

# City of Albany



# Annual Budget FY 2014

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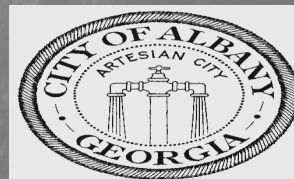
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# City of Albany



## Preface



# Annual Budget FY 2014



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Albany  
Georgia**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morrell*

President

*Jeffrey R. Emen*

Executive Director

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **The City of Albany, Georgia** for its annual budget for the fiscal year beginning **July 1, 2012**.

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

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**Mayor**  
**Dorothy B. Hubbard**



**Ward I Commissioner**  
***Jon Howard***



**Ward II Commissioner**  
***Ivey Hines***



**Ward III Commissioner**  
***Christopher G. Pike***



**Ward IV Commissioner**  
***Roger B. Marietta***



**Ward V Commissioner**  
***Bob Langstaff, Jr.***



**Ward VI Commissioner**  
***Tommie Postell***

**James L. Taylor - *City Manager***

**Wes Smith - Assistant City Manager - Customer Service and Support**

**Lonnie Ballard, Jr. - Assistant City Manager – Public Service**

## **Budget Preparation Staff**

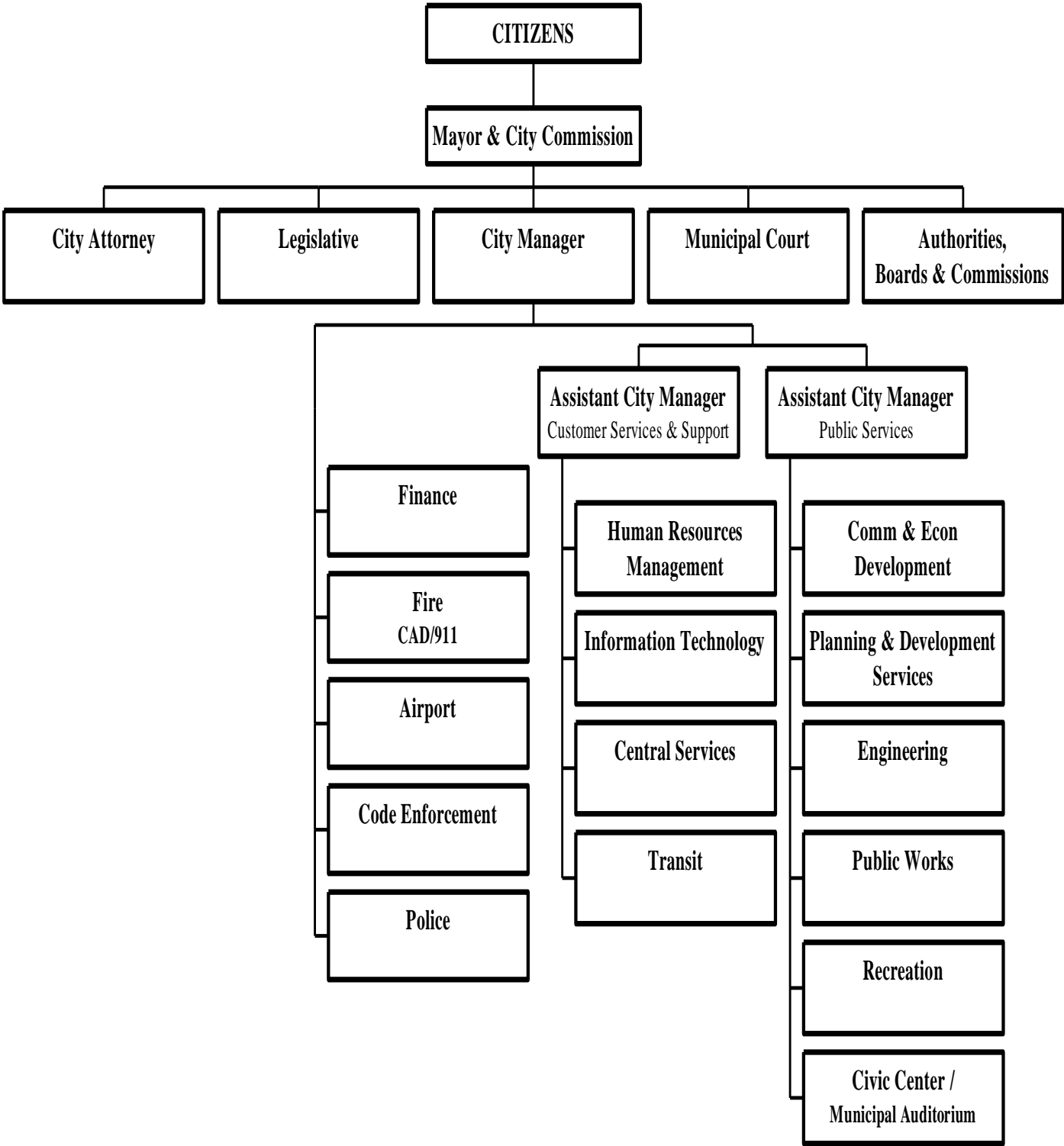
**Krista Newton - Director of Finance**

**Larry Johnson - Management/Budget Officer**

**Geneva Fields - Management/Budget Analyst**



# 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  
Paul Forgey – Director of Planning & Development  
Vacant - 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 129<sup>th</sup> 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, City Clerk, Assistant City Clerk, City Attorney, Assistant 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 .....	
Other .....	.1%

**AREA**

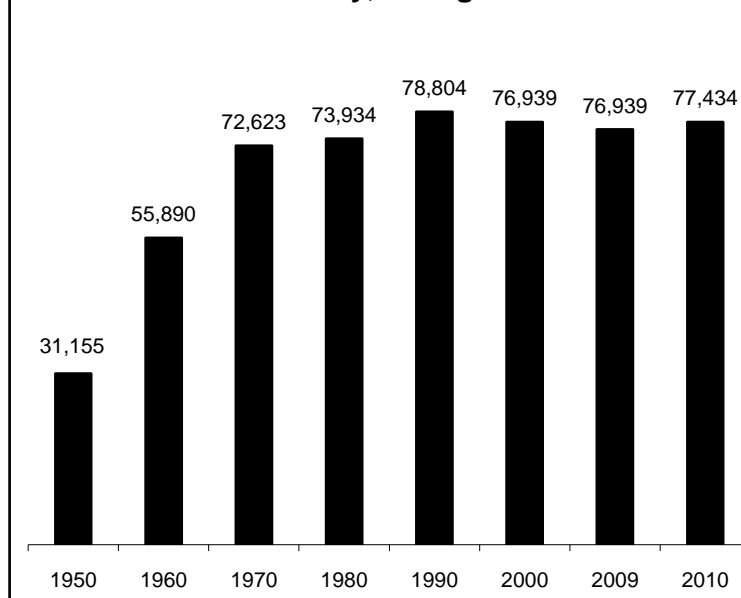
Land Area .....	57 square miles
Elevation .....	212 ft above sea level
Rainfall .....	48.5 inches
Avg. Annual Temp.....	66° F

**OCCUPATIONAL COMPOSITION**

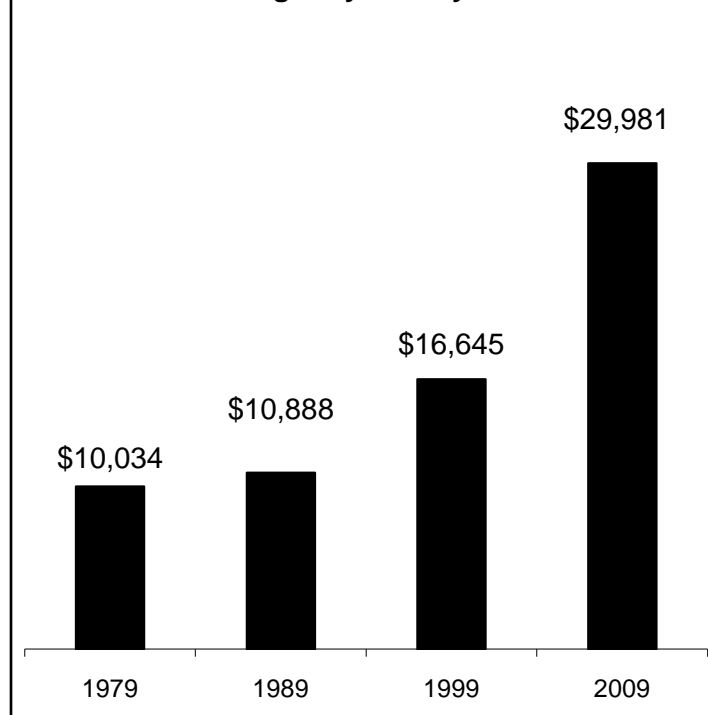
Manufacturing .....	12.2%
Transp./ Public Util. ....	5.2%
Construction .....	5.5%
Wholesale Trade .....	2.6%
Finance & Real Estate .....	4.8%
Services .....	26.2%
Agri., Forestry, etc. ....	2.0%
Retail Trade .....	10.2%

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 .....	4
(Troy University maintains a satellite campus)	

**HEALTH**

Hospital.....	1 (690 beds)
MD's .....	506
Dentists .....	49
Nursing homes .....	3 (509 beds)

**RECREATIONAL FACILITIES**

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

**SCENIC ATTRACTIONS**

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

Source: Georgia Dept. of Industry, Trade & Tourism

**LOCAL ECONOMY**

## Ten Largest Employers:

<b>Name of Business</b>	<b>Type of Business</b>	<b># of Employees</b>
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	919
Dougherty County	Municipal Government	669
MillerCoors	Beverage	650
Albany State University	Education	550
Tele performance USA	Technical Support	474
Albany Electric	Contractor	400

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 &amp; 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 2013 - 2014 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 13/14 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 2013 - 2014 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 52% or \$56,947,403 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 19% or \$20,249,502 of the FY 14 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 \$15,482,526 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 \$9,556,746 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 Special Services. 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 who serves approximately 11,708 residential customers is also used.

**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, 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 2014 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**

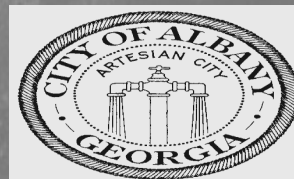
This section includes the budget for the City's utility operation - Water, Gas & Light Commission. A five-member Commission, appointed by the Board of City Commissioners, oversees its operation, ensures the effective delivery of services, and appoints a General Manager. The budget format used in this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



# **Annual Budget FY 2014**



# City of Albany

POST OFFICE BOX 447

Albany, Georgia

31702-0447

**JAMES L. TAYLOR**  
CITY MANAGER

October 17, 2013

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

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

Dear Mayor and Commissioners:

Transmitted herewith is the FY 2013/2014 Adopted Budget. The budget is balanced and totals \$109,043,000 and represents a *decrease* of -0.3% or (\$377,274) from the FY 2012/2013 Amended Budget of \$109,420,275. This budget incorporates the Board's top priorities. This adopted budget is balanced without using transfers from our Fund Balance for the first time in several years.

This budget includes:

- Funding RiverQuarium and Albany Civil Right Museum
- Funding Fireworks – July 4, ONLY
- Group Insurance matching decrease - \$190,093
- Pay & Staffing Analysis - \$50,000
- Commission Strategic Plan - \$100,000
- Reinstating Medicare Part B Reimbursement – \$400,000
- Special Revenue Fund for Job Creation Program.
  - Reduces Fund Balance in Gen Fund by approximately \$11 Million
- Elimination of the Printing Department - \$209,247
- 2.1% Scheduled CPI Rate increase for Solid Waste plus an additional 1%
- 2.1% Scheduled CPI Rate increase for Sanitary Sewer
- Airport – Increase \$500,000 (Air Traffic Controllers)
- Authorized the establishment of the City's Storm Water Utility, such that for this budget year, the Utility is expected to generate \$3,738,071 of which \$2,245,442 will be transferred to the General Fund
- CAD 911 using \$726,558 from their Fund Balance to cover authorized expenses
- Holding 51% of the currently unfilled positions in APD unfunded through FY14



This budget **does not** include:

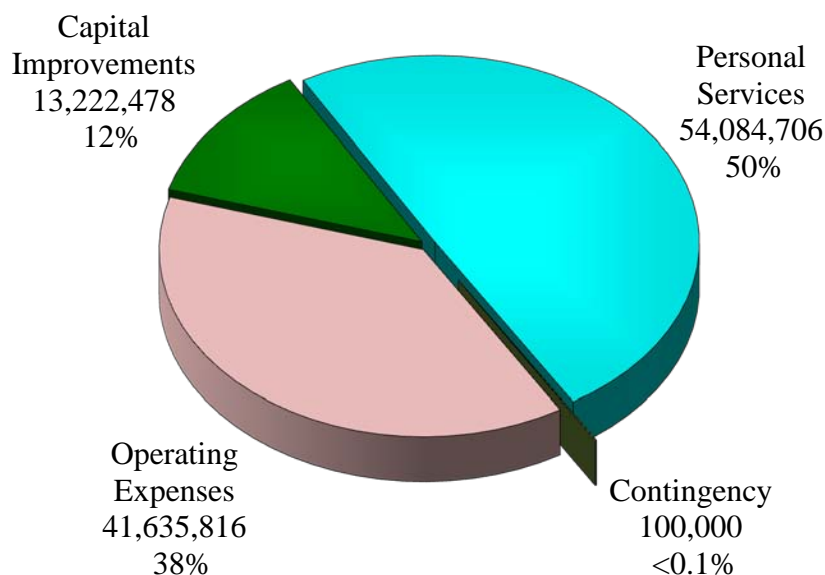
- Cost of Living Allowance
- Merit Increase

The total number of Full Time Equivalents or FTE's decreased from 930 to 919, with the elimination of 16 General Fund and eight Enterprise positions, and the addition of 12 FTE for the new Storm Water Utility.

The economy is improving nationally, but there is little visible change locally. Our best guess is that we will lag behind the National and the state recovery, unless we experience some significant unexpected economic change. Significant economic movement is not expected to occur in Albany until 2015-16. Revenue generation and prudent use of resources is critical for our day to day operations. We strive to maintain good morale and to retain mission-driven employees. Again, we have avoided furloughs, as well as reductions in staff during these critical economic times. This is one of the first steps in the 5-Year plan to prepare for the expiration of the MEAG Credits and the return to fiscal stability.

**Revenues** – In preparing revenue projections, staff analyzed five years of historical trends, the FY 2013 operating budget, the condition of state and local economies, and other factors that might affect the City's revenue sources. Projected revenues decreased by \$377,274 from FY 2013 Amended Budget revenues of \$109,420,275. However, the establishment of our Storm Water Utility will generate approximately \$3.8 million and the General Fund will benefit approximately \$2.3 million from its operations. Without the establishment of the Utility, there were actually decreases in the overall budget. The General Fund reserves were not used to balance this budget nor to maintain service levels.

**Budget Overview** - The chart below shows the total operating budget of \$109,043,000 by category:



**Personal Services** – Employee Wages and Benefits are the largest expenditures of the overall budget and represent \$54,084,706 or 50%, of the total budget. There are 919 authorized budgeted positions within the organization. In the past five years, we averaged approximately \$1 million in growth in this area. Nevertheless, by taking cost reduction measures, we are able to reduce the impact of the growth. Our goal to reduce FTE's by 60 positions over the next five years is off to a good start with the elimination of 24 positions. However, the establishment of a Storm Water Utility created 12 new FTE's thus a net reduction of 12 positions. We continue to safeguard our employees, our most valuable assets, from furloughs.

**Operating Expenditures** - This is the City's second largest expenditure and represents 38%, or \$41,635,816, of the total budget. Departments made significant reductions across the board to adhere to budget requirements. Compared to previous years, operating expenditures have decreased slightly due to the recession and belt tightening. However, in the past five years, we have averaged approximately \$1.2 million in growth in this area. We have initiated a cost reduction plan to help reduce costs, realign priorities, and move our service delivery strategies forward.

**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, \$13,222,478, 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 Special Revenue Funds' capital projects are funded from a minimum 15% of sales tax revenue and \$325,000, from Water, Gas & Light (WG&L). The minimum sales tax percentage was reduced to 10% this year in order to balance the General Fund. 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, with the adoption of FY 2014 budget the local match will be housed in each of their funds. The Airport Fund's local share matching will be funded through Passenger Facility Charge (PFC) funds. The CIP program has a direct impact on the General Fund's operating budgets. The acquisition of replacement assets initially reduces operating expenditures while deferring increases the maintenance costs. The addition of new assets, such as a building, tends 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). We do not have any general obligation debt at this time.

**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 their portion of 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 \$4,832,090, 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. The appropriation for FY 2014 is \$1,634,181 which is an increase of over \$412,000 from last fiscal year.

**Workers' Compensation Fund** – The City's Workers' Compensation fund has not had any contributions over the past several years. The reserve 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 were not charged additionally for funding in FY 2013. However, the audit for fiscal year-end 2012 shows a \$978 thousand dollar loss which left only \$105 thousand in the fund. The City started budgeting for department contributions into this fund again for FY 2014 with expected contributions of \$863 thousand. 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 52% of the City’s total budget, this is the City’s largest fund. The General Fund for FY 2014 totals \$56,947,403 an increase of .2%, or \$87,771 from FY 2013's General Fund Amended budget of \$56,859,631. While revenues are growing slowly and expenditures are decreasing, the City’s proactive approach with program realignment and cost containment is working. The implementation of the five year management action plan is having some effect. The preliminary fiscal year end result shows actual revenue growth and cost containment across the board. This favorable result is good news and a sign that economic recovery is coming slowly. We continue 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 that we provide is our top priority and to continue providing a high level of service we must fully implement the cost mitigation plan of action.

**Special Funds** – Collectively, the City’s Special Funds are the second largest group. Together, they total \$20,249,502 or 18.6% of the FY 2014 Budget. However, this amount is a decrease of \$2,652,167 from the FY 2013 Amended Special Funds total of \$22,901,669. The decrease is due to program realignment from the general fund into the Capital Improvement Funds by reducing its appropriation and a decrease in the Grant Fund projects. 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 \$2,998,999, which is an increase in appropriations from the FY 2013 amended budget of \$2,121,399. The funding has been reduced two out of the last three years. Therefore, 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 the 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 and utilized 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 thru the Chamber of Commerce to 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 \$1,636,432, which is \$1,614,276 less than the amended fund total of \$3,240,708 in fiscal year 2013. This substantial decrease is attributable to the end or non-renewal 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. Over the past three years there have been reductions totaling \$4.3 million in funding which included the President's American Recovery and Reinvestment Act (ARRA) Grants.

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

**Enterprise Funds** – Sanitary Sewer System and Solid Waste are the two major Enterprise Funds. As the third and fourth largest funds, the funds are self-supporting because they generate enough revenue through service charges to cover their costs. The City increased rates for the Sanitary Sewer System and Solid Waste Funds by 2.1% plus an additional 1% for Solid Waste effective July 1, 2013, which is based on the annual Consumer Price Index (CPI) for 2012. 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 \$15,482,526, represents an increase over the FY 2013 amended Sanitary Sewer System revenue of \$14,692,245. The increase includes the establishment of the Storm Water Utility that will be paid for with reserves, for the first half of the fiscal year. However, the utility is expected to generate \$3,738,071 in revenues of which \$2,245,442 will be transferred to the General Fund to cover operations. The Solid Waste Fund totals \$9,556,746, an increase from the FY 2012 Amended Budget of \$9,400,150.

**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 \$2,963,420 in assistance from the total General Fund revenues. This is an increase of \$810,551, over the FY 2013 allocation. The majority of the increase, \$500 thousand is for the Airport's FAA Tower. These funds revenues only support 56% of their cost of operation.

The Adopted FY 2014 budget communicates the leadership and vision of our Mayor and Board of Commissioners. I submit this balanced budget with great pride and with immense

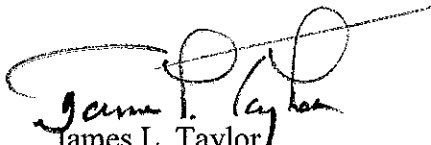
Mayor and Board of City Commissioners  
October 17, 2013

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.

Our responsibility to the taxpayers of the City of Albany is to be fiscally sound and responsible with their tax dollars. We will continue to provide City services with greater efficiency, by identifying those organizations that could best assist us in an efficiency analysis and development. Additionally, as we embrace the WG&L Utility more fully we will seek to identify and eliminate duplications of services and to become more efficient in our operations. It is expected that the lines that separate our utility will all but vanish over the coming years.

I want to thank the staff for their excellent stewardship in tightening their belts during this budget process.

Sincerely,



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 began 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.

The update of the Strategic Plan in 2011 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.

Fully incorporating the next phase, Budgeting, into our existing process will likely take at least another year. The City's Budget document includes the listing of performance measures that were developed for each program during the strategic planning process. In the near future, the City's Budget will transition 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 or continue line item allocations by departments. The commitment from management is key.

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.

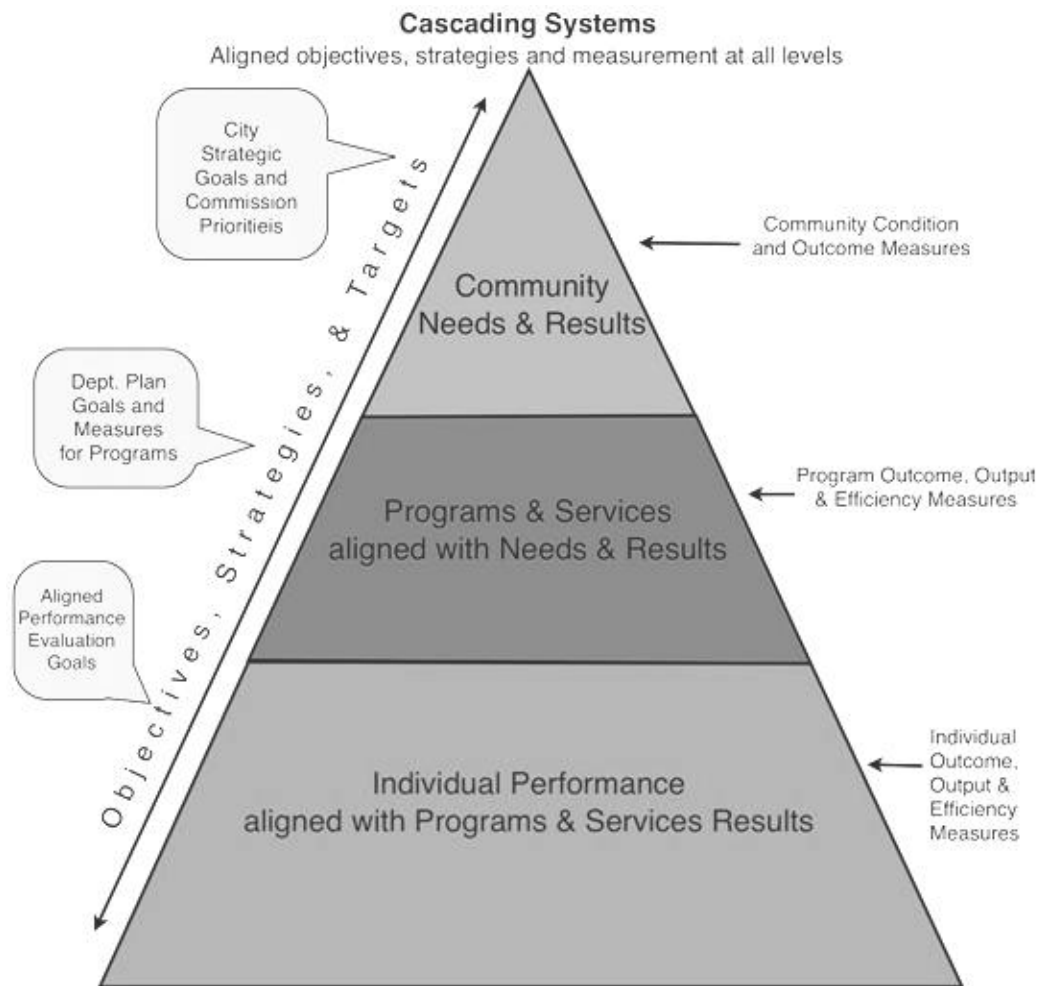
Mission statements are not designed to express concrete ends, but rather to provide motivation, general direction, an image, a tone, and a philosophy to guide the City. The leadership team created this mission statement:

*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



### City Strategic Goals / Objectives

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. The Board will revisit in fiscal year 2015.

AN ORDINANCE  
ENTITLED *13-122*  
AN ORDINANCE ADOPTING BUDGET AND  
APPROPRIATIONS FOR THE PERIOD JULY 1,  
2013, THROUGH JUNE 30, 2014; REPEALING  
PRIOR ORDINANCES IN CONFLICT AND FOR  
OTHER PURPOSES.

WHEREAS, a proposed FY 2014 budget has heretofore been submitted to the Mayor and Board of Commissioners of the City of Albany, Georgia for their study and review; and

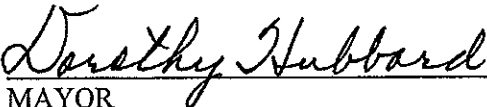
WHEREAS, the proposed budget has been carefully considered by the Mayor and Board of Commissioners; and

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

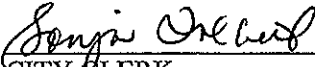
NOW, THEREFORE, BE IT ORDAINED by the Board of Commissioners of the City of Albany, Georgia, and it is hereby ordained by authority of same:

SECTION 1. The proposed budget and appropriations for the period July 1, 2013, through June 30, 2014, are hereby adopted, and the estimated receipts and expenditures therein contained are approved. A copy of the proposed budget for FY 2014 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 2014 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, 2013, through June 30, 2014. 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 25, 2013*

Introduced By Commissioner: *Christopher Pike*  
Date(s) read: *june 25, 2013*



**REVENUE & EXPENDITURE RECAP  
FISCAL YEAR 2013/2014**

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
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**REVENUE**

**GENERAL & SPECIAL FUNDS:**

General Fund	53,946,664	57,109,629	56,947,403
Public Improvement	2,496,378	2,514,157	1,727,000
Debt/Sinking Fund	0	344,195	0
CAD 911	1,552,966	2,407,210	2,372,071
Hotel/Motel Fund	426,348	800,000	800,000
Community & Economic Development	6,152,333	2,121,399	2,998,999
ARRA- American Recov Reinv Act	2,777,858	2,191,676	834,430
Grant Fund	1,048,849	1,059,032	802,002
SPLOST	26,143,231	10,453,000	10,503,000
TAD Fund	<u>101,133</u>	<u>211,000</u>	<u>212,000</u>
<b>General &amp; Special Funds Subtotal:</b>	<b>94,645,760</b>	<b>79,211,298</b>	<b>77,196,905</b>

**ENTERPRISE FUNDS:**

Sanitary Sewer Enterprise	15,405,948	14,692,245	15,482,526
Solid Waste Enterprise	9,276,713	9,400,148	9,556,746
Airport	4,155,783	1,400,129	1,826,111
Albany Civic Center/Auditorium	1,929,302	1,636,441	1,713,207
Transit System	<u>6,395,425</u>	<u>2,380,014</u>	<u>3,267,505</u>
<b>Enterprise Funds Subtotal:</b>	<b>37,163,171</b>	<b>29,508,977</b>	<b>31,846,095</b>

**TOTAL GENERAL/SPECIAL &  
ENTERPRISE FUNDS:**

<b><u>131,808,931</u></b>	<b><u>108,720,275</u></b>	<b><u>109,043,000</u></b>
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**EXPENDITURE**

**GENERAL & SPECIAL FUNDS:**

General Fund	53,946,664	57,159,629	56,947,403
Public Improvement	2,204,977	2,514,157	1,727,000
Debt/Sinking Fund	0	344,195	0
CAD 911	2,119,422	2,407,210	2,372,071
Hotel/Motel Fund	725,183	800,000	800,000
Community & Economic Development	5,657,891	2,121,399	2,998,999
ARRA-American Recovery Reinv Act	2,777,858	2,191,676	834,430
Grant Fund	1,047,879	1,059,032	802,002
SPLOST	6,252,696	10,453,000	10,503,000
TAD Fund	<u>26,706</u>	<u>211,000</u>	<u>212,000</u>
<b>General &amp; Special Funds Subtotal:</b>	<b>74,759,276</b>	<b>79,261,298</b>	<b>77,196,905</b>

**ENTERPRISE FUNDS:**

Sanitary Sewer Enterprise	13,485,813	14,692,245	15,482,526
Solid Waste Enterprise	8,251,075	9,400,148	9,556,746
Airport	2,454,782	1,400,129	1,826,111
Albany Civic Center/Auditorium	2,185,431	1,636,441	1,713,207
Transit System	<u>2,848,178</u>	<u>2,380,014</u>	<u>3,267,505</u>

<b>Enterprise Funds Subtotal:</b>	<b>29,225,279</b>	<b>29,508,977</b>	<b>31,846,095</b>
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**TOTAL GENERAL/SPECIAL &  
ENTERPRISE FUNDS:**

<b><u>103,984,555</u></b>	<b><u>108,770,275</u></b>	<b><u>109,043,000</u></b>
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## MAJOR REVENUE SOURCE SUMMARY

**The General Fund** estimated \$56,947,403 revenue accounts for 52% of the total FY 2014 estimated revenue of \$109,043,000. It represents a decrease of approximately \$377,275 from 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.

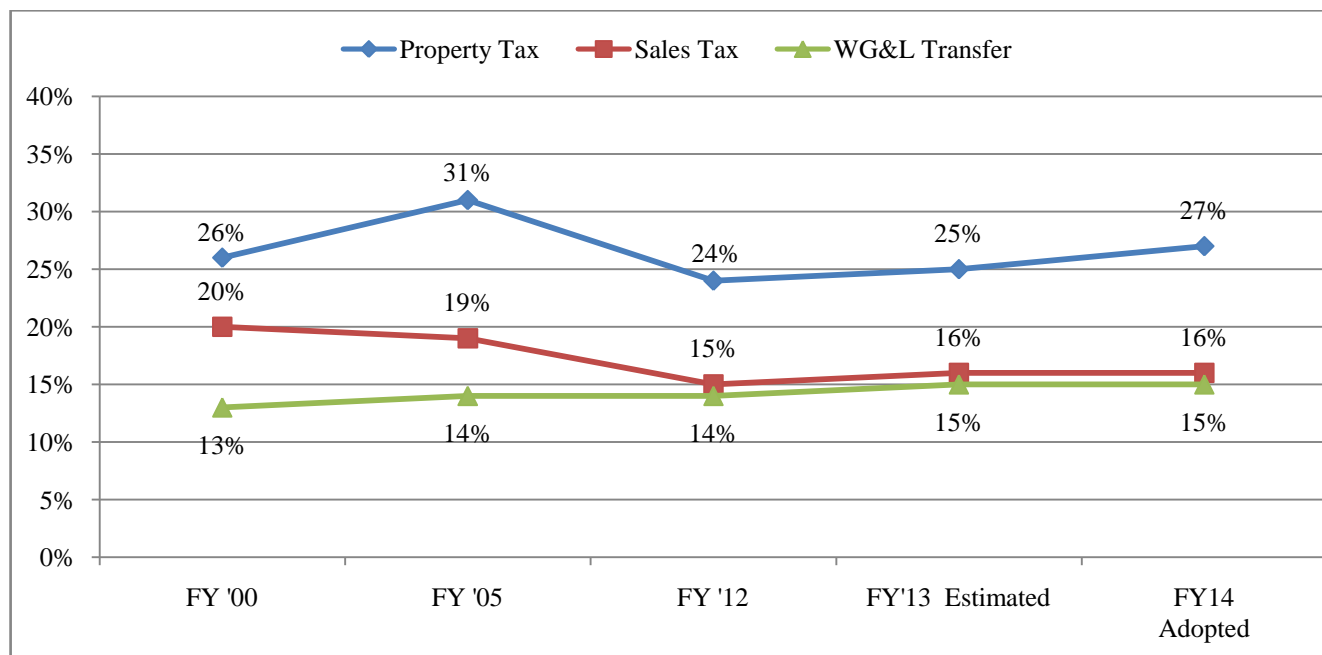
This general operating fund for the City is used to account for all financial resources traditionally associated with governmental functions that are not legally or otherwise accounted for in another fund. The most significant General Fund revenue components are property taxes, sales taxes, and the Water, 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 \$15,134,375 approximately 27% of the General Fund Revenue. The FY14 projected revenue is a slight increase from the FY13 projected revenue of \$15,101,463. 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 revenues of \$8,993,426 or 16% of the General Fund Revenue. Sales Taxes are projected based on economic indicators and are collected at 1% of the State sales taxes. The Sales and Use Tax Rate in Dougherty County is presently 7%, and is distributed as follows: 4% State, 1% Local Option Sales Tax, 1% Special Purpose Local Option Sales Tax, and 1% Education Local Option Sales Tax. The City shares sales tax revenue with the County on a 60:40 basis of countywide collections. The State of Georgia limits a jurisdiction to one cent for general purpose.

**Water, Gas & Light Transfer (WG&L)** - This is the third largest revenue source for the City of Albany and is estimated at \$8,738,573 or 15% of General Fund Revenue. In 2005, 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 as a percentage of the total revenues. 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 2014 Adopted Budget. This fund is projected to generate \$15,482,527 in FY 2014, which is an increase of \$790,282 from FY13's adopted budget. The increase in revenue is largely due to the increase in flow from a major manufacturer in Albany. The sewer rates have increased by 2.1% to account for the growth in the Consumer Price Index.

**The Solid Waste Enterprise Fund** is a division of the Public Works Department. This division is responsible for generating approximately 8.8% or \$9,556,746 of the City's FY 2014 revenue. User fees comprising of residential garbage collection represent about 97% of this fund's projected revenue. Residential customer's rates have increased by 2.1% plus an additional 1% per household to cover the cost of operations.

**FY 2014  
GENERAL FUND REVENUE**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
<b>Revenues</b>			
<b>General Fund</b>			
<b>Sales Tax</b>			
5100 - Sales Tax	8,874,041	8,600,000	8,993,426
<b>Property Tax</b>			
5211 - Current Year Ad Valorem Tax	12,228,106	14,825,463	13,736,753
5212 - Prior Year Ad Valorem Tax	179,961	100,000	100,000
5214 - State of Ga-Railroad Eq	0	10,000	9,189
5221 - Automobile	1,150,956	0	1,102,464
5222 - Mobile Homes	37,056	0	11,362
5230 - Intangible Tax	131,913	120,000	119,292
5240 - Penalties and Interest	52,409	46,000	55,315
<b>Other Taxes</b>			
5251 - Real Estate Transfer Tax	30,297	30,000	28,879
5252 - Payment In Lieu of Taxes	204,629	100,000	106,518
<b>Licenses and Taxes</b>			
5310 - Occupational Tax	1,398,153	1,450,000	1,842,804
5310 - Admin-Do Co HB489	2,550	15,000	8,122
5310 - Penalty & Interest-Occupational Tax	1,342	5,300	3,866
5311 - AT&T (1992 Agreement)	18,344	18,344	18,344
5312 - Motor Vehicle Lic. and Permits	95	250	163
5313 - Penalties on Licenses	70	0	0
5314 - AT&T (BellSouth Telecomm)	417,779	450,000	422,522
5315 - Georgia Power	629,989	576,485	626,148
5335 - Passenger Car Rental Excise Tax	0	0	180,000
5318 - Tower Cloud R.O.W.	20,104	0	14,710
5321 - Alcohol Beverage Licenses	323,455	320,000	398,881
5321 - Training-Alcohol to Minors	750	500	500
5322 - Liquor and Wine Tax	273,802	265,000	279,841
5323 - Beer Tax	1,005,730	1,060,000	1,037,460
5324 - Mixed Drink Tax	141,505	117,000	135,798
5325 - Alcohol Servers I/D Cards	14,875	12,000	12,194
5340 - Insurance Taxes	3,645,630	3,800,000	3,970,670
5341 - Casualty Insurance	60,450	70,000	64,848
<b>Franchise Fees</b>			
5410 - Cable Television	819,728	830,000	827,399
5411 - Solid Waste Haulers Fees	274,354	243,000	243,000
5415 - Alltel Corporation	155,290	20,000	18,825
5440 - Radio Tower Rental	1,000	0	1,500
<b>Fines &amp; Forfeitures</b>			
5510 - Fines & Forf-Fees	(307,525)	0	(378,338)
5510 - Fines and Forfeitures	1,511,356	1,295,208	1,657,093
5513 - Domestic Violence Response	0	20,000	0
5540 - Mun Court Proc Fees	0	75,000	75,000
5550 - Unrealized Gains Losses	508,770	0	0
<b>Permits and Fees</b>			
5611 - Building Permits	260,582	207,000	247,904

**FY 2014**  
**GENERAL FUND REVENUE**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
5612 - Electrical Permits	42,074	36,000	46,070
5613 - Plumbing Permits	16,324	18,000	18,538
5614 - Gas Permits	4,702	4,600	4,600
5615 - HVAC Permits	36,547	25,000	31,874
5616 - Gas Certificates	651	172	200
5643 - Zoning Fee	22,428	22,100	22,000
5644 - Planning Misc Fees	3,756	1,200	1,200
5645 - Vacant Bldg Regist. Fee	2,100	2,100	0
5646 - Boarding Permit Fee	100	50	50
5650 - Examination Fees	500	600	600
<b>Charges for Services</b>			
<b>Recreation</b>			
5731 - Green Fees	47,238	63,558	53,100
5731 - Annual Memberships	51,778	71,820	58,170
5731 - Golf Merchandise	5,408	8,000	4,980
5731 - Golf Concessions	13,098	15,000	13,950
5731 - Hand Carts	537	50	30
5731 - Golf Power Rentals	43,201	56,710	48,895
5731 - Golf Miscellaneous	20	0	0
5731 - Range Ball	1,306	1,200	1,200
5731 - Rental Club	186	120	100
5731 - Beer Sales	5,556	8,016	7,008
5731 - Beer Purchases	(3,749)	0	0
5732 - Turner Gym Concessions	87	0	0
5733 - Carver Pool Concessions	(25)	0	0
5733 - Carver Pool Admission	929	600	600
5735 - Basketball, Adult	2,975	4,200	3,000
5735 - Football	8,130	14,000	10,500
5735 - Softball, Adult	6,780	10,000	5,000
5735 - Tennis/Misc. Revenue	465	0	0
5735 - Ceramic Supplies	2,379	0	0
5735 - Softball, Youth	5	0	0
5735 - Basketball, Youth	225	0	0
5735 - Cheerleading	1,650	2,500	500
5735 - Flag Football, Adult	0	2,700	0
5736 - Recreation Rental	5,506	2,500	4,000
5736 - George Ort Banquet Hall	9,200	8,250	6,875
5736 - South Coast League	46	0	0
5737 - Special Events	0	750	0
5738 - Ceramic	402	0	0
<b>Other Charges</b>			
5744 - Garnishment Fees	7,631	7,000	7,217
5746 - Attorney Fees	11,800	10,000	10,205
<b>Cemetery</b>			
5751 - Graves	82,935	60,000	68,750
5752 - Perpetual Care	280	0	0
5753 - Lots	22,505	20,000	27,500

FY 2014

GENERAL FUND REVENUE

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
<b>INTER-GOVERMENTAL REVENUE</b>			
5813 - AFD Sprinkler Permit	4,883	3,600	4,100
5813 - AFD Reinspection Fee	2,150	1,000	1,200
5813 - AFD Tank Removal/Install Fee	620	200	600
5813 - AFD Commercial Burn Permit	250	400	400
<b>Dougherty County</b>			
5815 - SWAT Do Co Bd OF Comm	24,818	26,495	20,653
5815 - SWAT Do Co School Bd	1,307	0	2,582
5815 - SWAT ASU	0	0	2,582
5815 - 800 MHz - Thomasville	14,454	0	14,454
5815 - 800 MHz - ASU	0	0	5,000
5815 - 800 MHz - Lee County	0	0	4,670
5815 - 800 MHz - Crisp County	6,264	0	6,264
5815 - 800 MHz - DCSS	0	0	4,350
5816 - Do Co Code Enforcement	46,806	45,111	54,424
5821 - Fire Protection	3,009,395	3,120,920	3,186,459
5822 - Information Technology	770,398	842,956	768,655
5823 - Planning/Enforcement	320,500	410,114	469,473
5824 - Traffic Engineering	(2,746)	5,000	5,000
5825 - Central Services	(45,700)	0	0
5826 - Emergency Management	4,971	33,025	36,957
5829 - Recreation	154,123	154,123	154,123
5832 - Highway Maintenance Contracts	161,885	149,433	156,999
<b>Other Governments</b>			
5845 - Indirect Allocation	1,147,044	1,300,084	1,491,773
5849 - False Alarms	32,864	25,000	33,460
<b>TRANSFERS FROM WG&amp;L</b>			
5850 - Transfers From WGL	8,259,046	9,084,950	8,738,573
5851 - Transfers From WGL-MEAG	2,567,690	2,250,000	3,450,064
5852 - MEAG Long Term Financial Plan	2,567,690	0	0
<b>Other Revenues</b>			
5861 - Div Reinvest - Merrill Lynch	404,326	200,000	276,000
5861 - Int Inc - LTFP Funds	115,743	0	0
5861 - Interest Income	7,541	0	0
5863 - Gasoline Sales	85,942	12,500	50,814
5864 - Shop-Labor	632,954	812,000	735,817
5866 - Internal Services-Printing	152,398	160,611	0
5868 - Gain/Loss on Sales	4,669	200,000	50,000
5868 - Cash Clearing Account	(15,502)	0	0
5868 - Proceeds/ Sale of Asset	160,917	0	0
5870 - Discounts Earned	(686)	0	0
5872 - Election Qualifying Fees	7,050	0	0
5873 - Risk Management-Admin	328,535	421,567	378,475
5875 - Equip. Rental-Parks	9	0	0
5877 - Sediment/Erosion Control	3,106	0	1,500
5880 - Bid Bonds	1,268	0	0
5880 - Miscellaneous Revenue	55,977	0	10,000

**FY 2014**  
**GENERAL FUND REVENUE**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
5880 - P Card Rebates	0	0	13,500
5880 - Small Business Proc Fees	600	0	0
5889 - Handling Fee (Rtnd Ck Chrgd)	600	0	500
5891 - Penalty Lots/Demolitions	593	0	0
5891 - City Employees ID	1,010	0	1,000
5892 - Timber Sales	492	0	0
5895 - Miscellaneous Police Receipts	20,405	0	17,158
5991 - Operating Transfers In	1,683,173	0	0
5992 - Operating Transfers Out	(3,278,380)	0	0
5998 - Transfer from Fund Balance	0	2,391,975	0
<b>General Fund Revenue Subtotal</b>	<b>53,946,665</b>	<b>56,809,409</b>	<b>56,576,743</b>
<b>Transfers to General Fund</b>			
Hotel Motel Fund	1,019,174	800,000	1,000,000
CAD 911	20,661	0	0
Sanitary Sewer Fund	124,110	2,757,365	2,446,080
<b>Transfer to General Fund Subtotal:</b>	<b>1,163,946</b>	<b>3,557,365</b>	<b>3,446,080</b>
<b>Subtotal</b>	<b>55,110,610</b>	<b>60,366,774</b>	<b>60,022,823</b>
<b>Transfers From General Fund</b>			
Civic Center	(1,996,741)	(1,246,427)	(1,213,999)
Transit	(1,161,358)	(287,775)	(708,185)
Public Improvement Fund	0	(1,010,081)	(112,000)
Airport Fund	(293,135)	(618,667)	(1,041,236)
Debt Service Fund	0	(344,195)	0
<b>Transfers from General Fund Subtotal</b>	<b>(3,451,234)</b>	<b>(3,507,145)</b>	<b>(3,075,420)</b>
<b>GENERAL FUND REVENUE</b>	<b>51,659,376</b>	<b>56,859,629</b>	<b>56,947,403</b>

FY 2014

GENERAL FUND EXPENDITURES

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
Legislative	412,763	374,497	439,220
City Commission	194,734	209,239	212,665
City Manager	1,290,476	1,510,539	1,521,125
City Attorney	476,454	561,857	553,689
Municipal Court	623,683	590,590	662,310
Human Resources	2,159,078	1,394,283	1,407,002
Risk Management	328,910	418,922	378,475
Central Services-Procurement	556,252	606,977	489,058
Central Services-Printing	246,498	210,074	0
Central Services-Material Mgmt.	281,969	294,234	277,700
Central Services-Fleet Maint.	865,609	981,158	998,462
Central Services-Fleet Pool Maint.	7,162	8,200	8,200
Finance-Administration & Acctg.	1,403,465	959,893	1,020,452
Finance-Office of Mgmt./Budget	199,886	213,881	212,700
Finance-Treasurer	676,743	689,258	656,169
Enforcement-Administration	1,081,937	1,813,856	879,764
Enforcement-Services	380,173	388,945	394,215
Information Technology (IT)	1,696,168	1,669,850	1,782,987
Information Technology - 311	165,422	213,192	203,232
Planning & Development Services	1,203,875	1,367,167	1,277,105
Police-Administration	2,691,015	2,872,372	2,839,307
Police-Uniform	7,952,274	7,722,501	8,299,158
Police-Support Services	1,701,111	1,849,398	1,678,004
Police-Investigative	2,114,361	2,871,357	2,596,152
Police-Gang Unit	805,640	1,092,390	1,011,570
Police-COP	280,237	302,933	298,292
Police-SWAT	65,006	60,850	57,370
Fire-Administration	542,158	568,063	703,322
Fire-Suppression	10,713,186	10,822,149	11,065,718
Fire-Prevention	378,901	418,962	392,129
Fire-Training	349,767	380,629	391,694
Fire-Emergency Management	73,745	121,338	106,555
Fire-Communications	164,517	189,700	189,700
Engineering	3,975,843	4,052,030	3,945,465
Engineering Stormwater	0	0	440,041
Public Works-Administration	392,988	430,817	410,611
Public Works-Street Maintenance - Administration	181,906	203,617	208,886
Public Works-Right of Way	763,841	838,136	879,456
Public Works-Sweeping	620,469	757,365	768,293
Public Works-Asphalt/Concrete	360,590	358,379	389,319
Public Works-Grading/Construction	798,911	828,995	827,790
Public Works-Street Maintenance - Tree Maintenance	3,156	226,345	246,418
Recreation-Administration	562,566	568,543	575,740
Recreation-Centers & Gyms	806,203	787,357	736,366
Recreation-Athletics	413,566	435,802	429,022
Recreation-Flint River Golf	466,406	485,665	494,414
Recreation-Parks Maintenance	715,212	734,490	744,627
Recreation-Cemeteries	296,319	296,080	293,122
Recreation-Planning & Natural Resource	612,840	388,776	347,378
Recreation-Health & Wellness	522,544	512,516	511,493
Independent Agencies	1,790,150	1,505,462	1,695,461
<b>Total General Fund Expenditure:</b>	<b>55,366,685</b>	<b>57,159,629</b>	<b>56,947,403</b>



FY 2014

**CAPITAL IMPROVEMENT FUND**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
5100 - Sales Tax	1,573,922	1,379,076	1,000,000
5220 - Transfer from W,G,&L	313,933	325,000	315,000
5500 - GMA Lease Pool	572,967	600,000	300,000
5820 - Do Co Computer Equip	35,555	0	0
5991 - Operating Transfers In	0	1,010,081	112,000
<b>Capital Improvement Revenue</b>	<b>2,496,378</b>	<b>3,314,157</b>	<b>1,727,000</b>

FY 2014

**SPLOST REVENUE FUND**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
555.5500 - Interest - Merrill Lynch	210,673	154,478	204,478
555.5500 - Interest - SunTrust	684	0	0
566.5100 - SPLOST Revenues	11,173,454	10,298,522	10,298,522
566.5455 - Issuance of 2012 Bond	13,145,000	0	0
566.5100 - Premium on Bond Issuance	1,011,950	0	0
566.5500 - Interest Income	113,140	0	0
<b>SPLOST REVENUE FUND</b>	<b>25,654,901</b>	<b>10,453,000</b>	<b>10,503,000</b>

**FY 2014**

**DEBT SERVICE FUND**

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
5991 - Operating Transfers In	0	344,195	0
5992 - Operating Transfers (Out)	(6,814)	0	0
<b>DEBT SERVICE FUND</b>	<u><u>(6,814)</u></u>	<u><u>344,195</u></u>	<u><u>0</u></u>

**FY 2014**

**CAD-911 REVENUE FUND**

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
5500 - Int Income	36,203	25,000	25,000
5820 - Telecommunication	168,130	84,065	84,065
5885 - 911 Fees	1,369,294	1,534,329	1,427,383
5992 - Operating Transfers Out	(20,661)	0	0
5998 - Transfer from Fund Balance	0	763,816	835,623
<b>CAD-911 REVENUE FUND</b>	<u><u>1,552,966</u></u>	<u><u>2,407,210</u></u>	<u><u>2,372,071</u></u>

**FY 2014**

**HOTEL/MOTEL FUND**

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
5330 - Hilton Garden	198,147	0	0
5330 - Hotel/Motel Tax	1,247,375	1,600,000	1,800,000
5992 - Operating Transfers Out	(1,019,174)	(800,000)	(1,000,000)
<b>HOTEL/MOTEL FUND</b>	<u><u>426,348</u></u>	<u><u>800,000</u></u>	<u><u>800,000</u></u>

FY 2014

GENERAL FUND REVENUE

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
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Community Development Fund

5010 - *Grant Rev-Continuum of Care	105,291	0	0
5010 - *Grant Revenue-CDBG	2,184,196	951,527	1,770,186
5010 - *Grant Rev-Home	1,315,743	577,990	455,989
5010 - *Grant Rev-House Counsel	21,612	0	51,260
5010 - *Grant Rev-Weather/Energy	21,143	0	0
5010 - *Grant Rev-Weather/Health	56,186	0	0
5010 - Grant Revenue ESGP	20,376	0	0
5010 - Neighborhood Stabilization Pr	36,324	0	0
5018 - *Rental Rev-Bus/Tech Ctr	42,436	0	0
5018 - *Rental Rev-CDBG	348,419	591,882	721,565
5018 - *Rental Revenue-Broadway Ct	77,004	0	0
5018 - *Rental Rev-Hampton East	230,796	0	0
5018 - *Rental Rev-Highland/Madison	4,956	0	0
5018 - *Rental Rev-Ind.Incubator	26,583	0	0
5018 - *Program Income-Misc Rev NSP	5,044	0	0
5018 - *Rental Rev-N.Davis	5,172	0	0
5018 - *Rental Rev-New Jerusalem	3,813	0	0
5018 - *Rental Rev-Windsor	135,185	0	0
5020 - *Misc Revenue TBRA	10,969	0	0
5020 - *Misc Rev-Bus/Tech Ctr	2,405	0	0
5020 - *Misc Rev-CDBG	4,143	0	0
5020 - *Misc Rev-General Management	1,525	0	0
5020 - *Misc-CDBG RLF	150	0	0
5020 - SHP-Occupancy Fees	2,030	0	0
5020 - SHP-Readiness Account	197	0	0
5021 - *Sale Of Prop-CDBG	193,516	0	0
5021 - *Sale Of Prop-Home	188,020	0	0
5021 - Sales of Property-NSP	116,468	0	0
5024 - *Note Rev-CDBG AHOP	12,019	0	0
5024 - *Note Rev-FDBLR (DCA)	13,616	0	0
5024 - *Note Rev-Flood	240,798	0	0
5024 - *Note Rev-Heat Assistance	170	0	0
5024 - *Note Rev-Home	106,200	0	0
5024 - *Note Rev-HS	14,044	0	0
5024 - *Note Rev-Redevelopment	467,022	0	0
5024 - *Note Rev-Rental Rehab	5,415	0	0
5024 - *Note Rev-Revolving	87,745	0	0
5024 - Note Rev-CDBG RLF	11,102	0	0
5868 - Proceeds/ Sale of Asset	5,600	0	0
5880 - Miscellaneous Revenue	29,196	0	0
5920 - *Interest Inc-Revolving	1,921	0	0

Community Development Revenue

<u>6,154,550</u>	<u>2,121,399</u>	<u>2,998,999</u>
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**FY 2014****Grant Fund**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
5806 - PL Grant	128,835	130,216	140,000
5807 - Sect #8 FTA Grant	56,769	65,009	55,000
5812 - Summer Lunch Bag Program	146,062	297,957	150,000
5819 - 2009 JAG	18,061	18,322	0
5819 - 2010 JAG	5,751	87,480	6,300
5820 - 2011 JAG	67,045	80,341	12,358
5819 - AmeriCorp Grant	104,818	0	0
5819 - Bullet Proof Vest	13,720	12,090	31,250
5819 - Pol- 2008 JAG	1,000	0	0
5819 - Pol- EOD Bomb Dog	11,285	14,348	7,000
5819 - Pol- EOD GEMA Robot/Bomb Suits	46,036	286,918	25,000
5819 - 2009 Bomb Dog Grant	1,617	0	0
5819 - Biometric Fingerprinting System	21,351	21,351	0
5820 - Safe Communities GOHS	1,705	0	0
5820 - GEMA - Hazmat - Fire	20,958	15,000	0
5830 - PW-Local Maintenance Impr. Grant	0	0	659,673
5823 - Fire Disaster Mitigation	866	0	0
5823 - Performance Partnership Agree	28,820	30,000	32,441
5831 - Gateway Enhancement Project	372,800	0	0
5880 - Miscellaneous/ARRA Grants	2,777,858	2,191,676	517,410
5991 - Operating Transfers in	1,351	0	0
<b>Grant Revenue</b>	<b>3,826,708</b>	<b>3,250,708</b>	<b>1,636,432</b>

**FY 2014****Tax Allocation District**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>21,351 2012/2013</b>	<b>Adopted 2013/2014</b>
5200 - Property Tax	101,133	211,000	212,000
<b>Tax Allocation District Revenue</b>	<b>101,133</b>	<b>211,000</b>	<b>212,000</b>

**FY 2014**  
**SPECIAL FUNDS EXPENDITURES**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
Public Improvement	2,204,978	2,514,157	1,727,000
SPLOST Funds	4,552,908	10,453,000	10,503,000
CAD 911	2,217,076	2,407,210	2,372,071
Hotel/Motel Fund	725,183	800,000	800,000
Community & Economic Development	5,659,825	2,121,399	2,998,999
Grant Fund	1,047,878	1,059,032	1,119,022
ARRA-American Recovery Reinv Act	2,777,858	2,191,676	517,410
Tax Allocation District	33,166	211,000	212,000
<b>TOTAL SPECIAL FUNDS:</b>	<b>19,218,872</b>	<b>21,757,474</b>	<b>20,249,502</b>
<b>Total General/Special Funds</b>	<b>74,585,557</b>	<b>78,917,103</b>	<b>77,196,905</b>

**FY 2014****Sanitary Sewer Enterprise Fund**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
5010 - Tap Fees	13,720	12,000	12,000
5020 - Septic Tank Dumps	43,100	50,000	50,000
5060 - Maint A.S.U. Pump Station	5,500	5,500	7,500
5070 - Sanitary Sewer Fees	14,137,321	14,816,110	14,208,600
5072 - Sanitary Sewer Fee-MCLB	170,423	200,000	162,000
5080 - Industrial Samplers Fees	120,090	120,000	120,000
5085 - Annual Permit Fees	2,500	2,000	2,500
5240 - Interest Income Merrill Lynch	300,069	100,000	300,000
5302 - Miscellaneous Assessments	4,702	0	3,000
5499 - Other Revenues	28,769	0	0
5550 - Unrealized Gains/Losses	669,948	0	0
5780 - Miscellaneous Revenue	7,545	2,000	2,000
5861 - Interest Income	4,075	2,000	2,000
5868 - Net Book Value	(292,068)	0	0
5868 - Proceeds/ Sale of Asset	122,998	0	0
5880 - Development Fees	21,075	40,000	40,000
5941 - Capital Contributions	70,290	0	0
5991 - Operating Transfers In	100,000	100,000	100,000
5992 - Operating Transfers Out	(124,110)	(2,757,365)	(2,446,080)
5998 - Transfer from Fund Balance	0	2,000,000	2,919,007
<b>Sanitary Sewer Enterprise Revenue</b>	<b><u>15,405,948</u></b>	<b><u>14,692,245</u></b>	<b><u>15,482,527</u></b>

**FY 2014**

**SANITARY SEWER FUND EXPENDITURES**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
Wastewater Treatment	7,594,308	5,086,419	4,993,863
Wastewater Treatment/Lift Station	1,011,911	801,200	657,200
Sanitary Sewer Administration	1,130,093	5,056,874	5,159,629
Sewer Tap Crews	1,572,308	1,613,097	1,679,717
Sewer Pipe Crews	775,246	955,523	971,872
Review and Inspect	132,868	159,246	168,917
Storm Drainage	741,993	482,219	1,312,629
Wastewater Sampling & Utility Location	461,178	537,667	538,700
<b>TOTAL SANITARY SEWER:</b>	<b>13,419,905</b>	<b>14,692,245</b>	<b>15,482,526</b>

**FY 2014****Solid Waste Fund**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Projected 2013/2014</b>
5010 - Solid Waste Fees-City	8,859,482	9,145,148	9,301,746
5030 - Tipping Fees	173,718	125,000	125,000
5040 - Special Pick-Ups-Trash	25,365	5,000	5,000
5045 - Roll off Containers	34,901	25,000	25,000
5868 - Net Book Value	(121,867)	0	0
5868 - Proceeds/ Sale of Asset	68,876	0	0
5880 - Miscellaneous Revenue	12,128	0	0
5991 - Operating Transfers In	224,110	100,000	100,000
<b>Solid Waste Revenue</b>	<b>9,276,713</b>	<b>9,400,148</b>	<b>9,556,746</b>



**FY 2014**

**SOLID WASTE FUND EXPENDITURES**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
Solid Waste Administration	956,368	790,427	829,924
Solid Waste Residential East	3,142,805	3,887,800	3,951,119
Solid Waste Residential West	2,928,193	3,015,478	3,068,765
Solid Waste Commercial	1,071,768	1,515,221	1,512,382
Solid Waste Street Sweeping	151,941	191,223	194,556
<b>TOTAL SOLID WASTE:</b>	<b>8,251,075</b>	<b>9,400,149</b>	<b>9,556,746</b>

## Airport Fund

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
5711 - ASA	135,173	141,097	147,440
5711 - Non-Scheduled	12,160	1,800	2,268
5711 - United Parcel Services	128,731	139,734	144,380
5712 - Alamo/National	7,633	0	0
5712 - Avis Car Rental	82,788	76,420	76,420
5712 - Budget Car Rentals	56,774	52,608	58,920
5712 - CARS Inc	71,552	76,672	78,988
5712 - Enterprise Car Rental	71,064	64,570	67,462
5712 - Thrifty Car Rentals	4,983	0	0
5713 - FAA Rental	12,221	13,332	0
5713 - TSA Rental	77,946	50,477	57,077
5714 - Airport Parking	70,732	66,000	66,000
5715 - Hawthorne Aviation	81,686	78,742	74,020
5720 - Lounge Rental	750	0	0
5721 - Airport Miscellaneous	5,648	4,110	2,000
5722 - House Rental	6,000	6,000	7,800
5729 - Concessions Revenue	4,453	3,900	300
5830 - Federal Grants	2,081,772	0	0
5840 - State of Georgia	49,352	0	0
5850 - PFC Revenues Earned	198,690	0	0
5851 - CFC Revenues Earned	196	0	0
5861 - Interest Earned PFC4	244	0	0
5861 - Interest Income PFC5	134	0	0
5862 - Interest Earned CFC	1,822	0	0
5868 - Net Book Value	(10,200)	0	0
5868 - Proceeds/ Sale of Asset	37,871	0	0
5870 - Advertising Revenue	3,852	6,000	1,800
5941 - Capital Contributions	668,621	0	0
5991 - Operating Transfers In	293,135	618,667	1,041,236
<b>Airport Revenue</b>	<b>4,155,783</b>	<b>1,400,129</b>	<b>1,826,111</b>

**FY 2014****Civic Center Enterprise Fund**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
5010 - Arena Rent	110,225	107,783	68,469
5010 - Auditorium Rent	17,531	15,215	16,800
5020 - Meeting Room Rent	12,300	12,223	15,950
5030 - Concession Income	13,681	0	13,042
5040 - Parking Income	28,367	30,429	17,076
5040 - Auditorium	1,282	200	0
5050 - Box Office Income	72,432	63,922	28,155
5050 - Auditorium Box Office Income	4,954	2,534	3,368
5070 - Prog/T-Shirts & Novelties	7,648	3,714	3,578
5070 - Auditorium Prog/Tshirts	0	0	100
5090 - Miscellaneous Income	3,539	0	0
5090 - Auditorium	51	0	0
5100 - Staffing Reimbursement	226,149	255,144	218,440
5100 - Auditorium	3,149	0	0
5120 - Other Direct Costs	(5,493)	0	0
5120 - Auditorium	389	0	0
5140 - Miscellaneous Rentals/Svcs	120,671	123,324	94,557
5140 - Auditorium Misc Rentals/Svcs	24,884	21,818	19,673
5150 - Executive Discount	(88,635)	(102,880)	0
5150 - Sports Team Discount	(108,987)	(143,412)	0
5868 - Net Book Value	(1,000)	0	0
5868 - Proceeds/ Sale of Asset	2,177	0	0
5941 - Capital Contributions	62,966	0	0
5991 - Operating Transfers In	1,996,741	1,246,427	1,213,999
5992 - Operating Transfers Out	(575,717)	0	0
<b>Civic Center/Auditorium Enterprise Revenue</b>	<b><u>1,929,302</u></b>	<b><u>1,636,441</u></b>	<b><u>1,713,207</u></b>

**FY 2014****Albany Transit System Fund**

<b>Description</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
5010 - Bus Fares	523,278	448,234	502,656
5010 - Bus Para transit	22,636	32,594	32,860
5030 - Advertising	11,669	0	0
5070 - State Grants-Operat/Assist	830,000	871,411	1,023,046
5080 - State Grants-Capital Impro	1,659,427	890,000	1,000,758
5868 - Net Book Value	(42,127)	0	0
5868 - Proceeds/ Sale of Asset	4,819	0	0
5880 - Miscellaneous Revenue	(2)	0	0
5941 - Capital Contributions	2,224,368	0	0
5991 - Operating Transfers In	1,161,358	287,775	708,185
<b>Transit Revenue</b>	<b>6,395,425</b>	<b>2,530,014</b>	<b>3,267,505</b>

**FY 2014**

**NON-MAJOR ENTERPRISE FUND EXPENDITURES**

Description	Actual 2011/2012	Amended 2012/2013	Adopted 2013/2014
Airport	2,653,666	1,400,129	1,826,111
Albany Civic Center/Auditorium	2,185,431	1,636,441	1,713,207
Transit Fund	3,468,103	2,380,014	3,267,505
TOTAL NON-MAJOR ENTERPRISE FUNDS	<u>8,307,200</u>	<u>5,416,584</u>	<u>6,806,823</u>



# **City of Albany**



## **Policies and Procedures**



## **Annual Budget FY 2014**

## **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. In addition, this section includes summary information that was provided to the City Commission during the annual budget process. The City's complete Financial Management Policy manual is located under the Finance Department tab on the City's website [www.albany.ga.us](http://www.albany.ga.us).

