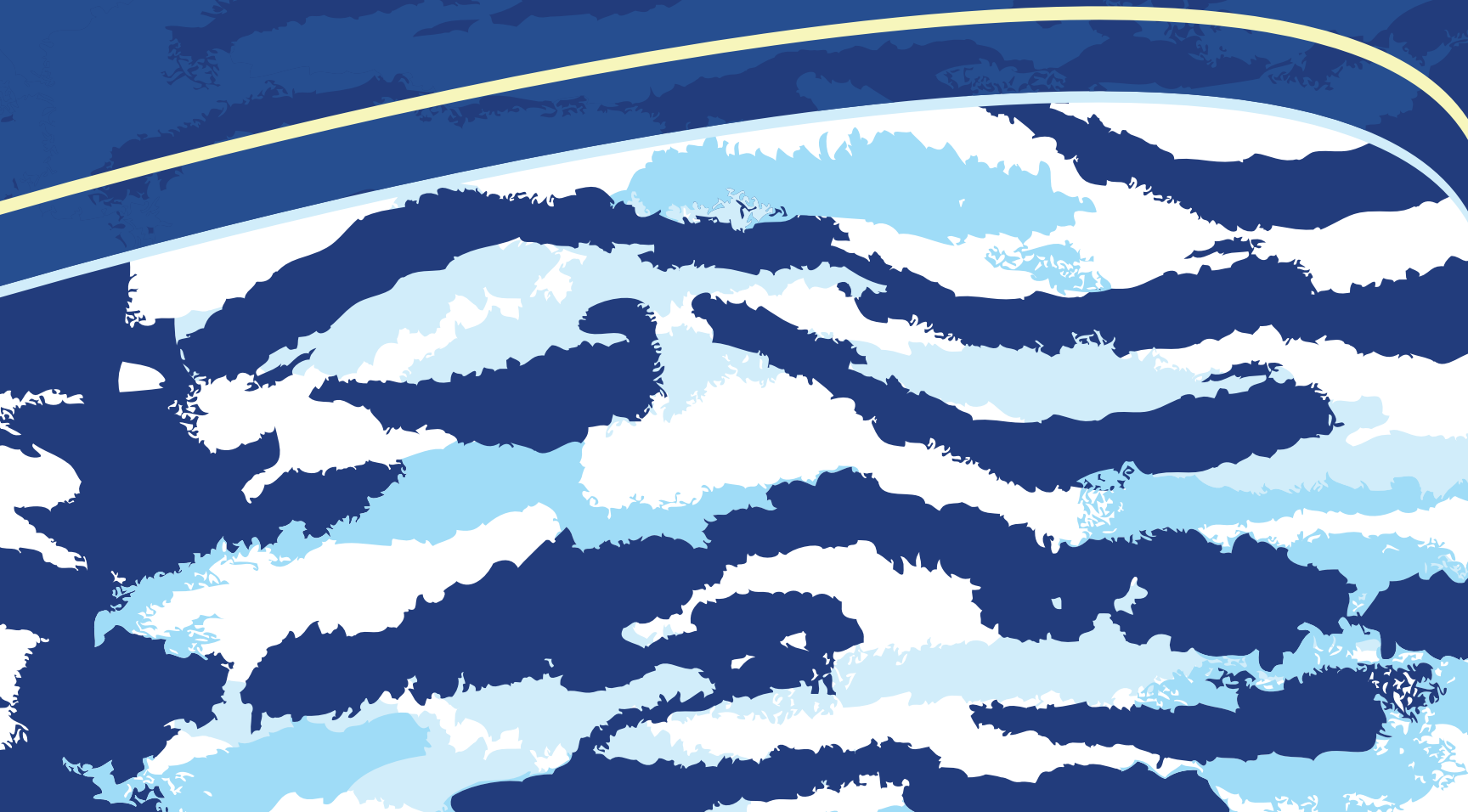


City of Valdosta, GA

Annual Budget

Fiscal Year 2012





City of Valdosta, GA Annual Budget Fiscal Year 2011

Prepared by:
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City Manager

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

PRESENTED TO

**City of Valdosta
Georgia**

For the Fiscal Year Beginning

July 1, 2009

President

Executive Director

ORDINANCE NO. 2011-22

AN ORDINANCE ADOPTING THE 2011 - 2012 MUNICIPAL BUDGET

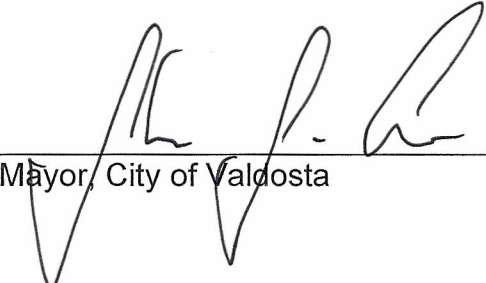
BE IT ORDAINED by the Mayor and Council of the City of Valdosta, and it is hereby ordained by the authority of the same as follows:

Section 1. The Annual Budget for the Fiscal Year 2011 - 2012, beginning July 1, 2011 and ending June 30, 2012, as amended, is hereby approved.

Section 2. An official copy of said budget shall at all times be on file in the office of the Clerk of the City of Valdosta, and by reference hereto shall be part of this ordinance and the public records of the City of Valdosta as if fully set out at length herein.


Section 3. Unless the Mayor and Council of the City of Valdosta object, amounts budgeted for specific items or purposes and not required to be utilized for such specific items or purposes, may be utilized by the City Manager for other items or purposes within the City with respect to which said allocations were originally made.

Adopted this 23rd day of June, 2011.



Mayor, City of Valdosta

Attest:



Clerk of Council, City of Valdosta



How to Use this Budget Document

This section is intended to familiarize and assist readers with the organization and presentation layout in this Annual Budget document.

It is hoped that through clear and easily understood graphs, schedules, and accompanying narrative text, the users of the City of Valdosta's Annual Budget for the fiscal year 2011-2012 will be able to discern important economic trends and issues facing the City. Plans for dealing with these issues are presented in narrative summary style, illustrating strategies used by the City of Valdosta officials in pursuing economic and efficient solutions. These strategies are defined at the operating level through information concerning the departmental goals, objectives, and performance measurement criteria where applicable and available.

This document has been prepared with a layout that is intended to achieve the following objectives:

- To present a coherent statement of programmatic policies and goals for the City and its operating departments, with articulation of current budget priorities and issues.
- To present revenue and expenditure summaries of all appropriated funds along with:
 1. Comparisons of prior-year sources of revenue to current budget
 2. Assumptions used for current revenues
 3. Discussion of significant revenue trends
 4. Projections of fund balance
 5. Current debt obligations and decisions, and the effect of debt levels on current and future revenues of the City.
 6. The basis of budgeting used to account for the funds of the City.
- To present a description of the activities, services, and/or functions performed or delivered by the operating unit or programs of the City including the following information, where applicable and available:
 1. Objective measurement of results by unit or program, with goals and objectives for the current budget year,

How to Use this Budget Document

2. An organization chart for all City departments and/or programs,
 3. Summary schedules of personnel, with descriptions of any significant changes in staffing or reorganizations planned for the budget year.
- To present schedules and discussions of current City debt obligations.
 - To present City of Valdosta's Capital Improvement Program and describe how it addresses the need to plan for future capital improvements.
 - To give summary schedule(s) of personnel staffing levels by department and division.
 - Finally, this budget document includes a glossary of key terms used in the budget.

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Section **A**

Introduction



CITY of VALDOSTA, GEORGIA

Larry H. Hanson
City Manager

June 24, 2011

The Honorable Mayor and Council
Valdosta, Georgia

Mayor Fretti and Members of the City Council:

In accordance with the City Manager's duties and responsibilities as outlined in the Charter of Valdosta, Chapter 3, Subchapter C Section 4.42 (3), please find herein the budget for the fiscal year ending June 30, 2012.

The FY 2012 Budget for all funds equals \$78,471,213, an increase of \$3,192,381 from the City of Valdosta budget for FY 2011. This is due to an increase in both budgeted operating and capital expenditures.

Due to the current economy and the decrease in tax revenues, especially in LOST (Local Option Sales Taxes), this budget does not provide for a cost of living increase nor a merit increase for City employees. We are, however, able to award longevity increase for those employees whose length of service meets a five year milestone. We were able to accomplish this at a time when many other communities are having to layoff personnel, furlough employees and otherwise significantly reduce services and benefits in order to balance their budgets.

As discussed above, the capital expenditures for FY 2012 are budgeted to increase. The majority of these projects are being accomplished as a result of the Special Purpose Local Option Sales Tax (SPLOST), which is a one cent sales tax. This was approved during FY 2008 by the citizens to continue for six years. In the economic downturn, sales tax collections have slowed, which also reduces the amount of SPLOST revenue. This mechanism has been extremely beneficial in allowing the City to fund much needed capital projects. The list of capital projects includes a new tennis center at McKey Park, water and sewer projects at Withlacoochee Wastewater Treatment Plant and Mud Creek Treatment Plant as well as the acquisition of the Five Points property for the future development of a new municipal auditorium and infrastructure improvements to enhance the facilities of the City for our citizens.

P. O. Box 1125 • 216 E. Central Ave. • Valdosta, Georgia 31603 • (229) 259-3500 • FAX (229) 259-5411
An Equal Opportunity Employer



The tax millage rate for this fiscal year is projected to remain at the rate of 4.11 mills. Due to diligent fiscal oversight by the individual department heads, guided by your

commitment to sound financial management, we have consistently avoided the need for ad valorem tax increases, while other communities have implemented these revenue enhancement measures in order to balance their budgets. Our City also has no general obligation debt and has not incurred such debt since 1972, and less than 5 million dollars in total enterprise debt, a remarkable accomplishment achieved by sound financial management.

The 4.11 mills is being accomplished despite significant growth throughout the City, the increasing costs of necessities such as electricity and fuel and the increasing costs associated with providing quality services. The current millage rate is the lowest it has been since 1989, and even with this extremely low property tax rate, we have expanded our services and continued to improve our citizens' quality of life. Our City continues to have among the lowest property taxes in Georgia as well as among the lowest water rates.

Measurement Focus Budgeting

To meet growing demands and maintain a low tax burden on its citizens, the City of Valdosta government proactively measures service levels and associated costs of those services.

The City is attempting to increase productivity and services by channeling funds in accordance with measurable outputs rather than fund sections and projects according to requested input. This causes both departments and the work force to focus on performance and quality of service. In view of this philosophy concerning budgeting based on service and satisfaction, it is the management's opinion that measurement of performance should be the test for evaluating efficiency of government administration and effectiveness of elected officials. Performance indicators allow City officials to measure service quality by comparing end results to objectives. Each department formulated its own objectives that set specific targets for each unit of government.

It is the City's belief that a system of measurement will generate greater productivity by measuring each department's efficiency over time. If each organization measures the result of its work, even if they do not link funding or rewards to those results, these performance indicators will shape and influence the behavior of the organization. Therefore, each department of the City reviews and updates its goals annually to ensure that they coincide with the overall goals of the City as set by the Mayor and Council. The goals and objectives are written in such a way as to be both measurable and attainable.

With these measurement tools in place we will achieve enhanced program performance and improved results of operations, and create positive influences affecting our budget preparation.

The section that follows presents some of the most significant challenges Valdosta faced in preparing the budget. It also presents an analysis of the key issues the City faces in the year ahead and how the design of this budget meets these challenges.

Significant Challenges and Accomplishments

The major challenge facing the City this budget year is the same as many other governmental entities are facing, that is, how to continue to provide the high quality services our citizens need and deserve in the face of limited or even declining revenues. We accomplished this primarily through an account by account examination of all department budgets, limiting operating expenditure growth only to longevity increases and the most absolute needs, and a reduction of two positions through attrition. Also, relief to the budget was provided by the diligent efforts of the City's health plan committee. The budget fully funds the new employee Health Care Clinic for employees, dependants and retirees. This is a tremendous benefit for employees as it reduces their out of pocket medical expenses and prescription expenses as well, thus saving them money.

The fund balance for the General Fund at June 30, 2010 was approximately \$9 million. This is a reduction in fund balance of almost \$3 million when compared to the prior fiscal year. The reduction is the result of several circumstances with the largest portion of the reduction attributable to anemic sales tax collections.

The City recognized early in the fiscal year that the effects of the downturn in the economy would require immediate action to reduce expenses by approximately 5% to be in line with expected revenue shortfalls. Our early recognition and action in the fall made this a less painful process and it was done in such a way as to minimize any effect on service delivery. Because of the continuing economic downturn and revenues shortfalls, we expect to end the 2011 fiscal year with a net loss. We were also fortunate to have built and maintained adequate fund balances. General fund reserves should be used only as needed but certainly maintaining necessary services essential to the needs and expectations of our citizens is a valid use of reserves. If it appears the economic downturn will continue, then structural change and either budget reductions or revenue enhancements will have to be made.

Revenues have been conservatively budgeted. With the uncertainty of the national and state economy, the management of the City remains committed to not using unrealistic revenue estimates in order to balance the budget. We feel that the economic outlook for the City remains positive, as we have a strong economic pull factor (the highest in Georgia), Valdosta State University and Moody AFB are growing and we continue add new jobs offsetting those we have lost due to the recession.

Solid Waste

For several years the City's Sanitation Fund was operating with a loss resulting in a total fund deficit of \$3,522,445 at the end of FY 1999. Since that time, the fund has been producing a profit due to an increase in Sanitation fees, streamlining of the department, and additional services being provided. Once again the fund is budgeted to produce a profit for FY 2012 after which the fund balance will increase to \$338,274. The fund balance is maintained to account for future costs of closure of the Wetherington Road landfill.

Infrastructure Improvements

The City has completed construction on an unprecedented number of public buildings and facilities in the last several years with the trend continuing into this year. Finally, many additions to the Water and Sewer system, along with other road and signal upgrades have been accomplished in the past several years with many more planned for the upcoming year. Overall, these projects will continue to greatly benefit all citizens of Valdosta. The importance of SPLOST revenues cannot be overemphasized. We are able to "pay as we go" on all capital projects except the largest water & sewer projects. This enables us to keep our bonded debt at a minimum with no general obligation (GO) debt. The fact that the City has no GO debt is a significant achievement for a municipality of Valdosta's size.

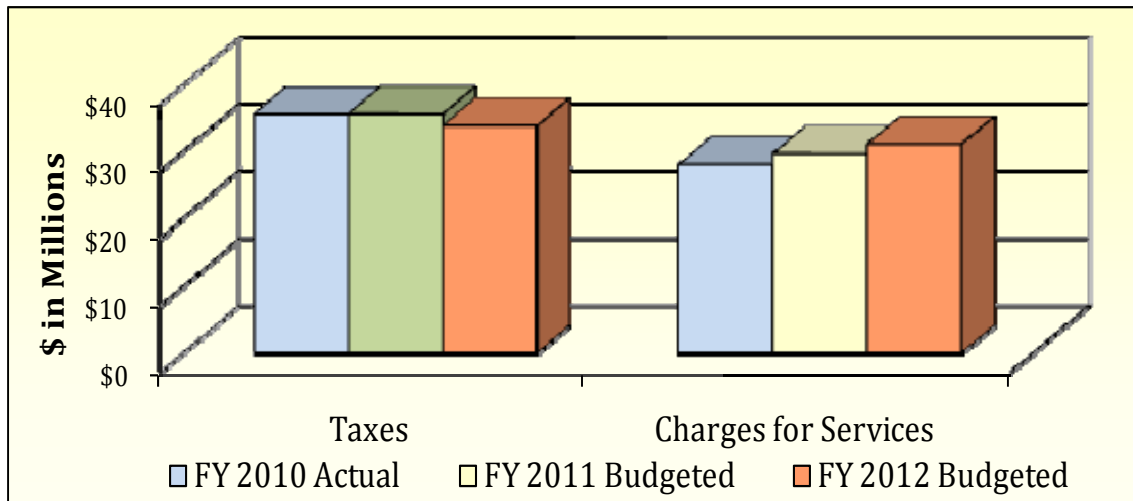
Utilities

The Water and Sewer Fund is expected to have another good year, with positive cash flows and adequate fund balance. The Water/Sewer/Drainage recently moved into a much needed new administrative facility. Plans are already underway for the expansion and renovation of sewer plants and additional elevated water tank capacity. Funding for much of the upgrades to the Water and Sewer system has been financed by low interest loans from the Georgia Environmental Facilities Authority (GEFA). Use of these loans has proven to be more cost effective than issuing bond debt.

2012 – Revenues Sources and Budget Highlights

The City of Valdosta has adopted a property tax rate of 4.11 mills, the lowest since 1989. Growth in the digest, along with increases in the sales taxes, has allowed the City to expand services within a balanced budget.

Revenues from both Taxes (\$33,812,200 projected for FY 2012) and Charges for Services (\$31,047,161 projected in FY 2012) together constitute \$64,859,361 or 91% of the total budgeted revenues of \$71,422,319 (less interfund transfers). These revenue sources are relatively stable and projections of revenue for the coming year are very conservative. The downturn in the national economy has hampered the growth of revenues. Although we feel that Valdosta is positioned well to weather this recession without major revenue declines, we have nevertheless projected these revenue sources very conservatively.



Intergovernmental revenues include federal, state, and local grant monies received by the City. The FY 2012 budget of \$2,245,188 in intergovernmental revenue is a decrease from the FY 2011 budget of \$2,432,954. The City chooses to make adjustments to the budget throughout the year as the awards are made instead of budgeting for grants which have not yet been awarded. This method of budgeting for grants results in very conservative projections and prevents the revenue budget from being overstated.

Miscellaneous revenue includes sales of surplus property, insurance proceeds from lost or destroyed property, and revenues not properly recorded in other classifications. Miscellaneous revenues account for 2% of City revenues.

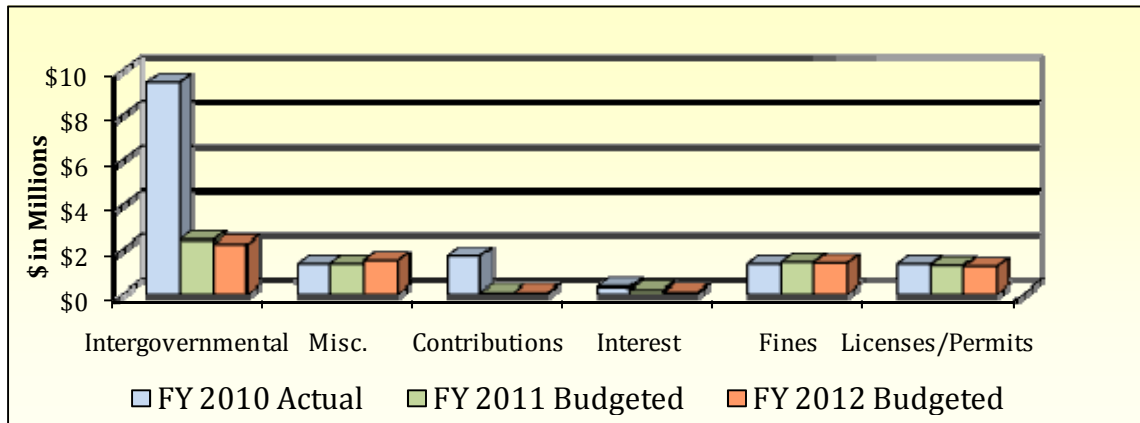
Contributions include payments made for perpetual care of the City's cemetery and miscellaneous contributions made by the public and local businesses of Valdosta for various City activities. Contributions, which are projected to remain consistent at \$66,000 for FY 2012, are not a significant source of revenue.

Interest Income includes earnings on various investments held in the City's portfolio and earnings on the various City checking accounts. These revenues, \$325,702 in FY 2010, are expected to decrease to \$85,200 in FY 2012. The City's investment policy requires the utilization of minimal risk investments which, by their nature, return lower yields.

Fines and Forfeitures include court fines, fees, and proceeds from the sale of judicially confiscated property. Collections have been fairly stable from fiscal years 2000 through 2011 with the FY 2012 projection at \$1,401,800 or \$38,200 decrease from 2011.

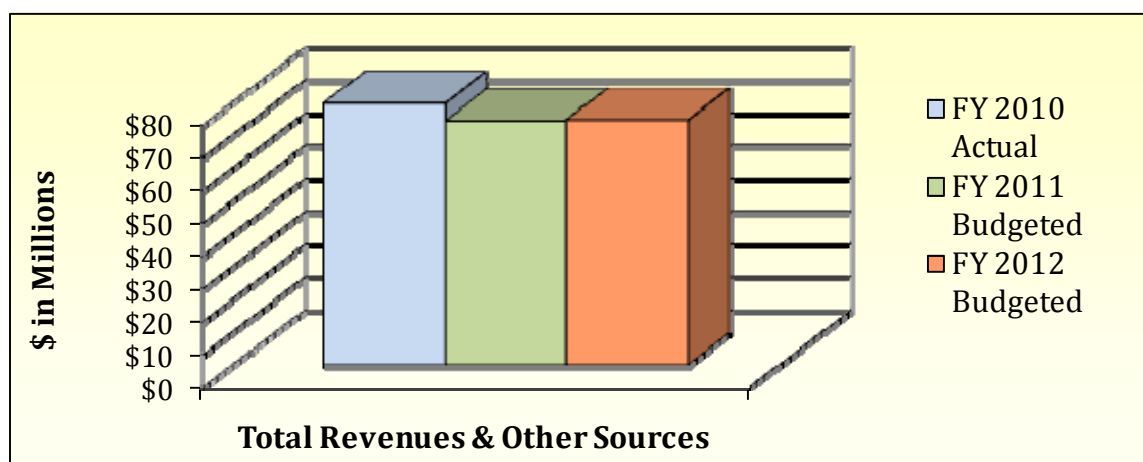
License and Permits includes building, electrical, plumbing, and business licenses and other licenses or permits of a local nature. These revenues are by nature dependent on the local economy and have been significantly impacted by the economic recession. We have attempted to budget these revenues conservatively. The FY 2012 projection of \$1,246,620 is a decrease of \$52,900 from FY 2011.

Other Sources of Funds includes the operating transfers made between the various funds of the City, capital leases, and residual equity transfers. The operating transfers in are considered a source of funds for the receiving fund and transfers out are a use of funds in the disbursing fund. The operating transfers in for FY 2012 are \$3,212,500 compared to \$2,371,508 for FY 2011. Most of the operating transfers are transfers into the General Fund as payments for services provided to the other funds.



The table below summarizes this information:

Revenue Category	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Taxes	\$35,517,035	\$35,536,739	\$33,812,200
Charges for Services	27,949,051	29,587,237	31,047,161
Intergovernmental	9,448,159	2,432,954	2,245,188
License & Permits	1,355,948	1,299,520	1,246,620
Contributions	1,732,568	70,240	66,000
Interest Income	325,702	195,600	85,200
Fines & Forfeitures	1,362,390	1,440,000	1,401,800
Miscellaneous	1,354,291	1,363,187	1,518,150
Total Revenues	\$79,045,144	\$71,925,477	\$71,422,319
Other Financing Sources	648,873	2,371,508	3,212,500
Total Revenues & Other Sources	\$79,694,017	\$74,296,985	\$74,634,819

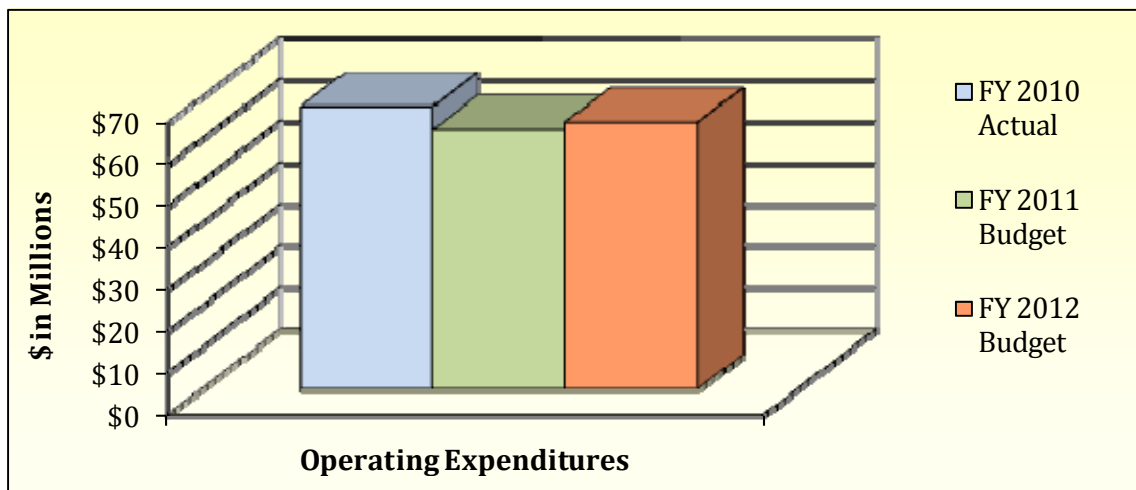


FY 2012 Operating Expenditures and Budget Highlights

The following table provides a summary of the operating expenditures for fiscal years 2010 through 2012.

Operating Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$29,832,531	\$30,821,763	\$31,741,606
Contractual Services	7,263,481	7,701,790	8,036,098
Supplies	4,442,353	4,862,482	4,797,880
Travel & Training	494,995	616,319	473,472
Other Services & Charges	25,622,525	18,127,576	18,861,933
Total Operating Expenditures	\$67,655,885	\$62,129,930	\$63,910,989

Due to the downturn in the economy and the resulting effect upon revenue collections, the budgeted operating expenditures of the City are focused on maintaining the City's current service levels. We are committed to "living within our means" nevertheless we continue to experience increases in some costs, such as retirement and health care that follow economic and national trends. Increases in electrical rates and fuel costs continue to be a challenge city wide.



FY 2012 Outlook, Significant Issues and Priorities

The outlook for Valdosta in FY 2012 remains optimistic for the general welfare of our citizens. Through the prudent use of City funds, we expect to provide the citizens of and visitors to Valdosta quality services that rival any other municipality in the State. Areas of concern continue, however, and new demands are certain to challenge the city in the new budget year. I would like to emphasize some of the issues that will take greatest priority and some strategies incorporated within this budget to meet these demands.

Public Expectations vs. Public Resources

There continues to be a desire to expand and increase services within the existing framework of revenues. To accomplish both is a continuing challenge. A continuation of community expectations for new or expanded services will require careful thought and deliberation. It will necessitate careful consideration of these demands and the additional revenues or reduction in other services required to compensate for the expansion of services.

Regulatory, Environmental, and Unfunded Mandates

New federal and state regulations, most of which are unfunded and passed along directly to local governments, have increased costs of construction and operation, and will significantly impact all future growth. Particularly in the area of water/sewer and engineering, the City will incur significant increases in costs that must be passed along to the customer.

Slowing Economy/Increased Costs

This has been a difficult year in preparing the budget. The slowing economy coupled with the need to provide quality services to the citizens has forced us to make difficult choices. We were forced to reduce compensation to our employees along with other cost sharing measures such as requiring employee contributions to our health plan.

While other cities have reduced their work force, furloughed employees and taken other drastic measures in order to balance our budgets, we have been able to avoid these consequences.

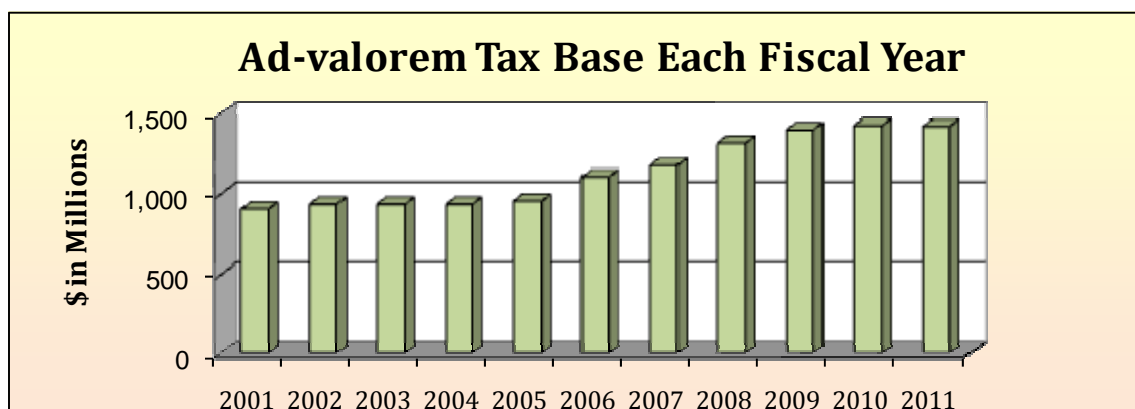
Since we do not subscribe to a “use it or lose it” approach to budgeting, we were able to ask our department heads and staff and to level fund and even reduce their requests and they were willing to do so without the fear that they would sacrifice budget dollars in the future. I commend their efforts for making these tough choices. We also were able to not defer replacement of vehicles and adhere to our planned replacement schedule. We have learned from experience that deferring replacement of vehicles (especially high use items such as patrol cruisers) is not a wise choice as the savings are offset by increased maintenance costs and the consequence of having to dramatically increase equipment expenditures in future years to “catch up” and get back on the planned replacement schedule.

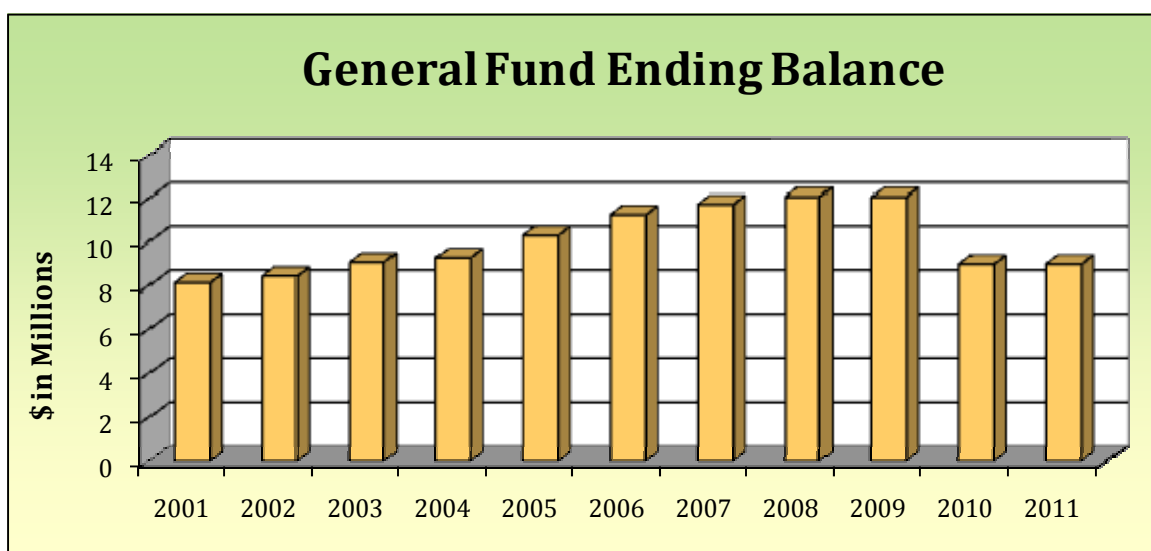
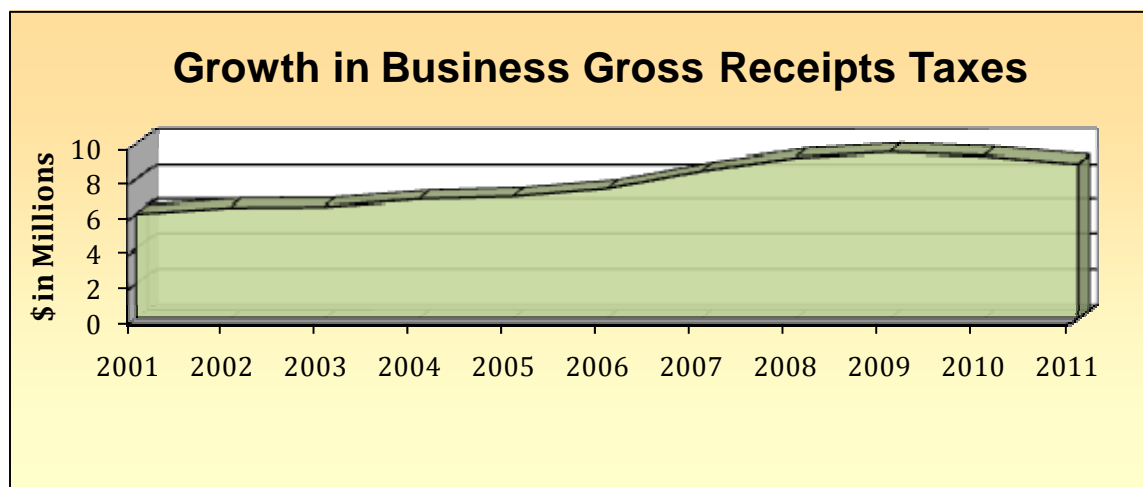
Financial Condition

The financial condition and long term outlook for the City is generally positive. The growth trend of three primary economic indicators supports this view. Though these benchmarks are somewhat flattened for FY 2010 and FY 2011, we are confident that as the economy improves, these indicators will resume increasing as they have done in the past.

- A. Property Values – Represent growth in construction and development.
- B. Business Gross Receipts Taxes – These taxes are based on a business’ gross receipts. As the receipts from the taxes increase, it reflects the health of Valdosta’s economy.
- C. General Fund’s Ending Fund Balance – Reflects the City’s ability to meet ever increasing demands for general service while remaining financially sound and fiscally responsible by providing a buffer for short-term fluctuations in the economy.

The following graphs evaluate the growth trends of these factors.





Using the three factors noted above as monitors for evaluating the City's financial condition and considering the City has incurred no general obligation debt since FY 1970 and has maintained a Moody's A and Standard and Poor's A + investment risk rating on the City's Revenue Bonds, it is our opinion that Valdosta will be able to weather this present economic setback and still be able to provide adequate services to our citizens.

Distinguished Budget Award

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

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

This award is valid for one year only. We believe our current budget document continues to conform to program requirements and are submitting this document to GFOA to determine its eligibility for another award.

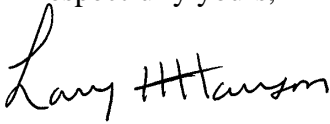
Conclusion

The opportunity to improve the quality of life in Valdosta through implementation of this budget is an exciting prospect. The daily activities of conducting business with the City are going to improve with new facilities. The completion of additional projects will enhance the future delivery of services to residents. Transportation planning will accelerate projects needed to sustain economic development and growth. Utility expansion will prepare our city for future opportunities.

With many challenges and opportunities still to be met, we cannot and will not rest on our laurels. The visions of the elected officials of this city offer great promise for the future of our community. With continued support, an excellent quality of life for this and future generations will be assured.

Finally, this budget report was prepared with the assistance of each department of the City and with tremendous effort by the Budget Division of the Finance Department. To all those involved in this project, I want to express my appreciation. To the users of this document, I would encourage a detailed examination of the information provided, and I would welcome suggestions for future programs and services which may be addressed in subsequent budgets.

Respectfully yours,

A handwritten signature in black ink that reads "Larry H. Hanson". The signature is written in a cursive, flowing style.

Larry H. Hanson
City Manager





Valdosta — A City Without Limits...A Region of Opportunity



South Georgia Medical Center



Lowndes County Chamber of Commerce



Valdosta State University



The Crescent



James H. Rainwater
Conference Center

Valdosta, Georgia "City Without Limits... A Region of Opportunity!"



THE CITY OF VALDOSTA is a designated Metropolitan Statistical Area. Located off of I-75, US 84, US 41, minutes from I-10, and within hours of several major east coast and gulf maritime ports. It is served by air, through General Aviation and a Commercial Airline at the Valdosta Regional Airport, and connected as a regional rail center by CSX, Norfolk Southern, and Valdosta Railway. There is also a Greyhound bus station. Valdosta is positioned between Atlanta, Georgia and Orlando, Florida on I-75. The City is equal distance between the Atlantic Ocean on the east and the Gulf of Mexico on the southwest. Valdosta covers 31.30 square miles and is situated in the Coastal Plain area of the state with gentle rolling plains averaging 233 feet above sea level.

THE CITY OF VALDOSTA was originally incorporated by an Act of the General Assembly of Georgia on December 7, 1860. Georgia laws 1901, Act Number 213, as amended, provided the basic charter.

THE CITY OF VALDOSTA is known as “The Azalea City” because of its plentiful plantings of azaleas that provide beautiful blooms in the spring. The city hosts an annual Azalea Festival in March. Valdosta has several sites listed on the National Historic Register including the beautiful district of Fairview.



THE CITY OF VALDOSTA is governed by an elected Mayor and seven council members with daily operations managed by an appointed City Manager. As authorized by its charter and code, the services provided by the City are General Government (Administration, Human Resources, Finance and Engineering), Judicial (Municipal Court), Public Safety (Police and Fire), Public Works (Streets, Sanitation, Water and Sewer, Storm Water) and Housing & Development (Community Development and Inspections).



THE CITY OF VALDOSTA is Georgia's tenth largest city with a growing population of approximately 45,000 and is the county seat of Lowndes County. Moderate temperatures prevail and outdoor activities occur on a year-round basis. Extremes of temperatures are a rarity due to Valdosta's strategic location. Spring and summer seasons are extended compared to other areas of the United States. High winds seldom threaten the community and rainfall measures about 41.8 inches annually, with snow being a definite oddity. The average annual temperature in Valdosta is 68.4 degrees Fahrenheit.



THE CITY OF VALDOSTA is recognized as the trading, shopping, medical, and business center for a ten-county area in Georgia and Florida. Due to the strategic location, strong industrial and business opportunities, and progressive economy, Valdosta is a great place to live, work, and visit. Valdosta is benefiting from many recent expansions and additions to its growing industry with five industrial parks located within the city limits.



THE CITY OF VALDOSTA educational needs are met by **Valdosta State University**, a Regional University of the University System of Georgia and the third largest employer in the community. Approximately 12,900 students are enrolled each semester from Georgia counties, several states, and international countries. **Wiregrass Georgia**

Technical College, a unit of the Georgia Department of Technical and Adult Education system enrolls approximately 2,400 students per semester.



THE CITY OF VALDOSTA high school is **Valdosta High** home of the Wildcats, nationally known for its football program. The City school system is also comprised of two middle and six elementary schools. Several private schools and special need programs are also in the area to serve the residents. Overall the City school system provides quality education to over 7,000 students annually.



THE CITY OF VALDOSTA **Moody Air Force Base** is home to the Air Force's 347th Rescue Wing and 479th Flying Fighter Training Group. Located just outside the city limits and is the largest employer in the community. Moody employs about 5000 military and civilian workers. Its economic impact upon the City region is estimated to be \$323 million and it is estimated that over 6,000 people live in the City due to its' presence.



THE CITY OF VALDOSTA health care is provided by **South Georgia Regional Medical Center**, the second largest employer in the community. South Georgia Regional is a short-term, acute care hospital with 335 beds. SGMC offers a full range of services to include: Ambulatory Services, Women & Children, Birthplace, Cardiology, Cardiac Rehabilitation, Community Health Promotion, Open Heart Center, Cancer Center, Diagnostic Imaging, Emergency Room, Hospice, Laboratory, Medical Library, Nursing Services, Nutrition Services, Outpatient Center, Pharmacy, Physical Therapy, Psychiatric & Chemical dependency services, Respiratory Therapy, Social Services, Diabetes and Wound Healing Clinics, Speech Therapy, Surgical Services, Volunteers, and two Walk-In Clinics.



THE CITY OF VALDOSTA social activities includes organized recreation programs for all ages. Residents can enjoy 505 acres of parks, 27 softball and baseball fields, 5 supervised playgrounds, and 15 tennis courts. The outdoor activities are endless, especially for hunting, fishing, water skiing, and golfing. The Valdosta area also has its own amusement park, Wild Adventures, which is a 170-acre family theme park featuring animals, rides, a water park, and shows. Valdosta provides cultural events through Valdosta State University, the Lowndes Valdosta Arts Commission and the Valdosta Symphony Orchestra. The events include plays, concerts, lectures and art exhibits. Valdosta has more than 150 churches and one synagogue to provide spiritual guidance.



THE CITY OF VALDOSTA provides Water and Sewer service to approximately 27,000 customers, with an average daily water consumption of 11 million gallons. Also, the City operates two wastewater treatment facilities. The system has 31 miles of sanitary sewers and over 250 miles of water mains with 2,000 fire hydrants. Georgia Power and Colquitt EMC provided electric service to approximately 20,000 customers.

THE CITY OF VALDOSTA has fifteen commercial banks and one savings and loan institution that serve the financial needs of the community. The City is kept safe by the 185 people employed by the police department and by the fire department that has 7 fire stations and a total of 106 employees.

The following are the ten largest employers in Valdosta:

Moody Air Force Base	6,100
South Georgia Medical Center	2,300
Valdosta State University	2,280
Lowndes County Schools	1,393
Valdosta City Schools	1,125
Lowe's Distribution Center	900
Convergys	850
City of Valdosta Government	578
Lowndes County Government	540
Fresh Beginnings Baked Goods	500

Total Employment for the City is 61,060.

The unemployment rate for Lowndes County is 9.4%.

THE CITY OF VALDOSTA residents are informed and entertained by one daily newspaper, two area weekly newspapers, eight radio stations, one television station, and two television news bureaus for area stations, as well as Channel 17, the City's cable government access channel.

City of Valdosta, Georgia

Mission Statement

Quality Service by Quality People

Quality with Vision

City of Valdosta is to be known by our customers and others for responsive, efficient and high quality municipal service.

What Is Our Mission? Long Term City Goals

- Service with respect to our customers
- Continuous improvements of our relationship with our community and the news media
- Pride—in delivery of our services to our customers at all times
- Increase the approach of being “User Friendly” with the services provided by the City to our customers
- Continue to utilize technology to improve service delivery and customer service

Where Are We Going? Short Term City Goals

- CG1: Begin collection of all necessary information to prepare for the re-negotiation of the Local Option Sales Tax.
- CG2: Continue to work to find a solution to the railroad switching issue. Investigate other communities that have high railroad traffic and how they work with railroad companies to prevent excessive blockage of streets.
- CG3: Re-engage communication with the railroads concerning the condition of railroad crossing throughout the community and begin process to request repair of those crossing that present a safety hazard.
- CG4: Initiate meeting and complete re-districting process including receipt of final approval by the United States Department of Justice prior to qualifying.
- CG5: Prioritize infrastructure replacement including establishment of timelines and identification of funding resources. Utilize the adopted Capital Improvement Plan for infrastructure replacement.
- CG6: Appoint the steering committee for the new Municipal Auditorium project. Complete the planning and design. In addition, present recommendations regarding construction costs and operational costs.
- CG7: Begin preliminary discussion and planning within the City in order to develop a SPLOST VII project list.

City of Valdosta, Georgia

Mission Statement

- CG8: Complete project list and submit to the Regional Council for T-SPLOST funding. Inform citizens regarding the fall 2012 T-SPLOST referendum.
- CG9: Continue discussions with the Regional Water Council regarding regional reservoirs to address flooding issues in the City.
- CG10: Prepare for final appeal process with FEMA to include the direct involvement of Senator Isakson, Senator Chambliss, Congressman Bishop and Congressman Kingston.
- CG11: Meet with the City's Georgia Department of Transportation board members to discuss timelines for GDOT funded projects in the City.
- CG12: Host a meeting with the county to discuss common issues.
- CG13: Continue to operate the City in a fiscally responsible manner.

City of Valdosta, Georgia

Principal Officials

Mayor

John J. Fretti

Council Member – At Large
Council Member – District I
Council Member – District II
Council Member – District III
Council Member – District IV
Council Member – District V
Council Member – District VI

Ben Norton
James Wright
Deidra White
Joseph Vickers
Alvin Payton
Tim Carroll
Robert Yost

City Manager

Larry H. Hanson

Deputy City Manager for Administration
Deputy City Manager for Operations
Assistant to the City Manager

L. Mark Barber
John L. Whitehead, III
Mara Register

Clerk of Council
City Attorney
Municipal Court Judge
City Auditor

Teresa Bolden
George T. Talley
Vernita Lee Bender
Mauldin & Jenkins, P.C.
Certified Public Accountants

Human Resources
City Engineer
Fire Chief
Police Chief
Utilities Director
Community Development Director

Charlie H. Felts, III
Pat Collins
J. D. Rice
C. Frank Simons
Henry Hicks
Mike Martin

City of Valdosta, Georgia

Description of Funds

In order to assist the reader in understanding the budget fully, what follows is a list of all the funds of the City along with a brief description of each. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental Funds:

General Fund – The principal fund of the City which accounts for all financial transactions not accounted for in other funds. Principal revenue sources are property taxes, sales taxes, fines, intergovernmental revenues, etc. Expenditures are for General Government, Public Safety, Municipal Court, Parks & Recreation, Public Works, and Community Development.

