,476,168</u>	<u>1,741,791</u>	<u>1,324,835</u>	<u>1,666,446</u>	<u>2,007,490</u>	<u>120.47%</u>
TOTAL INCOME	<u>\$1,476,168</u>	<u>\$1,741,791</u>	<u>\$1,324,835</u>	<u>\$1,666,446</u>	<u>\$2,007,490</u>	<u>120.47%</u>

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

TELE-COM DEPARTMENT COST OF SALES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Cost of Sales	<u>\$332,670</u>	<u>\$280,142</u>	<u>\$266,671</u>	<u>\$355,562</u>	<u>\$355,562</u>	<u>100.00%</u>
TOTAL COST OF SALES	<u>\$332,670</u>	<u>\$280,142</u>	<u>\$266,671</u>	<u>\$355,562</u>	<u>\$355,562</u>	<u>100.00%</u>

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

TELE-COM DEPARTMENT OPERATING EXPENSES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	<u>\$513,347</u>	<u>\$527,323</u>	<u>\$458,055</u>	<u>\$610,740</u>	<u>\$610,740</u>	<u>100.00%</u>
<u>Other Expenses</u>						
Small Hand Tools	\$6,415	\$6,582	\$3,824	\$5,099	\$5,099	100.00%
Uniform Rental and Expense	2,028	2,198	2,589	3,453	3,453	100.00%
Pole Attachment Fee	4,944	4,944	4,944	4,944	4,944	100.00%
Computer Equipment Maintenance	5,058	14,130	9,552	12,736	12,736	100.00%
Motor Vehicle Repairs	8,577	34,747	8,341	11,121	11,121	100.00%
Motor Vehicle - Fuel	18,517	22,983	21,733	28,978	28,978	100.00%
Motor Vehicle - Other	357	603	227	303	303	100.00%
Motorized Equipment Expense	7,817	9,271	5,374	7,166	7,166	100.00%
Operational Supplies	5,662	989	1,627	2,169	2,169	100.00%
Buildings	3,051	1,994	642	857	857	100.00%
Equipment	6,516	6,418	2,745	3,660	3,660	100.00%
Fiber Optic	44,813	64,419	3,519	4,692	4,692	100.00%
Miscellaneous Maint - Materials	3,363	8,094	9,351	12,468	12,468	100.00%
Employee Group Insurance	88,951	99,085	82,619	110,159	110,159	100.00%
Company Pension Plan	45,591	46,576	41,096	54,795	54,795	100.00%
Payroll Taxes	36,593	37,239	32,504	43,339	43,339	100.00%
Office Supplies	6,743	7,133	6,464	8,619	8,619	100.00%
Other Professional Service	5,650	1,609	6,028	8,038	8,038	100.00%
Utilities	11,748	14,861	19,698	26,264	26,264	100.00%
Communications	26,657	35,204	25,083	33,445	33,445	100.00%
Building Repair & Maintenance	17,245	31,933	963	1,283	1,283	100.00%
Total Other Expenses	<u>\$358,085</u>	<u>\$451,010</u>	<u>\$289,081</u>	<u>\$383,792</u>	<u>\$383,792</u>	<u>100.00%</u>
G & A Management Fee & Interest Exp	<u>263,171</u>	<u>258,072</u>	<u>198,653</u>	<u>264,871</u>	<u>266,319</u>	<u>100.55%</u>
Total Operating Expenses less Depreciation	<u>1,134,604</u>	<u>1,236,405</u>	<u>945,788</u>	<u>1,259,403</u>	<u>1,260,851</u>	<u>100.12%</u>
Depreciation Expense	<u>385,538</u>	<u>491,402</u>	<u>358,300</u>	<u>477,733</u>	<u>492,065</u>	<u>103.00%</u>
TOTAL OPERATING EXPENSE	<u>\$1,520,142</u>	<u>\$1,727,807</u>	<u>\$1,304,088</u>	<u>\$1,737,135</u>	<u>\$1,752,916</u>	<u>100.91%</u>