### **BUDGET DEVELOPMENT AND ADOPTION**

The budget process began in January 2013 with the Office of Management/Budget (OMB) preparing the FY 2013/2014 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 2013 and each department was given its FY 2014 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 2014 budgetary needs. The presentations provide the Board with a great deal of insight as to how priorities might be met, if required.

After the budget hearings are 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, and 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 2014 budget before its adoption. The recommended budget was submitted to the Mayor and Board of City Commissioners on June 25th for approval.

After extensive work by the City Manager and the budget preparation staff, the FY 2014 budget was adopted on June 25, 2013. 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, 2013. The new fiscal year began July 1, 2013.

**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 to 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 Governmental 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, Risk Management 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 The 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 that have a useful life of more than one year. They are funded through:

- (a) Minimum of 15 % transfer of total sales tax
- (b) Maximum of \$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.

Except for Enterprise Funds, 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 Mellon 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 Mellon 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 Enterprise Funds. 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 2013/2014 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 11
3. Budget Planning Session (Rm 100)	City Manager/Office of Mgmt & Budget	February 15
4. Completion of Budget Requests	Department/Division Heads	March 1
5. Verification & Audit of Departmental Requests	Office of Mgmt & Budget	March 15
6. Review Analysis of Departmental Requests with Departmental Officials Wrap up	City Manager/Office of Mgmt & Budget	March 26-29 April 3
7. Budget Overview Presentation (Rm. 100 or 120)	City Manager/Finance Committee	April 16
8. Review Analysis of Departmental Requests with Departmental Officials (Rm 120)	City Manager/ Mayor/City Commission/Office of Mgmt & Budget	April 23, May 7, 21, 28
9. Budget Discussion (Rm 120)	City Manager/ Mayor/City Commission/Office of Mgmt & Budget	April 30, and May 14, (Optional)
10. Submit Revised Recommended budget to Mayor/Commission	City Manager	May 21
11. Public Notices of: Hearing of Proposed Budget	City Clerk	May 12, 26
12. Public Hearing of Proposed Budget (Room 100)	Mayor/City Commission/City	May 28
13. Preparation of Budget Ordinance, Incorporating Final Changes by Mayor and City Commission	City Attorney	June 18
14. Adoption of 2013/2014 Budget	Mayor/City Commission	June 25

# FY 2013/2014 BUDGET MEETINGS

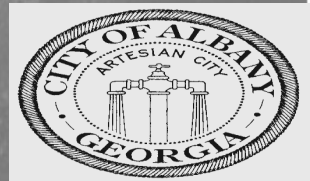
Department	Staff Review	Commission Review
<b>General Government</b>	<b>March 26, 2013</b>	
Enforcement	8:45	
Legislative	9:30	
City Manager	10:00	
City Attorney	10:30	
Municipal Court	11:00	
Human Resources Management	11:30	
<b>Administration</b>	<b>March 27, 2013</b>	
Central Services	2:00	
Information Technology (IT)	2:30	
Finance	3:00	
<b>Public Works</b>	<b>March 28, 2013</b>	
General Operations	10:30	
Sanitary Sewer (Enterprise Fund)	11:00	
Solid Waste (Enterprise Fund)	11:30	
<b>Transportation</b>	<b>March 28, 2013</b>	
Airport	1:30	
Transit	2:00	
<b>Public Safety</b>	<b>March 28, 2013</b>	
Fire	2:30	
Police	3:30	
<b>Planning &amp; Development</b>	<b>March 29, 2013</b>	
Planning & Development	9:30	
Engineering	10:00	
Community Development	10:30	
<b>Leisure/ Convention Services</b>	<b>March 29, 2013</b>	
Recreation	11:00	
City Auditorium/Civic Center	11:30	
<b>Other</b>	<b>April 3, 2013</b>	
Debt Service/ Contingency	3:00	
<b>Wrap Up</b>	<b>April 3, 2013</b>	
	3:00	

# FY 2013/2014 BUDGET MEETINGS

Department	Staff Review	Commission Review
<b>Budget Overview (Room 100 or 120)</b> (Commission Work Session)		<b>April 16, 2013</b>
<b>Review Analysis of Departmental Requests with Departmental Officials (Room 120)</b>		<b>April 23, May 7, 21, 28</b>
<b>Budget Discussions (Room 120)</b>		<b>April 30, May 14 (Optional)</b>
<b>Commission Consideration &amp; Vote (Room 100)</b>		<b>June 25, 2013 6:30 pm</b>



# City of Albany



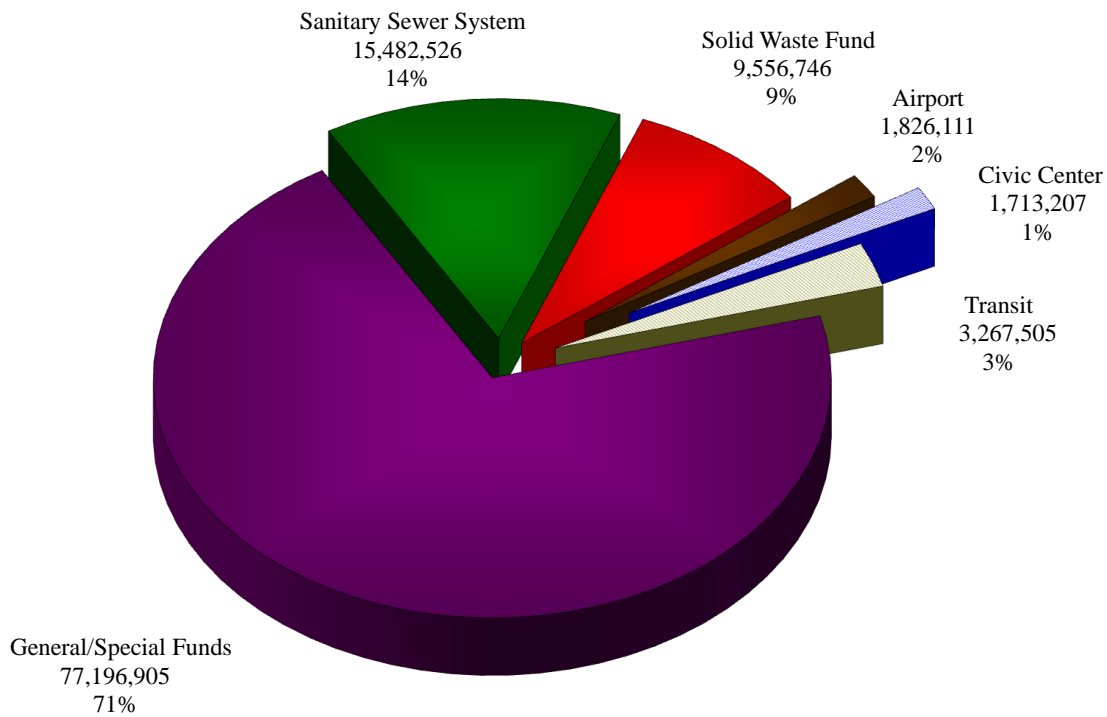
## Revenue and Expenditures



## Annual Budget FY 2014



# City of Albany FY 2014 Adopted Operating Budget



Total Budget \$109,043,000

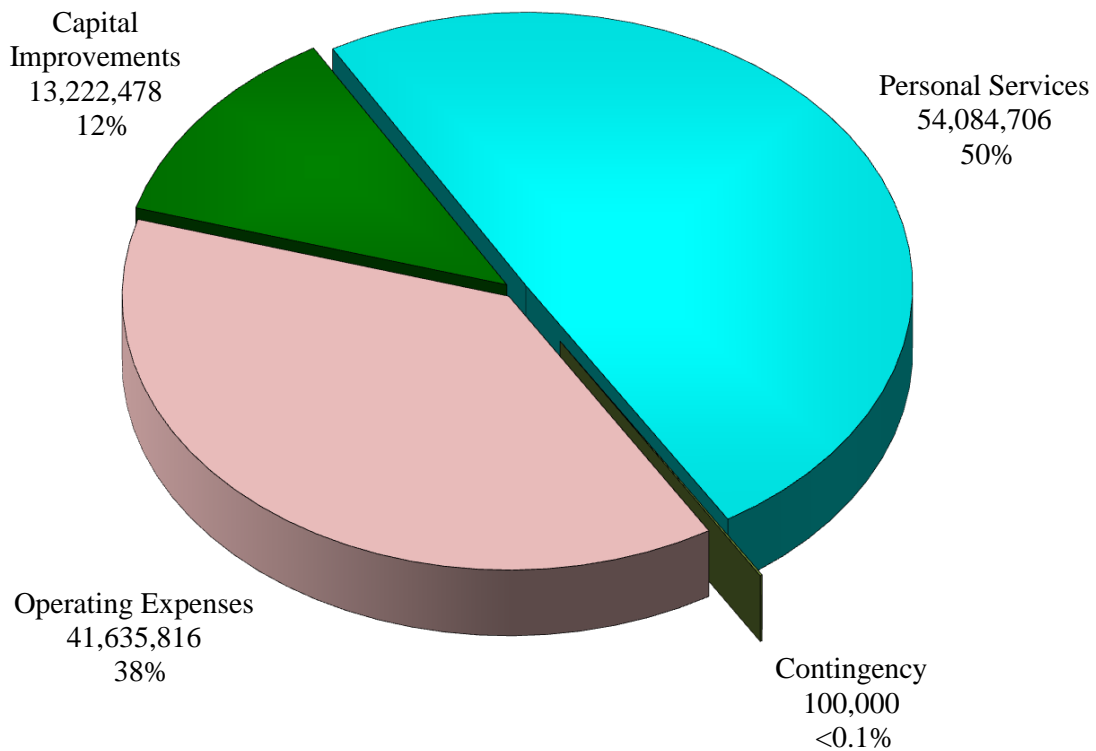
**CITY OF ALBANY**  
**FY 2014**  
**Estimated Revenues**

	General/Special Funds		Enterprise Funds			Total
	General Fund	Special Funds	Sanitary Sewer Fund	Solid Waste Fund	Non Major Funds	
Property Tax	15,134,375	212,000				15,346,375
Other Taxes	5,636,208	1,800,000				7,436,208
Sales Taxes	8,993,426	1,000,000				9,993,426
Business License & Taxes	3,869,746					3,869,746
Federal & State Grants	156,999	3,913,867			2,023,804	6,094,670
Service Charges	2,506,298	2,372,071	14,563,100	9,456,746	679,407	29,577,622
Fines & Forfeitures	1,353,755					1,353,755
Rentals & Franchises	1,151,824	721,565			919,752	2,793,141
Miscellaneous Revenues	849,829	300,000	346,500		220,440	1,716,769
WG&L Transfers/MEAG	12,188,637	315,000	100,000	100,000		12,703,637
Charges For Services Dougherty County	4,735,646					4,735,646
Special Purpose Local Option Sales Tax		10,503,000				10,503,000
Transfer In	3,446,080	112,000			2,963,420	6,521,500
Transfer From Fund Balance	0					0
Transfer Out	(3,075,420)	(1,000,000)	472,927			(3,602,493)
<b>Totals</b>	<b>56,947,403</b>	<b>20,249,502</b>	<b>15,482,526</b>	<b>9,556,746</b>	<b>6,806,823</b>	<b>109,043,000</b>
	General/Special Funds		Enterprise Funds			
	77,196,904		31,846,096			

**CITY OF ALBANY**  
**FY 2014**  
**Estimated Expenditures**

	General/Special Funds		Enterprise Funds			Total
	General Fund	Special Funds	Sanitary Sewer Fund	Solid Waste Fund	Non Major Funds	
<b>General Government</b>						
Legislative	651,885	17,877,431	15,482,526	9,556,746	6,806,823	49,723,526
						651,885
City Manager	1,521,125					1,521,125
City Attorney	553,689					553,689
Municipal Court	662,310					662,310
Human Resource Mgmt	1,785,477					1,785,477
Central Services	1,773,420					1,773,420
Finance	1,889,321					1,889,321
Information Technology	1,986,219					1,986,219
Engineering	4,385,506					4,385,506
<b>Public Safety</b>						
Police	16,779,853					16,779,853
Fire/CAD 911	12,849,118	2,372,071				15,221,189
Enforcement	1,273,979					1,273,979
Planning & Development Svc	1,277,105					1,277,105
<b>Public Works</b>						
P.W. Administration	410,611					410,611
Street Maintenance	3,320,162					3,320,162
<b>Recreation</b>	4,132,162					4,132,162
<b>Other Appropriations</b>						
Independent Agencies	1,695,461					1,695,461
<b>Totals</b>	<b>56,947,403</b>	<b>20,249,502</b>	<b>15,482,526</b>	<b>9,556,746</b>	<b>6,806,823</b>	<b>109,043,000</b>
	General/Special Funds		Enterprise Funds			
	77,196,904		31,846,096			

# City of Albany FY 2013/2014 Total Operating Budget



**Total Budget**  
**\$109,043,000**

**FY 2013/2014**  
**ADOPTED BUDGET**

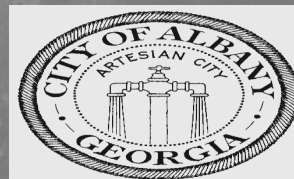
DEPARTMENT	PERSONAL SERVICES	OPERATING EXPENSES	CAPITAL IMPROVEMENT	TOTAL
Legislative	172,937	266,283	0	439,220
City Commission	157,665	55,000	0	212,665
City Manager	692,135	672,879	0	1,365,014
EEO	74,615	81,496	0	156,111
City Attorney	453,029	100,660	0	553,689
Municipal Court	492,992	169,318	0	662,310
Human Resources	1,236,375	170,627	0	1,407,002
Risk Management	269,150	109,325	0	378,475
Central Services-Procurement	435,597	53,461	0	489,058
Central Services-Material Mgmt.	241,757	35,943	0	277,700
Central Services-Fleet Maint.	858,618	139,844	0	998,462
Central Services-Fleet Pool Maint.	0	8,200	0	8,200
Finance-Administration & Acctg.	690,193	330,259	0	1,020,452
Finance-Office of Mgmt./Budget	199,982	12,718	0	212,700
Finance-Treasurer	233,151	423,018	0	656,169
Enforcement-Administration	615,061	264,703	0	879,764
Enforcement-Services	361,696	32,519	0	394,215
Information Technology (IT)	1,073,934	709,053	0	1,782,987
Information Technology - 311	170,572	32,660	0	203,232
Planning & Development Services	981,608	295,497	0	1,277,105
Police-Administration	1,485,279	1,354,028	0	2,839,307
Police-Uniform	7,294,788	1,004,370	0	8,299,158
Police-Support Services	1,357,114	320,890	0	1,678,004
Police-Investigative	2,369,529	226,623	0	2,596,152
Police-Gang Unit	875,970	135,600	0	1,011,570
Police-COP	12,272	286,020	0	298,292
Police-SWAT	5,000	52,370	0	57,370
Fire-Administration	468,236	235,086	0	703,322
Fire-Suppression	10,569,246	496,472	0	11,065,718
Fire-Prevention	374,129	18,000	0	392,129
Fire-Training	336,594	55,100	0	391,694
Fire-Emergency Management	78,575	27,980	0	106,555
Fire-Communications	0	189,700	0	189,700
Engineering	1,653,823	2,291,642	0	3,945,465
Engineering-STORM	339,541	100,500	0	440,041
Public Works-Administration	218,489	192,122	0	410,611
Public Works-Street Maintenance	167,664	41,222	0	208,886
Public Works-Right of Way	617,854	261,602	0	879,456
Public Works-Sweeping-STORM	449,343	318,950	0	768,293
Public Works-Asphalt/Concrete -STORM	293,019	96,300	0	389,319
Public Works-Grading/Const.-STORM	542,290	285,500	0	827,790
Public Works-Tree Maintenance	208,068	38,350	0	246,418
Recreation-Administration	361,524	214,216	0	575,740
Recreation-Centers & Gyms	546,469	189,897	0	736,366
Recreation-Athletics	209,018	220,004	0	429,022
Recreation-Flint River Golf	338,285	156,129	0	494,414
Recreation-Parks Maintenance	589,437	155,190	0	744,627
Recreation-Cemeteries	234,121	59,001	0	293,122
Recreation-Planning & Natural Resource	173,990	173,388	0	347,378
Recreation-Health & Wellness	377,822	133,671	0	511,493
Independent Agencies	0	1,695,461	0	1,695,461
<b>SUBTOTAL GENERAL FUND</b>	<b>41,958,556</b>	<b>14,988,847</b>	<b>0</b>	<b>56,947,403</b>

**FY 2013/2014**  
**ADOPTED BUDGET**

DEPARTMENT	PERSONAL SERVICES	OPERATING EXPENSES	CAPITAL IMPROVEMENT	TOTAL
Capital Improvement Fund	0	0	1,727,000	1,727,000
CAD 9-1-1	1,898,395	473,676	0	2,372,071
Tax Allocation District	0	212,000	0	212,000
Hotel/Motel Fund	0	800,000	0	800,000
SPLOST Fund	0	0	10,503,000	10,503,000
Grant Fund	0	1,636,432	0	1,636,432
Community & Economic Development	265,391	1,504,795	0	1,770,186
CED - Home	41,966	414,023	0	455,989
CED - Housing Counseling	79,249	642,315	0	721,564
CED - Rental	49,133	2,127	0	51,260
<b>Subtotal, Special Funds</b>	<b>2,334,134</b>	<b>5,685,368</b>	<b>12,230,000</b>	<b>20,249,502</b>
<b>TOTAL, GENERAL/SPECIAL FUNDS</b>	<b>44,292,690</b>	<b>20,674,215</b>	<b>12,230,000</b>	<b>77,196,905</b>
Sewer Systems-Wastewater Treatment	1,027,584	3,966,280	0	4,993,863
Waste Water Treatment-Lift Station	0	657,200	0	657,200
Sewer Systems-Administration	467,768	4,441,861	250,000	5,159,629
Sewer Systems-Maintenance	923,288	756,429	0	1,679,717
Sewer Systems-Construction	524,328	447,544	0	971,872
Sewer Systems-Review & Inspect - Eng. Dept.	145,628	23,289	0	168,917
Sewer Systems-Storm Maintenance	403,249	909,380	0	1,312,629
Wastewater Sampling & Utility Location	332,779	205,920	0	538,700
<b>Subtotal, Sanitary Sewer Systems</b>	<b>3,824,622</b>	<b>11,407,904</b>	<b>250,000</b>	<b>15,482,526</b>
Public Works-Solid Waste Administration	509,001	314,633	6,290	829,924
Solid Waste-Residential East	1,367,745	2,180,613	402,761	3,951,119
Solid Waste-Residential West	0	3,068,765	0	3,068,765
Solid Waste-Commercial	428,656	861,841	221,885	1,512,382
Solid Waste-Special Services	125,432	69,124	0	194,556
<b>Subtotal, Solid Waste Fund</b>	<b>2,430,834</b>	<b>6,494,976</b>	<b>630,936</b>	<b>9,556,746</b>
Airport	943,718	882,393	0	1,826,111
Albany Civic Center	766,831	854,076	0	1,620,907
Albany Civic Center/Auditorium	0	92,300	0	92,300
Transit System	1,826,010	1,329,953	111,542	3,267,505
<b>Enterprise Funds Subtotal</b>	<b>9,792,016</b>	<b>21,061,601</b>	<b>992,478</b>	<b>31,846,095</b>
<b>Grand Total</b>	<b>54,084,706</b>	<b>41,735,815</b>	<b>13,222,478</b>	<b>109,043,000</b>



# **City of Albany**



## **Supplemental Information**

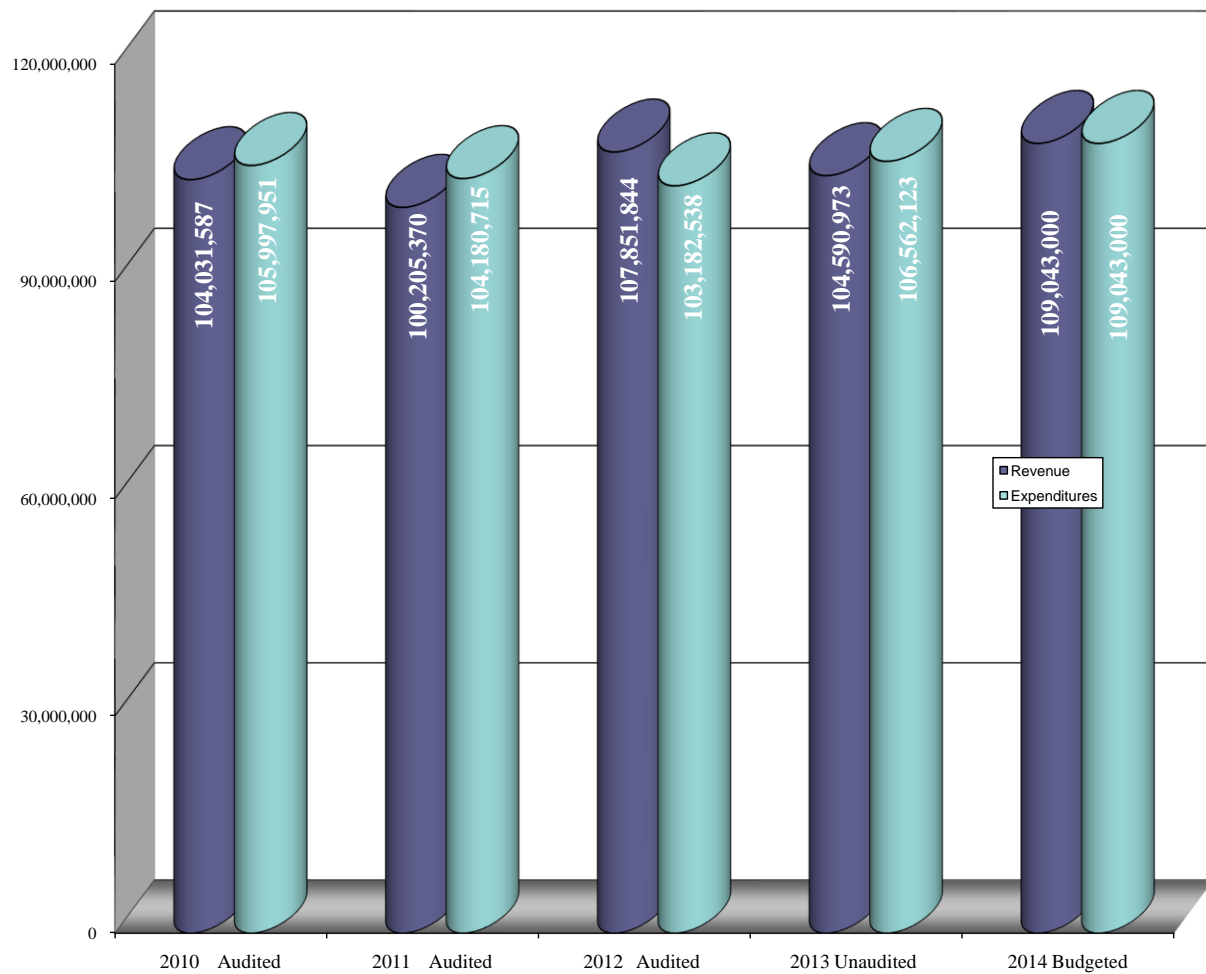


# **Annual Budget FY 2014**

# City Of Albany

## FY 2010 - FY 2014

### 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 ahead. Due to the state of the economy, the Mayor and Board of City Commissioners elected to implement a 1.33 mill increase in FY13 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 nine 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 nine 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 mission requirements. 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 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 Fund 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

**HISTORICAL TRENDS / REVENUE & EXPENDITURE ANALYSIS**

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. A large contributing factor for the deficit was the transfers out of the General Fund 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 shortfall.

**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 was again 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.

Audited totals showed that the City remained in the black for all funds combined. However, this was due in large part to the approximately \$13 million bond revenue for SPLOST VI. The General Fund appeared to have finished the year in the red by less than the \$3.7 million that was anticipated but that was due in large part to the MEAG transfer credit that will expire in the year 2018.

**Fiscal Year 2013**

- The FY 2013 Amended budget of \$109,420,275 represented a *decrease* of 3% (or \$2,497,725) 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,

**HISTORICAL TRENDS / REVENUE & EXPENDITURE ANALYSIS**

or ZBB, when the budget requests were submitted due to the extreme cutbacks necessary to balance the budget. Most of the departments had to cut their budgets, the City anticipated a loss of \$1,741,975 from Fund Balance.

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 progressed through the fiscal year, all options were explored to generate revenue. Department directors were challenged with a city-wide 2% staff reduction and a 10% operational expenditure reduction for the next fiscal year.

**Fiscal Year 2014**

- The FY 2014 Adopted budget of \$109,043,000 represents a *decrease* of 3% (or \$377,275) from the FY 2013 Amended budget of \$109,420,275.

The budget process for FY 2014 continued to be a challenge as in prior years. The staff was again advised to seek ways to reduce their operational budgets. The reduction in staff was realized this fiscal year with FTEs decreasing from 930 to 919. The City's printing department was the only service eliminated in order to reduce costs. The new Storm Water Utility which was implemented in this fiscal year is anticipated to generate more than \$3 million in revenue of which approximately \$2.2 million will be transferred to the General Fund. For the first time in several years this adopted budget balanced without using transfers from our Fund Balance.

Although there is improvement in the economy nationally and statewide, the change in Southwest Georgia has been slow.

**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 \$67,348,112 for fiscal year ending 2012. The audited fund balance for the General Fund for fiscal year ending 2012 was \$22,346,597. 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**

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
<b>REVENUES:</b>					
Property Taxes	15,317,387	13,768,253	13,831,005	15,231,463	15,269,772
Sales Taxes	8,619,653	8,341,512	8,874,041	8,600,000	8,993,426
Other Taxes	8,130,876	8,035,270	7,587,577	5,250,000	5,813,474
Licenses & Permits	2,171,589	2,235,513	2,191,504	2,909,879	3,203,397
Intergovernmental	4,639,996	4,776,885	4,325,345	6,113,366	6,424,178
Charges for Services	404,111	344,947	328,493	366,974	331,580
Fines, Forfeitures & Penalties	1,191,454	1,170,763	1,203,831	1,707,030	1,726,791
Rentals & Franchise	1,130,942	1,086,040	1,249,272	1,093,000	1,090,724
Miscellaneous/Other	1,489,379	1,598,693	2,390,793	1,606,678	1,484,764
WG&L Transfer	7,467,193	7,614,486	8,259,046	8,259,045	8,738,573
MEAG Credits	4,723,764	6,156,532	5,135,380	3,080,000	3,450,064
Proceeds from sale of assets	385,440	43,012	165,586	200,000	50,000
Transfer In/(Out)	(3,077,965)	(1,542,759)	(1,970,207)	2,742,195	0
<b>TOTAL</b>	<b>52,593,819</b>	<b>53,629,147</b>	<b>53,571,666</b>	<b>57,159,630</b>	<b>56,576,743</b>
<b>EXPENDITURES:</b>					
General Government	5,665,960	5,866,978	6,273,329	14,852,409	14,085,236
Human Resources Mangement	2,576,376	3,227,937	2,159,078	1,813,205	1,785,477
Finance	2,681,889	3,073,552	3,152,864	1,863,031	1,889,321
Public Safety	27,334,661	29,044,037	29,428,080	29,272,641	29,628,972
Public Works	7,032,597	7,740,263	8,179,641	3,643,654	3,730,773
Parks & Recreation	5,026,116	5,301,260	5,398,048	4,209,228	4,132,163
Community Service	398,458	396,531	413,150	1,505,462	1,695,461
<b>TOTAL</b>	<b>50,716,057</b>	<b>54,650,558</b>	<b>55,004,190</b>	<b>57,159,630</b>	<b>56,947,403</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>					
	<b>1,877,762</b>	<b>(1,021,411)</b>	<b>(1,432,524)</b>	<b>0</b>	<b>(370,660)</b>
<b>FUND BALANCE</b>					
Beginning of year July 1,	<u><b>22,922,770</b></u>	<u><b>24,800,532</b></u>	<u><b>23,779,121</b></u>	<u><b>22,346,597</b></u>	<u><b>22,346,597</b></u>
<b>FUND BALANCE</b>					
End of year June 30,	<u><u><b>24,800,532</b></u></u>	<u><u><b>23,779,121</b></u></u>	<u><u><b>22,346,597</b></u></u>	<u><u><b>22,346,597</b></u></u>	<u><u><b>21,975,936</b></u></u>

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

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
<b>CAPITAL IMPROVEMENT</b>					
<b>REVENUES:</b>					
Sales Tax	0	0	0	1,379,076	1,000,000
Interest Income	536,216	575,249	573,075	0	615,000
Intergovernmental	1,789,837	1,910,152	1,923,303	925,000	0
Transfers In	6,470,759	1,340,716	0	210,081	112,000
Transfers Out	(383,302)	0	0	0	0
Net Proceeds from Capital Leases	0	0	0	0	0
<b>TOTAL</b>	<b>8,413,510</b>	<b>3,826,117</b>	<b>2,496,378</b>	<b>2,514,157</b>	<b>1,727,000</b>
<b>EXPENDITURES:</b>					
Capital Outlay	2,847,587	4,755,382	2,204,978	2,514,157	1,727,000
Operating Expense	0	0	0	0	0
<b>TOTAL</b>	<b>2,847,587</b>	<b>4,755,382</b>	<b>2,204,978</b>	<b>2,514,157</b>	<b>1,727,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	<b>5,565,923</b>	<b>(929,265)</b>	<b>291,400</b>	<b>0</b>	<b>0</b>
<b>FUND BALANCE (DEFICIT)</b>					
Beginning of year July 1,	<u>4,776,392</u>	<u>10,342,315</u>	<u>9,413,050</u>	<u>9,704,450</u>	<u>9,704,450</u>
<b>FUND BALANCE (DEFICIT)</b>					
End of year June 30,	<u><u>10,342,315</u></u>	<u><u>9,413,050</u></u>	<u><u>9,704,450</u></u>	<u><u>9,704,450</u></u>	<u><u>9,704,450</u></u>

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
<b>DEBT SERVICE FUND</b>					
<b>REVENUES:</b>					
Sales Tax	0	0	0	0	0
Interest	3	3	0	0	0
Intergovernmental	0	0	0	0	0
Transfers In	0	0	0	344,195	0
Transfers Out	(762,617)	0	(6,814)	0	0
<b>TOTAL</b>	<b>(762,614)</b>	<b>3</b>	<b>(6,814)</b>	<b>344,195</b>	<b>0</b>
<b>EXPENDITURES:</b>					
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	<b>(762,614)</b>	<b>3</b>	<b>(6,814)</b>	<b>344,195</b>	<b>0</b>
<b>FUND BALANCE (DEFICIT)</b>					
Beginning of year July 1,	<u>769,425</u>	<u>6,811</u>	<u>6,814</u>	<u>(0)</u>	<u>344,195</u>
<b>FUND BALANCE (DEFICIT)</b>					
End of year June 30,	<u><u>6,811</u></u>	<u><u>6,814</u></u>	<u><u>(0)</u></u>	<u><u>344,195</u></u>	<u><u>344,195</u></u>

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

2010	2011	2012	2013	2014
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

**CAD911**

**REVENUES:**

Charges for Services	1,679,424	1,514,879	1,466,948	1,643,394	1,536,448
Other	98,996	60,479	204,333	763,816	835,623
Transfers In / (Out)	0	0	(20,661)	0	0
<b>TOTAL</b>	<b>1,778,420</b>	<b>1,575,358</b>	<b>1,650,620</b>	<b>2,407,210</b>	<b>2,372,071</b>

**EXPENDITURES:**

Personal Services	1,549,296	1,591,711	2,217,076	1,930,462	1,898,395
Operating Expense	0	0	0	476,748	473,676
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	0	0	0	0	0
<b>TOTAL</b>	<b>1,549,296</b>	<b>1,591,711</b>	<b>2,217,076</b>	<b>2,407,210</b>	<b>2,372,071</b>

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

<b>229,124</b>	<b>(16,353)</b>	<b>(566,456)</b>	<b>0</b>	<b>0</b>
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	<u>2,296,714</u>	<u>2,525,838</u>	<u>2,509,485</u>	<u>1,943,029</u>	<u>1,943,029</u>
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**FUND BALANCE (DEFICIT)**

End of year June 30,	<u>2,525,838</u>	<u>2,509,485</u>	<u>1,943,029</u>	<u>1,943,029</u>	<u>1,943,029</u>
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2010	2011	2012	2013	2014
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

**HOTEL/MOTEL FUND**

**REVENUES:**

Hotel/Motel Tax	1,271,433	1,407,922	1,445,522	1,600,000	1,800,000
Operating Transfers Out	(600,000)	(600,000)	(1,019,174)	(800,000)	(1,000,000)
<b>TOTAL</b>	<b>671,433</b>	<b>807,922</b>	<b>426,348</b>	<b>800,000</b>	<b>800,000</b>

**EXPENDITURES:**

Operating Expense	635,716	639,315	725,182	0	800,000
<b>TOTAL</b>	<b>635,716</b>	<b>639,315</b>	<b>725,182</b>	<b>0</b>	<b>800,000</b>

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

<b>35,717</b>	<b>168,607</b>	<b>(298,834)</b>	<b>800,000</b>	<b>0</b>
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	<u>222,394</u>	<u>258,110</u>	<u>426,717</u>	<u>127,883</u>	<u>927,883</u>
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**FUND BALANCE (DEFICIT)**

End of year June 30,	<u>258,111</u>	<u>426,717</u>	<u>127,883</u>	<u>927,883</u>	<u>927,883</u>
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**SPECIAL FUND REVENUES, EXPENDITURES AND FUND BALANCES**  
**FISCAL YEAR ENDED JUNE 30TH**

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
<b>COMMUNITY AND ECONOMIC DEVELOPMENT</b>					
<b>REVENUES:</b>					
Intergovernmental	2,348,846	2,954,927	3,760,870	1,529,517	2,226,175
Charges for Services	806,734	883,886	876,591	0	0
Other	1,218,458	1,753,498	1,516,809	1,316,881	772,824
<b>TOTAL</b>	<b>4,374,038</b>	<b>5,592,311</b>	<b>6,154,270</b>	<b>2,846,398</b>	<b>2,998,999</b>
<b>EXPENDITURES:</b>					
Personal Services	532,869	519,218	504,904	482,905	435,739
Operating Expense	4,142,385	5,597,043	5,154,921	2,363,493	2,563,260
Depreciation & Amortization	0	0	0	0	0
<b>TOTAL</b>	<b>4,675,254</b>	<b>6,116,261</b>	<b>5,659,825</b>	<b>2,846,398</b>	<b>2,998,999</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	<b>(301,216)</b>	<b>(523,950)</b>	<b>494,445</b>	<b>0</b>	<b>0</b>
<b>FUND BALANCE (DEFICIT)</b>					
Beginning of year July 1,	<u>3,199,491</u>	<u>2,898,275</u>	<u>2,374,325</u>	<u>2,868,770</u>	<u>2,868,770</u>
<b>FUND BALANCE (DEFICIT)</b>					
End of year June 30,	<u>2,898,275</u>	<u>2,374,325</u>	<u>2,868,770</u>	<u>2,868,770</u>	<u>2,868,770</u>

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
<b>GRANT FUND</b>					
<b>REVENUES:</b>					
Intergovernmental	1,910,935	846,739	1,047,498	3,250,708	1,636,432
Other	0	0	0	0	0
Transfers In / (Out)	0	0	0	0	0
<b>TOTAL</b>	<b>1,910,935</b>	<b>846,739</b>	<b>1,047,498</b>	<b>3,250,708</b>	<b>1,636,432</b>
<b>EXPENDITURES:</b>					
Personal Services	0	0	0	0	0
Operating Expense	1,885,912	811,397	1,047,878	3,250,708	1,636,432
<b>TOTAL</b>	<b>1,885,912</b>	<b>811,397</b>	<b>1,047,878</b>	<b>3,250,708</b>	<b>1,636,432</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	<b>25,023</b>	<b>35,342</b>	<b>(380)</b>	<b>0</b>	<b>0</b>
<b>FUND BALANCE (DEFICIT)</b>					
Beginning of year July 1,	<u>0</u>	<u>25,023</u>	<u>60,365</u>	<u>61,336</u>	<u>61,336</u>
Transfers In / (Out)	0	0	1,351	0	0
<b>FUND BALANCE (DEFICIT)</b>	<b>25,023</b>	<b>60,365</b>	<b>61,336</b>	<b>61,336</b>	<b>61,336</b>



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

**SPLOST V**

**REVENUES:**

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
Sales Tax	10,763,310	10,206,832	0	0	0
Other	47,286	373,271	211,357	0	0
Transfers In	383,302	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
<b>TOTAL</b>	<b>11,193,898</b>	<b>10,580,103</b>	<b>211,357</b>	<b>0</b>	<b>0</b>

**EXPENDITURES:**

Personal Service	0	0	0	0	0
Operating Expense	0	0	0	0	0
Capital Outlay	7,303,594	3,591,456	1,699,788	0	0
Principal	5,905,000	0	0	0	0
Interest	502,045	0	0	0	0
Bond Issuance Cost	0	0	0	0	0
<b>TOTAL</b>	<b>13,710,639</b>	<b>3,591,456</b>	<b>1,699,788</b>	<b>0</b>	<b>0</b>

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

(2,516,741)	616,984	(1,488,431)	0	0
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	<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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**FUND BALANCE (DEFICIT)**

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

**REVENUES:**

Sales Tax	0	2,687,470	11,449,726	10,298,522	10,298,522
Other	0	0	325,198	154,478	204,478
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Issuance of Bond	0	0	13,145,000	0	0
Premium on Bond Issuance	0	0	1,011,950	0	0
<b>TOTAL</b>	<b>0</b>	<b>2,687,470</b>	<b>25,931,874</b>	<b>10,453,000</b>	<b>10,503,000</b>

**EXPENDITURES:**

Personal Service	0	5,000	0	0	0
Capital Outlay	0	15,838	4,401,078	10,453,000	10,503,000
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Bond Issuance Cost	0	0	151,830	0	0
<b>TOTAL</b>	<b>0</b>	<b>20,838</b>	<b>4,552,908</b>	<b>10,453,000</b>	<b>10,503,000</b>

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

0	2,666,632	21,378,966	0	0
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	<u>0</u>	<u>0</u>	<u>2,666,632</u>	<u>24,045,598</u>	<u>24,045,598</u>
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**FUND BALANCE (DEFICIT)**

End of year June 30,	<u><u>0</u></u>	<u><u>2,666,632</u></u>	<u><u>24,045,598</u></u>	<u><u>24,045,598</u></u>	<u><u>24,045,598</u></u>
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**ENTERPRISE FUND REVENUES, EXPENDITURES AND FUND BALANCES  
FISCAL YEAR ENDED JUNE 30TH**

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
<b>SANITARY SEWER FUND</b>					
<b>REVENUES:</b>					
Charges for Services	14,439,344	15,259,064	14,518,431	15,205,610	15,038,526
Other	348,367	374,119	1,130,206	144,000	344,000
Transfers In / (Out)	100,000	100,000	100,000	(657,365)	100,000
<b>TOTAL</b>	<b>14,887,711</b>	<b>15,733,183</b>	<b>15,748,637</b>	<b>14,692,245</b>	<b>15,482,526</b>
<b>EXPENDITURES:</b>					
Personal Services	3,620,605	3,176,439	3,293,623	3,395,717	3,824,622
Operating Expense	5,976,624	5,251,964	5,603,802	10,572,538	11,407,904
Non-Operating Expense	3,687,182	2,090,846	1,497,592	723,990	250,000
Depreciation & Amortization	3,384,319	3,351,341	3,503,775	0	0
<b>TOTAL</b>	<b>16,668,730</b>	<b>13,870,590</b>	<b>13,898,792</b>	<b>14,692,245</b>	<b>15,482,526</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>					
	<b>(1,781,019)</b>	<b>1,862,593</b>	<b>1,849,845</b>	<b>0</b>	<b>0</b>
<b>FUND BALANCE (DEFICIT)</b>					
Beginning of year July 1,	<b>62,395,954</b>	<b>62,487,710</b>	<b>65,427,977</b>	<b>67,348,112</b>	<b>69,220,887</b>
<b>Contributed Capital</b>	<b><u>1,872,775</u></b>	<b><u>1,077,674</u></b>	<b><u>70,290</u></b>	<b><u>1,872,775</u></b>	<b><u>0</u></b>
<b>FUND BALANCE (DEFICIT)</b>					
End of year June 30,	<b><u>62,487,710</u></b>	<b><u>65,427,977</u></b>	<b><u>67,348,112</u></b>	<b><u>69,220,887</u></b>	<b><u>69,220,887</u></b>

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 UNAUDITED	2014 ESTIMATED
<b>SOLID WASTE FUND</b>					
<b>REVENUES:</b>					
Charges for Services	8,844,741	9,033,593	9,093,466	9,300,148	9,456,746
Other	0	0	12,128	0	0
Transfers In / (Out)	100,000	100,000	100,000	100,000	100,000
<b>TOTAL</b>	<b>8,944,741</b>	<b>9,133,593</b>	<b>9,205,594</b>	<b>9,400,148</b>	<b>9,556,746</b>
<b>EXPENDITURES:</b>					
Personal Services	2,107,093	2,039,519	2,061,847	2,395,480	2,430,834
Operating Expense	5,585,073	5,776,993	5,624,420	6,373,732	6,494,976
Non-Operating Expense	2,154,367	550,402	(71,120)	630,936	630,936
Depreciation & Amortization	484,614	436,697	564,808	0	0
<b>TOTAL</b>	<b>10,331,147</b>	<b>8,803,611</b>	<b>8,179,955</b>	<b>9,400,148</b>	<b>9,556,746</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>					
	<b>(1,386,406)</b>	<b>329,982</b>	<b>1,025,639</b>	<b>0</b>	<b>0</b>
<b>FUND BALANCE (DEFICIT)</b>					
Beginning of year July 1,	<b>3,687,523</b>	<b>2,323,377</b>	<b>2,654,359</b>	<b>3,679,998</b>	<b>3,679,998</b>
<b>Contributed Capital</b>	<b><u>22,260</u></b>	<b><u>1,000</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>FUND BALANCE (DEFICIT)</b>					
End of year June 30,	<b><u>2,323,377</u></b>	<b><u>2,654,359</u></b>	<b><u>3,679,998</u></b>	<b><u>3,679,998</u></b>	<b><u>3,679,998</u></b>

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

2010	2011	2012	2013	2014
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

**\*MUNICIPAL AUDITORIUM**

**REVENUES:**

Charges for Services	61,862	60,769	0	0	0
Other	352	11	0	0	0
Transfers In/Out	(142,252)	(2,187,917)	(631,890)	0	0
<b>TOTAL</b>	<b>(80,038)</b>	<b>(2,127,137)</b>	<b>(631,890)</b>	<b>0</b>	<b>0</b>

**EXPENDITURES:**

Personal Services	0	0	0	0	0
Operating Expense	38,204	54,971	0	0	0
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	129,328	0	0	0	0
<b>TOTAL</b>	<b>167,532</b>	<b>54,971</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

(247,571)	(2,182,108)	(631,890)	0	0
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	<u>3,061,567</u>	<u>2,813,997</u>	<u>631,890</u>	<u>(0)</u>	<u>(0)</u>
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**Contributed Capital**

<u>0</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>2,813,997</u></u>	<u><u>631,890</u></u>	<u><u>(0)</u></u>	<u><u>(0)</u></u>	<u><u>(0)</u></u>
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2010	2011	2012	2013	2014
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

**CIVIC CENTER**

**REVENUES:**

Charges for Services	404,489	360,583	444,135	135,221	114,261
Other	1,558	257	1,177	254,793	384,947
Transfers In	765,871	3,477,152	1,421,024	1,246,427	1,213,999
<b>TOTAL</b>	<b>1,171,918</b>	<b>3,837,992</b>	<b>1,866,336</b>	<b>1,636,441</b>	<b>1,713,207</b>

**EXPENDITURES:**

Personal Services	753,167	729,813	754,910	767,056	766,831
Operating Expense	742,481	723,753	873,595	869,385	946,376
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	425,245	548,133	556,927	0	0
<b>TOTAL</b>	<b>1,920,893</b>	<b>2,001,699</b>	<b>2,185,432</b>	<b>1,636,441</b>	<b>1,713,207</b>

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

(748,975)	1,836,293	(319,096)	0	0
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	<u>11,061,790</u>	<u>10,626,902</u>	<u>12,491,794</u>	<u>12,235,664</u>	<u>12,235,664</u>
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**Contributed Capital**

<u>314,087</u>	<u>28,599</u>	<u>62,966</u>	<u>0</u>	<u>0</u>
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**FUND BALANCE (DEFICIT)**

End of year June 30,	<u><u>10,626,902</u></u>	<u><u>12,491,794</u></u>	<u><u>12,235,664</u></u>	<u><u>12,235,664</u></u>	<u><u>12,235,664</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**

2010	2011	2012	2013	2014
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

**TRANSIT**

**REVENUES:**

Charges for Services	476,251	525,469	557,583	480,825	535,516
Other	1,696,725	865,597	2,452,119	1,761,414	2,023,804
Transfers In	393,531	398,869	1,161,358	287,775	708,185
<b>TOTAL</b>	<b>2,566,507</b>	<b>1,789,935</b>	<b>4,171,060</b>	<b>2,530,014</b>	<b>3,267,505</b>

**EXPENDITURES:**

Personal Services	1,515,366	1,519,252	1,726,435	1,795,358	1,826,010
Operating Expense	1,198,493	1,191,638	1,325,569	584,656	1,312,453
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	383,148	382,063	416,099	435,431	129,042
<b>TOTAL</b>	<b>3,097,007</b>	<b>3,092,953</b>	<b>3,468,103</b>	<b>2,815,445</b>	<b>3,267,505</b>

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

(530,500)	(1,303,018)	702,957	(285,431)	0
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	3,002,380	2,989,701	2,357,107	4,237,504	3,952,073
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**Contributed Capital**

517,821	670,424	1,177,440	0	0
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**FUND BALANCE (DEFICIT)**

End of year June 30,	2,989,701	2,357,107	4,237,504	3,952,073	3,952,073
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2010	2011	2012	2013	2014
ACTUAL	ACTUAL	ACTUAL	UNAUDITED	ESTIMATED

**AIRPORT FUND**

**REVENUES:**

Charges for Services	878,643	762,688	834,146	781,462	784,875
Other	2,372,056	187,133	2,359,880	0	0
Transfers In	488,399	592,358	293,135	618,667	1,041,236
<b>TOTAL</b>	<b>3,739,098</b>	<b>1,542,179</b>	<b>3,487,161</b>	<b>1,400,129</b>	<b>1,826,111</b>

**EXPENDITURES:**

Personal Services	886,326	905,851	960,608	990,884	943,718
Operating Expense	486,786	663,095	526,705	409,245	882,393
Non-Operating Expense	0	0	0	0	0
Depreciation & Amortization	1,230,689	1,128,112	1,166,353	1,143,930	0
<b>TOTAL</b>	<b>2,603,801</b>	<b>2,697,058</b>	<b>2,653,666</b>	<b>2,544,059</b>	<b>1,826,111</b>

**DEFICIENCY OF REVENUE  
OVER EXPENDITURES**

1,135,297	(1,154,879)	833,495	(1,143,930)	0
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**FUND BALANCE (DEFICIT)**

Beginning of year July 1,	25,964,266	27,099,563	27,995,230	29,497,346	28,353,416
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**Contributed Capital**

0	2,050,546	668,621	0	0
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**FUND BALANCE (DEFICIT)**

End of year June 30,	27,099,563	27,995,230	29,497,346	28,353,416	28,353,416
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**CITY OF ALBANY, GEORGIA**  
**PROPERTY TAX RATES**  
**DIRECT AND OVERLAPPING GOVERNMENTS**  
**LAST TEN FISCAL YEARS ENDED JUNE 30**

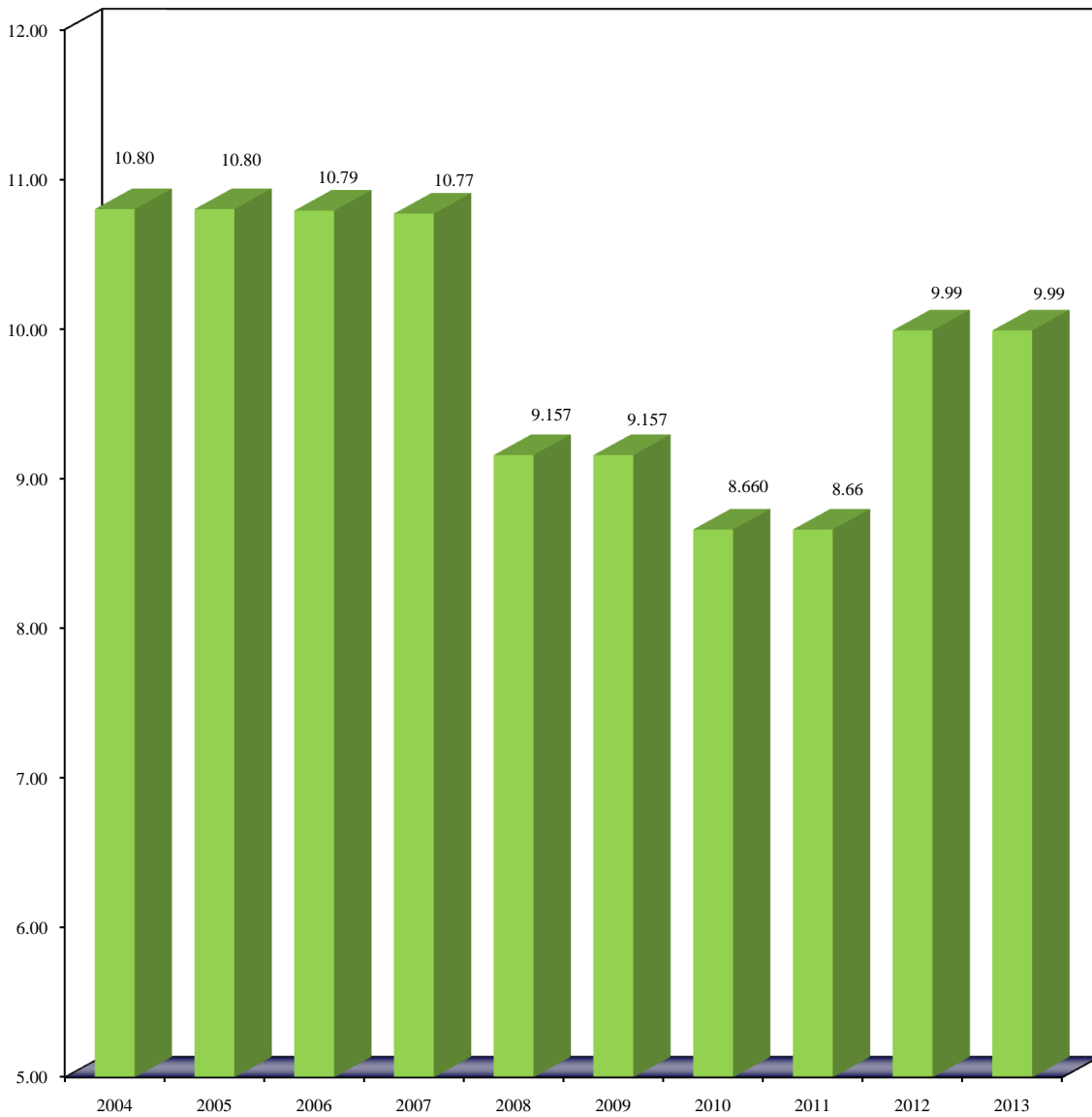
FISCAL YEAR	CITY OF ALBANY MILLAGE*			DOUGHERTY COUNTY MILLAGE*			BOARD OF EDUCATION MILLAGE*			OTHER (STATE OF GA)	
	OPERATING	DEBT SERVICE	TOTAL CITY	OPERATING	DEBT SERVICE	TOTAL COUNTY	OPERATING	DEBT SERVICE	TOTAL SCHOOL		TOTAL
2004	10.800	0.00	10.800	13.158	0.00	13.158	19.000	0.00	19.000	0.25	43.208
2005	10.790	0.00	10.790	13.158	0.00	13.158	19.000	0.00	19.000	0.25	43.198
2006	10.777	0.00	10.777	13.147	0.00	13.147	18.984	0.00	18.984	0.25	43.158
2007	9.159	0.00	9.159	11.897	0.00	11.897	18.450	0.00	18.450	0.25	39.756
2008	9.157	0.00	9.157	11.894	0.00	11.894	18.445	0.00	18.445	0.25	39.746
2009	8.660	0.00	8.660	11.894	0.00	11.894	18.445	0.00	18.445	0.25	39.249
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	9.990	0.00	9.990	11.894	0.00	11.894	18.445	0.00	18.445	0.20	40.529
2013	9.990	0.00	9.990	11.894	0.00	11.894	18.445	0.00	18.445	0.15	40.479

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

# City Of Albany

## FY 2004 - FY 2013

### Property Tax Millage Rates



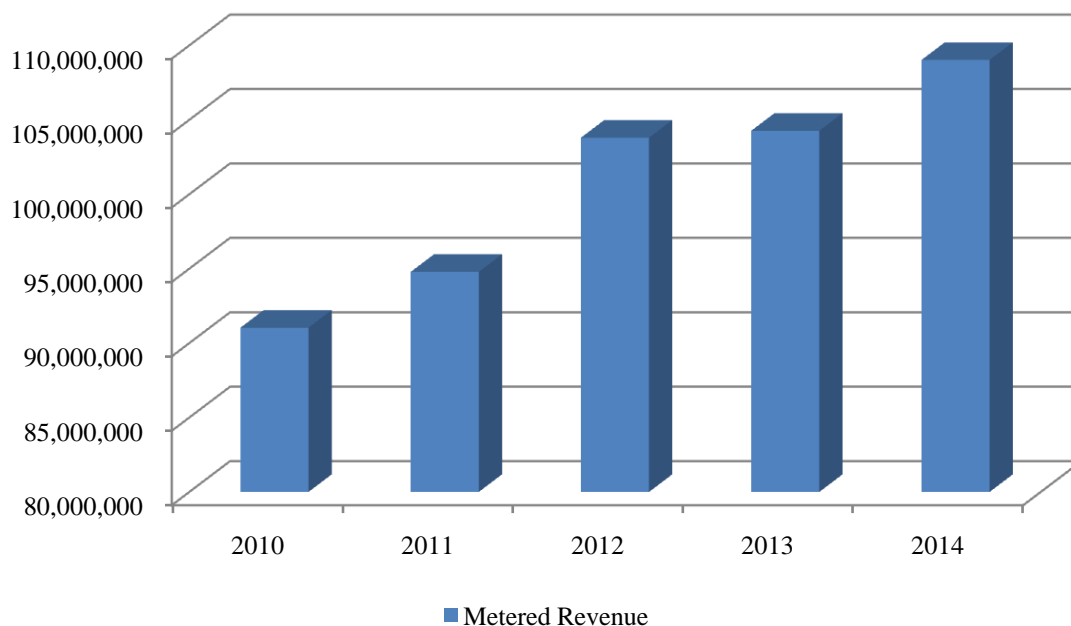
1 Mill = Approximately \$1,531,517

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

	2010	2011	2012	2013	2014
<b>Transfers</b>	7,467,193	7,710,828	8,259,045	9,084,950	8,738,573
<b>Prior Calendar Year Metered Revenue</b>	91,033,737	94,781,968	103,800,825	104,265,104	109,021,900
<b>Transfer Expressed as % of Revenue</b>	7.5	7.5	7.5	7.5	7.5

In 2005, 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 for the proceeding year will be transferred to the City of Albany on an annual basis.