Special Revenue Funds

Confiscated Assets Fund – Accounts for funds confiscated by the Police Department which are used to purchase supplies and equipment.

CDBG/CHIP 01M, 02M, 04M & 06M Grant Funds – Accounts for the receipt of grants from the Department of Community Affairs which is used to build houses for families with low to moderate income.

Local Law Enforcement Grant Fund – Accounts for an annual grant which is awarded to the Police Department based on crime statistics. The funds are generally used to purchase new equipment.

Urban Development Action Grant Fund – Accounts for receipt of grant funds from the U.S. Housing and Urban Development which is used for down payment assistance to low to moderate income families.

Federal HUD Grant Fund– Accounts for entitlement grant funds received from the U.S. Department of Housing and Urban Development. These funds are used to complete a variety of community development projects meeting federal guidelines.

Accommodations Tax Fund – Accounts for motel/hotel taxes which are levied to fund the operation of the Rainwater Conference Center, the Annette Howell Center for the Arts and the Valdosta /Lowndes Tourism Authority.

City of Valdosta, Georgia

Description of Funds

Capital Projects Funds

Special Purpose Local Option Sales Tax (SPLOST) IV Fund – Accounts for numerous capital improvements throughout the City. Funds are collected from a 1% sales tax approved by the voters of Lowndes County for the period of January 1998 to December 2002.

Special Purpose Local Option Sales Tax (SPLOST) V Fund – Accounts for numerous capital improvements throughout the City. Funds are collected from a 1% sales tax approved by the voters of Lowndes County for the period of January 2003 to December 2007.

Special Purpose Local Option Sales Tax (SPLOST) VI Fund – Accounts for numerous capital improvements throughout the City. Funds are collected from a 1% sales tax approved by the voters of Lowndes County for the period of January 2008 to December 2013.

Airport Development Fund – Accounts for the financing and construction of capital improvements at the Valdosta Regional Airport.

General Capital Projects Fund – Accounts for the finance of various capital improvement projects with funding primarily from General Fund revenues and grants from the Georgia Department of Transportation.

Parks Development Fund – Accounts for the financing and construction of capital improvements to parks with the majority of funding from General Fund revenues and grants through the Heritage Conservation and Recreation Service.

Proprietary Funds:

Enterprise Funds

Sanitation Fund – Established to finance and account for the cost of providing both residential and commercial trash and garbage pickup to the citizens and businesses of Valdosta.

Water & Sewer Fund – Established to finance and account for the cost of providing both water and sewer services to residents and businesses of the City.

Inspection Fund – Established to finance and account for the cost of providing inspection of residential and commercial construction and regulate zoning issues within Lowndes County.

Zoning Fund – Established to finance and account for the cost of providing zoning services and regulate zoning issues within the City.

City of Valdosta, Georgia

Description of Funds

Department Of Labor Building Fund – Established to account for the revenues and costs associated with the operation of the building leased to the Georgia Department of Labor.

Storm Water Fund – Established to finance and account for the cost of providing storm water and drainage maintenance service to residents and businesses of the City.

Auditorium Fund – Established to finance and account for the cost of associated with the Mathis City Auditorium.

Motor Fuel Fund - Established to sell gasoline and diesel fuels to other nonprofit and governmental entities. Proceeds from this fund are used to defray costs of operating the City fueling center.

Internal Service Funds

Motor Pool Fund – Accounts for the costs of operating a maintenance facility for the City Government's automotive equipment. The fund purchases automotive equipment and rents the equipment to the user departments for the cost of depreciation, maintenance, fuel, and overhead. The fund is set up to break even; therefore, at the end of the year, an adjustment is done to either increase or decrease the charges made to department throughout the year.

Group Insurance Fund – Accounts for transactions related to the provision of health care benefits for permanent employees of the City. The fund generates revenue by charging each department a set premium per employee and incurs expenses when health care claims are filed and paid.

Worker's Compensation Fund – Accounts for transactions associated with worker's compensation claims for employees of the City. The fund generates revenue by charging each department a premium per employee, based on the job type, and incurs expenses which worker's compensation claims are filed and paid.

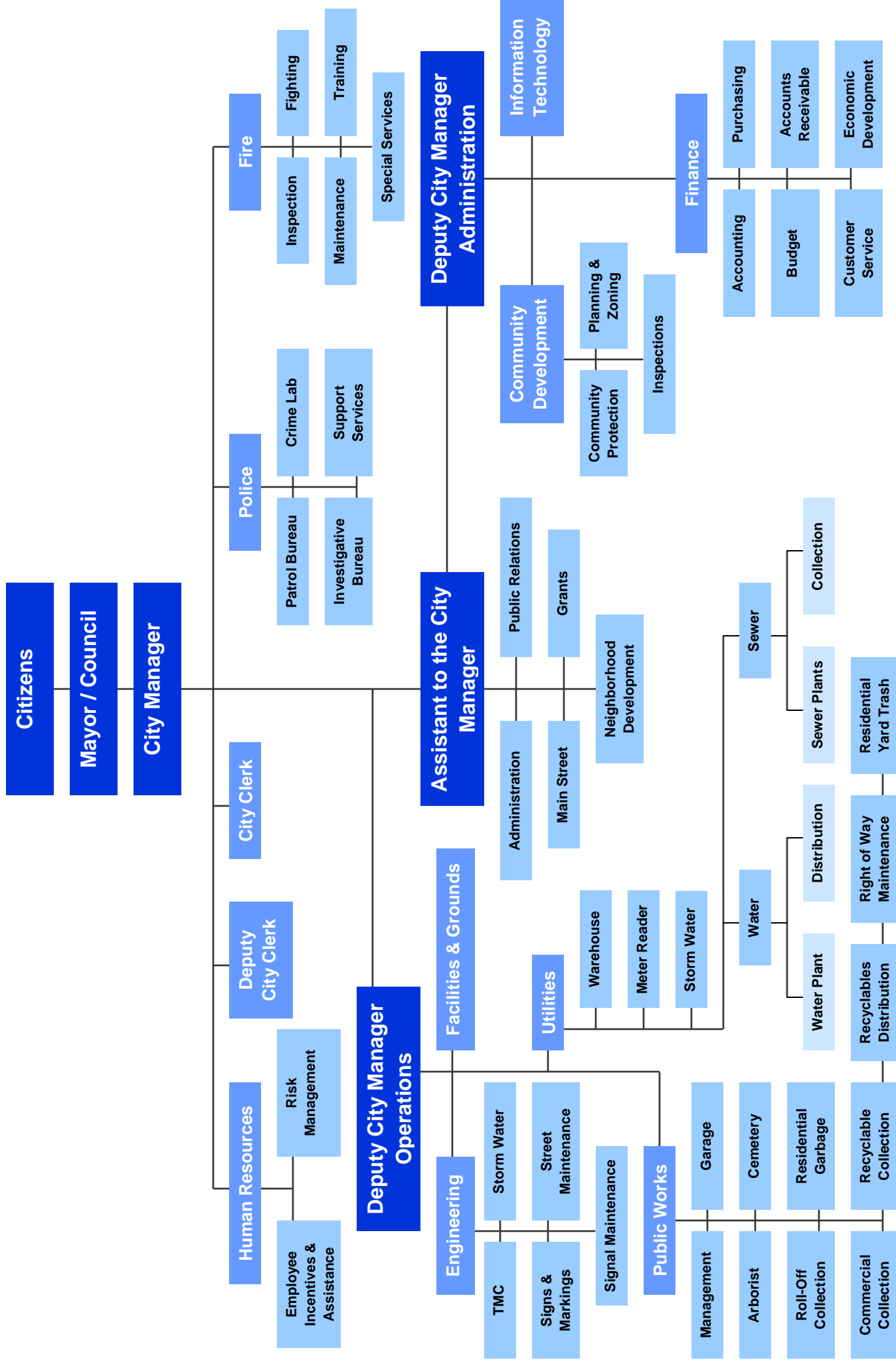
Information Technology Fund – Accounts for the cost of providing information technology to the city. User departments are charged for IT services based on hours of service provided and costs incurred on their behalf.

Fiduciary Funds:

Trust and Agency Funds

Cemetery Trust Fund – A non-expendable trust fund used to account for perpetual care of the Sunset Hill Cemetery with revenue generated from the sale of lots. The interest earned on investments is transferred to the General Fund which has a division responsible for the maintenance of the cemetery.

City of Valdosta Organizational Chart



Section **B**

Policies & Objectives

Policies and Objectives Overview

The overall goal of the City's Financial Plan is to link what we want to accomplish over the next year with the resources which are available. Formal statements of budgetary policies and major objectives provide the foundation for achieving this goal. This section outlines the policies used in guiding the preparation and management of the City's overall budget and the major objectives to be accomplished. This section is composed of two parts:

- Budgetary Policies
- Major City Goals Work Program

BUDGET POLICIES

The following policies guide the preparation and execution of the 2011-2012 Financial Plan:

- Financial Policy
- Cash Management
- Budget Basis for All Funds
- Tax Millage Rate
- Motor Pool Equipment Replacement
- Five Year Capital Improvement Program
- Capital Financing and Debt Management

MAJOR GOALS SUMMARY

The Mayor and Council have set the following as goals for the City:

1. To Provide a High Quality of Life for the Residents
2. To Provide for Economic and Community Growth
3. To Provide for Capital and Infrastructure Expansion

Each of the major city goals in the work program support one of the above Mayor and Council Goals.

The budgetary process incorporates many policies in order to assure that the budget is a management plan of action for the fiscal year. The following is a summary of the City's more significant policies applied in the preparation of the annual budget.

A. Financial Policy

The financial policy established the framework for overall fiscal planning and management. The policy set forth guidelines for both current activities and long range planning. The overall goals of the financial policy are:

Balanced Budget – The City is required to adopt a balanced budget each fiscal year by Georgia Code Section 36-81-3. A balanced budget is one in which the sum of estimated revenues and appropriated fund balances is equal to appropriations.

Fiscal Conservatism – To ensure that the City is at all times in solid financial condition, defined as:

Cash solvency – the ability to pay bills

Budgetary solvency – the ability to balance the budget

Long-run solvency – the ability to pay future costs

Service level solvency – the ability to provide needed and desired services

Flexibility – To ensure that the City is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.

Adherence to the Highest Accounting and Management Practices – As set by the Governmental Accounting Standards Board and the Government Finance Officer's Association standards for financial reporting and budgeting.

B. Cash Management

In order to maximize interest earnings, the City commingles the cash of all funds excluding the special revenue funds and permanent funds. Interest revenue derived from commingled cash is allocated to the participating funds monthly based on the relative cash balance of each fund. The City only invests in those instruments authorized by Georgia Code Section 36-83-4 and the City investment policy. The criteria for selecting investments and the order of priority are:

Safety – The safety and risk associated with an investment refer to the potential loss of principal, interest or combination of these amounts. The City only operates in those investments that are considered extremely safe.

Liquidity – This refers to the ability to “cash in” at any moment in time with minimal chance of losing some portion of principal or interest. Liquidity is an important investment quality especially when the unexpected need for funds occurs.

Yield – The yield is the potential dollar earnings an investment can provide and sometimes is described as a rate of return. The City's objective is to attain a market rate of return throughout budgetary and economic cycles, taking into

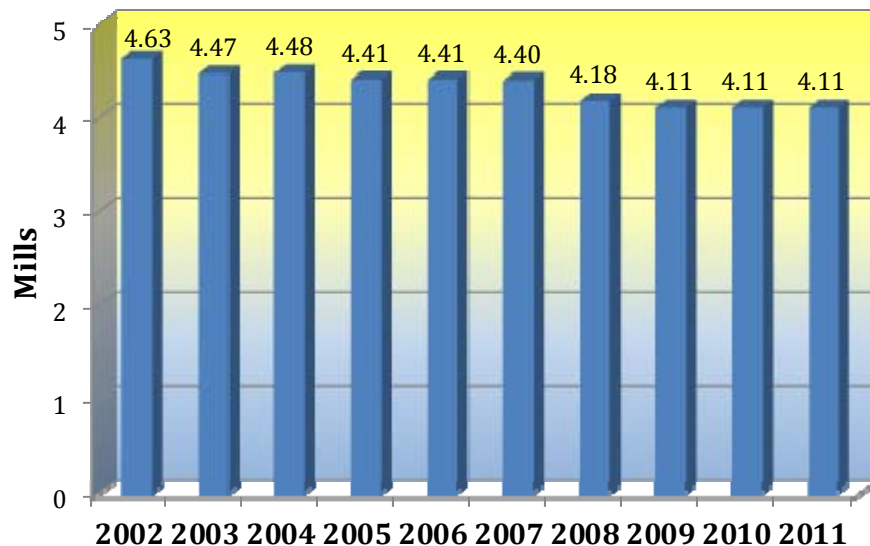
account the investment risk constraints and liquidity needs. Yield is of secondary importance compared to safety and liquidity.

C. Budget Basis for all Funds

The City of Valdosta utilizes the same basis of accounting for budgeting as used in the audited financial statements. The City uses an accrual basis of accounting in budgeting for the proprietary funds. Under this basis, revenues are recognized when earned and expenses are recognized when incurred, regardless of when payment is made. Also, in the Proprietary Funds, purchases of capital items (defined as items \$5,000 or more and at least a one year useful life) are not expensed when purchased but are depreciated over the life of the asset in accordance with Generally Accepted Accounting Principles (GAAP). In order to budget the purchase of capital items in these funds, the City shows an expense in the Capital Outlay account when purchased and a contra-expense in the Capital Outlay Distribution account. This produces no net effect on expenses of the fund while still showing the purchases in the income statements. The governmental funds use the modified accrual basis of accounting for the funds' revenues. Funds must be available by July 31 to be recognized as revenues. The expenditures utilize a budgetary basis which employs encumbrance accounting. If items or services are ordered but not received by June 30, the amount of the purchase is encumbered and carried forward into the next fiscal year. Capital items in these funds are expensed rather than capitalized.

D. Tax Millage

The City's charter allows the city government to set a millage rate of up to 10 mills. In FY 2008 the millage rate was decreased to 4.18 mills. Since FY 2009, the rate has remained at 4.11 mills. The following graph itemizes the City's millage rate for ten years:



E. Motor Pool Equipment Replacement

The City Administration and Finance Department has set a goal to replace the motor pool fleet every five years on average. This is the thirteenth budget year since this plan was initiated, and the fleet continues to be replaced on a regular basis in order to keep maintenance costs to a minimum.

F. Five Year Capital Improvement Program

Each department is required to develop and annually update a comprehensive capital improvement plan.

The plan provides a five year expenditure analysis of a department's need for improvements to land, buildings, and equipment. The threshold for an item to be included in the Capital Improvement Program is \$5,000 and a life greater than one year.

G. Capital Financing and Debt Management

According to Georgia State law, a city's legal debt margin for general obligation debt is ten percent (10%) of the total assessed property values within the city limits. Currently, the City has no outstanding general obligation debt. Currently, the City has three loans with the Georgia Environmental Facilities Authority. The details of these loans are outlined in Section G of this document.

The debt management objectives are:

It is the policy of the Mayor/Council and City Manager that the City of Valdosta shall not issue general obligation debt except in the most dire of circumstances, i.e. natural disaster, major catastrophe, etc. The City has not had any such debt since 1970.

- Long term debt will be confined to capital improvement that cannot be financed from current revenues.
- The payback period of the debt will not exceed the expected useful life of the project.
- Long term debt will not be used for operations.
- The City will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus.

The City's policies on financing of capital expenditures are as follows:

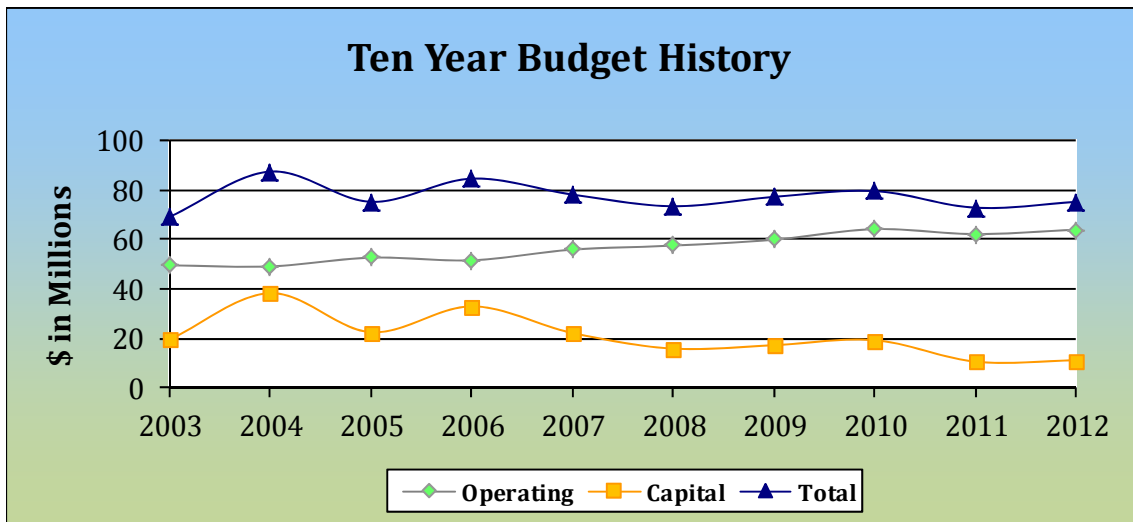
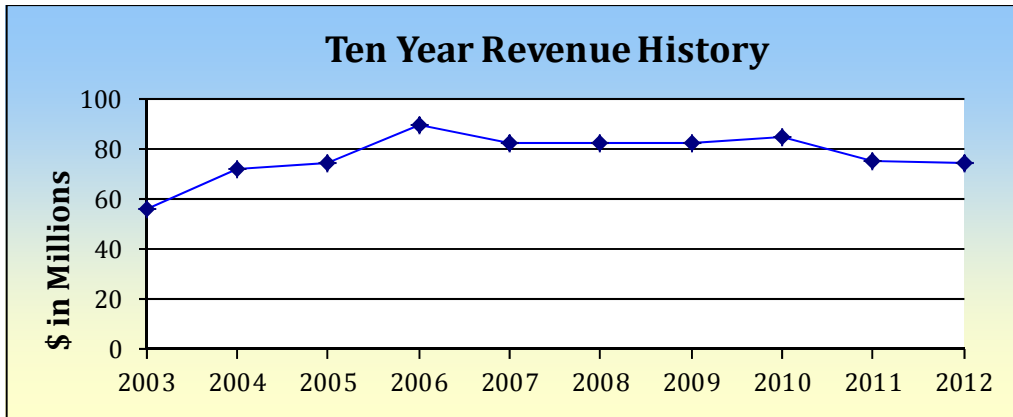
- The City adheres to a “pay as you go” policy on all capital expenditures except those which are “high dollar” projects with long useful lives, i.e. water/sewer line expansions, expansions of water/sewage treatment facilities, etc.
- Projects that do not meet the above criteria are paid for out of funds that are available within the time period of the acquisition/construction timeframe of the capital expenditure.
- The primary vehicle that the City uses to fund these capital projects is the Special Local Option Sales Tax (SPLOST), which is a voluntary one cent sales tax paid on retail sales within the City. Each SPLOST referendum outlines what the monies may be used for and in what amounts.
- Projects that do not meet the criteria for long-term financing or SPLOST funds are paid for out of other sources such as grants or current revenues (sales taxes, user fees, license fees, etc.).

H. Nonrecurring Revenues

Nonrecurring revenues are those revenues which are of a one-time nature and cannot be reasonably expected to be available beyond the current year. The City's policy regarding nonrecurring revenue sources is as follows:

- The City does not budget nonrecurring revenue sources in preparing the annual budget.
- Grants are not budgeted at the beginning of the fiscal year. The budget for these monies is increased during the course of the year as the qualifying expenditures are made. This is commonly known as the “reimbursement basis”. This supports the principle of conservatism in budgeting, which the City is committed to.

The following two graphs show the City's revenue and expenditure history over the last ten years:



Additional discussion concerning revenue sources and trends is contained in Section D of this document.

The City's budget is expected to remain somewhat constant for the foreseeable future. The uncertainty of the national economy, along with the absence of growth in tax revenues is driving the need to maintain services at current levels. The management of the City is committed to matching level of services to available revenue without obligating the City by borrowing funds, i.e. "living within our means".

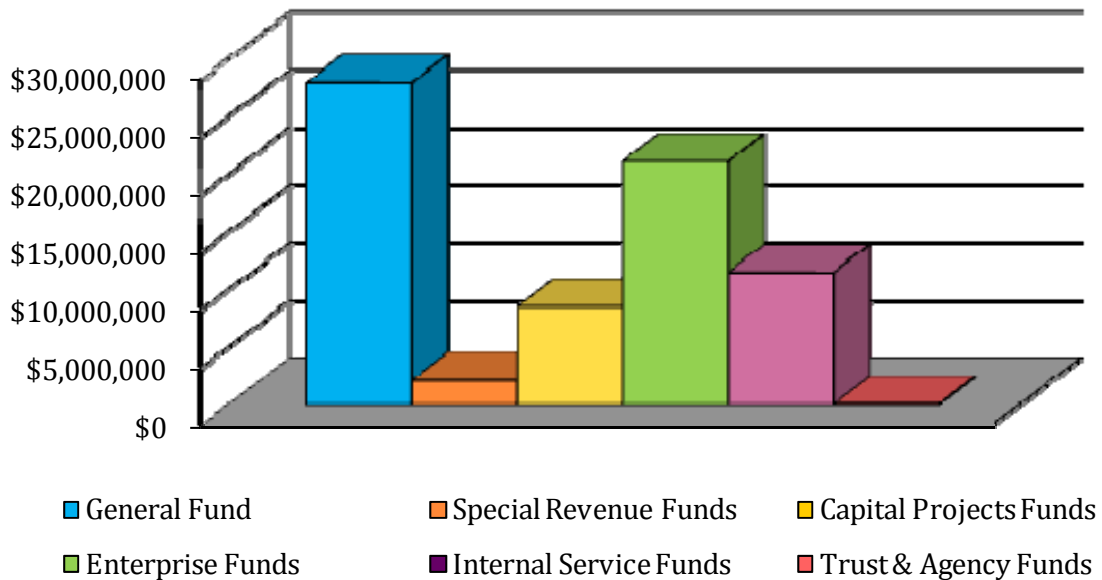
Section
C
Fiscal Summary

REVENUES

Total Revenues by Fund and Source

Revenue Type	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Permanent Funds	Total by Source
Taxes	\$23,711,900	\$1,600,300	\$8,500,000	\$0	\$0	\$0	\$33,812,200
Licenses & Permits	380,200	0	0	866,420	0	0	1,246,620
Intergovernmental	1,249,071	564,554	0	431,563	0	0	2,245,188
Charges for Services	426,205	0	0	19,274,400	11,346,556	0	31,047,161
Fines & Forfeitures	1,401,500	0	0	300	0	0	1,401,800
Interest Income	37,500	200	21,000	3,000	2,000	21,500	85,200
Contributions & Donations	0	0	0	0	25,000	41,000	66,000
Miscellaneous	750,950	0	0	548,200	180,000	39,000	1,518,150
Totals by Fund	\$27,957,326	\$2,165,054	\$8,521,000	\$21,123,883	\$11,553,556	\$101,500	71,422,319

Approved Revenues by Fund



General Government Function Summary

The General Government function is charged with all expenditures for the legislative branch of the City. It is also charged with expenditures made by the City Manager and other auxiliary staff departments and divisions. The departments and their divisions are:

Administration:

Mayor and Council
City Attorney
Executive Office
Elections
Solicitor

Finance:

Administration
Accounting
Budget
Customer Service
Accounts Receivable
Purchasing
Economic Development

Other General Administrative:

City Hall
City Hall Annex
Customer Service Building
Group Insurance
Workers Compensation

Human Resources:

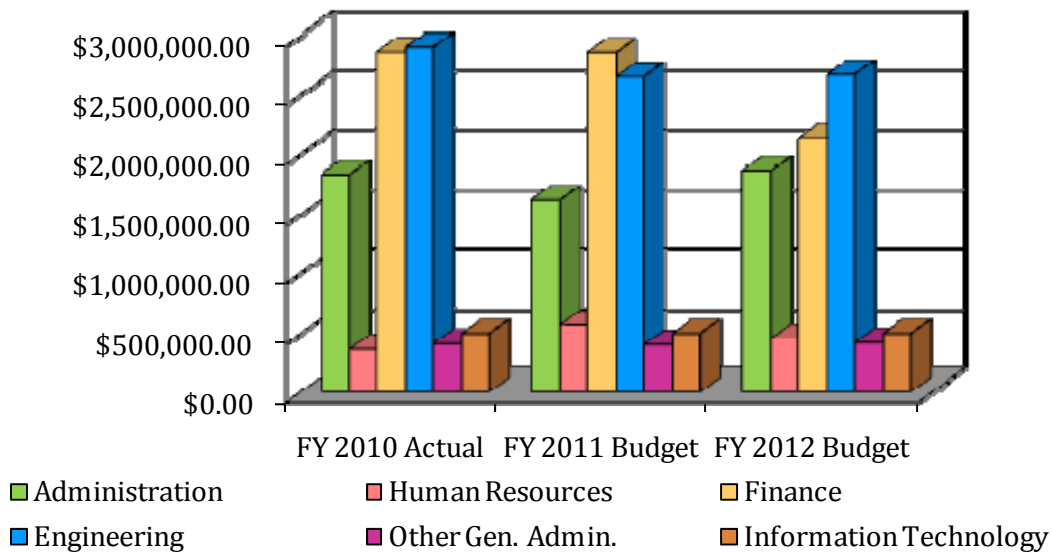
Administration
Employee Incentives
Risk Division

Information Technology
Accommodations Tax

Engineering:

Administration
Signal Maintenance
Sign and Markings
Traffic Management Center
Street Repair

General Government Operating Expenditures



Department	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Administration	\$1,831,051	\$1,621,902	\$1,862,390
Human Resources	367,467	574,018	457,330
Finance	2,865,352	2,862,153	2,133,448
Engineering	2,904,478	2,656,996	2,675,297
Other General Administration	412,629	404,009	421,481
Information Technology	955,220	904,047	1,057,379
Total	\$9,336,197	\$9,023,125	\$8,607,325

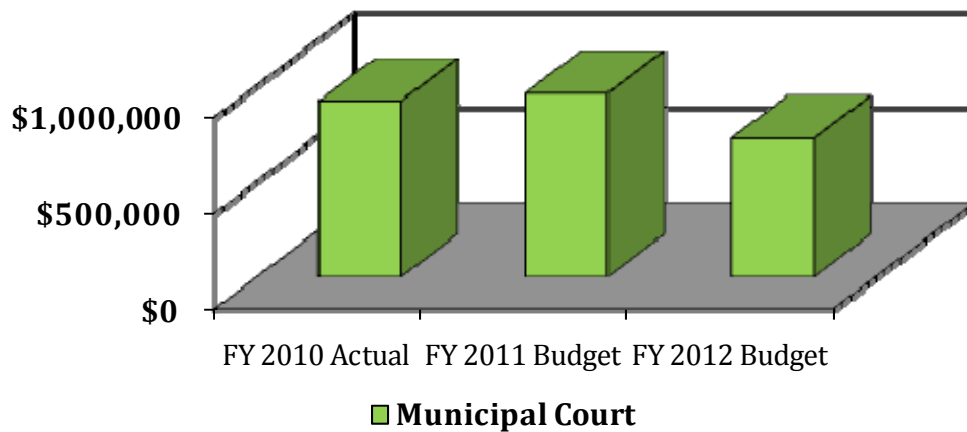
Public Works Function Summary

The Judicial function is to hear and decide all cases brought by Valdosta Police Department and City Marshals which constitute a violation of local ordinance or state law (misdemeanor).

Municipal Court:
Administration

Judicial Operating Expenditures

Department	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Municipal Court	\$917,557	\$958,010	\$722,129
Total	\$917,557	\$958,010	\$722,129



Public Works Function Summary

Public safety is a major function of government, which has as its objective the protection of persons and property. The departments and their divisions are:

Police:

Administration
Patrol Bureau
Investigative Bureau
Support Services Bureau
Crime Lab

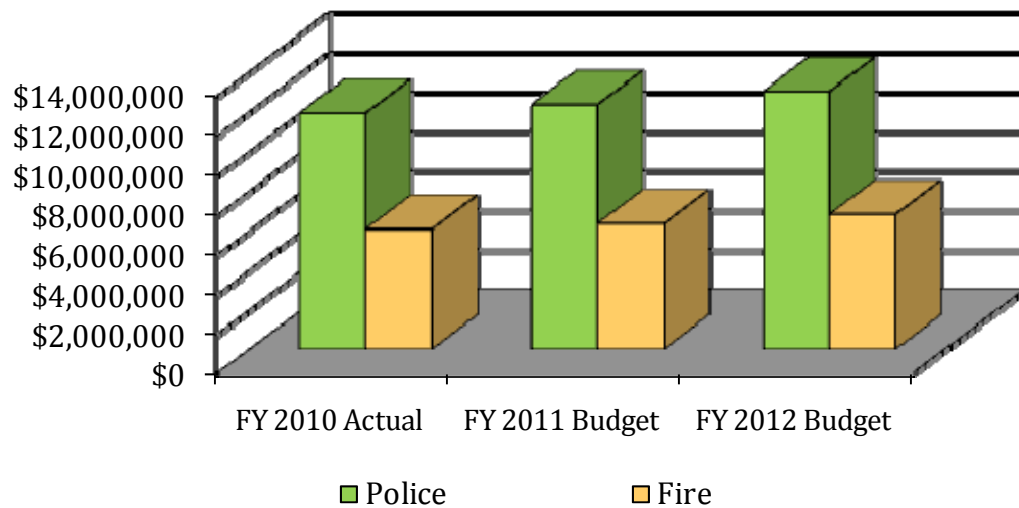
Police cont:

Special Services:
Local Law Enforcement Grant
Confiscated Funds

Fire:

Administration
Fire Fighting
Fire Inspection
Fire Maintenance
Fire Training
Special Services

Public Safety Operating Expenditures



Department	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Police	\$11,899,076	\$12,331,972	\$13,002,463
Fire	6,055,478	6,329,554	6,804,722
Total	\$17,954,554	\$18,661,526	\$19,807,185

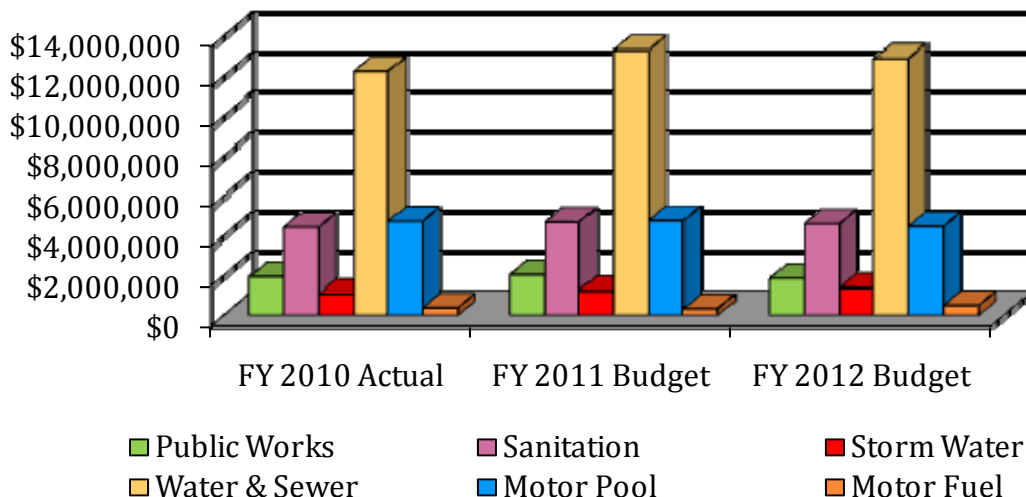
Public Works Function Summary

Public Works Function includes expenditures for construction, maintenance, and repair of street surfaces, curbs and gutters in streets, bridges, and railroad crossings. Other charges include costs incurred for the collection of garbage and other refuse and delivering it to a place of disposal, the collection and disposal of sewage, water treatment and distribution, and the maintenance of the City's motor vehicle fleet. The departments and their divisions are:

Public Works:	Sanitation:	Storm Sewer:	Sewer:
Right of Way	Management	Storm Sewer &	Administration
Maintenance	Residential Garbage	Drainage	Cherry Creek Plant
Cemetery	Commercial	Water:	Mud Creek Plant
Arborist	Collection	Administration	Withlacoochee
Mathis Auditorium	Residential Trash	Water Plant	Plant
	Roll-Off Collection	Water Distribution	Sewer Collection
	Inert Landfill	Warehouse	Warehouse
Special Fund:	Recyclables	Meter Reading	Meter Reading
Recreation	Recyclables		
Scholarship	Distribution		Motor Fuel
Sunset Hill Trust			Motor Pool

Public Works Operating Expenditures

Department	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Public Works	\$1,940,431	\$2,035,801	\$1,851,127
Sanitation	4,426,410	4,678,675	4,597,478
Storm Water	1,078,910	1,246,023	1,382,122
Water & Sewer	12,251,310	13,293,082	12,891,751
Motor Pool	4,726,801	4,767,164	4,463,393
Motor Fuel	388,445	340,310	510,500
Total	\$24,812,307	\$26,361,055	\$25,696,371



Housing & Development Function Summary

Housing and development is a function whose activities are directed towards developing the area encompassed by government and providing assistance to and opportunity for economically disadvantaged persons and businesses.

Public Involvement:
Administration
Public Relations
Main Street
Economic Development

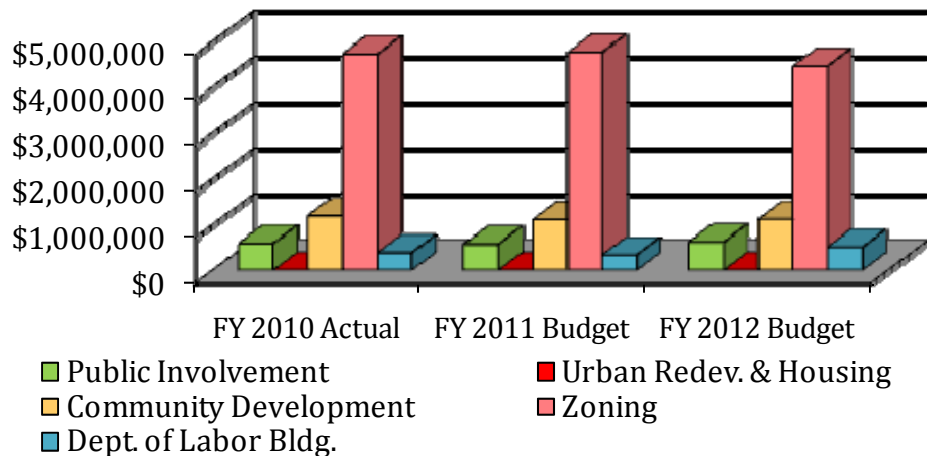
Urban Redevelopment &
Housing:
Urban Development
Action Grant
Community Development
Block Grants

Department of Labor
Building

Urban Redevelopment (cont):
Federal HUD Grant
DCA CDBG Grants

Community Development:
Administration
Community Protection
Planning & Zoning

Housing & Development Operating Expenditures



Department	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Public Involvement	\$592,924	\$574,253	\$621,784
Urban Redev. & Housing	633,631	487,333	564,554
Inspection	1,192,162	1,111,789	1,121,878
Zoning	4,726,801	4,767,164	4,463,393
Department of Labor	388,445	340,310	510,500
Total	\$7,533,963	\$7,280,849	\$7,282,109

CHANGES IN FUND BALANCE & RETAINED EARNINGS

All Funds Combined Budget Summary of Revenues, Expenditures and Fund Balance

	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Permanent Funds	Total Budget
<u>Revenues by Source</u>							
Taxes	\$23,711,900	\$1,600,300	\$8,500,000	\$0	\$0	\$0	\$33,812,200
Licenses & Permits	380,200	0	0	866,420	0	0	1,246,620
Intergovernmental	1,249,071	564,554	0	431,563	0	0	2,245,188
Charges for Services	426,205	0	0	19,274,400	11,346,556	0	31,047,161
Fines & Forfeitures	1,401,500	0	0	300	0	0	1,401,800
Interest Income	37,500	200	21,000	3,000	2,000	21,500	85,200
Contributions & Donations	0	0	0	0	25,000	41,000	66,000
Miscellaneous	750,950	0	0	548,200	180,000	39,000	1,518,150
Interfund Transfers	3,212,500	0	0	0	0	0	3,212,500
	<u>\$31,169,826</u>	<u>\$2,165,054</u>	<u>\$8,521,000</u>	<u>\$21,123,883</u>	<u>\$11,553,556</u>	<u>\$101,500</u>	<u>74,634,819</u>
<u>Expenditures By Category</u>							
Personal Services	\$22,310,643	\$91,634	\$0	\$8,575,822	\$763,506	\$0	\$31,741,605
Contractual Services	3,352,662	161,840	0	3,141,029	1,380,566	0	8,036,097
Supplies	1,113,663	1,000	0	1,755,717	1,927,500	0	4,797,880
Travel & Training	414,453	400	0	49,835	8,784	0	473,472
Other Services & Charges	3,704,589	1,811,465	421,100	3,655,850	5,010,416	2,000	14,605,420
Depreciation	0	0	0	2,606,513	1,650,000	0	4,256,513
Capital Expenditures	271,251	0	10,949,600	27,670,993	838,000	0	39,729,844
Capital Distribution	0	0	0	(27,670,993)	(838,000)	0	(28,508,993)
Debt Service	0	0	0	126,875	0	0	126,875
Interfund Transfers	0	75,000	760,000	1,756,000	600,000	21,500	3,212,500
	<u>\$31,167,261</u>	<u>\$2,141,339</u>	<u>\$12,130,700</u>	<u>\$21,667,641</u>	<u>\$11,340,772</u>	<u>\$23,500</u>	<u>\$78,471,213</u>
Excess (Deficit) of Sources over Uses	2,565	23,715	(3,609,700)	(543,758)	212,784	78,000	(3,836,394)
Beginning Fund Balance	<u>9,009,660</u>	<u>2,975,321</u>	<u>1,184,888</u>	<u>93,629,282</u>	<u>1,573,686</u>	<u>1,464,801</u>	<u>109,837,638</u>
Ending Fund Balance	<u>\$9,012,225</u>	<u>\$2,999,036</u>	<u>(\$2,424,812)</u>	<u>\$93,085,524</u>	<u>\$1,786,470</u>	<u>\$1,542,801</u>	<u>\$106,001,244</u>

Revenue Schedule (All Funds)

Fund	2010 Actual	2011 Budget	2012 Approved
General Fund	\$29,396,090	\$30,939,969	\$31,169,826
Confiscated Funds	19,118	10,100	0
U.S. Dept. of Justice	15,210	0	0
UDAG	229	500	0
GA DCA CHIP 01M-X-092-2-2568	0	0	0
GA DCA CHIP 02M-X-092-2-2695	0	0	0
HUD Federal Grant	755,364	597,574	564,554
GA DCA CHIP 04M-X-092-2-2915	0	0	0
GA DCA CHIP 06M-X-092-2-2951	166,951	0	0
GA DCA CHIP 07M-X-092-2-2961	138,000	0	0
GA DCA CHIP 07R-X-092-2-2979	20,000	0	0
EECBG – Department of Energy	79,217	221,600	0
CDBG-R HUD Recovery Grant	4,496	0	0
Youth Recreation Scholarship	36	0	0
Accommodations Tax	1,477,415	1,670,100	1,600,500
SPLOST 1997	1,083,101	228,842	0
SPLOST 2002	1,691,434	2,000,000	0
SPLOST 2007	9,170,958	8,493,871	8,500,000
Airport Development	1,696,672	0	21,000
General Capital Projects	1,879	0	0
Parks Development	370	0	0
Sanitation	4,864,331	4,745,700	4,629,900
Water & Sewer Revenue	17,652,303	13,658,260	13,080,800
Inspections	1,009,372	962,420	901,920
Zoning	117,930	187,500	211,063
Department of Labor Building	469,432	469,257	470,000
Storm Water	1,831,022	1,295,800	1,258,200
Mathis Auditorium	31,379	45,000	50,000
Motor Fuel	398,831	349,000	522,000
Motor Pool	4,026,801	4,207,849	4,463,393
Group Insurance	5,574,607	4,662,300	5,404,200
Workers Compensation	461,826	467,823	628,584
Information Technology	0	0	1,057,379
Sunset Hill	<u>66,204</u>	<u>83,520</u>	<u>101,500</u>
Total	\$82,220,578	\$75,296,985	\$74,634,819

Expenditure Schedule (All Funds)

Fund	2010 Actual	2011 Budget	2012 Approved
General Fund	\$32,471,398	\$30,929,970	\$31,167,261
Confiscated Funds	12,852	15	50
U.S. Dept. of Justice	15,163	0	0
UDAG	12,982	500	0
GA DCA CHIP 01M-X-092-2-2568	17,025	0	0
GA DCA CHIP 02M-X-092-2-2695	30,000	0	0
HUD Federal Grant	404,962	329,333	564,554
GA DCA CHIP 04M-X-092-2-2915	19,900	0	0
GA DCA CHIP 06M-X-092-2-2951	44,151	0	0
GA DCA CHIP 07M-X-092-2-2961	17,800	0	0
GA DCA CHIP 07R-X-092-2-2979	0	0	0
EECBG – Department of Energy	79,802	158,000	0
CDBG-R HUD Recovery Grant	7,010	0	0
Youth Recreation Scholarship	25	10	10
Accommodations Tax	1,425,625	1,583,286	1,576,725
SPLOST 1997	1,175,977	228,842	0
SPLOST 2002	1,252,118	2,000,000	0
SPLOST 2007	13,182,308	8,493,871	11,369,600
Airport Development	1,695,704	0	21,000
General Capital Projects	1,326	325	614,000
Parks Development	260	60	126,100
Sanitation	4,426,412	4,678,675	4,597,478
Water & Sewer Revenue	12,348,057	13,293,082	12,891,751
Inspections	1,192,163	1,111,789	1,121,878
Zoning	384,255	491,099	531,537
Department of Labor Building	361,233	352,681	395,630
Storm Water	1,078,911	1,246,023	1,382,121
Mathis Auditorium	264,619	250,064	236,746
Motor Fuel	388,445	340,310	510,500
Motor Pool	4,726,801	4,767,164	4,463,393
Group Insurance	4,170,768	4,630,000	5,320,000
Workers Compensation	504,433	370,600	500,000
Information Technology	0	0	1,057,379
Sunset Hill	<u>14,160</u>	<u>22,448</u>	<u>23,500</u>
Total	\$81,726,645	\$75,278,147	\$78,471,213

Approved Financial Plan For FY 2012

	Governmental Funds					Proprietary Funds			Permanent Fund
	Total Combined	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Cemetery Trust Fund		
Projected Sources of Funds:									
Revenues:									
Taxes	\$33,812,200	\$23,711,900	\$1,600,300	\$8,500,000	\$0	\$0	\$0	\$0	
Locally Generated Non-Tax Revenues	35,364,931	2,996,355	200	21,000	20,692,320	11,553,556	101,500	101,500	
Revenues from Other Governments	2,245,188	1,249,071	564,554	0	431,563	0	0	0	
Receipts from Other Funds of the City	3,212,500	3,212,500	0	0	0	0	0	0	
Total Sources	74,634,819	31,169,826	2,165,054	8,521,000	21,123,883	11,553,556	101,500	101,500	
Projected Uses of Funds:									
Operating Expenditures	59,234,474	30,896,010	2,066,339	1,100	17,178,253	9,090,772	2,000	2,000	
Capital Expenditures	40,149,844	271,251	0	11,369,600	27,670,993	838,000	0	0	
Capital Distribution	(28,508,993)	0	0	0	(27,670,993)	(838,000)	0	0	
Depreciation	4,256,513	0	0	0	2,606,513	1,650,000	0	0	
Debt Service	126,875	0	0	0	126,875	0	0	0	
Disbursements to Other Funds of the City	3,212,500	0	75,000	760,000	1,756,000	600,000	21,500	21,500	
Total Uses	78,471,213	31,167,261	2,141,339	12,130,700	21,667,641	11,340,772	23,500	23,500	
Excess (Deficit) of Sources Over Uses	(3,836,394)	2,565	23,715	(3,609,700)	(543,758)	212,784	78,000	78,000	
Estimated Fund Balance:									
July 1, 2011	109,837,638	9,009,660	2,975,321	1,184,888	93,629,282	1,573,686	1,464,801	1,464,801	
Estimated Fund Balance As of June 30, 2012	\$106,001,244	\$9,012,225	\$2,999,036	(\$2,424,812)	\$93,085,524	\$1,786,470	\$1,542,801	\$1,542,801	

General Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Taxes	\$22,784,360	\$24,154,426	\$23,711,900
Locally Generated Non-Tax Revenues	2,540,434	3,210,255	2,996,355
Revenues from Other Governments	1,220,863	1,203,780	1,249,071
Operating Transfers from other funds of the City	2,850,433	2,371,508	3,212,500
Total Sources	29,396,090	30,939,969	31,169,826
Anticipated Uses of Funds:			
Operating Expenditures	29,977,501	30,845,001	30,896,010
Capital Expenditures	292,337	84,969	271,251
Operating Transfers to Other Funds	2,201,560	0	0
Total Uses	32,471,398	30,929,970	31,167,261
Excess (Deficit) of Sources Over Uses	(3,075,308)	9,999	2,565
Fund Balance at Beginning of Year:			
Reserved	9,502,992	6,427,684	6,437,683
Unreserved:			
Designated for Property Tax relief	2,571,977	2,571,977	2,571,977
Undesignated	0	0	0
Residual Equity Transfer In	0	0	0
Fund Balance at End of Year	\$8,999,661	\$9,009,660	\$9,012,225

Confiscated Funds

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$19,118	\$10,100	\$0
Total Sources	19,118	10,100	0
Anticipated Uses of Funds:			
Operating Expenditures	12,852	15	50
Operating Transfer to Other funds of the City			
Total Uses	12,852	15	50
Excess (Deficit) of Sources Over Uses	6,266	10,085	(50)
Fund Balance at Beginning of Year:			
Reserves	0	0	0
Unreserved:			
Undesignated	21,687	27,953	38,038
Fund Balance at End of Year	\$27,953	\$38,038	\$37,988

U.S. DOJ Local Law Block Grant Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$15,210	\$0	\$0
Total Sources	15,210	0	0
Anticipated Uses of Funds:			
Operating Expenditures	15,163	0	0
Total Uses	15,163	0	0
Excess (Deficit) of Sources Over Uses	47	0	0
Fund Balance at Beginning of Year:			
Reserve	0	47	47
Unreserved:			
Undesignated	0	0	0
Fund Balance at End of Year	\$47	\$47	\$47

Urban Development Action Grant Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$229	\$500	\$0
Total Sources	229	500	0
Anticipated Uses of Funds:			
Operating Expenditures	12,982	500	0
Total Uses	12,982	500	0
Excess (Deficit) of Sources Over Uses	(12,753)	0	0
Fund Balance at Beginning of Year:			
Reserve	147,006	147,006	147,006
Unreserved:			
Undesignated	41,331	170,252	170,252
Fund Balance at End of Year	\$175,584	\$317,258	\$317,258

CDBG CHIP 01M-X-092-2-2568

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$0	\$0	\$0
Total Sources	0	0	0
Anticipated Uses of Funds:			
Operating Transfer to Other Funds of the City	17,025	0	0
Total Uses	17,025	0	0
Excess (Deficit) of Sources Over Uses	(17,025)	0	0
Fund Balance at Beginning of Year:			
Reserve	70,575	53,550	53,550
Unreserved:			
Undesignated	0	0	0
Fund Balance at End of Year	\$53,550	\$53,550	\$53,550

CDBG CHIP 02M-X-092-2-2695

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$0	\$0	\$0
Total Sources	0	0	0
Anticipated Uses of Funds:			
Operating Expenditures	30,000	0	0
Total Uses	30,000	0	0
Excess (Deficit) of Sources Over Uses	(30,000)	0	0
Fund Balance at Beginning of Year:			
Reserve	151,800	121,800	121,800
Unreserved:			
Undesignated	0	0	0
Fund Balance at End of Year	\$121,800	\$121,800	\$121,800

Federal HUD Grant Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$755,364	\$597,574	\$564,554
Miscellaneous	0	0	0
Total Sources	755,364	597,574	564,554
Anticipated Uses of Funds:			
Operating Expenditures	404,962	329,333	564,554
Capital Expenditures	0	0	0
Total Uses	404,962	329,333	564,554
Excess (Deficit) of Sources Over Uses	350,402	268,241	0
Fund Balance at Beginning of Year:			
Reserves	969,299	0	0
Unreserved:			
Undesignated	0	1,319,701	1,587,942
Fund Balance at End of Year	\$1,319,701	\$1,587,942	\$1,587,942

CDBG CHIP 04M-X-092-2-2915 Grant Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$0	\$0	\$0
Total Sources	0	0	0
Anticipated Uses of Funds:			
Operating Expenditures	19,900	0	0
Total Uses	19,900	0	0
Excess (Deficit) of Sources Over Uses	(19,900)	0	0
Fund Balance at Beginning of Year:			
Reserves	182,335	0	0
Unreserved:			
Undesignated	0	162,435	162,435
Fund Balance at End of Year	\$162,435	\$162,435	\$162,435

CDBG CHIP 06M-X-092-2-2951 Grant Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$166,951	\$0	\$0
Total Sources	166,951	0	0
Anticipated Uses of Funds:			
Operating Expenditures	44,151	0	0
Total Uses	44,151	0	0
Excess (Deficit) of Sources Over Uses	122,800	0	0
Fund Balance at Beginning of Year:			
Reserves	113,000	0	0
Unreserved:			
Undesignated	0	235,800	235,800
Fund Balance at End of Year	\$235,800	\$235,800	\$235,800

CHIP 07M-X-092-2-2961

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$138,000	\$0	\$0
Total Sources	138,000	0	0
Anticipated Uses of Funds:			
Operating Expenditures	17,800	0	0
Total Uses	17,800	0	0
Excess (Deficit) of Sources Over Uses	120,200	0	0
Fund Balance at Beginning of Year:			
Reserved	61,500	0	0
Unreserved:			
Undesignated	0	181,700	181,700
Fund Balance at End of Year	\$181,700	\$181,700	\$181,700

CHIP 07M-X-092-2-2979

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$20,000	\$0	\$0
Total Sources	20,000	0	0
Anticipated Uses of Funds:			
Operating Expenditures	0	0	0
Total Uses	0	0	0
Excess (Deficit) of Sources Over Uses	20,000	0	0
Fund Balance at Beginning of Year:			
Reserved	0	0	0
Unreserved:			
Undesignated	0	20,000	20,000
Fund Balance at End of Year	\$20,000	\$20,000	\$20,000

EECBG - Dept. of Energy

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$79,217	\$221,600	\$0
Total Sources	79,217	221,600	0
Anticipated Uses of Funds:			
Operating Expenditures	79,802	158,000	0
Total Uses	79,802	158,000	0
Excess (Deficit) of Sources Over Uses	(585)	63,600	0
Fund Balance at Beginning of Year:			
Reserved	0	0	0
Unreserved:			
Undesignated	0	(585)	63,015
Fund Balance at End of Year	(\$585)	\$63,015	\$63,015

CDBG-R HUD Recovery Grant

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$4,496	\$0	\$0
Total Sources	4,496	0	0
Anticipated Uses of Funds:			
Operating Expenditures	7,010	0	0
Total Uses	7,010	0	0
Excess (Deficit) of Sources Over Uses	(2,514)	0	0
Fund Balance at Beginning of Year:			
Reserved	0	0	0
Unreserved:			
Undesignated	0	(2,514)	(2,514)
Fund Balance at End of Year	(\$2,514)	(\$2,514)	(\$2,514)

Youth Recreation Scholarship

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$36	\$0	\$0
Total Sources	36	0	0
Anticipated Uses of Funds:			
Operating Expenditures	25	10	10
Total Uses	25	10	10
Excess (Deficit) of Sources Over Uses	11	(10)	(10)
Fund Balance at Beginning of Year:			
Reserves	12,187	12,198	12,188
Unreserved:			
Undesignated			
Fund Balance at End of Year	\$12,198	\$12,188	\$12,178

Accomodations Tax

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Taxes	\$1,477,277	\$1,669,600	\$1,600,300
Interest	\$138	\$500	\$200
Total Sources	1,477,415	1,670,100	1,600,500
Anticipated Uses of Funds:			
Operating Expenditures	1,425,625	1,508,286	1,501,725
Disbursements to Other Funds of the City	0	75,000	75,000
Total Uses	1,425,625	1,583,286	1,576,725
Excess (Deficit) of Sources Over Uses	51,790	86,814	23,775
Fund Balance at Beginning of Year:			
Reserved	0	0	0
Unreserved:			
Undesignated	45,458	97,248	184,062
Fund Balance at End of Year	\$97,248	\$184,062	\$207,837

SPLOST IV Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Taxes	\$1,083,101	\$228,842	\$0
Operating Transfer from Other funds of the City		\$0	
Total Sources	1,083,101	228,842	0
Anticipated Uses of Funds:			
Capital Expenditures	875,977	228,842	0
Disbursements to Other Funds of the City	300,000	0	0
Total Uses	1,175,977	228,842	0
Excess (Deficit) of Sources Over Uses	(92,876)	0	0
Fund Balance at Beginning of Year:			
Reserved	300,000	0	0
Unreserved:			
Undesignated	(207,124)	0	0
Fund Balance at End of Year	\$0	\$0	\$0

SPLOST V Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Taxes	\$1,684,458	\$2,000,000	\$0
Revenues from Other Governments	0	0	0
Receipts from Other Funds of the City	6,976	0	0
Total Sources	1,691,434	2,000,000	0
Anticipated Uses of Funds:			
Capital Expenditures	1,252,118	2,000,000	0
Total Uses	1,252,118	2,000,000	0
Excess (Deficit) of Sources Over Uses	439,316	0	0
Fund Balance at Beginning of Year:			
Reserved	244,255	0	0
Unreserved:			
Undesignated	(677,508)	6,063	6,063
Fund Balance at End of Year	\$6,063	\$6,063	\$6,063

SPLOST VI Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Taxes	\$8,865,144	\$8,483,871	\$8,500,000
Operating Revenues	5,814	10,000	0
Receipts from Other Funds of the City	300,000	0	0
Total Sources	9,170,958	8,493,871	8,500,000
Anticipated Uses of Funds:			
Capital Expenditures	13,182,308	8,493,871	11,369,600
Total Uses	13,182,308	8,493,871	11,369,600
Excess (Deficit) of Sources Over Uses	(4,011,350)	0	(2,869,600)
Fund Balance at Beginning of Year:			
Reserved	324,747	0	0
Unreserved:			
Undesignated	4,162,099	475,496	475,496
Fund Balance at End of Year	\$475,496	\$475,496	(\$2,394,104)

Airport Development Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Revenues from Other Governments	\$1,696,672	\$0	\$21,000
Receipts from Other Funds of the City	0	0	0
Total Sources	1,696,672	0	21,000
Anticipated Uses of Funds:			
Capital Expenditures	1,695,704	0	0
Disbursements to Other Funds of the City	0	0	21,000
Total Uses	1,695,704	0	21,000
Excess (Deficit) of Sources Over Uses	968	0	0
Fund Balance at Beginning of Year:			
Unreserved:			
Undesignated	(62,086)	(61,118)	(61,118)
Fund Balance at End of Year	(\$61,118)	(\$61,118)	(\$61,118)

General Capital Projects Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$1,879	\$0	\$0
Total Sources	1,879	0	0
Anticipated Uses of Funds:			
Operating Expenditures	1,326	325	1,000
Disbursements to Other Funds of the City	0	0	613,000
Total Uses	1,326	325	614,000
Excess (Deficit) of Sources Over Uses	553	(325)	(614,000)
Fund Balance at Beginning of Year:			
Reserves	0	0	0
Unreserved:			
Undesignated	638,133	638,686	638,361
Fund Balance at End of Year	\$638,686	\$638,361	\$24,361

Parks Development Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$370	\$0	\$0
Total Sources	370	0	0
Anticipated Uses of Funds:			
Capital Expenditures	260	60	100
Disbursements to Other Funds of the City	0	0	126,000
Total Uses	260	60	126,100
Excess (Deficit) of Sources Over Uses	110	(60)	(126,100)
Fund Balance at Beginning of Year:			
Reserves	0	0	0
Unreserved:			
Undesignated	126,036	126,146	126,086
Fund Balance at End of Year	\$126,146	\$126,086	(\$14)

Sanitation Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$4,349,496	\$4,485,700	\$4,369,900
Revenues From Other Governments	514,835	260,000	260,000
Total Sources	4,864,331	4,745,700	4,629,900
Anticipated Uses of Funds:			
Operating Expenditures	3,912,305	4,283,670	4,200,643
Capital Expenditures	0	0	0
Capital Expenditure Distribution	0	0	0
Depreciation	32,205	32,205	35,000
Debt Service	3,060	2,800	1,835
Disbursements to Other Funds of the City	478,842	360,000	360,000
Total Uses	4,426,412	4,678,675	4,597,478
Excess (Deficit) of Sources Over Uses	437,919	67,025	32,422
Retained Earnings (Deficit) Beginning of Year	(199,092)	238,827	305,852
Retained Earnings at End of Year	\$238,827	\$305,852	\$338,274

Water & Sewer Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$13,271,663	\$13,658,260	\$13,080,800
Revenues from Other Governments	4,380,640	0	0
Total Sources	17,652,303	13,658,260	13,080,800
Anticipated Uses of Funds:			
Operating Expenditures	8,611,086	9,657,482	9,136,711
Capital Expenditures	1,076,751	33,245,000	27,661,198
Capital Expenditure Distribution	(1,076,751)	(33,245,000)	(27,661,198)
Depreciation	2,205,036	2,450,000	2,450,000
Debt Service	136,863	135,600	125,040
Disbursements to Other Funds of the City	1,395,072	1,050,000	1,180,000
Total Uses	12,348,057	13,293,082	12,891,751
Excess (Deficit) of Sources Over Uses	5,304,246	365,178	189,049
Retained Earnings at Beginning of Year	86,067,863	91,372,109	91,737,287
Retained Earnings at End of Year	\$91,372,109	\$91,737,287	\$91,926,336

Inspection Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$1,009,372	\$962,420	\$901,920
Total Sources	1,009,372	962,420	901,920
Anticipated Uses of Funds:			
Operating Expenditures	984,947	964,789	974,878
Capital Expenditures	0	0	9,795
Capital Expenditure Distribution	0	0	(9,795)
Depreciation	8,772	27,000	27,000
Disbursements to Other Funds of the City	198,444	120,000	120,000
Total Uses	1,192,163	1,111,789	1,121,878
Excess (Deficit) of Sources Over Uses	(182,791)	(149,369)	(219,958)
Retained Earnings at Beginning of Year	(162,027)	(344,818)	(494,187)
Retained Earnings at End of Year	(\$344,818)	(\$494,187)	(\$714,145)

Zoning Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$41,016	\$37,500	\$39,500
Revenues from Other Governments	\$76,914	\$150,000	\$171,563
Total Sources	117,930	187,500	211,063
Anticipated Uses of Funds:			
Operating Expenditures	370,557	489,425	529,863
Capital Expenditures	0	0	0
Capital Expenditure Distribution	0	0	0
Depreciation	1,674	1,674	1,674
Disbursements to Other Funds of the City	12,024		
Total Uses	384,255	491,099	531,537
Excess (Deficit) of Sources Over Uses	(266,325)	(303,599)	(320,474)
Retained Earnings at Beginning of Year	(515,192)	(781,517)	(1,085,116)
Retained Earnings at End of Year	(\$781,517)	(\$1,085,116)	(\$1,405,590)

Department of Labor Building Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$469,432	\$469,257	\$470,000
Total Sources	469,432	469,257	470,000
Anticipated Uses of Funds:			
Operating Expenditures	273,953	265,400	308,330
Depreciation	87,280	87,281	87,300
Total Uses	361,233	352,681	395,630
Excess (Deficit) of Sources Over Uses	108,199	116,576	74,370
Retained Earnings at Beginning of Year	529,761	637,960	754,536
Retained Earnings at End of Year	\$637,960	\$754,536	\$828,906

Stormwater Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$1,831,022	\$1,295,800	\$1,258,200
Receipts from Other Funds of the City	0	0	0
Total Sources	1,831,022	1,295,800	1,258,200
Anticipated Uses of Funds:			
Operating Expenditures	927,277	1,055,476	1,280,582
Capital Expenditures	40,343	0	0
Capital Expenditure Distribution	(40,343)	0	0
Depreciation	5,539	5,539	5,539
Disbursements to Other Funds of the City	146,095	185,008	96,000
Total Uses	1,078,911	1,246,023	1,382,121
Excess (Deficit) of Sources Over Uses	752,111	49,777	(123,921)
Retained Earnings at Beginning of Year	1,232,483	1,984,594	2,034,371
Retained Earnings at End of Year	\$1,984,594	\$2,034,371	\$1,910,450

Auditorium Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$31,379	\$45,000	\$50,000
Total Sources	31,379	45,000	50,000
Anticipated Uses of Funds:			
Operating Expenditures	264,619	250,064	236,746
Total Uses	264,619	250,064	236,746
Excess (Deficit) of Sources Over Uses	(233,240)	(205,064)	(186,746)
Retained Earnings (Deficit) at Beginning of Year	(400,694)	(633,934)	(838,998)
Retained Earnings at End of Year	(\$633,934)	(\$838,998)	(\$1,025,744)

Motor Fuel Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$398,831	\$349,000	\$522,000
Total Sources	398,831	349,000	522,000
Anticipated Uses of Funds:			
Operating Expenditures	388,445	340,310	510,500
Total Uses	388,445	340,310	510,500
Excess (Deficit) of Sources Over Uses	10,386	8,690	11,500
Fund Balance at Beginning of Year:			
Unreserved:			
Undesignated	40,186	50,572	59,262
Fund Balance at End of Year	\$50,572	\$59,262	\$70,762

Motor Pool Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$4,026,801	\$4,207,849	\$4,463,393
Total Sources	4,026,801	4,207,849	4,463,393
Anticipated Uses of Funds:			
Operating Expenditures	2,485,944	2,537,164	2,813,393
Capital Expenditures	1,019,323	776,516	838,000
Capital Expenditure Distribution	(1,019,323)	(776,516)	(838,000)
Depreciation	1,639,440	1,670,000	1,650,000
Operating Transfers to Other Funds	601,417	560,000	0
Debt Service	0	0	0
Total Uses	4,726,801	4,767,164	4,463,393
Excess (Deficit) of Sources Over Uses	(700,000)	(559,315)	0
Capital Contribution		0	0
Retained Earnings at Beginning of Year	2,415,590	1,715,590	1,156,275
Retained Earnings at End of Year	\$1,715,590	\$1,156,275	\$1,156,275

Group Insurance Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$3,374,607	\$4,662,300	\$5,404,200
Receipts from Other Funds of the City	2,200,000	0	0
Total Sources	5,574,607	4,662,300	5,404,200
Anticipated Uses of Funds:			
Operating Expenditures	6,370,768	4,630,000	4,720,000
Disbursements to Other Funds of the City	(2,200,000)	0	600,000
Total Uses	4,170,768	4,630,000	5,320,000
Excess (Deficit) of Sources Over Uses	1,403,839	32,300	84,200
Retained Earnings (Deficit) at Beginning of Year	(1,306,312)	97,527	129,827
Retained Earnings (Deficit) at End of Year	\$97,527	\$129,827	\$214,027

Workers Compensation Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$461,826	\$467,823	\$628,584
Total Sources	461,826	467,823	628,584
Anticipated Uses of Funds:			
Operating Expenditures	504,433	370,600	500,000
Total Uses	504,433	370,600	500,000
Excess (Deficit) of Sources Over Uses	(42,607)	97,223	128,584
Retained Earnings (Deficit) at Beginning of Year	232,968	190,361	287,584
Retained Earnings (Deficit) at End of Year	\$190,361	\$287,584	\$416,168

Information Technology Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$0	\$0	\$1,057,379
Total Sources	0	0	1,057,379
Anticipated Uses of Funds:			
Operating Expenditures	0	0	1,057,379
Total Uses	0	0	1,057,379
Excess (Deficit) of Sources Over Uses	0	0	0
Retained Earnings (Deficit) at Beginning of Year	0	0	0
Retained Earnings (Deficit) at End of Year	\$0	\$0	\$0

Sunset Hill Cemetery Trust Fund

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 APPROVED
Projected Sources of Funds:			
Revenues:			
Locally Generated Non-Tax Revenues	\$66,204	\$83,520	\$101,500
Total Sources	66,204	83,520	101,500
Anticipated Uses of Funds:			
Operating Expenditures	12,960	948	2,000
Disbursements to Other Funds of the City	1,200	21,500	21,500
Total Uses	14,160	22,448	23,500
Excess (Deficit) of Sources Over Uses	52,044	61,072	78,000
Fund Balance at Beginning of Year:			
Reserves	1,351,685	1,403,729	1,464,801
Unreserved:			
Undesignated	0	0	0
Fund Balance at End of Year	\$1,403,729	\$1,464,801	\$1,542,801



Section **D**

Revenues

KEY REVENUE SOURCES

Key Revenue Sources and Assumptions

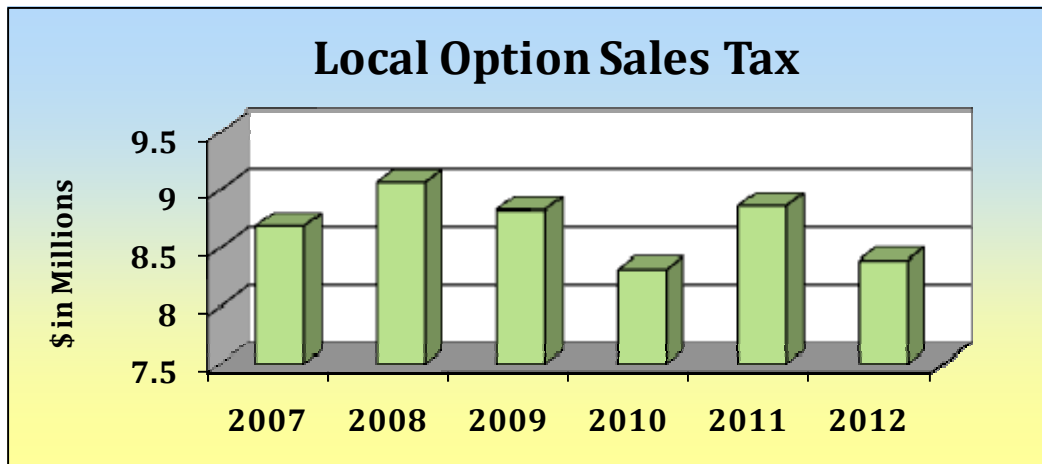
One of the analytical tools used during the FY 2012 Financial Planning process was a comprehensive revenue forecast. The forecast considered key revenue projection factors such as changes in population, increase in the consumer price index (CPI) and other growth factors. The trending of these key factors and their effect on revenues provided an historical basis for the revenue forecast.

Sources used in developing these projections include economic trends as reported in the national media. Ultimately, however, the FY 2012 revenue projections reflect the staff's best judgment about the performance of the local economy over the next year and how it will affect the City's revenues. The following provides a brief description of the City's major revenue sources along with the general assumptions used in preparing revenue projection for the FY 2012 Financial Plan.

General Assumptions

The FY 2012 revenue projections are conservatively budgeted to take in consideration the slowing of the economy and the resulting expected decline in revenues.

TAXES

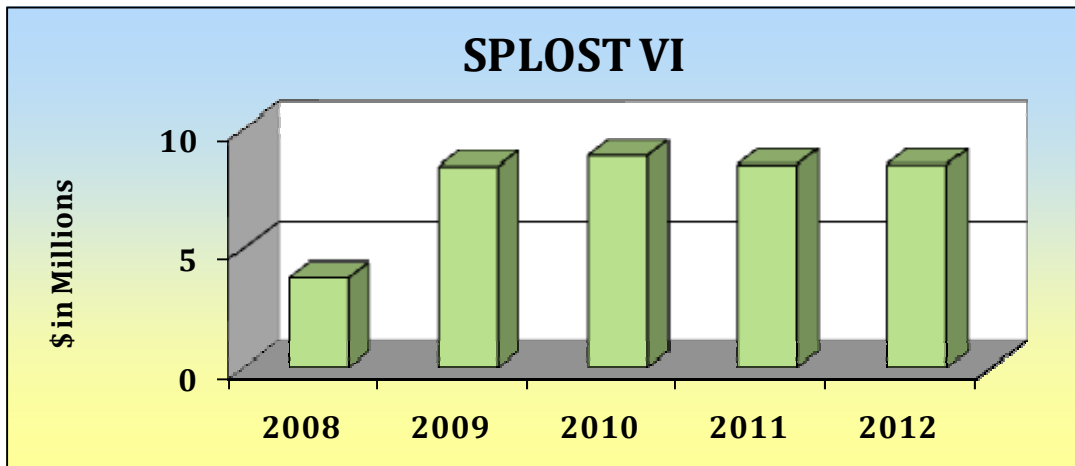


FY 2012 Budget: \$8,400,000
FY 2011 Budget: \$8,860,680 and FY 2010 Actual: \$8,322,130
% of Total Revenue in FY 2012: 11.25%

The City shares with the County 1% of all taxable retail sales occurring in Lowndes County. This tax is collected for cities and counties by the Georgia Department of Revenue (DOR) and is remitted the following month to the local jurisdictions. The percentage of the sales tax allocated to the City is based on a distribution rate agreed on by both the City and the County. The distribution rate was renegotiated and the new rate took effect January 1, 2003, which slightly lowered the City's share of the funds. The amount received by the City is decreased because of a slowing in overall sales as a result of the present economic climate.

Key Revenue Sources and Assumptions

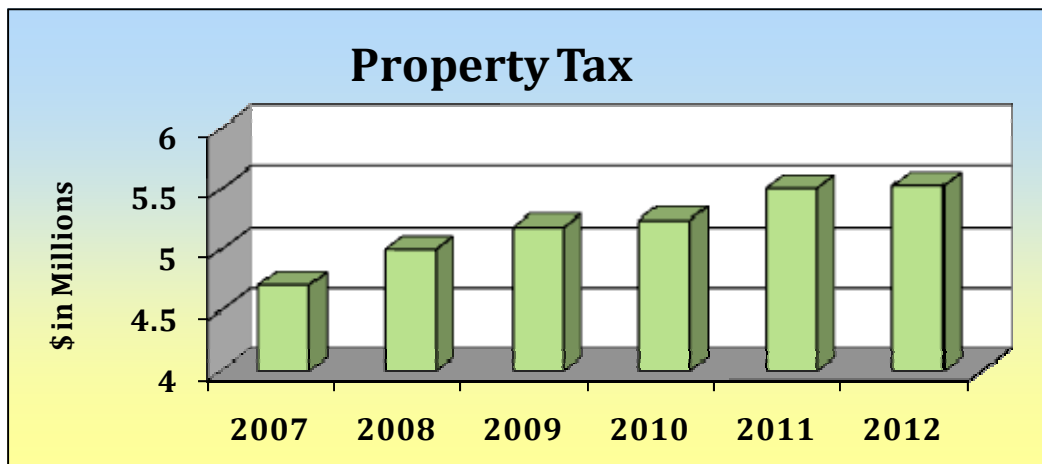
Special Purpose Local Option Sales Tax VI



FY 2012 Budget: \$8,500,000
FY 2011 Budget: \$8,493,871 and FY 2010 Actual: \$9,170,958
% of Total Revenue in FY 2012: 11.4%

This tax is an additional 1% sales tax enacted which is to be collected from January 2008 through December 2013 to fund specific projects voted upon by the citizens. The City is to receive 39.65% of all taxes collected, which is estimated to be \$183,500,000; the City's share would be \$72,757,750. These monies are to fund specific capital projects voted upon by the citizens.

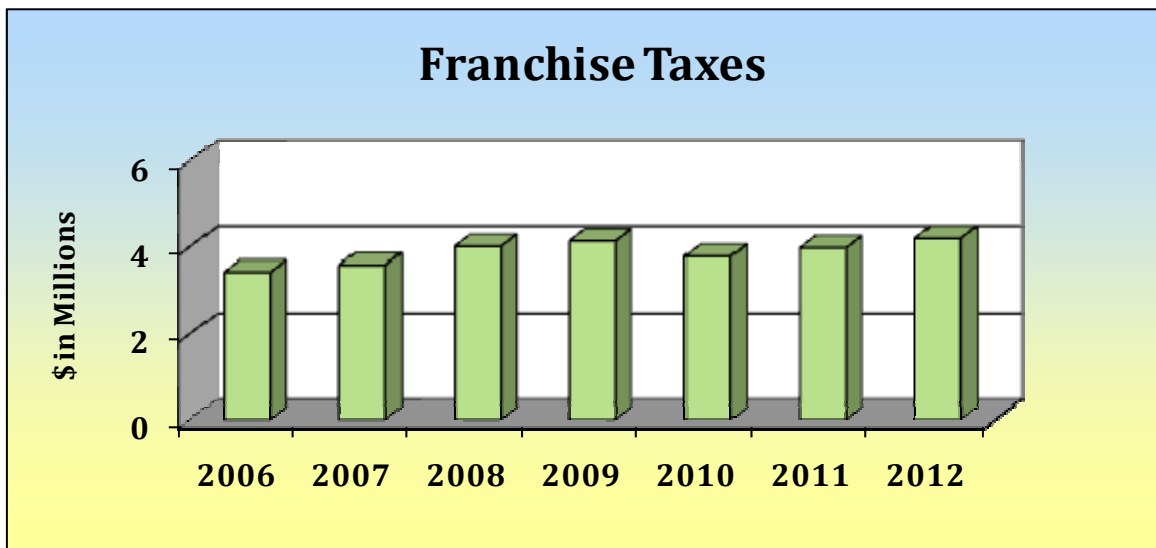
The tax is collected for the local jurisdiction by the Georgia Department of Revenue and distributed the month following to the County Government of the local jurisdiction. The local jurisdiction bills the County Government as the specific project construction costs are incurred.



FY 2012 Budget: \$5,533,500
FY 2011 Budget: \$5,510,000 and FY 2010 Actual: \$5,246,107
% of Total Revenue in FY 2012: 7.4%

Key Revenue Sources and Assumptions

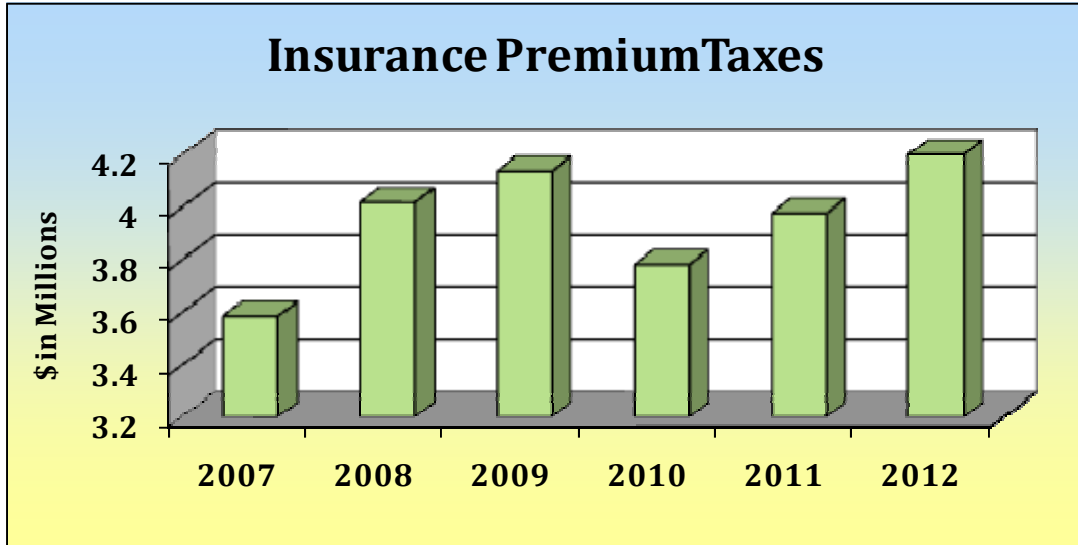
Property tax assessment, collection, and apportionment are performed by the Tax Commissioners Office. The City contains approximately 49% of all taxable property within the County. The growth in property taxes is based primarily on the trend of both population and development within the City. In addition, when property ownership changes, improvements are made, or when the Tax Assessors revalue property, the tax base increases due to the reassessed value of property. The actual rate of growth has risen over the past year, hence the slight projection of increase in tax revenues.



FY 2012 Budget: \$4,200,000
FY 2011 Budget: \$3,978,000 and FY 2010 Actual: \$3,782,649
% of Total Revenue in FY 2012: 5.6%

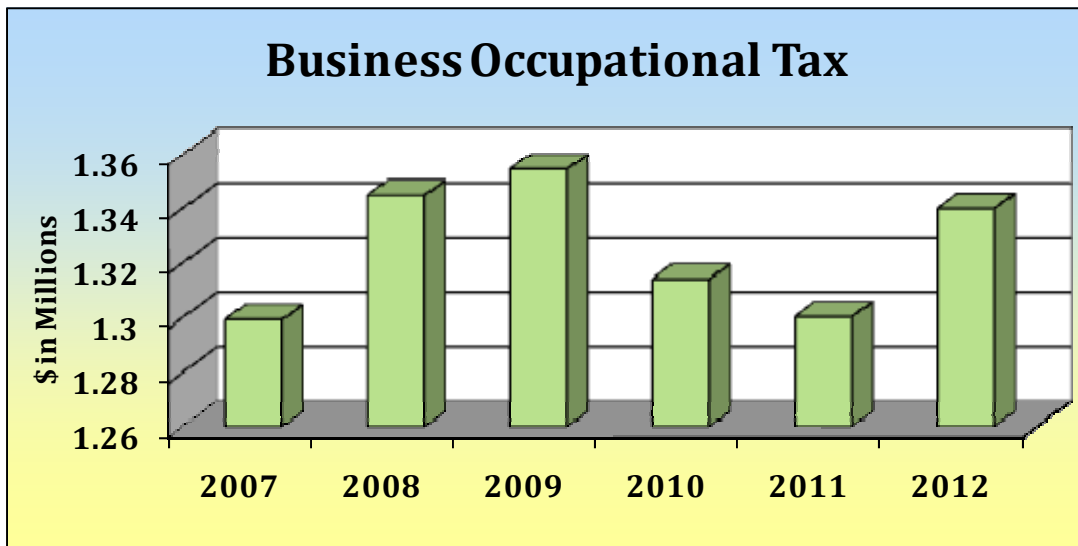
Franchise taxes are levied by the City on a variety of utilities as a percentage of their sales. The City forecasts its changes based upon purchasing trends and price changes in services provided by the private utility companies. The forecasted decrease is a conservative estimate based on the continued depressed economic climate.

Key Revenue Sources and Assumptions



FY 2012 Budget: \$2,400,000
FY 2011 Actual: \$2,390,226 and FY 2010 Actual: \$2,454,356
% of Total Revenue in FY 2012: 3.2%

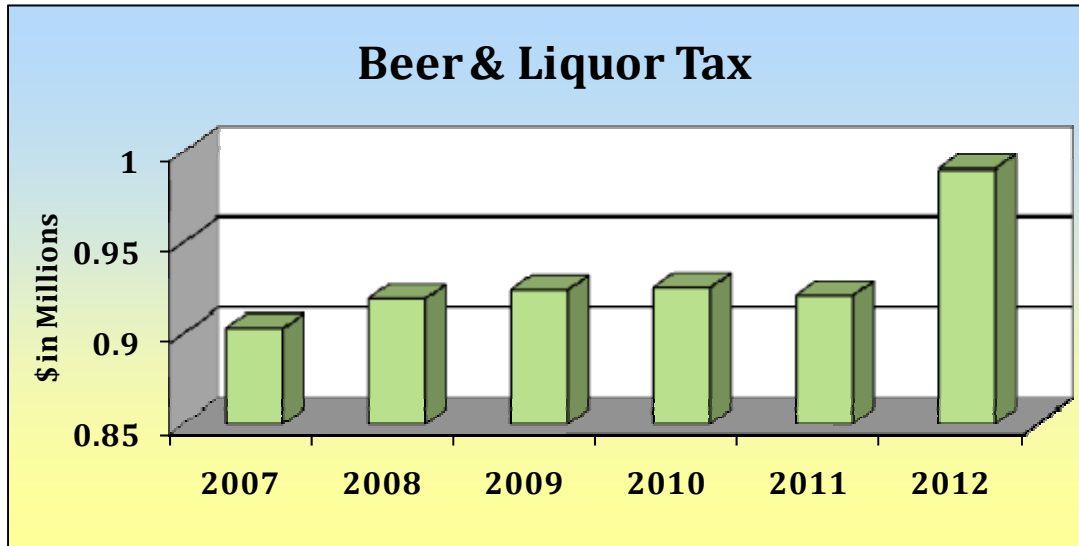
This tax is collected by the Georgia Department of Revenue and returned to the City based upon the percentage of Georgia's population in Valdosta. The State collects 1% of the gross direct premium on all insurance sold in the State. Growth in this tax is estimated to increase by the percentage at which the City's population increases in relation to that of the State. These revenues are cyclical in nature and are based on actual trends.



FY 2012 Budget: \$1,340,000
FY 2011 Actual: \$1,300,312 and FY 2010 Actual: \$1,314,230
% of Total Revenue in FY 2012: 1.8%

Key Revenue Sources and Assumptions

Persons conducting business in the City are subject to a municipal business occupation tax. The rate is based upon business' gross receipts for the entire calendar year. The tax is not regulatory and is only imposed for the purpose of raising general purpose revenues. This revenue source is projected to decrease slightly due to the uncertainty of the economy.

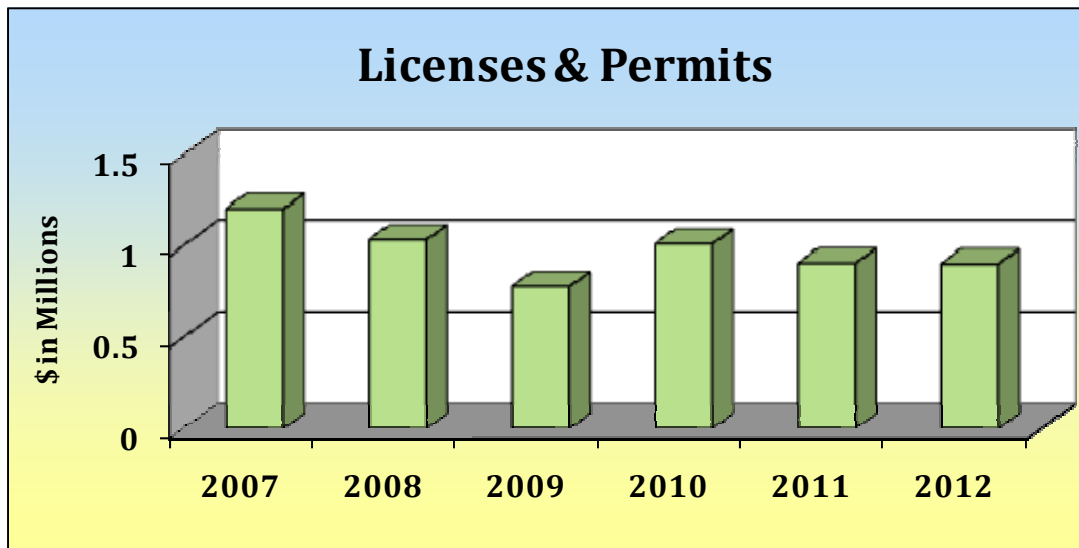


FY 2012 Budget: \$990,000
FY 2011 Actual: \$920,647 and FY 2010 Actual: \$925,240
% of Total Revenue in FY 2012: 1.3%

Beer and Liquor taxes are paid by the wholesale distributor per container at the time of delivery to the retail store. Growth is estimated upon historic data and population growth. Projections are based on historical trends, thus the increase for FY 2012.

Key Revenue Sources and Assumptions

LICENSES AND PERMITS



FY 2012 Budget: \$901,820
FY 2011 Actual \$905,978 and FY 2010 Actual: \$1,009,372
% of Total Revenue in FY 2012: 1.2%

A fee is charged for the issuance of permits to construct or repair residential or commercial property. The fee is set as a function of the construction costs. The revenues are projected based on the fee structure and the expected construction activity for the coming year. Construction activity in the Lowndes County area has decreased from FY 2010 levels, we are, therefore, projecting a decrease in permit revenues.

INTERGOVERNMENTAL REVENUE

% of Total Revenue in FY 2012: 3.0%

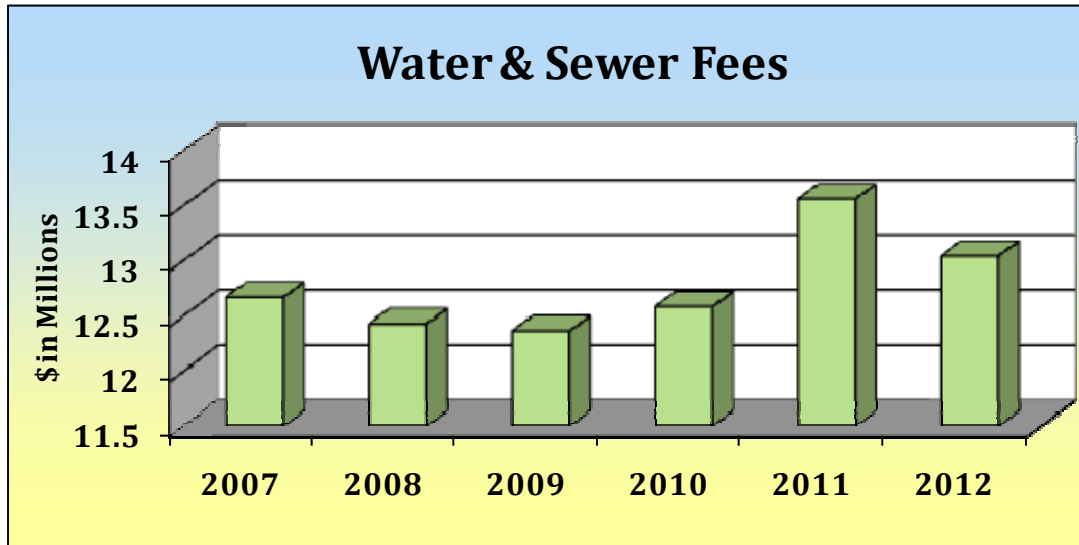
FY 2012 Revenue \$2,245,188

FY 2011 Revenue \$2,432,954

These revenues consist of funds received from the federal government, the State of Georgia and local governments and agencies in the form of grants and entitlements. They are based on the programs and projects that are eligible for participation in a grant or entitlement. Due to the uncertainty of the amount of grants to be awarded in the coming year, the City has chosen to budget conservatively and perform budget adjustments as the grants are awarded. Also, given the wide fluctuations from year to year in the amount of grant funding available and awarded, no ten year trend is presented because it could not be considered useful in analyzing these types of revenues.