**WATER GAS & LIGHT COMMISSION
TELE-COMMUNICATIONS DEPARTMENT
Vehicles, Equipment, Buildings & Other 2012 - 2013**

Vehicle & Equipment

Total Vehicle		<u>\$0</u>
Equipment/Buildings/Other		
5-Lucent ALU 6850-UE/SFP for new 10GibE Transport Rings	\$52,000	
3-CAT Generator Set; Cat Auto Transfer Switch 1-800amp 2-200amp	117,900	
Anderson Manufacturing Equipment Trailer w/hydraulic lift ramp	14,150	
Construction/re-model inside cost 314 Roosevelt crew quarters	14,259	
Total Vehicle & Equipment		<u>\$198,309</u>
Grand Total Vehicle, Equipment, Buildings & Other		<u><u>\$198,309</u></u>

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Improvements 2012 - 2013

	<u>Labor</u>	<u>Material</u>	<u>Total</u>
Total Improvements	<u>\$81,750</u>	<u>\$245,250</u>	<u>\$327,000</u>

**WATER GAS & LIGHT COMMISSION
GENERAL & ADMINISTRATIVE DEPARTMENT
2012 - 2013 BUDGET**

DESCRIPTION	BUDGET 2011 - 2012	BUDGET 2012 - 2013	INCREASE (DECREASE)
Estimated Revenues	<u>\$4,176,032</u>	<u>\$4,042,897</u>	-3.19%
Less Estimated Expenses			
Cost of Sales	0	0	0.00%
Operating Expenses	13,012,114	12,593,179	-3.22%
Depreciation G & A	<u>1,432,990</u>	<u>1,432,990</u>	0.00%
Total Expenses	<u>14,445,104</u>	<u>14,026,169</u>	-2.90%
NET INCOME	(10,269,072)	(9,983,272)	-2.78%
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	(10,269,072)	(9,983,272)	-2.78%
Add back depreciation	<u>1,432,990</u>	<u>1,432,990</u>	0.00%
Net G & A Expenses	<u>(8,836,082)</u>	<u>(8,550,282)</u>	-3.23%
Water Department Portion (25%)	(2,209,020)	(2,137,570)	-3.23%
Gas Department Portion (20%)	(1,767,216)	(1,710,056)	-3.23%
Light Department Portion (55%)	<u>(4,859,845)</u>	<u>(4,702,655)</u>	-3.23%
	(8,836,082)	(8,550,282)	-3.23%
Subtract Vehicles & Equipment G & A	<u>383,550</u>	<u>400,327</u>	4.37%
Subtract Cleanup for Manufactured Gas Plant	<u>250,000</u>	<u>250,000</u>	
Total G & A transferred to departments	<u>(\$9,469,632)</u>	<u>(\$9,200,609)</u>	-2.84%

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**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