**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.

**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
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	0	475,000	475,000
2018 – 2022	0	2,375,000	2,375,000
2023 – 2027	0	2,375,000	2,375,000
2028	<u>10,000,000</u>	<u>475,000</u>	<u>10,475,000</u>
<b>Total</b>	<u>\$10,000,000</u>	<u>\$7,600,000</u>	<u>\$17,600,000</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 2012 (in thousands):

Assessed Value of Taxable Property	\$1,487,230	
Add Back Exempt Property	106,590	\$1,593,820
	=====	=====
Debt Limit--10% of Assessed Value (Article IX, Section VII of the Constitution of Georgia)		\$159,382
Amount of Debt applicable to Constitutional Debt Limit, Total General Obligation Bond Debt	\$ 16,585	
Less: Assets Available for Bond Service <sup>(1)</sup>	<u>0</u>	<u>\$ 16,585</u>
Legal Debt Margin pursuant to Article IX, Section III of the Constitution of Georgia		\$142,797
		=====
Percent of Debt Limit Used		10.41%
		=====



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

2012	Estimated Fair Market Value of Taxable Property	\$ 3,828,792,355
2012	Net Assessed Valuation of Taxable Property for Bond Purposes	\$ 1,531,516,942

### 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)	\$0	0%	\$0
Overlapping:			
Board of Education	0	0%	0
	-----	-----	-----
Total	<u><u>\$0</u></u>		<u><u>\$0</u></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)	\$ 216
Total City and Overlapping Debt per Capita (3)	\$ 184
Fair Market Value of City Taxable Property per Capita	\$49,764

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(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 2012 assessed value in the City of Albany and their respective percentage of the City's total assessed valuation.

<b><u>Taxpayer</u></b>	<b><u>Type of Business</u></b>	<b><u>2012 Assessed Valuation</u></b>	<b><u>Percentage of Total Assessed Valuation (1)</u></b>
1. Bell South	Telecommunications	14,536,033	.95%
2. Albany Mall, LLC	Mall Developer	12,525,452	.82%
3. M&M Mars	Confectioner	10,765,001	.70%
4. Wal-Mart	Retail	9,799,696	.64%
5. Flint River Services	Warehousing	7,766,298	.51%
6. Allied Wireless	Telecommunications	7,153,348	.47%
7. Alliance	Apartments	6,563,560	.43%
8. Mediacom	Telecommunications	6,636,226	.44%
9. Brooks, Robert N, Sr.	Real Estate Investor	6,549,227	.43%
10. Georgia Power Co.	Utility	6,443,820	.42%

(1) Based on 2012 estimated net tax digest for maintenance and operation purposes of \$ 1,527,442,735.

**SOURCE:** Dougherty County Tax Department

**Property Tax Digest Trend**

The property tax digests of the City for the calendar years 2008 through 2013 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><b>2013</b></u>	<u><b>2012</b></u>	<u><b>2011</b></u>
Property Type			
Real & Personal	1,531,445,758	1,518,769,597	1,487,229,730
Motor Vehicles	129,811,700	124,574,320	118,412,040
Mobile Homes	4,281,170	4,265,259	4,188,286
Timber - 100%	83,695	56,253	136,621
Heavy Duty Equipment	<u>19,776</u>	<u>334,427</u>	<u>122,742</u>
Gross Digest	1,665,642,099	1,647,999,856	1,610,089,419
less:			
Exemptions (1)	<u>134,125,157</u>	<u>120,557,121</u>	<u>106,589,761</u>
Net Digest:	1,531,516,942	1,527,442,735	1,503,499,658
Property Type	<u><b>2010</b></u>	<u><b>2009</b></u>	<u><b>2008</b></u>
Real & Personal	1,498,529,677	1,580,830,365	1,578,624,817
Motor Vehicles	120,878,560	139,047,600	135,044,160
Mobile Homes	4,370,264	4,638,591	4,924,971
Timber - 100%	3,599	0	0
Heavy Duty Equipment	<u>164,172</u>	<u>901,396</u>	<u>1,063,930</u>
Gross Digest	1,623,945,272	1,725,417,952	1,719,657,878
less:			
Exemptions (1)	<u>109,049,327</u>	<u>102,145,501</u>	<u>110,843,234</u>
Net Digest:	1,514,896,645	1,623,272,451	1,608,814,644

(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.

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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 2003 through 2012 (in thousands).

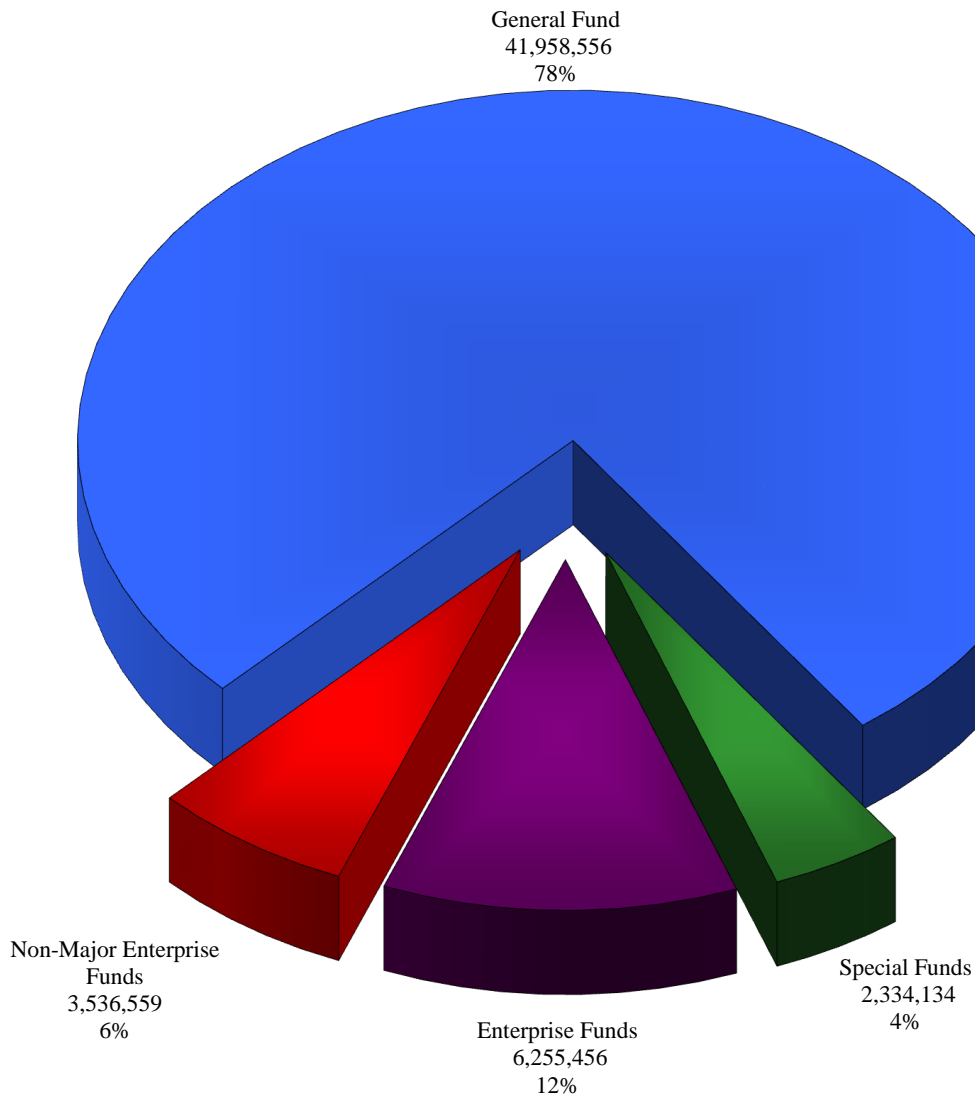
Fiscal Year	Total Tax Levy	Current Tax Collections	Delinquent Tax Collection	Total Tax Collections	Ratio of Total Tax Collections to Total Levy %
2012	\$ 12,428	\$ 12,131	\$ 0	\$ 12,131	97.61%
2011	\$ 12,388	\$ 12,168	\$ 177	\$ 12,345	99.65 %
2010	\$ 13,540	\$ 13,105	\$ 398	\$ 13,503	99.73 %
2009	\$ 13,400	\$ 12,329	\$1,033	\$ 13,362	99.72 %
2008	\$ 13,164	\$ 12,872	\$ 272	\$ 13,144	99.84 %
2007	\$ 13,077	\$ 12,901	\$ 156	\$ 13,057	99.85 %
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	99.83 %

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Source: City of Albany 2012 CAFR, Statistical Section, pg. 148

# City Of Albany

## FY 2014

### Personal Services



Total Personal Services  
\$54,084,706

**FY 2014 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 919 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**

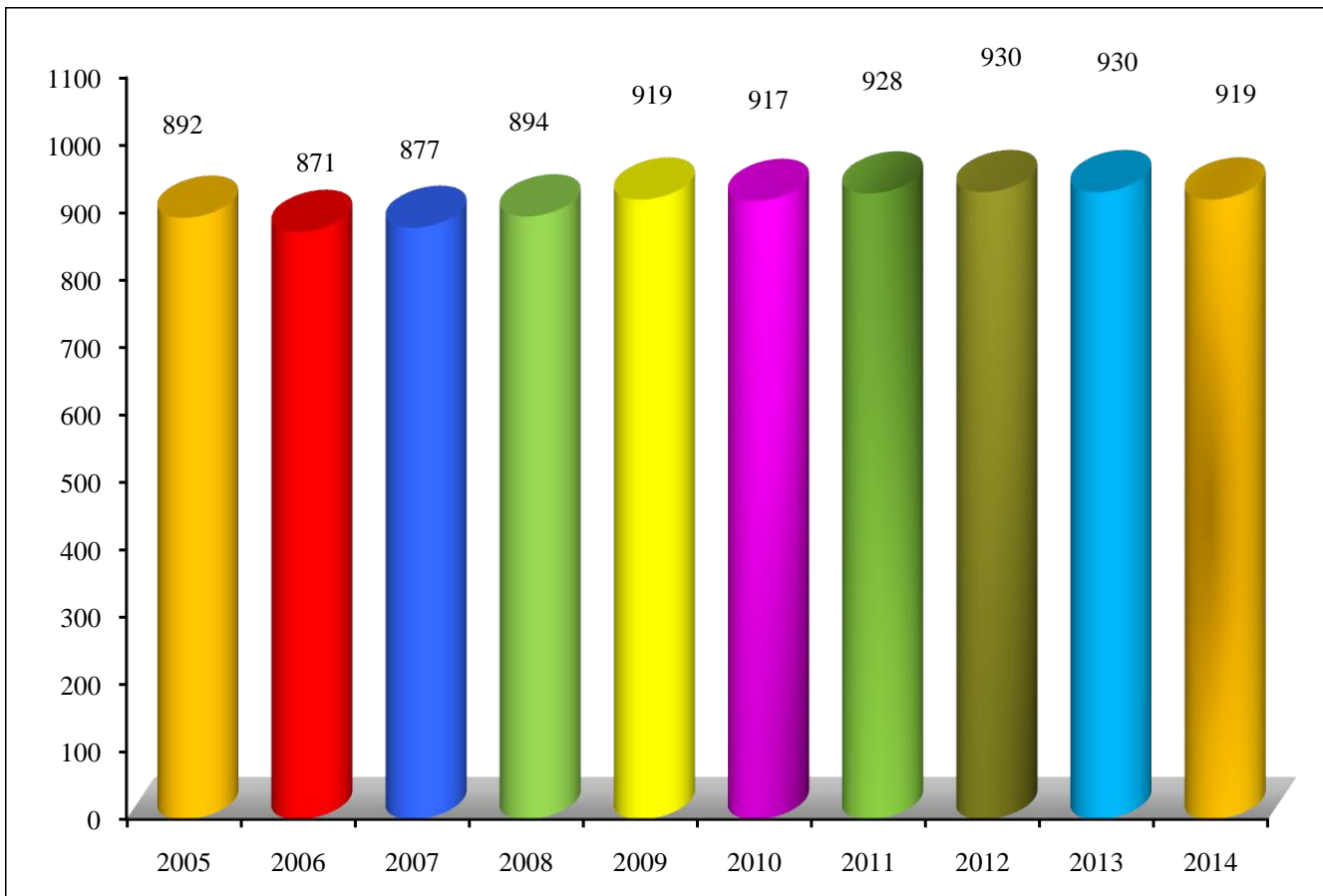
The City of Albany provides ten paid holidays each year to regular, full-time employees with benefits. These holidays include; New Year's Day (1); Martin Luther King Jr. Day (1); Memorial Day (1); Independence Day (1); Labor Day (1); Thanksgiving Day and the day after (2); Christmas Eve (1); Christmas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

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Source: City of Albany, Human Resources Management 7/9/13

# City Of Albany

## FY 2005 - FY 2014

### Summary Of Personnel Positions



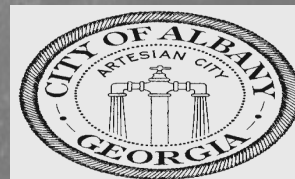
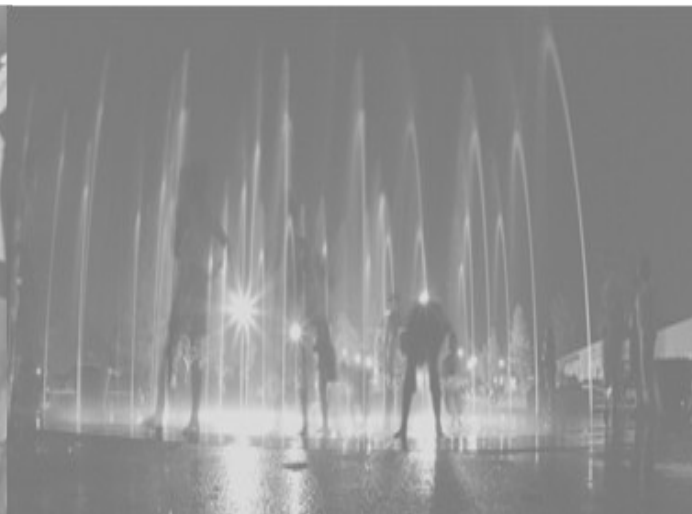


# PERSONNEL SUMMARY

## FY 2004 - FY 2013

DEPARTMENT	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>General Government</b>	7	5	8	8	9	9	9	13	12	12
<b>City Attorney/Municipal Court</b>	8	11	11	11	12	12	12	12	12	12
<b>Human Resources Mgmt</b>	12	11	11	11	12	12	16	14	14	13
<b>Central Services Department</b>	65	67	35	35	35	35	35	35	35	30
<b>Finance</b>	18	21	23	21	20	21	22	22	21	20
<b>Information Technology Dept.</b>	14	14	14	14	16	17	17	17	17	16
<b>Police</b>	235	222	222	223	235	237	238	240	249	250
<b>Fire</b>	172	172	204	212	212	212	211	211	211	211
<b>Planning &amp; Development Svc.</b>	22	20	20	22	22	22	22	22	18	16
<b>Code Enforcement</b>	7	8	10	14	19	19	19	19	19	17
<b>Engineering</b>	32	31	31	31	31	31	31	31	30	30
<b>Public Works</b>	165	160	160	160	160	153	149	149	154	154
<b>Recreation</b>	60	57	57	57	60	63	69	69	63	63
<b>Airport</b>	17	14	14	17	17	17	17	17	17	15
<b>Municipal Aud./Civic Center</b>	17	16	16	17	17	17	17	17	16	16
<b>Transit</b>	29	29	29	29	30	30	30	30	30	32
<b>Community &amp; Economic Dev.</b>	12	12	12	12	12	12	12	12	12	12
<b>Total</b>	<b>892</b>	<b>870</b>	<b>877</b>	<b>894</b>	<b>919</b>	<b>919</b>	<b>926</b>	<b>930</b>	<b>930</b>	<b>919</b>
 <b>Population (Estimate) *</b>	 75,630	 75,374	 75,799	 75,831	 75,831	 75,831	 75,616	 76,939	 77,434	 77,434
 <b>Employees/1000</b>	 11.8	 11.5	 11.5	 11.8	 12.1	 12.1	 12.2	 12.8	 12.0	 11.9
 <b>General Government consists of:</b>										
<b>City Manager's Office</b>	5	3	6	6	7	7	7	10	9	9
 <b>City Clerk's Office</b>	 2	 2	 2	 2	 2	 2	 2	 3	 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**

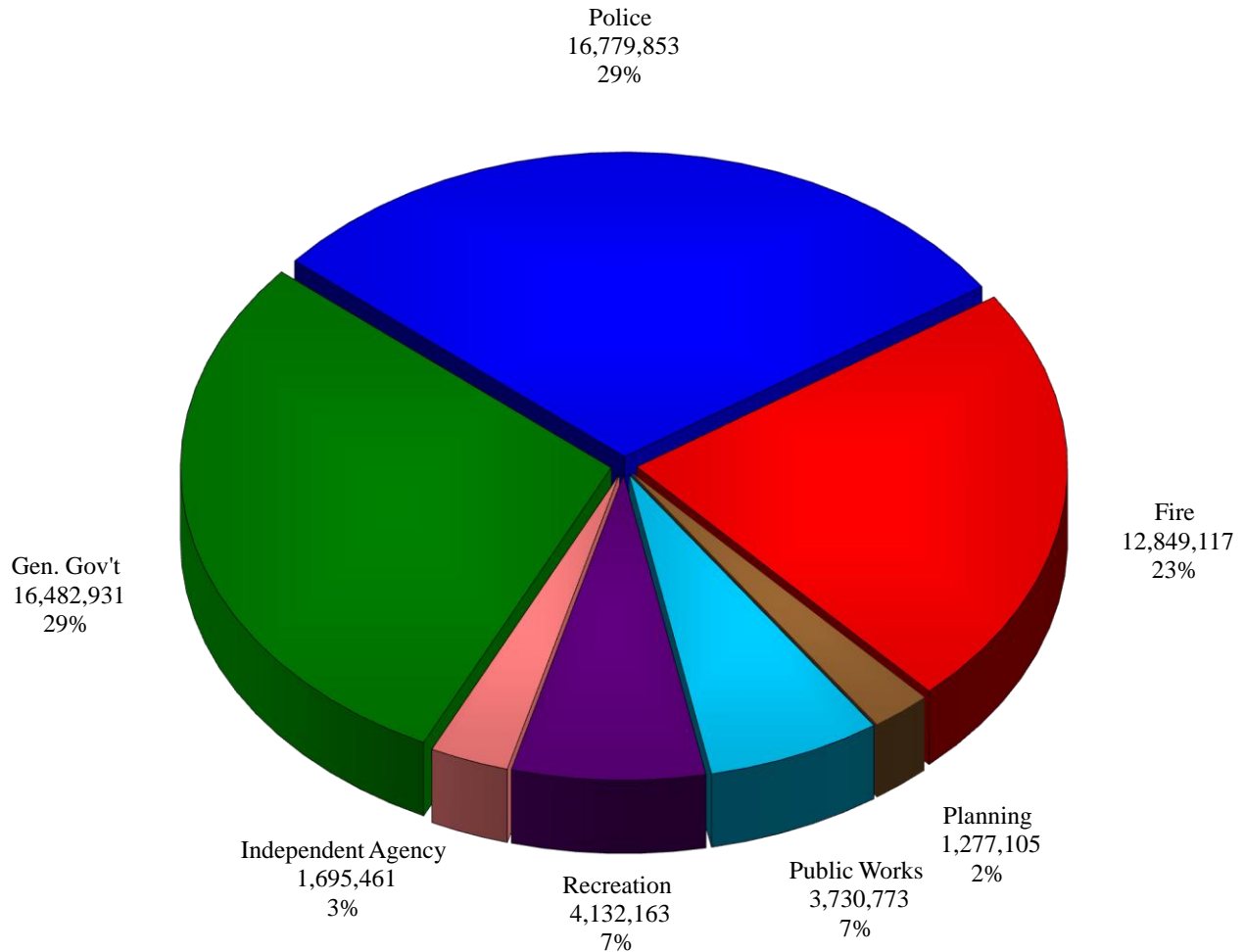


# **Annual Budget FY 2014**

# City of Albany

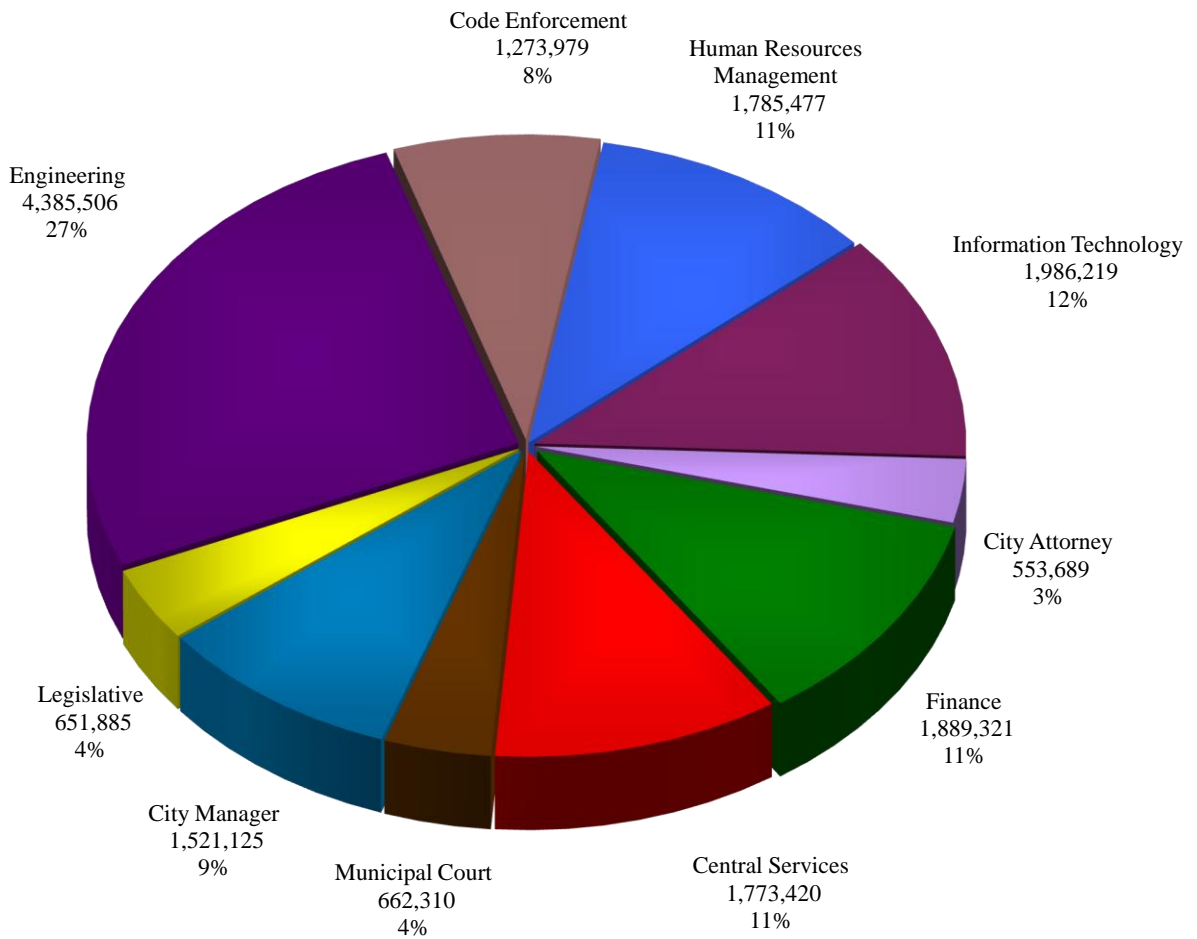
## FY 2014

### General Fund Expenditures



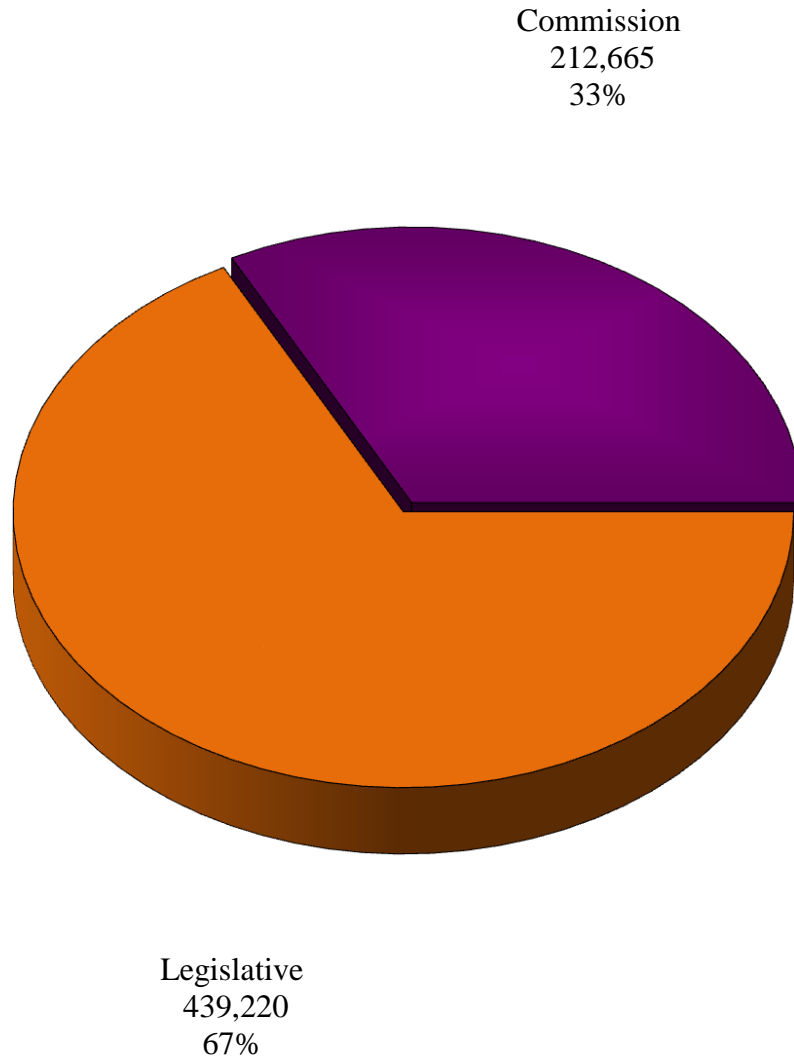
Total General Fund Expenditures  
\$56,947,403

# City of Albany FY 2014 General Government



Total Expenditures  
\$16,482,931

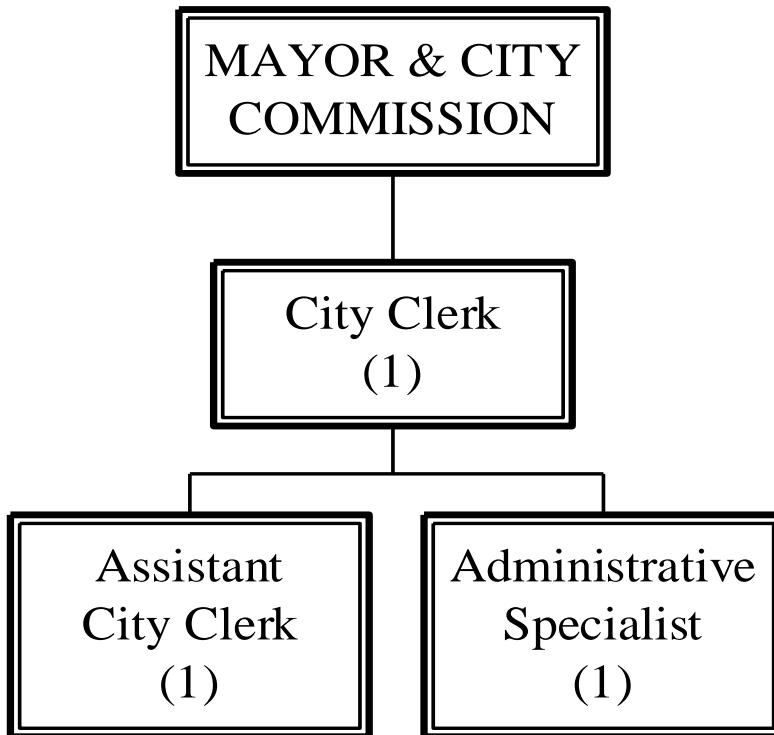
City Of Albany  
Adopted Budget  
FY 2014  
Legislative Department



Total Expenditures  
\$651,885

# 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 in Room 100. All meetings are held in the Government Center at 222 Pine Avenue, Albany, Georgia. The official meeting times are posted on our website at [www.albany.ga.us](http://www.albany.ga.us) and in the Governmental Center on the first floor. This office also has custody and charge of all records, books, and papers belonging to the City. The Clerk attests to and affixes the City's Official Seal to all deeds, leases, and other instruments executed by the Board.

Major Object of Expenditure	ACTUAL 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	306,287	329,101	330,602
OPERATING EXPENSE	301,210	254,635	321,283
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>607,497</b>	<b>583,736</b>	<b>651,885</b>
<b>FULL TIME POSITIONS</b>	<b>2</b>	<b>3</b>	<b>3</b>

**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 in Room 100. All meetings are held in the Government Center at 222 Pine Avenue, Albany, Georgia. The official meeting times are posted on our website at [www.albany.ga.us](http://www.albany.ga.us) and in the Governmental Center on the first floor. 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	154,795	174,929	172,937
OPERATING EXPENSE	257,968	199,568	266,283
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>412,763</b>	<b>374,497</b>	<b>439,220</b>
<b>FULL TIME POSITIONS</b>	<b>2</b>	<b>3</b>	<b>3</b>

**Class Title**

City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Specialist	0	1	1
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>



## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of records audited and brought into compliance w/State requirements	TBD	2	5	3
<b>Service Quality</b>				
% of citizen complaints/requests responded to within three days	TBD	15	10	-5
<b>Output</b>				
# 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
<b>Efficiency</b>				
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.

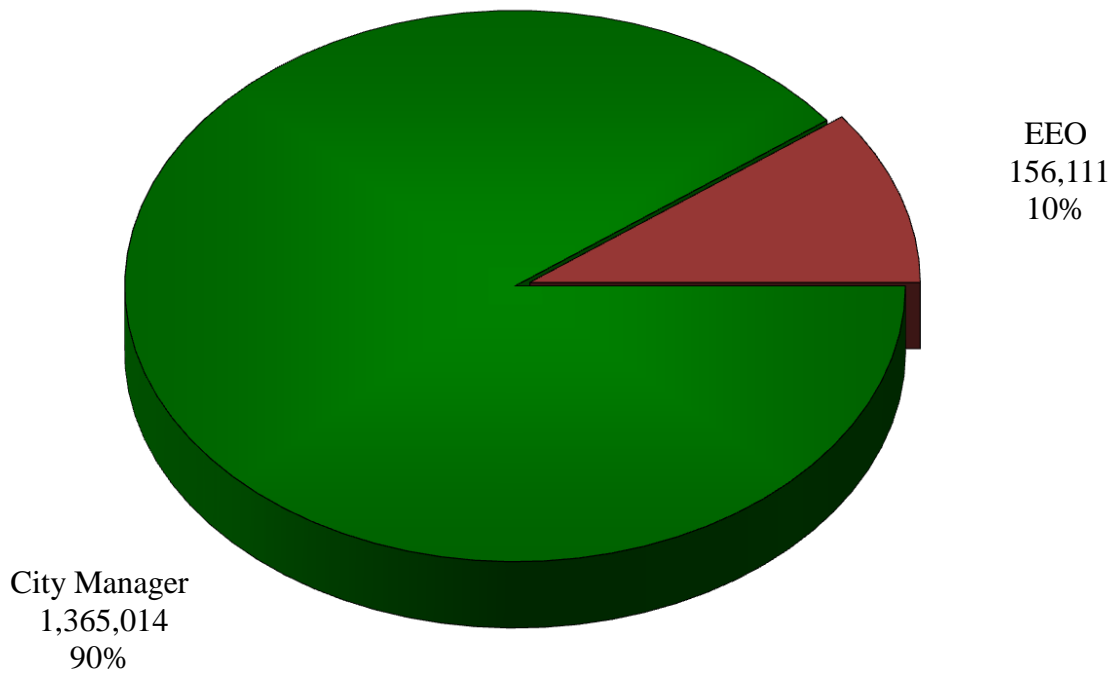
## CITY COMMISSION

## 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 first and third Tuesdays of the month 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 in Room 100. All meetings are held in the Government Center at 222 Pine Avenue, Albany, Georgia. The official meeting times are posted on our website at [www.albany.ga.us](http://www.albany.ga.us) and in the Governmental Center on the first floor.

Major Object of Expenditure	ACTUAL 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	151,492	154,172	157,665
OPERATING EXPENSE	43,242	55,067	55,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>194,734</b>	<b>209,239</b>	<b>212,665</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>

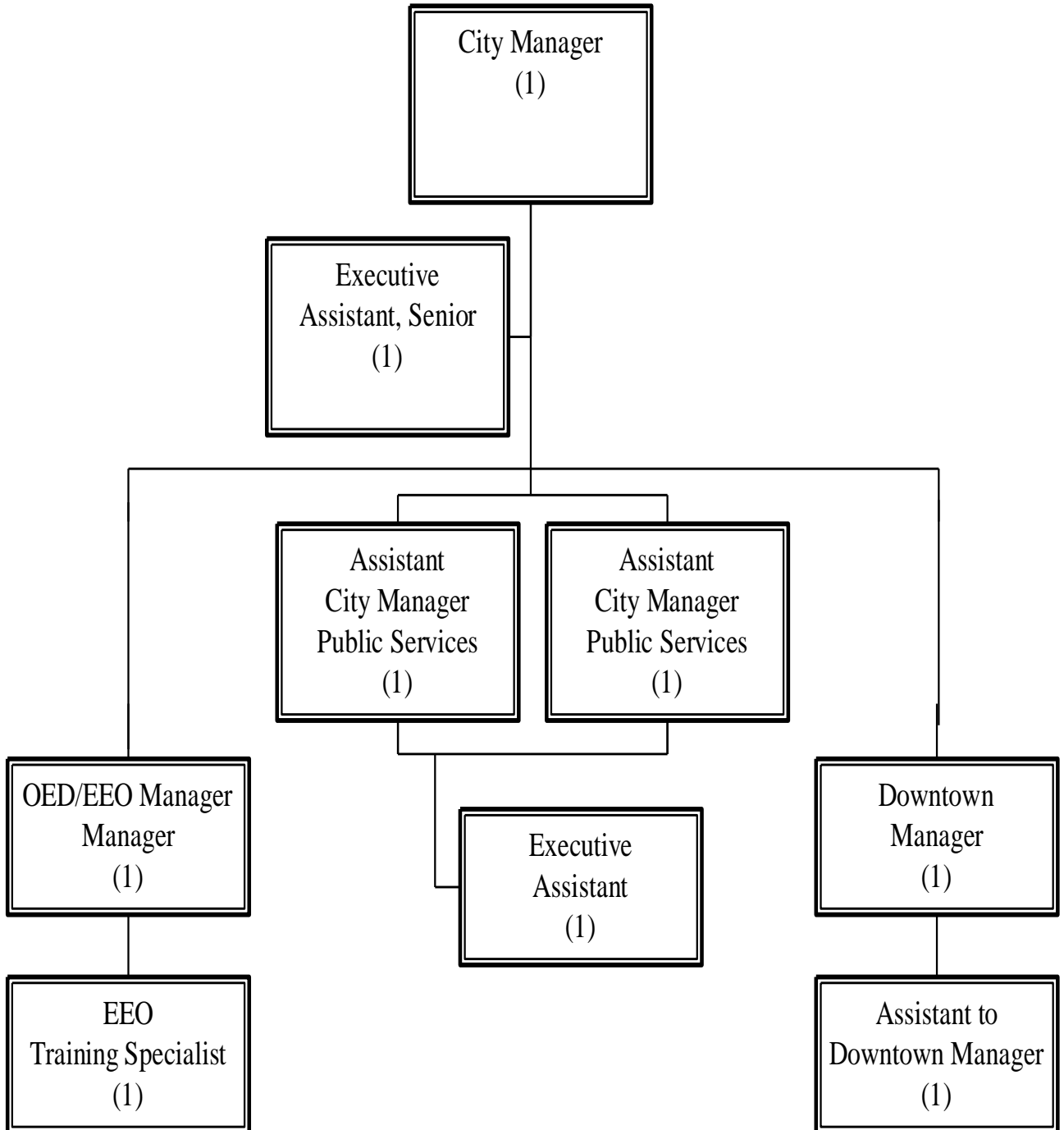
City Of Albany  
Adopted Budget  
FY 2014  
City Manager's Office



Total Expenditures  
\$1,521,125

# City Manager's Office

## Dept 2



## CITY'S MANAGER'S DEPARTMENT SUMMARY

## DESCRIPTION

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

Major Object of Expenditure	ACTUAL 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	715,939	831,106	766,750
OPERATING EXPENSE	574,537	679,434	754,375
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,290,476</b>	<b>1,510,540</b>	<b>1,521,125</b>
<b>FULL TIME POSITIONS</b>	<b>10</b>	<b>9</b>	<b>9</b>

## 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 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	588,743	702,979	692,135
OPERATING EXPENSE	537,821	647,265	672,879
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,126,564</b>	<b>1,350,244</b>	<b>1,365,014</b>
<b>FULL TIME POSITIONS</b>	<b>7</b>	<b>7</b>	<b>7</b>

<u>Class Title</u>			
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
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of tasks assigned to staff within three days of Commissioners request	TBD	TBD	TBD	0
<b>Output</b>				
# of commission tasks assigned	TBD	TBD	TBD	0
<b>Efficiency</b>				
# 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.

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of public information requests responded to in one business day	TBD	TBD	TBD	0
<b>Output</b>				
# of media public information requests answered	TBD	TBD	TBD	0
<b>Efficiency</b>				
Public information and relations cost per resident	TBD	TBD	TBD	0%



## City Manager's Office Performance Plan

**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.

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of joint services agreements in accordance to state requirements	TBD	100%	100%	0
<b>Service Quality</b>				
% of joint service agreements reviewed on schedule	TBD	TBD	TBD	0
<b>Output</b>				
# of joint services agreements maintained	TBD	26	26	0
<b>Efficiency</b>				
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.

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
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

## City Manager's Office Performance Plan

<b>Service Quality</b>				
% 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
<b>Output</b>				
Number of incentive program applications processed	TBD	15	25	40
<i>Note: currently process Façade program, loft conversion, business incubator</i>				
<b>Efficiency</b>				
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 capture 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.

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Downtown event attendance (major sponsored events)	TBD	2,500	3,000	20
<b>Service Quality</b>				
% of downtown retail/restaurant businesses that rate satisfaction with the events as good or excellent	TBD	50%	65%	15
<b>Output</b>				
Number of events downtown	TBD	18	18	0
<b>Efficiency</b>				
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

### City Manager's Office Performance Plan

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.

#### 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% increase of people who join the social media web pages	TBD	50%	100%	50
<b>Output</b>				
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
<b>Efficiency</b>				
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.

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**EQUAL EMPLOYMENT OPPORTUNITY DIVISION**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	127,196	128,127	74,615
OPERATING EXPENSE	36,716	32,169	81,496
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>163,912</b>	<b>160,295</b>	<b>156,111</b>
<b>FULL TIME POSITIONS</b>	<b>3</b>	<b>2</b>	<b>2</b>

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<b><u>Class Title</u></b>			
HR, OED Manager	1	1	1
EEO/ Training Specialist	1	1	1
HR, OED Administrator	1	0	0
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>2</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% 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
<b>Output</b>				
# of Employees trained on EEO matters	TBD	200	1000	400
# of EEO related training sessions conducted	TBD	10	40	300
<b>Efficiency</b>				
Cost per employee trained	TBD	\$15	\$15	0

## City Manager's Office Performance Plan

## Program 8 Grievances &amp; 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Grievances filed per 1000 employees	TBD	.025	.025	0
<b>Service Quality</b>				
% of grievances resolved within 60 days	TBD	90%	97%	7
<b>Output</b>				
# of grievances processed	TBD	25	30	20
<b>Efficiency</b>				
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

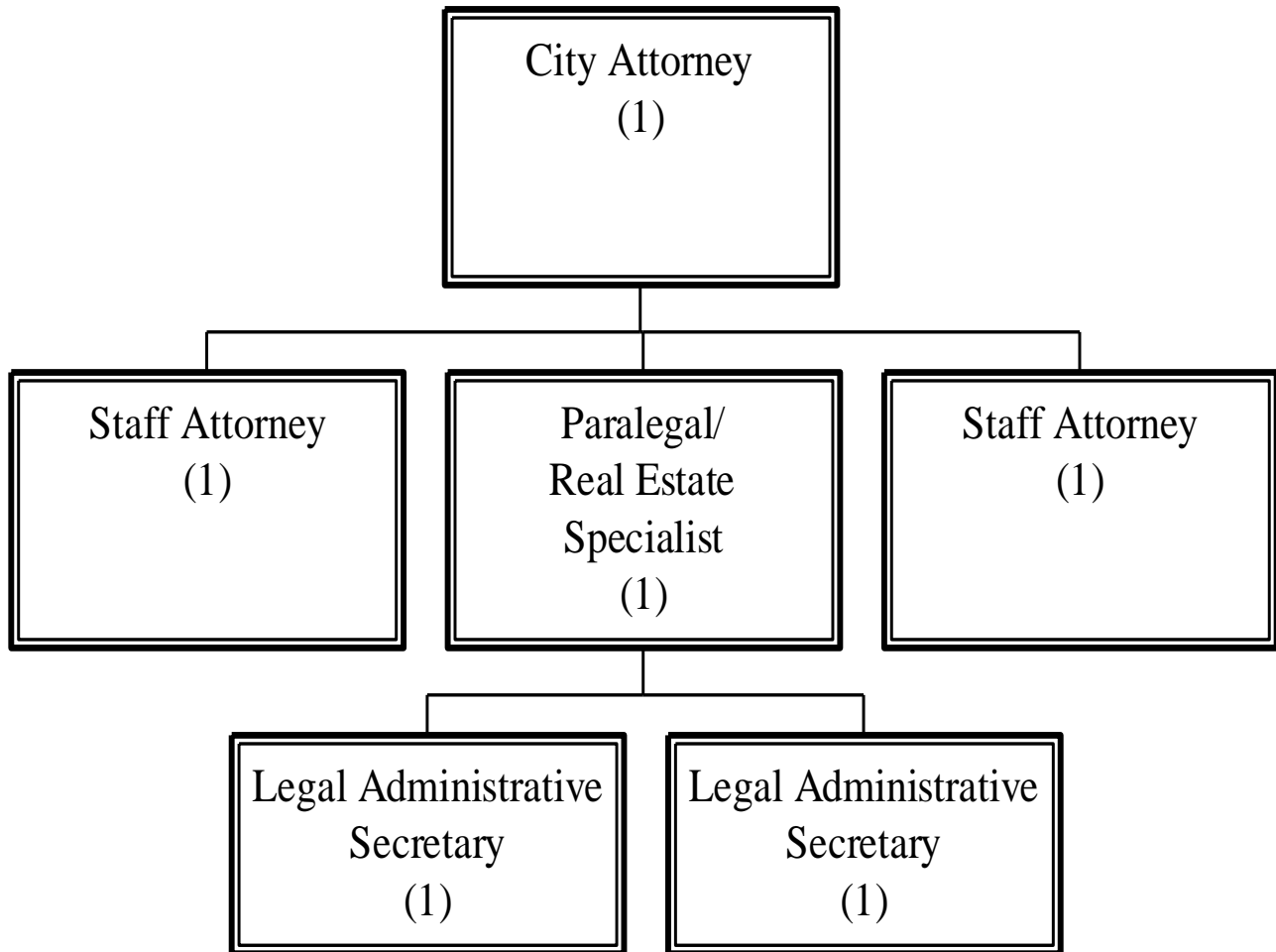
Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of departments without substantiated complaints	TBD	100%	100%	0
<b>Service Quality</b>				
% of claims resolved within 60 days	TBD	N/A	90%	90
<b>Output</b>				
# of Title VI claims handled	TBD	N/A	5	N/A
# of Title VI outreach events conducted	TBD	N/A	4	N/A
<b>Efficiency</b>				
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. Those matters are now part of the City Attorney's Office.

Major Object of Expenditure	ACTUAL 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	419,601	461,512	453,029
OPERATING EXPENSE	56,853	100,345	100,660
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>476,454</b>	<b>561,857</b>	<b>553,689</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>

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
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>

## 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.

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
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	
<b>Service Quality</b>				
% of students scoring class at satisfactory or better	TBD	TBD	TBD	
<b>Outputs</b>				
Number of classes held	TBD	TBD	TBD	
Number of students trained	TBD	TBD	TBD	
Number of new liability claims	TBD	TBD	TBD	
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Increase the % of lawsuits resolved via dispositive motions and favorable settlements	TBD	TBD	TBD	
Reduce the cost of defending litigation	TBD	TBD	TBD	
<b>Output</b>				
Number of cases adjudicated	TBD	TBD	TBD	
Number of positive outcomes	TBD	TBD	TBD	
Judgment or settlement amount	TBD	TBD	TBD	
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Decrease the time per case to process from receipt to submission to court	TBD	TBD	TBD	
<b>Output</b>				
Number of demolition cases	TBD	TBD	TBD	
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
<b>Output</b>				
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

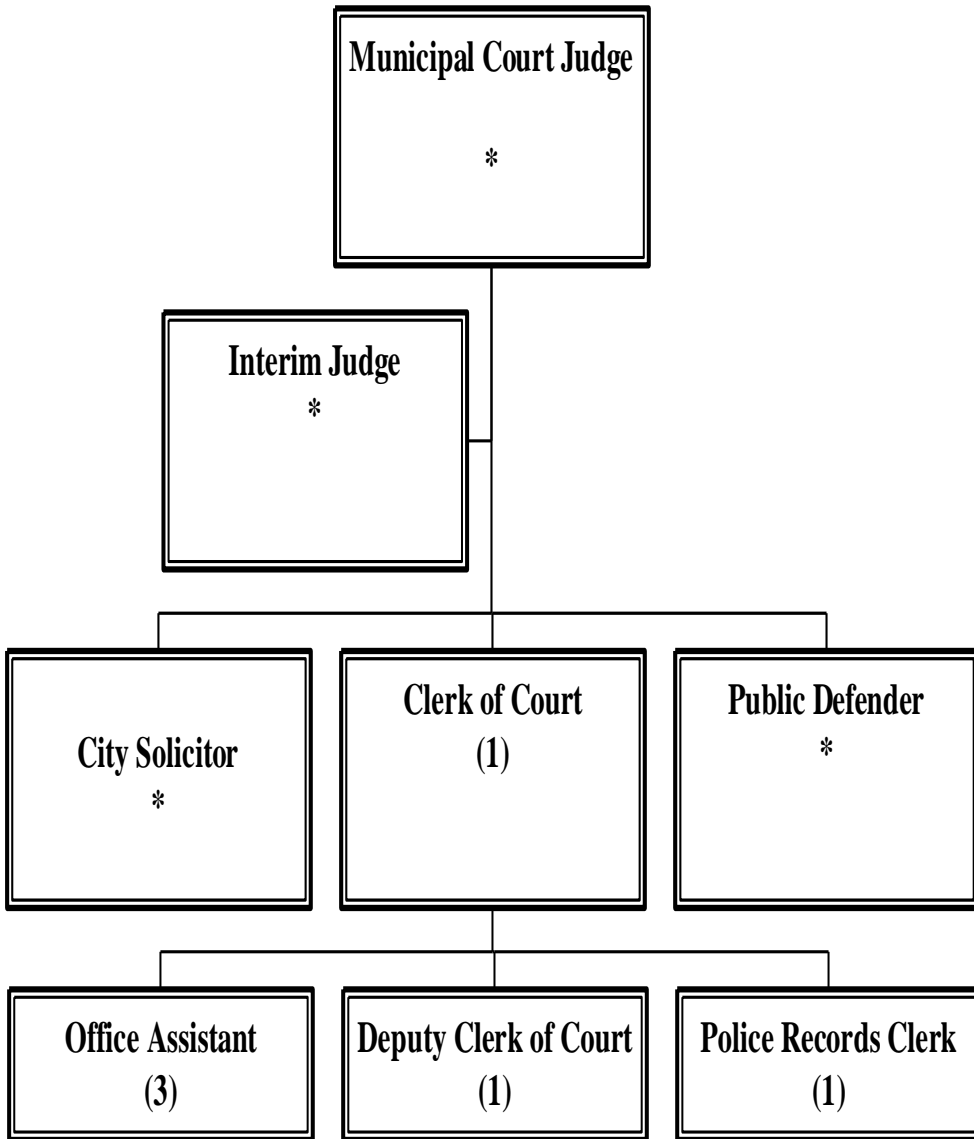
## Planned Performance Targets

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Decrease the average amount of time in complying with requests	TBD	TBD	TBD	
<b>Output</b>				
Number of requests received	TBD	TBD	TBD	
Length of time for completion	TBD	TBD	TBD	
<b>Efficiency</b>				
Average amount of time per response	TBD	TBD	TBD	

Plan is not fully implemented. Data will be forthcoming.

# MUNICIPAL COURT OFFICE

## DEPT 4



\* Appointed

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**MUNICIPAL COURT**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	466,694	458,259	492,991
OPERATING EXPENSE	156,989	146,570	169,318
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>623,683</b>	<b>604,829</b>	<b>662,310</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>

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**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
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% Percent of dockets closed	TBD	82%	93%	11%
<b>Service Quality</b>				
% of bench warrants issued for service within 4 days	TBD	%	%	%
<b>Output</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of dockets entered without error	TBD	%	%	%
<b>Service Quality</b>				
% of cases entered into docket system within 3 days	TBD	100%	100%	0
<b>Output</b>				
# of legal documents processed	TBD	16,049	16,370	2
# of cases entered	TBD	15,247	15,552	2



## Albany Municipal Court Performance Plan

## Program 3 Case Decisions

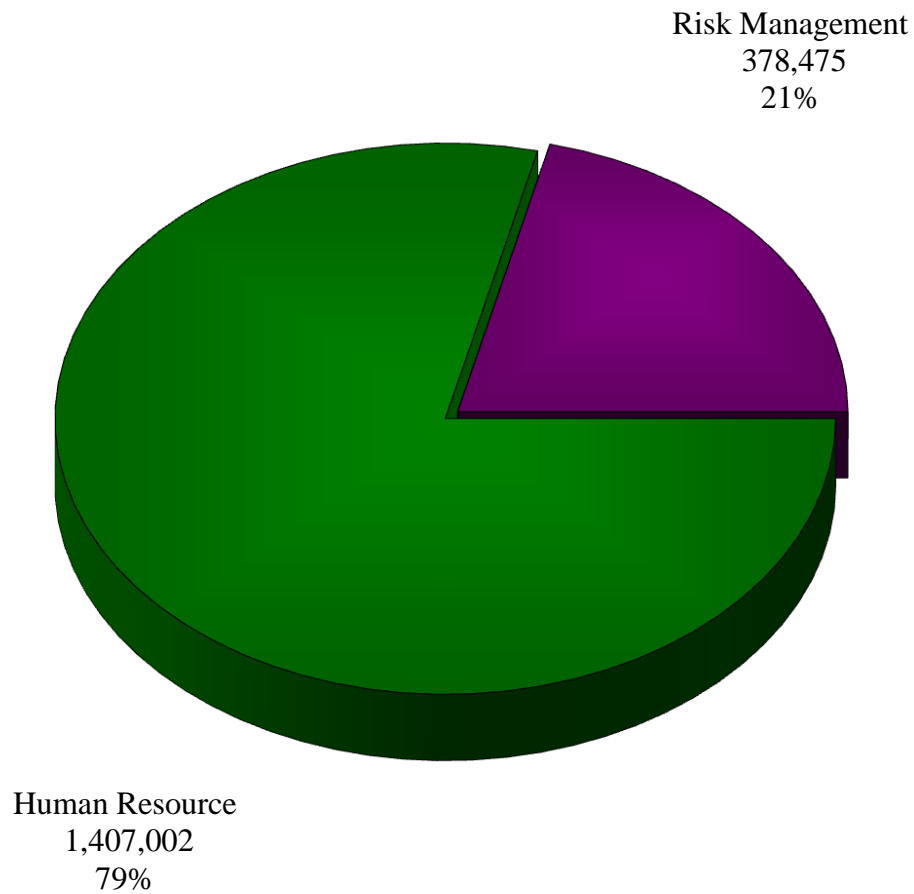
**Program Goal:** The goal of Court Support Services is to provide support to the chief judge in the courtroom and provide customer service for the public to promote court efficiency and effectiveness.