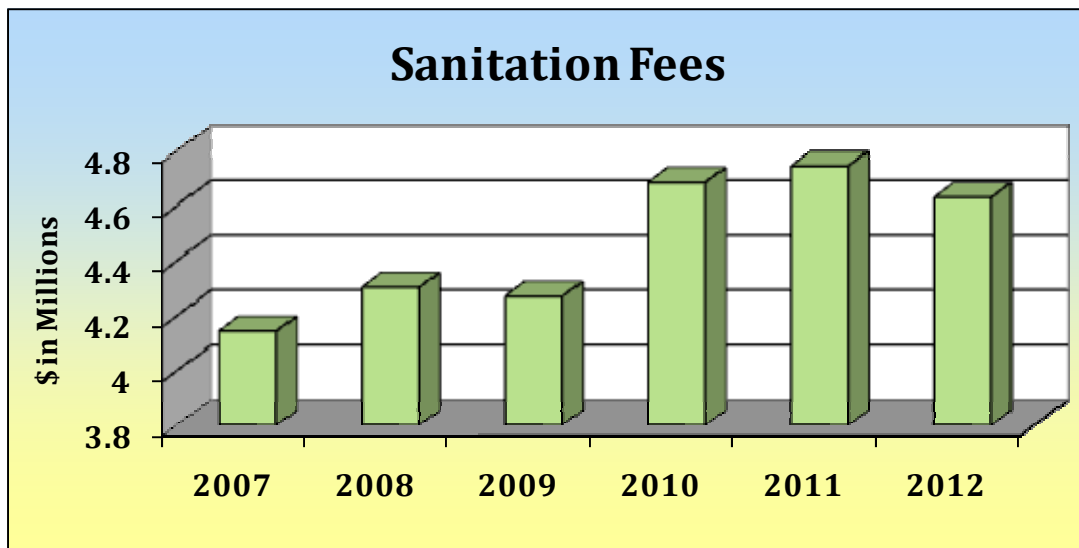
Key Revenue Sources and Assumptions

CHARGES FOR SERVICES



FY 2012 Budget: \$13,040,300
FY 2011 Budget: \$13,560,960 and FY 2010 Actual: \$12,581,936
% of Total Revenue in FY 2012: 17.5%

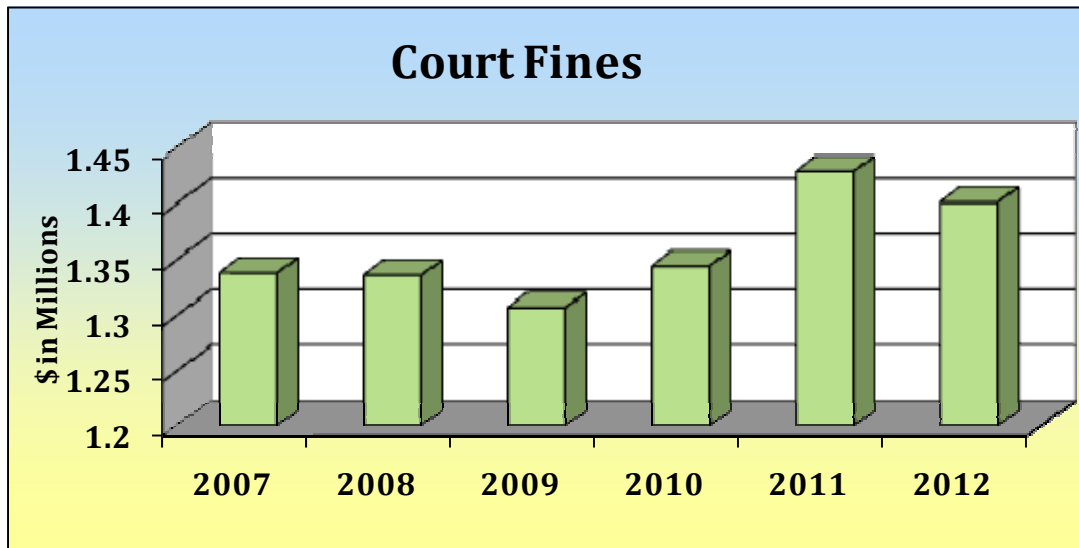
The Water and Sewer Fund charges all customers for the services it provides. The revenue is projected to decrease slightly for FY 2012.



FY 2012 Budget: \$4,629,900
FY 2011 Budget: \$4,745,700 and FY 2010 Actual: \$4,685,729
% of Total Revenue in FY 2012: 6.2%

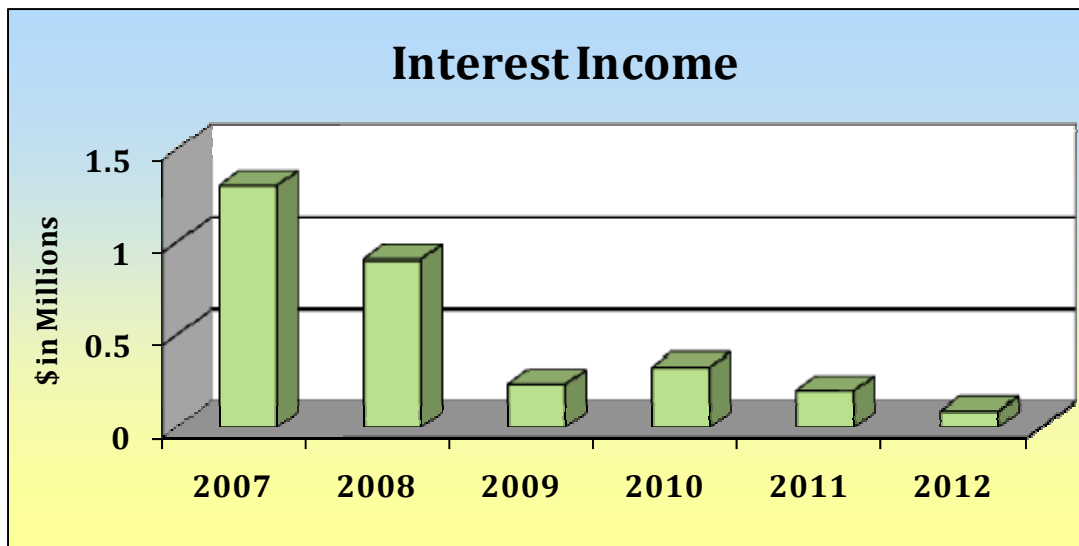
Sanitation fees are collected for commercial and residential garbage, yard trash, and roll off collection services. Revenue projection is based on an expected increase in the customer base.

Key Revenue Sources and Assumptions



FY 2012 Budget: \$1,401,500
FY 2011 Budget: \$1,429,500 and FY 2010 Actual: \$1,344,687
% of Total Revenue in FY 2012: 1.9%

Court fines are derived from fees imposed for the commission of statutory offenses, and are based on historical trends.



FY 2012 Budget: \$85,200
FY 2011 Budget: \$195,600 and FY 2010 Actual: \$325,702
% of Total Revenue in FY 2012: 0.1%

Interest income is earned from the use of idle cash assets invested in accordance with the City's investment policy. The projected decrease in Interest Income for FY 2012 is due to the decrease in the amount of investments that the City maintains, as we have utilized some of these funds in FY 2011.

SUMMARY
SCHEDULE
OF REVENUES
&
OTHER SOURCES

BY FUND TYPE, FUND
AND MAJOR
CATEGORY

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
General Fund			
Taxes Revenue			
Real Property - Current	\$5,246,107	\$5,510,000	\$5,533,500
Timber Tax	72	75,000	100
Motor Vehicle	388,510	439,600	430,000
Mobile Home Tax	1,693	2,500	1,500
Railroad Equipment Tax	16,430	16,000	16,800
Heavy Duty Equipment	93	1,200	1,000
Property Not On Digest	3,848	20,000	10,000
Real Estate Transfer	27,214	50,000	35,000
Intangibles	107,270	175,000	150,000
Franchise	3,782,649	3,978,000	4,200,000
Local Option Sales - LOST	8,322,130	8,860,680	8,400,000
Beer Tax	707,300	775,000	740,000
Liquor Tax	217,940	250,000	250,000
Business & Occupation	1,314,230	1,340,000	1,340,000
Insurance Premium Tax	2,454,356	2,503,446	2,400,000
Financial Institution	161,061	155,000	171,000
Paving	0	1,000	0
Penalties & Interest	33,457	2,000	33,000
Total Taxes Revenue	\$22,784,360	\$24,154,426	\$23,711,900
Licenses and Permits Revenue			
Alcoholic Beverage License	371,263	320,000	330,000
Insurance Company Business	47,400	45,900	45,000
Land Disturbing Activity	2,125	4,000	2,200
NPDES Permitting	2,675	10,000	3,000
Total Licenses and Permits Revenue	\$423,463	\$379,900	\$380,200
Intergovernmental Revenue			
Airport Security	163,194	230,625	163,194
FBI Law Enforcement	12,999	0	0
Federal DOJ (CHRP-COPS Hiring Recovery Program)	69,085	0	280,000
Federal DOJ Bulletproof Vest	5,969	0	0
CJCC Criminal Justice Coordinating Council	0	0	98,000
Anti-Gang DOJ	7,810	7,810	0
Federal Stimulus Funding	0	306,400	0
Contribution from GEMA	232,715	0	0
State of GA GOHS TEN - DOT	12,537	0	0
State of GA GOHS HEAT - DOT	58,750	56,155	47,877
GEMA Disaster Recovery - Federal	17,668	0	0
Airport Crash Rescue	318,050	268,373	270,000
Lowndes County Board of Health	1,300	0	0
Other Agency-Funded Officers	320,786	334,417	390,000
Total Intergovernmental Revenue	\$1,220,863	\$1,203,780	\$1,249,071
Charges for Services Revenue			
Right of Way Maintenance - State	87,080	87,805	87,805
Department Revenue	282,758	488,000	260,400
Collection Fee - Garn/Child Support	8,825	11,000	8,000
Insufficient Fund Fees	12,234	18,000	15,000
Lot Clearing	33,733	30,000	30,000
Over and Under	(72)	0	0
Misc Billing Contra	(366,233)	0	0
Housing	138,973	25,000	25,000
Outside Arborist Service	2,128	0	0
Vending Machines	0	100	0
Total Charges for Services Revenue	\$199,425	\$659,905	\$426,205

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Fines and Forfeitures Revenue			
Court Fines & Forfeitures	1,259,204	1,350,000	1,320,000
Local Indigent Def	19,068	15,000	10,000
Seat Belt Fines	64,287	63,500	70,000
Other Fines	0	0	500
Tree Fines & Forfeitures	0	1,000	1,000
Total Fines and Forfeitures Revenue	\$1,342,559	\$1,429,500	\$1,401,500
Interest Revenue			
Interest on Investments	17,690	102,000	500
Interest Miscellaneous Billing	90,618	5,000	37,000
Misc Billing Int Contra	187,916	0	0
Total Interest Revenue	\$296,224	\$107,000	\$37,500
Contributions and Donations Rev.			
Contribution & Donation	3,000	31,000	0
Total Contributions & Donations Rev.	\$3,000	\$31,000	\$0
Miscellaneous Revenue			
Rent	53,117	236,950	263,950
Warehouse Rent	30,000	30,000	30,000
Cemetery	117,643	130,000	130,000
Land Lease Industrial Authority	0	5,000	5,000
Sale of Property	0	0	120,000
Miscellaneous	50,003	201,000	202,000
Total Miscellaneous Revenue	\$250,763	\$602,950	\$750,950
Total General Fund	\$26,520,657	\$28,568,461	\$27,957,326
Confiscated Funds			
Fines and forfeitures Revenue			
Other Confiscations/Escheats	19,006	10,000	0
Total Fines and Forfeitures Revenue	\$19,006	\$10,000	\$0
Interest Revenue			
⁴ Interest on Investments	112	100	0
Total Interest Revenue	\$112	\$100	\$0
Total Confiscated Funds	\$19,118	\$10,100	\$0
U. S Dept. of Justice Fund			
Intergovernmental Revenue			
Federal DOJ Grant	15,162	0	0
Total Intergovernmental Revenue	\$15,162	\$0	\$0
Interest Revenue			
Interest on Investments	47	0	0
Total Interest Revenue	\$47	\$0	\$0
Total U. S Dept. of Justice Fund	\$15,210	\$0	\$0
UDAG Fund			
Interest Revenue			
Interest on Investments	36	0	0
Bank Account Interest	194	500	0
Total Interest Revenue	\$229	\$500	\$0
Total UDAG Fund	\$229	\$500	\$0
HUD Federal Grant Fund			

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Intergovernmental Revenue			
Federal CDBG HUD Entitlement Grant	755,364	597,574	564,554
Total Intergovernmental Revenue	\$755,364	\$597,574	\$564,554
Miscellaneous Revenue			
Program Income	0	0	0
Total Miscellaneous Revenue	\$0	\$0	\$0
Total HUD Federal Grant Fund	\$755,364	\$597,574	\$564,554
GA DCA CHIP 06M-X-092-2-2951 Fund			
Intergovernmental Revenue			
Federal CHIP Grant	166,951	0	0
Total Intergovernmental Revenue	\$166,951	\$0	\$0
Total GA DCA CHIP 06M-X-092-2-2951 Fund	\$166,951	\$0	\$0
GA DCA CHIP 07M-X-092-2-2961 Fund			
Intergovernmental Revenue			
Federal CHIP Grant	138,000	0	0
Total Intergovernmental Revenue	\$138,000	\$0	\$0
Total GA DCA CHIP 07M-X-092-2-2961 Fund	\$138,000	\$0	\$0
GA DCA CHIP 07MR-X-092-2-2979 Fund			
Intergovernmental Revenue			
Federal CHIP Grant	\$20,000	\$0	\$0
Total Intergovernmental Revenue	\$20,000	\$0	\$0
Total GA DCA CHIP 07MR-X-092-2-2979 Fund	\$20,000	\$0	\$0
EECBG-Department of Energy Fund			
Intergovernmental Revenue			
EECBG Dept. of Energy	79,217	221,600	0
Total Intergovernmental Revenue	\$79,217	\$221,600	\$0
Total EECBG Department of Energy Fund	\$79,217	\$221,600	\$0
CDBG-R HUD Recovery Grant Fund			
Intergovernmental Revenue			
Federal CDBG-R Recovery	4,495	0	0
Total Intergovernmental Revenue	\$4,495	\$0	\$0
Total CDBG-R HUD Recovery Grant Fund	\$4,495	\$0	\$0
Youth Recreation Scholarship Fund			
Interest Revenue			
Interest on Investments	36	0	0
Total Interest Revenue	\$36	\$0	\$0
Total Youth Recreation Scholarship Fund	\$36	\$0	\$0

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Accommodations Tax Fund			
Taxes Revenue			
Accommodations Tax	1,476,776	1,668,600	1,600,000
Interest & Penalty	501	1,000	300
Total Taxes Revenue	\$1,477,277	\$1,669,600	\$1,600,300
Interest Revenue			
Interest on Investments	138	500	200
Total Interest Revenue	\$138	\$500	\$200
Total Accommodations Tax Fund	\$1,477,414	\$1,670,100	\$1,600,500
SPLOST 1997 Fund			
Taxes Revenue			
Special Purpose Local Option Sales	\$1,083,101	\$228,842	\$0
Total Taxes Revenue	\$1,083,101	\$228,842	\$0
Total SPLOST 1997 Fund	\$1,083,101	\$228,842	\$0
SPLOST 2002 Fund			
Taxes Revenue			
Special Purpose Local Option Sales	1,684,458	2,000,000	0
Total Taxes Revenue	\$1,684,458	\$2,000,000	\$0
Intergovernmental Revenue			
Contribution GA DNR	6,976	0	0
Total Intergovernmental Revenue	\$6,976	\$0	\$0
Total SPLOST 2002 Fund	\$1,691,434	\$2,000,000	\$0
SPLOST 2007 Fund			
Taxes Revenue			
Special Purpose Local Option Sales	8,487,839	8,483,871	8,500,000
Total Taxes Revenue	\$8,487,839	\$8,483,871	\$8,500,000
Intergovernmental Revenue			
Airport Authority Revenue Sharing	377,305	0	0
Total Intergovernmental Revenue	\$377,305	\$0	\$0
Interest Revenue			
Interest on Investments	5,814	10,000	0
Total Interest Revenue	\$5,814	\$10,000	\$0
Total SPLOST 2007 Fund	\$8,870,958	\$8,493,871	\$8,500,000

FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
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Airport Development Fund

Intergovernmental Revenue

Contribution from FAA	1,571,412	0	0
Contribution from DOT	80,333	0	0
Contribution from Airport Authority	39,692	0	0
Total Intergovernmental Revenue	\$1,691,437	\$0	\$0

Interest Revenue

Interest on Investments	0	0	21,000
Loan Interest	5,234	0	0
Total Interest Revenue	\$5,234	\$0	\$21,000

Total Airport Development Fund	\$1,696,671	\$0	\$21,000
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General Capital Projects Fund

Interest Revenue

Interest on Investments	1,879	0	0
Total Interest Revenue	\$1,879	\$0	\$0

Total General Capital Projects Fund	\$1,879	\$0	\$0
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Parks Development Fund

Interest Revenue

Interest on Investments	369	0	0
Total Interest Revenue	\$369	\$0	\$0

Total Parks Development Fund	\$369	\$0	\$0
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Sanitation Fund

Intergovernmental Revenue

GEMA Disaster Recovery - Federal	46,178	0	0
Cont GA DCA - Recycling HUB Grant	132,424	0	0
Deep South Revenue Sharing	336,233	260,000	260,000
Total Intergovernmental Revenue	\$514,835	\$260,000	\$260,000

Charges for Services Revenue

Residential Pick Up	3,032,190	3,190,000	3,100,000
Small Business Pick Up	168,630	170,000	170,000
Special Pick Up	98,244	95,000	60,000
Late Fee	21,327	20,000	19,000
Commercial Pick Up	927,413	920,000	925,000
Roll Off Fees	55,211	45,000	55,000
Residential Adjustment	(11,955)	(5,000)	(5,000)
Special Pickup Adjustment	(35)	(2,000)	0
Late Fee Adjustment	(1,625)	(2,500)	(2,000)
Small Business Adjustment	(827)	(600)	(600)
Commercial Adjustment	(2,332)	(1,500)	(1,500)
Landfill Charges	1,154	500	700
Recycling Revenues	42,577	40,000	35,000
Total Charges for Services Revenue	\$4,329,971	\$4,468,900	\$4,355,600

Fines and Forfeitures Revenue

Other Fines	825.00	500.00	300.00
Total Fines and Forfeitures Revenue	\$825.00	\$500.00	\$300.00

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Interest Revenue			
Interest on Investments	1,847	0	0
Interest on Investments	0	3,000	1,000
Interest Miscellaneous Billing	304	0	0
Total Interest Revenue	\$2,151	\$3,000	\$1,000
Miscellaneous Revenue			
Mulch Sales	0	0	0
Recovery of Bad Debt	5,193	3,800	3,500
Container Sales	11,357	9,500	9,500
Total Miscellaneous Revenue	\$16,550	\$13,300	\$13,000
Total Sanitation Fund	\$4,864,331	\$4,745,700	\$4,629,900
Water and Sewer Fund			
Intergovernmental Revenue			
ARRA Grant Revenue-GEFA	4,000,000	0	0
GEMA Disaster Recovery - Federal	380,641	0	0
Total Intergovernmental Revenue	\$4,380,641	\$0	\$0
Charges for Services Revenue			
Service Fee	11,820,861	12,815,000	12,300,000
Temporary Service Fee	10,714	9,500	9,500
Hydrant Water	5,135	5,500	5,000
Late/Reconnect Fee	553,425	570,660	550,000
Transfer Fee	16,800	15,500	16,000
New Service Fee	90,401	97,100	97,100
Septic Tank	1,895	2,000	2,000
Income Adjustment	(92,209)	(104,000)	(84,000)
Transfer Fee Adjustment	(1,320)	(550)	(550)
New Service Fee Adjustment	(1,553)	(850)	(850)
Late Fee Adjustment	(7,771)	(8,900)	(8,900)
Water Taps	168,947	130,000	130,000
Sewer Taps	29,100	30,000	25,000
Over/Under	(797)	0	0
Outside Sampling	14,475	13,300	13,000
Construction Cost Recovery Fee	0	10,500	10,000
Industrial Pretreatment Permits	500	500	500
Total Charges for Services Revenue	\$12,608,604	\$13,585,260	\$13,063,800
Interest Revenue			
Interest on Investments	1,315	51,000	2,000
Interest Miscellaneous Billing	976	0	0
Total Interest Revenue	\$2,291	\$51,000	\$2,000
Contributions & Donations Revenue			
Capital Contribution Revenue	875,999	0	0
Total Contributions & Donations Rev.	\$875,999	\$0	\$0
Miscellaneous Revenue			
Recovery of Bad Debt	10,829	9,000	6,000
Gain on Sale of Assets	(262,174)	0	0
Miscellaneous	36,113	13,000	9,000
Total Miscellaneous Revenue	(\$215,231)	\$22,000	\$15,000
Total Water & Sewer Fund	\$17,652,303	\$13,658,260	\$13,080,800

FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
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Inspection Fund

Licenses and Permits Revenue			
Electrical Permits	105,841	122,200	112,400
Plumbing Permits	103,500	101,000	94,500
Building Permits	606,357	571,720	539,720
Mechanical Permits	100,340	108,700	104,300
Sprinkler Permits	4,541	3,500	3,000
Total Licenses and Permits Revenue	\$920,579	\$907,120	\$853,920
Charges for Services Revenue			
Over/Under	(137)	0	0
Plan Review	86,775	50,000	47,000
Inspection Revenues	0	2,000	0
Reinspection Fee	1,800	3,000	1,000
Charges for Services Revenue	\$88,438	\$55,000	\$48,000
Miscellaneous Revenue			
Permit Displays	355	300	0
Total Miscellaneous Revenue	\$355	\$300	\$0
Total Inspection Fund	\$1,009,372	\$962,420	\$901,920

Planning and Zoning Fund

Licenses and Permits Revenue			
Sign Permits	11,906	12,500	12,500
Total Licenses and Permits Revenue	\$11,906	\$12,500	\$12,500
Intergovernmental Revenue			
State of GA EPA FSF	73,914	150,000	171,563
State of GA HPD	3,000	0	0
Total Intergovernmental Revenue	\$76,914	\$150,000	\$171,563
Charges for Services Revenue			
Zoning Applications	29,111	25,000	27,000
Total Charges for Services Revenue	\$29,111	\$25,000	\$27,000
Total Planning and Zoning Fund	\$117,931	\$187,500	\$211,063

Department of Labor Building Fund

Interest Revenue			
Interest on investments	276	100	0
Total Interest Revenue	\$276	\$100	\$0
Miscellaneous Revenue			
Rent	469,157	469,157	470,000
Total Miscellaneous Revenue	\$469,157	\$469,157	\$470,000
Total Dept. of Labor Building Fund	\$469,433	\$469,257	\$470,000

FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
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Storm Water Drainage Fund

Charges For Services Revenue			
Service Fee	1,242,161	1,300,000	1,261,000
Income Adjustment	(10,556)	(5,000)	(3,000)
Transfer Fee Adjustment	500	0	0
Total Charges for Services Revenue	\$1,232,105	\$1,295,000	\$1,258,000
Interest Revenue			
Interest	2,587	600	0
Total Interest Revenue	\$2,587	\$600	\$0
Capital Contributions Revenue			
Capital Contribution Revenue	595,590	0	0
Total Capital Contributions Revenue	\$595,590	\$0	\$0
Miscellaneous Revenue			
Recovery of Bad Debt	740	200	200
Total Miscellaneous Revenue	\$740	\$200	\$200
Total Storm Water Fund	\$1,831,022	\$1,295,800	\$1,258,200

Auditorium Fund

Miscellaneous Revenue			
Rent	31,375	45,000	50,000
Miscellaneous	5	0	0
Total Miscellaneous Revenue	\$31,380	\$45,000	\$50,000
Total Auditorium Fund	\$31,380	\$45,000	\$50,000

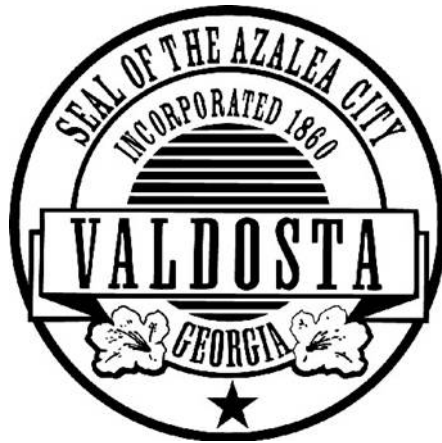
Motor Fuel Fund

Charges for Services Revenue			
Fuel Sales	398,697	349,000	522,000
Total Charges for Services Revenue	\$398,697	\$349,000	\$522,000
Interest Revenue			
Interest on Investments	\$134	\$0	\$0
Total Interest Revenue	\$134	\$0	\$0
Motor Fuel Fund	\$398,831	\$349,000	\$522,000

Motor Pool Fund

Charges for Services Revenue			
Fuel Sales	388,204	340,000	510,000
Outside Vehicle Services	16,769	0	25,000
Vehicle Services	3,380,152	3,834,349	3,821,393
Total Charges for Services Revenue	\$3,785,126	\$4,174,349	\$4,356,393
Interest Revenue			
Interest on Investments	3,091	1,000	2,000
Total Interest Revenue	\$3,091	\$1,000	\$2,000
Contributions and Donations Revenue			
Capital Contribution Revenue	216,536	0	25,000
Total Contributions & Donations Rev.	\$216,536	\$0	\$25,000

	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2012 BUDGET
Miscellaneous Revenue			
Insurance Claims	16,566	2,500	40,000
Sale of Property	5,484	25,000	35,000
Miscellaneous	0	5,000	5,000
Total Miscellaneous Revenues	\$22,050	\$32,500	\$80,000
Total Motor Pool Fund	\$4,026,801	\$4,207,849	\$4,463,393
Group Insurance Fund			
Charges for Services Revenue			
Employee Insurance Premium	4,690,159	4,407,000	5,203,200
Retiree Insurance Premium	83,975	85,000	81,000
Cobra Insurance Premium	41,817	15,000	20,000
Total Charges for Services Revenue	\$4,815,951	\$4,507,000	\$5,304,200
Interest Revenue			
Interest on Investments	621	300	0
Interest Revenue	\$621	\$300	\$0
Miscellaneous Revenue			
Miscellaneous	758,035	155,000	100,000
Miscellaneous Revenue	\$758,035	\$155,000	\$100,000
Total Group Insurance Fund	\$5,574,607	\$4,662,300	\$5,404,200
Workmen's Compensation Fund			
Charges for Services Revenue			
Employee Insurance Premium	458,722	467,823	628,584
WC Settlement Premiums	2,903	0	0
Total Charges for Services Revenue	\$461,625	\$467,823	\$628,584
Interest Revenue			
Interest on Investments	202	0	0
Total Interest Revenue	\$202	\$0	\$0
Total Workmen's Compensation Fund	\$461,827	\$467,823	\$628,584
IT Services Fund			
Charges for Services Revenue			
Information Technology Charges	0	0	1,057,379
Charges for Services Revenue	\$0	\$0	\$1,057,379
Total IT Services Fund	\$0	\$0	\$1,057,379
Sunset Hill Permanent Fund			
Interest Revenue			
Interest on Investments	4,268	21,500	21,500
Total Interest Revenue	\$4,268	\$21,500	\$21,500
Contributions and Donations Revenue			
Perpetual Care Income	41,444	39,240	41,000
Total Contributions and Donations Rev	\$41,444	\$39,240	\$41,000
Miscellaneous Revenues			
Rent	20,492	22,780	39,000
Total Miscellaneous Revenues	\$20,492	\$22,780	\$39,000
Total Sunset Hill Permanent Fund	\$66,204	\$83,520	\$101,500
Total Revenues	\$79,045,144	\$72,925,477	\$71,422,319



Section **E**

Department Budget Highlights

Department Budget Highlights Overview

The following pages present a view of the budget expenditures by Fund, Department, and Division or Program.

Fiscal data is given for each department, division or program for FY 2010-2012.

The count for full time and permanent part-time positions is given for each department and division. In one case the number of full time positions may include a decimal. This is due to having one position split across more than one division causing the position to show as a partial position in two divisions.

Department and division descriptions are given that explain the basic service activities for which the unit is responsible.

Highlights, goals, and objectives are presented which may give highlights of 2011 and may also list departmental and divisional goals and objectives for 2012. Goals that relate to the citywide goals are annotated with the corresponding number. These citywide goals can be found on page A-20 of this document.

The significant accomplishments and changes section details any major changes that the division has undergone or any noteworthy item it has accomplished.

Comparisons of prior-year results of operations and current budget plans are facilitated by the page section, "Performance Measurement Criteria." Standards of measurement established by the operating unit are given for the fiscal-year period 2010. Projections for the year 2011 and 2012 are also given. When data is not available, it will be stated.



General Fund

The principal fund of the City which accounts for all financial transactions not accounted for in other funds. Principal revenue sources are property taxes, sales taxes, fines, intergovernmental revenues, etc. Expenditures are for General Government, Public Safety, Municipal Court, Public Works and Public Involvement.

General Government

Administration

Department Summary

The Administration department is within the General Government Function. It includes the Mayor and Council, Executive Office, Elections, and City Attorney.

Expenditure Summary:

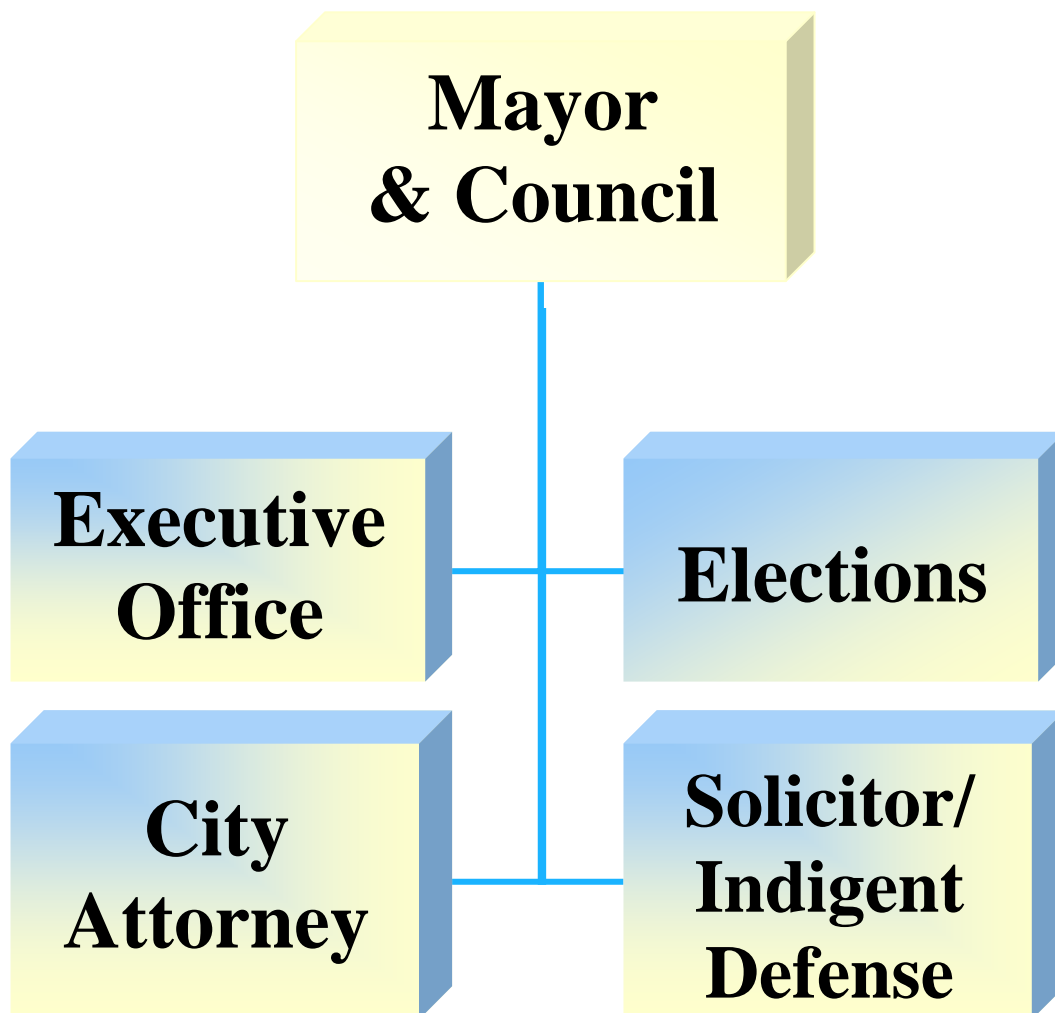
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$653,798	\$646,044	\$657,028
Contractual Services	113,034	104,886	106,367
Supplies	37,530	37,863	37,863
Travel & Training	218,600	186,520	191,795
Other Services	808,089	636,589	858,837
Capital	0	10,000	10,500
Total Expenditures	\$1,831,051	\$1,621,902	\$1,862,390
Positions			
Full Time	12	12	12
Total Positions	12	12	12

Department Goals:

1. Continue to improve the quality of life for the residents of Valdosta. (All Goals)
2. Promote economic and community growth.
3. Continue with infrastructure expansion and capital improvement. (CG11)

Administration

Organizational Chart



Administration

Mayor and Council

Through legislative action and instruction to the City Manager, the Mayor and Council govern the City of Valdosta by enacting ordinances concerning municipal affairs, subject only to limitations and restrictions of the city charter and the state constitution.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$228,331	\$214,011	\$208,214
Contractual Services	89,463	72,388	73,672
Supplies	21,217	13,353	13,353
Travel & Training	174,554	145,275	160,210
Other Services	223,578	296,025	302,660
Capital	0	0	10,500
Total Expenditures	\$737,143	\$741,052	\$768,609
Positions			
Full Time	8	8	8
Total Positions	8	8	8

Significant Accomplishments and/or Changes:

None

Division Objectives:

Implement programs to enhance the quality of life for City residents through economic development, infrastructure replacement and expansion of public facilities.

Work with Lowndes County Commissioners to fund joint projects for the betterment of our community.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Adopt Code supplements	1	1	2
Review/amend city zoning designations	1	1	1
Study/address transportation needs	1	1	1
Study/address technology infrastructure	1	1	1

Administration

Executive Office

The Executive Office Division provides information and recommendations to the Mayor and Council, implements council policies, directs the delivery of municipal services, oversees accomplishment of City objectives, and provides clerical and administrative support to the Mayor and Council.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$425,467	\$432,033	\$448,814
Contractual Services	13,014	12,498	12,695
Supplies	16,313	24,510	24,510
Travel & Training	43,351	40,400	30,740
Other Services	18,878	20,064	55,677
Capital	0	10,000	0
Total Expenditures	\$517,023	\$539,505	\$572,436
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Significant Accomplishments and/or Changes:

None

Division Objectives:

Organize material for agenda items.

Supervise and evaluate performance of department heads.

Oversee and complete updating of the Code of Ordinances.

Provide administrative oversight for construction of SPLOST PROJECTS.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Documents processed within 3 days of receipt	96%	98%	99%
Detailed reports issued with Agenda Packets	24	24	24
News releases issued	60	60	60
Bi-weekly staff meetings	26	26	26

Administration

Elections

The Elections Division exists to organize and implement plans to conduct municipal elections.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Contractual Services	\$10,557	\$20,000	\$20,000
Total Expenditures	\$10,557	\$20,000	\$20,000

Significant Accomplishments and/or Changes:

None

Division Objectives:

Conduct all municipal elections in a professional manner.

Utilize available technology to present elections results in a timely manner.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Elections certified on time	100%	100%	100%

Administration

City Attorney

The City Attorney provides comprehensive legal services and opinions to assist the Mayor and Council, City Manager, and Department Heads in carrying out the activities of government. The City Attorney also reviews contracts, ordinances, and other legal documents for presentation and approval.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Travel & Training	\$695	\$845	\$845
Other Services	456,031	300,500	475,500
Total Expenditures	\$456,726	\$301,345	\$476,345

Significant Accomplishments and/or Changes:

None

Division Objectives:

Provide to elected and appointed officials accurate, timely and well researched legal advice.
Reduce workers' comp claims by 10% through negotiating settlements.
Reduce current number of lawsuits from twenty-six (26) by twenty percent (20%).
Review for adoption a revised code of ordinances.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
% Annual Reduction in Workers Claims	11%	10%	10%
% of contracts reviewed within 7 days	100%	100%	100%
Provide an annual report on states of litigation	1	1	1
% of ordinances reviewed within 10 days	94%	95%	96%

Administration

Solicitor/Indigent Defense

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Other Services	\$109,602	\$20,000	\$25,000
Total Expenditures	\$109,602	\$20,000	\$25,000

Significant Accomplishments and/or Changes:

None

Division Objectives:

To act as prosecutor in Municipal Court cases which go to trial.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
To win cases prosecuted	96%	96%	98%



HUMAN RESOURCES DEPARTMENT

Human Resources

Department Summary

The Human Resources Department is included in the General Government Function. The staff handles all medical claims and workers' compensation payments for the city. They also prepare all advertising for vacant positions and are solely responsible for processing in new employees along with processing out retiring employees.

Expenditure Summary:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Garnishment Admin Fees	\$8,825	\$11,000	\$8,000
Total Funds Generated	\$8,825	\$11,000	\$8,000
Categories of Expenditures			
Personal Services	\$291,655	\$285,351	\$295,617
Contractual Services	8,998	35,017	7,496
Supplies	4,520	7,100	4,350
Travel & Training	44,126	6,300	22,700
Other Services	18,168	240,250	127,167
Total Expenditures	\$367,467	\$574,018	\$457,330
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Department Goals:

1. Complete second phase of Prescription Drug Audit of Express Scripts.
2. Encourage use of City Health and Wellness Clinic.
3. Place RFP for Pharmacy Manager.
4. Complete contractual arrangements with area providers for supplemental medical procedures for clinic.
5. Implement supervisory training program.

Human Resources

Organizational Chart



Human Resources

Administration

The Administration Division's duties include policy and procedure development, analysis of job to salary standards, staffing, performance standards and evaluation development, training, employee relations, risk and liability, grievances, records and report retention, personnel research, workers' compensation, employee benefits and the retirement program. These functions are varied, but integral to the overall administrative success of the City of Valdosta.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Garnishment Admin Fees	\$8,825	\$11,000	\$8,000
Total Funds Generated	\$8,825	\$11,000	\$8,000
Categories of Expenditures			
Personal Services	\$287,446	\$285,351	\$295,617
Contractual Services	8,998	10,017	7,496
Supplies	4,520	6,750	4,350
Travel & Training	1,525	2,800	2,200
Other Services	8,494	9,250	87,167
Total Expenditures	\$310,983	\$314,168	\$396,830
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Significant Accomplishments and/or Changes:

Opened City Health and Wellness Clinic.

Division Objectives:

Revise rules and regulations – ongoing.
 Revise retirement plan to include sliding scale for return of contributions.
 Obtain gold status with American Heart Association Fit City Program.
 Wage and salary study with UGA.
 Set up Post Employment Health Plan.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Recommend Elected Officials Retirement	100%	100%	100%
City wide Wellness Program	50%	100%	100%
Establish Disciplinary Teams	100%	100%	100%

Human Resources

Employee Incentives & Assistance

The Employee Incentives & Assistance Division handles the employee of the month program to reward a selected employee each month for service above and beyond their daily work activities, and provides in house training for all city employees.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$4,209	\$0	\$0
Travel & Training	1,270	3,500	2,500
Other Services	0	198,500	0
Total Expenditures	\$5,479	\$202,000	\$2,500

Significant Accomplishments and/or Changes:

98 employees trained.

Division Objectives:

Conduct sensitivity training for front line employees on disability customer service issues.

Conduct supervisory training program

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of training sessions	8	10	12

Human Resources

Risk Division

The Risk Division of Human Resources is tasked with administering programs aimed at: (1) protecting the health and safety of employees, (2) providing guidance on safe, efficient work habits, (3) protecting the safety and assets of citizens and customers of governmental services, (4) reducing or eliminating hazards, (5) protecting the financial assets of the City, and (6) providing for the efficient utilization of insurance resources through sound risk financing.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Contractual Services	\$41,331	\$25,000	\$18,000
Supplies	0	350	0
Other Services	9,674	32,500	40,000
Total Expenditures	\$51,005	\$57,850	\$58,000

Significant Accomplishments and/or Changes:

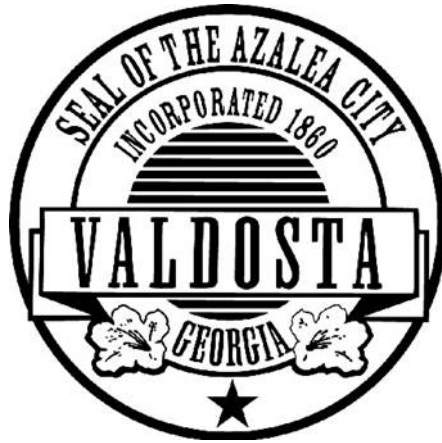
None

Division Objectives:

Reduce Worker's Compensation expenditure by \$15,000

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
General liability/Annual Percent Reduction	22%	10%	15%
% of W/C employees returned to modified duty	2	1	2
Workers Compensation / annual % reduction	25%	15%	25%



FINANCE DEPARTMENT

Finance

Department Summary

The Finance Department is responsible for safeguarding the fiscal integrity of the City of Valdosta through the development and implementation of sound financial policies and practices. The Finance Department is comprised of Administration, Accounting, Budget, Customer Service, Accounts Receivable, Purchasing, Economic Development/VSEB and Information Technology divisions and is part of the General Government Function.

Expenditure Summary:

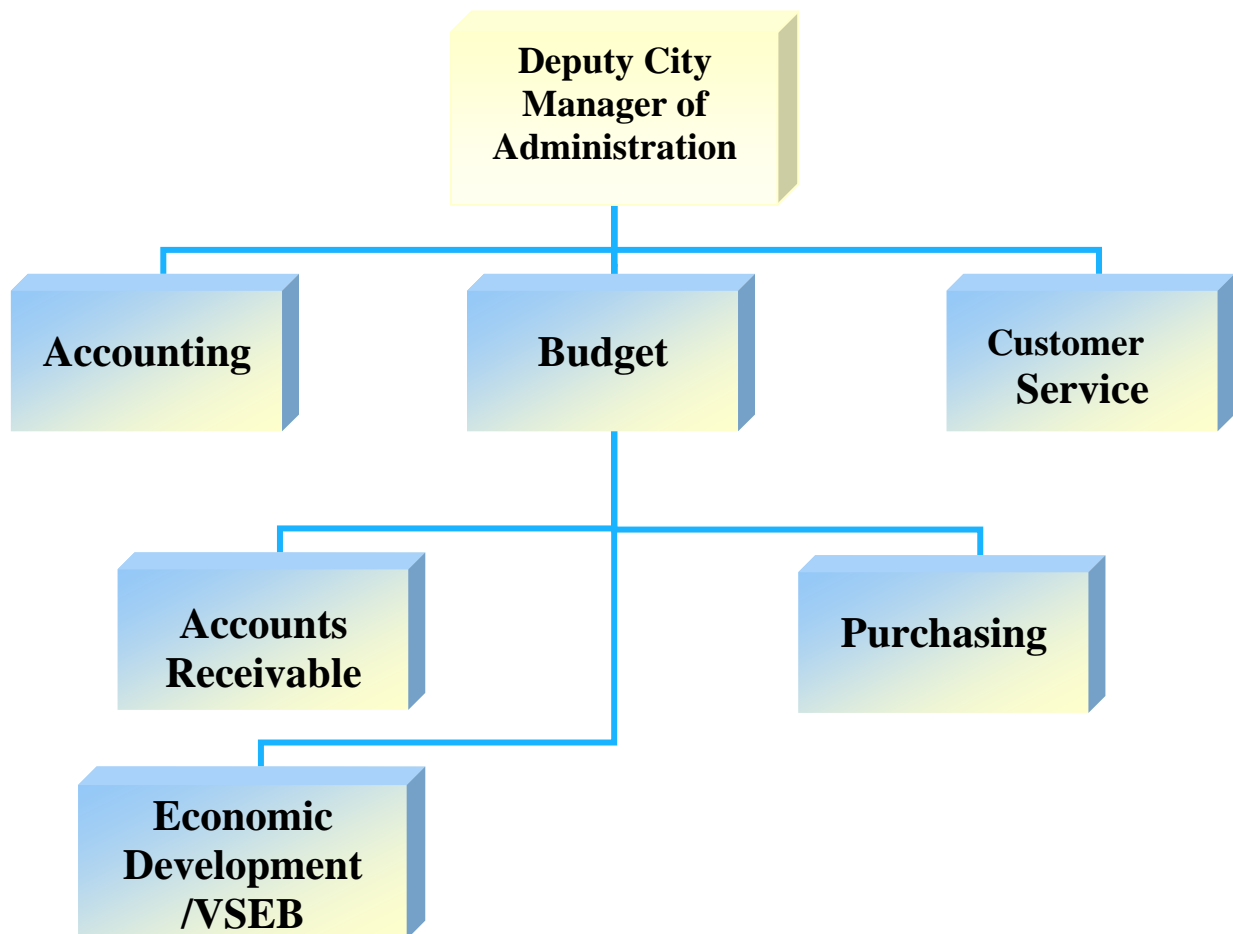
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$1,586,195	\$1,553,306	\$1,454,918
Contractual Services	522,737	583,889	266,230
Supplies	66,790	94,668	62,399
Travel & Training	25,676	35,727	19,540
Other Services	663,954	584,563	330,361
Capital Outlay	0	10,000	0
Total Expenditures	\$2,865,352	\$2,862,153	\$2,133,448
Positions			
Full Time	27	26	24
Total Positions	27	26	24

Department Goals:

1. Improve internal and external customer relations. (CG13)
2. Provide accurate financial reporting.
3. Implement new and improved work procedures.
4. Continue to build a team of dedicated professionals to accomplish the mission of the Finance Department.