G & A DEPARTMENT INCOME	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
Miscellaneous Sales	\$384	\$6,367	\$725	\$967	\$967	100.00%
Miscellaneous Income	205,735	204,190	149,593	199,458	199,458	100.00%
Tele-Com Management & Admin Inc	120,000	120,000	90,000	120,000	120,000	100.00%
Maintenance shop income	415,544	431,683	340,103	453,471	453,471	100.00%
Misc. Income - Sales Tax Vendor	25,628	28,539	21,599	28,799	28,799	100.00%
Gain (loss) Sale of Fixed Assets	10,995	3,805	7,842	10,455	10,455	100.00%
Pulled Meter Charge	7,050	6,175	7,753	10,337	10,337	100.00%
Late Fees	706,954	720,407	815,193	1,086,925	1,086,925	100.00%
Bad Check Charge	67,850	58,850	54,405	72,540	72,540	100.00%
New Customer Charge	278,643	282,911	284,367	379,156	379,156	100.00%
Cut - off Work Orders / Penalty	1,297,146	1,388,018	1,190,421	1,587,228	1,587,228	100.00%
Meter Test	280	215	240	320	320	100.00%
Relocate Meter Fee	5,586	1,785	1,400	1,867	1,867	100.00%
Upgrade Meter Fee	5,390	4,414	2,175	2,900	2,900	100.00%
Underground Service Fee	4,100	10,050	3,250	4,333	4,333	100.00%
Deposit & Small Balance Forfeitures	(744)	(348)	(403)	(538)	(538)	100.00%
Interest Income - Customer Deposits	3,533	2,524	(392)	(523)	(523)	100.00%
Interest Income - General Fund	9,039	143,259	104,597	139,463	139,463	100.00%
Cash over (short)	(1,950)	(632)	(30,186)	(40,247)	(40,247)	100.00%
Miscellaneous Income	264,319	21,148	(2,159)	(2,879)	(2,879)	100.00%
Total G & A Income	3,425,483	3,433,358	3,040,524	4,054,031	4,054,031	100.00%
Interest Income from Reserves	65,215	96,307	(8,351)	(11,134)	(11,134)	100.00%
Grand Total G & A Income	3,490,697	3,529,666	3,032,173	4,042,897	4,042,897	100.00%
Grand Total G & A Expenses	12,137,480	13,220,088	9,436,050	12,662,020	12,593,179	99.46%
Net G & A Expenses	8,646,783	9,690,422	6,403,877	8,619,123	8,550,282	99.20%
Water Department Portion (25%)	2,161,696	2,422,606	1,600,969	2,154,781	2,137,570	99.20%
Gas Department Portion (20%)	1,729,357	1,938,084	1,280,775	1,723,825	1,710,056	99.20%
Light Department Portion (55%)	4,755,731	5,329,732	3,522,132	4,740,518	4,702,655	99.20%
Net G & A Expenses	\$8,646,783	\$9,690,422	\$6,403,877	\$8,619,123	\$8,550,282	99.20%

**WATER GAS & LIGHT COMMISSION
2012 - 2013 BUDGET**

G & A DEPARTMENT OPERATING EXPENSES	F.Y.E. 06/30/2010	F.Y.E. 06/30/2011	9 Months Ending 03/31/2012	Projected F.Y.E. 06/30/2012	BUDGET 06/30/2013	% of Budget to Projected
<u>Salaries and Wages</u>						
Total	\$5,546,941	\$5,610,475	\$4,326,481	\$5,849,262	\$5,849,262	100.00%
<u>Other expenses</u>						
Small Hand Tools	\$17,251	\$20,638	\$13,410	\$17,880	\$17,880	100.00%
Uniform Rental	29,779	24,995	16,060	21,413	21,413	100.00%
Computer Equipment Maintenance	248,865	33,540	182,865	243,820	243,820	100.00%
Computer Equipment Supplies	3,106	234,550	982	1,309	1,309	100.00%
Equipment Rental	4,043	4,889	12,595	16,794	16,794	100.00%
Motor Vehicle Repairs	176,289	171,000	169,074	225,431	225,431	100.00%
Motor Vehicle - Fuel	65,225	82,292	73,634	98,178	98,178	100.00%
Motor Vehicle - Other	174,404	148,756	96,881	129,175	129,175	100.00%
Motorized Equipment Repairs	53,219	17,546	17,969	23,958	23,958	100.00%
Motorized Equipment Expense	32,361	91,627	23,775	31,700	31,700	100.00%
Contract Labor	30,886	152,421	5,718	7,623	7,623	100.00%
Meter Expense	39,500	38,625	70,332	93,776	93,776	100.00%
Misc. Maintenance - Materials	12,500	34,116	29,201	38,935	38,935	100.00%
Employee Group Insurance	842,140	1,057,601	666,586	888,781	888,781	100.00%
Property, Liability & WC Insurance	949,788	856,368	703,788	938,384	938,384	100.00%
Injuries and Damages	137,032	304	(947)	(1,262)	(1,262)	100.00%
Company Pension Plan Expense	476,449	481,674	356,139	474,851	474,851	100.00%
Payroll Tax Expense	395,604	394,941	296,486	395,315	395,315	100.00%
Office Supplies and Expense	130,177	150,240	100,240	133,654	133,654	100.00%
Data Processing Supplies	13,000	6,971	4,750	6,333	6,333	100.00%
Postage	181,666	181,444	140,455	187,274	187,274	100.00%
Custodial Supplies	23,549	11,149	6,353	8,470	8,470	100.00%
Office Machines Maintenance & Expense	26,825	51,329	11,478	15,304	15,304	100.00%
Seminars and Continuing Education	43,163	11,570	44,517	59,357	59,357	100.00%
Legal and Accounting Fees	85,356	24,279	19,991	26,655	26,655	100.00%
Other Professional Services	356,746	370,924	318,516	424,688	424,688	100.00%
Bad Debt Expense	781,479	1,166,554	450,414	600,553	600,553	100.00%
Collection Expense	133,998	153,420	110,302	147,069	147,069	100.00%
Interest Expense	280,211	228,481	135,212	180,283	111,441	61.81%
Pest Control Expense	4,309	4,325	3,280	4,373	4,373	100.00%
Utilities Expense	150,753	141,752	101,220	134,961	134,961	100.00%
Communications	231,917	314,916	229,782	306,377	306,377	100.00%
Building Repairs and Maintenance	37,205	243,966	155,540	207,386	207,386	100.00%
Miscellaneous Expense	165,827	96,558	45,399	60,531	60,531	100.00%
Accts Pay Finance Service Charge	575	3,512	9,897	13,196	13,196	100.00%
MEAG & GPW Telecom	183,969	499,557	374,172	498,896	498,896	100.00%
Dues and Subscriptions	13,636	29,912	38,914	51,886	51,886	100.00%
Equipment & Supplies - Investigations	35,003	35,117	21,912	29,216	29,216	100.00%
Total Other Expenses	6,590,540	7,609,613	5,109,569	6,812,759	6,743,917	98.99%
Total Operating Expense less Depreciation	12,137,480	13,220,088	9,436,050	12,662,020	12,593,179	99.46%
Depreciation Expense	1,369,681	1,409,282	1,043,439	1,391,252	1,432,990	103.00%
Total Operating Expense	\$13,507,162	\$14,629,370	\$10,479,489	\$14,053,273	\$14,026,169	99.81%