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

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of cases that resulted in fine	TBD	%	%	%
% of cases community service was issued	TBD	%	%	%
<b>Service Quality</b>				
% of cases settled at court date	TBD	%	%	%
<b>Output</b>				
# of fines paid	TBD	TBD	TBD	TBD
# of confirmed community service completions	TBD	TBD	TBD	TBD

City Of Albany  
Adopted Budget  
FY 2014

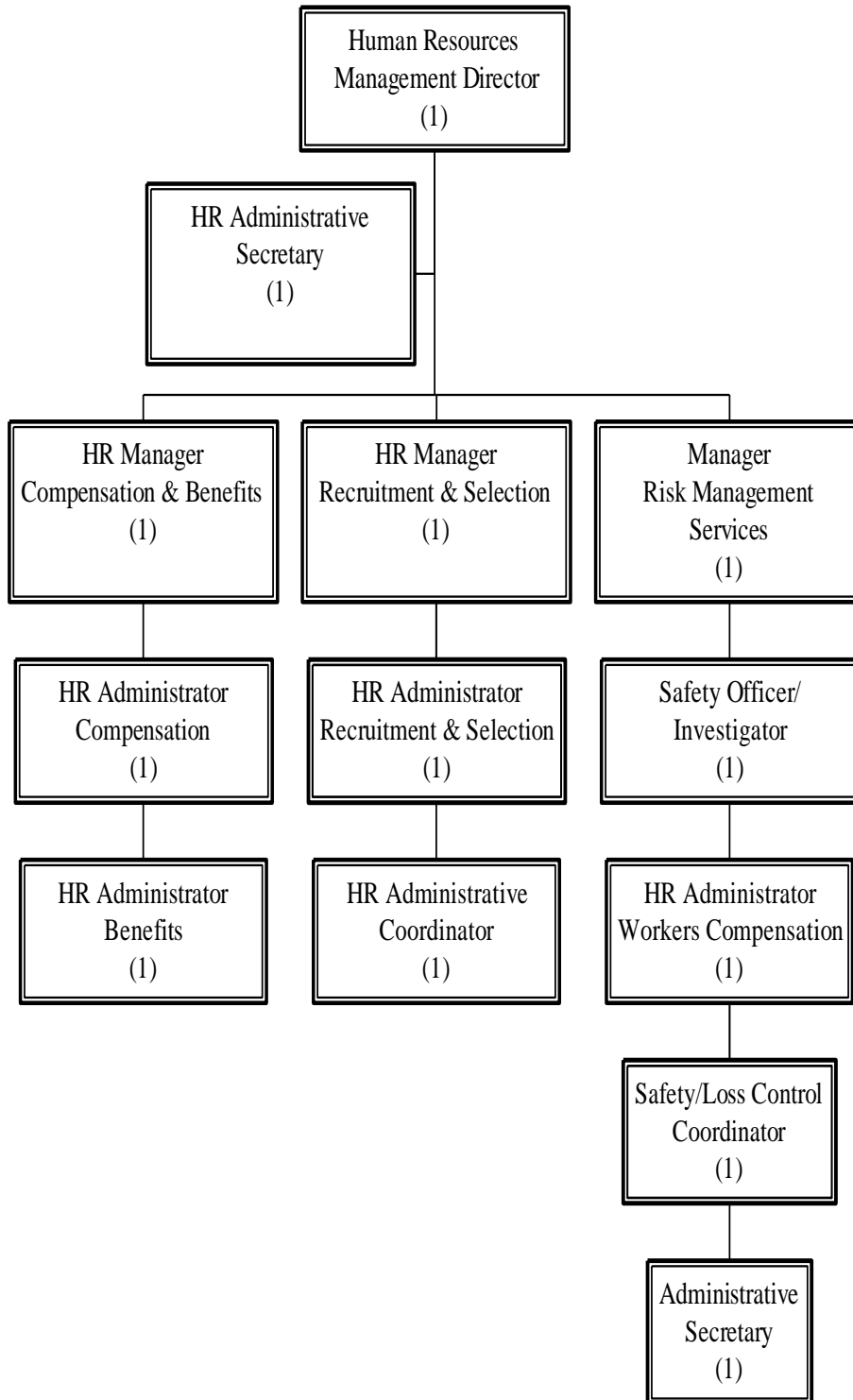
Human Resource Management Department



Total Expenditures  
\$1,785,477

# Human Resources Management Department

Dept 10



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**HUMAN RESOURCES DEPARTMENT SUMMARY**


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*DESCRIPTION*


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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 and Compensation and Benefits. The specific responsibilities of this department include recruitment, pre-screening and applicant referral, 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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,636,021	1,394,283	1,505,525
OPERATING EXPENSE	501,609	417,921	279,952
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,137,630</b>	<b>1,812,204</b>	<b>1,785,477</b>
<b>FULL TIME POSITIONS</b>	<b>16</b>	<b>14</b>	<b>13</b>

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**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 and Compensation and Benefits. The specific responsibilities of this department include recruitment, pre-screening and applicant referral, 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

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,408,495	1,283,268	1,236,375
OPERATING EXPENSE	400,224	311,015	170,627
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,808,719</b>	<b>1,594,283</b>	<b>1,407,002</b>
<b>FULL TIME POSITIONS</b>	<b>11</b>	<b>9</b>	<b>8</b>

**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	0
Human Resources Administrator (R&S)	1	1	1
Administrative Secretary	0	1	1
<b>TOTAL</b>	<b>11</b>	<b>9</b>	<b>8</b>

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of entitlements verified through reconciliation	TBD	N/A	75%	
<b>Service Quality</b>				
# of pay cycles it take to process employee changes	TBD	TBD	TBD	
% of timely department submitted changes for upcoming payroll	TBD	N/A	70%	
<b>Output</b>				
# 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	
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of employees who rate training as good to excellent	TBD	100	100	0
<b>Service Quality</b>				
# of applicants referred per job fair	TBD	250	250	0
% of jobs screened by HR	TBD	15%	15%	0
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	227,526	278,641	269,150
OPERATING EXPENSE	101,385	140,281	109,325
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>328,910</b>	<b>418,922</b>	<b>378,475</b>
<b>FULL TIME POSITIONS</b>	<b>5</b>	<b>5</b>	<b>5</b>

**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
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
# 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
<b>Service Quality</b>				
# 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
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.

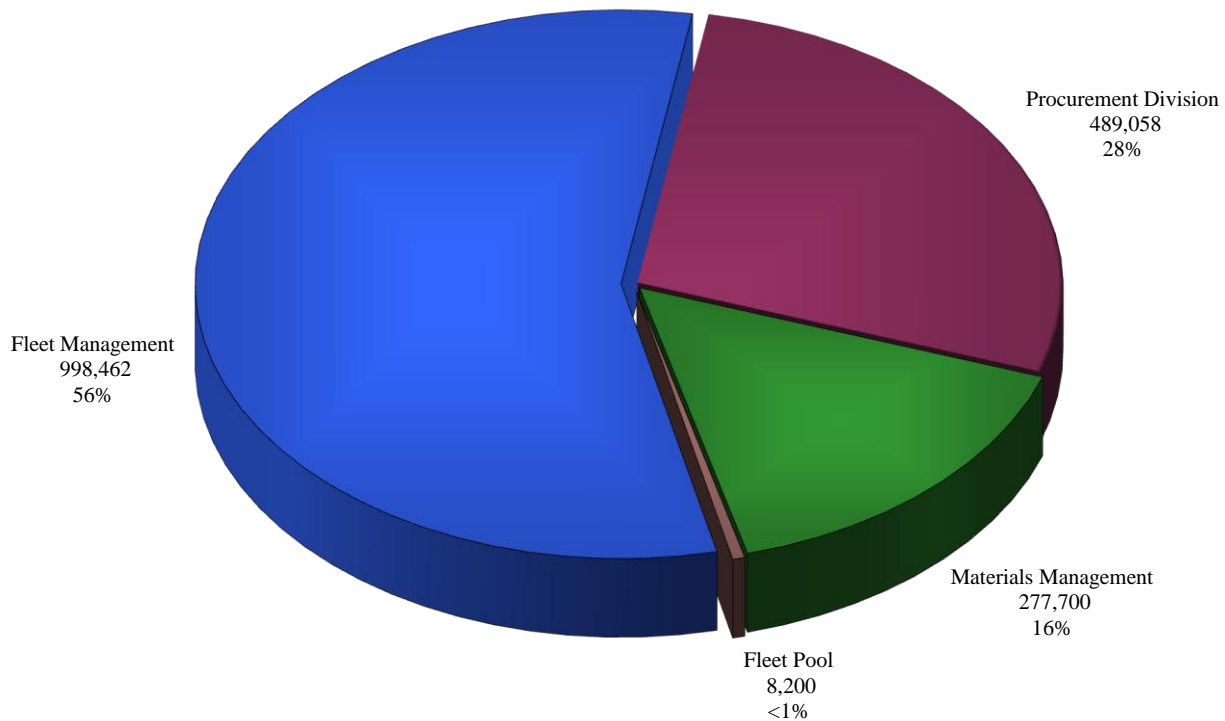
The current Risk Management Information System (Risk Pro) was purchased in 2006, since this time the company has gone out of business providing very limited technical support and help. During the FY 2011 budget review it was approved for the purchase of a new software system.

**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.

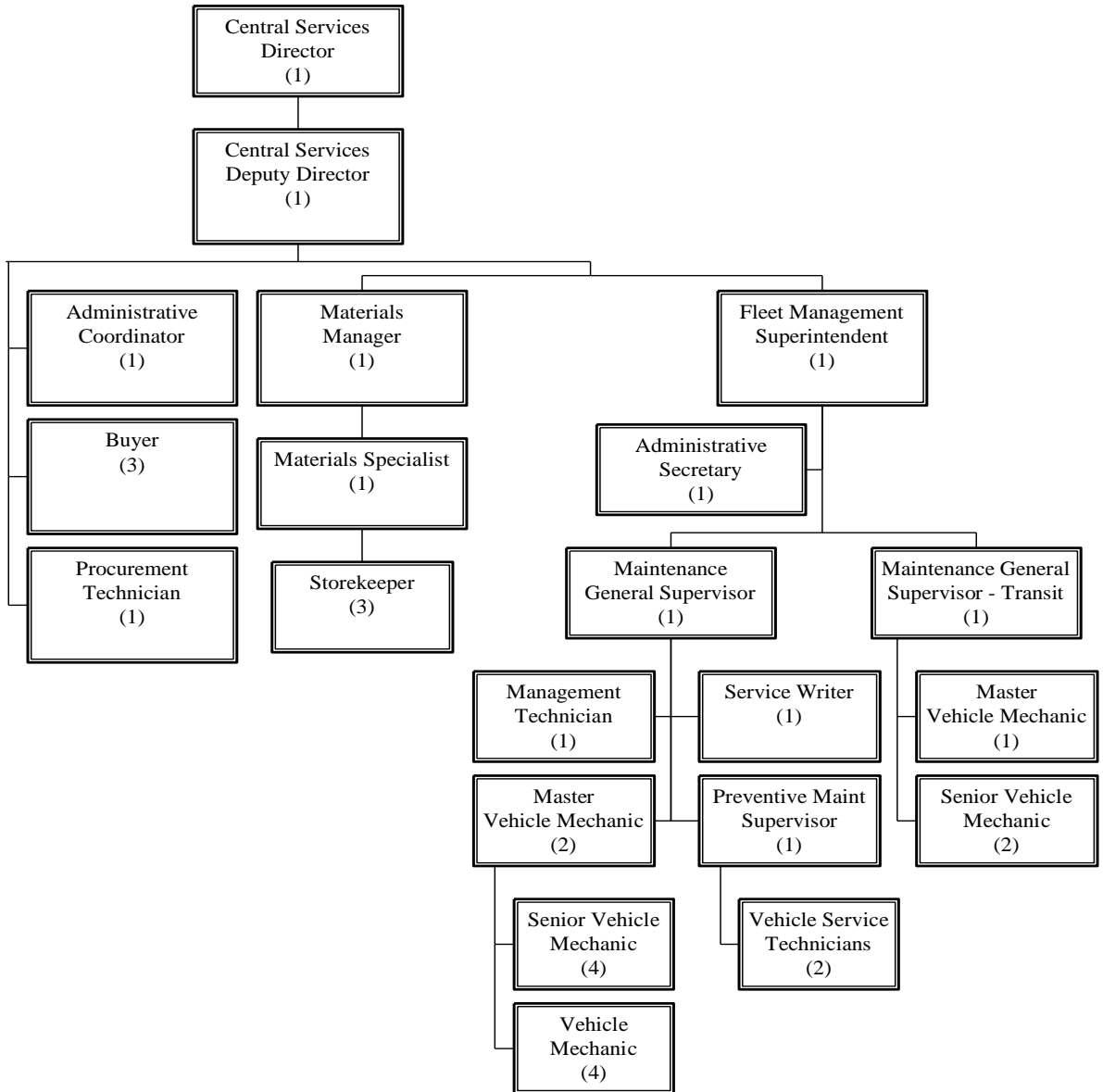
City of Albany  
Adopted Budget  
FY 2014  
Central Services Department



Total Expenditures  
\$1,773,420

# 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; 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 and Surplus; and **Fleet Management**, which includes Pool Vehicles.

Major Object of Expenditure	ACTUAL 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	1,460,214	1,552,394	1,535,973
OPERATING EXPENSE	250,777	338,176	237,448
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,710,992</b>	<b>1,890,570</b>	<b>1,773,420</b>
<b>FULL TIME POSITIONS</b>	<b>35</b>	<b>35</b>	<b>30</b>

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**CENTRAL SERVICES - ADMINISTRATION / PROCUREMENT DIVISION**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTEED 2013/2014</b>
PERSONNEL SERVICES	428,328	429,804	435,597
OPERATING EXPENSE	127,924	177,175	53,461
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>556,252</b>	<b>606,979</b>	<b>489,058</b>
<b>FULL TIME POSITIONS</b>	<b>7</b>	<b>7</b>	<b>7</b>

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**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
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Central Services Department Performance Plan

## Department Mission

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

## 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.

## 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	FY2012 Actual	FY203 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of p-card transactions versus purchase orders	TBD	17	44	27
% of requisitions processed within 3 days or less	TBD	89	90	1
<b>Output</b>				
# 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



## Central Services Department Performance Plan

Dollar value of formal bids awarded (millions)	TBD	6.2	7.5	21
<b>Efficiency</b>				
# 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 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 - 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	263,356	267,029	241,757
OPERATING EXPENSE	18,613	27,205	35,943
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>281,969</b>	<b>294,234</b>	<b>277,700</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>5</b>

**Class Title**

Materials Manager	1	1	1
Storekeeper	4	4	3
Materials Specialist	1	1	1
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>5</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of man-hours spent on special requests	TBD	39	30	-9
% of work orders completed w/o special order	TBD	70	75	5
<b>Service Quality</b>				
% of inventory turned over	TBD	98	98	-0-
<b>Output</b>				
# 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
<b>Efficiency</b>				
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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	768,531	855,561	858,618
OPERATING EXPENSE	97,078	125,596	139,844
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>865,609</b>	<b>981,158</b>	<b>998,462</b>
<b>FULL TIME POSITIONS</b>	<b>19</b>	<b>19</b>	<b>18</b>

**Class Title**

Vehicle Service Technician	2	2	2
Vehicle Mechanic	4	4	4
Vehicle Mechanic, Sr.	5	5	4
Master Vehicle Mechanic	2	2	2
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
<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>18</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of repairs performed without return or rework	TBD	99	99	0
% of preventative maintenance services completed on schedule	TBD	85	95	10
<b>Output</b>				
# 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
<b>Efficiency</b>				
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*

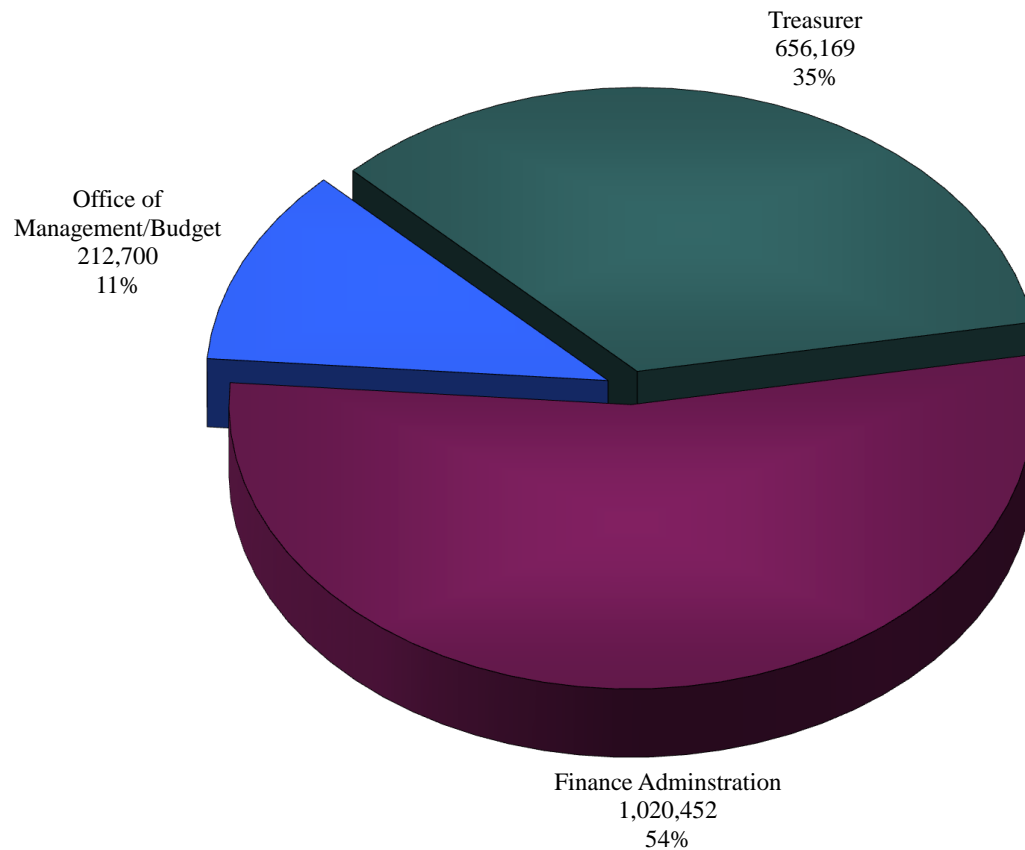
The Motor Vehicle Pool's function is to provide the City with a centrally located pool of vehicles and equipment for special or occasional use including out-of-town travel, special projects, and programs.

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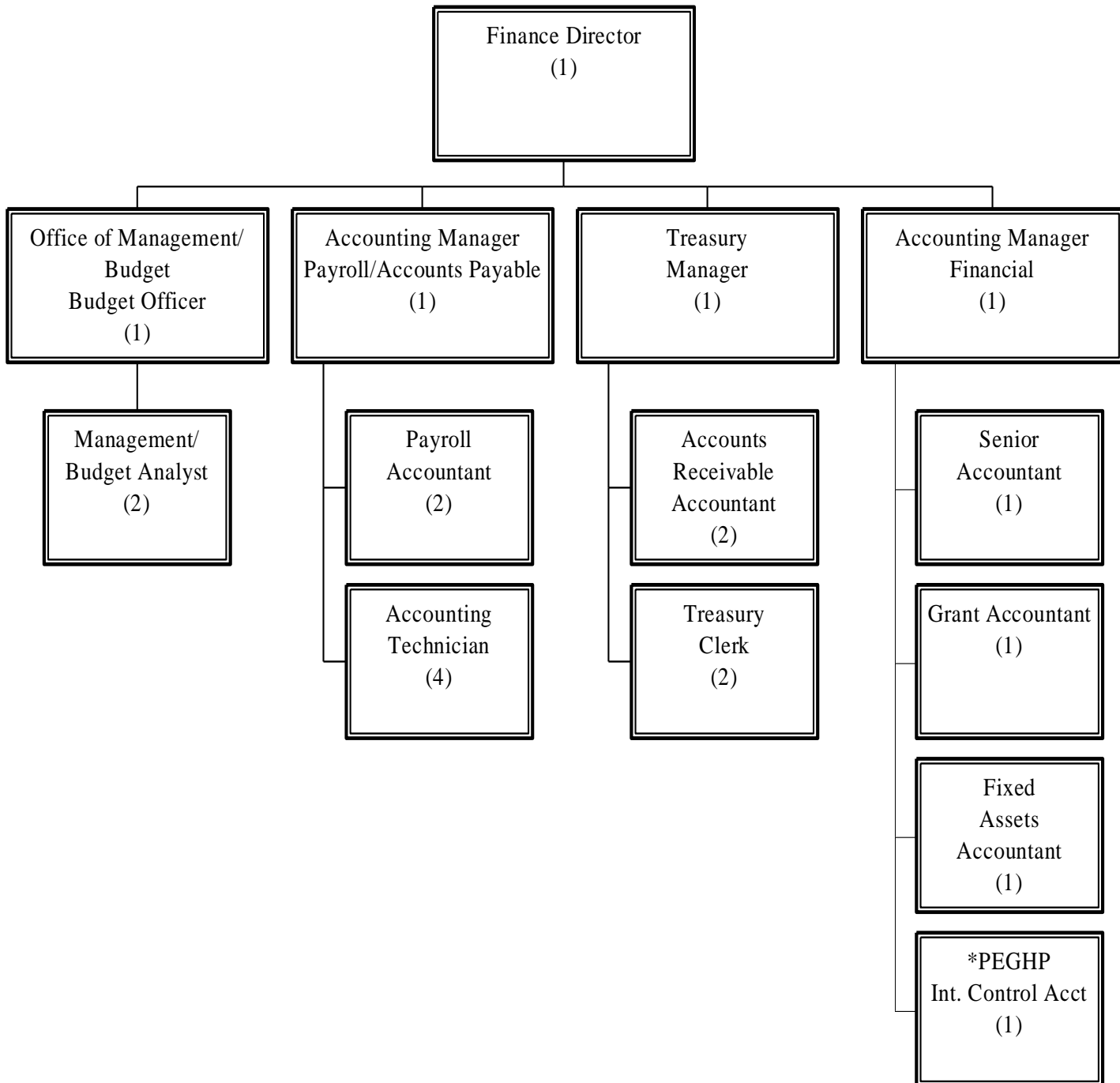
<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	7,162	8,200	8,200
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>7,162</b>	<b>8,200</b>	<b>8,200</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Albany  
Adopted Budget  
FY 2014  
Finance Department



Total Expenditures  
\$1,889,321

**Finance Department  
Dept 15**



\*PEGHP Accountant is housed in the PEGHP fund



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**FINANCE DEPARTMENTAL SUMMARY**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,064,613	1,148,609	1,123,325
OPERATING EXPENSE	1,215,481	714,424	765,995
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,280,094</b>	<b>1,863,032</b>	<b>1,889,321</b>
<b>FULL TIME POSITIONS</b>	<b>21</b>	<b>20</b>	<b>20</b>

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**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	606,839	667,350	690,193
OPERATING EXPENSE	796,626	292,543	330,259
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,403,465</b>	<b>959,893</b>	<b>1,020,452</b>
<b>FULL TIME POSITIONS</b>	<b>12</b>	<b>12</b>	<b>12</b>

**Class Title**

Finance Director	1	1	1
Deputy Finance Director	1	0	0
Grants Coordinator	1	1	1
Accounting Technician, Sr.	2	3	3
Accounting Technician	2	1	1
Accountant, Sr.	4	3	3
Accounting Manager - City	0	2	2
Internal Control Accountant PEGHI	1	1	1
Fixed Assets Accountant	1	1	1
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>

\* Funded by PEGHP and not include in total FTE

## 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.

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
# of payroll payments processed per FTE	TBD	39,900	40,282	.96

## Finance Department Performance Plan

# of accounts payable payments processed per FTE	TBD	6,200	5,580	-10.0
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**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.

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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	-
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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,

**Finance Department Performance Plan**

this program reports not only to internal customers, but to policy makers, regulatory agencies and other external constituencies as well regarding the City's financial health and stability.

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

## FINANCE/ OFFICE OF MANAGEMENT/BUDGET

## DESCRIPTION

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

Major Object of Expenditure	ACTUAL 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	192,377	200,109	199,982
OPERATING EXPENSE	7,508	13,772	12,718
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>199,886</b>	<b>213,881</b>	<b>212,700</b>
<b>FULL TIME POSITIONS</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Class Title**

Management/Budget Officer	1	1	1
Management/Budget Analyst	2	2	2
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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	-
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	265,397	281,150	233,151
OPERATING EXPENSE	411,346	408,109	423,018
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>676,743</b>	<b>689,258</b>	<b>656,169</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>5</b>	<b>5</b>

**Class Title**

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



## 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

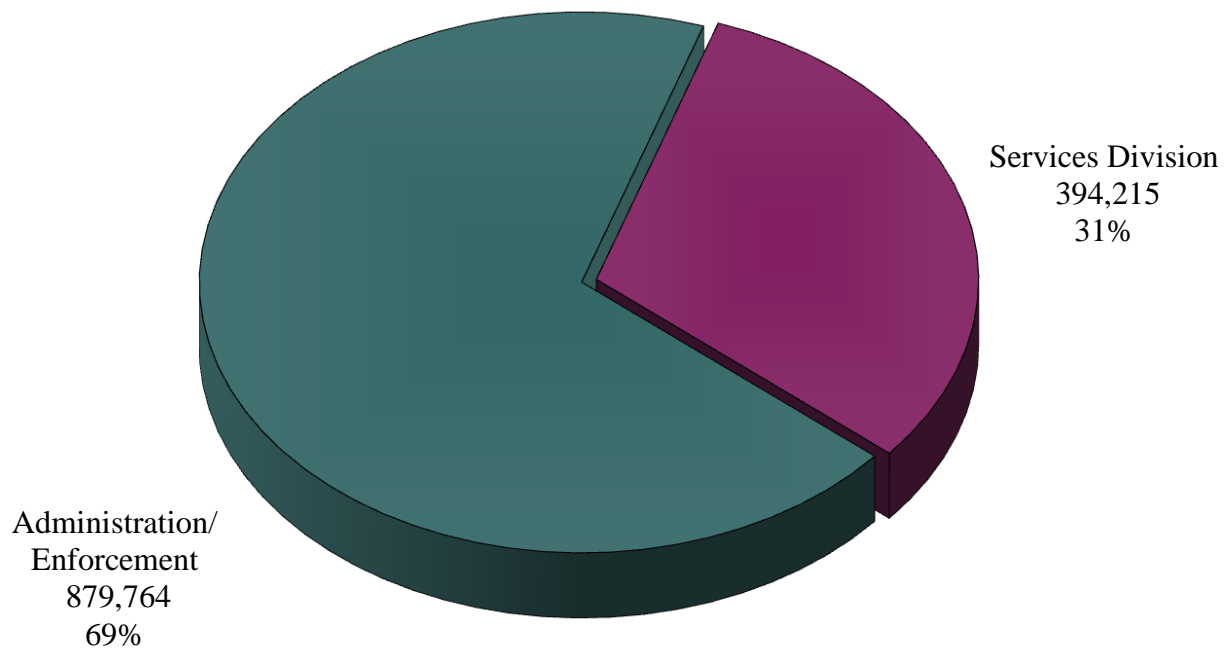
Performance Measures	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of cash reserves in relation to annual General Fund expenditures	TBD	15%	15%	-
% of active businesses' occupational tax certificates renewed by March 15	TBD	85%	85%	-
% of daily receipts deposited by the next business day	TBD	98%	98%	-
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

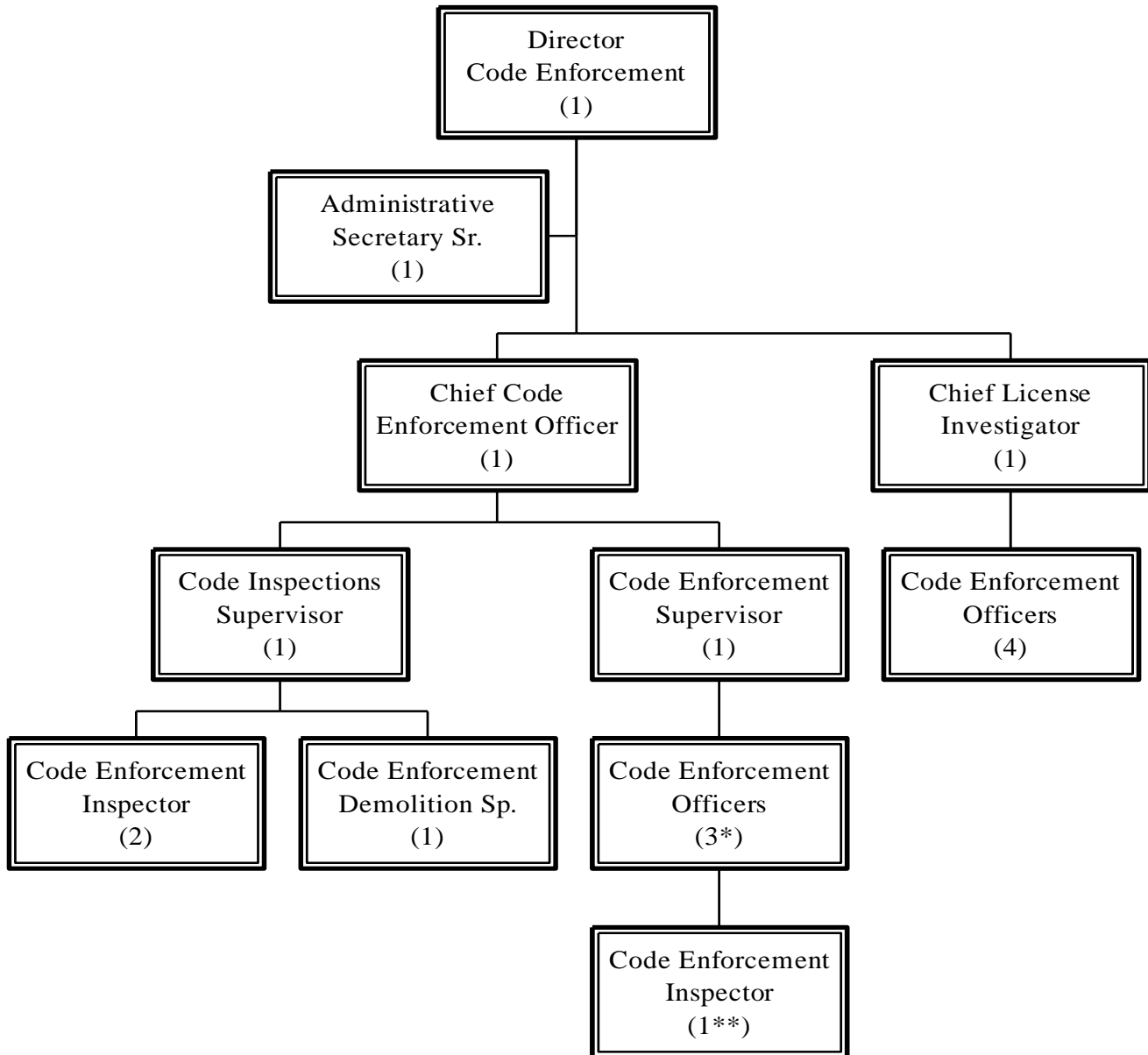
City of Albany  
Adopted Budget  
FY 2014  
Code Enforcement Department



Total Expenditures  
\$1,273,979

# Code Enforcement Department

## Dept 17



\*Two positions funded by the Solid Waste Fund

\*\*One position funded by Dougherty County

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**CODE ENFORCEMENT DEPARTMENT SUMMARY**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,048,359	1,071,927	976,758
OPERATING EXPENSE	413,751	480,874	297,222
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,462,110</b>	<b>1,552,801</b>	<b>1,273,979</b>
<b>FULL TIME POSITIONS</b>	<b>19</b>	<b>19</b>	<b>17</b>

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**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

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	696,099	715,501	615,061
OPERATING EXPENSE	385,838	448,355	264,703
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,081,937</b>	<b>1,163,856</b>	<b>879,764</b>
<b>FULL TIME POSITIONS</b>	<b>14</b>	<b>14</b>	<b>12</b>

**Class Title**

Director, Enforcement	1	1	1
Administrative Secretary, Sr.	1	1	1
Chief Code Enforcement Officer	1	1	1
*Code Enforcement Officer	3	3	3
**Housing/Code Enforcement Inspector	6	6	3
Code Enforcement Demolition Specialist	0	0	1
Code Inspections Supervisor	1	1	1
Code Enforcement Supervisor	1	1	1
<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>12</b>

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

*\*\*One Housing/Code Inspector Sr. 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of complaints cleared within 60 days	TBD	70%	75%	5%
<b>Service Quality</b>				
% 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 <sup>1</sup>	TBD	TBD
<b>Output</b>				
# of junk car cases investigated <sup>2</sup>	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
<b>Efficiency</b>				
# of junk vehicle cases closed per FTE	TBD	TBD	TBD	TBD
# of cases with unsafe structure violations per FTE	TBD	197	197	0

## Performance Discussion

The Enforcement Division's major responsibilities include enforcement of laws and ordinances as they relate to property maintenance and nuisances. While we enforce a myriad of things, the topics most commonly associated with this division are dilapidated buildings, junk cars, overgrown lots, fire damage inspections, response to rental property maintenance complaints and general nuisances. In the City, a new noise ordinance was recently established that will now have this division and the Albany Police

### Code Enforcement Department Performance Plan

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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
# of dilapidated structures repaired or demolished	TBD	115	130	12%
<b>Service Quality</b>				
% of court ordered demolitions demolished within 6 months of the date to proceed	TBD	32%	50%	18
<b>Output</b>				
# 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%
<b>Efficiency</b>				
# of dilapidated structures repaired or demolished per FTE	TBD	65	65	0

#### Performance Discussion

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

**SERVICES DIVISION***DESCRIPTION*

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

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	352,260	356,426	361,696
OPERATING EXPENSE	27,913	32,519	32,519
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>380,173</b>	<b>388,945</b>	<b>394,215</b>
<b>FULL TIME POSITIONS</b>	<b>5</b>	<b>5</b>	<b>5</b>

**Class Title**

Chief License Investigator	1	1	1
Code Enforcement Officer	4	4	4
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>



## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of business compliance cases closed within 90 Days months	TBD	85%	95%	10
<b>Service Quality</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

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

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

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

## Code Enforcement Department Performance Plan

## Program 4 False Alarm Ordinance Enforcement

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

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

## Planned Performance Targets

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of false alarms requiring responses by public safety units	TBD	NA	NA	NA
<b>Service Quality</b>				
% 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
<b>Output</b>				
# of unregistered alarms processed	TBD	450	450	0
# of false alarms processed	TBD	7,491	8,240	10
<b>Efficiency</b>				
# of unregistered alarms processed per FTE	TBD	450	450	0
# of false alarm appeal hearings per year	TBD	219	243	10

## Performance Discussion

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

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

## Code Enforcement Department Performance Plan

## Program 5 Warrant Clearance

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

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

## Planned Performance Targets

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of warrants cleared within 12 months	TBD	70%	70%	0
<b>Service Quality</b>				
% of the warrants received that are researched within 30 days	TBD	50%	60%	20
<b>Output</b>				
# of warrants researched	TBD	534	534	0
<b>Efficiency</b>				
# 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 he “old” warrants were not being proactively addressed until recently. Use of a web based “people finder” service by the warrant team will be used to reduce “old warrants.” Using this service, the warrant team will work to reduce the “old” warrants by finding people, or finding death records and either bringing the people to the Court or otherwise work with the court to administratively clear the old warrants within the Court’s discretion.

## Performance Discussion

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

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

## Code Enforcement Department Performance Plan

**Program 6 Sign Ordinance Compliance**

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

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

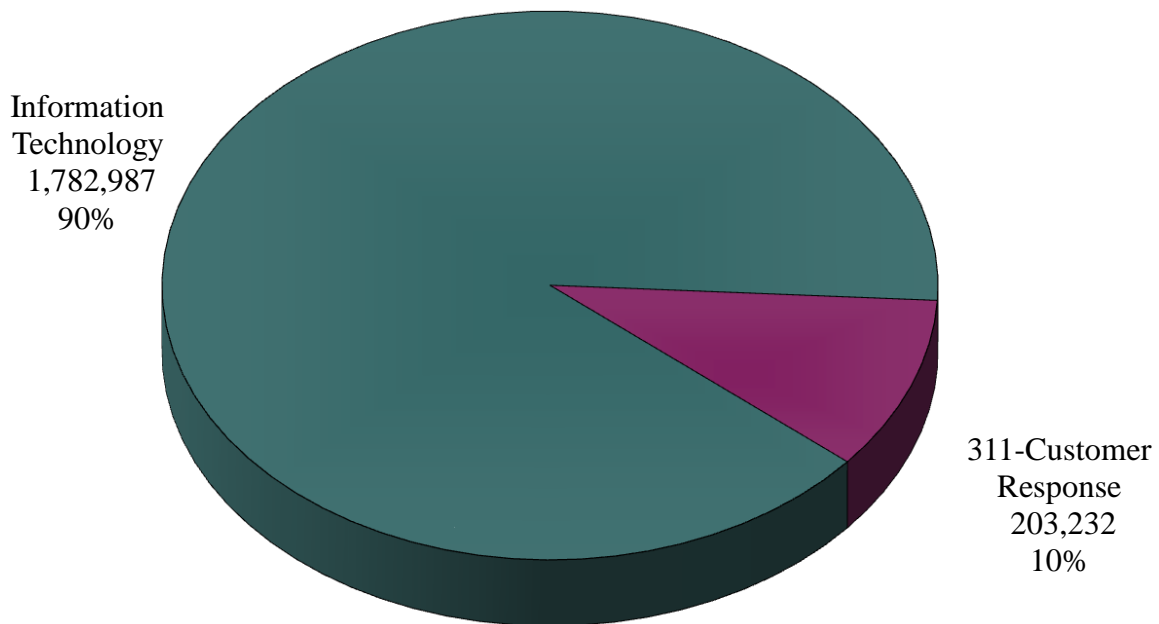
**Planned Performance Targets**

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of sign cases brought into compliance	TBD	NA	NA	NA
<b>Service Quality</b>				
% of Sign cases closed per year	TBD	60%	60%	0
<b>Output</b>				
# signs removed from the right of way	TBD	1,130	1,130	0
# sign cases made	TBD	98	98	0
<b>Efficiency</b>				
# of cases closed per FTE	TBD	98	98	0

**Performance Discussion**

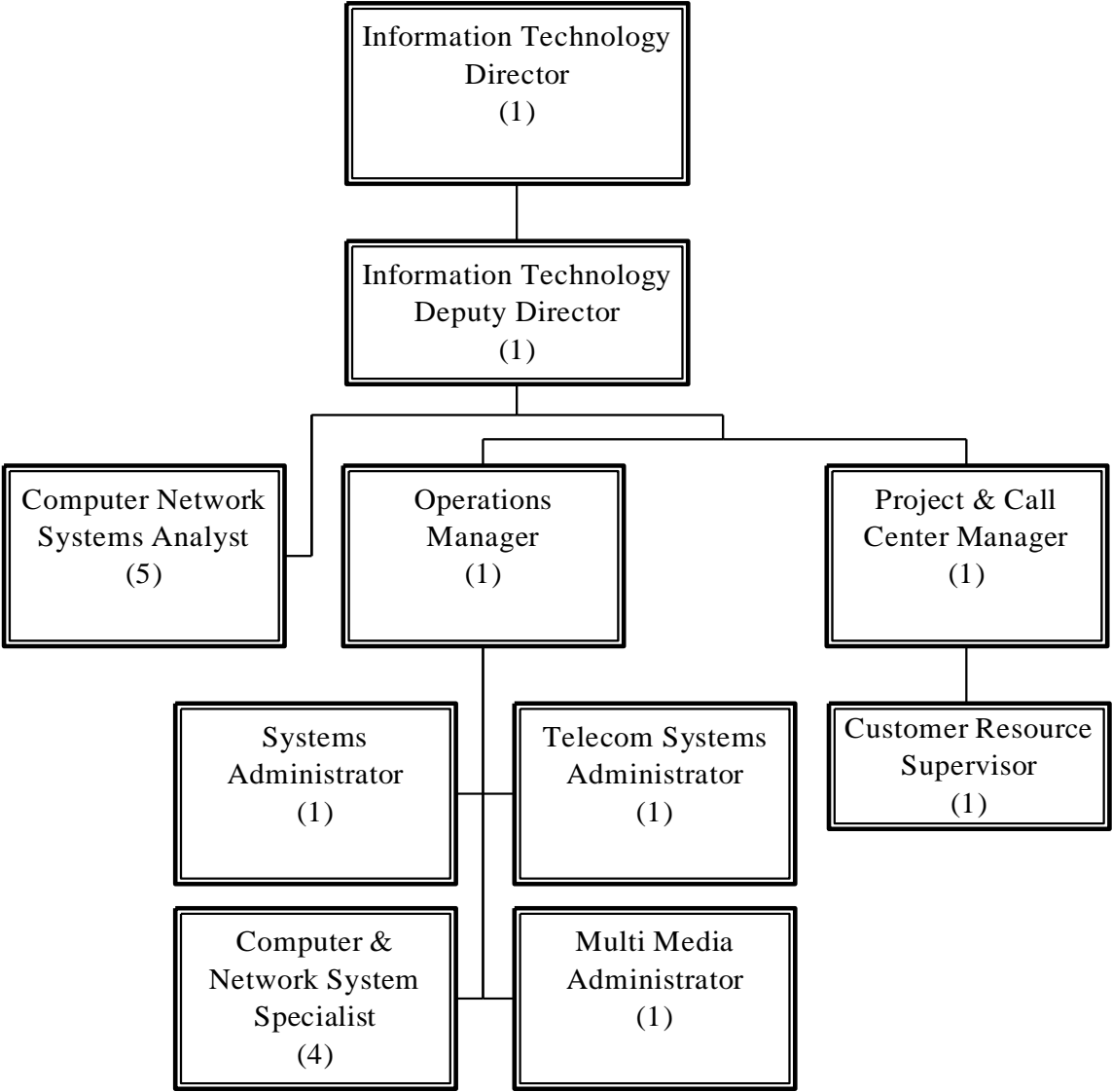
The Services Division has the lead for the department in sign compliance enforcement. One code enforcement officer is assigned these duties. 70% of that officer's normal duty time is spent performing these duties in the City. In the unincorporated area, the Dougherty County funded code enforcement inspector 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 2014  
Information Technology Department



Total Expenditures  
\$1,986,219

**Information Technology Department**  
**Dept 18**



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**INFORMATION TECHNOLOGY DEPARTMENT SUMMARY**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,196,597	1,201,600	1,244,505
OPERATING EXPENSE	944,641	681,442	741,713
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,141,238</b>	<b>1,883,042</b>	<b>1,986,218</b>
<b>FULL TIME POSITIONS</b>	<b>13</b>	<b>15</b>	<b>15</b>

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**INFORMATION TECHNOLOGY**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,069,523	1,031,178	1,073,934
OPERATING EXPENSE	906,294	638,672	709,053
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,975,817</b>	<b>1,669,850</b>	<b>1,782,987</b>
<b>FULL TIME POSITIONS</b>	<b>12</b>	<b>14</b>	<b>14</b>

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**Class Title**

Director of Information Technolog	1	1	1
Deputy Director, IT	1	1	1
Project & Call Center Manager	1	1	1
Operations Manager	1	1	1
Computer & Network Sys. Analys	2	4	4
IT Systems Administrator	1	1	1
Telecommunications System Adm	1	1	0
Computer & Network Systems Spc	2	2	4
Multimedia Administrator	1	1	1
Local Area Network (LAN) Adm.	1	1	0
<b>TOTAL</b>	<b>12</b>	<b>14</b>	<b>14</b>



## 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

#### 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 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 thousands of individual connections carrying data and telecommunication.

**Information Technology Department Performance Plan**

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 user 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 analyst 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 every-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

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcomes</b>				
% 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
<b>Service Quality</b>				
% of customers who rate Desktop Support as good to excellent	TBD	N/A	TBD	TBD
<b>Outputs</b>				
# 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
<b>Efficiency</b>				
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.

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,

**Information Technology Department Performance Plan**

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.

**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 stagnate.

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 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,

**Information Technology Department Performance Plan**

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.

## 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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Outcomes</b>				
% 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
<b>Service Quality</b>				
% of customers who rate Enterprise Application Support as good to excellent	TBD	N/A	TBD	TBD
<b>Outputs</b>				
# 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	
<b>Efficiency</b>				
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

**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

**Information Technology Department Performance Plan**

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.

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**INFORMATION TECHNOLOGY - 311 DIVISION**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	127,074	170,422	170,571
OPERATING EXPENSE	38,347	42,770	32,660
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>165,422</b>	<b>213,192</b>	<b>203,232</b>
<b>FULL TIME POSITIONS</b>	<b>1</b>	<b>1</b>	<b>1</b>

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**Class Title**

Customer Resource Supervisor	1	1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>



## 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	FY2012 Actual*	FY2013 Est.	FY2014 Target	% Change
<b>Outcomes</b>				
% of citizens that rate the 311 Call Center customer service as having met or exceeded their expectations	TBD	N/A	TBD	TBD
<b>Service Quality</b>				
% of citizen callers successfully connecting to the Call Center	TBD	99.32%	99.26%	-0.06
<b>Outputs</b>				
# 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
<b>Efficiency</b>				
# of 311 phone requests per FTE	TBD	6,330	6,970	10

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

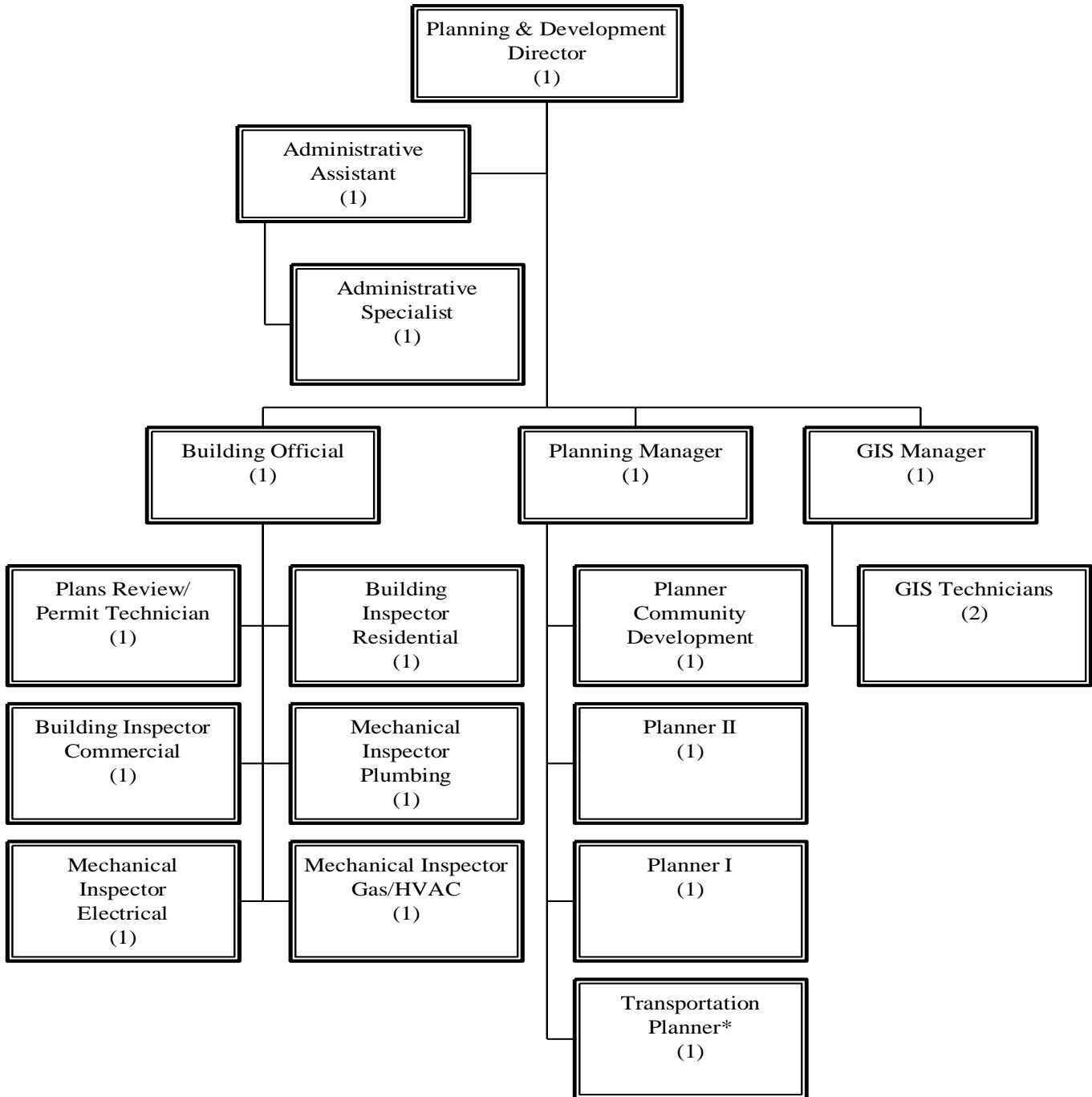
## Performance Discussion

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

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**PLANNING & DEVELOPMENT SERVICES**


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*DESCRIPTION*


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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

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<b>Major Object of Expenditure</b>	<b>ACTUAL</b>	<b>AMENDED</b>	<b>ADOPTED</b>
	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>
PERSONAL SERVICES	947,871	1,095,802	981,608
OPERATING EXPENSE	242,912	271,365	295,497
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,190,783</b>	<b>1,367,167</b>	<b>1,277,105</b>
<b>FULL TIME POSITIONS</b>	<b>23</b>	<b>19</b>	<b>17</b>

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**Class Title**

Administrative Assistant	1	1	1
Building Inspector	3	2	1
GIS Manager	1	1	1
GIS Analyst	1	1	0
GIS Technician	2	1	2
Mechanical Inspector - Electric	2	1	1
Mechanical Inspector - Gas/HVAC	1	0	1
Mechanical Inspector - Plumbing	1	1	1
Mechanical Inspector - Plumbing/Gas	1	1	0
Building Official	1	1	1
*Transportation Planner	1	1	1
Planner I	1	1	1
Planner II	1	1	1
Planner, Community Development	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	0
Director of Planning	1	1	1
<b>TOTAL</b>	<b>23</b>	<b>19</b>	<b>17</b>

\*Grant Funded Position

## Planning Department Performance Plan

## Planning &amp; 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.

## 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.

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Service Quality</b>				
% 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
<b>Output</b>				
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

## Planning Department Performance Plan

Number of Flood Zone Determinations completed	TBD	54	59	9
<b>Efficiency</b>				
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 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.

## Planning Department Performance Plan

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Service Quality</b>				
% 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
<b>Output</b>				
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
<b>Efficiency</b>				
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

**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%.

### Planning Department Performance Plan

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.