Finance

Organizational Chart



Finance

Administration

The Deputy City Manager of Administration plans, organizes, leads, and monitors the activities of the six other divisions: Accounting, Customer Service, Purchasing, Accounts Receivable, Budget and Economic Development/VSEB.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$223,764	\$195,836	\$201,294
Contractual Services	1,120	1,464	1,449
Supplies	3,749	2,916	2,916
Travel & Training	5,035	5,180	3,530
Other Services	53,883	54,190	81,465
Total Expenditures	\$287,551	\$259,586	\$290,654
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

None

Division Objectives:

Monitor and review revenue and expenditures to ensure financial stability.
 Develop a cash flow analysis in order to meet financial obligations as they become due.
 Ensure maximum investment yield on idle cash.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
% of monthly financial statements reviewed	100%	100%	100%
% of available funds placed in interest bearing accounts	96%	97%	99%
% yield of secured investments	3.8%	1.5%	.18%

Finance

Accounting

The Accounting Division coordinates preparation of the City's Comprehensive Annual Financial Report, issues interim financial reports, administers the disbursement of City funds in accordance with adopted fiscal policies and internal control procedures, and administers the City's banking service contract.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$496,557	\$493,199	\$502,127
Contractual Services	17,673	20,507	20,689
Supplies	7,637	13,382	12,910
Travel & Training	5,827	8,470	7,170
Other Services	46,950	58,763	72,720
Total Expenditures	\$574,644	\$594,321	\$615,616
Positions			
Full Time	7	7	7
Temporary	1	1	1
Total Positions	8	8	8

Significant Accomplishments and/or Changes:

The Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting (CAFR) award this year for a total of 25 years in a row.

Division Objectives:

Prepare the Comprehensive Annual Financial Report (CAFR) and receive the GFOA award.
Process vendor invoices in a timely manner.
Make necessary correcting journal entries as they occur.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Average number of working days to compile departmental reports	10	9	9
Number of audit adjustments	0	0	0
Number of consecutive years receiving GFOA's CAFR award	24	25	26

Finance

Budget

The Budget Division assists City departments in making informed choices for the provision of services and capital assets and promotes interested parties involvement in the decision process. Additionally, this division exists to provide for the fiscal soundness of the City of Valdosta by assisting in the preparation and administration of the City's annual operating budget by improving operational productivity and efficiency and by providing accurate and timely budget reports and analyses to be used by management in the policy making process.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$135,987	\$134,325	\$146,331
Contractual Services	3,067	4,923	4,146
Supplies	2,479	7,363	7,363
Travel & Training	1,268	3,582	2,832
Other Services	2,017	4,015	45,073
Total Expenditures	\$144,818	\$154,208	\$205,745
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Awarded the GFOA Distinguished Budget Presentation Award for the Fiscal Year 2010 Budget Document.

Division Objectives:

Monitor the expenditures of each department every month to ensure they stay within budget.
 Have the budget adopted by the first City Council meeting in June.
 Meet 95% of the dates on the budget process calendar.
 Continue to receive the Distinguished Budget Presentation award.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Date of Budget Adoption	June 10	June 9	June 9
% of dates met on the Budget Calendar	85%	80%	96%
Number/Percent of Departments turning in budget information by the deadline	11/80%	11/95%	11/98%

Finance

Customer Service

The Customer Service Division is responsible for the collection of all water, sewer and sanitation payments, serves as a central depository for outside agencies of the City, assists with the establishment of new customer, provides assistance and resolution to customers with special situations and provides mail services to all City departments.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$424,199	\$400,445	\$424,956
Contractual Services	124,356	148,643	191,744
Supplies	21,474	30,800	30,800
Travel & Training	240	2,258	2,258
Other Services	34,567	30,071	89,716
Capital Outlay	0	0	0
Total Expenditures	\$604,836	\$612,217	\$739,474
Positions			
Full Time	9	9	9
Total Positions	9	9	9

Significant Accomplishments and/or Changes:

Ongoing is the initiation and implementation of the New World Accounting System for collection of miscellaneous billing and deposits. A revised utility billing process has been created to provide the account holder with a more user-friendly billing format. The acquisition of upgraded billing equipment will, in addition, allow citizens written notification of significant information from various city departments. Public Information will now have the capability to mail the quarterly newsletter (The City Beat) through utilization of same equipment and will be included in the utility bill mail out each quarter.

Division Objectives:

Maintain over and short at a level of .1% of total revenue collection.

Maintain adequate documentation of all transactions.

Offer multiple payment methods for city utility customers.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
% of over/short to total revenue collected	.2%	.1%	.1%
Number of Customers utilizing automatic debit	1,100	1,250	1,300
Number of customers utilizing on-line payment services	1,600	1,650	1,800

Finance

Accounts Receivable/Licensing

The Accounts Receivable Division is responsible for the billing of all City services not paid on a cash basis except for utility billing. In addition, this division also administers the business occupation tax system, including annual renewals of all city businesses and issues tax certificates to new businesses.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$37,962	\$35,235	\$42,951
Contractual Services	39,801	43,873	43,864
Supplies	1,710	5,560	5,560
Travel & Training	109	1,380	1,380
Other Services	7,876	4,720	12,932
Total Expenditures	\$87,458	\$90,768	\$106,687
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

None

Division Objectives:

Provide billing services to all City Departments.

Renew business licenses in a timely manner.

Maintain a system which promotes a timely decision for new business license applicants.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Billing completed by 3 rd business day of each month	100%	100%	100%
Date business license renewals mailed	Dec 30	Dec 30	Nov 15
Average turn-around days for processing of new applications	3	3	3

Finance

Purchasing

The Purchasing Division provides centralized procurement of all equipment, supplies and services necessary to operate the City, and supports all departments with information, specifications and standards. Also, the Purchasing Division gives advice on procedures, policy and law.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$134,835	\$133,259	\$137,259
Contractual Services	4,904	3,959	4,338
Supplies	7,519	3,057	2,850
Travel & Training	2,766	3,260	2,370
Other Services	2,350	4,094	28,455
Capital Outlay	0	10,000	0
Total Expenditures	\$152,374	\$157,629	\$175,272
Positions			
Full Time	3	2	2
Total Positions	3	2	2

Significant Accomplishments and/or Changes:

Maximize revenues by utilizing the GovDeals website to dispose of the City's surplus.
Maintain annual commodity and service contracts for staff to assure best pricing available.

Divison Objectives:

Purchasing and the IT Division working to implement the E-Procurement Module Online
Attend the National Institute of Governmental Purchasing Annual Forum and two Governmental Purchasing Association of Georgia conferences in order to stay abreast of new technologies and procedures while gaining the necessary contact hours to maintain my CPPB and CPPP national certifications.
Provide excellent service for internal and external customers.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of department requests responded to in five days	96%	97%	97%
Percent of invitations for bid, requests for proposals issued within thirty days of receipt of adequate specification or scope of work	95%	95%	95%
Percent of vendor applications processed within three days of receipt	99%	100%	99%

Finance

Economic Development / VSEB

The Economic Development / VSEB Division created to enhance the economy of Valdosta by soliciting new businesses to locate in Valdosta as well as encouraging the expansion of existing enterprises. Also, the division works to equip local small businesses with the necessary tools to effectively compete for government contracts; and eliminate barriers and build capacity for local small businesses to conduct business with the City of Valdosta. This division coordinates and implements various small business programs to provide business opportunities and technical assistance to aid these firms in their growth and contribution to South Georgia's economy.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$0	\$82,492	\$0
Contractual Services	0	1,860	0
Supplies	0	1,000	0
Travel & Training	0	2,825	0
Other Services	0	1,200	0
Total Expenditures	\$0	\$89,377	\$0
Positions			
Full Time	0	1	0
Total Positions	0	1	0

Significant Accomplishments and/or Changes:

Attended one (1) International Sister City Conference/ Tradeshow
Created and distributed more than 2,500 City Community Profiles to national and regional site selectors, realtors and developers.

Division Objectives:

Increase distribution of the City's Community Profile to more retailers, developers, and economic development agencies.
Increase international appeal of the Community Profile, or create a separate international version for use in international recruitment.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Promotion events per year	18	19	N/A
Net gain of new businesses	5	6	N/A
Facilitate tax credits applications	3	3	N/A
Facilitate loan packages	5	6	N/A

Finance

Grants

The Grants Division supports capital and program improvements of the City through identification, application, and administration of funds from outside sources. Also included in this division are those programs funded by Community Development Block Grant funds. These programs are designed to provide decent and affordable housing, provide a suitable living environment and increase economic opportunities for citizens of the City of Valdosta. The services of CDBG primarily benefit low to moderate income citizens. (*Division moved to Public Involvement)

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$52,859	\$0	\$0
Contractual Services	950	0	0
Supplies	288	0	0
Travel & Training	3,108	0	0
Other Services	1,246	0	0
Total Expenditures	\$58,451	\$0	\$0
Positions			
Full Time	1	0	0
Total Positions	1	0	0

Significant Accomplishments and/or Changes:

*N/A

Division Objectives:

*N/A

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Grants submitted/Grants Awarded	16/11	N/A	N/A
Value of Grants Submitted/Awarded	\$1,800,000/\$1,200,000	N/A	N/A
People attending homebuyer classes	100	N/A	N/A
Number houses rehab/reconstructed	7	N/A	N/A

Finance

Information Technology

The Information Technology Division is responsible for managing the day to day operation of the technology/communications functions and for providing services to support and enhance the operation of city departments. It is further responsible for management, planning, needs assessments, inventory control, long range planning, budgeting, software and hardware recommendations, network operation, system security and overall operation of all technology and communications related functions and services. This division also acts as monitor and liaison between outside technology and communications service providers and the City. (*Division moved to Internal Service Fund)

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$80,032	\$78,515	\$0
Contractual Services	330,866	358,660	0
Supplies	21,934	30,590	0
Travel & Training	7,323	8,772	0
Other Services	515,065	427,510	0
Total Expenditures	\$955,220	\$904,047	\$0
Positions			
Full Time	1	1	0
Total Positions	1	1	0

Significant Accomplishments and/or Changes:

*Moved to Internal Service Fund

Division Objectives:

*Moved to Internal Service Fund

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Deploy financial module of new ERP system by end of FY 2009	1	1	N/A
Percentage decrease in data processing expenditures	12%	9%	N/A
Percentage decrease in telecommunications expenditures.	10%	10%	N/A



ENGINEERING DEPARTMENT

Engineering

Department Summary

The Engineering Department is part of the General Government Function. This department includes the Administration, Signal Maintenance, Signs & Markings, Traffic Management Center and Street Repair Divisions.

Expenditure Summary:

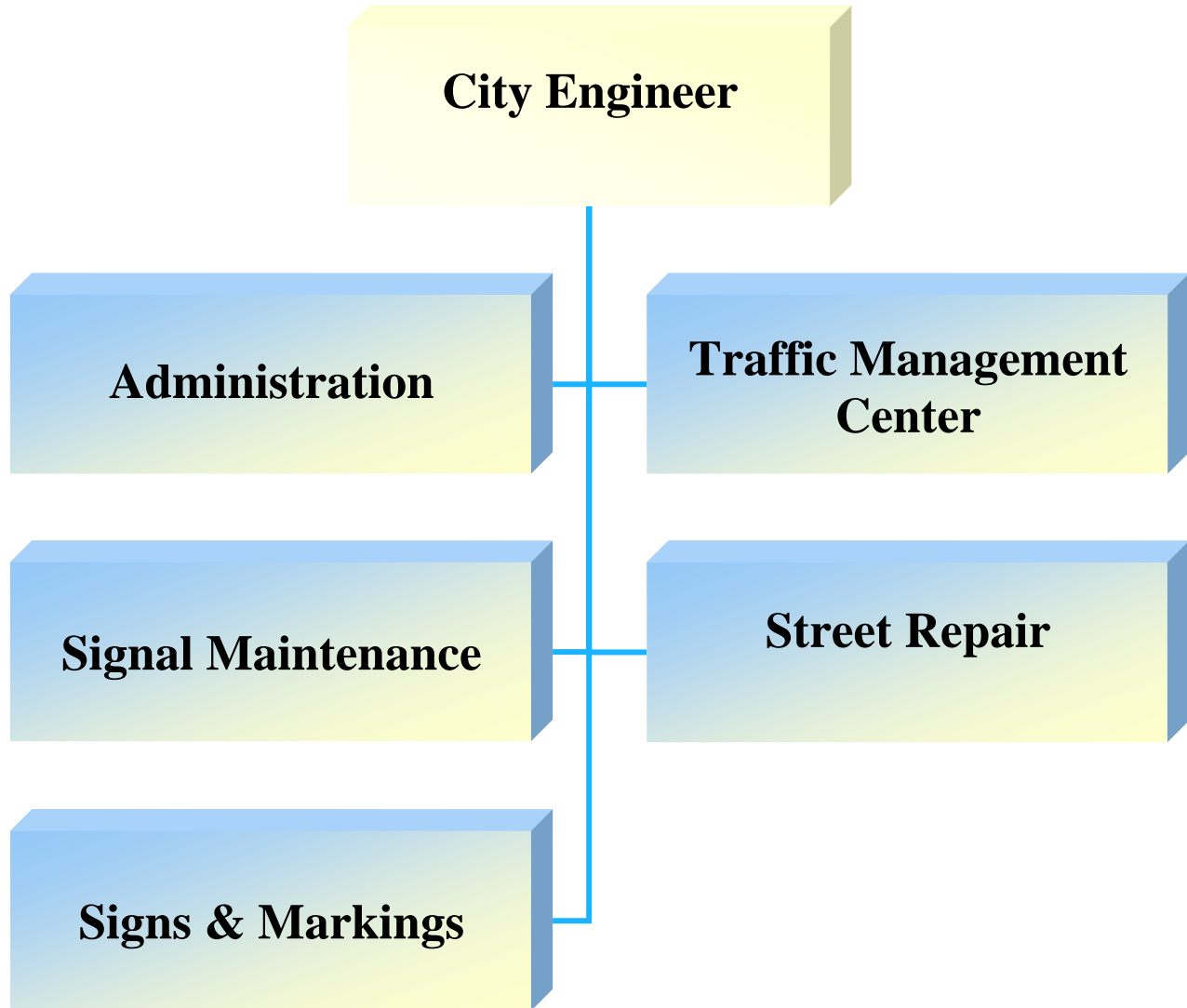
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$1,401,399	\$1,394,390	\$1,389,851
Contractual Services	1,278,901	1,280,738	1,342,549
Supplies	153,430	185,752	184,310
Travel & Training	5,617	17,825	10,120
Other Services	17,098	-256,709	-282,908
Capital Outlay	48,033	35,000	31,375
Total Expenditures	\$2,904,478	\$2,656,996	\$2,675,297
Positions			
Full Time	27	27	24
Total Positions	27	27	24

Department Goals:

1. Provide construction management for Special Purpose Local Option Sales Tax (SPLOST) and Water/Sewer projects.
2. Prepare paving, drainage, and utility construction plans for projects. (CG 5, CG 8)
3. Improve safety on arterial and collector streets by installing handicap ramps and repairing major sidewalk hazards.
4. Investigate in detail the top 10 most accident prone intersections to determine possible traffic safety improvements.
5. To insure that all construction meets the Storm Water Management Ordinance.
6. GPS signs on city right-of-way over a three year period.
7. Thermo stripe two miles of city streets
8. Create walking trail at the end of Ponderosa Drive to intersection of Park @ Pineview.
9. Create two miles of shoulder
10. Hold bi-weekly meetings with the Utilities Departments to coordinate, plan and discuss projects from the conception through to the completion of each job.

Engineering

Organizational Chart



Engineering

Administration

The Engineering Department's Administration Division is responsible for reviewing plans, preparing construction plans and specifications, obtaining bids, managing contracts, inspecting work on public rights-of-way and other related matters. This division works with each City department to complete capital improvement projects.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Engineering Revenues	\$7,415	\$3,000	\$3,400
Total Funds Generated	\$7,415	\$3,000	\$3,400
Categories of Expenditures			
Personal Services	\$712,311	\$714,460	\$679,690
Contractual Services	16,349	25,709	13,682
Supplies	12,305	27,252	15,450
Travel & Training	1,930	7,900	3,610
Other Services	-75,138	-338,884	-384,983
Capital Outlay	48,033	0	0
Total Expenditures	\$715,790	\$436,437	\$327,449
Positions			
Full Time	11	11	9
Total Positions	11	11	9

Significant Accomplishments and/or Changes:

None

Division Objectives:

Review soil erosion and sedimentation control plans and utility permits within 30 days.
Review and inspect development plans and subdivision plans within 30 working days.
Design four transportation plans in-house
Design four drainage improvement plans in-house.
Design four water/sewer extensions in-house.
Inspect 25% of Storm Water Detention ponds.

Engineering

Administration continued

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Utility permits & erosion control plans reviewed in 5 days or less	90%	100%	100%
Development plans reviewed in 10 working days	100%	100%	100%
Number of in-house intersection designs	4	4	4
Number of in-house drainage designs	4	4	4
Number of in-house water/sewer designs	4	4	4
Percent of projects awarded within 10% of Engineer's estimate	90%	90%	90%

Engineering

Signal Maintenance

The Signal Maintenance Division is responsible for the day to day maintenance signals throughout the City.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$0	\$0	\$234,471
Contractual Services	0	0	7,677
Supplies	0	0	31,950
Travel & Training	0	0	3,000
Other Services	0	0	18,370
Capital Outlay	0	0	15,000
Total Expenditures	\$0	\$0	\$310,468
Positions			
Full Time	0	0	4
Total Positions	0	0	4

Significant Accomplishments and/or Changes:

Assistance in traffic signal timing revisions at 34 intersections within the City.

Division Objectives:

Install one minimum new traffic signal.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of signal malfunctions repaired within two hours on weekdays	100%	100%	100%
Traffic cabinets replaced	0	6	4
New signalized intersections	2	3	1
Sight visibility improvement at intersections	20	20	20
Overhead signs installed at signalized intersections	100%	100%	100%

Engineering

Signs and Markings

The Signs and Markings are responsible for the placement and repair or traffic control signs and pavement markings.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$0	\$0	\$138,015
Contractual Services	0	0	4,177
Supplies	0	0	30,700
Travel & Training	0	0	1,000
Other Services	0	0	21,206
Capital Outlay	0	0	16,375
Total Expenditures	\$0	\$0	\$211,473
Positions			
Full Time	0	0	3
Total Positions	0	0	3

Significant Accomplishments and/or Changes:

- 559 signs installed & 2165 signs repaired
- 127 speed studies conducted
- 9637 feet of curb painted

Division Objectives:

- Repairs 1500 signs & install 100 signs
- Upgrade 33 percent of annexed islands signs to city standards
- Install 200 total thermoplastic stop bars and crosswalks

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of existing signs replaced	2000	1000	1500
Number of new signs installed	500	500	500
Striping	30000	30000	15000
Thermoplastic stop bar and arrow installed	30	30	200
Traffic studies	50	50	125

Engineering

Traffic Management Center

The Traffic Management Center Division is responsible for communications with traffic signals throughout the City.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$437,225	\$429,586	\$130,226
Contractual Services	1,252,473	1,245,879	1,309,166
Supplies	75,158	76,200	18,375
Travel & Training	3,611	5,000	1,890
Other Services	36,696	27,047	24,638
Capital Outlay	0	35,000	0
Total Expenditures	\$1,805,163	\$1,818,712	\$1,484,295
Positions			
Full Time	9	9	2
Total Positions	9	9	2

Significant Accomplishments and/or Changes:

Traffic signal database revisions for thirty four intersections

Division Objectives:

3.7 Accidents on street R/W per 1,000 citizens
Georgia ITE membership

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Maintain traffic cameras	N/A	N/A	100%
Accidents on street right of way per 1,000 resident	4.0	4.0	3.7
Fiber optic cable used per feet	N/A	N/A	3,000

Engineering

Street Repair

The Street Maintenance Division is responsible for repairing sidewalks, paved roads, paved driveways, and contracted shoulder maintenance.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$251,863	\$250,344	\$207,449
Contractual Services	10,079	9,150	7,847
Supplies	65,967	82,300	87,835
Travel & Training	76	4,925	620
Other Services	55,540	55,128	37,861
Total Expenditures	\$383,525	\$401,847	\$341,612
Positions			
Full Time	7	7	6
Total Positions	7	7	6

Significant Accomplishments and/or Changes:

2,151 LF sidewalk repairs
586 potholes repaired
16,915 SF base/root repair

Division Objectives:

Repair 25,000 SF of base/root area.
Repair 3,000 feet of defective sidewalk.
Repair 100% of potholes within 24 hours of report.
Install 24 handicap ramps.
Sidewalk maintenance – 2 miles

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Reported pothole repair in less than 48 hrs.	100%	100%	100%
Linear feet of sidewalk repaired	2151	2,000	2,000
Number of driveway aprons paved	75	75	25
Area of failed pavement repaired	40,000	10,000	10,000

OTHER GENERAL ADMINISTRATIVE DEPARTMENT

Other General Administrative

Department Summary

The Other General Administrative Department is part of the general government function and includes City Hall, City Hall Annex, Rental Property and the Customer Service Building.

Expenditure Summary:

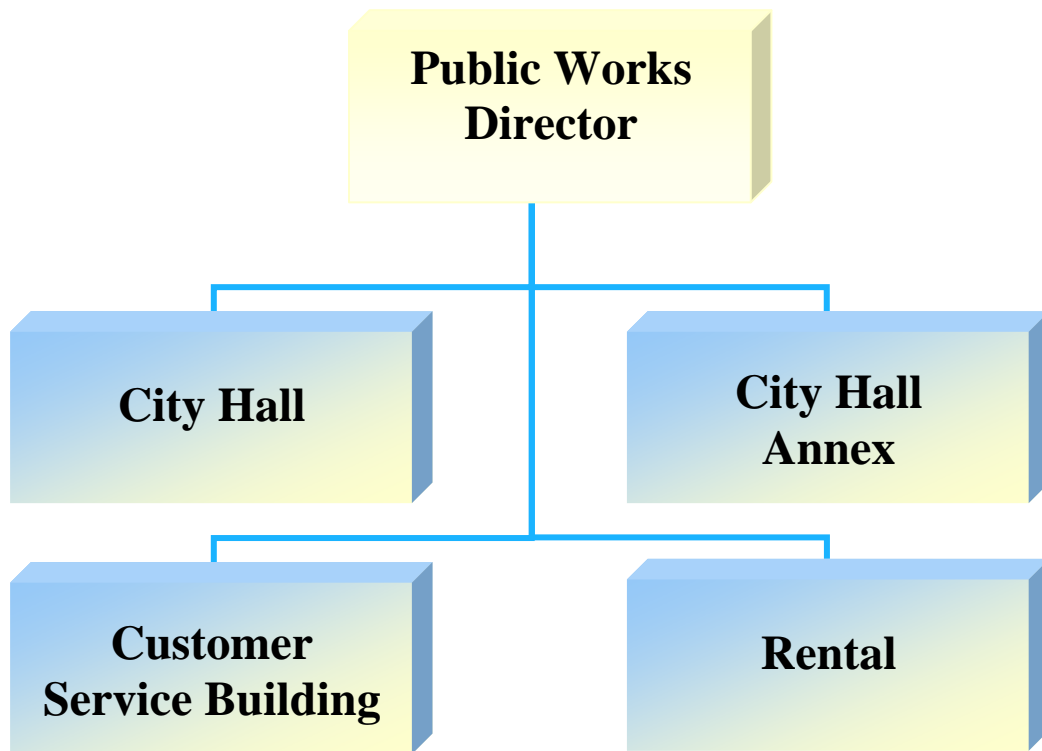
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$129,315	\$120,412	\$127,025
Contractual Services	227,056	231,442	244,877
Supplies	13,040	14,570	15,000
Travel & Training	32	35	0
Other Services	43,186	37,550	34,579
Total Expenditures	\$412,629	\$404,009	\$421,481
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Department Goals:

1. Maintain City Hall as a historic building on the National Historic Register.
2. Provide additional office space for the growing City services.
3. Implement energy savings measures in City Hall, City Hall Annex and the Customer Service Building.

Other General Administrative

Organizational Chart



Other General Administrative

City Hall

This division maintains the historic City Hall building, which houses the offices of the Mayor and Council, Executive Office, Human Resources and Finance.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$82,027	\$75,141	\$81,141
Contractual Services	103,929	116,181	94,901
Supplies	6,537	6,100	5,000
Travel & Training	32	35	0
Other Services	29,853	24,300	27,053
Total Expenditures	\$222,378	\$221,757	\$208,095
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

Implemented energy efficient measures to conserve energy and reduce cost.

Division Objectives:

Maintain City Hall in a clean, safe, and accessible condition.

Set clear maintenance standards, conduct building audits, and document results.

Maintain historic character of the building.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of facility audits/Percent of facility audits showing building cleanliness as satisfactory or better	92%	95%	98%
Percent of audits showing "immediate action required"	4%	5%	8%
Minor repairs completed within 15 days	93%	95%	98%

Other General Administrative

City Hall Annex

This division maintains the daily operation of the City Hall Annex building. The annex is occupied by the Engineering, Community Development & Public Involvement departments.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$47,288	\$45,271	\$45,884
Contractual Services	96,071	82,546	90,576
Supplies	4,451	6,970	4,000
Travel & Training	0	0	0
Other Services	9,823	11,250	7,526
Total Expenditures	\$157,633	\$146,037	\$147,986
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

Implemented energy efficient measures to conserve energy and reduce cost.

Division Objectives:

Provide professional administrative offices where various City departments are based.

Provide space for staff meetings, conferences and public hearings.

Maintain City Hall Annex in a clean, safe, and accessible condition.

Set clear maintenance standards, conduct quarterly building audits, and document results.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of facility audits showing building cleanliness as satisfactory or better	92%	95%	98%
Percent of audits showing "immediate action required"	4%	5%	5%

Other General Administrative

Customer Service Building

The Customer Service Building Division accounts for the costs associated with operating the Customer Service Building. The Customer Service Building houses Customer Service and the Licensing divisions of the Finance Department.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Contractual Services	\$19,910	\$25,400	\$20,400
Supplies	2,052	1,500	2,500
Other Services	3,510	2,000	0
Total Expenditures	\$25,472	\$28,900	\$22,900

Significant Accomplishments and/or Changes:

Security systems improved throughout the Customer Service building.

Division Objectives:

Provide a clean and friendly environment in which people can conduct business with the City of Valdosta.

Work order completed within fifteen (15) days of notice.

Set clear maintenance standards, quarterly audits, and document results.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of facility audits showing building cleanliness as satisfactory or better	96%	97%	98%
Percent of audits showing "immediate action required"	1%	3%	3%

Other General Administrative

Rental

The Rental Property Division accounts for the costs associated with operating the various rental property.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Contractual Services	\$7,146	\$7,315	\$39,000
Supplies	0	0	3,500
Total Expenditures	\$7,146	\$7,315	\$42,500

Significant Accomplishments and/or Changes:

Installed and replaced fencing around the property

Division Objectives:

Provide a clean and friendly environment in which people can conduct business with the City of Valdosta.

Work order completed within fifteen (15) days of notice.

Set clear maintenance standards, quarterly audits, and document results.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of facility audits showing building cleanliness as satisfactory or better	96%	97%	98%
Percent of audits showing "immediate action required"	1%	1%	1%

Judicial

MUNICIPAL COURT DEPARTMENT

Municipal Court

Department Summary

Municipal Court is the judicial arm of municipal government, hearing cases and sentencing offenders for violations of state law (Official Code of Georgia) and city ordinance (Municipal Code for the City of Valdosta.)

Expenditure Summary:

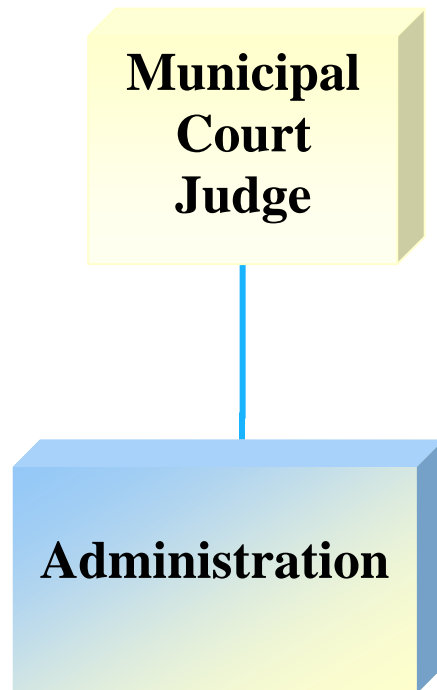
Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Court Fines & Forfeitures	\$1,259,204	\$1,350,000	\$1,320,000
Total Funds Generated	\$1,259,204	\$1,350,000	\$1,320,000
Categories of Expenditures			
Personal Services	\$297,039	\$270,773	\$281,723
Contractual Services	45,249	47,437	44,021
Supplies	6,018	17,600	12,700
Travel & Training	6,362	9,900	6,700
Other Services	562,889	606,300	376,985
Capital Outlay	0	6,000	0
Total Expenditures	\$917,557	\$958,010	\$722,129
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Department Goals:

1. Assure general compliance with State law and local ordinance to enhance the quality of life for all citizens of Valdosta and, in so doing, interpret and apply the law consistently and impartially to protect the rights and liberties guaranteed by the Constitutions of the State of Georgia and the United States of America.
2. To provide efficient, ethical handling of all court cases with an emphasis on timeliness, quality customer service, and accessibility.
3. To strengthen the accurate and timely processing, maintenance, and protection of all public records of the Municipal Court.
4. To ensure that all policies and procedures established by the Judiciary, State Legislature, Mayor and City Council are implemented in a professional and dedicated manner and to ensure accessibility, fairness, and courtesy in the administration of justice.
5. To reduce inmate-housing expenses incurred by the City of Valdosta through viable and appropriate alternatives to incarceration when feasible and just.
6. To streamline the judicial process for the Citizens and Officers who must appear in Municipal Court while adhering to all legal and legislative procedural requirements.

Municipal Court

Organizational Chart



Municipal Court

Administration

The Municipal Court serves as the judicial arm of municipal government. The Court hears cases and sentences offenders for violations of state law (Official Code of Georgia) and city ordinance (Municipal Code for the City of Valdosta). These cases include violations of criminal statute, traffic regulations, local code violations, abatement of nuisances, business regulations, housing regulations and environmental issues. The Court utilizes a private probation company for supervision of offenders and collection of fines. The Court also hears cases involving violation of probation as required.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Court Fines & Forfeitures	\$1,259,204	\$1,350,000	\$1,320,000
Total Funds Generated	\$1,259,204	\$1,350,000	\$1,320,000
Categories of Expenditures			
Personal Services	\$297,039	\$270,773	\$281,723
Contractual Services	45,249	47,437	44,021
Supplies	6,018	17,600	12,700
Travel & Training	6,362	9,900	6,700
Other Services	562,889	606,300	376,985
Capital Outlay	0	6,000	0
Total Expenditures	\$917,557	\$958,010	\$722,129
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Significant Accomplishments and/or Changes:

Continuation of the Municipal Court Work Alternative Program (WAP). This program has operated as a sentencing alternative since June of 2001. To date, our local community has benefited from 70,040 hours of work completed by over 500 WAP participants on various municipal projects. In addition to providing a productive means of work for participants, this program saved the City approximately 9,164 days of potential incarceration costs (or \$394,052 in fees). Further, some participants have been hired past their service requirements to transform court obligations into permanent gainful employment.

Continuation of the Municipal Court Community Service Program. In the year 2008, Probationers completed approximately 40,000 hours of community service hours at soup kitchens, libraries, non-profit organizations, recreational facilities and public cemeteries. In addition, Probationers donated approximately 18,000 pounds of food to the local food bank.

Continuation of the Municipal Court Release Upon Payment Program (RUPP), which provides the Court with the ability to immediately release inmates upon compliance with previously established probation conditions for offenders who qualify. This program has effectively and dramatically reduced overall inmate housing and administrative costs since its inception.

Municipal Court

Continuation of the Municipal Court Electronic Work Release (EWRP) and Monitored Home Confinement (MHCP) programs. This program has also saved the City inmate housing costs. This program allows offenders who qualify to maintain gainful employment while satisfying court or state mandated conditions of probation.

Continuation of the Municipal Court Indigent Defense Program. Changes to this program were made to comply with the Georgia legislature's mandated new qualifications for appointment of legal counsel for those who cannot afford it and qualify under the State's Indigent Defense Guidelines.

Continuation of the Court's participation in the Lowndes County Jail's Work Release Program (WRP) to allow inmates with serious (but non-violent) charges to maintain gainful employment while being housed during non-work hours. This program, which strives to permanently place participants with a job when released from jail, has greatly increased the ratio of successfully completed probations where State law or the manner of probation violation would otherwise mandate incarceration.

Continuation of the Municipal Court Mock Trial Program which began in 2007. The Court hosts a Mock Trial Program where area schools are invited to attend court and witness a mock trial. Students, through the Mock Trial Program, are able to learn about the court system, the functions of the court, the administration of justice and the trial process. In addition to the mock trial, the Valdosta Police Department provides a session on seat-belt safety where students are able to learn the importance of wearing seatbelts and are able to witness a seatbelt demonstration which includes the correct way to wear seatbelts.

Divison Objectives:

Conversion of recordkeeping, accounting and document processing procedures (mandated House Bill EX1) to a software-based system capable of integrating all court functions and responsibilities. (CG 1)

Transfer of records and data processing functions from the Valdosta Police Department to the Municipal Court.

Hiring and training of additional personnel to accommodate new duties and functions upon the transfer of these recordkeeping, accounting and document-processing responsibilities to the Court.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of court sessions	208	208	208
Dockets processed	14,102	14,500	15,000
Defendants placed on probation	1,550	1,600	1,650

Public Safety

POLICE DEPARTMENT

Police Department

Department Summary

The Police Department is part of the Public Safety Function. This department includes the Administration Division, Patrol Bureau, Support Services Bureau, Investigative Bureau, and Crime Lab.

Expenditure Summary:

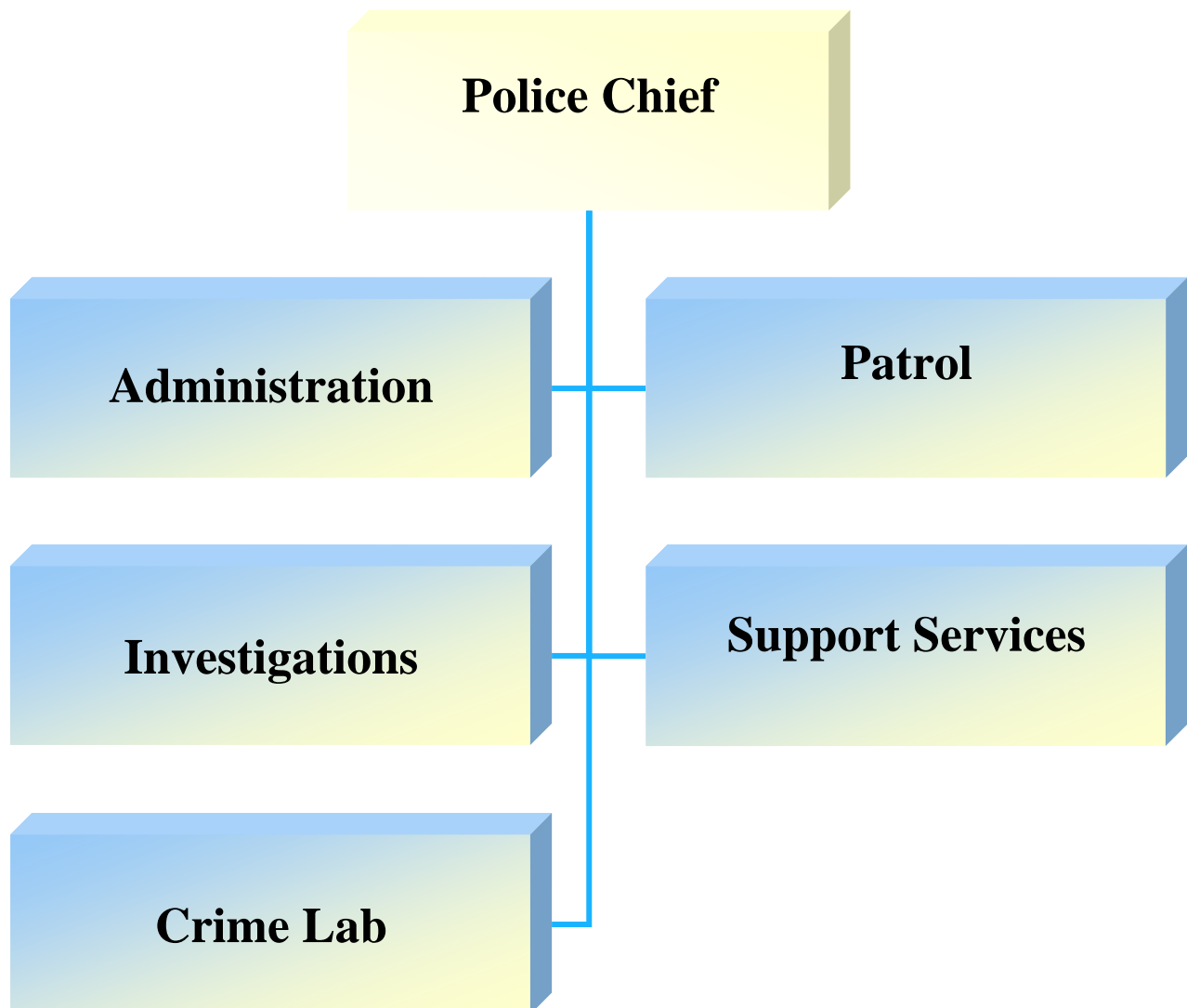
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$9,131,966	\$9,156,620	\$9,640,226
Contractual Services	616,525	803,667	810,478
Supplies	550,000	681,716	493,939
Travel & Training	65,883	171,681	131,708
Other Services	1,115,919	1,330,923	1,569,777
Capital Outlay	244,304	10,000	192,376
Grants	174,479	177,365	163,959
Total Expenditures	\$11,899,076	\$12,331,972	\$13,002,463
Positions			
Full Time	175	170	172
Temporary	18	18	13
Total Positions	193	188	185

Department Goals:

1. Acquire and implement a new report writing system that is state of the art and that will provide all requirements needed to upgrade the capabilities of the officers and detectives as they document incidents and accidents that occur.
2. Implementation of a new law enforcement records management system with a total suite of modules to include incident reporting, accident reporting, crime analysis, and enhanced data searches.
3. Continue to replace the department's vehicle fleet by replacing all remaining unserviceable vehicles through the motor pool.
4. Maintain the international accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the State Certification Program.
5. Pursue ASCLAD Crime Lab Accreditation, providing a certified lab which meets national lab standards and adds credibility in the judicial setting.

Police Department

Organizational Chart



Police Department

Administration

The mission of the Valdosta Police Department is to maintain social order within prescribed ethical and constitutional limits while providing professional law enforcement services to the citizens and visitors of Valdosta.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$583,850	\$649,150	\$558,176
Contractual Services	\$6,551	\$17,105	\$19,116
Supplies	30,717	29,329	25,416
Travel & Training	8,939	28,700	28,713
Other Services	50,156	48,709	111,230
Capital Outlay	0	10,000	8,000
Total Expenditures	\$680,213	\$782,993	\$750,651
Positions			
Full Time	8	7	7
Total Positions	8	7	7

Significant Accomplishments and/or Changes:

The Valdosta Police Department has opened the Valdosta/Lowndes Regional Crime Lab with limited services being offered in various disciplines such as marijuana identification, fingerprint analysis and firearms examination. The Director of the Crime Lab is in the process of building the laboratory's capabilities and staff and preparing for ASCLD accreditation.

The Valdosta Police Department has purchased new Mobile Data Terminals (MDT) for each patrol vehicle, thereby upgrading the capability of each patrol officer to document the incidents they respond to and communicate through the MDT with other officers.

The Valdosta Police Department has received the tactical robot, an "Andros F6-A" built by Remotec (a division of Northrop Grumman). The robot has been successfully in several exercises involving simulated hostage negotiations and bomb threats.

Division Objectives:

Upgrade the departmental vehicle fleet by replacing 20% per year & maintain a high percentage of citizen satisfaction.

Performance Measures:

*Numbers below are based on calendar year. FY 2010=2009, FY 2011=2010, FY 2012=2011.

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percentage of vehicles replaced annually	18.9%	18%	18%
Percentage of citizen satisfaction from annual analysis of citizen surveys	92%	92%	92%

Police Department

Patrol Bureau

This Bureau is responsible for the safety of all Valdosta citizens. The Patrol Bureau handles all calls for service and is responsible for checking and protecting property while the owner is not present. Patrol Bureau includes the following units: Uniform Patrol, Traffic, and Power Squad.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Seat Belt Fines	64,287	63,500	70,000
Total Funds Generated	\$64,287	\$63,500	\$70,000

Categories of Expenditures			
Personal Services	\$5,027,688	\$5,032,910	\$5,166,214
Contractual Services	182,156	254,895	300,768
Supplies	261,072	305,859	200,475
Travel & Training	13,246	37,575	32,325
Other Services	787,756	906,093	973,241
Capital Outlay	11,860	0	167,176
Grants	174,479	177,365	163,959
Total Expenditures	\$6,458,257	\$6,714,697	\$7,004,158

Positions			
Full Time	98	95	94
Temporary	18	18	13
Total Positions	116	113	107

Significant Accomplishments and/or Changes:

Upgraded in car ticket printer systems by adding newer thermal paper printers to the fleet, replacing some of the older and outdate ink-jet printers. In the process of acquiring one-hundred (100) new computers which will upgrade the MDT computers to be installed in all patrol vehicles. The new computers will replace the older, outdated, failing units and will be permanently mounted. Continue the burglary prevention program (SABER) and worked closely with the Investigative Bureau to increase clearance rates. Maintained an aggressive traffic enforcement program that resulted in only one traffic fatality in 2010.

Division Objectives:

Reduce the number of patrol related accidents by 10% in FY 2011.
Increase the number of citizen contacts 25% in FY 2011.
Reduce traffic accidents by 12% in FY 2011.

Police Department

Patrol Bureau continued

Performance Measures:

*Numbers below are based on calendar year. FY 2010=2009, FY 2011=2010, FY 2012=2011.

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Reduction in patrol related accidents	30	30	3
Increase in citizen contacts	2,650	2,650	2,800
Reduction in traffic accidents	1,970	1,970	2,775

Police Department

Investigative Bureau

The Investigative Bureau is responsible for the investigation of all reported criminal activity within the City of Valdosta. The Bureau includes a Crimes Against Persons Unit, Crimes Against Property Unit, Juvenile Unit, Narcotics Unit, Domestic Violence Unit, Cold Case Squad, Criminalistics and Property Evidence Unit.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$2,067,584	\$1,769,052	\$1,764,622
Contractual Services	\$42,659	\$81,958	\$56,265
Supplies	112,713	86,326	80,596
Travel & Training	30,930	38,671	37,600
Other Services	191,909	261,342	251,101
Capital Outlay	0	0	17,200
Total Expenditures	\$2,445,795	\$2,237,349	\$2,207,384
Positions			
Full Time	33	33	28
Total Positions	33	33	28

Significant Accomplishments and/or Changes:

Part 1 clearance rates exceeded national clearance rates in all areas.

Improve our burglary clearance rates by 8.5% in 2010 compared to 2009; rape clearance rates improved by 52.15% in 2010 compared to 2009; robbery clearance rates improved dramatically by 43.96% in 2010 compared to 2009.

The Narcotic Unit maintained a clearance rates on cases assigned by 71.11% compared to 66.73% in 2009.

Division Objectives:

Increase clearance rates in Part 1 Crimes as reported in the Uniformed Crime Report.

Increase drug operations and arrests and compare statistics with previous years.

Reduce incidents of domestic violence through proactive investigations.

Review and solve homicide cases that are more than one year old.

Police Department

Investigative Bureau continued

Performance Measures:

*Numbers below are based on calendar year. FY 2010=2009, FY 2011=2010, FY 2012=2011.