**WATER GAS & LIGHT COMMISSION
G & A DEPARTMENT
Vehicles, Equipment, Buildings & Other 2012 - 2013**

Administrative Services:

Vehicles

Approved

Replace 182 w/new truck to replace wrecked one	\$13,070	
Replace 183 2004 GMC 142,922	13,070	
Replace 181 2004 GMC 110,134 mileage	13,070	<u>\$39,210</u>

MIS:

Equipment/Buildings/Other

Replace 25 older Desk Top PC's @ \$1,650.00 each	\$41,250	
Palo Alto Network System for ISA replacement	18,400	
Network switches replace additional switches	20,000	
Replace pineDL and LillyDL windows servers	12,000	
Install Kronos standby software	4,000	
Upgrade Liebert UPS systems at 207 Pine Ave Computer Room	4,000	
1 Windows Server 2008 Standard R2	497	<u>\$100,147</u>

Engineering:

Vehicles

Replace truck #305 (Truck given to water department and never replaced)	\$0	
Replace car #303(Car has approx. 110,000 miles)	25,000	<u>\$25,000</u>

Equipment/Buildings/Other

Replace 36" wide format printer	\$27,000	
Replace 36" wide format plotter	9,000	
Replace legal size copy machine	6,500	<u>\$42,500</u>

General & Administrative:

ACS/SCADA System, hardware & software (have not upgraded since)	<u>\$119,970</u>	<u>\$119,970</u>
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Maintenance:

Vehicles

Replace 383 2004 GMC 142,922	\$16,000	<u>\$16,000</u>
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Shop

Four Post Lift (Four Ton And Larger Trucks)	\$5,000	
Battery Load Tester (test alternator, batt. And diagnostics)	2,500	
Waste oil containment / lube skid	9,000	<u>\$16,500</u>

Grounds

Kubota Mower (replaces 372 2005 ZD2160-P)	\$25,000	
Enclosed cab tractor (65 hp+) replaces 376 1999	16,000	<u>\$41,000</u>

Grand Total General & Administrative Asset Additions

\$400,327

Water Department Portion (25%)	100,082
Gas Department Portion (20%)	80,065
Light Department Portion (55%)	<u>220,180</u>

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City of Albany



Appendix



Budget FY 2013

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.