#### **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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Service Quality</b>				
% 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%
<b>Output</b>				
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%
<b>Efficiency</b>				
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%

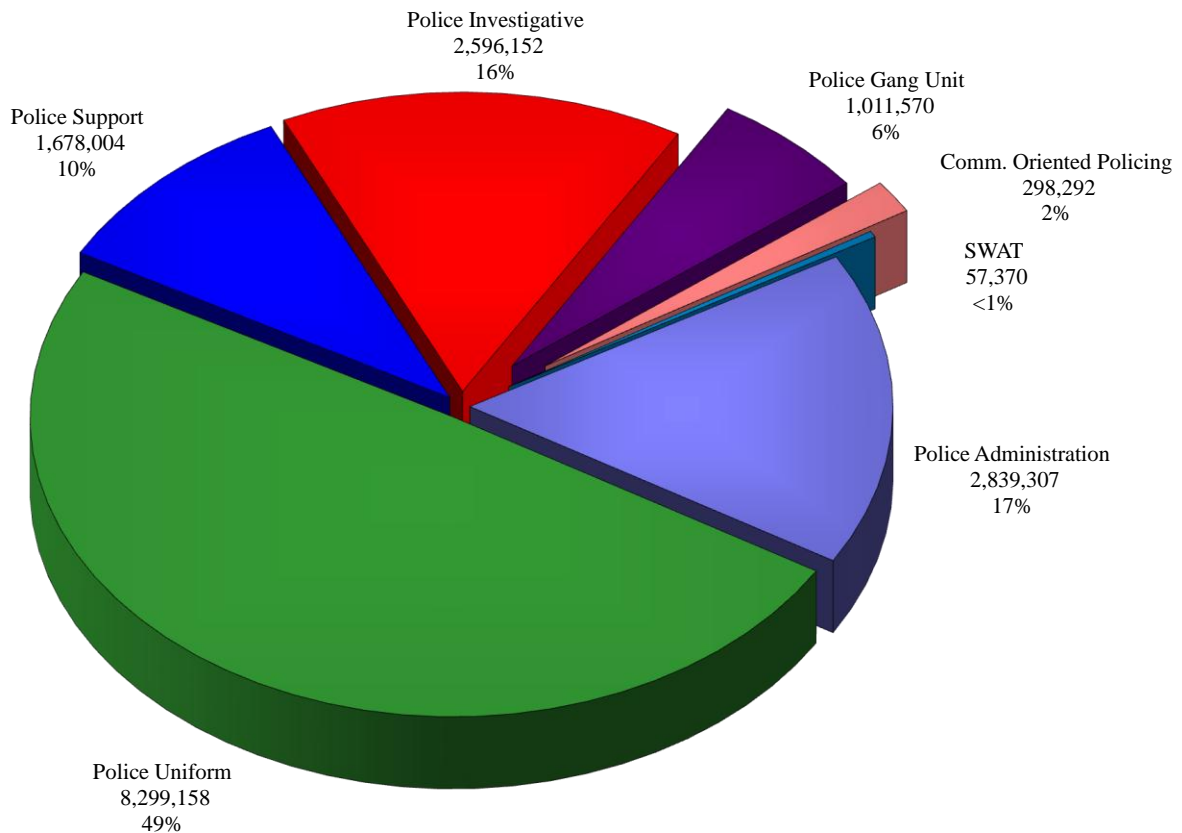
#### **Performance Discussion**

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 2014 Police Department

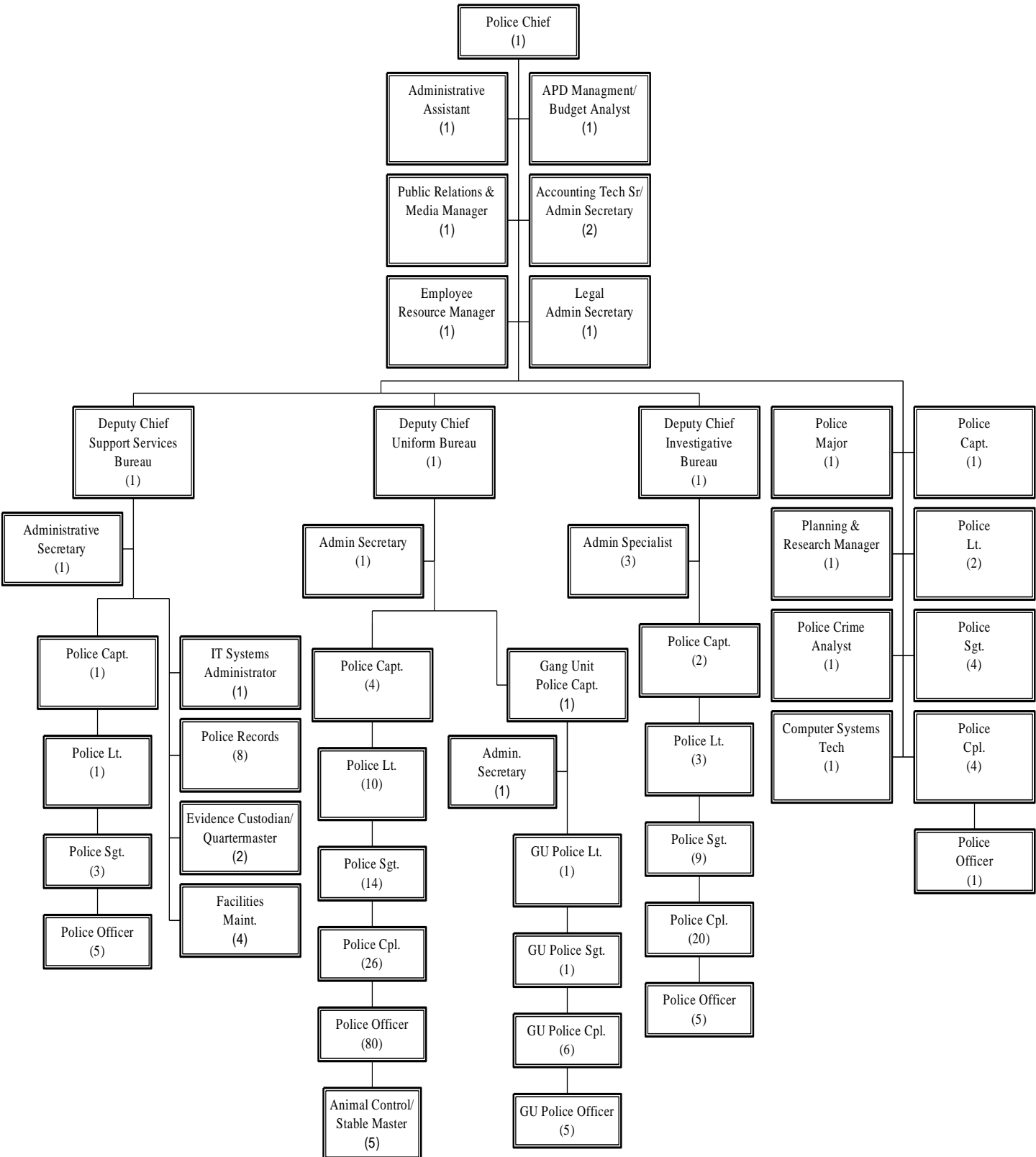


Total Expenditures  
\$16,779,853



# 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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	12,491,391	13,638,178	13,394,952
OPERATING EXPENSE	3,011,088	3,133,623	3,384,901
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>15,502,479</b>	<b>16,771,801</b>	<b>16,779,853</b>
<b>FULL TIME POSITIONS</b>	<b>240</b>	<b>249</b>	<b>250</b>

\*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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,425,088	1,697,467	1,485,279
OPERATING EXPENSE	1,223,767	1,174,905	1,354,028
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,648,856</b>	<b>2,872,372</b>	<b>2,839,307</b>
<b>FULL TIME POSITIONS</b>	<b>28</b>	<b>25</b>	<b>24</b>

**Class Title**

Police Chief	1	1	1
Public Relations & Media Manager	1	1	1
Deputy Chief	1	0	0
Police Major	1	1	1
Police Captain	2	1	1
Police Lieutenant	8	3	2
Police Sergeant	2	4	4
Police Corporal	1	4	4
Administrative Assistant	1	1	1
Planning & Research Manager	1	1	1
Employee Resource Manager	1	1	1
Management/Budget Analyst	1	1	1
Legal Administrative Secretary	1	1	1
Police Officer	0	1	1
Police Crime Analyst	0	1	1
Administrative Secretary	1	1	1
Accounting Technician, Sr.	1	1	1
Facilities Maintenance Mechanic	1	0	0
Facilities Maintenance Supervisor	1	0	0
Computer Systems Technician	1	1	1
Law Enforcement Center Custodian	1	0	0
<b>TOTAL</b>	<b>28</b>	<b>25</b>	<b>24</b>

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of Citizens Police Academy (CPA) slots filled	TBD	80	90	10
<b>Service Quality</b>				
% of CPA attendees rating course good or excellent	TBD	90	95	5
<b>Output</b>				
# 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
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of sustained complaints against employees.	TBD	15	10	-5
<b>Service Quality</b>				
% of IA cases completed within 30 days	TBD	90	95	5
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of sworn positions vacant	TBD	13	10	-3
<b>Service Quality</b>				
% of new recruits successfully completing training	TBD	80	90	10
<b>Output</b>				
# 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
<b>Efficiency</b>				
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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	6,899,816	6,763,452	7,294,788
OPERATING EXPENSE	1,052,458	959,050	1,004,370
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>7,952,274</b>	<b>7,722,501</b>	<b>8,299,158</b>
<b>FULL TIME POSITIONS</b>	<b>126</b>	<b>140</b>	<b>141</b>

**Class Title**

Deputy Chief	1	1	1
Police Captain	5	4	4
Police Lieutenant	5	13	10
Police Sergeant	16	14	14
Police Corporal	30	31	26
Police Officer	67	71	80
Administrative Secretary	1	1	1
Animal Control Superintendent	0	1	1
Animal Control Agent	0	3	3
Stable Master	1	1	1
<b>TOTAL</b>	<b>126</b>	<b>140</b>	<b>141</b>



## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of citizens assisted who rate service as good to excellent	TBD	70%	80%	10
<b>Service Quality</b>				
Average Response Time for Priority 1 Calls	TBD	00:07:30	00:07:15	-2
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,492,462	1,537,198	1,357,114
OPERATING EXPENSE	208,650	312,200	320,890
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,701,111</b>	<b>1,849,398</b>	<b>1,678,004</b>
<b>FULL TIME POSITIONS</b>	<b>31</b>	<b>26</b>	<b>27</b>

<b><u>Class Title</u></b>			
Deputy Chief	0	1	1
Police Captain	0	1	1
Police Lieutenant	2	2	1
Police Sergeant	3	3	3
Police Corporal	3	0	0
Police Officer	8	4	5
IT Systems Administrator	1	1	1
Administrative Secretary	1	1	1
Police Records Supervisor	1	1	1
Animal Control Superintendent	1	0	0
Police Records Clerk	7	7	7
Animal Control Agent	3	0	0
Property Evidence Custodian/Quartermaster	1	2	2
Custodian	0	1	2
Facilities Maint. Supervisor	0	1	1
Facilities Maint. Mechanic	0	1	1
<b>TOTAL</b>	<b>31</b>	<b>26</b>	<b>27</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of level 1 complaints resolved within 1 working day	TBD	100	100	0
<b>Service Quality</b>				
% of projects managed on time and on budget	TBD	100	100	0
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of GCIC entries made without error	TBD	98%	99%	1
<b>Service Quality</b>				
% of Part I reports processed within 1 business day	TBD	98%	99%	1
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of property disposed of within six months of case resolution.	TBD	10	20	10
<b>Service Quality</b>				
% of audited evidence records in compliance	TBD	99.70	99.80	.10
<b>Output</b>				
# 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
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of targeted intersections with reduced accident rate	TBD	22	25	4
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,947,551	2,661,859	2,369,529
OPERATING EXPENSE	166,809	209,498	226,623
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,114,361</b>	<b>2,871,357</b>	<b>2,596,152</b>
<b>FULL TIME POSITION</b>	<b>40</b>	<b>43</b>	<b>43</b>

**Class Title**

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



## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of cases cleared	TBD	37	39	2
<b>Service Quality</b>				
% of case files submitted to District Attorney within 30 days	TBD	75	80	5
<b>Output</b>				
# of cases assigned	TBD	450	460	2
# of assigned cases cleared	TBD	166	179	8
# of crime scenes processed	TBD	580	590	2
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of cases cleared	TBD	18%	20%	2
<b>Service Quality</b>				
% of case files submitted to District Attorney within 30 days	TBD	75	80	5
<b>Output</b>				
# of cases assigned	TBD	3,500	3,500	0
# of assigned cases cleared	TBD	400	450	13
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of cases cleared	TBD	60	65	5
<b>Service Quality</b>				
% of case files submitted to District Attorney within 30 days	TBD	75	80	5
<b>Output</b>				
# of cases assigned	TBD	650	660	2
# of assigned cases cleared	TBD	390	429	10
# of victim referrals made	TBD	420	430	2
<b>Efficiency</b>				
# 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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	714,291	951,290	875,970
OPERATING EXPENSE	91,349	141,100	135,600
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>805,640</b>	<b>1,092,390</b>	<b>1,011,570</b>
<b>FULL TIME POSITIONS</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b><u>Class Title</u></b>			
Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Corporal	10	6	6
Police Officer	2	5	5
Police Sergeant	0	1	1
Administrative Secretary	1	1	1
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>15</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of identified street gangs which are currently active	TBD	40%	35%	-5
<b>Service Quality</b>				
% of gang related cases submitted to District Attorney for prosecution as an additional charge	TBD	18%	25%	8
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	12,183	26,913	12,272
OPERATING EXPENSE	268,054	276,020	286,020
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>280,237</b>	<b>302,933</b>	<b>298,292</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of projects completed within timelines	TBD	100	100	0
<b>Service Quality</b>				
% of vehicles in service per month	TBD	TBD	TBD	
<b>Output</b>				
# of square feet maintained	TBD	98,304	100,004	17
# of vehicles managed	TBD	198	214	8
# of projects managed	TBD	5	8	60
<b>Efficiency</b>				
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

<b>MAJOR OBJECT OF EXP</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	65,006	60,850	57,370
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>65,006</b>	<b>60,850</b>	<b>57,370</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>

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.

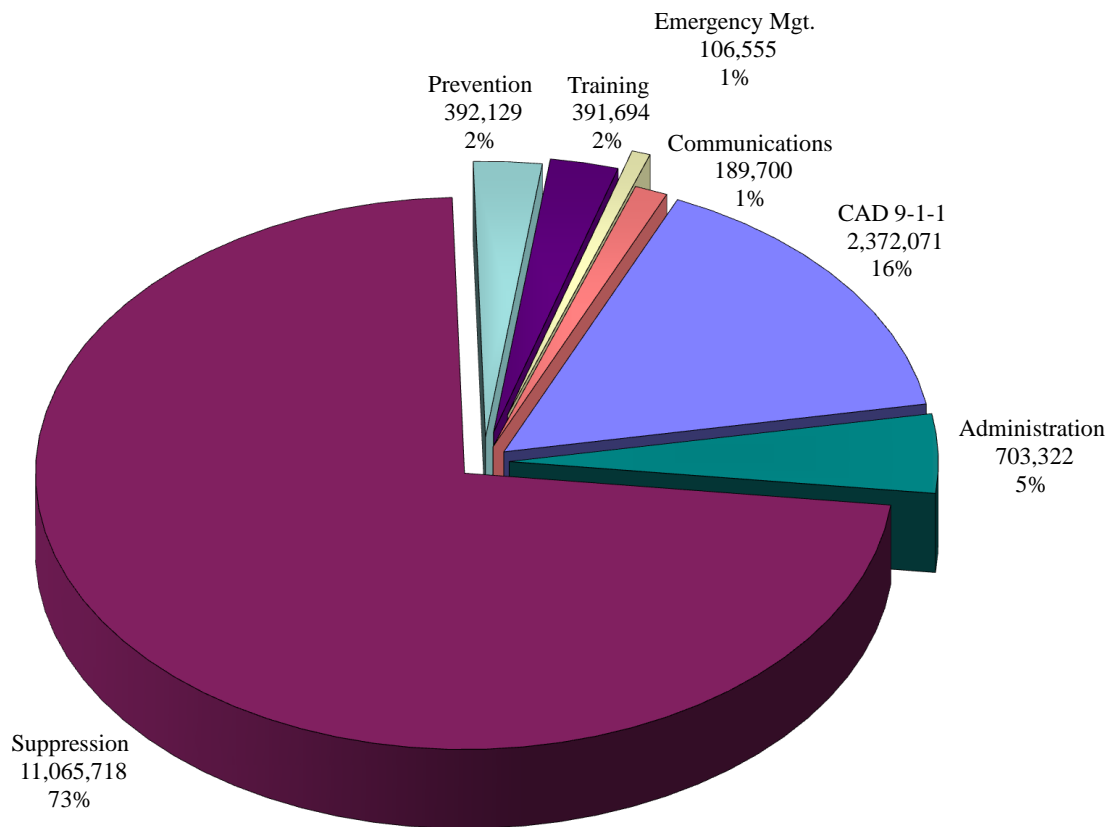
## Planned Performance Targets

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of high risk warrants served without injury	TBD	100	100	0
<b>Service Quality</b>				
% of high risk warrants served by SWAT Team	TBD	TBD	80	TBD
<b>Output</b>				
# of High Risk Warrants Served	TBD	4	6	50
# of SWAT Activations	TBD	10	12	20
# of Training Days Conducted	TBD	26	26	0
<b>Efficiency</b>				
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.

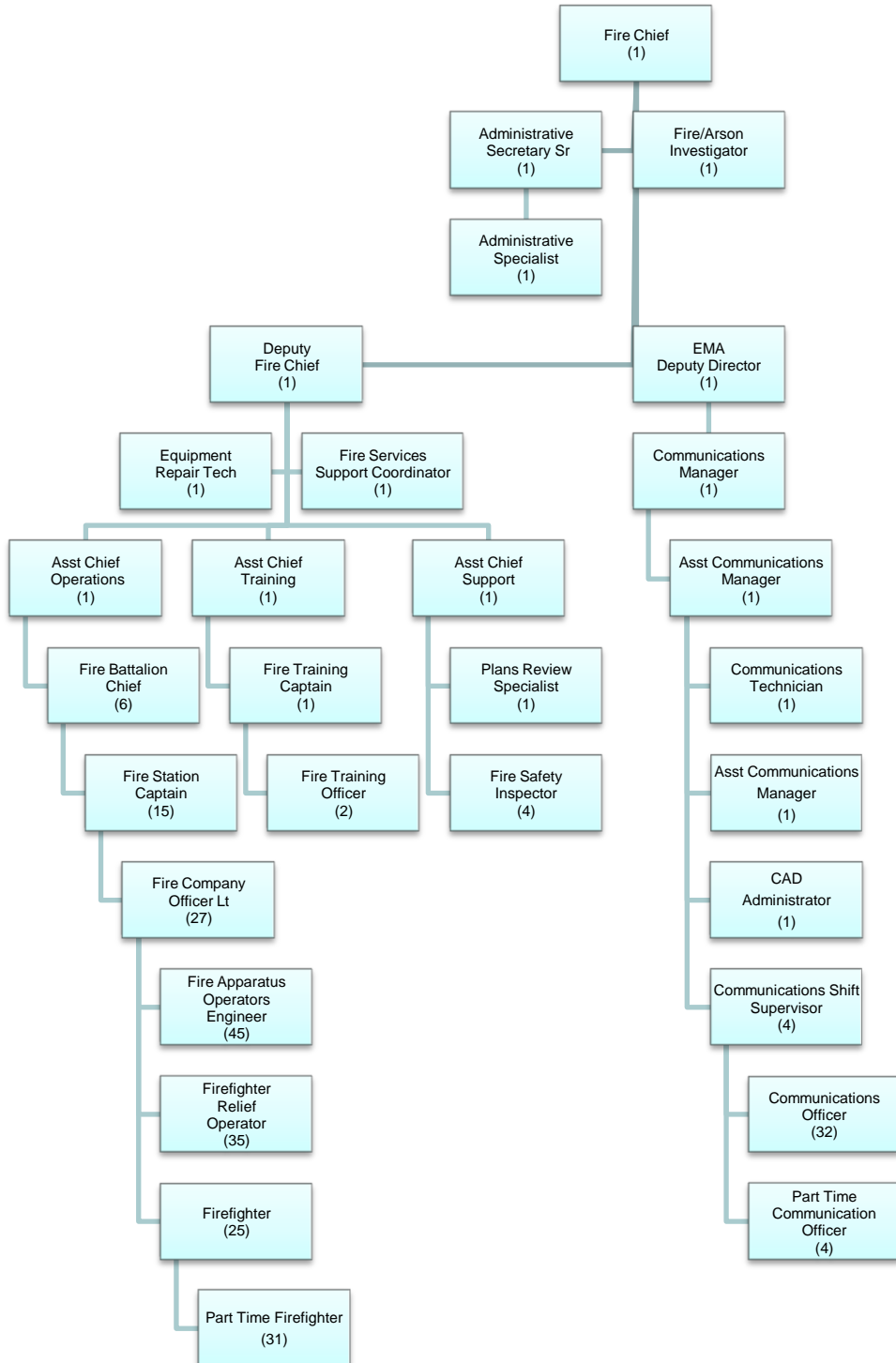
City of Albany  
Adopted Budget  
FY 2014  
Fire Department



Total Expenditures  
\$15,221,189

# Fire Department

## Dept 23



**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	11,259,223	11,569,739	11,826,781
OPERATING EXPENSE	963,053	931,103	1,022,338
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>12,222,276</b>	<b>12,500,843</b>	<b>12,849,119</b>
<b>FULL TIME POSITION(S)</b>	<b>188</b>	<b>188</b>	<b>172</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	452,073	459,212	468,236
OPERATING EXPENSE	90,086	108,851	235,086
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>542,158</b>	<b>568,063</b>	<b>703,322</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>

**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
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of ISO measures completed	TBD	86%	89%	3%
<b>Service Quality</b>				
% of ISO requirements completed annually	TBD	86%	89%	3%
<b>Output</b>				
# of ISO requirements completed	TBD	55	57	3.6%
<b>Efficiency</b>				
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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	10,078,737	10,305,677	10,569,246
OPERATING EXPENSE	634,463	516,472	496,472
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>10,713,199</b>	<b>10,822,149</b>	<b>11,065,718</b>
<b>FULL TIME POSITIONS</b>	<b>154</b>	<b>154</b>	<b>154</b>

**Class Title**

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

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of property value saved	TBD	96%	97%	1%
<b>Service Quality</b>				
% 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%
<b>Output</b>				
# of service calls	TBD	3800	3850	1.3%
# of structure calls responded to	TBD	150	150	0
<b>Efficiency</b>				
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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	364,489	400,962	374,129
OPERATING EXPENSE	14,413	18,000	18,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>378,901</b>	<b>418,962</b>	<b>392,129</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>

**Class Title**

Assistant Chief - Support	1	1	1
Plans Review Specialist	1	1	1
Fire Safety Inspector	4	4	4
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of inspected commercial properties without fires	TBD	.37%	.37%	0%
<b>Service Quality</b>				
% of commercial properties inspected each calendar year	TBD	100	100	0
<b>Output</b>				
# 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%
<b>Efficiency</b>				
# 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, 2<sup>nd</sup> 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of Dougherty County second graders reached with fire safety education program	TBD	78%	85%	7%
<b>Service Quality</b>				
% of teachers who rate fire safety education as good or excellent	TBD	TBD	TBD	TBD
<b>Output</b>				
# of Dougherty County 2 <sup>nd</sup> 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%
<b>Efficiency</b>				
Cost per fire safety education participant	TBD	\$3.44	\$3.31	(3.5)%

**Performance Discussion**

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

**FIRE TRAINING***DESCRIPTION*

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

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	314,143	325,530	336,594
OPERATING EXPENSE	35,624	55,100	55,100
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>349,767</b>	<b>380,629</b>	<b>391,694</b>
<b>FULL TIME POSITIONS</b>	<b>5</b>	<b>5</b>	<b>5</b>

**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
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of employees completing required recertification training	TBD	90%	90%	0%
<b>Service Quality</b>				
# of instructional hours given	TBD	10,000	10,000	0%
<b>Output</b>				
# of fire fighters receiving training hours	TBD	162	162	0%
<b>Efficiency</b>				
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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	49,795	78,358	78,575
OPERATING EXPENSE	23,950	42,980	27,980
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>73,745</b>	<b>121,338</b>	<b>106,555</b>
<b>FULL TIME POSITIONS</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Class Title**

Emergency Management Deputy Director	1	1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
%of GEMA recertification requirements met	TBD	100%	100%	0%
<b>Service Quality</b>				
% of departments receiving updated plans	TBD	100%	100%	0%
<b>Output</b>				
# of City/County emergency management planning documents	TBD	1	1	0%
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL</b>	<b>AMENDED</b>	<b>ADOPTED</b>
	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>
PERSONAL SERVICES	(13)	0	0
OPERATING EXPENSE	164,517	189,700	189,700
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>164,505</b>	<b>189,700</b>	<b>189,700</b>
<b>FULL TIME POSITIONS</b>	<b>16</b>	<b>16</b>	<b>0</b>

**Class Title**

Communications Officer, Sr.	4	4	0
Communications Officer	12	12	0
<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>0</b>

\* 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
<b>Outcome</b>			
% of Priority 1 (P-1) calls answered and dispatched within 2 minutes	96%	96%	0%
<b>Service Quality</b>			
% of communications officers trained	95%	98%	3%
% of audited calls meeting all quality criteria	TBD%	TBD%	TBD%
<b>Output</b>			
# 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%
<b>Efficiency</b>			
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:

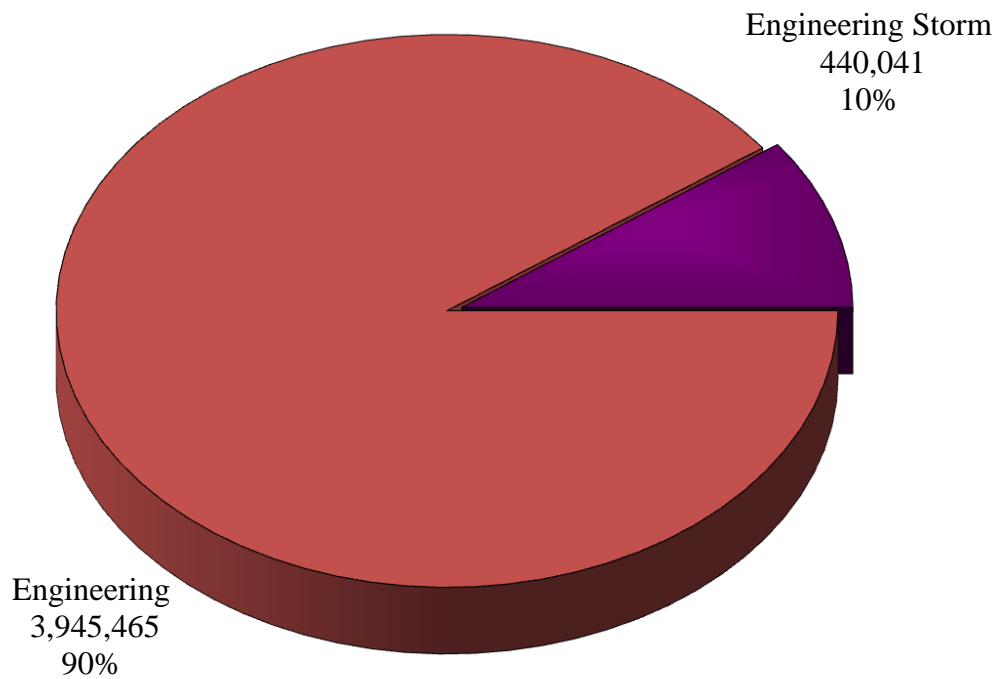
\*Respond to all requests for service (emergency/non-emergency) in a timely and professional manner.

\*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.

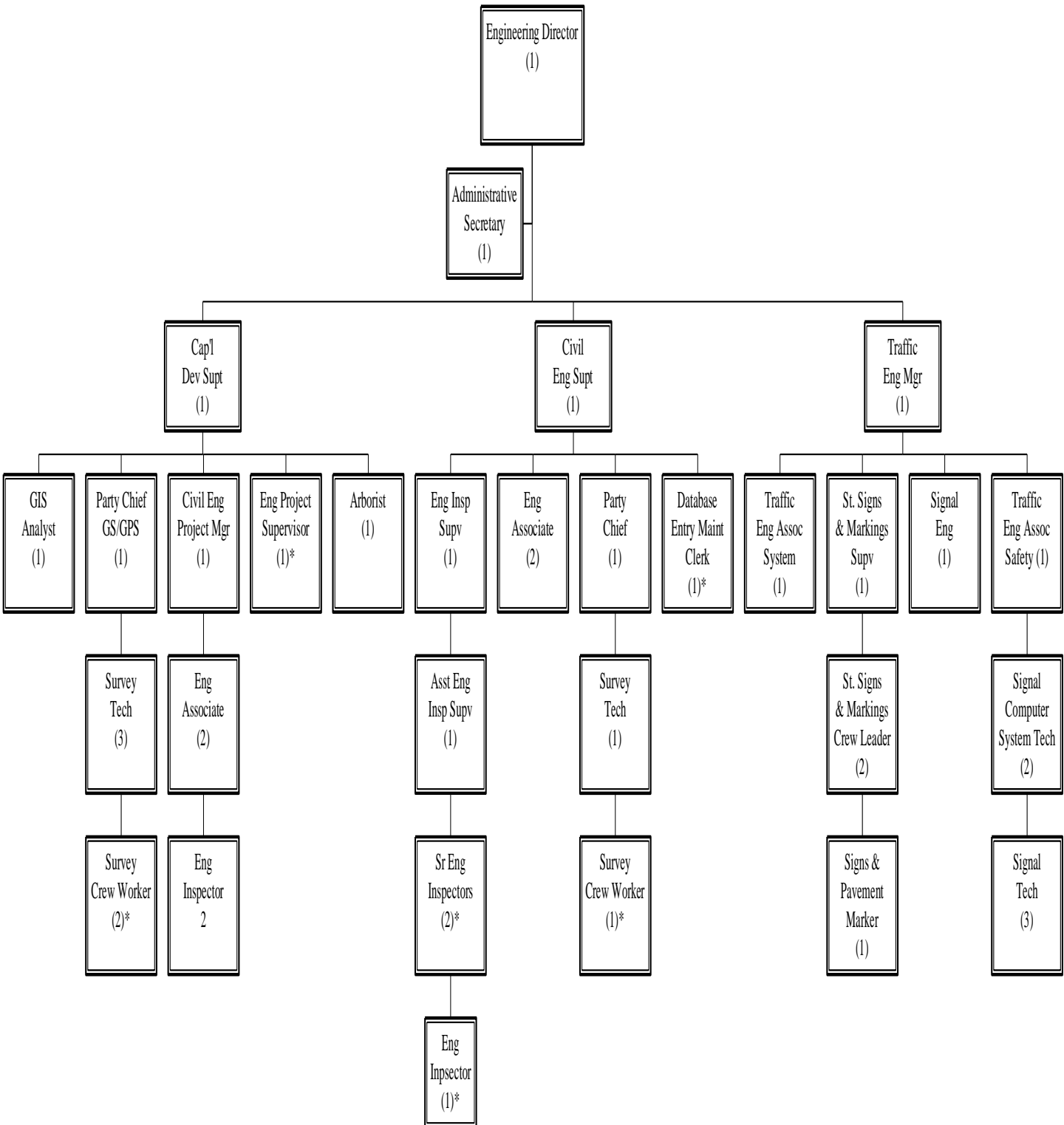
City Of Albany  
Adopted Budget  
FY 2014  
Engineering Department



Total Expenditures  
\$4,385,506

# 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.

<b>Major Object of Expenditure</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
PERSONAL SERVICES	1,692,713	1,809,733	1,653,823
OPERATING EXPENSE	2,283,131	2,242,297	2,291,642
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>3,975,844</b>	<b>4,052,030</b>	<b>3,945,465</b>
<b>FULL TIME POSITIONS</b>	<b>31</b>	<b>30</b>	<b>29</b>

**Class Title**

Arborist	0	1	1
Projects Administrator	1	0	0
Traffic Engineering Manager	1	1	1
Signs & Pavement Marker	1	1	1
Sign Fabricator	1	1	0
Signal Computer System Technician	2	2	2
Engineering Associate	5	5	5
Signal Technician	3	3	3
St/Signs/Mark Crew Leader	2	2	2
St/Signs & Mark Supervisor	1	1	1
Director of Engineering	1	1	1
Signal Engineer	1	1	1
Administrative Secretary Sr	1	1	1
GIS Analyst	1	1	1
Surveying Technician	2	2	2
Engineering Inspection Supervisor	1	1	1
Party Chief	2	2	2
Assistant Engineering Inspection Supervisor	1	1	1
Senior Engineer	1	0	0
Capital Development Supt.	1	1	1
Civil Eng. Superintendent	1	1	1
Civil Engineering Projects Manager	1	1	1
<b>TOTAL</b>	<b>31</b>	<b>30</b>	<b>29</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of intersections at level of service C or above	TBD	100	100	0
<b>Service Quality</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of SPLOST projects reviewed for fiscal compliance per year.	TBD	100	100	0
<b>Output</b>				
# of SPLOST projects reviewed for fiscal compliance	TBD	5	5	0
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of permits reviewed within the 14 day allotted period.	TBD	100%	100%	0
<b>Output</b>				
# of development permits reviewed.	TBD	40	40	0
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of new lighting plans reviewed within 30 days.	TBD	100	100	0
<b>Output</b>				
# of new lighting plans reviewed.	TBD	3	3	0
<b>Efficiency</b>				
# 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of BMPs completed for inclusion in yearly report to EPD	TBD	100	100	0
<b>Output</b>				
# of BMPs completed	TBD	19	19	0
<b>Efficiency</b>				
# of BMPs completed per year	TBD	19	19	0

**Performance Discussion**

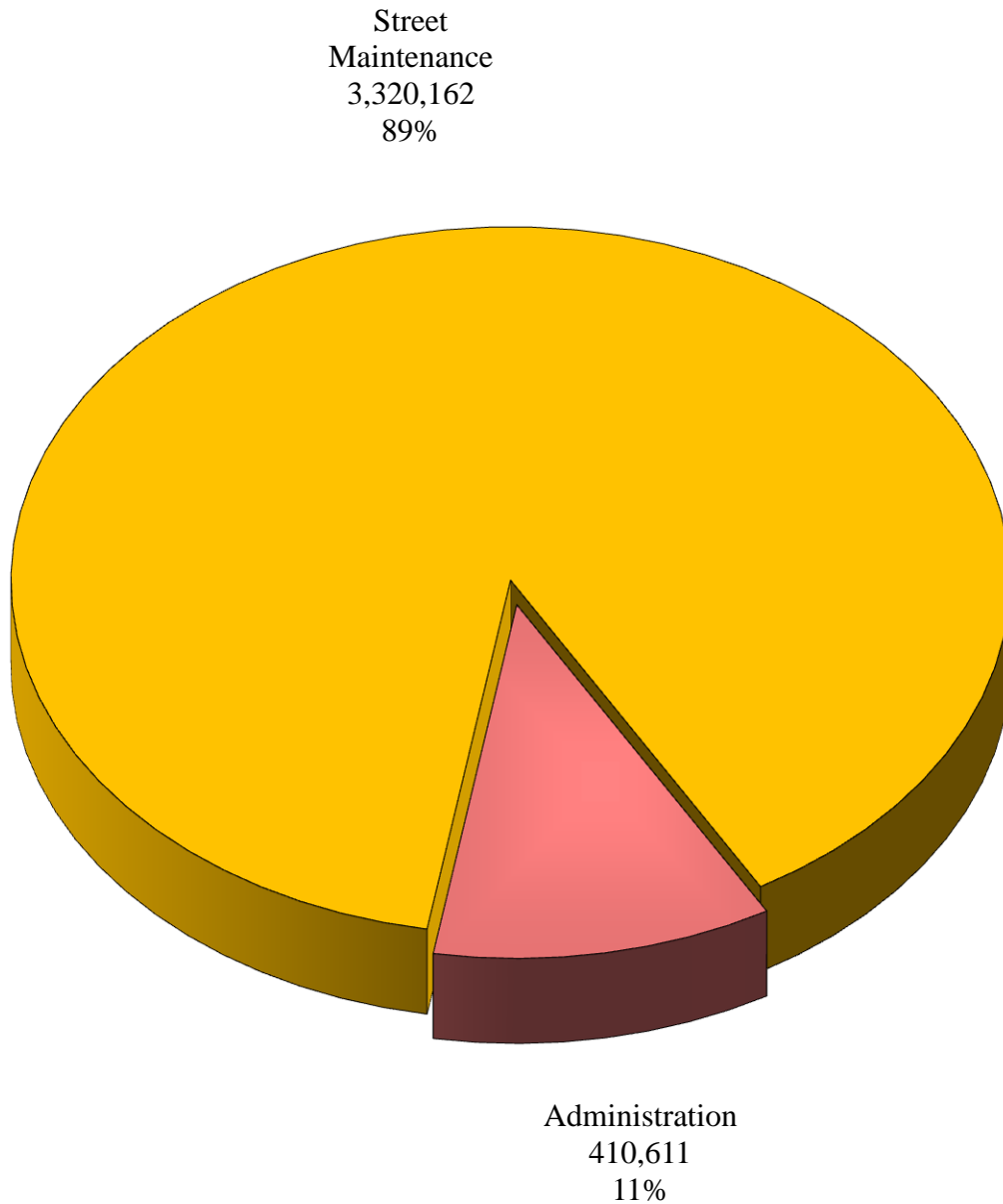
The annual report has several BMPs or tasks that must be completed annually to remain in compliance with this regulation. The GIS mapping was initiated as part of this regulation. Once mapping is complete, this regulation will require additional inspections and maintenance which are currently unfunded. The department is developing guidelines for a stormwater utility to fund these tasks, maintain the existing infrastructure and fund new construction projects.

**ENGINEERING STORMWATER***DESCRIPTION*

The Engineering Department Stormwater Division is a new division that is proposed to comply with the Federal Clean Water Act requirements that have been passed on to the Georgia Environmental Protection Division for enforcement in the state. The initial startup funds for this division will come from the Sewer Enterprise Fund to fund the new positions and equipment. It is proposed at this time for the division to be Comprised of five (5) new employees with existing Engineering staff providing assistance as needed to meet these new regulations.

<b>Major Object of Expenditure</b>	<b>Actual 2011/2012</b>	<b>Amended 2012/2013</b>	<b>Adopted 2013/2014</b>
PERSONAL SERVICES	0	0	339,541
OPERATING EXPENSE	0	0	100,500
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>440,041</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b><u>Class Title</u></b>			
Engineering Associate	0	0	1
Engineering Inspection	0	0	2
Surveying Technician	0	0	2
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>5</b>

City of Albany  
Adopted Budget  
FY 2014  
Public Works Department  
(General Operations)



Total Expenditures  
\$3,730,773

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**PUBLIC WORKS DEPARTMENTAL SUMMARY**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	2,277,820	2,509,493	2,496,726
OPERATING EXPENSE	843,957	994,386	1,234,046
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>3,121,777</b>	<b>3,503,879</b>	<b>3,730,773</b>
<b>FULL TIME POSITIONS</b>	<b>36</b>	<b>45</b>	<b>49</b>

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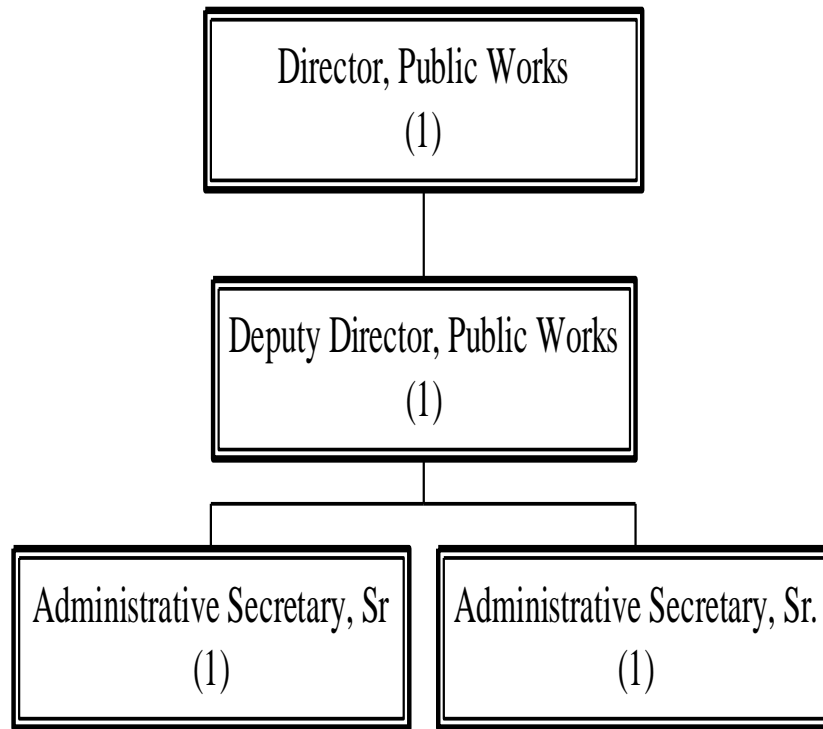
**PERFORMANCE MEASURES**


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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 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	376,826	304,623	218,489
OPERATING EXPENSE	16,162	126,194	192,122
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>392,988</b>	<b>430,817</b>	<b>410,611</b>
<b>FULL TIME POSITION</b>	<b>4</b>	<b>4</b>	<b>4</b>

<u>Class Title</u>			
Administrative Secretary, Sr	2	2	2
Director, Public Works	1	1	1
Deputy Director, Public Works*	1	1	1
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>

\*Deputy Director of PW, 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.

**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**

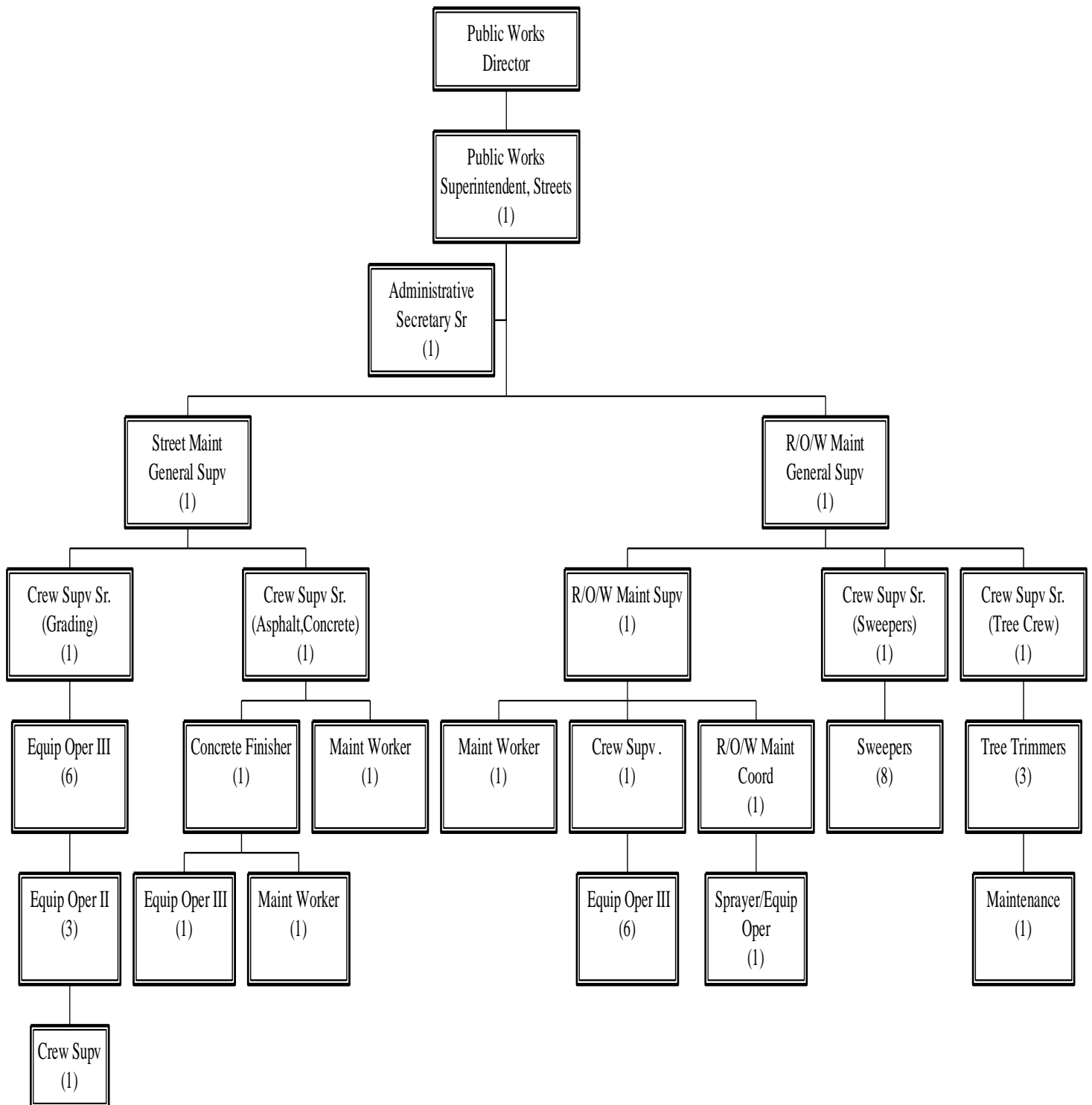
Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of work orders closed per 311 established standards	66	72	79	7
<b>Service Quality</b>				
% of customers surveyed who rated services good to excellent	N/A	99	99	0
<b>Output</b>				
# of work orders recorded for 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
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,900,994	2,204,870	2,278,237
OPERATING EXPENSE	827,795	868,192	1,041,924
CAPITAL OUTLAY	0	139,774	0
<b>TOTAL</b>	<b>2,728,787</b>	<b>3,212,834</b>	<b>3,320,161</b>
<b>FULL TIME POSITIONS</b>	<b>32</b>	<b>41</b>	<b>45</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	159,271	162,467	167,664
OPERATING EXPENSE	22,635	41,150	41,222
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>181,906</b>	<b>203,617</b>	<b>208,886</b>
<b>FULL TIME POSITION</b>	<b>2</b>	<b>2</b>	<b>2</b>

**Class Title**

Administrative Secretary, Sr	1	1	1
PW Superintendent, Street	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	575,709	598,536	617,854
OPERATING EXPENSE	188,132	239,600	261,602
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>763,841</b>	<b>838,136</b>	<b>879,456</b>
<b>FULL TIME POSITION</b>	<b>12</b>	<b>12</b>	<b>12</b>

**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
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>

## 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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Outcome</b>				
% of mowing routes completed	100	100	100	0
% of city alleys trimmed for overgrowth	N/A	90	90	0
<b>Service Quality</b>				
% of work orders closed per established standard	36	45	55	10
% of alleys (mileage) trimmed monthly	N/A	90	90	0
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	404,796	456,569	449,343
OPERATING EXPENSE	215,672	161,022	318,950
CAPITAL OUTLAY	0	139,774	0
<b>TOTAL</b>	<b>620,469</b>	<b>757,365</b>	<b>768,293</b>
<b>FULL TIME POSITIONS</b>	<b>9</b>	<b>9</b>	<b>9</b>

<b><u>Class Title</u></b>			
Equipment Operator III	7	7	8
Equipment Operator II	1	1	-
Crew Supervisor, Sr.	1	1	1
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>



## 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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Service Quality</b>				
% of lane miles swept monthly	8.33	8.33	8.33	0
<b>Output</b>				
# of routes swept	77	77	80	3.8
# of miles swept	40,736	53,690	53,690	0
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	267,018	263,179	293,019
OPERATING EXPENSE	93,572	95,200	96,300
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>360,590</b>	<b>358,379</b>	<b>389,319</b>
<b>FULL TIME POSITIONS</b>	<b>7</b>	<b>7</b>	<b>6</b>

**Class Title**

Concrete Finisher	1	1	1
Equipment Operator, III	1	1	1
PW General Supervisor	1	1	1
Crew Supervisor Sr.	1	1	1
Crew Supervisor	1	1	0
Maintenance Worker	2	2	2
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>6</b>

## 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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Outcome</b>				
% of road defects repaired	100	100	100	0
% of potholes repaired without liability	99.9	99.9	100	0.1
<b>Service Quality</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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

#### **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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	491,043	528,625	542,290
OPERATING EXPENSE	307,784	300,370	285,500
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>798,827</b>	<b>828,995</b>	<b>827,790</b>
<b>FULL TIME POSITION</b>	<b>11</b>	<b>11</b>	<b>11</b>

<b><u>Class Title</u></b>			
Equipment Operator, III	5	6	6
Equipment Operator, II	4	3	3
Crew Supervisor	1	1	1
Crew Supervisor, Sr.	1	1	1
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>

## 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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Outcome</b>				
% of unpaved alley complaints resolved within 5 days	100	100	100	0
% of unpaved street complaints resolved within 5 days	100	100	100	0
<b>Output</b>				
# 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
<b>Efficiency</b>				
# of alleys repaired per FTE	114	142	128	-9.8
# of streets repaired per FTE	2	12	36	.5

#### **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.

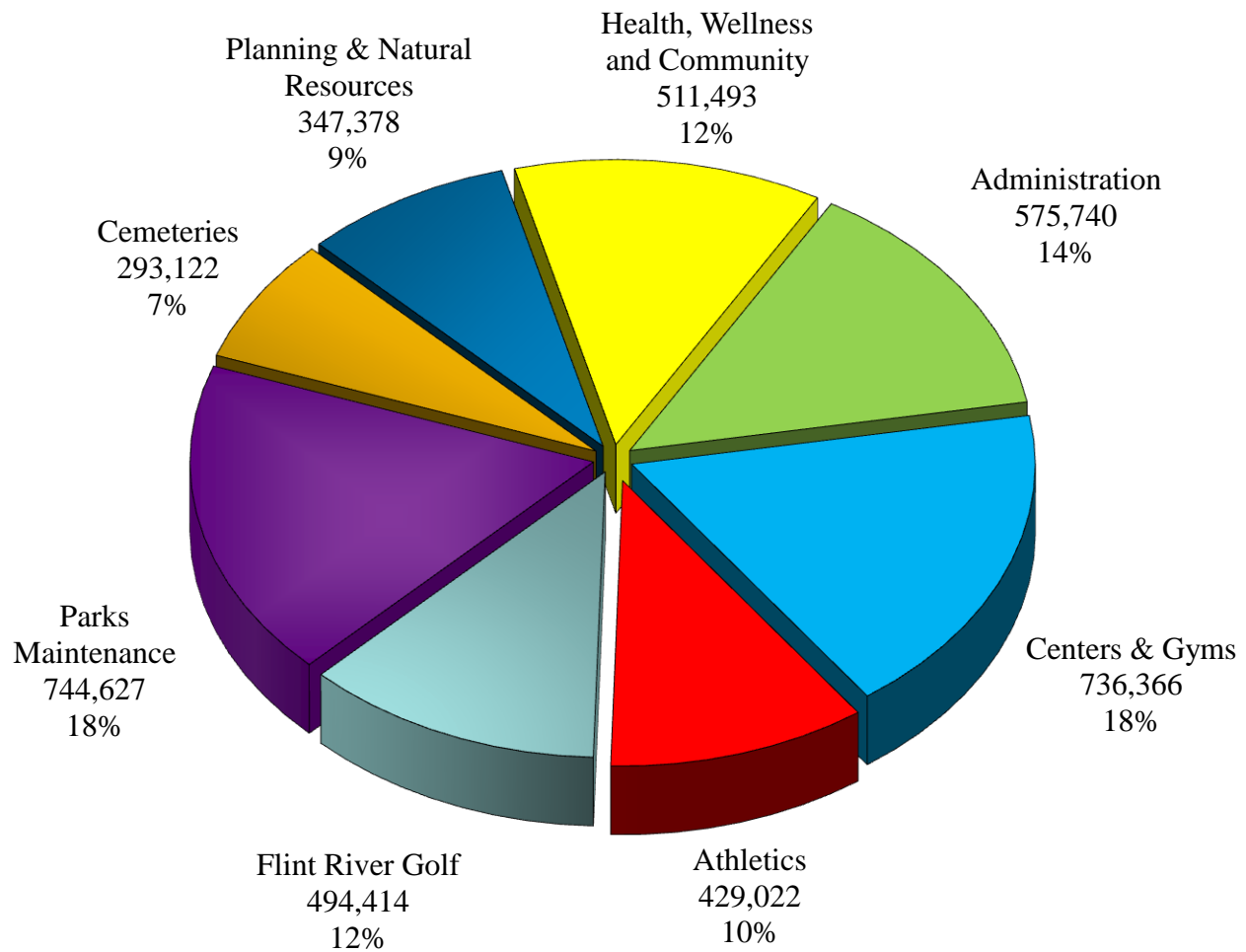
<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	3,156	195,495	208,068
OPERATING EXPENSE	0	30,850	38,350
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>3,156</b>	<b>226,345</b>	<b>246,418</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>5</b>	<b>5</b>

**Class Title**

Maintenance Worker Sr.	0	1	1
Tree Trimmer	0	3	3
Crew Supervisor, Sr.-Tree Maint.	0	1	1
<b>TOTAL</b>	<b>0</b>	<b>5</b>	<b>5</b>

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

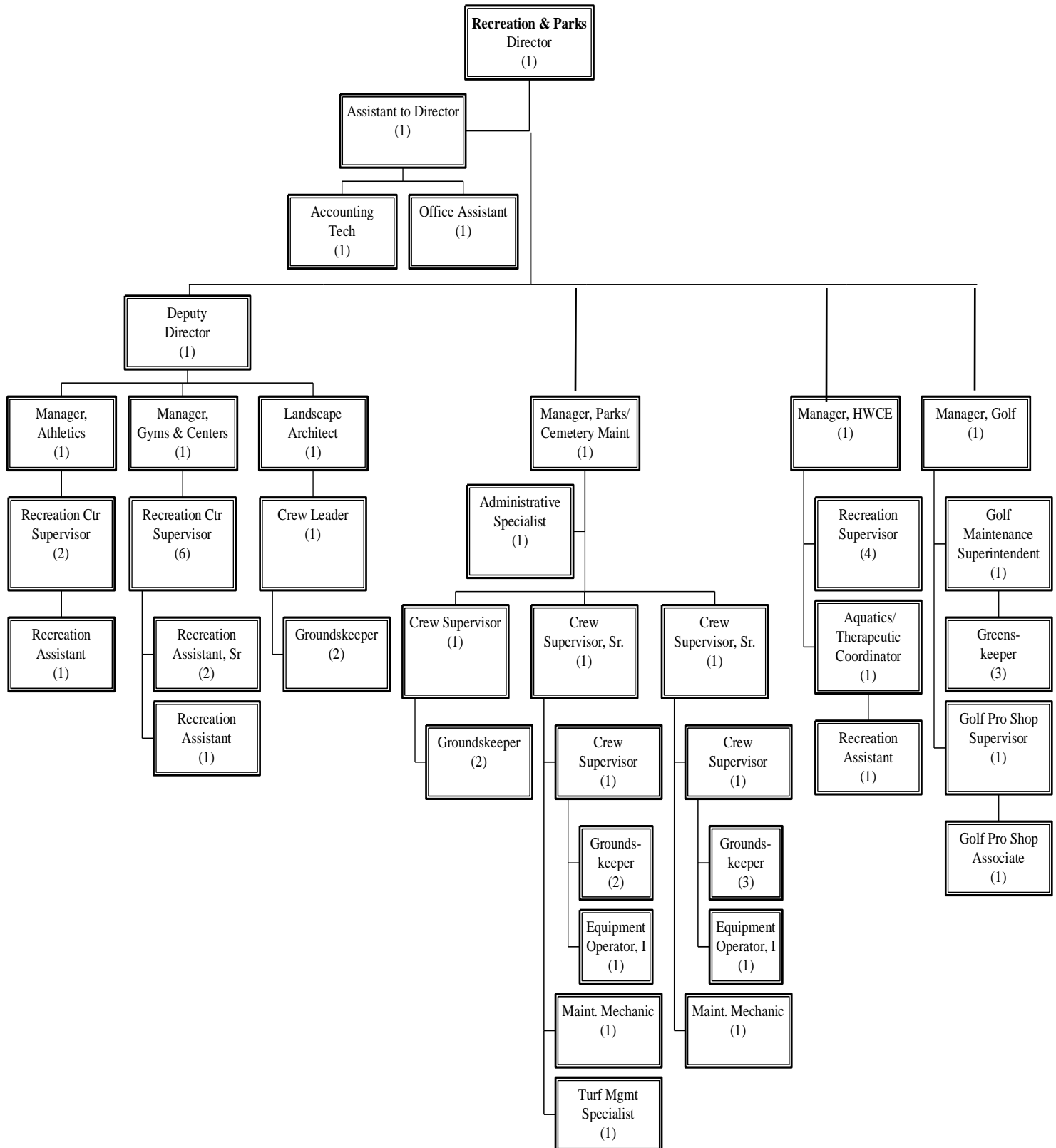
City Of Albany  
Adopted Budget  
FY 2014  
Recreation Departemnt



Total Expenditures  
\$4,132,162

# 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 Recreation 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	3,149,238	2,914,991	2,830,667
OPERATING EXPENSE	1,271,431	1,294,237	1,301,496
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>4,420,669</b>	<b>4,209,228</b>	<b>4,132,163</b>
<b>FULL TIME POSITION</b>	<b>58</b>	<b>63</b>	<b>55</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	353,591	361,835	361,524
OPERATING EXPENSE	208,975	206,708	214,216
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>562,566</b>	<b>568,543</b>	<b>575,740</b>
<b>FULL TIME POSITION</b>	<b>5</b>	<b>5</b>	<b>5</b>

**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
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>

**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.

**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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% 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
<b>Output</b>				
# 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

<b>Efficiency</b>				
Cost per youth athletic 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

**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. In FY2012 the computer-based participant tracking system was not implemented due to the cost proposed to the participants; therefore manual participant tracking, through the use of sign-in sheets were 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.

Gordon Sports Complex is completed, therefore, the cost to run adult athletics programs will increase significantly when the 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 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	621,554	541,280	546,469
OPERATING EXPENSE	184,648	246,077	189,897
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>806,203</b>	<b>787,357</b>	<b>736,366</b>
<b>FULL TIME POSITION</b>	<b>13</b>	<b>11</b>	<b>10</b>

<u>Class Title</u>			
Recreation Assistant	3	4	3
Manager, Gyms & Centers	1	1	1
Recreation Center Supervisor*	8	6	6
Therapeutic Program Coordinator*	1	0	0
<b>TOTAL</b>	<b>13</b>	<b>11</b>	<b>10</b>

\* 2 Supervisors and Therapeutic Program Coordinator moved to 6111

## 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

Major Object of Expenditure	ACTUAL 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	217,557	262,142	209,018
OPERATING EXPENSE	196,009	173,660	220,004
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>413,566</b>	<b>435,802</b>	<b>429,022</b>
<b>FULL TIME POSITION</b>	<b>7</b>	<b>4</b>	<b>4</b>

Class Title

Recreation Assistant	2	1	1
Manager, Athletics	1	1	1
Recreation Center Supervisor	3	2	2
Groundskeeper	1	0	0
<b>TOTAL</b>	<b>7</b>	<b>4</b>	<b>4</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of maintenance work orders on schedule	81%	81%	81%	0
% of ball fields prepared prior to scheduled games	100%	100%	100%	0
<b>Output</b>				
# 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
<b>Efficiency</b>				
# of acres maintained per Maintenance FTE	24	24	24	0

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	322,132	327,461	338,285
OPERATING EXPENSE	144,274	158,204	156,129
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>466,406</b>	<b>485,665</b>	<b>494,414</b>
<b>FULL TIME POSITION</b>	<b>7</b>	<b>7</b>	<b>7</b>

**Class Title**

Manager, Golf Course	1	1	1
Greenskeeper	3	3	3
Golf Course Maintenance Sup	1	1	1
Golf Pro Shop Associate	1	1	1
Golf Pro Shop Supervisor	1	1	1
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>

## 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 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	570,150	578,416	589,437
OPERATING EXPENSE	145,062	156,075	155,190
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>715,212</b>	<b>734,490</b>	<b>744,627</b>
<b>FULL TIME POSITION</b>	<b>16</b>	<b>14</b>	<b>13</b>

Class Title

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

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	230,990	237,079	234,121
OPERATING EXPENSE	65,329	59,001	59,001
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>296,319</b>	<b>296,080</b>	<b>293,122</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>5</b>	<b>5</b>

**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
<b>TOTAL</b>	<b>6</b>	<b>5</b>	<b>5</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of maintenance work orders completed on schedule		70%	75%	5
% of burial processes rated good or excellent	N/A	85%	85%	0
<b>Output</b>				
# 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
<b>Efficiency</b>				
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.

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.