*Clearance rates also include 2009 cases cleared in 2010

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Part 1 Crimes: Improved clearance rates compared to national average			
Homicide (national avg. 66.6%)	100%	100%	100%
Rapes (national avg. 41.2%)	106%	100%	100%
Robberies (national avg. 28.2%)	87.78%	90%	90%
Aggravated Assaults (natl. avg. 56.8)	68.95%	70%	70%
Burglaries (national avg. 12.5%)	23.30%	25%	27%
Auto Thefts (national avg. 12.4)	47.10%	50%	52%
Investigative Bureau Performance:			
Cases Assigned	6,205	6,300	6,500
Cases Cleared	3,004	3,200	3,400
Arrests	694	710	730

Police Department

Support Services Bureau

Support Services Bureau includes the Records Section, the Front Desk, Department Training, Drug Abuse Resistance Education (D.A.R.E.) Officers, School Resource Officers, Community Relations Officer, and Building Maintenance.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
User Fees - Police Revenue	\$260,275	\$220,000	\$240,000
School Resource Officers	\$320,786	\$334,417	\$390,000
Total Funds Generated	\$581,061	\$554,417	\$630,000
Categories of Expenditures			
Personal Services	\$1,392,323	\$1,526,148	\$1,431,343
Contractual Services	\$323,034	310,241	\$324,173
Supplies	79,892	142,002	119,552
Travel & Training	6,988	25,085	15,785
Other Services	84,630	104,131	146,884
Capital Outlay	223,094	0	0
Total Expenditures	\$2,109,961	\$2,107,607	\$2,037,737
Positions			
Full Time	32	30	32
Total Positions	32	30	32

Significant Accomplishments and/or Changes:

New, updated traffic citations have been acquired and issued to all officers who write citations in accordance with new guidelines implemented by the State of Georgia. These new citations include electronic citations printed in the vehicles by thermal printers.

Georgia Crime Information Center (GCIC) testing and recertification has evolved from using paper to using electronic means via computer. The department is in the process of transitioning from the paper books to all records being stored electronically.

Conducting proper procedures with the Georgia Crime Information Center (GCIC) continued to be a priority. All GCIC computers at the Police Department were transitioned to the new "LEMS/JX Portal" system. Clerks have become thoroughly familiar with the LEMS/JX Portal system which has streamlined the time it takes to negotiate GCIC functions.

A new position has been added to the Training Section to keep pace with the growth of the department and enhance the capabilities of the section to continue offering quality training to the department's 148 sworn officers. Captain Baldwin has implemented a new in-house training schedule that thus far has proven to be more flexible for the officers and the trainers.

Police Department

Support Services Bureau continued

Major upgrades were done to the Police Firing Range, improving parking capacity, storage of equipment and other items, the construction of a new and improved range tower and an overall better facility. This project was overseen mainly by Lieutenant JoAnn Rofulowitz.

Division Objectives:

Maintain the highest number of student completion rate for the D.A.R.E. program as possible with a goal to reduce or stop drug involvement at an early age by teaching the D.A.R.E. principles.

Provide at least 20 hours of state mandated in-service training hours per officer.

Process all records, reports and other documentation generated by the department's sworn and non-sworn personnel with minimal mistakes by Desk and Records Clerks.

Implement a new court system that will alleviate the need to complete monthly financial reports and other documentation by hand, thus freeing employees to handle other critical tasks.

Performance Measures:

*Numbers below are based on calendar year. FY 2010=2009, FY 2011=2010, FY 2012=2011.

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Student completion numbers for DARE	# students/ # completed	# students/ # completed	# students/ # completed
5 th Grade	890/885	995/991	1,000/995
7 th Grade	900/897	998/993	1,000/995
Number of officers receiving state mandated training/hours offered *	100%/11,396 hrs	100%/82,042 hrs	100%/8,500 hrs
Documents processed by Records Section	275,000	318,000	370,000

Police Department

Crime Lab

The Crime Lab is responsible for receiving, safeguarding, processing, and analyzing property/evidence received from law enforcement agencies and preparing documented results for possible criminal prosecution. The Lab will accomplish this mission by following the best practices for a professional crime laboratory

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$60,521	\$179,360	\$719,871
Contractual Services	62,125	139,468	110,156
Supplies	65,606	118,200	67,900
Travel & Training	5,780	41,650	17,285
Other Services	1,468	10,648	87,321
Capital Outlay	9,350	0	0
Total Expenditures	\$204,850	\$489,326	\$1,002,533
Positions			
Full Time	4	5	11
Total Positions	4	5	11

Significant Accomplishments and/or Changes:

Completed renovations of the John McCranie Building (now the Valdosta/Lowndes Regional Crime Lab) which houses the 17,000 square foot crime lab.

In the process of seeking out qualified candidates for the various Chemists positions at the lab.

Completed the move-in process for all laboratory employees who were working in police headquarters.

Division Objectives:

Hire one (1) Forensic Examiners who will operate the substance analysis equipment (Gas and Liquid Chromatographs) and allow for mandated peer-review for identification of substances.

Work with Detective Stephen Chammoun as he completes his training as a Firearms Examiner.

Attain ASCLAD Crime Lab Accreditation for the Valdosta Regional Crime Lab.

FIRE DEPARTMENT

Fire Department

Department Summary

The Public Safety Function includes the Fire Department. This department includes the Administration, Fire Training, Fire Fighting, Fire Inspection, Fire Maintenance, and Special Services Divisions.

Expenditure Summary:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Fire Revenue	\$14,997	\$10,000	\$10,000
Fire Contributions	0	31,000	0
Airport Crash Rescue	318,050	268,373	270,000
Total Funds Generated	\$333,047	\$309,373	\$280,000
Categories of Expenditures			
Personal Services	\$5,275,411	\$5,507,516	\$5,943,636
Contractual Services	197,941	220,832	226,227
Supplies	164,306	214,651	197,252
Travel & Training	106,672	53,101	36,059
Other Services	311,148	325,154	364,548
Capital Outlay	0	8,300	37,000
Total Expenditures	\$6,055,478	\$6,329,554	\$6,804,722
Positions			
Full Time	106	106	106
Total Positions	106	106	106

Department Goals:

1. Work toward obtaining national accreditation status.
2. Secure federal grants to purchase self contain breathing air equipment.
3. Secure federal funding to purchase diesel truck exhaust removal system.
4. Secure federal funding to replace emergency generator at fire station #5.

Fire Department

Organizational Chart



Fire Department

Administration

The Administration Division administers and implements the established policies of the Fire Department to all divisions.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Fire Revenue	\$14,997	\$10,000	\$10,000
Fire Contributions	0	31,000	0
Total Funds Generated	\$14,997	\$41,000	\$10,000
Categories of Expenditures			
Personal Services	\$234,011	\$228,162	\$237,516
Contractual Services	2,201	2,537	2,462
Supplies	1,130	6,769	6,225
Travel & Training	3,883	6,175	5,670
Other Services	9,478	12,041	39,137
Total Expenditures	\$250,703	\$255,684	\$291,010
Positions			
Full Time	3	3	3
Total Positions	3	3	3

Significant Accomplishments and/or Changes:

Completed ISO evaluation
All staff members received training on the Fire Accreditation process.

Division Objectives:

Continue physical fitness program.
Implemented the Truck Company concept for all fire ground activities.
Implemented new firehouse computer software department-wide.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Physical fitness classes	106	106	106
National accreditation seminars attended	4	1	1
Committees formed	3	4	4

Fire Department

Fire Fighting

The Fire Fighting Division protects the lives and property of the citizens of Valdosta from the ravages of fire and other manmade disasters by maintaining highly trained fire fighters and rescue personnel.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Airport Crash Rescue	\$318,050	\$268,373	\$270,000
Total Funds Generated	\$318,050	\$268,373	\$270,000

Categories of Expenditures			
Personal Services	\$4,529,866	\$4,779,402	\$5,142,462
Contractual Services	139,885	140,046	160,988
Supplies	103,181	133,535	115,355
Travel & Training	6,883	15,765	10,015
Other Services	253,337	247,285	258,060
Capital Outlay	0	0	37,000
Total Expenditures	\$5,033,152	\$5,316,033	\$5,723,880
Positions			
Full Time	94	94	94
Total Positions	94	94	94

Significant Accomplishments and/or Changes:

Continued Community Partners in Education Program & smoke detector campaign.
 Maintain a Class 2 ISO rating.
 Distributed bicycles to over 150 children during the Christmas holidays.
 Continue the "Vial for Life Program" for area senior citizens & annual pastor breakfasts.

Division Objectives:

Conduct weekly visits to all schools as part of CPIE program.
 Conduct weekly canvassing for door-to-door smoke detector compliance.
 Perform and/or conduct service on all ISO required mandates.
 Test, inspect, and service every fire hydrant within city limits.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Community Partners in Education	255	260	280
Fire Hydrants	3,610	3,615	3,615
Pre-fire Planning	3,425	3,450	3,500

Fire Department

Fire Inspection

The Fire Inspection Division enforces all applicable fire codes, investigates all suspicious fires for cause/origin, enforces fire lane violation, educates the public through Public Service Announcements and educational programs, and inspects trench / excavation for compliance. It also educates the public in fire prevention by offering the following programs: the Jr. Fire Marshals Program, Neighborhood Watch, puppet shows, and tours of the fire safety house.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$249,248	\$244,782	\$253,376
Contractual Services	3,033	3,319	4,426
Supplies	4,994	8,447	6,719
Travel & Training	2,120	3,565	3,459
Other Services	21,991	31,063	32,369
Total Expenditures	\$281,386	\$291,176	\$300,349
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Significant Accomplishments and/or Changes:

Held the 5th Annual Junior Fire Marshals Fun Day.
Continued annual Poster & Essay Awards and Junior Fire Marshal Program.
Continued Neighborhood Fire Watch Program.

Division Objectives:

Conduct fire safety inspections for code compliance.
Utilize department programs to enhance fire safety education programs, such as the fire safety house, puppet shows, station tours, etc.
Sub-divided the city into (12) twelve fire risk districts.
Get more involved with C.P.I.E. now that we have fire safety education.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of inspections performed	1,390	1,395	1390
Number of safety programs conducted	315	320	320
Number of neighborhood fire watches	30	32	35

Fire Department

Fire Maintenance

The Fire Maintenance Division performs maintenance on all Fire Department vehicles and equipment. It also schedules preventive maintenance on vehicles and equipment, and it keeps records of all parts and labor used for repair and maintenance.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$114,780	\$105,611	\$112,938
Contractual Services	42,985	62,106	45,459
Supplies	51,849	58,130	58,680
Travel & Training	0	0	0
Other Services	11,192	9,890	17,918
Total Expenditures	\$220,806	\$235,737	\$234,995
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Completed pump capacity tests on all fire department pumpers and aerials.
Completed testing on all fire department ground and aerial ladders

Division Objectives:

Attend classes to obtain E.V.T. certification.
Schedule preventive maintenance on vehicles and equipment
Repair vehicles and equipment.
Conduct self assessment for accreditation.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of pumper and aerial truck repairs	305	305	300
Number of emergency and support vehicle repairs	51	50	50
Number of small engine repairs	22	20	20

Fire Department

Fire Training

The Fire Training Division is responsible for all training of Fire Department personnel. It keeps all records of training hours for the State and Insurance Services Organization (I.S.O.).

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$75,118	\$77,063	\$119,785
Contractual Services	8,983	11,504	11,505
Supplies	2,805	4,100	7,203
Travel & Training	3,773	9,080	2,515
Other Services	4,583	11,681	6,865
Capital Outlay	0	8,300	0
Total Expenditures	\$95,262	\$121,728	\$147,873
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Reorganized ARFF training records in compliance with FAA standards
Continued with Valdosta Technical College in the Fire Fighter I and Fire Science Program
Implemented the Target Safety training software system

Division Objectives:

Attend single company, multi-company, and night drills to stay certified.
Evaluate the effectiveness of the training received by all department members.
Supervise the work of company officers being utilized as instructors.
Receive reports from all company officers on training activities in which they are involved.
Achieve ARFF Georgia State Certification.
Achieve all mandated department required career (catalog) training for all fire personnel.
Update the fire training facility.
Acquire other outside agencies for higher level training (specialized)

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Standards and training hours per firefighter	140	145	145
I.S.O. hours per firefighter	280	290	290
Total training hours	280	290	290

Fire Department

Special Services

The Special Services Division coordinates the Hazardous Materials (HazMat) Program/WMD Program, the technical rescue program, arson investigations, promotional testing and entry-level testing programs for the department.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$72,388	\$72,496	\$77,559
Contractual Services	854	1,320	1,387
Supplies	347	3,670	3,070
Travel & Training	90,013	18,516	14,400
Other Services	10,567	13,194	10,199
Total Expenditures	\$174,169	\$109,196	\$106,615
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

Participates in the Georgia Emergency Management Agency Regional All-Hazards Response Team
Coordinate and train all members in HAZMAT/WMD response
Coordinate and train Georgia Search and Rescue Team for GEAA Area 2.

Division Objectives:

Gather and organize information needed for these programs.
Procure equipment and develop training programs for members.
Develop S.O.P.'s so that members can safely and effectively manage special operations incidents.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of accidents involving HazMat	360	340	350
Number of fire investigations	40	45	45
Special training sessions	135	140	140

COMMUNITY DEVELOPMENT DEPARTMENT

Community Development Department

Department Summary

The Community Protection Division operates as part of the Community Development function.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$350,329	\$369,947	\$390,525
Contractual Services	95,304	170,438	151,025
Supplies	5,892	7,898	9,390
Travel & Training	6,008	4,450	3,050
Other Services	36,241	38,066	61,099
Total Expenditures	\$493,774	\$590,799	\$615,089
Positions			
Full Time	8	8	8
Total Positions	8	8	8

Department Goals:

1. Provide informative brochures to the public.
2. Complete continuing education to maintain certifications.
3. Maintain and improve involvement with our community through semi-annual clean-ups and routine observations of each zone.
4. Expand document imaging (Laser Fische) to include Community Protection.

Community Development Department

Organizational Chart



Community Development Department

Community Protection

Enforces City codes and ordinances, investigates complaints concerning violations of City ordinances, conducts searches of deed records to located property owners, files liens, places Legal ads, testifies in municipal court proceedings, and checks businesses within the city limits for proper occupation tax certificates. This division has seven (7) full-time marshals and one (1) full-time technician

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$350,329	\$369,947	\$390,525
Contractual Services	95,304	170,438	151,025
Supplies	5,892	7,898	9,390
Travel & Training	6,008	4,450	3,050
Other Services	36,241	38,066	61,099
Total Expenditures	\$493,774	\$590,799	\$615,089
Positions			
Full Time	8	8	8
Total Positions	8	8	8

Significant Accomplishments and/or Changes:

All marshals completed GACE Level II certification.
 Processed 100% of delinquent occupational tax certificates in a timely manner
 Marshals initiated more than 5,630 new cases and have resolved more than 5,650.
 Demolished sixty-four (64) and repaired fifty-four (54) substandard buildings
 Division Technician completed Paralegal Diploma program and Real Estate, Wills and Estates certificate program.

Division Objectives:

Successfully abate 95% of noted code violations.
 Prevail in 100% of court cases.
 Process all initial notifications within three (3) days of initial identification of code violation.
 Demolished fifty-five (55) substandard buildings and repair thirty-five (35) substandard houses.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percentage of violation abatements	95%	95%	95%
Percentage of court cases won	100%	100%	99%
Percentage of notice processed within 3 days	100%	100%	100%
GACE Level II Certification completed	4	6	7



Public Works

PUBLIC WORKS DEPARTMENT

Public Works

Department Summary

The Public Works Department operates as a part of the public works function, which includes Right of Way Maintenance, Cemetery and Arborist.

Expenditure Summary:

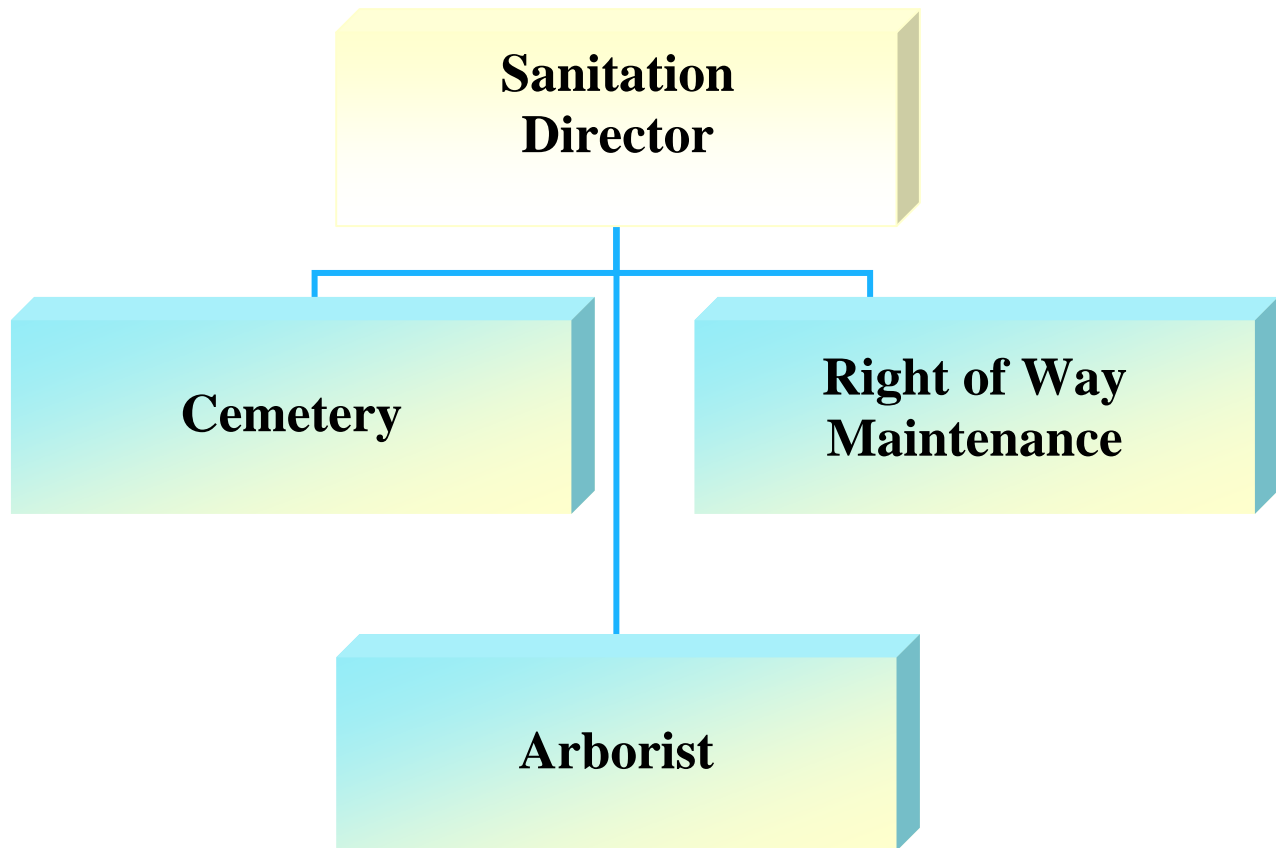
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$1,494,821	\$1,506,443	\$1,484,680
Contractual Services	90,417	91,411	101,619
Supplies	83,913	81,965	74,150
Travel & Training	1,049	5,875	850
Other Services	270,231	350,107	189,828
Capital Outlay	0	0	0
Total Expenditures	\$1,940,431	\$2,035,801	\$1,851,127
Positions			
Full Time	38	38	38
Total Positions	38	38	38

Department Goals:

1. Create operations manual.
2. Improve the appearance of vacant lots throughout the City.
3. Improve the appearance of the City's rights-of-way.
4. Monitor and maintain Valdosta's urban forest
5. Provide and maintain a 75 acre municipal cemetery to park standards.
6. Increase amount of green space throughout city limits

Public Works

Organizational Chart



Public Works

Right-of-Way Maintenance

This division is responsible for the maintenance and upkeep of City rights-of-way, curbs, gutters, sidewalks, grass cutting, litter pick-up, street sweeping, and mosquito spraying.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Lot Clearing Fees	\$33,733	\$30,000	\$30,000
State Highway Maintenance	87,080	87,805	87,805
Total Funds Generated	\$120,813	\$117,805	\$117,805
Categories of Expenditures			
Personal Services	\$1,064,601	\$1,023,208	\$1,062,045
Contractual Services	51,245	47,124	60,075
Supplies	67,702	67,150	63,500
Travel & Training	0	2,300	0
Other Services	223,661	267,263	130,995
Capital Outlay	0	0	0
Total Expenditures	\$1,407,209	\$1,407,045	\$1,316,615
Positions			
Full Time	28	28	28
Total Positions	28	28	28

Significant Accomplishments and/or Changes:

Implemented a work order system for more efficient planning and prioritizing

Division Objectives:

Reduce average response time for citizen generated service requests to 2 days.
Cross train on heavy equipment.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Average street sweeping frequency per year on established residential routes.	25	25	30
Average response time for citizen generated service requests	5 days	5 days	2 days
Average number of times curb miles are maintained per year.	18	20	23

Public Works

Cemetery

This division is responsible for maintaining a cemetery with perpetual care maintenance. Sunset Hill Cemetery provides limited funeral services and lot sales.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$345,752	\$392,720	\$329,512
Contractual Services	32,453	37,386	36,475
Supplies	7,505	4,900	4,900
Travel & Training	494	1,100	650
Other Services	27,365	57,425	35,516
Total Expenditures	\$413,569	\$493,531	\$407,053
Positions			
Full Time	8	8	8
Total Positions	8	8	8

Significant Accomplishments and/or Changes:

None

Division Objectives:

Continue to maintain a safe environment for the citizens and employees.

Assist the public and funeral homes with the location of graves and points of interest.

Search for ways to increase the number of cemetery lots for sale without blocking accessibility.

Continue to maintain the high standard of beautification in the cemetery.

Provide high level of customer service and compassion.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of funerals per year on time and accurately placed	100%	95%	99%
Percentage of citizen concerns answered within five working days	100%	95%	99%

Public Works

Arborist

This division manages, maintains and protects Valdosta's urban forest.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$84,468	\$90,515	\$93,123
Contractual Services	6,719	6,901	5,069
Supplies	8,706	9,915	5,750
Travel & Training	555	2,475	200
Other Services	19,205	25,419	23,317
Capital Outlay	0	0	0
Total Expenditures	\$119,653	\$135,225	\$127,459
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Tree and Landscape Ordinance revised and adopted.

Division Objectives:

Planting, pruning, removal, and maintenance of all City trees.

Education programs with Arbor Day, schools, garden clubs, and Keep Lowndes/Valdosta Beautiful.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of trees planted	100	75	280
Number of trees pruned	1,000	1,000	1,200
Number of education programs/Number of participants	3	5	7



Housing & Development

PUBLIC INVOLVEMENT DEPARTMENT

Public Involvement

Department Summary

The Office of the Assistant to the City Manager includes Administration, Grants, Public Relations, Neighborhood Development and Main Street.

Expenditure Summary:

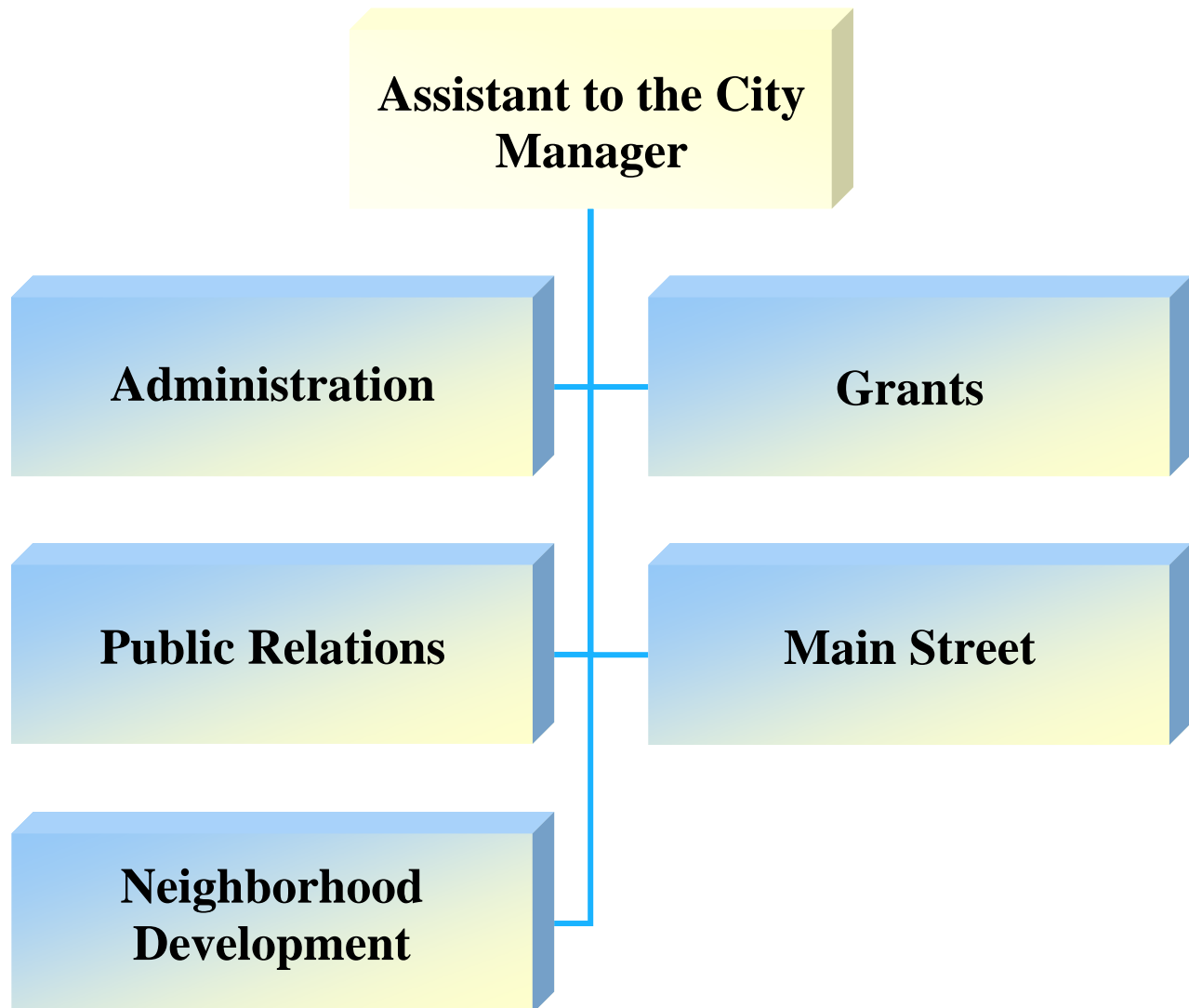
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$443,877	\$434,293	\$481,455
Contractual Services	60,204	56,667	33,772
Supplies	27,555	35,095	22,310
Travel & Training	8,327	14,268	9,931
Other Services	42,575	18,761	74,316
Capital Outlay	0	5,669	0
Reserved Expenditures	10,386	9,500	0
Total Expenditures	\$592,924	\$574,253	\$621,784
Positions			
Full Time	8	8	8
Total Positions	8	8	8

Department Goals:

1. Support the City Manager through effective and efficient project management.
2. Successfully administer all entitlement programs funded by the U.S. Department of Housing and Urban Development (HUD).
3. Establish program plans for neighborhood revitalization and downtown revitalization in support of economic development and continuing to improve the quality of life for all citizens.
4. Continue to keep the citizens abreast of the City's progress, fiscal responsibility and good stewardship. (CG 13)
5. Maximize programming and in-house production opportunities for Metro Channel 96.

Public Involvement

Organizational Chart



Public Involvement

Administration

This division coordinates all administrative activities of all divisions and develops all departmental policies and procedures. The division is responsible for development and coordination of all special projects as assigned by the City Manager.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$195,941	\$193,653	\$200,810
Contractual Services	3,159	3,669	3,897
Supplies	1,565	1,735	2,550
Travel & Training	5,934	4,632	4,685
Other Services	11,784	11,498	25,020
Reserved Expenditures	10,386	9,500	9,500
Total Expenditures	\$228,769	\$224,687	\$246,462
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Hosted a successful Housing Summit with community providers
Assisted the City Manager in planning and organizing the Mayor/Council Retreat
City's Section 3 Program acknowledged as a model program by HUD.

Division Objectives:

Conduct Public Policy Research for Ordinance and Program development.
Staff Citizen Steering Committee for the new Municipal Auditorium Project

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Assist in Policy Research on Various Projects	3	3	3

Public Involvement

Grants

The Grants division supports capital and program improvements of the City through identification, application and administration of funds from outside sources. Also included in this division are those programs funded by Community Development Block Grant Funds. These programs are designed to provide decent and affordable housing, provide a suitable living environment and increase economic opportunities for citizens of the City of Valdosta. The services of CDBG primarily benefit low to moderate income citizens.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$0	\$67,100	\$69,002
Contractual Services	0	886	865
Supplies	0	500	200
Travel & Training	0	4,155	2,060
Other Services	0	920	4,331
Total Expenditures	\$0	\$73,561	\$76,458
Positions			
Full Time	0	1	1
Total Positions	0	1	1

Significant Accomplishments and/or Changes:

Administrator helped secure \$2.97 million in funding for city projects.

Combined CHIP funding with CDBG funding to assist 13 families with rehabilitation and/or reconstruction assistance

Assisted 24 families with CHIP city wide down-payment assistance

Assisted six (6) families with the Valdosta Housing Authority with CHIP down-payment assistance

Administrator has been selected as a Trainer for the National Grants Management Association (NCMS) Certified Grants Management Specialist (CGMS) Grandfathering Program in May 2011.

Division Objectives:

Apply for a minimum of two (2) grants for each department (pending eligibility).

Obtain 50% of grants applied for

Rehabilitate/reconstruct ten (10) homes per year.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Grants submitted/Grants Awarded	N/A	14/7	10/5
Number houses rehab/reconstructed	N/A	10	10

Public Involvement

Public Relations

The Public Information Division is responsible for providing accurate and timely information to the citizens and the news media through the use of traditional communication “tools” – press releases, public service announcements, photo support, newsletters, brochures, information booths, special events and etc. The Public Information Division works with department personnel to obtain current and pertinent information about city services, which is then made available to citizens and other interested individuals and groups through these communication tools. The Division is also charged with maintaining the integrity of the City’s website, advertising and promotions, supervising the operation of Metro Valdosta 17, and monitoring the City’s overall internal and external communication strategy.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$111,138	\$102,544	\$106,377
Contractual Services	28,844	49,749	27,885
Supplies	19,059	22,130	17,130
Travel & Training	1,174	2,931	1,636
Other Services	20,211	33,588	29,072
Capital Outlay	0	5,669	0
Total Expenditures	\$180,426	\$216,611	\$182,100
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Wrote and produced 130 press releases, 12 monthly employee newsletters, four (4) citizens City Beat newsletters, the 2010 Annual Report, 2010 Water Quality Report, and other items requested.

Initiated the E-News blasts, giving citizens a schedule of news, events, and meeting taking place in the city by email each Monday. Distribution list has approximately 2,000 subscribers.

Coordinated multiple special events and completed the second half of the city’s Sesquicentennial year celebration activities.

Coordinated an average of 2-3 tours/public education events monthly

City website, www.valdostacity.com, was recognized as one of the Top Government Website in Georgia by Juggle.com.

Submitted articles and/or information for regional and statewide coverage that appeared in the Valdosta Magazine, Valdosta Scene, Valdosta-Lowndes County Retirement Living Guide, Georgia Municipal Association newspaper, Camera Ready Community (GDEcD), and the Georgia Trend Magazine, as well as the national Water Professional Association Magazine.

Public Involvement

Public Information continued

Provided photo support monthly for bios, events, proclamations, Group Work Camp, promotion ceremonies, public meetings, and others.

Produced 24 high-quality City Focus News Magazine shows, and downloaded a variety of public, education and government shows to provide a solid Channel 17 programming schedule.

Channel 17 assisted in the transition from the old set to VSU's virtual set (Tricaster), which is funded in part by the city, giving us the state of the art equipment for show/set production.

Division Objectives:

Maintain a positive image for the city government through good relations with local and regional media sources and special interest groups

Produce six (6) bi-monthly City Beat newsletters.

Produce twelve (12) monthly employee newsletters.

Informed citizens through media relations, press releases, and City website

Produce high quality local news/government programming and PSAs for Channel 17 with more community coverage.

Increase Channel 17 awareness and viewership.

Provide photo support for all city departments

Coordinate special events that increase community relations.

Coordinate tours for school groups or general public.

Assist department with public involvement meetings and promotions.

Participate in community information fairs, speaking opportunities and other opportunities to get information to citizens.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Production of bi-monthly newsletters	6	6	4
Production of monthly employee newsletter	12	12	12
Press Releases/media advisories/PSA's	150	150	130
Tours through City facilities	12	8	8
PIO speaking events/public information fair	10	5	5
Bi-monthly <i>City Focus</i> new show on Channel 17	24	24	24
Local Programming	32	32	25
Water Quality Report	1	1	1
Annual Report	1	1	1
Event Coordination	21	12	12

Public Involvement

Main Street

The Main Street division manages the process of enhancing downtown's position as the governmental, cultural, and economic center of the Greater Lowndes County area by involving businesses, property owners, government, churches, and the entire community.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$34,128	\$53,580	\$58,395
Contractual Services	25,741	1,420	162
Supplies	5,523	10,130	1,830
Travel & Training	0	0	0
Other Services	9,729	-33,218	7,656
Capital Outlay	0	0	0
Total Expenditures	\$75,121	\$31,912	\$68,043
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Hosted/Co-hosted 35 event days in Downtown Valdosta

The CVDA district saw a net gain of 5 new businesses and 71 new jobs. (Smoking Aces 2, Bennies Gallery 0, Red Door Records 2, and the Lowndes County Administration Building and Judicial Complex 65).

Facilitated 1 tax credit projects and 1 low interest loan projects

Valdosta Main Street received National Main Street accreditation for the 15th consecutive year.

Division Objectives:

Receive National Main Street status for 16th consecutive year.

Net gain of 6 new businesses and 20 new jobs

Facilitate 3 tax credit projects. Facilitate four (4) low interest loans if funding is available, otherwise staff will work to assist prospective businesses and building owners explore creative methods/avenues of financing.

Continue to promote Downtown Valdosta as a destination.

Public Involvement

Main Street continued

Work with existing and potential businesses in the CVDA district to promote business growth and development.

Work to implement short term goals of the Valdosta Downtown Master Plan and work towards implementation of long term goals and projects.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Promotion events per year	18	15	15
Net gain of new businesses	6	5	6
Facilitate tax credits applications	3	3	3
Facilitate loan packages	5	2	4
Attendance at events	75,000	75,000	20,000

Public Involvement

Neighborhood Development

Neighborhood Development improves the community through coordinating and administering rehabilitation and reconstruction of houses to provide a decent and suitable living environment to benefit citizens of low to moderate income of the City of Valdosta.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$19,256	\$17,416	\$46,871
Contractual Services	715	943	963
Supplies	0	600	600
Travel & Training	0	2,550	1,550
Other Services	774	5,973	8,237
Total Expenditures	\$20,745	\$27,482	\$58,221
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

Southern Hospitality Group Work Camp painted and repaired 46 houses.

Division Objectives:

Complete Southern Hospitality Work Camp repairs for homeowners.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Dream Valdosta	10	7	5
Housing Rehabilitation/Reconstruction	15	10	13
Group Workcamp Repair	0	30	30

Public Involvement

Economic Development

The Economic Development Division was created to enhance the economy of Valdosta by soliciting new businesses to locate in Valdosta as well as encouraging the expansion of existing enterprises. Manage the process of enhancing downtown's position as the governmental, cultural, and economic center of the Greater Lowndes County area by involving businesses, property owners, government, churches, and the entire community.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$83,414	\$0	\$0
Contractual Services	1,745	0	0
Supplies	1,408	0	0
Travel & Training	1,219	0	0
Other Services	77	0	0
Capital Outlay	0	0	0
Total Expenditures	\$87,863	\$0	\$0
Positions			
Full Time	1	0	0
Total Positions	1	0	0

Significant Accomplishments and/or Changes:

Moved to Finance

Division Objectives:

N/A

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Attend (2) trade shows	1	N/A	N/A
Promotion events per year	18	N/A	N/A
Net gain of new businesses	5	N/A	N/A
Facilitate tax credits applications	3	N/A	N/A
Facilitate loan packages	5	N/A	N/A
Attendance at events	75,000	N/A	N/A

Special Revenue Funds

Special Revenue Funds account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

Confiscated Funds

Confiscated Fund is used to account for confiscated funds taken in by the City of Valdosta's Police Department.

Confiscated Funds

The Confiscated Fund is used to account for confiscated funds taken in by the City of Valdosta's Police Department. Funds are then used to purchase equipment as needed.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Supplies	\$10,617	\$0	\$0
Travel & Training	711	0	0
Other Services	1,524	15	50
Total Expenditures	\$12,852	\$15	\$50

Department Goals:

Purchase needed operating supplies and equipment for the Valdosta Police Department.

U.S. Department of Justice Grant Fund

This grant is awarded to the Valdosta Police Department to purchase needed equipment to increase the public safety of the officers and the citizens of the city.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Supplies	\$13,652	\$0	\$0
Capital Outlay	1,510	0	0
Total Expenditures	\$15,162	\$0	\$0

Department Goals:

Purchase needed operating supplies for the Valdosta Police Department.

Urban Development Action Grant Fund

Urban Development Action Grant Fund is used to account for funds received in accordance with Title I, Section 119, of the Housing and Community Development Act of 1974. Funds are designated for the used of financing second mortgages for qualified buyers.

Urban Development Action Grant

Urban Development Action Grant Fund is used to account for funds received in accordance with Title I, Section 119, of the Housing and Community Development Act of 1974. Funds are designated for the use of financing second mortgages for qualified buyers. This grant is used to provide down payment assistance to low to moderate income families.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$12,982	\$500	\$0
Total Expenditures	\$12,982	\$500	\$0

CHIP 01M-X-092-2-2568

Urban Redevelopment & Housing Summary

A department to account for expenditures related to funds received in accordance with Title I, Section 119, of the Housing and Community Development Act of 1974. The federal grant was designated for the use of financing second mortgages for qualified home buyers.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$17,025	\$0	\$0
Total Expenditures	\$17,025	\$0	\$0

Department Goals:

To account for the loan servicing fees from South Georgia Regional Development Center.

CDBG CHIP 01M, 02M, 04M, 06M and 07M Grant Funds

GA DCA Chip Grant is used to account for grant funds received from the Georgia Department of Community Affairs. The Chip program provides funding for a portion of construction costs for thirteen new homes for eligible low and moderate income persons.

CHIP 02M-X-092-2-2695

Urban Redevelopment & Housing Summary

A department to account for expenditures related to funds received in accordance with Title I, Section 119, of the Housing and Community Development Act of 1974. The federal grant was designated for the use of financing second mortgages for qualified home buyers.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$30,000	\$0	\$0
Total Expenditures	\$30,000	\$0	\$0

Department Goals:

To account for the loan servicing fees from South Georgia Regional Development Center

CHIP 04M-X-092-2-2915

Urban Redevelopment & Housing Summary

A department to account for expenditures related to funds received in accordance with Title I, Section 119, of the Housing and Community Development Act of 1974. The federal grant was designated for the use of financing second mortgages for qualified home buyers.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$19,900	\$0	\$0
Total Expenditures	\$19,900	\$0	\$0

Department Goals:

To account for the loan servicing fees from South Georgia Regional Development Center

CHIP 06M-X-092-2-2951

Urban Redevelopment & Housing Summary

The Urban Redevelopment and Housing Department in the CDBG CHIP 06M Grant Fund is used to account for funds received to construct homes for low to moderate income families in the City.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$44,151	\$0	\$0
Total Expenditures	\$44,151	\$0	\$0

Department Goals:

Construct quality homes for low to moderate income families.

CHIP 07M-X-092-2-2961

Urban Redevelopment & Housing Summary

The Urban Redevelopment and Housing Department in the CDBG CHIP 07M Grant Fund is used to account for funds received to construct homes for low to moderate income families in the City.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$17,800	\$0	\$0
Total Expenditures	\$17,800	\$0	\$0

Department Goals:

Construct quality homes for low to moderate income families.

CDBG-R HUD RECOVERY GRANT

Urban Redevelopment & Housing Summary

Funding available under the Recovery Act stimulate the economy through measures that modernize infrastructure, and improve energy efficiency.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$7,010	\$0	\$0
Total Expenditures	\$7,010	\$0	\$0

Department Goals:

Infrastructure activities that provide basic services to residents or activities that promote energy efficiency and conservation through rehabilitation or retrofitting.

Energy Efficiency and Conservation Block Grant

The Energy Efficiency and Conservation Block Grant (EECBG) is a federal program that assists eligible entities in implementing energy efficiency and conservation strategies.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$79,802	\$158,000	\$0
Total Expenditures	\$79,802	\$158,000	\$0

Youth Recreation Scholarship Fund

This special revenue fund is used to account for all proceeds collected from fund raisers. The proceeds are used to fund scholarships for qualified participants in recreation activities and programs.

Youth Recreation Scholarship

This division is used to account for all proceeds collected from fund raisers, which are in turn used to fund scholarships for qualified participants in the recreation activities programs.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Grant	\$25	\$10	\$10
Total Expenditures	\$25	\$10	\$10

Accommodations Tax

This tax is levied on hotel/motel lodgings in Lowndes County. It is used to support the operations of the Rainwater Conference Center, the Annette Howell Turner Center for the Arts and to fund the operations of the Lowndes/Valdosta Tourism Authority.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Other Services	\$1,425,624	\$1,583,286	\$1,576,725
Total Expenditures	\$1,425,624	\$1,583,286	\$1,576,725

Federal HUD Grant Fund

The Federal HUD Grant Fund accounts for grant funds from the U.S. Department of Housing and Urban Development. A variety of community development projects are funded by this grant.

Federal HUD Grant Fund

The Federal HUD Grant is used to account for entitlement grant funds received from the US Department of Housing and Urban Development. These funds are used to complete a variety of community development projects meeting federal guidelines.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$124,225	\$95,855	\$91,634
Contractual Services	85,404	153,330	161,840
Supplies	1,249	1,577	1,000
Travel & Training	3,153	3,500	400
Other Services	190,930	75,071	309,680
Total Expenditures	\$404,961	\$329,333	\$564,554

Significant Accomplishments and/or Changes:

Offered year-round housing assistance to citizens through the Community Development Block Grant (CDBG) Program, the First Time Homebuyer Education and Down Payment Assistance Programs, Single Unit Housing Rehabilitation Program and the Dream Valdosta Program

Began the strategic neighborhood by neighborhood approach to implement the Neighborhood Revitalization and Consolidated Plan efforts in the Designated Revitalization Areas (DRA) of the City of Valdosta

Application for Federal Home Loan Bank Atlanta (FHLBA) funding in the amount of \$800,000 was successful

Federal Home Loan Bank Atlanta funding was awarded and will be leveraged with CDBG and CHIP funding to expand the neighborhood revitalization work that is currently being done in the DRA of the City of Valdosta.

Received the Gabe Zimmerman Award for Public Service from the National Community Development Association for the use of CDBG funds

Division Objectives:

Assist with homeownership with down payment assistance.
 Coordinate and administer homeowner rehabilitation and reconstruction.
 Complete Southern Hospitality Work camp repairs for homeowner.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Dream Valdosta	10	7	5
Housing Rehabilitation/Reconstruction	15	10	13
Group Workcamp Repair	0	30	30



Enterprise Funds

Enterprise Funds are funds in which the services provided are financed and operated similarly to those of a private business. Revenues generated from services provided by these funds meet the expenses incurred.

Sanitation Fund

The Sanitation Fund is setup to finance and account for the cost of providing both residential and commercial trash and garbage pickup to citizens and businesses of the City. Fund also provides and maintains a sanitary landfill for disposal of trash and garbage.

SANITATION DEPARTMENT

Sanitation

Department Summary

Sanitation is a department within the Public Works Function. It includes Management, Residential Garbage, Commercial Collection, Residential Trash, Roll-Off Collection, Recycling Collection, and Recycle Distribution.