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**RECREATION/PARKS PLANNING AND NATURAL RESOURCES**


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*DESCRIPTION*


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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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	420,644	199,520	173,990
OPERATING EXPENSE	192,197	189,256	173,388
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>612,840</b>	<b>388,776</b>	<b>347,378</b>
<b>FULL TIME POSITIONS</b>	<b>4</b>	<b>10</b>	<b>4</b>

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**Class Title**

Landscape Architect	1	1	1
Arborist*	0	1	0
Maintenance Worker*	0	1	0
Tree Trimmer*	0	3	0
Crew Leader, Park Maintenance	0	0	1
Crew Supervisor, Sr.Tree Maint	0	1	0
Groundskeeper	3	3	2
<b>TOTAL</b>	<b>4</b>	<b>10</b>	<b>4</b>

\*Personal Services and Operating costs for Tree Maintenance Crew transferred from Cost Center 3305 in FY10. For FY13/14 - 6 people transferred out: 5 to Street-Tree Crew 3305 and the Arborist to Engineering 2400 in FY12/13

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**RECREATION/HEALTH, WELLNESS AND COMMUNITY**


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*DESCRIPTION*


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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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	412,620	407,260	377,822
OPERATING EXPENSE	134,937	105,256	133,671
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>547,557</b>	<b>512,516</b>	<b>511,493</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>7</b>	<b>7</b>

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**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
<b>TOTAL</b>	<b>0</b>	<b>7</b>	<b>7</b>

\* Personnel transferred from Recreation cost centers 6100, 6101, 6103, 6104, 6109

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**INDEPENDENT AGENCIES**


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*DESCRIPTION*


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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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	1,790,150	1,655,462	1,695,461
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,790,150</b>	<b>1,655,462</b>	<b>1,695,461</b>
<b>FULL TIME POSITION</b>	0	0	0

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# City of Albany



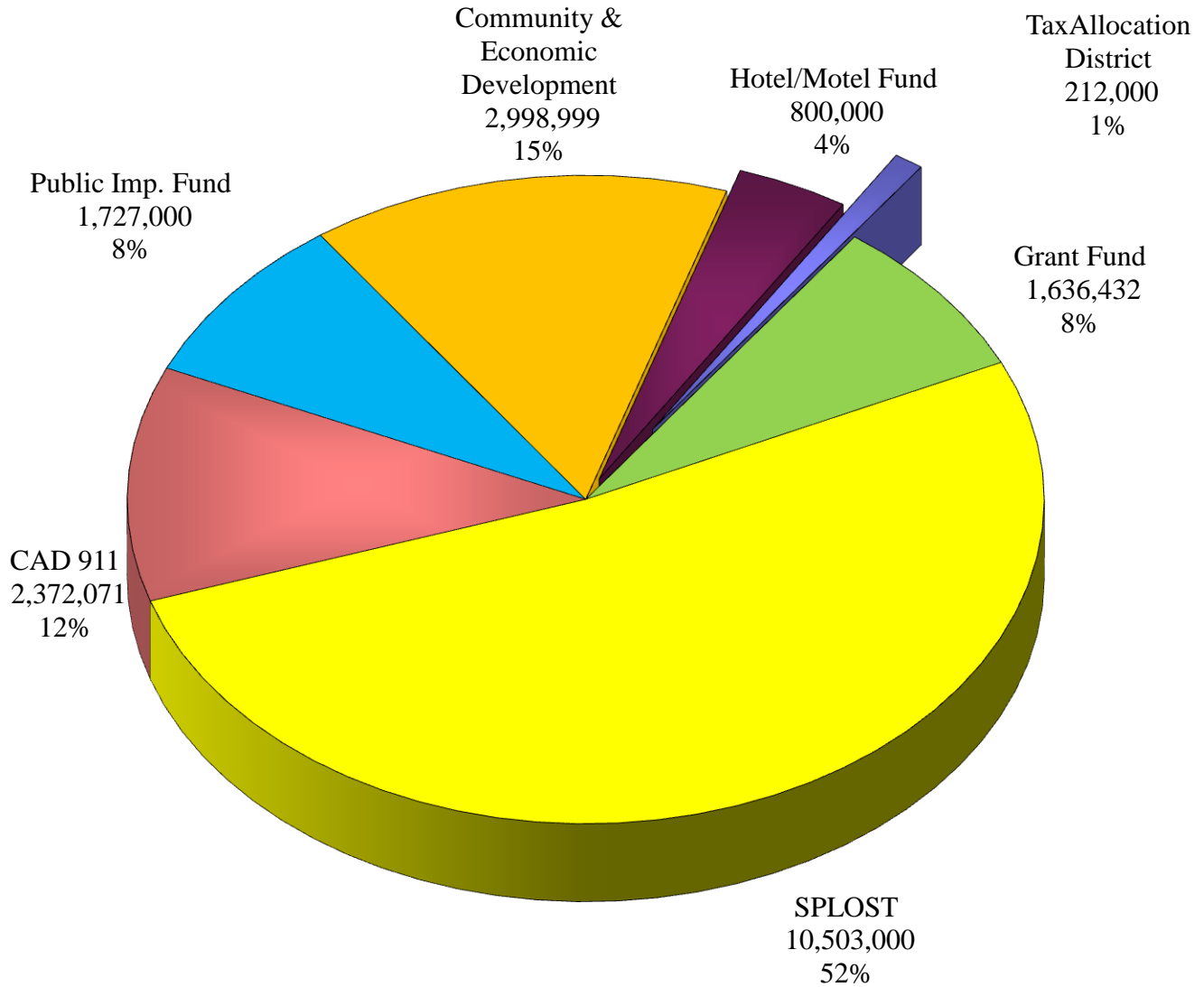
## Special Funds



# Annual Budget FY 2014



City of Albany  
Adopted Budget  
FY 2014  
Special Funds



Total Expenditures  
\$20,249,502

## **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:

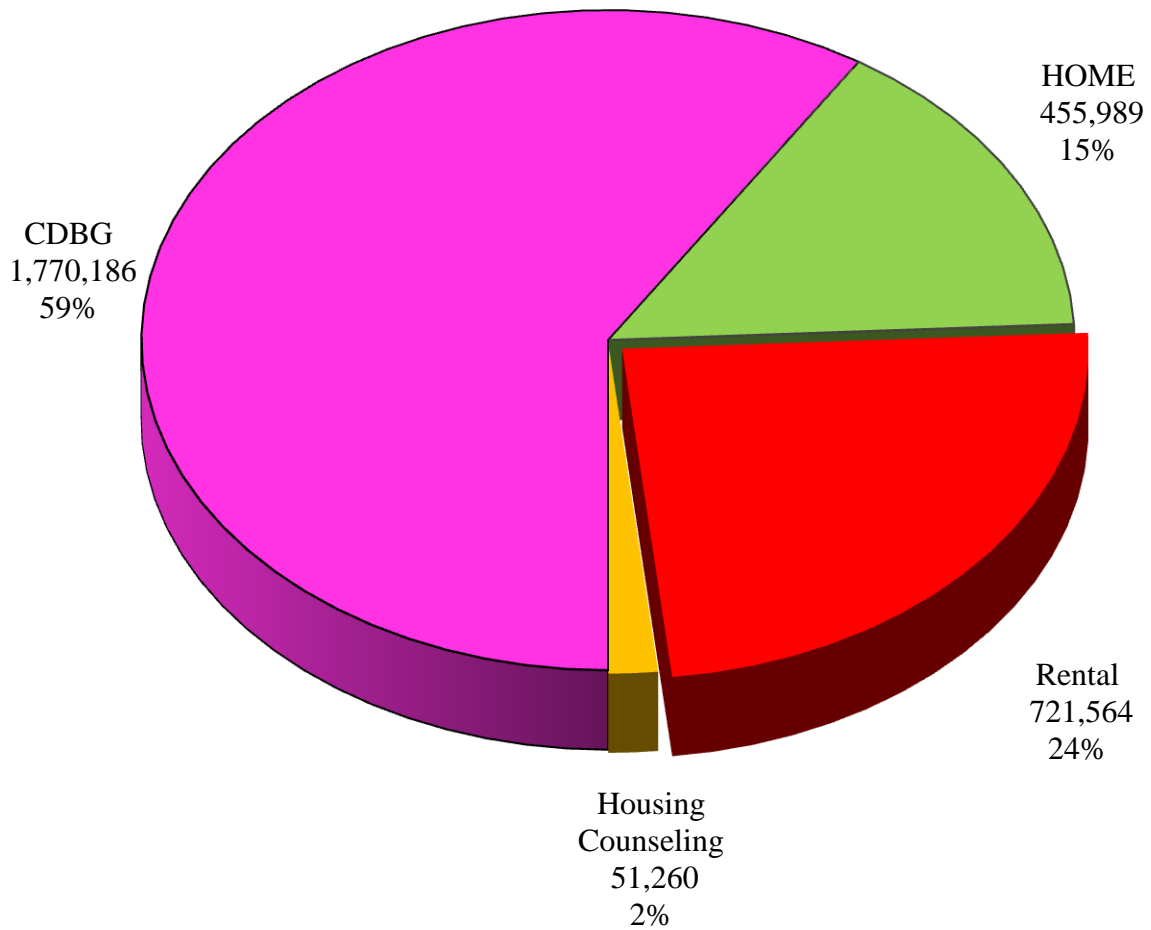
1. The activity must principally benefit low and moderate income persons. The principal benefit test is met when at least 70% of all expenditures during a fiscal year benefits persons who qualify as low to moderate-income based on their annual income and family size.
2. The activity must address an urgent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

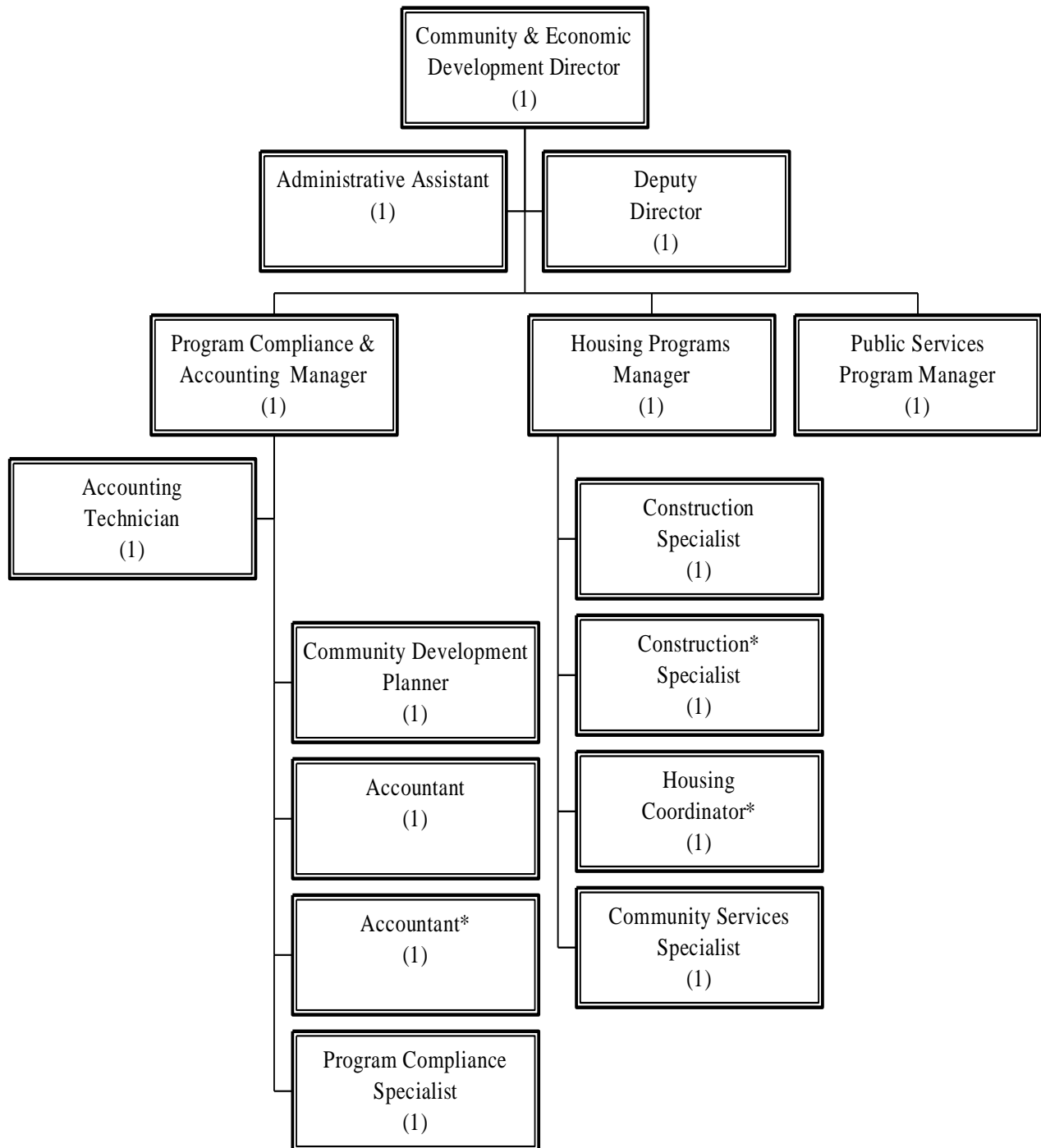
City of Albany  
FY 2014  
Adopted Budget  
Community Development



Total Expenditures  
\$2,998,999

# Community Development

## Dept 76



\* Positions are not part of authorized FTE head count

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**COMMUNITY DEVELOPMENT SUMMARY**


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*DESCRIPTION*


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The Dept. of Community and Economic Development is in receipt of federal funding from the U. S. Department of Housing and Urban Development for participation in the Community Development Block Grant Program (CDBG), the HOME Investment Partnership Act Program (HOME), and the Housing Counseling Grant Program. The primary objectives for these sources of funds 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. Community and Economic Development also administers a Rental Program that uses its rent revenues collected to assist in its efforts to provide decent, safe, sanitary, affordable and lead free housing to low to moderate income households.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	626,738	465,988	435,739
OPERATING EXPENSE	4,289,371	2,380,412	2,563,260
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>4,916,109</b>	<b>2,846,399</b>	<b>2,998,999</b>
<b>FULL TIME POSITIONS</b>	<b>12</b>	<b>12</b>	<b>15</b>

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**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	443,512	342,945	265,391
OPERATING EXPENSE	2,113,274	1,312,334	1,504,795
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,556,786</b>	<b>1,655,279</b>	<b>1,770,185</b>
<b>FULL TIME POSITIONS</b>	<b>12</b>	<b>12</b>	<b>11</b>

**Class Title**

Administrative Assistant	0	1	1
Accounting Technician	1	1	1
Community Development Manager	1	1	0
Planner, Community Development	1	0	1
Community Services Specialist	0	0	1
Collection Specialist	0	0	0
Construction Specialist	2	2	1
Coordinator- Business & Tech. Services	1	0	0
Program Compliance & Accounting Manager	0	1	1
Accountant**	0	2	2
Deputy Director	1	1	1
Dir., Comm & Economic Development	1	1	1
Program Manager, Public Service	1	1	1
Minority Procurement Coordinator	0	0	0
Secretary	1	0	0
<b>TOTAL</b>	<b>10</b>	<b>11</b>	<b>11</b>

\*\*One Accountant position is not part of the authorized FTE head count

## 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	FY2014 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.

### 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Number of jobs created	0	40	45	13
Number of commercial facades rehabilitated	N/A	1	5	80
<b>Service Quality</b>				
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%
<b>Efficiency</b>				
Cost per job created or retained	N/A	\$35,000	\$35,000	0

## Community and Economic Development Performance Plan

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**

In January of 2011, the Department started 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 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; but ongoing funding of these programs will be contingent upon their success and the ongoing availability of CDBG funding.

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Number of families attaining stable housing	48	58	63	9
<b>Service Quality</b>				
% 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
<b>Output</b>				
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
<b>Efficiency</b>				
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



## Community and Economic Development Performance Plan

**Performance Discussion**

Staff turnover has been a challenge in this program for the past three years. Recent staff reorganization will allow this program to meet its objectives of providing better supportive services to the participants of both program more efficiently thus allowing a 31% increase in the number of families served and a 21% decrease in the cost of operating the homeless program.

**Program 3: Business Services**

**Program Goal:** To provide review and follow-up of all loans in the loan portfolio, ensuring that the established terms and conditions of the loans are being followed.

**City Strategic Goal Supported:** Community and Economic Vitality

**Planned Performance Targets**

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of loans that are current	N/A	75%	90%	15
% of loans that are repaid in full	N/A	8%	10%	2
<b>Outputs</b>				
# 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
<b>Efficiency</b>				
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.

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Number of grants with grant related audit findings	N/A	10	0	10
<b>Service Quality</b>				
% of programs that are monitored regularly	N/A	85%	100%	15
<b>Output</b>				
Number of active grants managed	N/A	80	90	10
Number of grant programs created or retained due to	N/A	80	90	10

## Community and Economic Development Performance Plan

grant funding				
Number of monitoring visits completed this year	N/A	20	40	20
<b>Efficiency</b>				
Number of grants managed per FTE	N/A	40	45	5

**Performance Discussion**

To ensure grantees are abiding by grant parameters, budgets and objectives, regular meetings, increased communication and monitoring visits are being scheduled with program managers. Monthly reconciliations have taken a priority in the department to limit the number of audit findings. We plan to utilize various reporting tools to track performance measures more accurately.

Due to economic conditions, we are expecting budget cuts at the state and federal levels. In turn, some of the performance measures may not reflect the desired outcome. We are hopeful that we can reorganize and possibly seek other funding alternatives to ensure we are able to meet our objectives.

**Program 5: Public Services**

**Program Goal:** To provide assistance to non-profit organizations by increasing their awareness of supplemental sources of funding and providing opportunities for training and technical assistance, which will increase their overall capacity to meet the needs of low to moderate income persons they serve.

**City Strategic Goal Supported:** Community and Economic Vitality

**Planned Performance Targets**

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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%	-
<b>Service Quality</b>				
% of beneficiaries rating the DCED services as good or excellent.	N/A	75%	85%	10
<b>Output</b>				
# 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
<b>Efficiency</b>				
Cost per organization for training and TA provided	N/A	\$1150	\$1150	0
# of organizations attending technical assistance and training opportunities provided by DCED	N/A	8	8	0
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of monitored activities in compliance	N/A	70%	75%	5
% of sub-recipients provided technical assistance annually	14	20	21	5
<b>Output</b>				
# of programs and activities monitored	2	38	41	7
<b>Efficiency</b>				
Number of staff monitoring programs/activities	2	4	4	0

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
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% AML) 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
<b>Output</b>				
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
<b>Efficiency</b>				
Number of low to moderate units per FTE assisted	25	27	5	0

**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.

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**COMMUNITY DEVELOPMENT / RENTAL PROGRAM**


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*DESCRIPTION*


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The rental program is funded by the rent revenues collected from occupants and rent subsidy payments from the Department of Community Affairs. The primary objectives of the program is to provide decent, safe, and affordable housing for persons of very low, low and moderate income.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	101,013	93,348	79,249
OPERATING EXPENSE	593,529	631,652	642,315
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>694,542</b>	<b>725,000</b>	<b>721,564</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>2</b>

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**Class Title**

Construction Specialist**	0	0	1
Program Compliance Specialist	0	0	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2</b>

\*\* Position is not a part of authorized FTE head count

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**COMMUNITY DEVELOPMENT / HOME PROGRAM**


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*DESCRIPTION*


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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).

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	82,212	29,695	41,966
OPERATING EXPENSE	1,582,568	436,426	414,023
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,664,780</b>	<b>466,121</b>	<b>455,989</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>1</b>

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**Class Title**

Housing Program Manager	0	0	1
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>1</b>

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**COMMUNITY DEVELOPMENT / HOUSING COUNSELING PROGRAM**


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*DESCRIPTION*


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The housing counseling program is funded by the U.S. Department of Housing and Urban Development (HUD) and assists families in the areas of homebuying, loss mitigation, foreclosure prevention, and consumer credit counseling.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	49,133
OPERATING EXPENSE	0	0	2,127
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>51,260</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>1</b>

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**Class Title**

Housing Coordinator**	0	0	1
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\*\*Position is not part of the authorized FTE head count.

**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

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>RECOMMENDED 2013/2014</b>
PERSONAL SERVICES	1,782,033	1,930,462	1,898,395
OPERATING EXPENSE	337,389	476,748	473,676
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,119,422</b>	<b>2,407,210</b>	<b>2,372,071</b>
<b>FULL TIME POSITIONS</b>	<b>24</b>	<b>24</b>	<b>39</b>

**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	5
Telecommunicator	12	12	27
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>39</b>

## 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
<b>Outcome</b>			
% of Priority 1 (P-1) calls answered and dispatched within 2 minutes	96%	96%	0%
<b>Service Quality</b>			
% of communications officers trained	95%	98%	3%
% of audited calls meeting all quality criteria	TBD%	TBD%	TBD%
<b>Output</b>			
# 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%
<b>Efficiency</b>			
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(5.1), municipalities may elect to levy a tax at the rate of eight 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	725,183	800,000	800,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>725,183</b>	<b>800,000</b>	<b>800,000</b>
<b>FULL TIME POSITIONS</b>	0	0	0

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**PUBLIC/CAPITAL IMPROVEMENT FUND**


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*DESCRIPTION*


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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 up to 10% sales tax revenue and \$325,000 from Water, Gas & Light.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	0
CAPITAL OUTLAY	2,204,977	3,314,157	1,727,000
<b>TOTAL</b>	<b>2,204,977</b>	<b>3,314,157</b>	<b>1,727,000</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**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 achieving the Albany Riverfront and Gateway vision.

Major Object of Expenditure	ACTUAL	AMENDED	ADOPTED
	2011/2012	2012/2013	2013/2014
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	26,706	211,000	212,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>26,706</b>	<b>211,000</b>	<b>212,000</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**DEBT SERVICE FUND**

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*DESCRIPTION*

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The Debt Service fund was established to be in compliance with the Uniform Chart of Accounts. In FY 2013, it accounted for debt service payments for the the GMA lease pool and General Obligation bonds.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	344,195	0
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>344,195</b>	<b>0</b>
<b>FULL TIME POSITION</b>	0	0	0

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# **City of Albany**

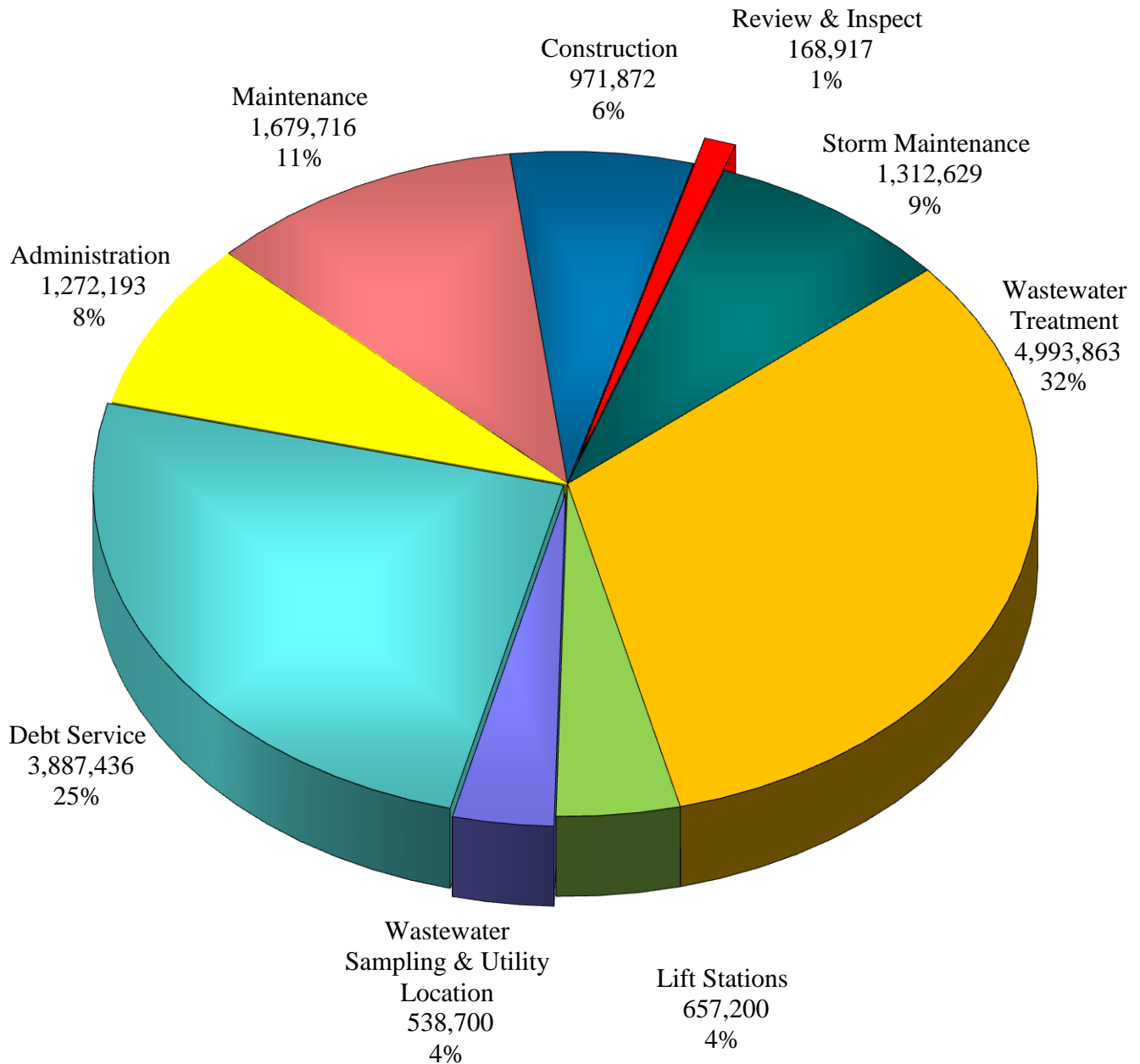


## **Sanitary Sewer Fund**



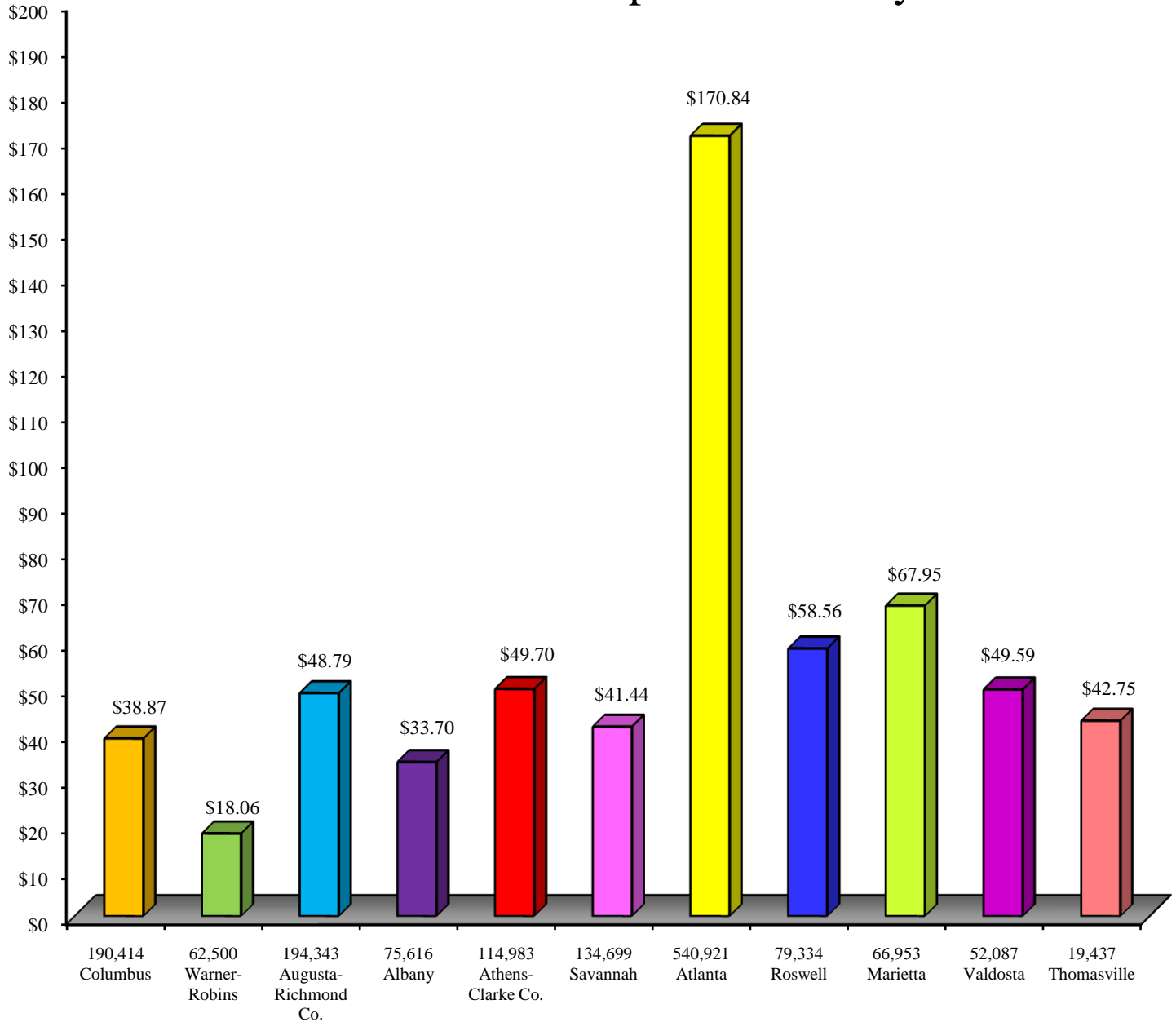
# **Annual Budget FY 2014**

City of Albany  
Adopted Budget  
FY 2014  
Sanitary Sewer System



Total Expenditures  
\$15,482,526

# City of Albany FY 2014 Sewer Rate Comparison Survey

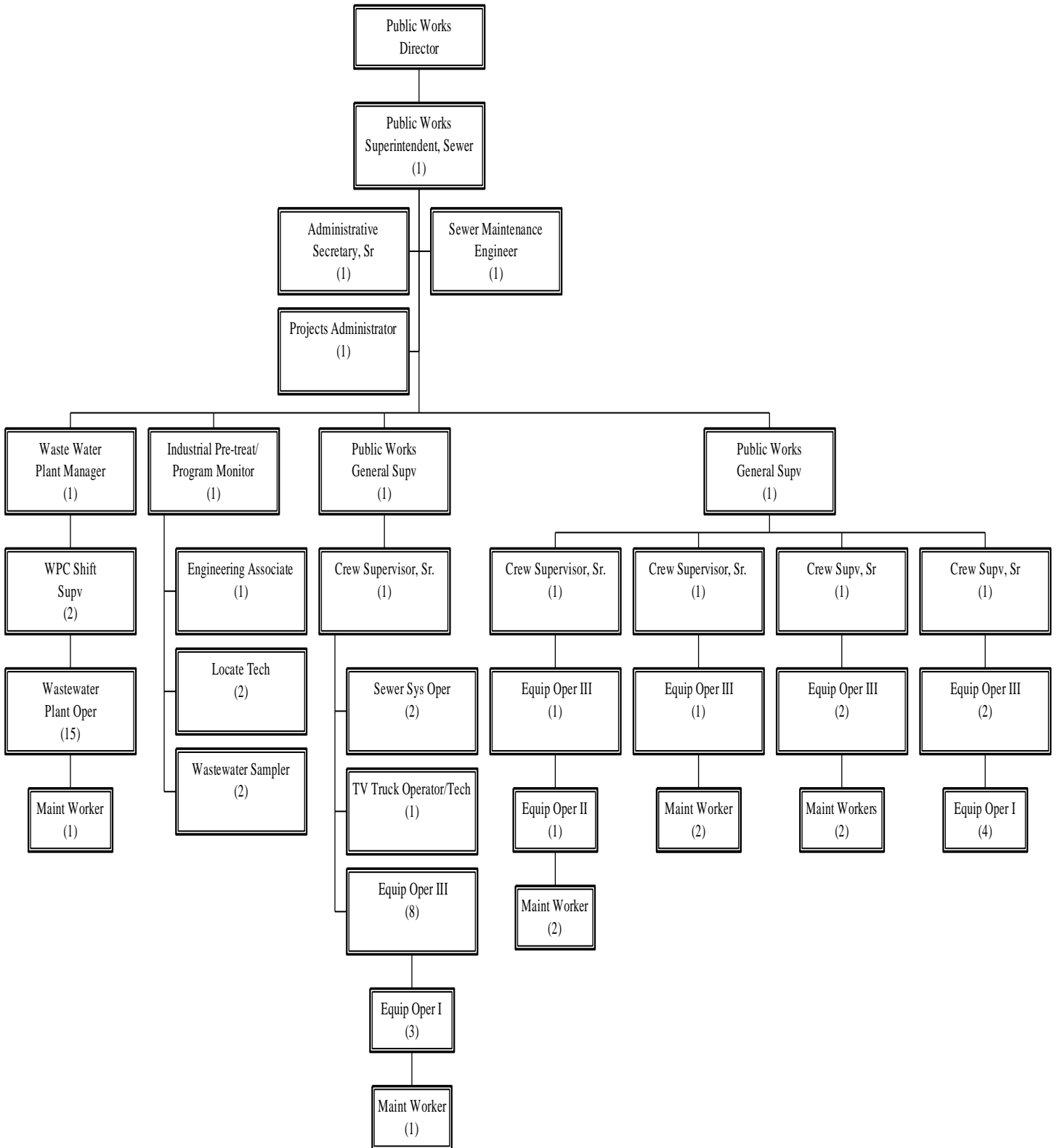


Monthly Rate (9,000 Gal.)



# Public Works - Sewer Systems

## Dept 34



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**SANITARY SEWER ENTERPRISE FUND**  
**SEWER SYSTEMS DIVISION SUMMARY**

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*DESCRIPTION*

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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	3,872,959	3,395,716	3,824,622
OPERATING EXPENSE	4,965,053	10,572,539	11,407,904
CAPITAL OUTLAY	4,643,613	723,990	250,000
<b>TOTAL</b>	<b>13,481,624</b>	<b>14,692,245</b>	<b>15,482,526</b>
<b>FULL TIME POSITIONS</b>	<b>61</b>	<b>61</b>	<b>68</b>

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**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,003,389	1,029,165	1,027,583
OPERATING EXPENSE	3,064,791	3,607,254	3,966,280
CAPITAL OUTLAY	3,526,127	450,000	0
<b>TOTAL</b>	<b>7,594,308</b>	<b>5,086,419</b>	<b>4,993,863</b>
<b>FULL TIME POSITIONS</b>	<b>19</b>	<b>19</b>	<b>19</b>

**Class Title**

Maintenance Worker	1	1	1
Wastewater Plant Manager	1	1	1
Wastewater Plant Operator I	15	15	15
Wastewater Plant Operator, Sr.	0	0	0
WPC Shift Supervisor	2	2	2
<b>TOTAL</b>	<b>19</b>	<b>19</b>	<b>19</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	594,030	651,200	657,200
CAPITAL OUTLAY	479,600	150,000	0
<b>TOTAL</b>	<b>1,073,630</b>	<b>801,200</b>	<b>657,200</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	385,116	327,346	332,780
OPERATING EXPENSE	75,448	210,320	205,920
CAPITAL OUTLAY	613	0	0
<b>TOTAL</b>	<b>461,178</b>	<b>537,666</b>	<b>538,700</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>

<b><u>Class Title</u></b>			
Indust. Pre-Treatment Monitor,Supv.	1	1	1
Engineering Associate	1	1	1
Wastewater Sampler	2	2	2
Locate Technicians	2	2	2
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of food establishments requiring repeat inspections	N/A	10	10	0
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	962,153	472,132	467,768
OPERATING EXPENSE	135,210	4,460,752	4,441,861
CAPITAL OUTLAY	32,730	123,990	250,000
<b>TOTAL</b>	<b>1,130,093</b>	<b>5,056,874</b>	<b>5,159,629</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>6</b>

**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
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>



**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	928,118	889,535	923,288
OPERATING EXPENSE	547,748	723,562	756,429
CAPITAL OUTLAY	96,443	0	0
<b>TOTAL</b>	<b>1,572,308</b>	<b>1,613,097</b>	<b>1,679,717</b>
<b>FULL TIME POSITIONS</b>	<b>18</b>	<b>18</b>	<b>18</b>

**Class Title**

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

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% 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
<b>Output</b>				
# 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
<b>Efficiency</b>				
Utility locates handled per assigned FTE	2990	2900	2900	0
Trouble truck service requests assigned per FTE	1121	1200	1200	0
# of feet of sewer cleaned per Jet Vac	146,799	160,000	164,000	2.5

## Performance Discussion

In order to increase the linear footage of sewer lines to be cleaned, it may be necessary to add another Jet Vac truck to the fleet. In addition, it is likely that permit requirements will become more stringent and screening of Combined Sewer Overflows will be mandated. This will require installation and maintenance of bar screens at each outfall.

Data status C has been used for the % of trouble truck service calls responded to within 6 hours, because we will need to modify our current data collection process to include a time recorded for work completed. The data is currently available but needs to be maintained in a different format.

Regular cleaning of lift stations reduces pump problems associated with grease buildup on the floats in a wet well. The Sewer Division strives to clean each of the 80 stations on a regular basis; but key stations need to be cleaned monthly, and a few stations require cleaning twice weekly. Thus, the service quality, % of Lift Stations cleaned at least once every 90 days, gives an indication of our success with preventative maintenance.

**SANITARY SEWER ENTERPRISE FUND  
SEWER SYSTEMS - CONSTRUCTION**

*DESCRIPTION*

The Construction Section is responsible for installing and repairing the larger sanitary, combination and storm sewer lines located throughout the City. This section is also responsible for the clearing and grading of large ditch sections and the maintenance of sewer right-of-ways.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	459,437	505,575	524,328
OPERATING EXPENSE	271,909	449,948	447,544
CAPITAL OUTLAY	43,900	0	0
<b>TOTAL</b>	<b>775,246</b>	<b>955,522</b>	<b>971,872</b>
<b>FULL TIME POSITIONS</b>	<b>12</b>	<b>12</b>	<b>12</b>

**Class Title**

Equipment Operator III	3	3	3
Equipment Operator II	1	1	1
Maintenance Worker	6	6	6
Crew Supervisor Sr	2	2	2
PW General Supv	0	0	0
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES*	132,724	136,999	145,628
OPERATING EXPENSE	144	22,247	23,289
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>132,868</b>	<b>159,247</b>	<b>168,917</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Deputy Director's position resides in cost center 3000 but salary is charged to 3409 and the Inspector's position resides in cost center 2400 but salary is charged to cost center 3409.

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**SANITARY SEWER ENTERPRISE FUND/ STORM MAINTENANCE**


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*DESCRIPTION*


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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

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	2,021	34,965	403,249
OPERATING EXPENSE	275,772	447,255	909,380
CAPITAL OUTLAY	464,200	0	0
<b>TOTAL</b>	<b>741,993</b>	<b>482,220</b>	<b>1,312,629</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>7</b>

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**Class Title**

Crew Supervisor, Sr.	0	0	1
Equipment Operator I	0	0	4
Equipment Operator III	0	0	2
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>7</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of storm station work orders that are not preventative maintenance	17.7	20	20	0
<b>Service Quality</b>				
% of ditch work orders completed within 30 days	N/A	40	50	25
<b>Output</b>				
# 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
<b>Efficiency</b>				
# of feet of ditch cleaned per month	735	335	420	25
# of storm bar screens cleaned per month	18	16	19	18

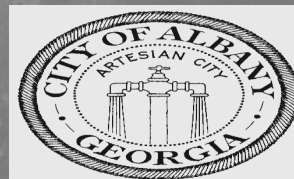
**Performance Discussion**

Storm sewer maintenance is underfunded and has no FTE's that are dedicated to routine maintenance. The Sewer Enterprise fund uses construction crews to complete ditch maintenance as workload permits. Approximately \$300,000 each year is required to support the contract maintenance of 20 storm stations and the required utility costs. The majority of storm station work orders are related to regular preventative maintenance and not to resolving operational problems.

The stormwater structures inventory and compliance with NPDES permit is managed by City of Albany Engineering Department. At this time, the structures inventory (which includes catch basins and manholes) is only about 60% complete, and to properly document inspection and cleaning will require all structures to be numbered and inventoried. The Public Works and Engineering Departments are working toward developing a stormwater utility to manage and coordinate stormwater compliance with the NPDES permit.



# City of Albany

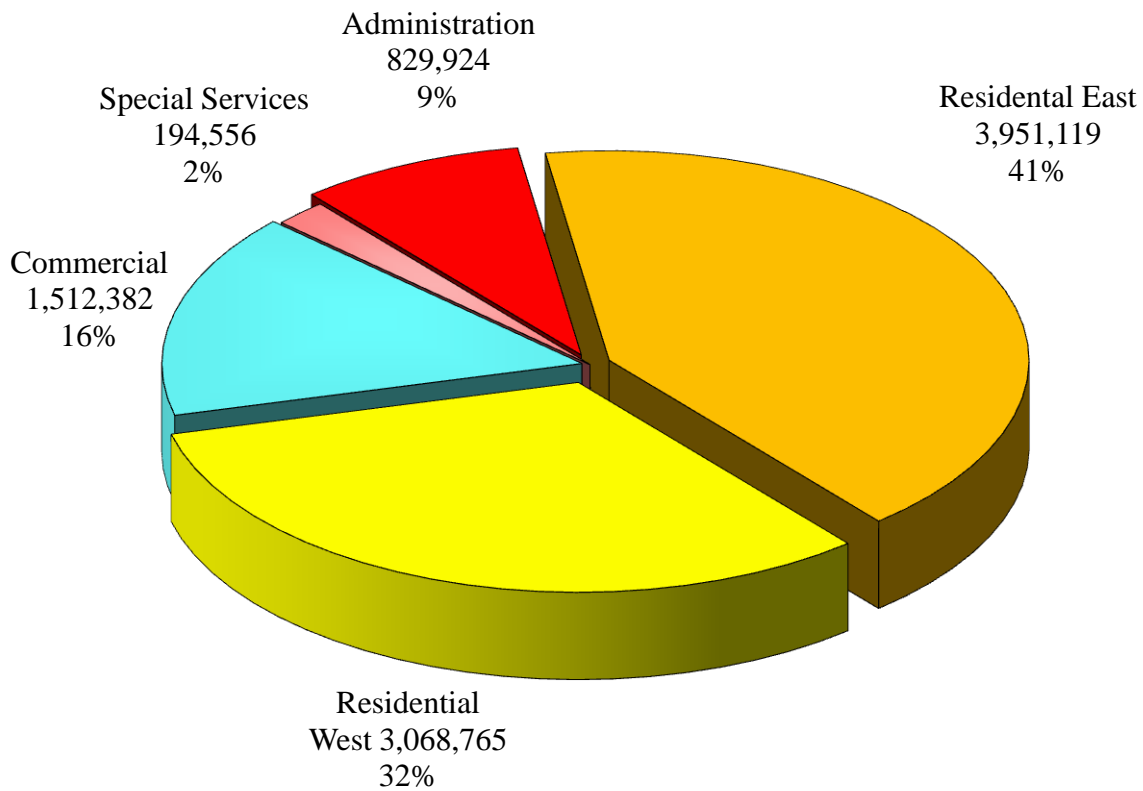


## Solid Waste Fund



# Annual Budget FY 2014

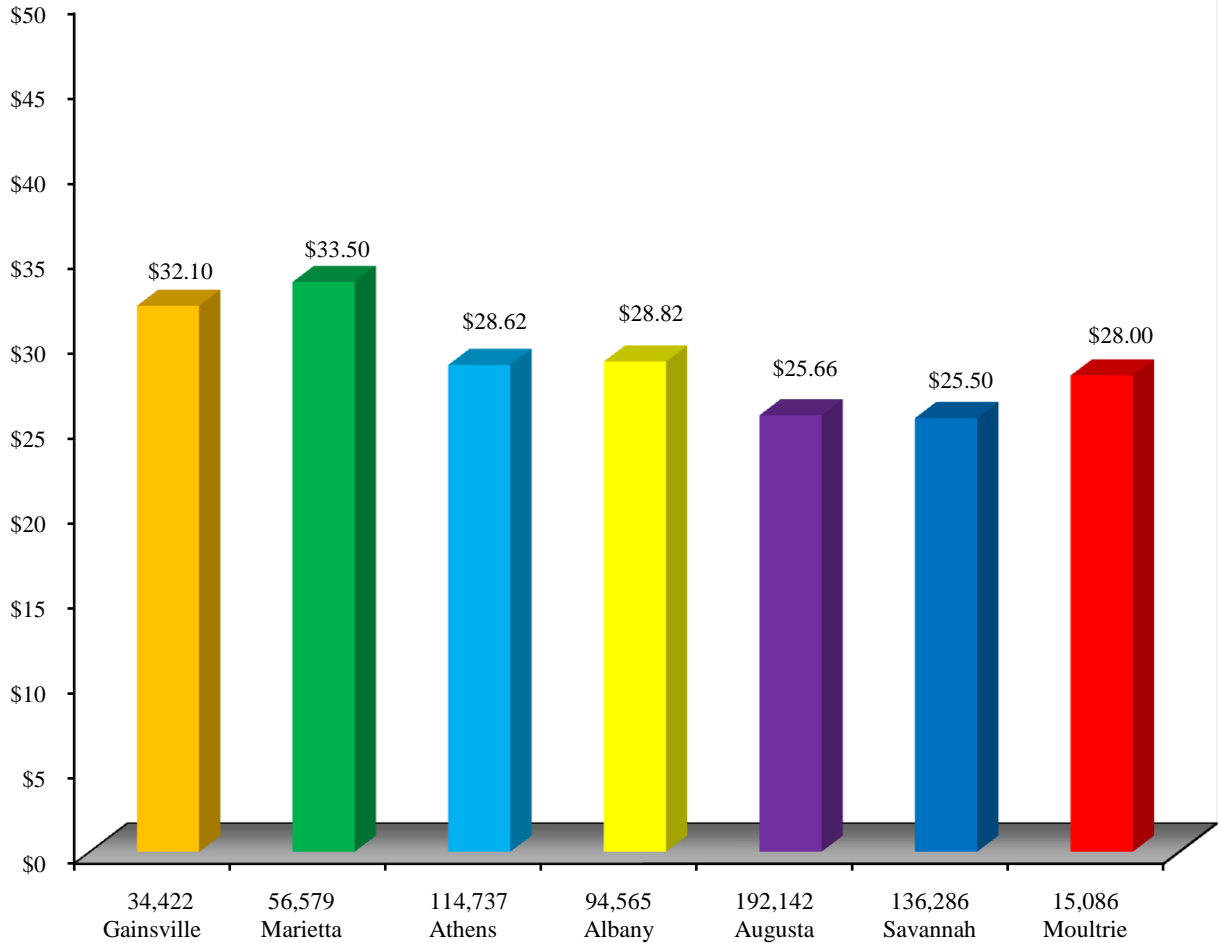
City of Albany  
Adopted Budget  
FY 2014  
Solid Waste Fund



Total Expenditures  
\$9,556,746



# City of Albany FY 2014 Garbage Rate Comparison Survey

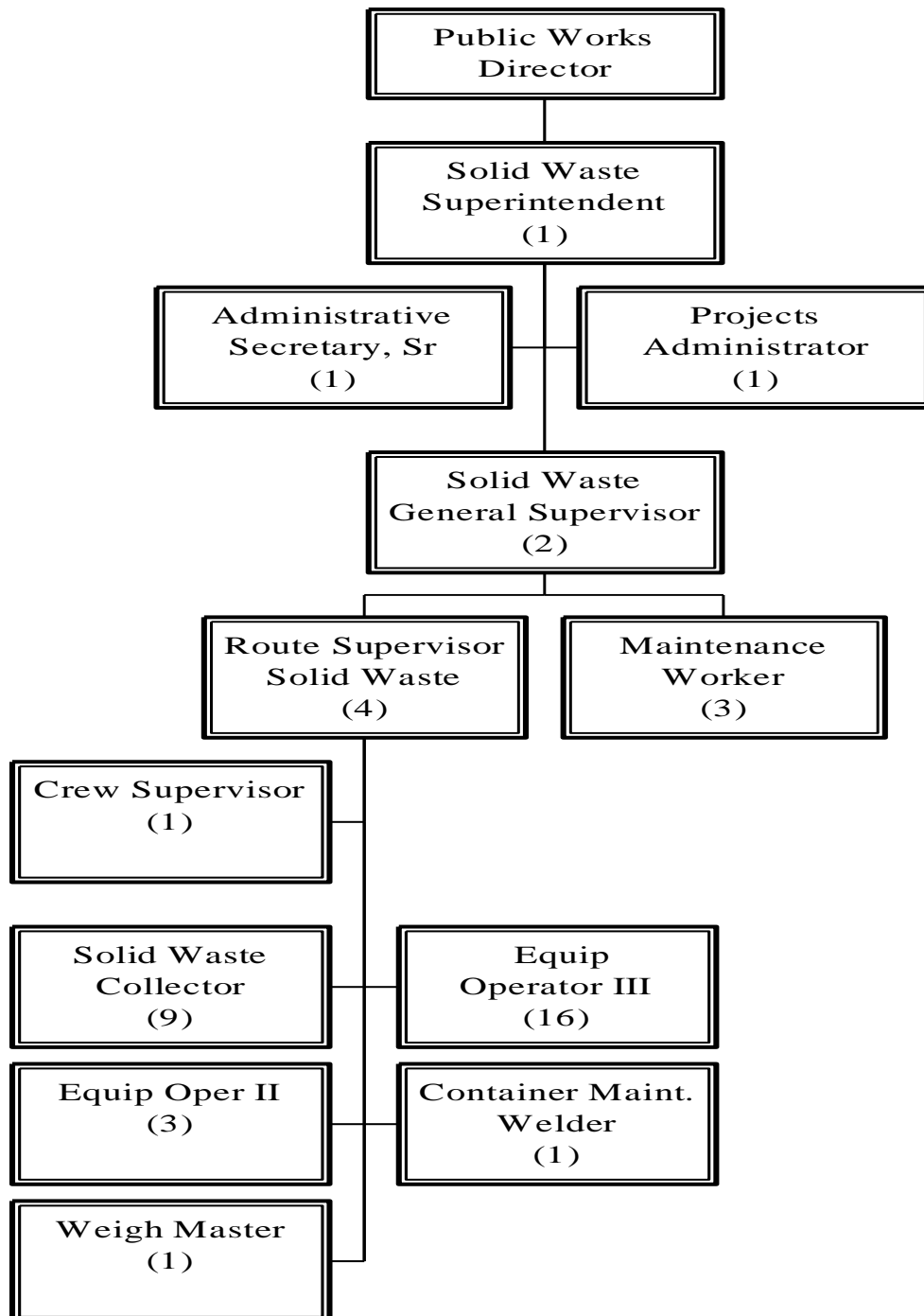


## Monthly Garbage Rate

The charges above relate to different levels of service provided

# Public Works - Solid Waste

## Dept 39



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**PUBLIC WORKS - SOLID WASTE SUMMARY**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	2,061,847	2,395,480	2,430,834
OPERATING EXPENSE	5,624,419	6,372,132	6,494,976
CAPITAL OUTLAY	564,808	630,936	630,936
<b>TOTAL</b>	<b>8,251,074</b>	<b>9,398,548</b>	<b>9,556,746</b>
<b>FULL TIME POSITIONS</b>	<b>49</b>	<b>51</b>	<b>45</b>

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**PERFORMANCE MEASURES**


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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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	436,101	493,520	509,001
OPERATING EXPENSE	253,275	289,016	314,633
CAPITAL OUTLAY	266,991	6,290	6,290
<b>TOTAL</b>	<b>956,368</b>	<b>788,826</b>	<b>829,924</b>
<b>FULL TIME POSITIONS</b>	<b>8</b>	<b>8</b>	<b>8</b>

**Class Title**

Administrative Secretary, Sr.	1	1	1
PW General Supervisor	2	2	2
PW-Superintendent, Solid Waste	1	1	1
Maintenance Worker	3	3	3
Projects Administrator-PW	1	1	1
<b>Total</b>	<b>8</b>	<b>8</b>	<b>8</b>

**SOLID WASTE/RESIDENTIAL EAST***DESCRIPTION*

The Solid Waste Residential East Section ensures the health and well-being of citizens east of Slappey Blvd. of the City of Albany by collecting and properly disposing solid waste generated by residential customers.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,236,113	1,327,654	1,367,745
OPERATING EXPENSE	1,753,165	2,157,386	2,180,613
CAPITAL OUTLAY	153,527	402,761	402,761
<b>TOTAL</b>	<b>3,142,805</b>	<b>3,887,800</b>	<b>3,951,119</b>
<b>FULL TIME POSITIONS</b>	<b>35</b>	<b>35</b>	<b>26</b>

**Class Title**

Equipment Operator.III	12	12	13
Equipment Operator II	3	3	3
Solid Waste Route Supervisor	3	3	3
Weigh Master	1	1	1
Solid Waste Collector	15	15	5
Solid Waste Collector Sr.	0	0	0
Crew Supervisor	1	1	1
<b>TOTAL</b>	<b>35</b>	<b>35</b>	<b>26</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	2,928,193	3,015,478	3,098,365
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>2,928,193</b>	<b>3,015,478</b>	<b>3,098,365</b>
<b>FULL TIME POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of total work orders closed per 311 established standard	62	68	75	7
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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

### **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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	274,356	452,207	428,656
OPERATING EXPENSE	653,122	841,129	832,241
CAPITAL OUTLAY	144,290	221,885	221,885
<b>TOTAL</b>	<b>1,071,768</b>	<b>1,515,221</b>	<b>1,482,782</b>
<b>FULL TIME POSITIONS</b>	<b>6</b>	<b>6</b>	<b>9</b>

<b><u>Class Title</u></b>			
Container Maintenance Welder	1	1	1
Equipment Operator, III	4	4	3
Solid Waste Collector	0	0	4
Solid Waste Route Supervisor	1	1	1
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>9</b>



## 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of commercial refuse containers collected on schedule	99	99	99	0
<b>Service Quality</b>				
% of new commercial customers obtained	0.4	0.5	1.5	1
<b>Output</b>				
# 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
<b>Efficiency</b>				
# 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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	115,277	122,099	125,432
OPERATING EXPENSE	36,664	69,124	69,124
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>151,941</b>	<b>191,223</b>	<b>194,556</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>2</b>	<b>2</b>

**Class Title**

*Code Enforcement Officers (Sworn	0	2	2
<b>Total</b>	<b>0</b>	<b>2</b>	<b>2</b>

\*Positions accounted for in Code 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of cited violations cleared without judicial action	91	88	90	2
% of cited violations cleared with judicial action	9	12	10	-2
<b>Service Quality</b>				
% of violators warned	100	100	100	0
% of violators cited	9	10	48	38
<b>Output</b>				
# 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
<b>Efficiency</b>				
# of violations per FTE	337	496	546	10

### **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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Service Quality</b>				
% of EPD Reports submitted in compliance with permit compliance	100	100	100	0
<b>Output</b>				
# of EPD Reports submitted	4	4	4	0
# of tons of inert material disposed	32,543	27,791	29,181	5
<b>Efficiency</b>				
# of inert tons handled per FTE	8,136	6,948	7,295	4.9

#### **Performance Discussion**

In order to provide extended life of the Inert Facility to prevent increasing residential rates to cover the disposal cost at another facility, excavation of the final cell is necessary. Some of the challenges ahead are paperwork submission to EPD, labor and equipment to excavate the cell, funding for demolishing of or removal of the current scale house and the purchasing of a new scale house.



# **City of Albany**

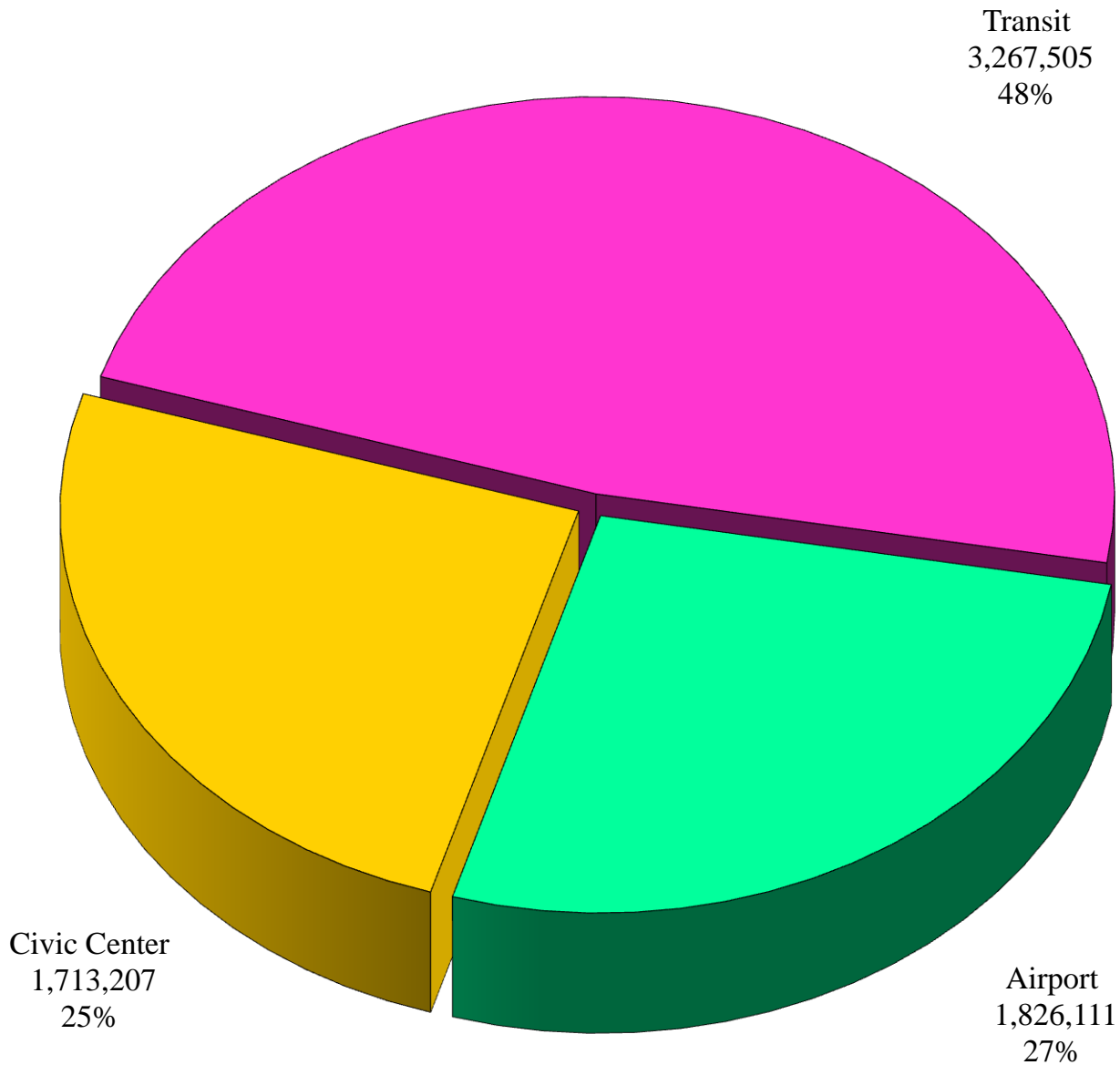


## **Non-Major Enterprise Funds**



## **Annual Budget FY 2014**

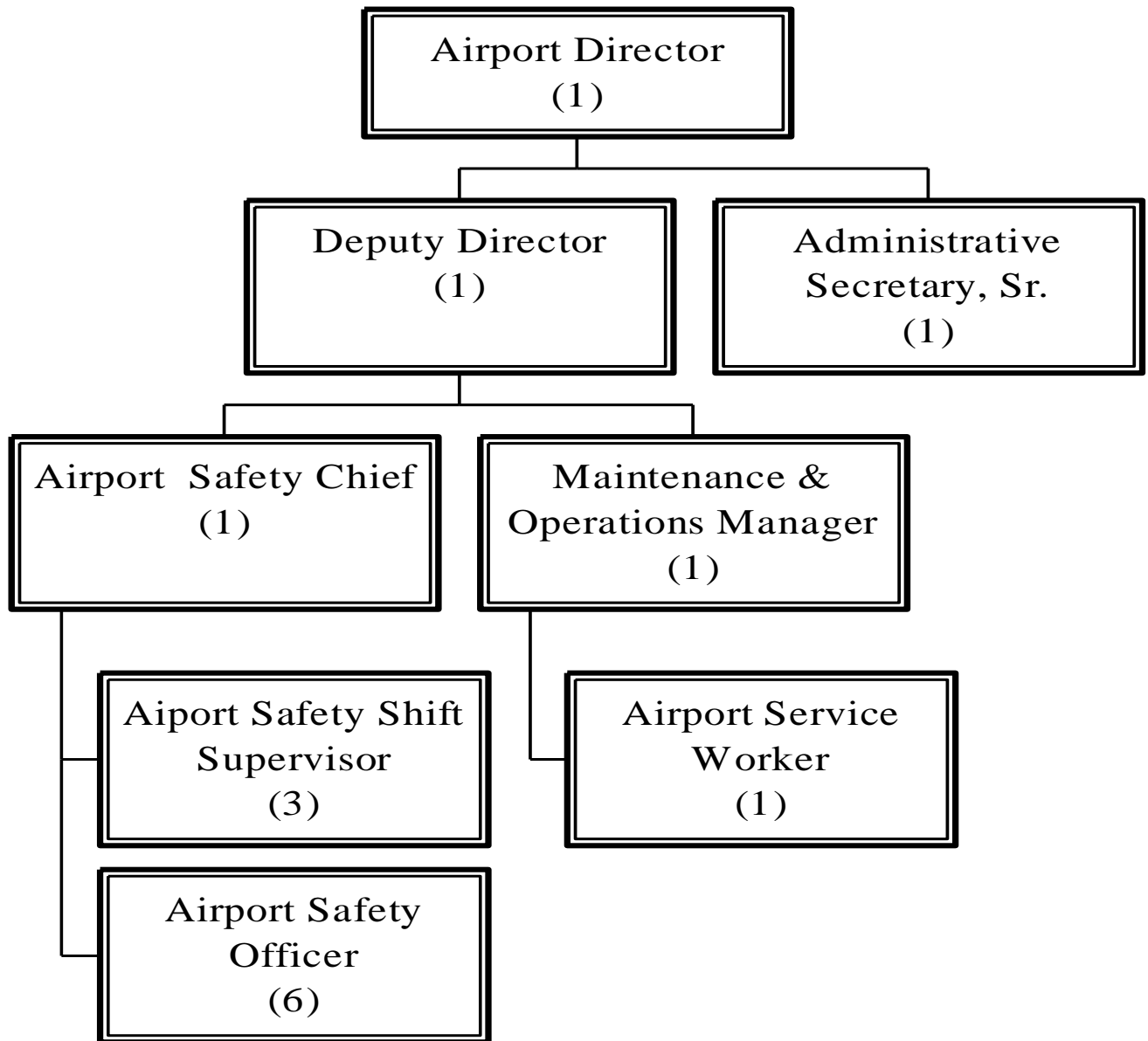
City of Albany  
Adopted Budget  
FY 2014  
Non-Major Enterprise Funds



Total Expenditures  
\$6,806,823

# Southwest GA Regional Airport

## Dept 70



**AIRPORT FUND***DESCRIPTION*

The Albany - Dougherty County Aviation Commission, through City Ordinance, is charged with the responsibility for planning, directing, organizing and controlling the operation, maintenance and capital improvements at Southwest Georgia Regional Airport. The Aviation Commission coordinates capital improvements through the FAA and Georgia DOT for grant-in-aid assistance for eligible projects, based upon FAA approved Airport Master Plan. The Aviation Commission sets policies and procedures to effect appropriate coordination with agencies providing guidelines to provide for the safety and well-being of the traveling public.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	965,571	990,884	943,718
OPERATING EXPENSE	322,857	409,245	882,393
CAPITAL OUTLAY	1,166,353	0	0
<b>TOTAL</b>	<b>2,454,782</b>	<b>1,400,129</b>	<b>1,826,111</b>
<b>FULL TIME POSITION</b>	<b>17</b>	<b>17</b>	<b>15</b>

**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	0
Airport/Management Assistant	0	0	0
Deputy Director, Airport	1	1	1
Airport Custodian	1	1	0
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>15</b>



## 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 2014 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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of purchases processed correctly	N/A	N/A	95%	95
<b>Service Quality</b>				
% of federal quarterly reports submitted within 30 days of the end of the quarter	90%	90%	95%	5
<b>Output</b>				
# of purchases processed	N/A	N/A	N/A	N/A
# of federal reports submitted	8	9	10	11
<b>Efficiency</b>				
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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% 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
<b>Output</b>				
# of maintenance work orders completed	N/A	N/A	TBD	TBD
<b>Efficiency</b>				
Cost per enplanement	\$39.17	\$35.54	\$34.00	-4

**Major Projects**

Planned Project Milestone	Milestone	City Strategic Goal Area
New commercial airline terminal complex improvements – Construction of new 25,000 square foot passenger terminal to better allocate tenant space, comply with changing security regulations and create a more positive gateway to the City of Albany. Target date of December, 2013 for completion of all three phases. Approximately 40% completion during FY2012.	10/31/2013	Transportation Mobility and Connectivity

**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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% increase of incident reports submitted to the Administrative Office within 48 hours of an incident	N/A	N/A	90%	90
<b>Service Quality</b>				
% of airport security responses to calls within 5 minutes of initial call	N/A	N/A	99%	99
<b>Output</b>				
# of times Airport Safety Officers responded to security calls originated by tenants	6	2	3	50
# of incident reports submitted to Administration	9	9	12	33
<b>Efficiency</b>				
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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Outcome</b>				
% 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
<b>Service Quality</b>				
% of annual FAA ARFF certification discrepancies resolved by the FAA-imposed deadline	N/A	N/A	95%	95
<b>Output</b>				
# of hours the ARFF index was at Index "A" (8,760 hours = 100%)	N/A	N/A	8,585	8,585
# of ARFF responses to aircraft alerts	5	4	5	25%
<b>Efficiency</b>				
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.

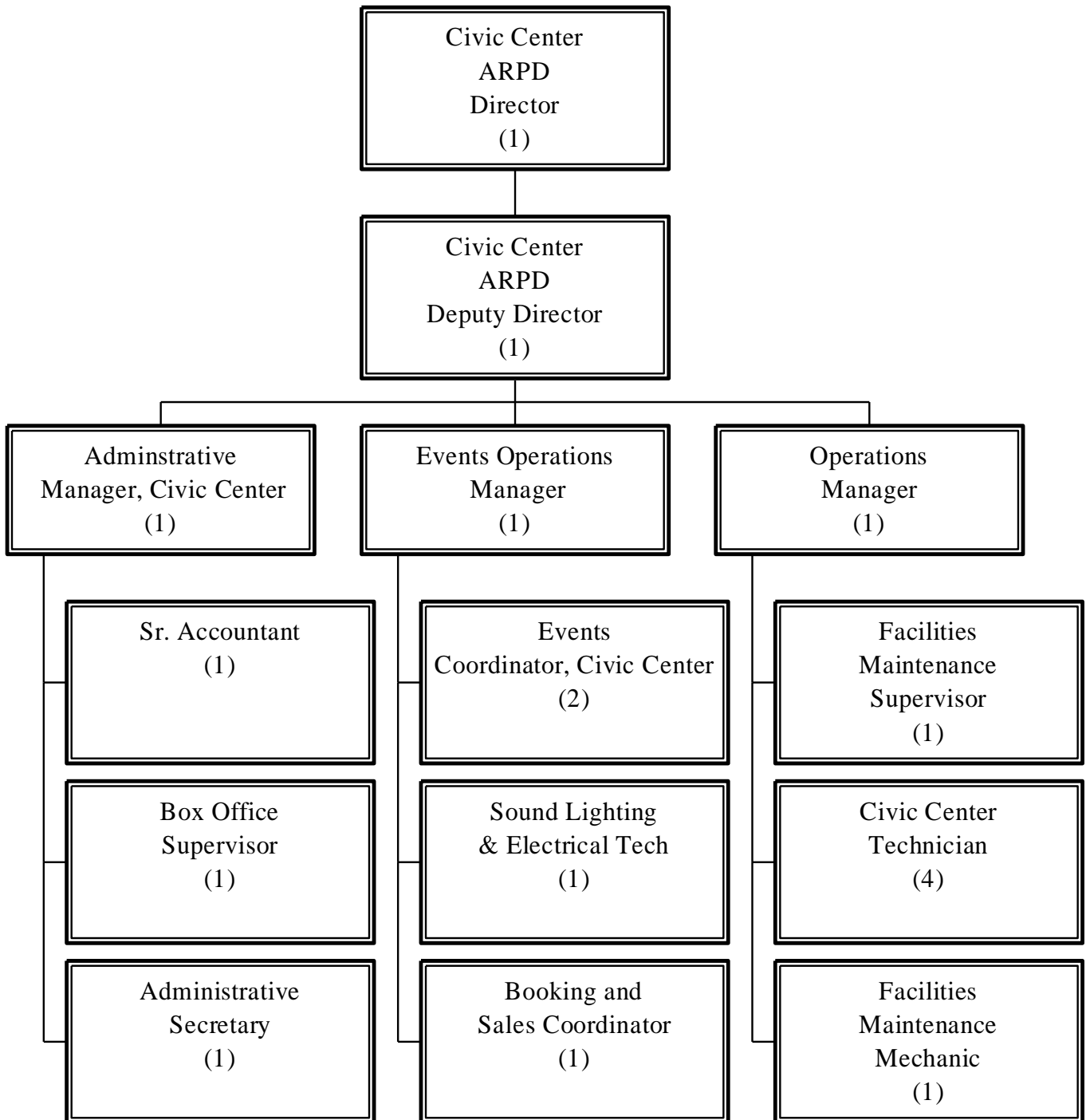
In order for Southwest Georgia Regional Airport to be able to accept commercial aircraft (airline or UPS), then our Index must be at the "A" level. We must have one (1) 1500-gallon ARFF vehicle able to mobilize to the scene of an aircraft emergency. If all of our equipment is out of service, then we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

# Civic Center Complex

## Dept 73





## CIVIC CENTER/MUNICIPAL AUDITORIUM

## 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 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	755,454	767,055	766,831
OPERATING EXPENSE	873,050	869,385	946,376
CAPITAL OUTLAY	556,927	0	0
<b>TOTAL</b>	<b>2,185,431</b>	<b>1,636,441</b>	<b>1,713,207</b>
<b>FULL TIME POSITION</b>	<b>17</b>	<b>17</b>	<b>16</b>

**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	755,454	767,055	766,831
OPERATING EXPENSE	816,223	783,910	854,076
CAPITAL OUTLAY	556,927	0	0
<b>TOTAL</b>	<b>2,128,604</b>	<b>1,550,966</b>	<b>1,620,907</b>
<b>FULL TIME POSITION</b>	<b>17</b>	<b>17</b>	<b>16</b>

**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
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>16</b>

## 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 2011/2012	AMENDED 2012/2013	ADOPTED 2013/2014
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	56,827	85,475	92,300
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>56,827</b>	<b>85,475</b>	<b>92,300</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	FY2014 Target or Milestone	City Strategic Goal Area
Upgrade of Parking Lot Lights	12/31/2014	Public Safety: A Safe and Prepared Community
Arena Dimmer & Light System Improvements	12/31/2014	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

Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
Outcome				

### Albany Civic Center/Albany Municipal Auditorium Performance Plan

% of event attendee rating cleanliness of the facility as good or excellent	N/A	N/A	TBD	TBD
<b>Service Quality</b>				
% building of maintenance work orders completed within 48 hours of receipt of work order	N/A	N/A	TBD	TBD
<b>Output</b>				
# of work orders received # of work orders completed in-house	N/A N/A	N/A N/A	TBD TBD	TBD TBD
<b>Efficiency</b>				
Cost per completed per maintenance	N/A	N/A	TBD	TBD
Completed work orders per maintenance FTR	N/A	N/A	TBD	TBD

#### Performance Discussion:

##### QScend Software (311)

A Work Order Form currently exists for both facilities but has not been used for an undetermined length of time. Implementing and utilization of this report will organize plan and track daily tasks to optimize use of people and equipment to manage work from start to finish. A checklist to adhere to the building Preventive Maintenance Plan resulting in a reduction in outside service calls, expensive repairs and violations by the Safety Committee. It will also provide records for tracking tools and fuel and gas use. Records to track all vendors that provide services and repairs on equipment, machinery and building structure could be maintained. Software would provide data to ensure tasks are documented and completed and prevent repeatedly performing the same repairs by providing a repair history that can be viewed at a glance.

The major challenge of using this software is the ability of some of the operations department personnel to input and respond to data using the system. Training has been provided and the imperativeness of this implementation has been expressed to the Operations Manager.

##### 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.	6/30/2014	A Healthy, Livable and Sustainable Albany
Upgrade of Parking Lot Lights	12/31/2014	Public Safety: A Safe and Prepared Community
Arena Dimmer & Light System Improvements	12/31/2014	A Healthy, Livable and Sustainable Albany

## Albany Civic Center/Albany Municipal Auditorium Performance Plan

### 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**

<b>Performance Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Est.</b>	<b>FY2014 Target</b>	<b>% Change</b>
<b>Outcome</b>				
%Of events held with no incidents	85	105	145	40
%Of repeat lessees and promoters	28	36	50	14
<b>Service Quality</b>				
% of attendees that rate the contracted event as good on survey	N/A	TBD	TBD	TBD
% of attendees who rate the in-house event as good on survey	N/A	TBD	TBD	TBD

### Albany Civic Center/Albany Municipal Auditorium Performance Plan

Output				
# contracted of events completed yearly (July - June)	83	110	150	40
# of in-home events completed yearly (July - June)	77	107	145	38
Efficiency				
Cost per event coordinated	N/A	TBD	TBD	TBD

#### Performance Discussion:

##### Service Quality/Customer Survey

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

##### Efficiency/Cost of in-house events per FTE

Instructions from the Finance Department on the applicable calculation method are forthcoming.

#### Major Projects:

Planned Project Milestone	Milestone	City Strategic Goal Area
Increase cultural arts programming at Albany Municipal Auditorium - Apply for State and Federal grant funding to provide artist in residence opportunity to expand program offerings at the auditorium.	June 30, 2014	A Healthy, Livable and Sustainable Albany
Meeting Rooms Rental Rate Restructure	December 31, 2013	A Healthy, Livable and Sustainable Albany

#### Performance Discussion:

##### Create a Cultural Arts Program Series at the Auditorium for Youth

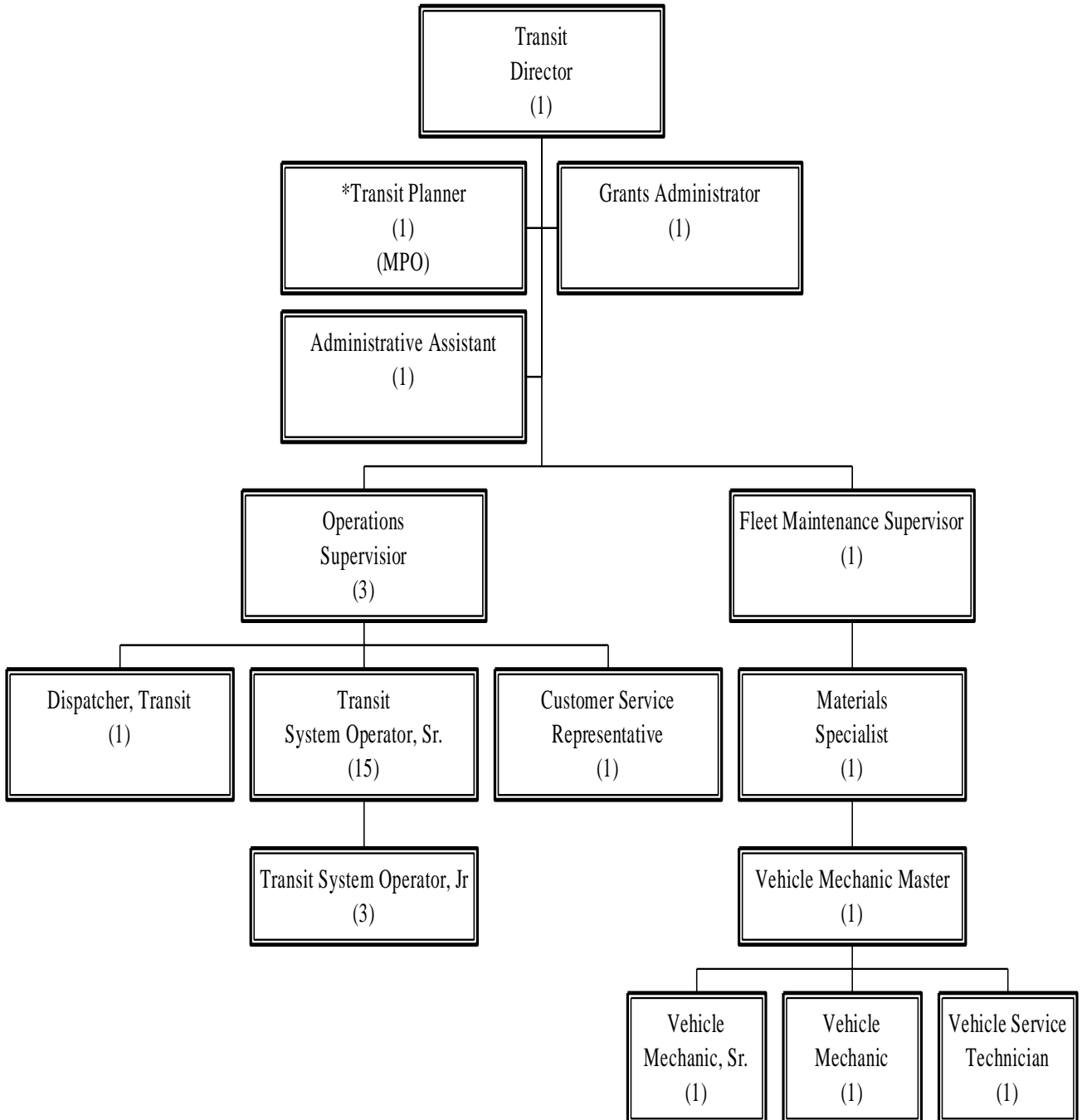
This program series would seek funding from the Georgia Council for the Arts and the National Endowment for the Arts to provide cultural arts programs to youth through structured artist residency/touring performances throughout the year.

##### Meeting Rooms Rental Rate Restructure

A revised/new rental rate restructure became effective 10/07. The increase caused numerous repeat and/or interested customers to seek other facilities as the site to host their events. Although the new rates were comparable to others in the immediate areas, the catering agreement/lease component with the arena football team was not conducive for the clients. However restructure/reduction in usage fees will increase MR rental rates and perhaps recapture past renters and attract future renters.

# Albany Transit System

## Dept 77



\* GDOT Funded Position



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**TRANSIT SYSTEM**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,735,909	1,795,358	1,826,010
OPERATING EXPENSE	794,805	584,656	1,312,453
CAPITAL OUTLAY	416,099	0	129,042
<b>TOTAL</b>	<b>2,946,813</b>	<b>2,380,014</b>	<b>3,267,505</b>
<b>FULL TIME POSITION</b>	<b>29</b>	<b>33</b>	<b>32</b>

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**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.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	1,735,909	1,795,358	1,826,010
OPERATING EXPENSE	794,805	584,656	816,328
CAPITAL OUTLAY	416,099	0	111,542
<b>TOTAL</b>	<b>2,946,813</b>	<b>2,380,014</b>	<b>2,753,881</b>
<b>FULL TIME POSITION</b>	<b>29</b>	<b>33</b>	<b>32</b>

**Class Title**

Materials Specialist	1	1	1
Grants Administrator, Transit	1	1	1
Dispatcher - Transit	1	1	1
Vehicle Mechanic, Sr.	1	3	2
Vehicle Mechanic Master	2	1	1
Fleet Maintenance Supervisor	0	1	1
Transit Director	0	1	1
Vehicle Service Technician	1	1	1
Administrative Assistant	1	1	1
Transit Operations Supervisor	2	2	3
Transit System Operator	5	3	3
Transit System Operator Sr.	14	16	15
Customer Service Rep, Transit	0	1	1
<b>TOTAL</b>	<b>29</b>	<b>33</b>	<b>32</b>

**TRANSIT SYSTEM***DESCRIPTION*

The Federal Transit Administration (FTA) Section 5307 Capital & Operation Grant will provide funding assistance to ATS in delivering safe, affordable and reliable transportation services to the citizens of Albany. The grant assistance is 90% reimburseable.

<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>AMENDED 2012/2013</b>	<b>ADOPTED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	496,125
CAPITAL OUTLAY	0	0	17,500
<b>TOTAL</b>	0	0	<b>513,625</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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	FY2014 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 to integrate transit into the fabric of the City of Albany to enhance economic development. This will be accomplished through the following additions: extra buses to be placed on heavily travel routes, five new buses to replace older-less efficient buses and utilize new routes identified by the COA (Comprehensive Operational Analysis). These will assist the Albany Transit System in achieving our Goals BY 2014. Our challenges will be the timing of the completion of the comprehensive study and the timing of contract funding.

**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:	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Number of ATS buses that perform on schedule-daily	11	11	11	0
<b>Service Quality</b>				
Percent of riders transported in a timely manner	80%	85%	90%	5
<b>Output</b>				
Number of riders transported in the City of Albany per year	94,800	99,000	110,000	20
Number of bus routes run within the City of Albany per day	7	8	10	25
<b>Efficiency</b>				
Cost per rider per trip	2.00	2.40	2.45	45

**Albany Transit System Performance Plan****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	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
% of Para transit pick-ups within a 10 minutes of requested time	80	90	95	5
<b>Service Quality</b>				
% of elderly riders transported on schedule to medical appointments	80	90	95	5
<b>Output</b>				
# of riders transported per year	10,000	12,000	14,000	14.28
# of scheduled trips completed per day	30	40	45	12.5
<b>Efficiency</b>				
Actual customer cost per ride/trip	2.50	2.50	2.75	10

**Performance Discussion**

ATS will continue to provide quality service to the citizens of Albany. The 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.

**Albany Transit System Performance Plan****City Strategic Goal Supported:** Transportation Mobility and Connectivity**Planned Performance Targets:**

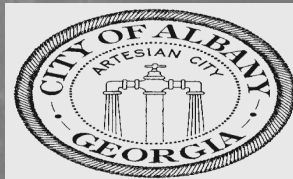
Performance Measure	FY2012 Actual	FY2013 Est.	FY2014 Target	% Change
<b>Outcome</b>				
Number of ATS buses that are in good operational condition	16	16	16	0
<b>Service Quality</b>				
Percent of road calls completed within 12 hours by the maintenance department	65	90	95	5
% of preventative maintenance tasks performed on schedule per bus	100/16	100/16	100/16	0
<b>Output</b>				
# of buses that are operational on a daily basis	17	17	17	0
<b>Efficiency</b>				
Estimated Average Cost per bus serviced (PM preventive maintenance) per service @ 6,000 mile intervals	400	350	300	14

**Performance Discussion**

Albany Transit System Maintenance Department will continue to utilize talents, skills and new equipment to ensure the proper maintenance and performance of the ATS fleet. The addition of six new buses will decrease down-times for repairs and maintenance overall cost. ATS is also looking to refurbish four older buses to the condition to be able to operate another ten years. The major challenge will be the timing of the completion of the new buses and the ability to stagger the buses to be refurbished.



# **City of Albany**



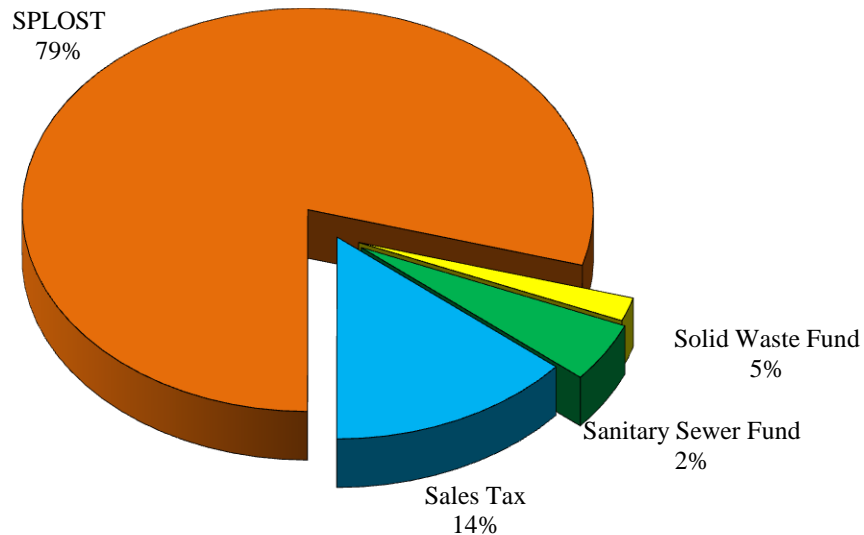
## **Capital Improvement Program**



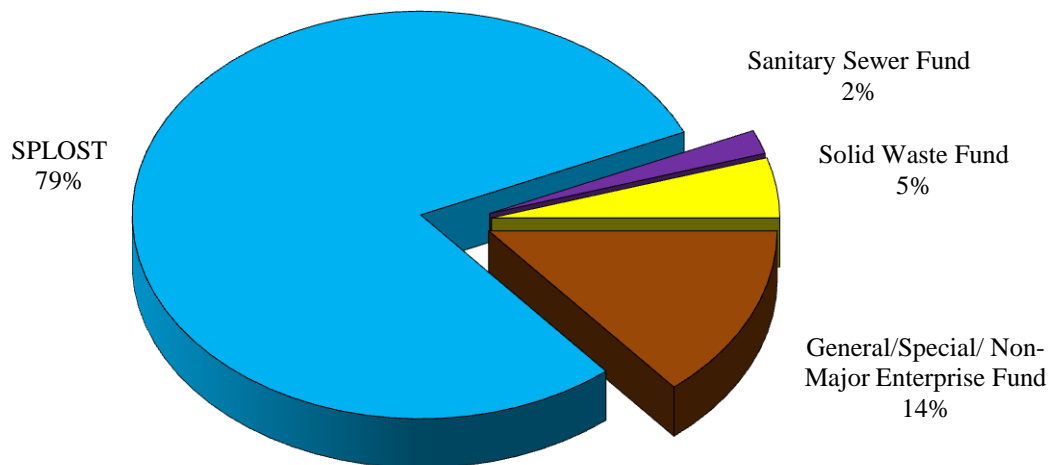
## **Annual Budget FY 2014**

# City of Albany FY 2014 Capital Improvement Program

## All Funds: Where The Money Comes From . . .



## Where The Money Goes...



Total \$ 13,222,478



FY 2014 CAPITAL BUDGET  
AND  
CAPITAL IMPROVEMENT PROGRAM  
FY 2014- 2018

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 10% designation of sales tax revenue and \$315,000 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, \$1,727,000 was approved for the General/Special/Non-Major Enterprise Funds. Sanitary Sewer and Solid Waste, the City's largest two Enterprise Funds, are allocating \$250,000 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 2014 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 2014 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 2013/2014	Project Cost FY 2014/2015	Project Cost FY 2015/2016	Project Cost FY 2016/2017	Project Cost FY 2017/2018	Total Project Cost
Finance	Copier	8,000	-	-	-	-	105,000
	<b>Subtotal</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>105,000</b>
IT	Cisco Switches	27,500	-	-	-	-	27,500
	Dell EqualLogic Unit 3	55,000	-	-	-	-	55,000
	Message Archiver	27,500	-	-	-	-	27,500
	VMWare 5 - Server and Software	15,000	-	-	-	-	15,000
	VMWare 6 - Server and Software	15,000	-	-	-	-	15,000
	VMWare 7 - Server and Software	15,000	-	-	-	-	15,000
	VMWare 8 - Server and Software	15,000	-	-	-	-	15,000
	IT Assessment	25,000	-	-	-	-	25,000
	<b>Subtotal</b>	<b>195,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>195,000</b>
Transit	Bus Shelters	15,509	15,509	-	-	-	31,018
	Security, GPS, Monitoring, Surveillance	30,000	-	-	-	-	30,000
	Albany Multimodal Facility	-	1,202,000	-	-	-	1,202,000
	4-Para Transit Bus Purchase	36,700	-	-	-	-	36,700
	Transit Grant 7703	28,333	33,333	36,111	36,111	36,111	169,999
	Copier	1,000	-	-	-	-	1,000
	<b>Subtotal</b>	<b>111,542</b>	<b>1,250,842</b>	<b>36,111</b>	<b>36,111</b>	<b>36,111</b>	<b>1,470,717</b>
Recreation	Vehicle Purchase (Truck Boom & Lift)	-	110,000	-	-	-	110,000
	Purchase of Machinery	-	30,000	-	-	-	30,000
	Purchase of Leaf Machine	-	-	-	20,000	-	20,000
	Vehicle Purchase (John Deere 6x4)	-	18,000	18,000	-	-	36,000
	Vehicle Purchase (Pick up & Crew Cab Trucks)	-	79,000	-	29,000	29,000	137,000
	Purchase of Lawn Equipment	-	56,000	-	-	-	56,000
	Replacement 1 VERTICUT attachment	-	10,000	-	-	-	10,000
	Replacement mowers 2 52" mowers	-	13,000	-	-	-	13,000
	Replacement of Lighting/Wiring Eames Sports Complex	-	15,000	15,000	15,000	30,000	75,000
	Replacement Pickup 3/4 ton	-	25,000	-	-	-	25,000
	Replacement for SUV explorer	-	35,000	-	-	-	35,000
	Permanent Bleachers	10,000	-	-	-	-	-
	Roof Replacement (Admin. Office)	-	-	100,000	-	-	100,000
	<b>Subtotal</b>	<b>10,000</b>	<b>391,000</b>	<b>133,000</b>	<b>64,000</b>	<b>59,000</b>	<b>647,000</b>
CIP Contingency	Reserves	1,402,458	-	-	-	-	-
		-	-	-	-	-	-
	<b>Subtotal</b>	<b>1,402,458</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GENERAL FUND TOTAL</b>		<b>1,727,000</b>	<b>1,641,842</b>	<b>169,111</b>	<b>100,111</b>	<b>95,111</b>	<b>2,417,717</b>
<b>GMA Lease Pool*</b>							
Fire	Vehicle Replacement	100,000	160,000	180,000	-	-	440,000
		-	-	-	-	-	-
<b>GMA LEASE POOL TOTAL</b>		<b>100,000</b>	<b>160,000</b>	<b>180,000</b>	<b>-</b>	<b>-</b>	<b>440,000</b>
<b>CIP FUND TOTAL PROJECT COST</b>		<b>1,827,000</b>	<b>1,801,842</b>	<b>349,111</b>	<b>100,111</b>	<b>95,111</b>	<b>2,857,717</b>

\* Only one fifth of the total project cost will be charged in the current fiscal year 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
<b>Solid Waste</b>	<u>Solid Waste Collection Equipment</u>	630,936	206,000	212,180	218,545	225,102	1,492,763
<b>SOLID WASTE FUND TOTAL</b>		<b>630,936</b>	<b>206,000</b>	<b>212,180</b>	<b>218,545</b>	<b>225,102</b>	<b>1,492,763</b>
<b>Sanitary Sewer</b>	<u>Phase II - WPC Digester Cover Rehab</u>	250,000	-	-	-	-	250,000
<b>SANITARY SEWER FUND TOTAL</b>		<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>
<b>Airport*</b>		-	-	-	-	-	-
<b>AIRPORT FUND TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transit**</b>	Bus Shelters	139,584	139,584	-	-	-	279,168
	Security, GPS, Monitoring, Surveillance	274,500	-	-	-	-	274,500
	Albany Multimodal Furniture & Graphics	-	125,000	-	-	-	125,000
	Albany Multimodal Facility	-	8,547,686	-	-	-	8,547,686
	4 -Para Transit Bus Purchase	330,300	-	-	-	-	330,300
	Transit Grant 7703	28,333	33,333	36,111	36,111	36,111	169,999
	Copier	7,000	-	-	-	-	7,000
<b>TRANSIT FUND TOTAL</b>		<b>779,717</b>	<b>8,845,603</b>	<b>36,111</b>	<b>36,111</b>	<b>36,111</b>	<b>9,733,653</b>
<b>Civic Center</b>	Replacement of Acoustical Tile	-	150,000	-	-	-	150,000
	Box Office Water Leak	-	50,000	-	-	-	50,000
	Purchase of Commercial Washer/Dryer	20,000	-	-	-	-	-
	Municipal Auditorium - Re-seal Building	-	28,000	-	-	-	28,000
<b>CIVIC CENTER FUND TOTAL</b>		<b>20,000</b>	<b>228,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>228,000</b>
<b>ENTERPRISE/NON-MAJOR ENTERPRISE FUND TOTAL</b>		<b>1,680,653</b>	<b>9,279,603</b>	<b>248,291</b>	<b>254,656</b>	<b>261,213</b>	<b>11,704,416</b>
<b>CAPITAL IMPROVEMENT PROGRAM TOTAL COST</b>		<b>3,507,653</b>	<b>11,081,445</b>	<b>597,402</b>	<b>354,767</b>	<b>356,324</b>	<b>14,562,133</b>

\* 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



# Annual Budget FY 2014

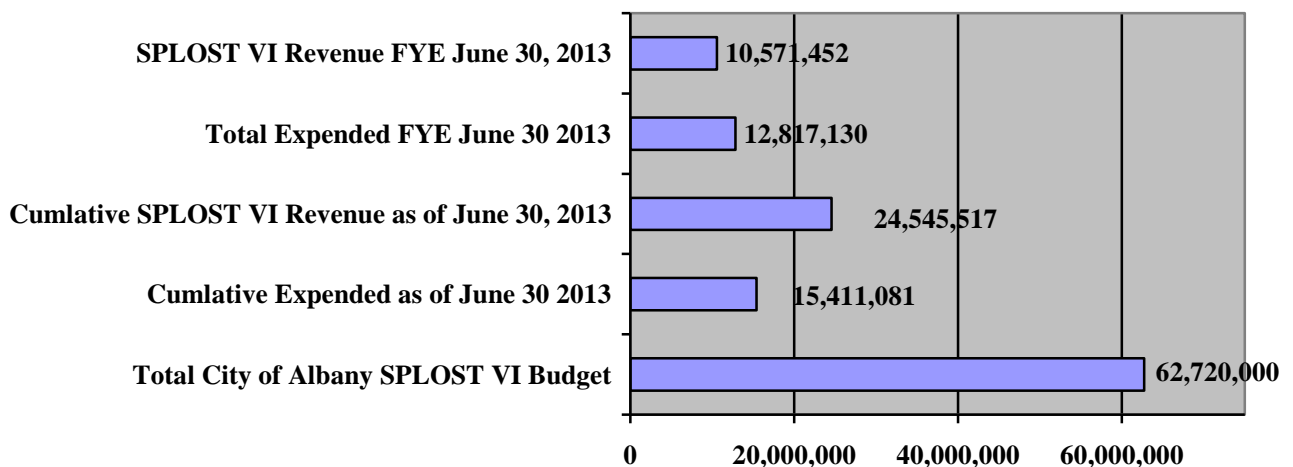
## SPECIAL PURPOSE LOCAL OPTION SALES TAX VI PROJECTS

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, 2013:



**FY 2014 Budgeted SPLOST VI Revenues:** \$10,503,000

**FY 2014 Budgeted SPLOST VI Expenses:** \$10,503,000



# **City of Albany**



## **Sponsored Operations**



## **Annual Budget FY 2014**

## SUMMARY OF SPONSORED OPERATIONS REVENUE

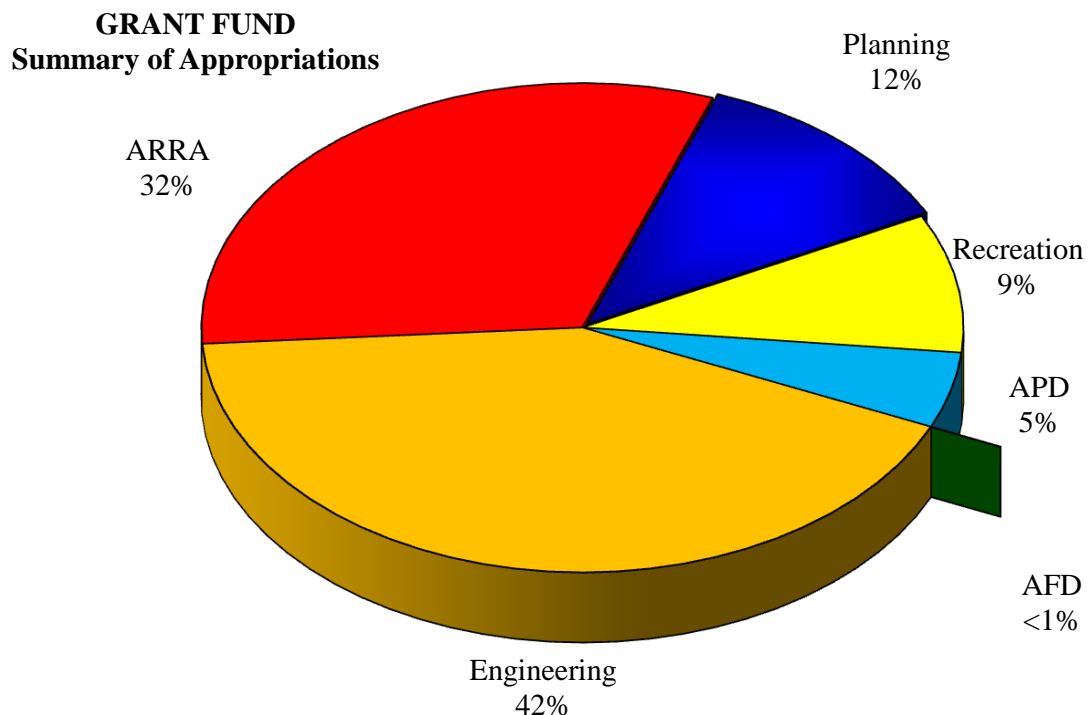
## DESCRIPTION

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 2011/2012	Projected 2012/2013	Awarded 2013/2014
Planning	185,604	195,225	195,000
Recreation	146,062	297,957	150,000
APD	290,683	926,034	81,908
AFD	29,686	30,000	0
Engineering	22,664	15,000	692,114
Pass Thru Grants	372,800	0	0
ARRA	0	1,786,492	517,410
<b>TOTAL</b>	<b>1,047,499</b>	<b>3,250,708</b>	<b>1,636,432</b>
<b>FULL TIME POSITIONS</b>	<b>11</b>	<b>10</b>	<b>1</b>

## WORK ACTIVITY DATA



## SUMMARY OF SPONSORED OPERATIONS REVENUE

ACCOUNT NUMBER	ACCOUNT NAME	AWARDED 2013/2014
<b>2702</b>		
5806	PL Grant	140,000
5807	Sect #8 FTA Grant	55,000
5811.01	Summer Lunch Bag Program	150,000
5819.48	Bullet ProofVest	31,250
5819.5	2010 JAG	6,300
5819.51	2011 JAG	12,358
5819.64	EOD GEMA Robot/Bomb Suits	25,000
5823.98	Performance Partnership Agreements	32,441
5830.06	PW-Local Maintenance Impr. Grant	659,673
5919.62	EOD Bomb Dog	7,000
9201.5060.05	ARRA-CIP 5307-Transit	285,000
9201.5820	ARRA-EECBG-Engineering	232,410
	<b>TOTAL, GRANT FUND:</b>	<b>1,636,432</b>



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**PL Grant**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	60,502	85,405	0
OPERATING EXPENSE	119,877	112,595	140,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>180,379</b>	<b>198,000</b>	<b>140,000</b>
<b>FULL TIME POSITION</b>	<b>1</b>	<b>2</b>	<b>1</b>

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**Class Title**

Transportation Planner	1	1	1
Deputy Transit Director	0	1	0

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**FTA GRANT**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>ACTUAL 2011/2012</b>	<b>PROJECTED 2012/2013</b>	<b>AWARDED 2013/2014</b>
PERSONAL SERVICES	34,540	0	0
OPERATING EXPENSE	13,981	208,000	55,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>48,521</b>	<b>208,000</b>	<b>55,000</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**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.

<b>Major Object of Expenditure</b>	<b>ACUTAL 2011/2012</b>	<b>PROJECTED 2012/2013</b>	<b>AWARDED 2013/2014</b>
PERSONAL SERVICES	10,124	19,056	0
OPERATING EXPENSE	139,320	278,901	150,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>149,444</b>	<b>297,957</b>	<b>150,000</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>PROJECTED 2012/2013</b>	<b>AWARDED 2013/2014</b>
PERSONAL SERVICES	0	405,105	0
OPERATING EXPENSE	0	79	0
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>405,184</b>	<b>0</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>9</b>	<b>0</b>

**Class Title**

Police Cadet	0	9	0
<b>TOTAL</b>	<b>0</b>	<b>9</b>	<b>0</b>

**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

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	11,225	12,090	31,250
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>11,225</b>	<b>12,090</b>	<b>31,250</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	4,471	18,322	0
CAPITAL OUTLAY	13,590	0	0
<b>TOTAL</b>	<b>18,061</b>	<b>18,322</b>	<b>0</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	5,750	87,480	6,300
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>5,750</b>	<b>87,480</b>	<b>6,300</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	36,358	80,341	12,358
CAPITAL OUTLAY	30,686	0	0
<b>TOTAL</b>	<b>67,044</b>	<b>80,341</b>	<b>12,358</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>



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**BIOMETRIC FINGERPRINTING SYSTEM**


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*DESCRIPTION*


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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.

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<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	21,047	21,351	0
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>21,047</b>	<b>21,351</b>	<b>0</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	25,000
CAPITAL OUTLAY	42,668	286,918	0
<b>TOTAL</b>	<b>42,668</b>	<b>286,918</b>	<b>25,000</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**2009 EOD BOMB DOG**


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*DESCRIPTION*


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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.). Having a bomb dog available 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 network.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	1,617	7,438	0
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>1,617</b>	<b>7,438</b>	<b>0</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**ASSISTANCE TO FIREFIGHTERS GRANT**


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*DESCRIPTION*


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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.

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<b>Major Object of Expenditure</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	15,000	0
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>15,000</b>	<b>0</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Performance Partnership Agreements**


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*DESCRIPTION*


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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.

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<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	28,820	0	0
OPERATING EXPENSE	0	30,000	32,441
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>28,820</b>	<b>30,000</b>	<b>32,441</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**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 goal is having a bomb dog available within one hour anywhere in the State. 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 network.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	390	1,000	0
OPERATING EXPENSE	10,601	5,910	7,000
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>10,991</b>	<b>6,910</b>	<b>7,000</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Local Maintenance and Improvement Grant**


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*DESCRIPTION*


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The LMIG program has been developed in cooperation with Association County Commissioners of Georgia, Georgia Municipal Association, and others. Georgia Department of Transportation remains committed to help local governments achieve much-needed improvements to the state's roadway network. The new LMIG program will allow local governments greater flexibility and quicker project delivery while allowing us to effectively administer the program with a reduced workforce and new funding match requirements.

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<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>Actual 2011/2012</b>	<b>Projected 2012/2013</b>	<b>Awarded 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	0	0	0
CAPITAL OUTLAY	0	0	659,673
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>659,673</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>

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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.

<b>MAJOR OBJECT OF EXPENDITURE</b>	<b>ACTUAL 2011/2012</b>	<b>PROJECTED 2012/2013</b>	<b>AWARDED 2013/2014</b>
PERSONAL SERVICES	0	0	0
OPERATING EXPENSE	25,544	0	0
CAPITAL OUTLAY	1,147,347	1,237,062	285,000
<b>TOTAL</b>	<b>1,172,891</b>	<b>1,237,062</b>	<b>285,000</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>



## ARRA - EECBG - ENGINEERING

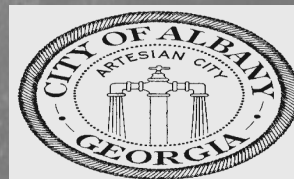
## DESCRIPTION

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 2011/2012	Projected 2012/2013	Awarded 2013/2014
PERSONAL SERVICES	548,305	0	0
OPERATING EXPENSE	0	549,430	232,410
CAPITAL OUTLAY	0	0	0
<b>TOTAL</b>	<b>548,305</b>	<b>549,430</b>	<b>232,410</b>
<b>FULL TIME POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>



# **City of Albany**



## **Utilities/WG&L Commission**



## **Annual Budget FY 2014**

**WATER GAS & LIGHT COMMISSION**  
**TOTAL SYSTEM**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

DESCRIPTION	BUDGET 2012 - 2013	BUDGET 2013 - 2014	INCREASE (DECREASE)
Estimated Revenues	\$122,929,796	\$127,671,427	3.86%
Cost of Sales	<u>85,404,898</u>	<u>89,070,801</u>	4.29%
Gross Profit	37,524,898	38,600,625	2.87%
MCT credits received	7,596,000	10,350,192	36.26%
Less Estimated Expenses			
Operating & Maintenance Expenses	14,036,992	13,793,461	-1.73%
G & A Expenses (Net)	8,550,282	6,609,162	-22.70%
Depreciation Departments	4,641,481	4,641,481	0.00%
Depreciation G & A	<u>1,261,789</u>	<u>1,261,789</u>	0.00%
Total Expenses	<u>28,490,544</u>	<u>26,305,893</u>	-7.67%
NET INCOME	9,034,354	12,294,732	36.09%
Transfer to City of Albany	8,849,715	9,309,489	5.20%
MCT Credits Transferred	<u>5,064,000</u>	<u>6,900,128</u>	36.26%
Total Transfers	13,913,715	16,209,617	16.50%
Net income after transfer	2,716,639	6,435,307	136.88%
Add back depreciation	<u>5,903,270</u>	<u>5,903,270</u>	0.00%
Cash available for capital expenditures & other items	8,619,909	12,338,577	43.14%
Subtract Vehicles & Equipment	1,521,089	2,608,000	71.46%
Subtract Vehicles & Equipment G & A	400,327	485,657	21.32%
Subtract Improvements	1,982,000	1,655,000	-16.50%
Subtract Principal Payments - Bonds	1,225,000	1,265,000	3.27%
Subtract Principal Payments - Cap Leases	1,120,424	1,176,067	4.97%
Subtract Cleanup for Manufactured Gas Plant	100,000	350,000	250.00%
Funds Available for Reserves / (Less Draw down Reserves)	2,211,069	4,738,853	114.32%
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%

**WATER GAS & LIGHT COMMISSION**  
**CALCULATION AND DISTRIBUTION OF TRANSFERS**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

	YTD December 2012	Plus YTD June 2012	Less YTD December 2011	Total Calendar Year Revenues
Metered Revenue:				
Water	\$5,371,237	\$9,980,744	\$5,306,987	\$10,044,994
Gas	4,002,226	7,847,359	3,634,819	8,214,766
Light	<u>48,109,382</u>	<u>87,815,164</u>	<u>45,162,406</u>	<u>90,762,140</u>
Total Metered Revenue	57,482,845	105,643,267	54,104,212	109,021,900
Other Operating Revenue:				
Water	101,958	205,992	88,222	219,728
Gas	445,039	1,282,908	626,114	1,101,833
Light	425,878	509,766	269,847	665,797
Telecom	<u>1,041,858</u>	<u>1,823,263</u>	<u>898,773</u>	<u>1,966,348</u>
Total Other Operating Revenue	2,014,733	3,821,929	1,882,956	3,953,706
G&A Revenue	<u>1,908,091</u>	<u>3,633,342</u>	<u>2,002,738</u>	<u>3,538,695</u>
Total Calendar Year Revenue	\$61,405,669	\$113,098,538	\$57,989,906	\$116,514,301
Transfer Percentage .....				<u>7.5%</u>
Transfer based on Gross Revenue .....				\$8,738,573
City of Albany Capital Improvement fund .....				320,917
City of Albany Sewer and Garbage Billing .....				<u>200,000</u>
Total City of Albany Transfer .....				9,259,490
Dougherty County Street And Traffic Lights .....				<u>50,000</u>
Total Transfers .....				<u>\$9,309,490</u> A

**----- For Information Only -----**

Total MCT Credits .....	\$10,350,192
MCT Credits to transfer @ 2/3rds .....	6,900,128 B
Total Transfer Including MCT Credits .....	\$16,209,618 A + B
MCT Credits retained .....	\$3,450,064

**WATER GAS & LIGHT COMMISSION**  
**WATER DEPARTMENT**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

DESCRIPTION	BUDGET 2012 - 2013	BUDGET 2013 - 2014	INCREASE (DECREASE)
Estimated Revenues	\$10,800,208	\$11,123,364	2.99%
Cost of Sales	<u>628,020</u>	<u>655,128</u>	4.32%
Gross Profit	10,172,188	10,468,236	
Less Estimated Expenses			
Operating & Maintenance Expenses	5,371,629	5,125,353	-4.58%
G & A Expenses (Net)	2,137,570	1,652,290	-22.70%
Depreciation Water Department	2,169,655	2,169,655	0.00%
Depreciation G & A	<u>315,447</u>	<u>315,447</u>	0.00%
Total Expenses	<u>9,994,301</u>	<u>9,262,746</u>	-7.32%
NET INCOME	177,887	1,205,490	-577.67%
Total transfers to City of Albany	841,713	890,836	5.84%
Net income after transfer	(663,826)	314,653	147.40%
Add back depreciation	<u>2,485,103</u>	<u>2,485,103</u>	0.00%
Cash available for capital expenditures & other items	1,821,277	2,799,756	53.72%
Subtract Vehicles & Equipment	595,000	701,000	17.82%
Subtract Vehicles & Equipment G & A	100,082	121,414	21.31%
Subtract Improvements	350,000	350,000	0.00%
Bond and Principal Payments	<u>1,505,106</u>	<u>1,559,017</u>	3.58%
<b>Budget Balance</b>	<u><b>(\$728,911)</b></u>	<u><b>\$68,325</b></u>	<b>109.37%</b>

**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>WATER DEPARTMENT INCOME</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
Residential Sales	\$7,154,297	\$7,299,009	\$4,984,421	\$7,476,632	\$7,965,657	106.54%
Commercial Sales	2,604,635	2,610,728	1,813,606	2,720,409	2,898,343	106.54%
Lab Revenue	72,182	71,008	49,155	73,733	73,733	100.00%
Miscellaneous Sales	243,306	44,876	12,643	18,965	18,965	100.00%
Tapping Fees	183,884	155,116	105,200	157,800	157,800	100.00%
Rental Income	6,000	6,000	4,000	6,000	6,000	100.00%
Interest Income - Water Bonds	0	5,069	1,911	2,866	2,866	100.00%
<b>Total Water Income</b>	<b>\$10,264,304</b>	<b>\$10,191,806</b>	<b>\$6,970,937</b>	<b>\$10,456,405</b>	<b>\$11,123,364</b>	<b>106.38%</b>

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**W,G&L WATER DEPARTMENT**  
**Calculation of Revenues and Cost of Sales**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

	<b>BUDGET MGAL</b>	<b>AVG SALES PRICE</b>	<b>\$ BUDGET</b>	<b>AVG COST TO PUMP</b>	<b>TOTAL COGS</b>	<b>PUMPING ELECTRIC</b>	<b>CHEMICALS</b>	<b>PUMPING GAS</b>
July	435,000	\$2.36	\$1,027,357	\$0.14242	\$61,952	\$54,928	\$6,995	\$30
August	445,000	2.36	1,050,974	0.14242	63,377	56,190	7,156	31
September	404,000	2.36	954,143	0.14242	57,537	51,013	6,496	28
October	396,000	2.36	935,249	0.14242	56,398	50,003	6,368	27
November	375,000	2.36	885,652	0.14242	53,407	47,351	6,030	26
December	340,000	2.36	802,991	0.14242	48,423	42,932	5,467	23
January	340,000	2.36	802,991	0.14242	48,423	42,932	5,467	23
February	300,000	2.36	708,522	0.14242	42,726	37,881	4,824	21
March	305,000	2.36	720,330	0.14242	43,438	38,513	4,904	21
April	357,000	2.36	843,141	0.14242	50,844	45,079	5,741	25
May	421,000	2.36	994,292	0.14242	59,958	53,160	6,770	29
June	482,000	2.36	1,138,358	0.14242	68,646	60,862	7,751	33
<b>TOTALS</b>	<b>4,600,000</b>		<b>\$10,864,000</b>		<b>\$655,128</b>	<b>\$580,844</b>	<b>\$73,968</b>	<b>\$316</b>

**Prior 5 year history at a glance....**

<b>F.Y.E.</b>	<b>mgal</b>	<b>REVENUE</b>	<b>Per 1000 gal</b>
2014 Budget	4,600,000	\$10,764,000	\$2.34
2013 Budget	4,740,000	10,665,000	\$2.25
Last 8 mos.	2,984,092	6,798,026	\$2.28
Last 12 mos.	4,472,902	10,052,328	\$2.25
2012	4,619,217	9,947,463	\$2.15
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

**Projection of Water to be Sold**

Projected Sales Volume	4,600,000
Average Cost to Pump	0.14242

**Cost of Water Sold**

MGAL sold for last 8 months	2,984,092
Cost of Sales for last 8 months	\$424,991
Average Cost to Pump	\$0.14242

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>WATER DEPARTMENT COST OF SALES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
Pumping Electric	\$508,433	\$486,760	\$398,729	\$598,094	\$580,844	97.12%
Natural Gas	346	359	232	348	316	90.89%
Chemicals	78,319	78,850	26,030	39,045	73,968	189.44%
<b>TOTAL COST OF SALES</b>	<b>\$587,098</b>	<b>\$565,969</b>	<b>\$424,991</b>	<b>\$637,487</b>	<b>\$655,128</b>	<b>102.77%</b>