Expenditure Summary:

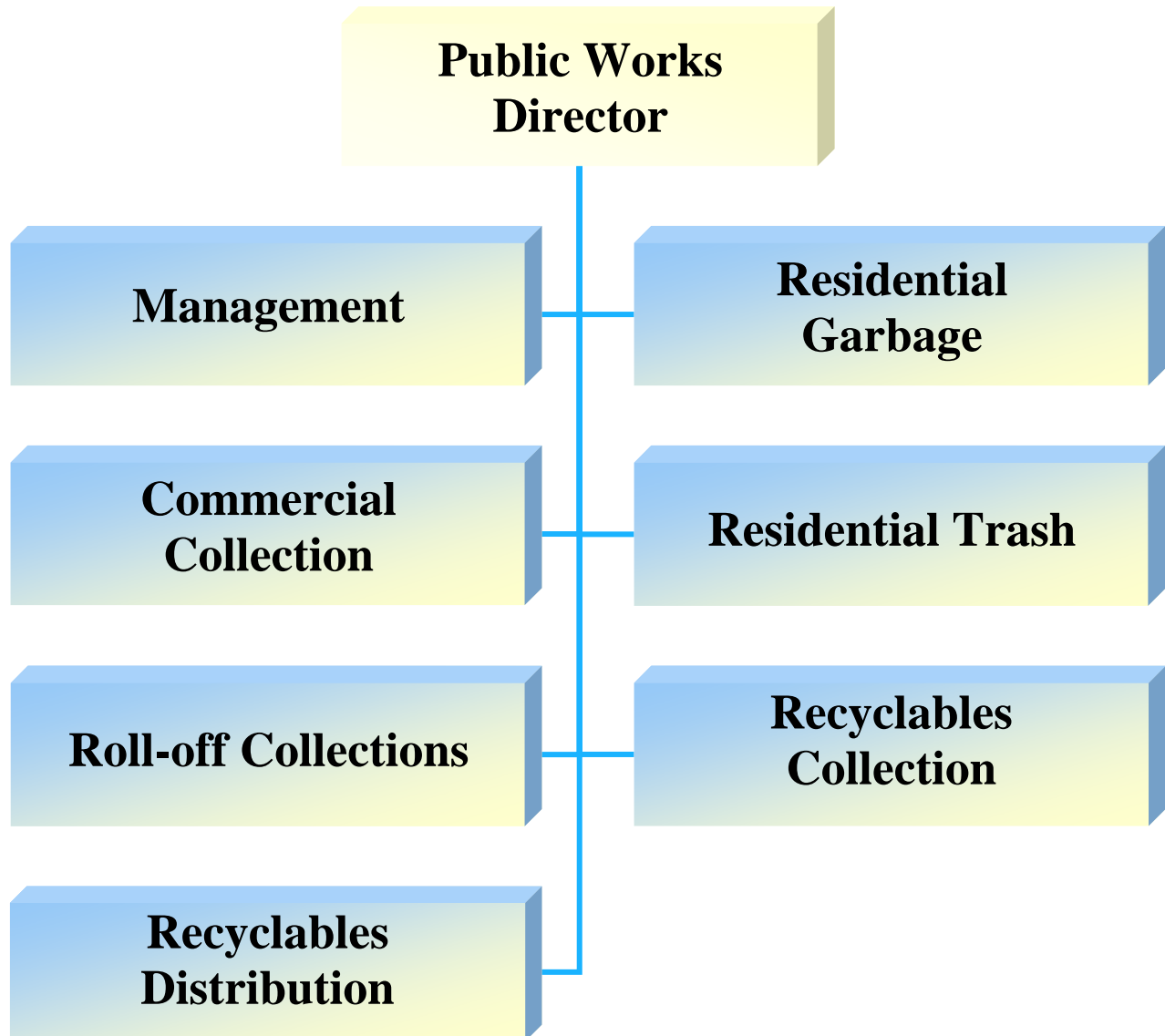
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$1,827,954	\$2,079,122	\$1,930,955
Contractual Services	777,779	783,619	779,257
Supplies	99,098	128,355	152,430
Travel & Training	4,250	9,575	1,675
Other Services	1,714,269	1,675,204	1,731,326
Debt Service	3,060	2,800	1,835
Total Expenditures	\$4,426,410	\$4,678,675	\$4,597,478
Positions			
Full Time	54	55	55
Total Positions	54	55	55

Department Goals:

1. Enhance operating procedures for the Sanitation Department
2. Reduce the waste stream and increase recycling participation.
3. Implement single-stream recycling process city-wide.
4. Implement the Regional Recycling Hub grant received from Georgia Department of Community Affairs.
5. Increase Commercial Collection customer base.
6. Require private haulers to offer recycling services to multi-unite dwellings.

Sanitation

Organizational Chart



Sanitation

Management

The Management Division of the Sanitation Department provides administrative assistance to the entire department, while focusing on customer relations and services provided on a daily basis. It also serves as the operating center for reporting, data entry, and record keeping for the overall department.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$327,880	\$409,931	\$332,778
Contractual Services	29,865	31,796	27,239
Supplies	5,898	7,380	7,380
Travel & Training	4,250	6,275	1,375
Other Services	564,566	422,895	480,296
Total Expenditures	\$932,459	\$878,277	\$849,068
Positions			
Full Time	6	6	6
Total Positions	6	6	6

Significant Accomplishments and/or Changes:

Implement Recycle Hub Grant.
Installed solar powered trash and recycling receptacles in downtown corridor.

Division Objectives:

Utilize data processing system and other databases to maintain essential reporting information on a monthly basis.

Become more customer friendly for services provided and reduce the response time for service requests.

Educate the customers in all service areas.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Staff time spent preparing and submitting each mandated report per month (hours spent)	16 hrs	20 hrs	32
Average response time – service requests	8 hrs	8 hrs	8 hrs

Sanitation

Residential Garbage

This division is responsible for daily collection of residential garbage and additional small items placed on the curbside.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$311,454	\$307,245	\$286,364
Contractual Services	349,774	322,902	310,755
Supplies	40,515	57,425	97,950
Travel & Training	0	1,050	300
Other Services	278,128	304,016	468,139
Total Expenditures	\$979,871	\$992,638	\$1,163,508
Positions			
Full Time	9	9	9
Total Positions	9	9	9

Significant Accomplishments and/or Changes:

None

Division Objectives:

Concentrate on collecting small items around the can to prevent enforcement issues.

Complete roll-out cans maintenance for increased efficiency.

Complete house count and collection ratio.

Reduce the number of complaints.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percentage of cans collected vs. house count	95%	98%	99%
Stops/collection employee/week	925	925	2,620
Percent of backdoor services	13%	15%	19%
Number of complaints per route per week	1	1	1

Sanitation

Commercial Collection

This division collects and disposes of commercial business solid waste on a predetermined schedule and route.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$276,766	\$286,254	\$289,631
Contractual Services	309,328	318,519	267,351
Supplies	26,657	41,800	36,400
Travel & Training	0	1,300	0
Other Services	250,747	276,184	255,611
Total Expenditures	\$863,498	\$924,057	\$848,993
Positions			
Full Time	6	6	6
Total Positions	6	6	6

Significant Accomplishments and/or Changes:

None

Division Objectives:

Implement weight scales for FEL truck.
 Implement volume pricing for customers.
 Establish cardboard and white office paper collection route.
 Reduce overtime costs.
 Increase customers base recycling

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of overtime reduced	7%	10%	18%
Lifts per hour/driver	18	25	38
New customers/month	8	8	10

Sanitation

Residential Trash

Collects yard trash from curbside collection program and disposes of material in the inert landfill storage area.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$699,378	\$811,486	\$763,199
Contractual Services	39,578	31,111	128,782
Supplies	8,539	9,000	7,500
Travel & Training	0	600	0
Other Services	559,854	597,533	394,095
Total Expenditures	\$1,307,349	\$1,449,730	\$1,293,576
Positions			
Full Time	26	26	26
Total Positions	26	26	26

Significant Accomplishments and/or Changes:

None

Division Objectives:

Set operational procedures for crews, trucks, and routing methods.

Re-organize routes for maximum productivity.

Develop route tabulation sheet for each crew to track productivity and service.

Concentrate on cleaning up the debris on the street after collection.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of complaints per route per week	3	1	1
Percent of accurate service collection days provided per week	85%	95%	98%

Sanitation

Roll-Off Collection

This division collects and disposes of solid waste or yard waste material on a predetermined schedule. Customers rent a roll-off container which is used to deposit the waste and are charged a rental and disposal fee.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$54,219	\$52,017	\$53,538
Contractual Services	23,449	41,177	25,264
Supplies	0	2,300	0
Other Services	38,877	43,664	46,376
Total Expenditures	\$116,545	\$139,158	\$125,178
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

This division was created due to the increasing demand for roll-off services in the surrounding area.

Division Objectives:

Make roll-off containers available for all residential and commercial construction disposals.

Address new sector of collection and increase the awareness of this service among possible customers.

Attract recycling possibilities through C & D material.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of pulls per day	9	15	19
Number of customers per month	25	35	40

Sanitation

Recyclables Collection

This division is responsible for the daily collection of residential recycling material commodities. The division also aids in meeting waste reduction efforts.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$155,053	\$176,376	\$171,034
Contractual Services	19,191	18,664	12,150
Supplies	14,342	7,000	2,100
Travel & Training	0	350	0
Other Services	19,168	26,630	84,270
Capital Outlay	0	0	0
Total Expenditures	\$207,754	\$229,020	\$269,554
Positions			
Full Time	6	6	6
Total Positions	6	6	6

Significant Accomplishments and/or Changes:

Implement Hub Grant for \$425,000 making the City of Valdosta the only recycle center south of Macon, GA.

Implemented single-stream recycling city wide. Amended ordinance to require multi-family dwellings provide recycling.

Division Objectives:

Identify items that are not recyclable and areas where participation is low.

Provide extra value added services to our customers such as cardboard and paper collection.

Increase customer satisfaction and reduce the number of complaints.

Reduce the non-productive time for the crews.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of complaints per route per week	3	2	2
Percent of non-productive operating time for crews per week	5%	5%	3%

Sanitation

Recyclables Distribution

This division maintains accepted recyclable materials, which are processed and baled in preparation for distribution and sale. Maintains accurate records and paper work for recycle collection.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$3,204	\$35,813	\$34,411
Contractual Services	6,594	19,450	7,716
Supplies	3,147	3,450	1,100
Other Services	2,929	4,282	2,539
Debt Service	3,060	2,800	1,835
Total Expenditures	\$18,934	\$65,795	\$47,601
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

Purchased and installed a faster, more efficient horizontal baler.

Division Objectives:

Ensure that materials brought into the Recycling Center are separated and free from debris.

Reduce contamination levels in material.

Maintain bale weights for each commodity.

Increase the number of households participating in recycling through education.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of eligible households recycling	70%	75%	75%
Number of bales generated monthly per OCC	85	40	60



Water & Sewer Revenue Fund

The Water and Sewer Revenue Fund is set up to finance and account for the cost of providing both water and sewer services to the residents and businesses of the City. All activities necessary to provide such services are included in the fund, including financing and related debt services.

WATER & SEWER DEPARTMENT

Water & Sewer

Department Summary

Water & Sewer is a department within the Public Works Function. It includes Administration, Water Plant, Water Distribution, Warehouse, and Meter Reading, Mud Creek Water Pollution Control Plant, Withlacoochee Water Pollution Control Plant, & Sewer Collection.

Expenditure Summary:

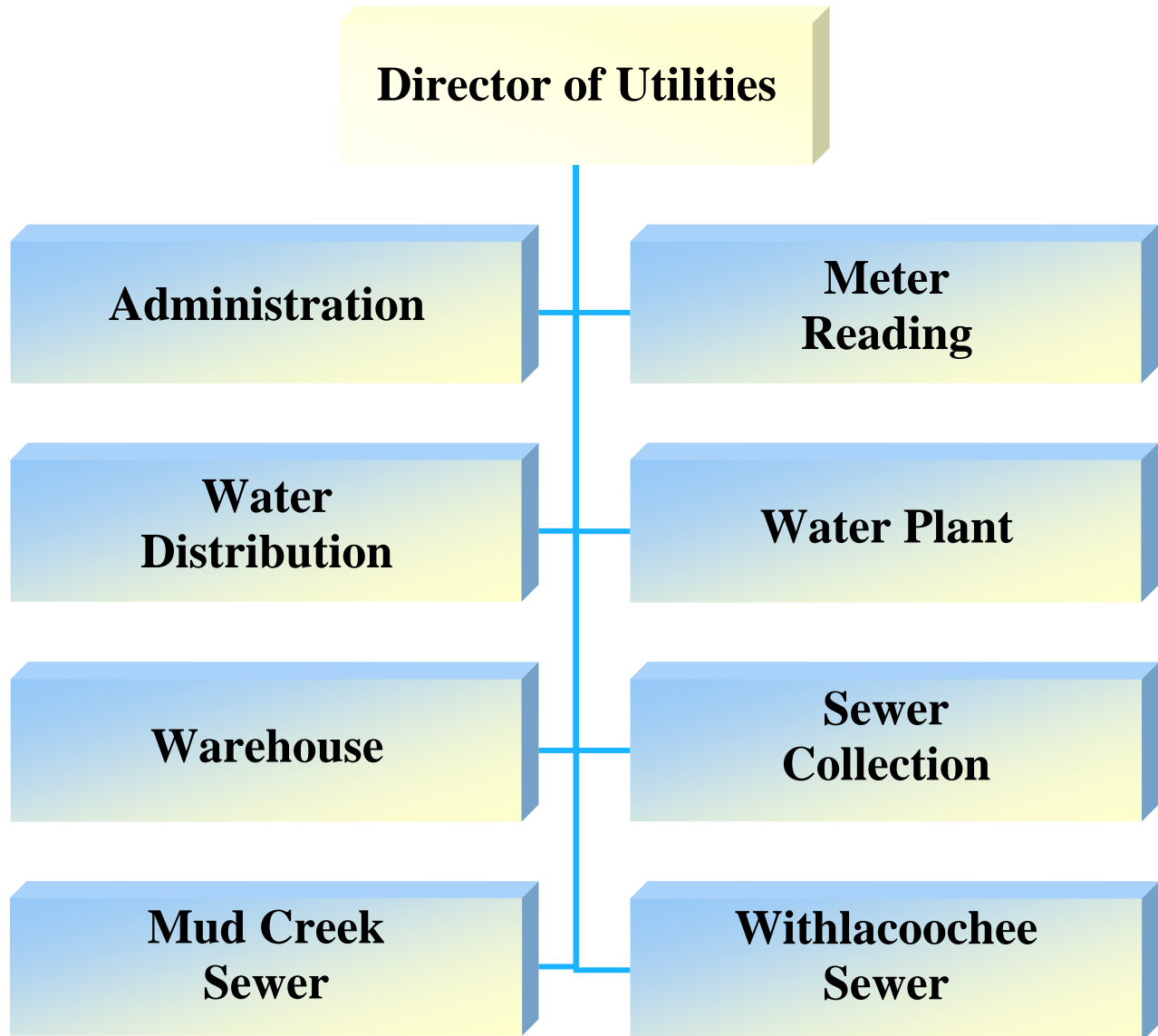
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$4,339,791	\$4,753,834	\$4,651,467
Contractual Services	1,891,712	1,995,739	1,959,914
Supplies	1,005,218	1,220,914	1,009,087
Travel & Training	21,718	56,170	24,434
Other Services	4,871,827	5,130,825	5,121,809
Capital Outlay	13,675,768	33,245,000	27,661,198
Capital Outlay Distributed	-13,691,587	-33,245,000	-27,661,198
Debt Service	136,863	135,600	125,040
Total Expenditures	\$12,251,310	\$13,293,082	\$12,891,751
Positions			
Full Time	108	95	94
Total Positions	108	95	94

Department Goals:

1. Complete planning requirements for system growth. (CG 5)
2. Continue system rehabilitation.
3. Continue system operations and technology improvements.
4. Obtain funding for Five Year Plan Improvements.
5. Upgrade City Water, Sewer, and Drainage facilities. (CG 5)
6. Complete Rate Study and 20-year Capital Plan

Water & Sewer

Organizational Chart



Water & Sewer

Administration

This division plans and directs the operations of all water and sewer divisions and storm water department and provides administrative, clerical, and dispatching services. This division also provides orderly growth of the water and sewer system and drainage system of the City. It manages design, construction, and inspection of new facilities, as well as, enforces City codes and State and Federal regulations concerning delivery of water service, care of public water ways in the city, collection and treatment and discharge of wastewater to the Publicly Owned Treatment Works and discharge of water to the environment.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$661,972	\$912,117	\$873,447
Contractual Services	39,985	90,053	29,255
Supplies	45,286	37,704	28,006
Travel & Training	7,311	16,322	8,650
Other Services	3,731,932	4,082,868	3,942,833
Capital Outlay	1,319,151	1,210,000	13,850
Capital Outlay Distributed	-1,319,151	-1,210,000	-13,850
Total Expenditures	\$4,486,486	\$5,139,064	\$4,882,191
Positions			
Full Time	12	16	15
Total Positions	12	16	15

Significant Accomplishments and/or Changes:

The proposed Savannah/Fry street elevated storage tank is currently in design. This tank will replace the smaller and aging existing elevated water tank. The water system is being analyzed to help provide a better service to the citizens and help structure an accurate capital improvement plan. The standards and specifications for water appurtenances are being reviewed and will be submitted to council for approval.

Division Objectives:

Manage the operations, spending and growth of the water plant, water distribution system, warehouse, meter reading system and drainage facilities of the City service area. Provide accurate, timely, and quality reports, correspondence, records, and other clerical and personnel management functions for all water and storm water operations. Receive record, dispatch and provide closure for all incoming requests for service. Manage and inspect new and replacement infrastructure and record "As-Built" information. Implement new technology to assist in water system modeling. Obtain City Council approval of the water standards and specifications.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Average number of employees	1	1	1
Water cost per CCF	\$1.21	\$1.21	\$1.33

Water & Sewer

Water Plant

The Water Plant Division's purpose is to operate and maintain all water supply, water treatment, and water transmission facilities of the City to provide an adequate supply of safe, potable water to meet domestic, commercial, and industrial uses of its customers according to all applicable standards. It also maintains an adequate quantity for fire protection needs of the City.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$717,389	\$657,831	\$634,006
Contractual Services	479,936	482,229	545,212
Supplies	426,140	425,350	386,350
Travel & Training	4,848	5,808	3,357
Other Services	74,272	54,431	53,290
Capital Outlay	154,474	9,648,000	945,000
Capital Outlay Distributed	-158,582	-9,648,000	-945,000
Total Expenditures	\$1,698,477	\$1,625,649	\$1,622,215
Positions			
Full Time	19	13	13
Total Positions	19	13	13

Significant Accomplishments and/or Changes:

The new 30" water main has been installed and now we are waiting on final testing before putting in service. Rehabilitation is under way on #4 raw water well, #6 and #7 raw water wells are scheduled to follow. We are still searching for land to develop a new raw water well location.

Division Objectives:

Provide continuous operation of the water plant, wells, and water pumping equipment. Perform regular inspection, preventative maintenance, and replacement of all division equipment and perform emergency maintenance as required and maintain proper maintenance records. Measure the volume of water produced and performs routine and special chemical and bacteriological analysis of the raw and finished water. Maintain records and provide reports of production, water quality, materials used, and available supply. Maintain proper training and certification of all division personnel. Fine tune the treatment process in order to provide the best product to the water users.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Average volume of water treated (MGD)	10.50	11.150	11.500
Average volume of water sold (MGD)	8.200	8.400	8.400
Power purchased, 1000KWH/year	9,500	9,800	10,000
Avg. purchased power cost, cents/KWH	6.5	7.05	7.50
Fluoride samples out of range	1.0%	1.0	1.0

Water & Sewer

Water Distribution

The Water Distribution Division maintains more than three hundred (300) miles of water mains to deliver treated water to the customers of the City and approximately twenty thousand (20,000) meters and meter services whose purpose is to measure service to the customer. Division personnel install new meters and provide service to the public.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$553,529	\$705,597	\$649,167
Contractual Services	15,117	12,997	16,763
Supplies	170,788	347,750	244,650
Travel & Training	3,307	10,200	3,200
Other Services	90,938	56,187	161,612
Capital Outlay	4,195,521	900,000	10,331,750
Capital Outlay Distributed	-4,207,232	-900,000	-10,331,750
Total Expenditures	\$821,968	\$1,132,731	\$1,075,392
Positions			
Full Time	16	16	16
Total Positions	16	16	16

Significant Accomplishments and/or Changes:

This department has increased knowledge of the water distribution system through the water certification training program. Made contact with more vendors to provide access to needed and better equipment. Electronic meters will be installed throughout the City. A flushing program was implemented to ensure a good quality of water throughout the system.

Division Objectives:

Perform preventative and emergency maintenance on all water mains, valves, and fire hydrants including flushing of mains, operation and testing of valves and hydrants, repair of leaks and breaks, and replacement of obsolete equipment. Install new meters for all customers requesting service from the City and to maintain all meters including replacement as necessary. Provide customer service by responding to request for assistance and for location of facilities and for information. Implement a valve exercising program as well as have all Water Distribution personnel certified.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
New meters installed annually	500	500	4166
Miles of new mains installed	12.0	18.0	16.40
New fire hydrants installed annually	65	85	116
Miles of mains maintained	310	320	320
Miles of mains replaced	0.5	2.0	4.0
Fire hydrants replaced	5	10	18

Water & Sewer

Warehouse

The purpose of the Warehouse Division is to maintain an adequate stock of supplies and materials needed to carry on the functions of the department and maintain proper records to account for the cost of materials used for each purpose and to replenish stock levels in order that materials will be available. The division maintains proper housing to provide secure storage of valuable inventories in an atmosphere that will protect the materials from the elements.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$50,329	\$39,576	\$42,747
Contractual Services	25,226	24,752	39,439
Supplies	11,679	23,850	8,700
Travel & Training	0	235	235
Other Services	35,266	42,823	47,979
Total Expenditures	\$122,500	\$131,236	\$139,100
Positions			
Full Time	1	1	1
Total Positions	1	1	1

Significant Accomplishments and/or Changes:

As the City continues to use new technology and improve efficiency, the Warehouse has been involved with the purchasing department to sell surplus items on the Internet to dispose of outdated equipment and supplies and also to earn additional income.

Division Objectives:

Maintain an adequate stock of common materials as well as specialty items that are required to maintain the water mains, hydrants, and services and other infrastructure of the water system. House the material and maintain a system to locate and disburse all items as needed and account for the cost of materials used. Take advantage of the savings inherent with bulk purchasing of needed items. Automate purchasing, receiving, and issuing of all stock items. Implement CMMS maintenance program.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of requests per year / average number of days before item is disbursed	3000/2	3050/2	3075/2
Percent of items stocked within seven (7) days of receipt	98	98	98%
Percent of inventory outdated and sold at surplus sale	0	0	1%

Water & Sewer

Meter Reading

The Meter Reading Division maintains account records for the meter services of all customers of the Water and Sewer System and reads all meters monthly. Meter Reading also checks the readings and transmits each customer's monthly consumption into the data processing system for billing. The division turns the water on for all new customers and off for departing customers.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$467,849	\$472,839	\$466,110
Contractual Services	84,837	79,536	108,840
Supplies	89,693	47,253	59,848
Travel & Training	214	1,385	734
Other Services	44,759	83,300	81,132
Capital Outlay	91,159	250,000	0
Capital Outlay Distributed	-91,159	-250,000	0
Total Expenditures	\$687,352	\$684,313	\$716,664
Positions			
Full Time	11	11	11
Total Positions	11	11	11

Significant Accomplishments and/or Changes:

The meter readers, as a whole, have attained a consistent error rate of 1% or less. Service technicians ensure that citizens receive same day water services even as daily work orders continue to increase in number. The department is reviewing and redesigning the way meter routes are being read in order to improve efficiency.

Division Objectives:

Maintain the accuracy levels the department has currently achieved. Provide ongoing assistance to Customer Service in their efforts to provide same day water services to the citizens of Valdosta. In order to increase productivity, office personnel will assign daily work orders to servicemen according to their location. Continue to assist Water Distribution in achieving their meter change-out goal of 5000.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Number of customer's meters read monthly	21,600	21,900	22,000
Number of water customers billed monthly	19,750	19,950	20,000
Percent of rechecked readings before billing	4%	4%	4%
Percentage of customer requesting rereads	0.2	0.02	1%
Annual service orders performed	28,000	31,400	33,000

Water & Sewer

Mud Creek Plant

The Mud Creek Plant Division operates and maintains the Mud Creek Water Pollution Control Plant (WPCP) facilities and the associated Mud Creek Sewer Outfall and Knights Creek Sewer Outfall. It also delivers all wastewater collected in the basin to the plant and properly treats the water, removes, and properly disposes of all pollutants before discharge of the water to the environment.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$494,742	\$567,488	\$565,076
Contractual Services	381,374	439,479	332,908
Supplies	58,080	97,911	76,800
Travel & Training	2,367	8,200	2,400
Other Services	196,345	160,738	148,383
Capital Outlay	6,871,230	14,592,000	10,103,180
Capital Outlay Distributed	-6,871,230	-14,592,000	-10,103,180
Total Expenditures	\$1,132,908	\$1,273,816	\$1,125,567
Positions			
Full Time	13	11	11
Total Positions	13	11	11

Significant Accomplishments and/or Changes:

Significant growth has occurred in the service area served by the plant; and replacement of lift stations, sewer outfalls, and the upgrade/expansion of treatment plant are projects that are under way. The upgrade/expansion project of the plant is on schedule and should be completed this year with start-up of new east train in March. A project to upgrade solids handling at plant has been approved, and will start construction this year. Survey/inspection project of main trunk lines to plant began in February.

Division Objectives:

Provide continuous operation of the plant and pumping equipment.
 Perform regular inspections, preventative maintenance and replacement of all division equipment.
 Perform emergency maintenance as required and maintain proper maintenance records.
 Measure the volume of water treated, perform routine and special analysis of the influent and effluent, maintain records and provide reports of plant operations.
 Maintain proper training, certification of all division personnel and provide reports of plant operations.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Average volume of wastewater treated daily (MGD)	2.7	3.0	3.2
Average daily influent BOD, Mg/l	223	220	225
Average BOD removal as % of influent	99%	98%	98%
Average daily influent TSS, Mg/l	235	200	215
Average TSS removal as % of influent	97%	98%	98%

Water & Sewer

Withlacoochee Sewer Plant

This division's purpose is to operate and maintain the Withlacoochee Water Pollution Control (WWPC) facilities and the associated Withlacoochee Outfall to deliver all wastewater collected in the basin to the plant and to properly treat the water, remove, and properly dispose of all pollutants before discharging of the water to the environment.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$850,280	\$793,970	\$784,700
Contractual Services	812,665	796,939	816,007
Supplies	145,505	165,767	164,649
Travel & Training	1,515	6,320	3,320
Other Services	214,891	243,202	219,464
Capital Outlay	27,986	580,000	280,000
Capital Outlay Distributed	-27,986	-580,000	-280,000
Total Expenditures	\$2,024,856	\$2,006,198	\$1,988,140
Positions			
Full Time	24	15	15
Total Positions	24	15	15

Significant Accomplishments and/or Changes:

Cleaning of lift station wet well, removal of old bar screens, and all loose grating and metal. Purchased backwash replacement media as necessitated by flood. Installed sampler on Evergreen Landfill leachate main. Major repair of two Hoffman blowers.

Division Objectives:

Provide continuous operation of the plant and pumping equipment.
 Perform regular inspection, preventative maintenance, and replacement of all division equipment and perform emergency maintenance as required and maintain proper maintenance records.
 Measure the volume of water treated and to perform routine and special analysis of the influent and effluent and to maintain records and provide reports of plant operations.
 Maintain proper training and certification of all divisional personnel.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Average volume of WW treated daily (MGD)	6.0	6.0	6.5
Average volume influent BOD, Mg/l	270	270	270
Average BOD removal as % of influent	98%	98%	98%
Average daily influent TSS, Mg/l	285	285	290
Average TSS removal as % of influent	98%	98.0	98.0
Average volume of WW sales (MGD) (both plants)	6.500	6.500	6,500

Water & Sewer

Sewer Collection

The Sewer Collection Division maintains over two hundred thirty (260) miles of sewer lines to collect wastewater from the customers of the City and to deliver the water to the plants for disposal. Division personnel locate or install new services and provide services to the public.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$543,701	\$604,416	\$636,214
Contractual Services	52,572	69,754	71,490
Supplies	58,047	75,329	40,084
Travel & Training	2,156	7,700	2,538
Other Services	483,424	407,276	467,116
Capital Outlay	1,016,247	6,065,000	5,987,418
Capital Outlay Distributed	-1,016,247	-6,065,000	-5,987,418
Total Expenditures	\$1,139,900	\$1,164,475	\$1,217,442
Positions			
Full Time	12	12	12
Total Positions	12	12	12

Significant Accomplishments and/or Changes:

The City continues to upgrade and replace sewer outfalls and rehab collector sewers to cut down on infiltration and inflow which uses capacity that could be utilized for growth and it is a factor in sewer overflows. Increased the dependability of it pump stations located at Big Country Club, Pumping Station 94, Eastwind, Rogers St. The CCTV camera truck has been very helpful in determining issues with the sewer mains. We have also sent several members of the staff off for training to improve their knowledge in the wastewater field and purchased numerous tools and equipment to improve proficient and safety.

Division Objectives:

Make improvements on our preventative and emergency maintenance program and to stock more essential parts and create a computerized inventory program. To perform more preventative maintenance on all sewer lines, manholes, and pump stations (cleaning of lines, repairing of leaks to limit infiltration and inflow, unstopping services, repairs to lift stations, improvement to grounds) and to have all of this data entered in the field on a laptop computer / GPS and then stored in the CMMS system. To provide all existing or new citizens, business, and industries within the city sewer system a well maintained service be it through regular maintenance program or replacement if necessary. Respond to requests for assistance, location of facilities, and information in a timely manner. To provide the sewer collection staff with more training in all areas of the work that we do be it work zone safety, confined space entry, or any other training program to help them do their job in a more proficient and safer manner.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Miles of sewers maintained	265	270	270
Miles of new sewers added	4	6	6

Water & Sewer

Debt Service Summary

The Debt Service section accounts for the costs of borrowed funds to operate the Water and Sewer enterprise. The section accounts for the interest and fiscal charges made on the Water and Sewer Revenue Bond Series 1991, and two Georgia Environmental Facility Authority loans. This money was used to construct the Mud Creek Pollution Control Plant, the Withlacoochee Water Pollution Control Plant, the Guess Road Water Plant, and water tanks and distribution lines.

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Debt Service	\$136,863	\$135,600	\$125,040
Total Expenditures	\$136,863	\$135,600	\$125,040



Inspection Fund

The Inspection fund is set up to finance and account for the cost of providing inspection of residential and commercial construction within Lowndes County.

INSPECTION DEPARTMENT

Inspection Department

Department Summary

The Inspection Department includes Administration.

Expenditure Summary:

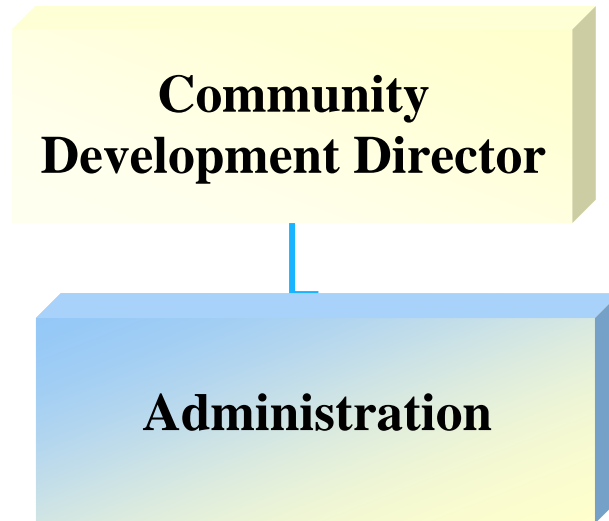
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$844,749	\$805,346	\$831,669
Contractual Services	42,455	32,851	33,988
Supplies	6,277	15,618	12,118
Travel & Training	5,058	6,825	3,000
Other Services	293,623	251,149	241,103
Total Expenditures	\$1,192,162	\$1,111,789	\$1,121,878
Positions			
Full Time	15	14	14
Total Positions	15	14	14

Department Goals:

1. Provide "Continuing Education" seminars for our construction public.
2. Continue to get all personnel certified within their field.
3. Maintain and improve communication with our community through pamphlets, brochures, newsletters, in-house seminars, and to continue to seek out and use the latest technology available.
4. State Contractors' License, providing assistance for all persons that wish to apply for state license.

Inspection Department

Organizational Chart



Inspection Department

Administration

The Administration Division is responsible for ensuring compliance of all ordinances for building, plumbing, electrical, mechanical, and gas codes in addition to the Historic District Ordinance. This also includes Permitting, Plan Review, and Investigation.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$844,749	\$805,346	\$831,669
Contractual Services	42,455	32,851	33,988
Supplies	6,277	15,618	12,118
Travel & Training	5,058	6,825	3,000
Other Services	293,623	251,149	241,103
Total Expenditures	\$1,192,162	\$1,111,789	\$1,121,878
Positions			
Full Time	15	14	14
Total Positions	15	14	14

Significant Accomplishments and/or Changes:

95% of personnel have been certified within their fields.

Divison Objectives:

Plan Reviewer to have plans approved and ready for permitting within 45 work days of submittal date, applies to plans which have complete information upon submittal and also excludes unusually large jobs.

Inspection to complete all scheduled inspections within 24 hours of the time the request is reviewed.

To conduct (3) classes per year for contractors for continuing education requirements

Continue to cross train all personnel within each division.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percentage of plans completed within 10 days	95%	95%	95%
Percentage of inspections completed in 24 hours	95%	95%	95%
Percentage of personnel which have completed their certification within 3 years	95%	95%	95%



Zoning Fund

The Zoning Fund is set up to finance and account for the cost of providing zoning services and regulate zoning issues within Lowndes County.

Zoning

Department Summary

The Planning and Zoning Office is a division within the Community Development Department.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$207,780	\$234,849	\$246,924
Contractual Services	59,993	46,413	6,089
Supplies	2,614	9,809	5,582
Travel & Training	5,499	27,306	18,615
Other Services	108,369	172,722	254,327
Total Expenditures	\$384,255	\$491,099	\$531,537
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Department Goals:

1. Maintain and improve communication with the community through informational materials, an up-to-date website, bi-monthly email blasts of the Planners Post, monthly Planners Roundtables, and personal interaction.
2. Provide opportunities for specific discussion and education with the general public, and specifically the development community, sign industry, board of realtors, and home builders association.
3. Provide efficient and effective customer service by processing all applications in a timely manner and ensuring processes are as streamlined as possible.
4. Periodically update Land Development Regulations (LDR) to reflect pro-business environment, improve the quality of life for our citizens, and promote orderly growth and development.
5. Efficient and fair administration of City Codes and policies related to land development.
6. Provide expertise and diligence in fulfilling special planning projects, which serve the City's mission and purpose.

Zoning

Organizational Chart



Zoning

Planning & Zoning Division

The Planning & Zoning Division strives to ensure quality growth and land development consistent with the Greater Lowndes 2030 Comprehensive Plan. This goal is achieved through the effective implementation of the Land Development Regulation and efficient processing of land use cases; business license requests; sign permit applications; and building plan reviews. The Planning & Zoning staff strives to provide the community with continual education and awareness regarding the City's Land Development Regulations, Comprehensive Plan, and general land planning and development principles.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$207,780	\$234,849	\$246,924
Contractual Services	59,993	46,413	6,089
Supplies	2,614	9,809	5,582
Travel & Training	5,499	27,306	18,615
Other Services	108,369	172,722	254,327
Total Expenditures	\$384,255	\$491,099	\$531,537
Positions			
Full Time	4	4	4
Total Positions	4	4	4

Significant Accomplishments and/or Changes:

- The Planning and Zoning Division has completed the implementation of the three Signature Community Initiatives as of May 2010.
- The Division's Historic Preservation program enjoyed a productive FY11, completing and promoting the grant-funded Sunset Hill Cemetery interactive website in May 2010, planning and coordinating many of the City's Sesquicentennial events, including the City Hall Centennial and Time Capsule burial, and the 2010 Preservation Awards. With the Historic Preservation Commission, the Division implemented the "Demolition by Neglect" policy, whose goal is to encourage property owners to maintain and repair contributing buildings in the historic district. Working with the Main Street office, the Division provided assistance to downtown property owners concerning historic preservation tax incentives.
- The Division continues to educate the community on the Land Development Regulations and other projects through its newsletter, *The Planners Post*, distributed on a bi-monthly basis to a sizeable email distribution list.

Zoning

Divison Objectives:

Process all business tax applications within 72 hours.

Review all building plans within 4 days.

Review all sign applications within 5 days.

Host monthly (12) discussion hours with the development community, sign industry, home builders association, and/or general public.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percentage of business tax applications with 72 hours	98%	96%*	97%
Percentage of plans reviewed within 4 days	95%	95%*	96%
Percentage of sign applications reviewed within 5 days	98%	97%*	98%
Number of discussion hours hosted	12	9	10

* ~90% of all delays related to need for additional information or need for action by applicant

Department of Labor Fund

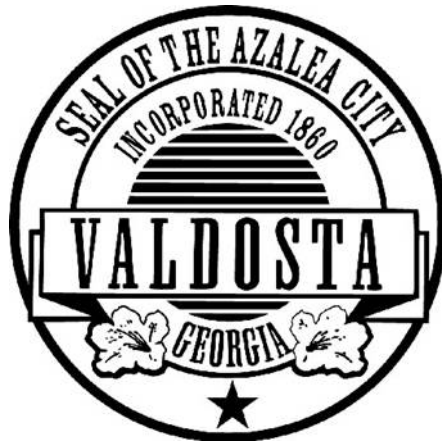
This fund is set up to account for the revenues and costs associated with the operation of the building leased to the Georgia Department of Labor.

Department of Labor

This division maintains the Department of Labor building. The building was built by the City for the Central Valdosta Development Authority.

Expenditure Summary:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Rent	\$469,157	\$469,157	\$470,000
Miscellaneous Revenue	276	100	0
Total Funds Generated	\$469,433	\$469,257	\$470,000
Categories of Expenditures			
Contractual Services	114,052	104,940	153,330
Supplies	3,825	4,000	5,500
Other Services	243,356	243,741	236,800
Total Expenditures	\$361,233	\$352,681	\$395,630



Storm Water Fund

The Storm Water Fund is set up to finance and account for the cost of providing storm water and drainage maintenance services to the residents and businesses of the City. All activities necessary to provide such services are included in the fund.

Storm Water

Department Summary

Storm Water is part of the public works function and falls under the City Engineer. It includes Administration and Drainage and Storm Sewer Maintenance.

Expenditure Summary:

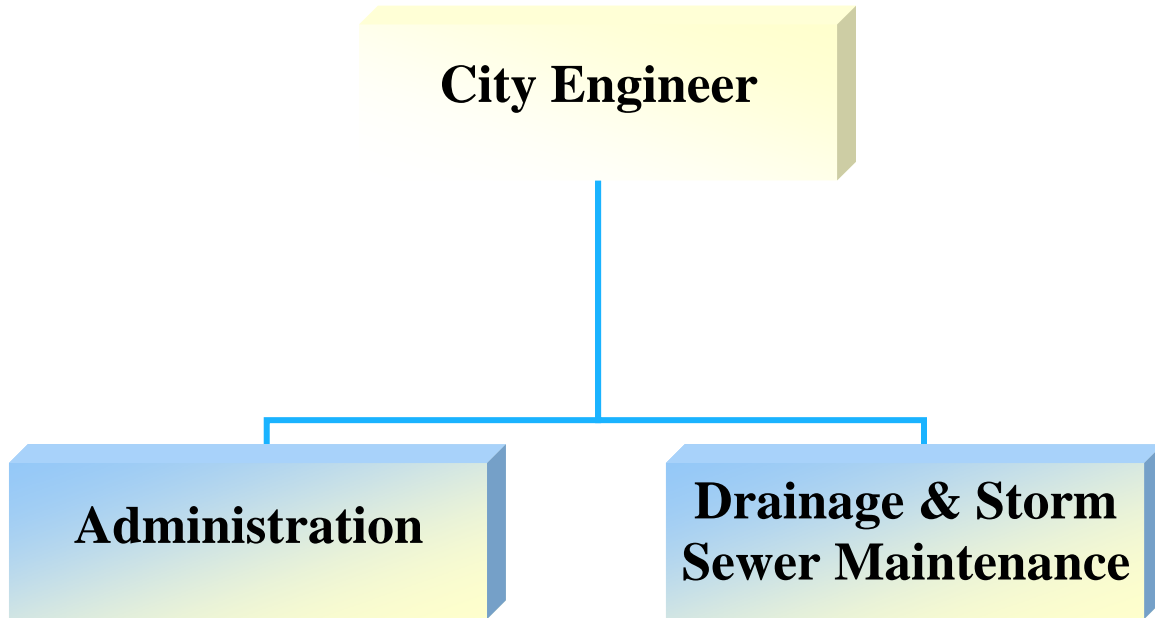
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$585,898	\$670,782	\$791,857
Contractual Services	143,375	160,672	124,758
Supplies	47,156	47,346	47,900
Travel & Training	2,217	3,200	1,900
Other Services	300,264	364,023	415,707
Total Expenditures	\$1,078,910	\$1,246,023	\$1,382,122
Positions			
Full Time	14	14	19
Total Positions	14	14	19

Department Goals:

1. Maintain compliance with Georgia EPD Phase II requirements as stated in the City's approved Notice of Intent (NOI).
2. Perform daily maintenance of City drainage systems to ensure proper flow of storm water.
3. Review a minimum 10% of the storm water utility billing system and related geographic information system (GIS) to ensure accuracy on an annual basis.
4. Document and digitally map areas prone to flooding within the storm water system.
5. Study and prioritize issues affecting Sugar Creek and seek funding to implement solutions.
6. Coordinate with the Engineering Department to update the Master Storm Water Management Plan so that it reflects the City's current storm water situations and outline projects that are more reflective of both water quality and quantity issues with innovative solutions that can be successfully implemented. (CG 5, CG 9)

Storm Water

Organizational Chart



Storm Water

Administration

The purpose of the division is to plan, direct, and administer the storm water utility system including billing of customers, maintenance of storm water facilities and streams, educating City employees and the public about protecting the streams and environment, and enforcement of regulations.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$105,616	\$126,675	\$175,846
Contractual Services	6,545	8,331	8,529
Supplies	3,810	3,550	4,800
Travel & Training	1,927	2,050	750
Other Services	159,121	189,743	105,353
Total Expenditures	\$277,019	\$330,349	\$295,278
Positions			
Full Time	2	2	2
Total Positions	2	2	2

Significant Accomplishments and/or Changes:

Created an internship position to review aerial photography and digitize properties
Digitally mapped all catch basin and outfall inspections

Division Objectives:

Collect funds needed for operation of storm water activities.
Meet all Phase II Storm Water requirements

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Storm water customers billed monthly	18,500	18,700	18,750
Number of articles published	15	25	20
Number of employees taught	50	11	25
Public presentations event	10	24	20

Storm Water

Drainage & Storm Sewer Maintenance

This division exists to establish a systematic program of preventive maintenance to clean all silt, growth and debris from storm sewer pipes, drainage structures, catch basins and drainage ways of the City of Valdosta. This division also makes any needed repairs in order to reduce flooding and standing water.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$480,282	\$544,107	\$616,011
Contractual Services	136,830	152,341	116,229
Supplies	43,346	43,796	43,100
Travel & Training	290	1,150	1,150
Other Services	141,143	174,280	310,354
Total Expenditures	\$801,891	\$915,674	\$1,086,844
Positions			
Full Time	12	12	17
Total Positions	12	12	17

Significant Accomplishments and/or Changes:

Successfully implemented best management practices as identified in the NOI
Maintained compliance with Phase II storm water requirements

Division Objectives:

Develop a preventive maintenance program and train employees in current operational methods
Keep all drainage facilities clean and repaired in a condition to minimize flooding and standing water
Improve the City storm water infrastructure

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Feet of storm sewer pipe cleaned and maintained	18,511	19,963	20,000
Feet of canals maintained	336,830	289,973	200,000
Catch basins inspected and/or cleaned	1,905	1,777	1,500
Outfalls inspected	233	173	150

Auditorium Fund

The Auditorium Fund accounts for the revenue and costs associated with operating the Mathis City Auditorium.

Mathis Auditorium

This division maintains the Mathis Auditorium which houses a multipurpose room of five thousand (5,000) square feet and a twelve hundred (1,200) seat auditorium.

Expenditure Summary:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Auditorium Rental	\$31,379	\$45,000	\$50,000
Total Funds Generated	\$31,379	\$45,000	\$50,000
Categories of Expenditures			
Personal Services	\$131,732	\$135,105	\$122,951
Contractual Services	77,244	77,400	83,693
Supplies	18,680	14,688	13,100
Travel & Training	367	211	211
Other Services	36,596	22,660	16,791
Total Expenditures	\$264,619	\$250,064	\$236,746
Positions			
Full Time	3	3	3
Total Positions	3	3	3

Significant Accomplishments and/or Changes:

None

Divison Objectives:

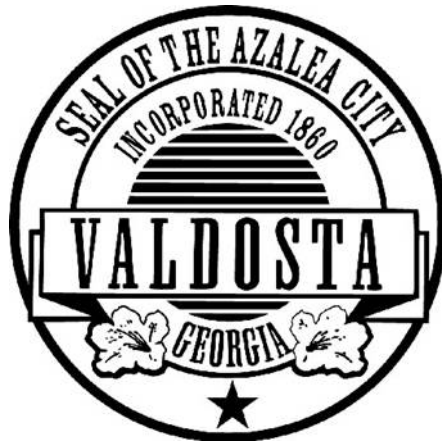
Set facility standards, conduct audits and document results.