**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>WATER DEPARTMENT OPERATING EXPENSES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
<u><b>Salaries and Wages</b></u>						
<b>Total</b>	<b><u>\$1,874,552</u></b>	<b><u>\$1,933,407</u></b>	<b><u>\$1,187,187</u></b>	<b><u>\$1,780,780</u></b>	<b><u>\$1,780,780</u></b>	<b><u>100.00%</u></b>
<u><b>Other Expenses</b></u>						
Small Hand Tools	\$18,323	\$13,210	\$8,912	\$13,368	\$13,034	97.50%
Uniform Rental	17,072	14,500	12,325	18,488	18,026	97.50%
Equipment Rental	32,547	51,660	13,361	20,042	19,541	97.50%
Motor Vehicle Repairs	37,861	75,539	40,308	60,462	58,951	97.50%
Motor Vehicles - Fuel	54,550	64,870	87,450	131,175	127,896	97.50%
Motor Vehicle - Other	41,148	21,723	852	1,278	1,246	97.50%
Street Repair-Maintenance	23,472	23,582	13,156	19,734	19,240	97.50%
Motorized Equipment Repairs	72,221	34,781	12,323	18,485	18,023	97.50%
Motorized Equipment Expense	19,483	23,341	14,809	22,213	21,658	97.50%
Contract Labor	3,006	3,268	2,323	3,485	3,397	97.50%
Meter Expenses	28,765	4,683	3,749	5,624	5,483	97.50%
Operation Supplies	36,449	8,733	859	1,288	1,256	97.50%
Lab Tests	72,221	65,920	48,455	72,683	70,865	97.50%
Maint of Structures - Materials	2,321	1,074	5,386	8,079	7,877	97.50%
Maint Station Equip - Materials	8,364	235	12,193	18,289	17,832	97.50%
Tools and Implements	22,285	25,758	1,522	2,284	2,227	97.50%
Equipment	8,664	805	8,029	12,044	11,742	97.50%
Miscellaneous Maint - Materials	3,886	120	1,821	2,731	2,662	97.50%
Freight	1,924	2,067	768	1,152	1,123	97.50%
Mains	2,841	3,748	1,446	2,168	2,114	97.50%
Service Lines	6,414	5,453	862	1,294	1,261	97.50%
Valves	5,546	2,938	5,305	7,957	7,758	97.50%
Hydrants	1,253	1,385	992	1,488	1,451	97.50%
Employee Group Insurance	430,776	481,908	270,499	405,749	446,324	110.00%
Company Pension Plan Exp	120,450	213,316	125,048	187,571	187,571	100.00%
Payroll Taxes	148,204	171,701	98,522	147,783	147,783	100.00%
Office Supplies	14,085	1,853	1,548	2,322	2,264	97.50%
Other supplies	4,231	6,333	929	1,394	1,359	97.50%
Office Machines Maintenance	3,903	343	1,458	2,187	2,132	97.50%
Continuing Education	6,311	5,700	2,250	3,375	3,291	97.50%
Other Professional Services	14,320	1,443	1,458	2,187	2,132	97.50%
US Geological Survey	128,635	140,860	93,907	140,860	137,338	97.50%
Int Exp - Bonds	499,840	443,927	285,393	428,090	400,586	93.58%
Water Bond Issue Expense	35,897	35,208	23,472	35,208	34,327	97.50%
Utilities	189,441	207,258	156,053	234,080	228,228	97.50%
Communications	8,185	8,370	5,186	7,779	7,585	97.50%
Building Repairs & Maintenance	70,752	624	1,421	2,131	2,078	97.50%
Travel	3,976	7,093	16	24	23	97.50%
Miscellaneous	52,780	1,609	482	722	704	97.50%
Accts Pay - Finance/Service Chgs	100	3,951	73	109	106	97.50%
Repairs and Maintenance	211,353	487	71	107	104	97.50%
Dues and Subscriptions	6,432	2,036	75,283	112,925	110,101	97.50%
Lab Expenses	300,664	294,748	174,511	261,767	255,223	97.50%
<b>Total Other Expenses</b>	<b><u>\$2,770,948</u></b>	<b><u>\$2,478,160</u></b>	<b><u>\$1,614,787</u></b>	<b><u>\$2,422,180</u></b>	<b><u>\$2,403,926</u></b>	<b><u>99.25%</u></b>
<b>Total Operating Expenses less Depreciation</b>	<b><u>4,645,501</u></b>	<b><u>4,411,567</u></b>	<b><u>2,801,973</u></b>	<b><u>4,202,960</u></b>	<b><u>4,184,705</u></b>	<b><u>99.57%</u></b>
<b>Depreciation Expense</b>	<b><u>2,190,344</u></b>	<b><u>2,196,785</u></b>	<b><u>1,404,308</u></b>	<b><u>2,106,462</u></b>	<b><u>2,169,655</u></b>	<b><u>103.00%</u></b>
<b>TOTAL OPERATING EXPENSE</b>	<b><u>\$6,835,845</u></b>	<b><u>\$6,608,353</u></b>	<b><u>\$4,206,281</u></b>	<b><u>\$6,309,421</u></b>	<b><u>\$6,354,361</u></b>	<b><u>100.71%</u></b>

**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>WATER DEPARTMENT MAINTENANCE EXPENSES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
<b><u>Salaries and Wages</u></b>						
<b>Total</b>	<b>\$517,344</b>	<b>\$508,464</b>	<b>\$336,895</b>	<b>\$505,343</b>	<b>\$522,004</b>	<b>103.30%</b>
<b><u>Materials and other maintenance</u></b>						
Street Repair-Maintenance	\$9,866	\$23,024	\$292	\$438	\$427	97.50%
Motorized Equipment Expense	29,734	26,767	22,745	34,117	33,264	97.50%
Meter Expenses	16,426	39,475	34,095	51,142	49,863	97.50%
Maint of Structures - Materials	11,241	12,578	583	875	853	97.50%
Maint Station Equip - Materials	67,186	12,007	11,423	17,135	16,706	97.50%
Miscellaneous Maint - Materials	30,437	40,142	37,772	56,658	55,242	97.50%
Mains	17	26,636	4,362	6,543	6,380	97.50%
Service Lines	147,302	287,445	174,979	262,469	255,907	97.50%
<b>Total</b>	<b>\$312,209</b>	<b>\$468,073</b>	<b>\$286,252</b>	<b>\$429,378</b>	<b>\$418,643</b>	<b>97.50%</b>
<b>TOTAL MAINTENANCE EXPENSE</b>	<b>\$829,553</b>	<b>\$976,537</b>	<b>\$623,147</b>	<b>\$934,720</b>	<b>\$940,647</b>	<b>101.86%</b>
<b><u>Salaries and Wages - Water Department</u></b>						
Operating Expense Salaries & Wages	\$1,874,552	\$1,933,407	\$1,187,187	\$1,780,780	\$1,780,780	100.00%
Maintenance Expense Salaries & Wages	517,344	508,464	336,895	505,343	522,004	103.30%
Improvement Salaries & Wages	25,915	36,703	44,441	66,662	50,000	75.01%
<b>Total Salaries and Wages</b>	<b>\$2,417,811</b>	<b>\$2,478,574</b>	<b>\$1,568,523</b>	<b>\$2,352,784</b>	<b>\$2,352,784</b>	<b>100.00%</b>

**W,G&L WATER DEPARTMENT**  
**Vehicles, Equipment, Buildings & Other**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>Vehicles</b>	<b>Requested</b>
#204 Replace 1/2 ton pick truck transferred to HR, truck will be used by locator	\$17,000
#206 Replace 2004 GMC 3/4 ton with 198,984 miles	23,000
#211 Replace 2003 GMC 1/2 ton truck with 221,000 miles	17,000
#218 Replace 2003 GMS 3/4 ton service body truck with 183,212 miles	26,000
#219 Replace 2004 GMC 3/4 ton service body truck with 198,989 miles	26,000
#228 Replace boom truck removed from service	130,000
#233 Replace 1994 Chevy 2 ton Dump truck with 83,000 miles	70,000
#282 Replace 2002 GMC 1/2 ton pickup with 183,000 miles	17,000
<b>Total Vehicle</b>	<b>\$326,000</b>

<b>Equipment/Buildings/Other</b>	
Install 500,00 / 750,00 Elevated water storage tank in North West Albany	\$1,800,000
Proceeds for purchase will come from a board approved debt financing agreement (GEFA @ 3.13%)	(1,800,000)
Replace sim-tap 3/4"-2" air tapping equipment	5,000
Purchase heavy duty bumper pull trailer to replace 268	5,000
Purchase Trimble hardware and software for mapping water system	7,000
Replace existing ground microphone leak listening equipment	7,000
Purchase PVC pipe locator	8,000
Purchase Ground Penetrating Radar unit	13,000
Purchase contract with outside lab for UCMR testing, Due to Georgia law effective 2014	20,000
Replace Whacker roller tamp	35,000
Replace existing DiggiCorr leak detection equipment	40,000
Install approximately 4,125 linear feet of fence at distribution well sites and well field	45,000
Replace 2 WTP SCADA computers and update hardware and programming	60,000
Modify WTP High service pump header	60,000
Water Department Yard Storage and Equipment Building	70,000
<b>Total Buildings &amp; Other</b>	<b>\$375,000</b>

<b>Grand Total Vehicle, Equipment, Buildings &amp; Other</b>	<b>\$701,000</b>
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**Improvements 2012 - 2013**

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

**W,G&L GAS DEPARTMENT**  
**Calculation of Cost of Sales**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

	<b>Sales Volume MCF</b>	<b>Purchases Gas loss 3% mmbtu</b>	<b>Futures Cost</b>	<b>Commodity Cost</b>	<b>Fee</b>	<b>Total Commodity Cost</b>	<b>SNG Transportation &amp; Storage</b>	<b>Total Cost of Sales</b>
July	34,670	36,639	4.18	\$153,180	\$3,000	\$156,180	\$180,000	\$336,180
August	33,392	35,288	4.20	148,358	3,000	151,358	180,000	331,358
September	32,849	34,714	4.19	145,346	3,000	148,346	166,000	314,346
October	44,797	47,340	4.19	198,546	3,000	201,546	230,000	431,546
November	83,049	87,765	4.26	373,529	3,000	376,529	230,000	606,529
December	133,871	141,472	4.40	622,086	3,000	625,086	230,000	855,086
January	150,897	159,465	4.48	713,684	3,000	716,684	230,000	946,684
February	126,315	133,487	4.44	593,080	3,000	596,080	230,000	826,080
March	88,369	93,386	4.38	408,744	3,000	411,744	230,000	641,744
April	56,351	59,551	4.10	244,254	3,000	247,254	166,000	413,254
May	41,188	43,527	4.11	178,882	3,000	181,882	166,000	347,882
June	36,297	38,358	4.13	158,418	3,000	161,418	166,000	327,418
	<b>862,044</b>	<b>910,991</b>		<b>\$3,938,108</b>	<b>\$36,000</b>	<b>\$3,974,108</b>	<b>\$2,404,000</b>	<b>\$6,378,108</b>
						Gas cost and transportation Storage		<b>\$6,090,108</b> <b>288,000</b>
						Total Cost of Sales		<b>\$6,378,108</b>

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>GAS DEPARTMENT OPERATING EXPENSES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
<b><u>Salaries and Wages</u></b>						
<b>Total</b>	<b><u>\$565,540</u></b>	<b><u>\$520,853</u></b>	<b><u>\$370,271</u></b>	<b><u>\$555,406</u></b>	<b><u>\$555,406</u></b>	<b><u>100.00%</u></b>
<b><u>Other Expenses</u></b>						
Small Hand Tools	\$16,357	\$5,109	\$2,090	\$3,135	\$3,057	97.50%
Uniform Rental	7,839	6,774	7,519	11,278	10,996	97.50%
Computer Equipment Maintenance	21,656	10,823	6,584	9,876	9,629	97.50%
Equipment Rental	56,097	10,545	5,792	8,688	8,470	97.50%
Motor Vehicle Repairs	52,831	77,652	53,105	79,657	77,666	97.50%
Motor Vehicle - Other	32,310	13,244	889	1,333	1,300	97.50%
Street Repair-Maintenance	4,262	1,639	523	785	766	97.50%
Motorized Equipment Repairs	13,656	9,563	6,182	9,274	9,042	97.50%
Motorized Equipment Expense	130	7,771	9,767	14,650	14,284	97.50%
Meter Expenses	0	13,451	2,125	3,188	3,108	97.50%
Employee Group Insurance	142,515	153,611	104,391	156,587	172,245	110.00%
Company Pension Plan Exp	83,269	89,010	55,735	83,603	83,603	100.00%
Payroll Taxes	74,479	77,272	60,604	90,906	90,906	100.00%
Office Supplies	0	275	277	416	406	97.50%
Custodial Supplies	5,027	10	180	270	263	97.50%
Other supplies	1,055	938	7,568	11,352	11,068	97.50%
Continuing Education	182	6,625	4,950	7,425	7,239	97.50%
Consulting Fees	9,768	6,050	6,273	9,410	9,174	97.50%
Other Professional Services	7,175	79,485	10,770	16,155	15,751	97.50%
Utilities	2,657	15,630	2,774	4,162	4,058	97.50%
Communications	6,449	6,792	7,112	10,668	10,401	97.50%
<b>Total Other Expenses</b>	<b><u>\$548,418</u></b>	<b><u>\$596,240</u></b>	<b><u>\$358,497</u></b>	<b><u>\$537,746</u></b>	<b><u>\$548,238</u></b>	<b><u>101.95%</u></b>
<b>Total Operating Expenses less Depreciation</b>	<b><u>1,113,959</u></b>	<b><u>1,117,094</u></b>	<b><u>728,768</u></b>	<b><u>1,093,152</u></b>	<b><u>1,103,644</u></b>	<b><u>100.96%</u></b>
<b>Depreciation Expense</b>	<b><u>204,961</u></b>	<b><u>206,304</u></b>	<b><u>130,358</u></b>	<b><u>195,537</u></b>	<b><u>201,404</u></b>	<b><u>103.00%</u></b>
<b>TOTAL OPERATING EXPENSE</b>	<b><u>\$1,318,920</u></b>	<b><u>\$1,323,398</u></b>	<b><u>\$859,126</u></b>	<b><u>\$1,288,689</u></b>	<b><u>\$1,305,048</u></b>	<b><u>101.27%</u></b>

**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>GAS DEPARTMENT MAINTENANCE EXPENSES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
<b><u>Salaries and Wages</u></b>						
<b>Total</b>	<b><u>\$483,184</u></b>	<b><u>\$572,586</u></b>	<b><u>\$350,250</u></b>	<b><u>\$525,375</u></b>	<b><u>\$518,197</u></b>	<b><u>98.63%</u></b>
<b><u>Materials and other maintenance</u></b>						
Small Hand Tools	\$765	\$46	\$131	\$196	\$191	97.50%
Equipment Rental	0	4	20	30	29	97.50%
Motor Vehicles - Fuel	0	55	69	103	101	97.50%
Street Repair-Maintenance	0	792	422	632	616	97.50%
Motorized Equipment Expense	0	1,636	2,200	3,300	3,218	97.50%
Meter Expenses	129	1,193	4,337	6,505	6,343	97.50%
Valves and Regulators	7,680	686	48	72	70	97.50%
Mains	1,612	13,091	9,059	13,588	13,249	97.50%
<b>Total</b>	<b><u>\$10,186</u></b>	<b><u>\$18,482</u></b>	<b><u>\$16,285</u></b>	<b><u>\$24,427</u></b>	<b><u>\$23,817</u></b>	<b><u>97.50%</u></b>
<b>TOTAL MAINTENANCE EXPENSE</b>	<b><u>\$493,370</u></b>	<b><u>\$591,068</u></b>	<b><u>\$366,535</u></b>	<b><u>\$366,535</u></b>	<b><u>\$542,013</u></b>	<b><u>147.88%</u></b>
<b><u>Salaries and Wages - Gas Department</u></b>						
Operating Expense Salaries & Wages	\$565,540	\$520,853	\$370,271	\$555,406	\$555,406	100.00%
Maintenance Expense Salaries & Wages	483,184	572,586	350,250	525,375	518,197	98.63%
Improvement Salaries & Wages	76,966	76,966	48,548	72,822	80,000	109.86%
<b>Total Salaries and Wages</b>	<b><u>\$1,125,690</u></b>	<b><u>\$1,170,405</u></b>	<b><u>\$769,068</u></b>	<b><u>\$1,153,602</u></b>	<b><u>\$1,153,602</u></b>	<b><u>100.00%</u></b>

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**W,G&L GAS DEPARTMENT**  
**Vehicles, Equipment, Buildings & Other**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>Vehicles</b>	<u><b>Requested</b></u>
Replace #168, 2001 GMC p/u with 125,000 miles	\$17,000
<b>Total Vehicle</b>	<u><b>\$17,000</b></u>
<b>Buildings/Other</b>	
Town Border & Regulator Stations	50,000
Security fencing around Plant #1 and Maintenance on Regulator Housing	150,000
Cathodic Protection	10,000
<b>Total Buildings &amp; Other</b>	<u><b>\$210,000</b></u>
<b>Grand Total Vehicle, Equipment, Buildings &amp; Other</b>	<u><u><b>\$227,000</b></u></u>

**Improvements 2012 - 2013**

<b>New Services:</b>	<u><b>Labor</b></u>	<u><b>Material</b></u>	<u><b>Total</b></u>
<b>Total Improvements</b>	<u><u><b>\$80,000</b></u></u>	<u><u><b>\$25,000</b></u></u>	<u><u><b>\$105,000</b></u></u>

M-13

**WATER GAS & LIGHT COMMISSION**  
**LIGHT DEPARTMENT**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

DESCRIPTION	BUDGET 2012 - 2013	BUDGET 2013 - 2014	INCREASE (DECREASE)
Estimated Revenues	\$100,071,234	\$102,765,669	2.69%
Cost of Sales	<u>78,774,561</u>	<u>81,580,248</u>	3.56%
Gross Profit	21,296,673	21,185,421	
Less Estimated Expenses			
Operating & Maintenance Expenses	6,089,808	5,739,987	-5.74%
G & A Expenses (Net)	4,702,655	3,635,039	-22.70%
Depreciation Light Department	1,746,218	1,746,218	0.00%
Depreciation G & A	<u>693,984</u>	<u>693,984</u>	0.00%
Total Expenses	<u>13,232,665</u>	<u>11,815,228</u>	-10.71%
NET INCOME	8,064,008	9,370,192	16.20%
Total transfers to City of Albany	7,281,658	7,460,598	2.46%
Net income after transfer	782,350	1,909,595	144.08%
Add back depreciation	<u>2,440,202</u>	<u>2,440,202</u>	0.00%
Cash available for capital expenditures & other items	3,222,552	4,349,797	34.98%
Subtract Vehicles & Equipment	657,250	795,000	20.96%
Subtract Vehicles & Equipment G & A	220,180	267,111	21.32%
Subtract Improvements	1,136,086	1,200,000	5.63%
Principal Payments	<u>616,233</u>	<u>646,837</u>	4.97%
<b>Budget Balance</b>	<b><u>\$592,803</u></b>	<b><u>\$1,440,848</u></b>	<b>143.06%</b>

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>LIGHT DEPARTMENT INCOME</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
Electricity Sales	\$81,603,247	\$87,815,164	\$61,997,791	\$92,996,687	\$102,027,246	109.71%
Miscellaneous Sales	833,486	450,654	619,529	929,294	729,294	78.48%
Temporary Service Fees	11,375	33,874	1,850	2,775	2,775	100.00%
Security Lights - Installation	9,785	15,630	10,230	15,345	6,354	41.41%
<b>TOTAL INCOME</b>	<b>\$82,457,894</b>	<b>\$88,315,322</b>	<b>\$62,629,401</b>	<b>\$93,944,101</b>	<b>\$102,765,669</b>	<b>109.39%</b>

**Prior 5 year history a Prior 5 year history at a glance....**

<b>F.Y.E.</b>	<b>kWh</b>	<b>Revenue</b>	<b>Cost</b>	<b>Gross Profit</b>
2014 budget	1,020,017,430	\$102,027,246	\$81,580,248	\$102,027,246
2013 budget	1,035,156,839	99,578,286	78,774,561	99,578,286
Last 12 mos.	979,975,607	90,606,041	73,314,241	90,606,041
2012	1,008,139,629	87,815,164	71,748,440	87,815,164
2011	1,066,661,998	84,918,070	67,134,660	84,918,070
2010	1,044,226,914	81,603,249	59,132,896	81,603,249
2009	1,016,280,180	75,751,507	58,568,009	75,751,507
2008	1,024,713,966	73,783,431	53,493,434	73,783,431
<b>6 Year Average</b>	<b>1,023,333,049</b>	<b>\$82,412,910</b>	<b>\$63,898,613</b>	<b>\$82,412,910</b>

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**W,G&L LIGHT DEPARTMENT**  
**Power Sales**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 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	45,418,894	40,561,577	16,677,919	656,038	2,183	107,000	930,000	508,000	102,000	104,963,611
August	43,949,824	38,342,762	17,800,764	568,458	2,183	107,000	930,000	508,000	102,000	102,310,991
September	36,736,946	35,714,957	14,905,207	511,619	2,183	107,000	930,000	508,000	102,000	89,517,913
October	28,570,407	30,846,638	14,521,040	460,832	2,183	107,000	930,000	508,000	102,000	76,048,100
November	25,096,057	29,134,822	15,541,256	462,879	2,183	107,000	930,000	508,000	102,000	71,884,197
December	33,037,506	31,210,639	15,450,543	469,796	2,183	107,000	930,000	508,000	102,000	81,817,667
January	38,400,262	30,209,538	14,231,346	468,272	2,183	107,000	930,000	508,000	102,000	84,958,601
February	32,376,046	26,892,559	13,025,815	383,792	2,183	107,000	930,000	508,000	102,000	74,327,394
March	31,692,292	27,196,217	12,863,304	429,317	2,183	107,000	930,000	508,000	102,000	73,830,313
April	26,215,520	30,081,786	14,794,744	518,778	2,183	107,000	930,000	508,000	102,000	73,260,012
May	30,702,468	37,064,537	17,269,104	674,222	2,183	107,000	930,000	508,000	102,000	87,359,514
June	39,401,585	39,930,751	18,022,358	735,241	2,183	107,000	930,000	508,000	102,000	99,739,118
<b>Total kWh</b>	<b>411,597,806</b>	<b>397,186,783</b>	<b>185,103,401</b>	<b>6,339,244</b>	<b>26,196</b>	<b>1,284,000</b>	<b>11,160,000</b>	<b>6,096,000</b>	<b>1,224,000</b>	<b>1,020,017,430</b>

	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	\$5,287,901	\$4,112,838	\$1,073,320	\$53,178	\$732	\$7,954	\$134,757	\$80,703	\$7,497	\$10,758,881
August	5,135,032	3,959,672	1,130,500	46,079	732	7,954	134,757	80,703	7,497	10,502,927
September	4,279,208	3,580,843	946,265	41,472	732	7,954	134,757	80,703	7,497	9,079,431
October	3,342,369	3,147,511	954,574	37,355	732	7,954	134,757	80,703	7,497	7,713,453
November	2,703,193	2,956,583	1,004,263	37,521	732	7,954	134,757	80,703	7,497	6,933,203
December	3,477,274	3,308,403	1,008,441	38,082	732	7,954	134,757	80,703	7,497	8,063,843
January	3,937,833	3,144,445	924,861	37,958	732	7,954	134,757	80,703	7,497	8,276,741
February	3,391,149	2,904,603	829,168	31,110	732	7,954	134,757	80,703	7,497	7,387,673
March	3,287,342	2,834,325	835,767	34,800	732	7,954	134,757	80,703	7,497	7,223,878
April	2,805,161	3,166,898	927,307	42,052	732	7,954	134,757	80,703	7,497	7,173,062
May	3,600,920	3,814,922	1,130,629	54,652	732	7,954	134,757	80,703	7,497	8,832,767
June	4,624,647	4,020,571	1,144,929	59,599	732	7,954	134,757	80,703	7,497	10,081,388
<b>Total Revenue</b>	<b>\$45,872,029</b>	<b>\$40,951,614</b>	<b>\$11,910,023</b>	<b>\$513,859</b>	<b>\$8,779</b>	<b>\$95,453</b>	<b>\$1,617,084</b>	<b>\$968,441</b>	<b>\$89,964</b>	<b>\$102,027,246</b>

Cents per kWh      11.14                  10.31                  6.43                  8.11                  33.51                  7.43                  14.49                  15.89                  7.35                  10.00

Includes 5% increase in floating PPA. Will only be implemented as necessary.

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

	F.Y.E. 06/30/2011	F.Y.E. 06/30/2012	8 Months Ending 02/28/2013	Projected F.Y.E. 06/30/2013	BUDGET 06/30/2014	% of Budget to Projected
<b>LIGHT DEPARTMENT</b>						
<b>COST OF SALES</b>						
Cost of Sale - MEAG	\$57,003,930	\$65,821,295	\$45,873,173	\$70,282,157	\$74,928,267	106.61%
Cost of Sale - SEPA	<u>5,686,147</u>	<u>6,331,451</u>	<u>4,549,078</u>	<u>6,711,369</u>	<u>6,651,981</u>	<u>99.12%</u>
<b>TOTAL COST OF SALES</b>	<b><u>\$62,690,077</u></b>	<b><u>\$72,152,746</u></b>	<b><u>\$50,422,251</u></b>	<b><u>\$76,993,526</u></b>	<b><u>\$81,580,248</u></b>	<b><u>105.96%</u></b>

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**W,G&L LIGHT DEPARTMENT**  
**Power Cost of Sales**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

**INFORMATION ONLY**  
**W,G&L's ' RISK ' exposure**  
**included in MEAG Budget**

	Total Electric Revenue	Total Power Costs	Electric Gross Profit	MEAG Budget	SEPA	Total Power Costs
July	\$10,758,881	\$7,532,676	\$3,226,205	\$6,983,705	\$548,971	\$7,532,676
August	10,502,927	7,472,929	3,029,998	6,916,581	556,348	7,472,929
September	9,079,431	6,894,123	2,185,308	6,353,090	541,033	6,894,123
October	7,713,453	6,292,953	1,420,500	5,757,109	535,844	6,292,953
November	6,933,203	6,059,352	873,851	5,515,009	544,343	6,059,352
December	8,063,843	6,367,135	1,696,708	5,797,745	569,390	6,367,135
January	8,276,741	6,717,768	1,558,973	6,152,812	564,956	6,717,768
February	7,387,673	6,478,285	909,388	5,916,414	561,871	6,478,285
March	7,223,878	6,473,348	750,530	5,904,745	568,603	6,473,348
April	7,173,062	6,454,074	718,988	5,900,141	553,933	6,454,074
May	8,832,767	7,060,020	1,772,747	6,503,029	556,991	7,060,020
June	10,081,388	7,777,585	2,303,803	7,227,887	549,698	7,777,585
	<b>\$102,027,246</b>	<b>\$81,580,248</b>	<b>\$20,446,998</b>	<b>\$74,928,267</b>	<b>\$6,651,981</b>	<b>\$81,580,248</b>

Supplemental (Sales) / Purch	Year End Settlement
\$216,871	(\$100,000)
118,334	(100,000)
(21,020)	(100,000)
17,036	(100,000)
(157,355)	(100,000)
(315,653)	(100,000)
(304,243)	(100,000)
(192,197)	(100,000)
(330,806)	(100,000)
(186,796)	(100,000)
12,795	(100,000)
313,931	(100,000)
<b>(\$829,103)</b>	<b>(\$1,200,000)</b>
<b>B</b>	<b>C</b>

Last Years Budget	<b>\$99,578,286</b>	<b>\$78,774,561</b>	<b>\$20,803,725</b>
Last 12 Months Actual	<b>\$91,573,702</b>	<b>\$73,896,733</b>	<b>\$17,676,969</b> (without Y/E Settlement)

MEAG Cost of Sales BEFORE excess sales & YES 76,957,370

Total **REDUCTION** in power costs due to  
 Supplemental [Sales/Purch & Year End  
 Settlement from above Risk Exposure **B+C**] (2,029,103)

**MEAG Budget 2013** **74,928,267**

Three year history of Year End Settlements

YES FY 2013	4,103,606
YES FY 2012	1,779,190
YES FY 2011	1,395,201

Average Fiscal Year End Settlement (2011 thru 2013) 2,425,999

**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>LIGHT DEPARTMENT OPERATING EXPENSES</b>	<b>F.Y.E.</b>	<b>F.Y.E.</b>	<b>8 Months Ending</b>	<b>Projected F.Y.E.</b>	<b>BUDGET</b>	<b>% of Budget to Projected</b>
<u><b>Salaries and Wages</b></u>						
<b>Total</b>	<b>\$1,261,559</b>	<b>\$1,275,765</b>	<b>\$880,458</b>	<b>\$1,320,687</b>	<b>\$1,320,687</b>	<b>100.00%</b>
<u><b>Other Expenses</b></u>						
Small Hand Tools	\$29,919	\$28,002	\$14,915	\$22,373	\$21,814	97.50%
Uniform Rental	31,116	17,608	17,744	26,616	25,951	97.50%
Computer Equipment Maintenance	10,498	69	49	74	72	97.50%
Equipment Rental	2,258	5,310	1,170	1,755	1,711	97.50%
Motor Vehicle Repairs	145,681	249,195	101,528	152,293	148,485	97.50%
Motor Vehicles - Fuel	155,463	228,747	149,263	223,894	218,297	97.50%
Motor Vehicle - Other	1,526	3,733	702	1,053	1,026	97.50%
Street Repair-Maintenance	30,754	4,035	428	641	625	97.50%
Motorized Equipment Repairs	21,621	58,428	28,709	43,063	41,987	97.50%
Motorized Equipment Expense	50,818	86,837	19,261	28,891	28,169	97.50%
Meter Expenses	10,924	2,123	3,520	5,280	5,148	97.50%
System Control	3,275	1,540	2,225	3,338	3,254	97.50%
Operation Supplies	4,101	6,314	2,506	3,758	3,664	97.50%
Street Lighting	3,128	1,408	895	1,343	1,309	97.50%
Maint of Structures - Materials	6,618	9,988	5,450	8,174	7,970	97.50%
Maint Station Equip - Materials	109	81	7,361	11,042	10,766	97.50%
Tools and Implements	1,973	38,415	7,780	11,670	11,378	97.50%
Poles	111	10,264	5,521	8,282	8,074	97.50%
Primary Lines	1,554	32,933	5,940	8,910	8,687	97.50%
Secondary Lines	7,210	34	540	810	790	97.50%
Transformers	6,282	5,262	4,551	6,827	6,656	97.50%
Maint of Street Lights - Materials	5,445	13,129	3,733	5,599	5,459	97.50%
Miscellaneous Maint - Materials	10,133	3,144	8,550	12,825	12,504	97.50%
Freight	1,981	2,569	1,363	2,045	1,994	97.50%
Outside Services	145,541	157,445	107,249	160,874	156,852	97.50%
Employee Group Insurance	625,143	551,281	319,026	478,539	526,393	110.00%
Injuries and Damages	1,009	2,065	921	1,382	1,347	97.50%
Company Pension Plan Exp	265,623	273,330	158,244	237,366	237,366	100.00%
Payroll Taxes	213,103	222,949	125,659	188,489	188,489	100.00%
Office Machines Maintenance	10,221	4,173	7,604	11,406	11,120	97.50%
Continuing Education	17,269	17,689	4,584	6,876	6,704	97.50%
Other Professional Services	235,473	1,443	11,638	17,457	17,021	97.50%
MEAG Distribution	125,785	104,773	91,355	137,033	108,984	79.53%
MEAG Marketing	188,678	229,905	141,531	212,296	168,843	79.53%
Utilities	20,415	27,698	18,991	28,487	27,774	97.50%
Communications	2,334	15,667	8,587	12,881	12,559	97.50%
Travel	2,243	3,008	15,936	23,903	23,306	97.50%
Miscellaneous	10,009	10,487	2,794	4,191	4,086	97.50%
Repairs and Maintenance	39,641	43,449	86,459	129,689	126,447	97.50%
<b>Total Other Expenses</b>	<b>\$2,444,986</b>	<b>\$2,474,527</b>	<b>\$1,494,281</b>	<b>\$2,241,422</b>	<b>\$2,193,082</b>	<b>97.84%</b>
<b>Total Operating Expenses less Depreciation</b>	<b>3,706,545</b>	<b>3,750,292</b>	<b>2,374,740</b>	<b>3,562,110</b>	<b>3,513,769</b>	<b>98.64%</b>
<b>Depreciation Expense</b>	<b>1,597,399</b>	<b>1,635,634</b>	<b>1,130,238</b>	<b>1,695,357</b>	<b>1,746,218</b>	<b>103.00%</b>
<b>TOTAL OPERATING EXPENSE</b>	<b>\$5,303,944</b>	<b>\$5,385,926</b>	<b>\$3,504,978</b>	<b>\$5,257,467</b>	<b>\$5,259,988</b>	<b>100.05%</b>

**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>LIGHT DEPARTMENT MAINTENANCE EXPENSES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
<b><u>Salaries and Wages</u></b>						
<b>Total</b>	<b><u>\$1,829,433</u></b>	<b><u>\$1,858,394</u></b>	<b><u>\$1,035,207</u></b>	<b><u>\$1,552,811</u></b>	<b><u>\$1,566,014</u></b>	<b><u>100.85%</u></b>
<b><u>Materials and other maintenance</u></b>						
Meter Expenses	\$24,226	\$26,788	\$32,786	\$43,715	\$42,622	97.50%
Street Repair-Maintenance	1,125	1,682	740	1,110	1,083	97.50%
Motorized Equipment Expense	9,987	3,887	3,459	5,188	5,058	97.50%
Meter Expenses	24,902	46,515	12,513	18,770	18,301	97.50%
Load Control	47,041	47,404	33,965	50,947	49,673	97.50%
Poles	8,311	11,389	35,857	53,786	52,441	97.50%
Primary Lines	17,305	12,207	60,016	90,023	87,773	97.50%
Secondary Lines	54,627	51,241	80,707	121,060	118,034	97.50%
Primary Lines	86,165	114,848	2,848	4,271	4,165	97.50%
Secondary Lines	3,313	3,244	79,094	118,640	115,674	97.50%
Transformers	130,572	115,948	90,995	136,492	133,080	97.50%
Maint of Street Lights - Materials	133,588	159,017	21,570	32,355	31,546	97.50%
Security Lights - Materials	25,864	32,700	516	774	755	97.50%
<b>Total</b>	<b><u>\$567,027</u></b>	<b><u>\$626,869</u></b>	<b><u>\$455,064</u></b>	<b><u>\$677,132</u></b>	<b><u>\$660,204</u></b>	<b><u>97.50%</u></b>
<b>TOTAL MAINTENANCE EXPENSE</b>	<b><u>\$2,396,460</u></b>	<b><u>\$2,485,263</u></b>	<b><u>\$1,490,271</u></b>	<b><u>\$2,229,943</u></b>	<b><u>\$2,226,218</u></b>	<b><u>99.83%</u></b>
<b><u>Salaries and Wages - Light Department</u></b>						
Operating Expense Salaries & Wages	\$1,261,559	\$1,275,765	\$880,458	\$1,320,687	\$1,320,687	100.00%
Maintenance Expense Salaries & Wages	1,829,433	1,858,394	1,035,207	1,552,811	1,566,014	100.85%
Improvement Salaries & Wages	133,815	14,344	84,903	113,204	100,000	88.34%
<b>Total Salaries and Wages</b>	<b><u>\$3,224,807</u></b>	<b><u>\$3,148,503</u></b>	<b><u>\$2,000,568</u></b>	<b><u>\$2,986,702</u></b>	<b><u>\$2,986,702</u></b>	<b><u>100.00%</u></b>

**W,G&L LIGHT DEPARTMENT**  
**Vehicles, Equipment, Buildings & Other**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>Vehicles</b>	<b><u>Requested</u></b>
Replace Truck 5 2005 International 2-Ton Bucket	\$105,000
Replace Truck 6 1999 GMC Squirt Bucket	105,000
Replace Truck 12 1996 Ford 2-Ton Forestry Bucket	140,000
Replace Truck 27, 1996 2-Ton Line Truck	<u>185,000</u>
<b>Total Vehicle</b>	<b><u>\$535,000</u></b>
<b>Equipment/Buildings/Other</b>	
Replace Trencher # 84 1997 DW, with Mini-Excavator	\$45,000
Replace Tractor # 95 1995 John Deere	80,000
Transformer vat with covered building	100,000
Arc Reflection Radar Unit (Thumper)	<u>35,000</u>
<b>Total Equipment, Buildings &amp; Other</b>	<b><u>\$260,000</u></b>
<b>Grand Total Vehicle, Equipment, Buildings &amp; Other</b>	<b><u><u>\$795,000</u></u></b>

**Improvements 2012 - 2013**

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

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**WATER GAS & LIGHT COMMISSION**  
**TELECOMMUNICATIONS DEPARTMENT**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

DESCRIPTION	BUDGET 2012 - 2013	BUDGET 2013 - 2014	INCREASE (DECREASE)
Estimated Revenues	\$2,007,490	\$2,749,966	36.99%
Cost of Sales	<u>355,562</u>	<u>457,317</u>	28.62%
Gross Profit	1,651,928	2,292,649	
Less Estimated Expenses			
Operating & Maintenance Expenses	1,260,850	1,282,464	1.71%
Depreciation Tel-Com Department	<u>524,203</u>	<u>524,203</u>	0.00%
Total Expenses	<u>1,785,054</u>	<u>1,806,667</u>	1.21%
NET INCOME	(133,126)	485,982	-465.05%
Transfer to City	<u>0</u>	<u>157,111</u>	0.00%
NET INCOME - after transfer	(133,126)	328,871	-347.04%
Add back depreciation	<u>524,203</u>	<u>524,203</u>	0.00%
Cash available for capital expenditures & other items	391,078	853,074	118.13%
Subtract Vehicles & Equipment	198,309	885,000	346.27%
Subtract Improvements	<u>327,000</u>	<u>0</u>	-100.00%
Budget Balance	<u><u>(\$134,231)</u></u>	<u><u>(\$31,926)</u></u>	-76.22%

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>TELE-COM DEPARTMENT INCOME</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
Reoccurring	<u>\$1,741,791</u>	<u>\$1,819,966</u>	<u>\$1,399,049</u>	<u>\$2,098,573</u>	<u>\$2,749,966</u>	<u>131.04%</u>
<b>TOTAL INCOME</b>	<u><b>\$1,741,791</b></u>	<u><b>\$1,819,966</b></u>	<u><b>\$1,399,049</b></u>	<u><b>\$2,098,573</b></u>	<u><b>\$2,749,966</b></u>	<u><b>131.04%</b></u>

**Actual Numbers as of February**

<b>Customer</b>	<b>Monthly</b>	<b>Annually</b>
<b>DCSS</b>	32,526	390,312
<b>Other Customers</b>	152,047	1,824,560
<b>Internal (WGL)</b>	40,788	489,456
<b>Est. Growth (FY13-14)</b>	<u>5,820</u>	<u>69,840</u>
<b>Total</b>	<u><b>\$231,181</b></u>	<u><b>2,774,168</b></u>

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>TELE-COM DEPARTMENT COST OF SALES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
Cost of Sales	\$280,142	\$357,421	\$226,464	\$339,695	\$457,317	134.63%
<b>TOTAL COST OF SALES</b>	<b>\$280,142</b>	<b>\$357,421</b>	<b>\$226,464</b>	<b>\$339,695</b>	<b>\$457,317</b>	<b>134.63%</b>

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>TELE-COM DEPARTMENT OPERATING EXPENSES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
<b><u>Salaries and Wages</u></b>						
Network Administrator	\$125,503	\$76,753	\$69,231	\$103,847	\$65,000	62.59%
Technicians	565	348	0	0	180,000	0.00%
Contractor	30	732	0	0	124,000	0.00%
Supervisor	334	22,349	16,392	24,588	15,218	61.89%
Management	18,524	37,187	29,162	43,743	72,000	164.60%
Holiday	28,831	359,847	182,792	274,188	3,858	1.41%
Vacation	28,603	29,742	12,109	18,163	45,011	247.81%
Blood Drive	0	992	637	955	0	0.00%
Other	324,934	81,719	46,759	70,138	36,279	0.00%
<b>Total</b>	<b>\$527,323</b>	<b>\$609,670</b>	<b>\$357,082</b>	<b>\$535,623</b>	<b>\$541,366</b>	<b>101.07%</b>
<b><u>Other Expenses</u></b>						
Administrative Expense	\$112,184	\$121,863	\$80,804	\$121,205	\$128,604	106.10%
Maintenance vehicle & equip. Exp	175,554	125,645	100,208	150,312	179,481	119.41%
Employee benefit expense	172,164	209,227	114,321	171,481	183,570	107.05%
Supplies	22,888	19,303	6,009	9,014	11,161	123.82%
Utilities	36,427	32,563	26,640	39,959	45,011	112.64%
Interest	138,072	145,110	95,220	142,830	179,355	125.57%
Communications	52,257	28,283	4,059	6,088	13,916	228.57%
Total Other Expenses	\$709,545	\$681,995	\$427,260	\$640,890	\$741,098	115.64%
Total Operating Expenses less Depreciation	1,236,868	1,291,665	784,342	1,176,513	1,282,464	109.01%
Depreciation Expense	491,402	485,740	339,290	508,935	524,203	103.00%

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**W,G&L TELECOMMUNICATION DEPARTMENT**  
**Vehicles, Equipment, Buildings & Other**  
Approved by Board of Commissioners as of June 13, 2013  
Fiscal Year 2013 - 2014 Budget

**Vehicle & Equipment**

Vehicles

\$25,000

Requested

\$25,000

**Equipment/Buildings/Other**

Installations

\$25,000

Fiber Broadband and Feeder (144 Ct)

110,000

New TeleCom Building

45,000

Property for New Pop (Lee County only)

18,000

Pedestals, Enclosures, Splitters

35,000

Conduit (2.5 HDPE & 1" HDPE)

60,000

GPON Access Systems

392,000

Training for GPON system

13,000

Battery Replacement

27,000

Fiber (Mixture of 96 Ct, 12, 6/12 OFS Flat Drop Cable

60,000

Network Growth (OS6850e)

75,000

**Total Vehicle & Equipment**

\$860,000

**Grand Total Vehicle, Equipment, Buildings & Other**

\$885,000

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**WATER GAS & LIGHT COMMISSION**  
**GENERAL & ADMINISTRATIVE DEPARTMENT**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

DESCRIPTION	BUDGET 2012 - 2013	BUDGET 2013 - 2014	INCREASE (DECREASE)
Estimated Revenues	<u>\$4,042,897</u>	<u>\$4,850,862</u>	19.98%
Less Estimated Expenses			
Operating Expenses	12,593,179	11,460,024	-9.00%
Depreciation G & A	<u>1,261,789</u>	<u>1,261,789</u>	0.00%
Total Expenses	<u>13,854,968</u>	<u>12,721,813</u>	-8.18%
NET INCOME	(9,812,071)	(7,870,951)	-19.78%
Add back depreciation	<u>1,261,789</u>	<u>1,261,789</u>	0.00%
Net G & A Expenses	<u>(8,550,282)</u>	<u>(6,609,162)</u>	-22.70%
Water Department Portion (25%)	(2,137,571)	(1,652,290)	-22.70%
Gas Department Portion (20%)	(1,710,056)	(1,321,832)	-22.70%
Light Department Portion (55%)	<u>(4,702,655)</u>	<u>(3,635,039)</u>	-22.70%
	(8,550,282)	(6,609,162)	-22.70%
Subtract Vehicles & Equipment G & A	<u>400,327</u>	<u>485,657</u>	21.32%
Subtract Cleanup for Manufactured Gas Plant	<u>250,000</u>	<u>250,000</u>	0.00%
Total G & A transferred to departments	<u>(\$9,200,609)</u>	<u>(\$7,344,819)</u>	-20.17%

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>G &amp; A DEPARTMENT INCOME</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
Miscellaneous Sales	\$6,367	\$1,001	\$694	\$1,040	\$1,040	100.00%
Miscellaneous Income	204,190	200,029	133,615	200,423	200,423	100.00%
Tele-Com Management & Admin Inc	120,000	120,000	80,000	120,000	120,000	100.00%
Maintenance shop income	431,683	429,218	236,342	354,513	354,513	100.00%
Misc. Income - Sales Tax Vendor	28,539	27,923	20,135	30,202	30,202	100.00%
Pulled Meter Charge	6,175	9,883	10,440	15,660	15,660	100.00%
Late Fees	720,407	1,083,951	711,820	1,067,730	1,847,730	173.05%
Bad Check Charge	58,850	69,585	55,629	83,444	83,444	100.00%
New Customer Charge	282,911	378,322	252,320	378,480	378,480	100.00%
Cut - off Work Orders / Penalty	1,388,018	1,562,165	1,040,858	1,561,287	1,561,287	100.00%
Upgrade Meter Fee	4,414	3,120	10,100	15,150	15,150	100.00%
Underground Service Fee	10,050	4,200	2,250	3,375	3,375	100.00%
Interest Income - Customer Deposits	2,524	818	3,127	4,690	4,690	100.00%
Interest Income - General Fund	143,259	139,248	92,441	138,661	138,661	100.00%
Miscellaneous Income	21,148	26,922	3,603	5,404	5,404	100.00%
<b>Total G &amp; A Income</b>	<b>3,433,358</b>	<b>4,036,382</b>	<b>2,648,355</b>	<b>3,972,533</b>	<b>4,752,533</b>	<b>119.63%</b>
Interest Income from Reserves	96,307	25,886	73,747	98,329	98,329	100.00%
<b>Grand Total G &amp; A Income</b>	<b>3,529,665</b>	<b>4,062,268</b>	<b>2,722,102</b>	<b>4,070,862</b>	<b>4,850,862</b>	<b>119.16%</b>
<b>Grand Total G &amp; A Expenses</b>	<b>13,220,088</b>	<b>12,827,924</b>	<b>8,518,009</b>	<b>11,963,174</b>	<b>11,460,024</b>	<b>95.79%</b>
<b>Net G &amp; A Expenses</b>	<b>9,690,423</b>	<b>8,765,655</b>	<b>5,795,906</b>	<b>7,892,311</b>	<b>6,609,162</b>	<b>83.74%</b>
Water Department Portion (25%)	2,422,606	2,191,414	1,448,977	1,973,078	1,652,290	83.74%
Gas Department Portion (20%)	1,938,085	1,753,131	1,159,181	1,578,462	1,321,832	83.74%
Light Department Portion (55%)	5,329,733	4,821,110	3,187,749	4,340,771	3,635,039	83.74%
<b>Net G &amp; A Expenses</b>	<b>\$9,690,423</b>	<b>\$8,765,655</b>	<b>\$5,795,906</b>	<b>\$7,892,311</b>	<b>\$6,609,162</b>	<b>83.74%</b>

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**WATER GAS & LIGHT COMMISSION**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

<b>G &amp; A DEPARTMENT OPERATING EXPENSES</b>	<b>F.Y.E. 06/30/2011</b>	<b>F.Y.E. 06/30/2012</b>	<b>8 Months Ending 02/28/2013</b>	<b>Projected F.Y.E. 06/30/2013</b>	<b>BUDGET 06/30/2014</b>	<b>% of Budget to Projected</b>
<b><u>Salaries and Wages</u></b>						
<b>Total</b>	<b>\$5,610,475</b>	<b>\$5,894,583</b>	<b>\$3,634,973</b>	<b>\$5,452,459</b>	<b>\$5,452,459</b>	<b>100.00%</b>
<b><u>Other expenses</u></b>						
Small Hand Tools	\$20,638	\$5,017	\$16,290	\$21,720	\$21,177	97.50%
Uniform Rental	24,995	20,382	15,014	20,019	19,519	97.50%
Computer Equipment Maintenance	33,540	279,657	48,432	64,576	62,961	97.50%
Equipment Rental	4,889	3,629	9,622	12,829	12,508	97.50%
Motor Vehicle Repairs	171,000	230,302	130,969	174,625	170,259	97.50%
Motor Vehicle - Fuel	82,292	101,512	65,312	87,083	84,906	97.50%
Motor Vehicle - Other	148,756	114,822	72,346	96,461	94,049	97.50%
Motorized Equipment Repairs	17,546	43,545	23,293	31,057	30,280	97.50%
Motorized Equipment Expense	91,627	30,667	13,077	17,436	17,000	97.50%
Contract Labor	152,421	1,733	4,367	5,822	5,677	97.50%
Meter Expense	38,625	78,789	32,768	43,690	42,598	97.50%
Misc. Maintenance - Materials	34,116	4,086	6,101	8,134	7,931	97.50%
Employee Group Insurance	1,057,601	964,544	570,823	761,097	837,207	110.00%
Property, Liability & WC Insurance	856,368	918,204	601,280	801,706	781,664	97.50%
Company Pension Plan Expense	481,674	499,051	301,670	402,227	402,227	102.00%
Payroll Tax Expense	394,941	415,632	246,981	329,309	329,309	102.00%
Company LTD Plan Expense	304	39,334	30,841	41,121	40,093	97.50%
Office Supplies and Expense	150,240	156,544	72,879	97,172	94,743	97.50%
Data Processing Supplies	6,971	44,300	2,264	3,019	2,943	97.50%
Postage	181,444	186,837	147,225	196,301	191,393	97.50%
Custodial Supplies	11,149	20,855	11,906	15,875	15,478	97.50%
Office Machines Maintenance & Expense	51,329	89,438	97,908	130,543	127,280	97.50%
Seminars and Continuing Education	11,570	48,062	35,206	46,941	45,768	97.50%
Legal and Accounting Fees	24,279	35,988	56,896	75,862	73,965	97.50%
Other Professional Services	370,924	486,668	267,743	356,991	258,066	72.29%
Bad Debt Expense	1,164,164	563,354	674,913	899,884	500,000	55.56%
Collection Expense	153,420	162,398	84,762	113,016	110,191	97.50%
Interest Expense	228,481	178,968	82,931	110,575	111,441	100.78%
Pest Control Expense	4,325	3,280	5,473	7,297	7,115	97.50%
Utilities Expense	141,752	139,936	103,898	138,531	135,068	97.50%
Communications	314,916	309,339	258,499	344,665	336,048	97.50%
Building Repairs and Maintenance	243,966	129,235	143,088	190,784	186,014	97.50%
Miscellaneous Expense	96,558	64,993	96,805	129,074	125,847	97.50%
MEAG & GPW Telecom	499,557	367,570	298,479	397,972	397,972	100.00%
Dues and Subscriptions	70,056	148,106	216,359	288,478	281,266	97.50%
Equipment & Supplies - Investigations	35,117	38,541	34,787	46,383	45,223	97.50%
<b>Total Other Expenses</b>	<b>7,609,613</b>	<b>6,933,340</b>	<b>4,883,036</b>	<b>6,510,714</b>	<b>6,007,565</b>	<b>92.27%</b>
<b>Total Operating Expense less Depreciation</b>	<b>13,220,088</b>	<b>12,827,923.59</b>	<b>8,518,009</b>	<b>11,963,174</b>	<b>11,460,024</b>	<b>95.79%</b>
<b>Depreciation Expense</b>	<b>1,409,282</b>	<b>1,416,591</b>	<b>816,692</b>	<b>1,225,038</b>	<b>1,261,789</b>	<b>103.00%</b>
<b>Total Operating Expense</b>	<b>\$14,629,370</b>	<b>\$14,244,515</b>	<b>\$9,334,701</b>	<b>\$13,188,212</b>	<b>\$12,721,813</b>	<b>96.46%</b>

**W,G&L GENERAL & ADMINISTRATIVE DEPARTMENT**  
**Vehicles, Equipment, Buildings & Other**  
**Approved by Board of Commissioners as of June 13, 2013**  
**Fiscal Year 2013 - 2014 Budget**

**Administrative Services:**

**Service Department**  
**Vehicles**

	<u>Requested</u>	<u>Total Cost</u>
Replace 183 2004 GMC 142,922	\$16,000	
Replace 188 2004 GMC 135,045 mileage	16,000	<b>\$32,000</b>

**Teller Department**  
**Equipment/Buildings/Other**

Replace the old Diebold underground drive-thru teller units with new Fortis Over-head 3 lane units (Quotes and information from RAC)	<u>\$22,052</u>	<u><b>\$22,052</b></u>
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**Meter Reader Department**  
**Equipment/Buildings/Other**

MC Lite - Mobile collector lite RF unit with MC Lite ship kit - FC200	\$9,300	
MC Lite - Portability Kit, Antenna based, whip with cigarette lighter power cable	<u>225</u>	<u><b>\$9,525</b></u>

**MIS:**

**Equipment/Buildings/Other**

Replace 25 older Desk Top PC's @ 1550.00 each	\$38,750	
Replace & Support 2 HP Unix Servers at 207 Pine Avenue	25,605	
Clone & Image Linux servers	6,936	
Network Performance Monitoring Software	8,975	
Support Kemp Load Balancers 3 Yr	<u>2,145</u>	<u><b>\$82,410</b></u>

**Investigators:**

**Equipment/Buildings/Other**

Shop Alarm upgrade (approved last year but used to replace Seaboard alarm when it stopped working)	\$3,000	
Exacq NVR Security Camera Server to replace 7 year old DVR system	<u>14,000</u>	<u><b>\$17,000</b></u>

**Engineering:**

**Vehicles**

Replace truck #304(Given to water department and never replaced)	<u>\$20,000</u>	<u><b>\$20,000</b></u>
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**Equipment/Buildings/Other**

Replace 36" wide format printer (beginning to have issues, high maintenance to run)	\$27,000	
Replace 36" wide format plotter (25 yr old machine, memory is full to capacity)	10,000	
Replace legal size copy machine (Administration Building)	8,000	
Fire proof file cabinets (Existing files are full of valuable legal documents)	<u>5,800</u>	<u><b>\$50,800</b></u>

**General & Administrative:**

ACS/SCADA System, hardware & software (have not upgraded since 1990)	<u>\$119,970</u>	<u><b>\$119,970</b></u>
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**W,G&L GENERAL & ADMINISTRATIVE DEPARTMENT**  
**Vehicles, Equipment, Buildings & Other**  
 Approved by Board of Commissioners as of June 13, 2013  
 Fiscal Year 2013 - 2014 Budget

**Purchasing/Warehouse:**

	<u>Requested</u>	<u>Total Cost</u>
John Deere Gator Material Hauler	\$8,500	
Install approximately 4,125 linear feet of fence at Operations	45,000	<u>\$53,500</u>

**Maintenance:**

**Vehicles**

Truck #364 2003 GMC 3/4 ton service truck with 212,671 miles	<u>\$40,000</u>	<u>\$40,000</u>
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**Shop**

APX90 tire machine	\$12,600	
4000 E Brakes with adaptors	8,100	
EQP 3022 press with stand & dollies	1,500	
Fountain parts washer	<u>1,200</u>	<u>\$23,400</u>

**Grounds**

Mower #377 2004 Kubota ZD-21 60-P 1436 Hours (mower)	<u>\$15,000</u>	<u>\$15,000</u>
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**Grand Total General & Administrative Asset Additions**

\$485,657

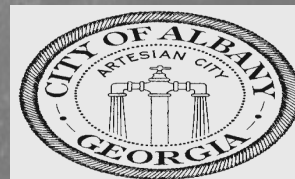
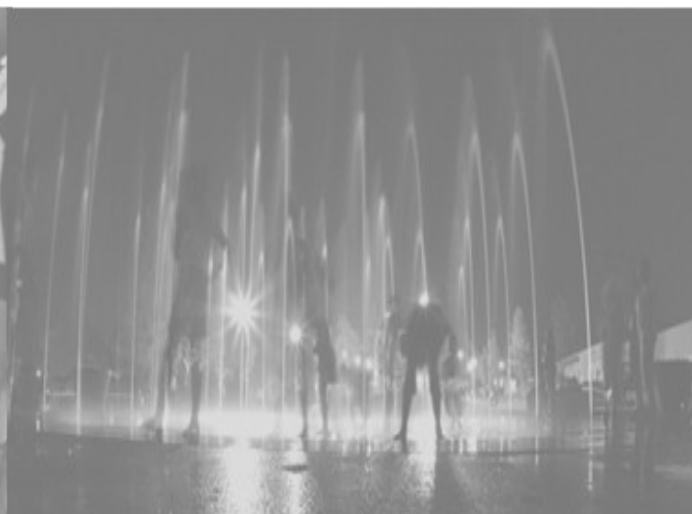
~ Department portions of G&A FAA ~

**Water Department Portion (25%)**

**Gas Department Portion (20%)**

**Light Department Portion (55%)**

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# City of Albany

## Appendix



# Annual Budget FY 2014

**CITY OF ALBANY**  
**ANNUAL BUDGET – 2013/2014**  
**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.