Increase the number of paid rentals.

Maintain facility in a clean, safe, and accessible condition.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Programs scheduled to be held	180	185	220
Number of days rented	340	330	330
Dollars of rental income	\$31,000	\$40,000	\$55,000
Number of no-charge departmental usage days	35	25	25



Motor Fuel Fund

Sales of gasoline and diesel fuel to other non-profit and governmental entities are accounted for in the Motor Fuel Fund. Proceeds from this fund are used to defray costs of operating the city fueling center.

Motor Fuel

Gasoline/Diesel Resale

The Motor Fuel Fund is used to account for the proceeds of sales of motor fuel to other governmental and non-profit entities. These funds are used to defray the cost of operating the city fueling center.

Expenditure Summary:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Fuel Sales	\$398,697	\$349,000	\$522,000
Interest Income	134	0	0
Total Funds Generated	\$398,831	\$349,000	\$522,000
Categories of Expenditures			
Supplies	388,204	340,000	510,000
Other Services	241	310	500
Total Expenditures	\$388,445	\$340,310	\$510,500

Division Objectives:

To enhance revenues of the City while providing other governmental entities fuel at a lesser cost than they could obtain otherwise, benefiting taxpayers as a whole.



Internal Service Funds

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

Motor Pool Fund

The Motor Pool Fund accounts for the cost of operating a maintenance facility for the City Government's automotive equipment. The fund purchases automotive equipment and rents the equipment to the user departments for the cost of depreciation, maintenance, fuel, and overhead. The fund is set up to break even, therefore at the end of the year, an adjustment is done to either increase or decrease the charges made to departments throughout the year.

Motor Pool

Department Summary

The Public Works Function includes the Motor Pool Department. This department has one division, the Garage Division, which provides maintenance and repair to the entire City's vehicle fleet and small engine equipment.

Expenditure Summary:

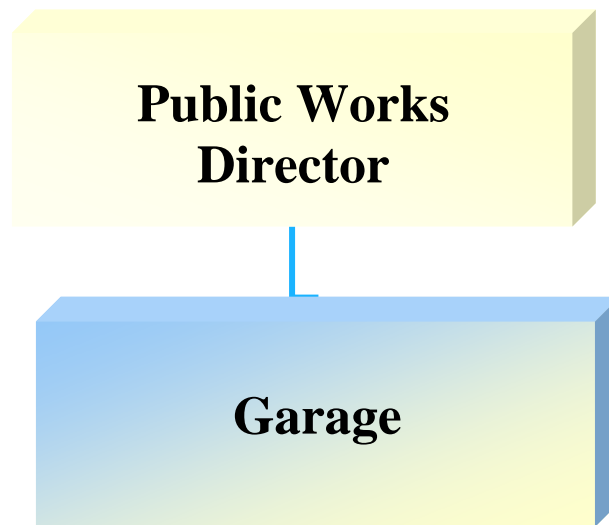
Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Vehicle Rental	\$3,768,356	\$4,174,349	\$4,120,000
Total Funds Generated	\$3,768,356	\$4,174,349	\$4,120,000
Categories of Expenditures			
Personal Services	\$543,939	\$635,888	\$628,113
Contractual Services	103,912	100,399	98,096
Supplies	1,730,459	1,701,297	1,855,050
Travel & Training	1,826	3,850	1,450
Other Services	2,346,665	2,325,730	1,880,684
Capital Outlay	1,019,324	776,516	838,000
Capital Outlay Distribution	-1,019,324	-776,516	-838,000
Total Expenditures	\$4,726,801	\$4,767,164	\$4,463,393
Positions			
Full Time	15	15	15
Total Positions	15	15	15

Department Goals:

1. Revise the operating structure and technical capabilities of the Maintenance/Motor Pool Center.

Motor Pool

Organizational Chart



Motor Pool

Garage Divison

The Garage Division provides scheduled and unscheduled preventive maintenance and repairs for ten city departments. It also maintains an increasing fleet inventory of over 450 pieces of equipment and vehicles. This includes small engine repairs and welding assignments.

Budget Comparisons:

Funds Generated By Division	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Vehicle Rental	\$3,768,356	\$4,174,349	\$4,120,000
Total Funds Generated	\$3,768,356	\$4,174,349	\$4,120,000
Categories of Expenditures			
Personal Services	\$543,939	\$635,888	\$628,113
Contractual Services	103,912	100,399	98,096
Supplies	1,730,459	1,701,297	1,855,050
Travel & Training	1,826	3,850	1,450
Other Services	2,346,665	2,325,730	1,880,684
Capital Outlay	1,019,324	776,516	838,000
Capital Outlay Distribution	-1,019,324	-776,516	-838,000
Total Expenditures	\$4,726,801	\$4,767,164	\$4,463,393
Positions			
Full Time	15	15	15
Total Positions	15	15	15

Significant Accomplishments and/or Changes:

Bring vehicles 29-03, 25-17 and 25-18 up from nearly unusable status for past 2 years to vision ready

Divison Objectives:

Communicate mandatory compliance service letters to all departments regarding service schedule.

Revise and reduce time allowances for services of vehicles.

Train all mechanics in proper procedures for computer applications.

Excel in an advanced preventive maintenance schedule.

Train personnel to make cost effective repairs and in the new PSD fleet management software.

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Percent of services completed on time	100%	95%	100%
Cost per month for small engine repairs/maintenance	1,600	1,600	1700
Percent of Work Orders that are computerized	100%	100%	100%



Group Insurance Fund

The Group Insurance Fund accounts for transactions related to the provision of health care benefits for permanent employees of the City. The fund generates revenue by charging each department a set premium per employee and incurs expenses when health care claims are filed and paid.

Group Insurance

The Group Insurance division accounts for medical payments, administrative payments to the third party administrator, the premium for the stop loss coverage insurance policy, and the bank service fees for the Group Insurance Fund.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Contractual Services	659,959	620,000	850,000
Other Services	3,510,809	4,010,000	4,470,000
Total Expenditures	\$4,170,768	\$4,630,000	\$5,320,000



Worker's Compensation Fund

The Worker's Compensation Fund accounts for transactions associated with worker's compensation claims for employees of the City. The fund generates revenue by charging each department a premium per employee, based on the job type, and incurs expenses which worker's compensation claims are filed and paid.

Worker's Compensation

The Worker's Compensation division accounts for the medical, indemnity, and administrative payments made to or on behalf of City employees who have been injured on the job.

Expenditure Summary:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Executive Office	\$414	\$785	\$795
Human Resources	325	485	496
Finance Administration	226	347	349
Accounting	598	844	842
Budget	158	229	246
Customer Service	454	652	658
Accounts Receivable/License	37	54	64
Purchasing	213	226	229
Grants	77	0	0
Economic Development	0	144	0
Information Technology	131	136	0
Engineering Administration	806	10,163	1,424
Signal Maintenance	0	0	5,028
Signs and Markings	0	0	3,067
Traffic Mgt. Center	7,086	10,500	1,323
Street Repair	4,119	5,626	4,947
City Hall	1,178	1,015	1,033
City Hall Annex	0	679	676
Municipal Court	321	462	471
Police Administration	781	9,593	8,116
Patrol Bureau	86,855	139,421	131,318
Investigation Bureau	39,316	48,391	40,815
Support Services	26,341	26,647	25,136
Crime Lab	732	7,068	19,376
Fire Administration	274	393	402
Fire Fighting	60,176	85,432	87,593
Fire Inspection	3,033	4,356	4,426
Fire Maintenance	1,383	1,985	2,084
Fire Training	1,140	2,299	2,335
Fire Special Services	854	1,317	1,387
Community Protection	5,405	7,217	7,331
Neighborhood Development	715	96	93
Public Works- Right of Way Maint	37,016	44,252	43,936
Cemetery	8,461	13,512	10,775
Arborist	3,958	3,925	3,894

Worker's Compensation

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Public Involvement - Administration	226	342	347
Grants Administrator	0	114	115
Public Relations	128	221	185
Main Street	131	158	162
Economic Development	92	0	0
Sanitation Management	373	696	549
Residential Garbage	14,861	20,796	19,255
Commercial Collection	12,660	16,790	17,001
Residential Trash	38,628	57,899	52,282
Roll-off Collection	2,229	3,193	3,264
Recyclables Collection	7,620	12,369	11,350
Recyclables Distribution	0	1,990	1,916
Water/ Sewer Administration	676	3,300	6,467
Water Plant	13,226	4,849	13,139
Water Distribution	8,407	4,065	12,113
Water / Sewer Warehouse	567	822	837
Water/ Sewer Meter Reading	5,712	7,154	2,125
Mud Creek Sewer Plant	6,820	3,563	11,972
Withlacoochee Sewer Plant	12,791	4,953	10,691
Sewer Collection	6,563	3,695	8,951
Inspection Administration	11,038	9,430	9,508
Planning and Zoning	264	397	405
Storm Water Administrative	146	908	929
Drainage & Storm Sewer Maint.	8,965	9,611	11,754
Mathis Auditorium	1,216	2,083	2,252
Motor Pool Maintenance - Garage	7,847	9,446	9,281
Information Technology	0	0	226
GA Office HEAT Grant	4,846	4,107	3,947
HUD Entitlement Grant	107	142	142
Total Expenditures	\$458,722	\$611,344	\$621,830

Information Technology Fund

The Information Technology Fund is used to account for the cost of providing information technology to the city. User departments are charged for IT services based on hours of service provided and costs incurred on their behalf.

Information Technology

Department Summary

Information Technology accounts for the cost of providing information technology to the city. User departments are charged for IT services based on hours of service provided and costs incurred on their behalf. Information Technology is part of the Finance Department

Expenditure Summary:

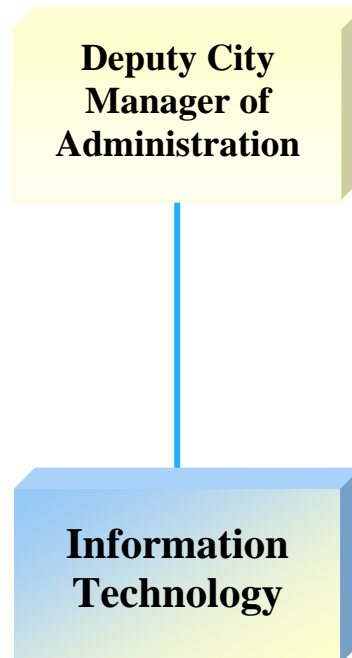
Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$0	\$0	\$135,393
Contractual Services	0	0	432,470
Supplies	0	0	72,450
Travel & Training	0	0	7,334
Other Services	0	0	409,732
Total Expenditures	\$0	\$0	\$1,057,379
Positions			
Full Time	0	0	2
Total Positions	0	0	2

Department Goals:

- Continue to deploy Enterprise Resource Planning (EPR) system Utility Billing module
- Reduce Data Processing cost
- Reduce total communication cost associated with landline phones, mobile phones and Internet
- Reduce the City's dependency on paper and print related products
- Provide technology support to all departments within the City

Information Technology

Organizational Chart



Information Technology

Information Technology

Information Technology is responsible for managing the day to day operation of the technology/communications functions and for providing services to support and enhance the operation of city departments. It is further responsible for management, planning, needs assessments, inventory control, long range planning, budgeting, software and hardware recommendations, network operation, system security and overall operation of all technology and communications related functions and services. This division also acts as monitor and liaison between outside technology and communications service providers and the City.

Budget Comparisons:

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personal Services	\$0	\$0	\$135,393
Contractual Services	0	0	432,470
Supplies	0	0	72,450
Travel & Training	0	0	7,334
Other Services	0	0	409,732
Total Expenditures	\$0	\$0	\$1,057,379
Positions			
Full Time	0	0	2
Total Positions	0	0	2

Significant Accomplishments and/or Changes:

Completed installation of Cisco phone system
 New World Systems Human Resources module deployed (Payroll, Employee Maintenance)
 New World Systems Asset management module deployed
 Extended Network services to Water Treatment Plant (Internet, Network, IP Phone)

Division Objectives:

Continue deployment new ERP system (Utility Billing)
 Deployment of Crime Lab LIMS (Laboratory Information Management System)
 Continue rollout 311 System deployment which has been rolled into Utilities package.
 Economic Impact – Reduce data processing and communications expenditures by at least 3%
 Through use of deployed technology improvements reduce the total paper used by the City at least 10%

Performance Measures:

Activity	FY 2010 ACTUAL	FY 2011 PROJECTED	FY 2012 PROJECTED
Deploy financial module of new ERP system by end of FY 2009	1	1	1
Percentage decrease in data processing expenditures	12%	9%	5%
Percentage decrease in telecommunications expenditures.	10%	10%	10%



Permanent Funds

Permanent Funds are used to account for assets held by the city in a trustee capacity or as an agent for private individuals, organizations or other governmental agencies. These funds include non expendible trust and agency funds.

Cemetery Trust Fund

A non-expendable trust fund to provide perpetual care for the Sunset Hill Cemetery. For reporting purposes, there are two distinct sections of the cemetery, designated New Section and Old Section. The primary difference between the two sections is that the sale price of lots in the New Section includes perpetual care, whereas in the Old Section, perpetual care is sold separately. Interest income earned on investments is transferred to the General Fund to aid in maintaining the cemetery.

Sunset Hill Permanent Fund

This division accounts for the expenditures to provide perpetual care for the Sunset Hill Cemetery.

Categories of Expenditures	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Contractual Services	\$659,959	\$620,000	\$850,000
Other Services	3,510,809	4,010,000	4,470,000
Total Expenditures	\$4,170,768	\$4,630,000	\$5,320,000



Section **F**

Capital Improvement Program

This section outlines the capital projects (those which exceed \$5000 in cost) to be undertaken by the City.

City of Valdosta, Georgia

Capital Plan Overview

The Capital Improvement Program has been created to give users of this document an understanding of the capital plan for the City in the next five years. In order to be considered as part of the capital plan, an item or project must cost at least \$5,000 and have a useful life of greater than one year. The capital plan is divided into three separate areas in order to aid the users of this document. The areas are as follows: Capital Plan Summary, Capital Plan Detail, and Capital Plan Impact on Operating Budget.

Capital Plan Summary – Groups the capital projects into six separate sections and provides a summary by department or type of project for each section. It also shows the method of funding for the projects. This is designed to provide a brief overview of the type of projects the City is planning for the next five years and the funding. Additionally, under each section a summary is given to provide explanations for some of the projects which are budgeted in that area.

Capital Plan Detail – This also groups the capital projects into six sections like the summary. The detail lists each project which has been budgeted, along with the amount of funding in each year, and the source of that funding. Within each of the six sections, the projects are first sorted by which fund the item is being purchased in, then by which department or division will be using the capital item. Therefore, each fund has a total of the capital items budgeted in that section, and each department has a total of capital items budgeted within each fund. At the end of each section, a Total by Source of Funds list has been created to give a summary of the funding for that section. At the end of the entire list of capital projects, a Source of Funds list has been included which gives the total funding sources for the City's capital plan. Lastly, there is a summary of capital projects by department.

Capital Plan Impact on Operating Budget – In order to provide the users of this document with a better understanding of the long term impacts of capital purchases, this section has been included. Projects are sorted by the fund, department, and division on which they will impact the operating budget, regardless of which fund they were purchased or constructed in. For each item which is expected to impact the operating budget, an estimate has been made to determine what the amount will be. If an item is not expected to have an impact, then it is not included in this section. All amounts are the finance department staff's best estimates based upon the information available at the time this budget was published.



FY 2012 Five Year Capital Plan Summary

City of Valdosta, Georgia

MACHINERY AND EQUIPMENT

Department	Approved Funding 2011-12	Estimated Funding 2012-13	Estimated Funding 2013-14	Estimated Funding 2014-15	Estimated Funding 2015-16	Total 5 - Year Funding
Administration	\$ 10,500	-	-	-	-	\$ 10,500
Engineering	31,375	-	-	-	-	31,375
Police	192,376	248,126	381,841	155,876	-	978,219
Fire	37,000	-	-	-	-	37,000
Water	489,000	225,000	345,000	175,000	75,000	1,309,000
Sewer	155,000	155,000	155,000	155,000	155,000	775,000
Community Development	9,795	-	-	-	-	9,795
Sub-Total	\$ 925,046	\$ 628,126	\$ 881,841	\$ 485,876	\$ 230,000	\$ 3,150,889

Funding Source						
Current Revenue	\$ 271,251	\$ 155,876	\$ 188,876	\$ 155,876	\$ -	771,879
Sales Tax VI	100,000	92,250	192,965	0	0	385,215
User Fees	553,795	380,000	500,000	330,000	230,000	1,993,795
Sub-Total	\$ 925,046	\$ 628,126	\$ 881,841	\$ 485,876	\$ 230,000	\$ 3,150,889

The approved capital listed above will be used to replace or upgrade machinery and equipment within these departments. The Administration Department capital funds will be used to replace a dictation system that has no service agreement due to age. The current system requires frequent maintenance and replacement parts are hard to obtain. The capital funds for the Engineering Department will be used to replace the boom lift equipment so that it will be safe to work over on going traffic. Also, a thermoplastic premelter will be purchased to melt the thermoplastic instead of waiting for the thermoplastic hand unit. The Police Department capital funds will used to purchase a copier and a dell computer server for the Investigation Division. Also a dell computer server will be purchased for the Administration Division. The Fire Department approved capital will be used to purchase an emergency generator for Station 5 and a cascade air filling system for the Fire Fighting Division. The Water Department will be replacing and repairing miscellaneous equipment in the Water Plant division. Mud Creek Sewer Plant, and the Withlacoochee Plant will used the approved capital fund to replace and do the maintenance on the existing equipment. A scanner will be purchased in the Community Development Department.

FY 2012 Five Year Capital Plan Summary

City of Valdosta, Georgia

WATER AND SEWER UTILITY SYSTEMS RELOCATION, EXPANSION, AND REPAIRS

Projects	Approved Funding 2011-12	Estimated Funding 2012-13	Estimated Funding 2013-14	Estimated Funding 2014-15	Estimated Funding 2015-16	Total 5 - Year Funding
Water Distribution	\$ 10,921,200	\$ 4,482,100	\$ 1,518,850	\$ 1,213,850	\$ 913,850	\$ 19,049,850
Sewer Collection	5,987,418	3,101,250	740,000	740,000	740,000	11,308,668
Sub-Total	\$ 16,908,618	\$ 7,583,350	\$ 2,258,850	\$ 1,953,850	\$ 1,653,850	\$ 30,358,518

Funding Source						
User Fees	\$ 1,578,850	\$ 1,653,850	\$ 1,653,850	\$ 1,653,850	\$ 1,653,850	\$ 8,194,250
GEFA	14,833,168	5,197,500	5,000	-	-	20,035,668
Grants	477,000	-	-	-	-	477,000
Sales Tax VI	19,600	732,000	600,000	300,000	-	1,651,600
Sub-Total	\$ 16,908,618	\$ 7,583,350	\$ 2,258,850	\$ 1,953,850	\$ 1,653,850	\$ 30,358,518

The Water and Engineering Departments are working together planning water, sewer, street and other infrastructure improvements due to the expansion of the water system and growth of our community. Capital funds were approved to upgrade and install water mains and rehabilitation of collector sewer and manholes. The capital funding for Water Distribution and Sewer Collection will be used to make needed repairs and upgrades on water and sewer lines due to the increase demand for water and sewer services. Funding has also been approved for a chlorine dosing and recirculation pump station to maintain adequate chlorine residuals at furthest points in the distribution system. The Savannah Fry Elevated Water Storage Tank replacement was approved due to age and deterioration.

WATER AND SEWER TREATMENT PLANT REPAIR AND EXPANSION

Plants	Approved Funding 2011-12	Estimated Funding 2012-13	Estimated Funding 2013-14	Estimated Funding 2014-15	Estimated Funding 2015-16	Total 5 - Year Funding
Mud Creek Sewer Plant	10,228,180	-	-	-	-	10,228,180
Withlacoochee Sewer Plant	2,500,000	2,100,000	2,100,000	1,050,000	-	7,750,000
Sub-Total	\$ 12,728,180	\$ 2,100,000	\$ 2,100,000	\$ 1,050,000	\$ -	\$ 17,978,180

Funding Source						
GEFA	10,028,180	-	-	-	-	10,028,180
User Fees	200,000	-	-	-	-	200,000
Sales Tax VI	2,500,000	2,100,000	2,100,000	1,050,000	-	7,750,000
Sub-Total	\$ 12,728,180	\$ 2,100,000	\$ 2,100,000	\$ 1,050,000	\$ -	\$ 17,978,180

Mud Creek and Withlacoochee treatment plants approved capital funds will be used to renovate and expand the existing plants for additional treatment capacity to meet the future needs of the City. Funding has been approved to increase the capacity of the City's water and sewer plants. due to handling a higher capacity than originally designed. In addition, new force main, pump stations, headworks and EQ Basin for the Withlacoochee Plant will be designed and constructed to eliminate repetitive failures due to flooding.

FY 2012 Five Year Capital Plan Summary

City of Valdosta, Georgia

STREETS, INTERSECTIONS, AND TRAFFIC IMPROVEMENTS

Projects	Approved Funding 2011-12	Estimated Funding 2012-13	Estimated Funding 2013-14	Estimated Funding 2014-15	Estimated Funding 2015-16	Total 5 - Year Funding
Street Reconstruction / Resurfacing	\$ 4,680,000	2,047,885	-	-	-	\$ 6,727,885
Drainage Improvement	1,350,000	650,000	-	-	-	\$ 2,000,000
Sidewalks	900,000	500,000	-	-	-	1,400,000
Traffic / Intersection Improvement	1,820,000	699,999	-	-	-	2,519,999
Sub-Total	\$ 8,750,000	\$ 3,897,884	\$ -	\$ -	\$ -	\$ 12,647,884

Funding Source						
Sales Tax VI	8,750,000	3,897,884	-	-	-	12,647,884
Sub-Total	\$ 8,750,000	\$ 3,897,884	\$ -	\$ -	\$ -	\$ 12,647,884

The Engineering Department approved capital funds will be used to improve traffic and intersections throughout the City due to new housing developments and businesses. Also, improvements and expansions will be made to streets and sidewalks. Drainage improvements will include Hightower Creek Control Structure, Upgrading Browns Canal Ponds, Shirley PI Detention Pond and Lake Laurie.

FACILITIES AND PARKS EXPANSION AND IMPROVEMENTS

Projects	Approved Funding 2011-12	Estimated Funding 2012-13	Estimated Funding 2013-14	Estimated Funding 2014-15	Estimated Funding 2015-16	Total 5 - Year Funding
Parks Improvements	-	55,016	236,569	-	-	291,585
Sub-Total	\$ -	\$ 55,016	\$ 236,569	\$ -	\$ -	\$ 291,585

Funding Source						
Sales Tax VI	0	55,016	236,569	0	0	291,585
Sub-Total	\$ -	\$ 55,016	\$ 236,569	\$ -	\$ -	\$ 291,585

Capital funds were approved for repairs and renovations of City's facilities. SPLOST funds will handle the renovation and repair and will decrease maintenance cost at the facilities. Also, capital funds were approved for the Performance Arts Building.

FY 2012 Five Year Capital Plan Summary

City of Valdosta, Georgia

PURCHASE OF VEHICLES

Department	Approved Funding 2011-12	Estimated Funding 2012-13	Estimated Funding 2013-14	Estimated Funding 2014-15	Estimated Funding 2015-16	Total 5 - Year Funding
Police	383,500	-	-	-	-	383,500
Fire	77,000	350,000	400,000	-	-	827,000
Public Works	22,500	-	-	-	-	22,500
Water & Sewer	300,000	-	-	-	-	300,000
Motor Pool	55,000	-	-	-	-	55,000
Sub-Total	\$ 838,000	\$ 350,000	\$ 400,000	\$ -	\$ -	\$ 1,588,000

Funding Source						
User Fees	\$ 838,000	-	-	-	-	838,000
Sales Tax VI	-	350,000	400,000	-	-	750,000
Sub-Total	\$ 838,000	\$ 350,000	\$ 400,000	\$ -	\$ -	\$ 1,588,000

The Motor Pool Fund is used to purchase vehicles for the City of Valdosta. The new vehicles are rented to the departments for the cost of maintenance, repairs, overhead, and depreciation. The City has a five year rotation on all cars and a seven year rotation on trucks in order to avoid the increased maintenance costs and down time associated with older vehicles. The majority of the vehicles approved are replacements necessary to comply with the rotation schedule and will have minimal impact on the operating budget.

FIVE YEAR CAPITAL PLAN

FIVE YEAR CAPITAL PLAN DETAIL

	APPROVED CAPITAL FOR FY 2012	SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
			1st Year 2011/2012	2nd Year 2012/2013	3rd Year 2013/2014	4th Year 2014/2015	5th Year 2015/2016
MACHINERY AND EQUIPMENT							
GENERAL FUND							
ADMINISTRATION							
Mayor/Council Division							
Dictation System	10,500	CR	10,500	-	-	-	-
Sound System	-	CR	10,000	-	-	-	-
Total Mayor/Council Division	10,500		20,500	-	-	-	-
Total Administration Department	10,500		20,500	-	-	-	-
ENGINEERING DEPARTMENT							
Signal Maintenance							
Boom Replacement	15,000	CR	15,000	-	-	-	-
Total Signal Maintenance	15,000		15,000	-	-	-	-
Signs and Marking							
Thermoplastic Pre-Melter	16,375	CR	16,375	-	-	-	-
Total Traffic Division	16,375		16,375	-	-	-	-
Total Engineering Department	31,375		31,375	-	-	-	-
MUNICIPAL COURT DEPARTMENT							
Administration Division							
Air Condition Unit	-	CR	6,000	-	-	-	-
Total Administration Division	-		6,000	-	-	-	-
Total Municipal Court Department	-		6,000	-	-	-	-
POLICE DEPARTMENT							
Administration Division							
Dell Computer Server	8,000	CR	8,000	-	-	-	-
Total Administration Division	8,000		8,000	-	-	-	-
Patrol Bureau							
100 In Car Computer with Lease to Own	155,876	CR	155,876	155,876	188,876	155,876	-
In Car Camera	5,500	CR	5,500	-	-	-	-
In Car Computer	5,800	CR	5,800	-	-	-	-
Total Patrol Bureau Division	167,176		167,176	155,876	188,876	155,876	-
Investigation							
Copier	9,200	CR	9,200	-	-	-	-
Dell Computer Server	8,000	CR	8,000	-	-	-	-
Total Administration Division	17,200		17,200	-	-	-	-
Total Police Department	192,376		192,376	155,876	188,876	155,876	-
FIRE DEPARTMENT							
Fire Fighting							
Emergency Generator Station 5	25,000	CR	25,000	-	-	-	-
Cascade System Station	12,000	CR	12,000	-	-	-	-
Total Fire Fighting Division	37,000		37,000	-	-	-	-
Total Fire Department	37,000		37,000	-	-	-	-
PUBLIC WORKS DEPARTMENT							
Cemetery							
Electric Front Gate with Timer	-	CR	9,000	-	-	-	-
Total Cemetery Division	-		9,000	-	-	-	-
Total Public Works Department	-		9,000	-	-	-	-
TOTAL GENERAL FUND:	271,251	-	296,251	155,876	188,876	155,876	-

FIVE YEAR CAPITAL PLAN DETAIL

	APPROVED CAPITAL FOR FY 2012	SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
			1st Year 2011/2012	2nd Year 2012/2013	3rd Year 2013/2014	4th Year 2014/2015	5th Year 2015/2016
MACHINERY AND EQUIPMENT CONTINUED							
WATER AND SEWER FUND							
WATER DEPARTMENT							
Water Plant Division							
Service Pump (high & Low Contract) & Motor Maint	150,000	UF	150,000	150,000	150,000	100,000	-
(2) Hypochlorite Generator Electrodes	120,000	UF	120,000	-	120,000	-	-
Treatment Plant Equipment	75,000	UF	75,000	75,000	75,000	75,000	75,000
Total Water Plant Division	345,000		345,000	225,000	345,000	175,000	75,000
Water Distribution Division							
Auto Flushing Devices	44,000	UF	44,000	-	-	-	-
Total Water Distribution Division	44,000		44,000	-	-	-	-
Total Water Department	389,000		389,000	225,000	345,000	175,000	75,000
SEWER DEPARTMENT							
Mud Creek Plant Division							
Equipment Replacement	75,000	UF	75,000	75,000	75,000	75,000	75,000
Total Mud Creek Plant Division	75,000		75,000	75,000	75,000	75,000	75,000
Withlacoochee Plant Division							
Equipment Replacement	80,000	UF	80,000	80,000	80,000	80,000	80,000
Total Withlacoochee Plant Division	80,000		80,000	80,000	80,000	80,000	80,000
Total Sewer Department	155,000		155,000	155,000	155,000	155,000	155,000
TOTAL WATER & SEWER FUND	544,000		544,000	380,000	500,000	330,000	230,000
COMMUNITY DEVELOPMENT							
Protective Inspective							
Scanner	9,795	UF	9,795	-	-	-	-
Total Community Development	9,795		9,795	-	-	-	-
Total Community Development Department	9,795		9,795	-	-	-	-
SPLOST VI FUND							
POLICE DEPARTMENT							
Record Management Software	-	STVI	92,250	92,250	92,250	-	-
Taser Equipment	-	STVI	-	-	100,715	-	-
Total Administration Division	-		92,250	92,250	192,965	-	-
Total Police Department	-		92,250	92,250	192,965	-	-
Water Department							
Water Plant Division							
Permanent Electric Bypass	100,000	ST VI	100,000	-	-	-	-
Total Water Plant Division	100,000		100,000	-	-	-	-
Total Water Department	100,000		100,000	-	-	-	-
TOTAL SPLOST VI	100,000		192,250	92,250	192,965	-	-
TOTAL MACHINERY AND EQUIPMENT	925,046		1,042,296	628,126	881,841	485,876	230,000
TOTAL BY SOURCE OF FUNDS: MACHINERY AND EQUIPMENT							
Current Revenue	271,251		296,251	155,876	188,876	155,876	-
Sales Tax VI	100,000		192,250	92,250	192,965	-	-
User Fees	553,795		553,795	380,000	500,000	330,000	230,000
TOTAL	925,046		1,042,296	628,126	881,841	485,876	230,000

FIVE YEAR CAPITAL PLAN DETAIL

	APPROVED CAPITAL FOR FY 2012	SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
			1st Year 2011/2012	2nd Year 2012/2013	3rd Year 2013/2014	4th Year 2014/2015	5th Year 2015/2016
WATER & SEWER RELOCATIONS, EXPANSIONS AND REPAIRS							
WATER AND SEWER FUND							
WATER DEPARTMENT							
Savannah-Fry Elevated Water Storage Tank	477,000	GRANT	477,000	-	-	-	-
	4,900,000	GEFA	4,900,000	-	-	-	-
Elevated Water Storage Tanks Repair & Painting	450,000	GEFA	450,000	475,000	5,000	-	-
Annexed Island Water Services	3,635,750	GEFA	3,635,750	2,361,250	-	-	-
Raw Water Well Rehabilitation	600,000	GEFA	600,000	-	-	-	-
Annual Maintenance on USGS River Gauge	13,850	UF	13,850	13,850	13,850	13,850	13,850
Chlorine Dosing & Recirculation Pump Station	125,000	UF	125,000	200,000	200,000	200,000	200,000
Water Main Extension	500,000	UF	500,000	500,000	500,000	500,000	500,000
Water Distribution System Expansion	200,000	UF	200,000	200,000	200,000	200,000	200,000
Total Water Department:	10,901,600		10,901,600	3,750,100	918,850	913,850	913,850
SEWER DEPARTMENT							
Life Station Replacement	1,611,668	GEFA	1,611,668				
Annexed Island Sewer	3,635,750	GEFA	3,635,750	2,361,250	-	-	-
Assmnt of Sewer Areas Mud Ck & Withlacoochee	450,000	UF	450,000	450,000	450,000	450,000	450,000
New Sewer Addition	40,000	UF	40,000	40,000	40,000	40,000	40,000
Sewer Service Extensions	250,000	UF	250,000	250,000	250,000	250,000	250,000
Total Sewer Department:	5,987,418		5,987,418	3,101,250	740,000	740,000	740,000
TOTAL WATER AND SEWER FUND:	16,889,018	-	16,889,018	6,851,350	1,658,850	1,653,850	1,653,850
SPLOST VI FUND							
WATER DEPARTMENT							
Water Distribution Airport Loop	19,600	ST VI	19,600	132,000	-	-	-
Raw Water Well Rehabilitation	-	ST VI	-	600,000	600,000	300,000	-
Total Water Fund:	19,600		19,600	732,000	600,000	300,000	-
TOTAL WATER & SEWER TREATMENT PLANT:							
	16,908,618		16,908,618	7,583,350	2,258,850	1,953,850	1,653,850

TOTAL BY SOURCE OF FUNDS: WATER & SEWER UTILITY SYSTEMS

User Fees	1,578,850	-	1,578,850	1,653,850	1,653,850	1,653,850	1,653,850
GEFA	14,833,168	-	14,833,168	5,197,500	5,000	-	-
Grants	477,000	-	477,000	-	-	-	-
Sales Tax VI	19,600	-	19,600	732,000	600,000	300,000	-
TOTAL	16,908,618	-	16,908,618	7,583,350	2,258,850	1,953,850	1,653,850

FIVE YEAR CAPITAL PLAN DETAIL

	APPROVED CAPITAL FOR FY 2012	SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
			1st Year	2nd Year	3rd Year	4th Year	5th Year
			2011/2012	2012/2013	2013/2014	2014/2015	2015/2016

WATER & SEWER TREATMENT REPAIR AND EXPANSION

WATER AND SEWER FUND:

SEWER DEPARTMENT

Mud Creek Plant Division

Dewatering Facility Design	5,173,180	GEFA	5,173,180	-	-	-	-
New Outfall Expansion	4,855,000	GEFA	4,855,000	-	-	-	-
WWTP Expansion	200,000	UF	200,000	-	-	-	-
Total Mud Creek Division:	10,228,180		10,228,180	-	-	-	-

Total Sewer Department:	10,228,180		10,228,180	-	-	-	-
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TOTAL WATER & SEWER FUND:	10,228,180		10,228,180	-	-	-	-
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SPLOST VI FUND

Sewer Collection

Manhole Rehab	1,000,000	ST VI	1,000,000	-	-	-	-
Mud Creek & Withlacoochee Area Sewer Rehab	1,500,000	ST VI	1,500,000	2,100,000	2,100,000	1,050,000	-
Total Withlacoochee Plant Division	2,500,000	-	2,500,000	2,100,000	2,100,000	1,050,000	-

TOTAL SPLOST VI FUND:	2,500,000	-	2,500,000	2,100,000	2,100,000	1,050,000	-
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TOTAL WATER & SEWER TREATMENT PLANT:	12,728,180	-	12,728,180	2,100,000	2,100,000	1,050,000	-
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TOTAL BY SOURCE OF FUNDS: WATER & SEWER TREATMENT PLANT

GEFA	10,028,180	-	10,028,180	-	-	-	-
User Fees	200,000	-	200,000	-	-	-	-
Sales Tax VI	2,500,000	-	2,500,000	2,100,000	2,100,000	1,050,000	-
TOTAL	12,728,180	-	12,728,180	2,100,000	2,100,000	1,050,000	-

FIVE YEAR CAPITAL PLAN DETAIL

	APPROVED CAPITAL FOR FY 2012	SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
			1st Year 2011/2012	2nd Year 2012/2013	3rd Year 2013/2014	4th Year 2014/2015	5th Year 2015/2016
STREETS, INTERSECTIONS AND TRAFFIC IMPROVEMENTS							
SPLOST VI FUND:							
ENGINEERING DEPARTMENT							
Street Maintenance Division							
Resurfacing	950,000	ST VI	950,000	550,000	-	-	-
Road Improvement	3,500,000	ST VI	3,500,000	1,382,885	-	-	-
Sidewalk Improvement	900,000	ST VI	900,000	500,000	-	-	-
Drainage Improvement	950,000	ST VI	950,000	450,000	-	-	-
Street Maintenance Repairs	230,000	ST VI	230,000	115,000	-	-	-
Piping of City Ditches	400,000	ST VI	400,000	200,000	-	-	-
Total Street Maintenance Division	6,930,000	-	6,930,000	3,197,885	-	-	-
Traffic Division							
Engineering Charges	420,000	ST VI	420,000	-	-	-	-
Intersection Improvements	1,000,000	ST VI	1,000,000	499,999	-	-	-
Traffic Improvement	400,000	ST VI	400,000	200,000	-	-	-
Total Traffic Division	1,820,000		1,820,000	699,999	-	-	-
Total Engineering Department:	8,750,000		8,750,000	3,897,884	-	-	-
TOTAL SPLOST VI FUND	8,750,000		8,750,000	3,897,884	-	-	-
TOTAL STREETS, INTERSECTIONS, AND TRAFFIC IMPROVEMENTS	8,750,000		8,750,000	3,897,884	-	-	-

TOTAL BY SOURCE OF FUNDS: STREETS, INTERSECTIONS AND TRAFFIC IMPROVEMENTS

Sales Tax VI	8,750,000	8,750,000	3,897,884	-	-	-
TOTAL	8,750,000	8,750,000	3,897,884	-	-	-

FACILITIES AND PARKS EXPANSION AND IMPROVEMENTS

SPLOST VI FUND

FACILITY & PARKS

District 1 Parks	-	ST VI	-	55,016	236,569	-	-
Total Facility & Parks	-		-	55,016	236,569	-	-
TOTAL SPLOST VI FUND:	-		-	55,016	236,569	-	-
TOTAL FACILITIES AND PARKS EXPANSIONS AND IMPROVEMENTS	-		-	55,016	236,569	-	-

TOTAL BY SOURCE OF FUNDS: FACILITIES & PARKS, EXPANSION AND IMPROVEMENTS

Sales Tax VI	-	-	55,016	236,569	-	-
TOTAL	-	-	55,016	236,569	-	-

FIVE YEAR CAPITAL PLAN DETAIL

		APPROVED CAPITAL FOR FY 2012		SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
					1st Year 2011/2012	2nd Year 2012/2013	3rd Year 2013/2014	4th Year 2014/2015	5th Year 2015/2016
<hr/>									
<hr/>									
<div>PURCHASE OF VEHICLES</div>									
<div>MOTOR POOL</div>									
<div>POLICE DEPARTMENT</div>									
<div>Patrol Bureau Division</div>									
Dodge Charger 4 Door Sedan	Replace-214	\$	22,500	UF	\$	22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-179		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-184		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-197		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-206		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-210		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-211		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-218		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-215		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-205		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-264		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-312		22,500	UF		22,500	-	-	-
Dodge Charger 4 Door Sedan	NP-19		22,500	UF		22,500	-	-	-
Total Patrol Bureau Division		\$	292,500		\$	292,500	-	-	-
<div>Investigative Bureau Division</div>									
Dodge Charger 4 Door Sedan	Replace-250	\$	22,500	UF	\$	22,500	-	-	-
Dodge Charger 4 Door Sedan	Replace-273		22,500	UF		22,500	-	-	-
Chevy Tahoe	Replace-1529		23,000	UF		23,000	-	-	-
Total Investigative Bureau Division		\$	68,000		\$	68,000	-	-	-
<div>Crime Lab</div>									
Chevy Tahoe	Replace-237	\$	23,000	UF	\$	23,000	-	-	-
Total Support Services Bureau Division		\$	23,000		\$	23,000	-	-	-
Total Police Department		\$	383,500		\$	383,500	-	-	-
<div>FIRE DEPARTMENT</div>									
<div>Fire Fighting</div>									
Ford 250 4 Door Cab	Replace-1516	\$	24,000	UF	\$	24,000	-	-	-
Ford Expedition 2011 XLT	Replace-1603		28,000	UF		28,000	-	-	-
Total Fire Fighting		\$	52,000		\$	52,000	-	-	-
<div>Fire Training</div>									
Ford F-150 Quad Cab	Replace-1043	\$	25,000	UF	\$	25,000	-	-	-
Total Fire Fighting		\$	25,000		\$	25,000	-	-	-
Total Fire Department		\$	77,000		\$	77,000	-	-	-
<div>PUBLIC WORKS DEPARTMENT</div>									
<div>Cemetery Division</div>									
Utility Trailer	Replace-5902	\$	2,500	UF	\$	2,500	-	-	-
60" Mower	Replace 68-20		10,000	UF		10,000	-	-	-
60" Mower	Replace 68-19		10,000	UF		10,000	-	-	-
Total Cemetery Division		\$	22,500		\$	22,500	-	-	-
Total Public Works Department		\$	22,500		\$	22,500	-	-	-

FIVE YEAR CAPITAL PLAN DETAIL

	APPROVED CAPITAL FOR FY 2012	SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
			1st Year 2011/2012	2nd Year 2012/2013	3rd Year 2013/2014	4th Year 2014/2015	5th Year 2015/2016

PURCHASE OF VEHICLES, CONTINUED

MOTOR POOL

Garage Maintenance		-					
Tire Service Truck	\$	55,000	UF	\$	55,000		
Total Garage Maintenance	\$	55,000		\$	55,000	-	-
Total Motor Pool	\$	55,000		\$	55,000	-	-

WATER & SEWER DEPARTMENT

Water Admin							
Ford F-250 Utility Van	New	\$	35,000	UF	\$	35,000	
Ford F-150 Truck w/Auto Crane	New		60,000	UF		60,000	
Ford F-150 Truck (FOG)	New		20,000	UF		20,000	-
Total Water Admin Division		\$	115,000		\$	115,000	-
Sewer Collection							
Van Con Truck	Refurbish	\$	140,000	UF	\$	140,000	-
Ford F-150 Truck	New		20,000	UF		20,000	
Ford F-150 Truck w/4WD	New		25,000	UF		25,000	
Total Sewer Collection Division		\$	185,000		\$	185,000	-
Total Water/Sewer Department:		\$	300,000		\$	300,000	-
TOTAL MOTOR POOL FUND		\$	838,000		\$	838,000	-

SPLOST VI FUND

FIRE DEPARTMENT

Fire Fighting							
1500 GPM Pumper Truck		-	ST VI	-	350,000	-	-
100 Ft. Aerial Platform Truck		-	ST VI	-	-	400,000	-
Total Fire Fighting Division:		-		-	350,000	400,000	-
Total Fire Department		-		-	\$ 350,000	\$ 400,000	-
TOTAL SPLOST VI FUND		-		-	\$ 350,000	\$ 400,000	-
TOTAL PURCHASE OF VEHICLES		\$	838,000		\$	838,000	\$ 350,000 \$ 400,000 \$ - \$ -

TOTAL BY SOURCE OF FUNDS: PURCHASE OF VEHICLES

User Fees	\$	838,000	\$	838,000	-	-	-
Sales Tax VI		-		-	350,000	400,000	-
TOTAL	\$	838,000	\$	838,000	\$ 350,000	\$ 400,000	-

FIVE YEAR CAPITAL PLAN DETAIL

APPROVED CAPITAL FOR FY 2012	SOURCE OF FUNDING	APPROVED CAPITAL FOR FIVE YEAR CAPITAL PROGRAM				
		1st Year 2011/2012	2nd Year 2012/2013	3rd Year 2013/2014	4th Year 2014/2015	5th Year 2015/2016

TOTAL CAPITAL FUNDING BY SOURCE

Source of Funds						
Current Revenue	\$ 271,251	\$ 296,251	\$ 155,876	\$ 188,876	\$ 155,876	\$ -
User Fee	3,170,645	3,170,645	2,033,850	2,153,850	1,983,850	1,883,850
GEFA	24,861,348	24,861,348	5,197,500	5,000	-	-
Grants	477,000	477,000	-	-	-	-
Special Purpose Sales Tax VI	11,369,600	11,461,850	7,227,150	3,529,534	1,350,000	-
TOTAL	\$ 40,149,844	\$ 40,267,094	\$ 14,614,376	\$ 5,877,260	\$ 3,489,726	\$ 1,883,850

CAPITAL OUTLAY BY DEPARTMENT

Administration	10,500	20,500	-	-	-	-
Engineering	8,781,375	8,781,375	3,897,884	-	-	-
Police	192,376	284,626	248,126	381,841	155,876	-
Fire	37,000	37,000	-	-	-	-
Municipal Court	-	6,000	-	-	-	-
Public Works	-	9,000	-	-	-	-
Sanitation	-	-	-	-	-	-
Water	11,410,200	11,410,200	4,707,100	1,863,850	1,388,850	988,850
Sewer	18,870,598	18,870,598	5,356,250	2,995,000	1,945,000	895,000
Community Development	9,795	9,795	-	-	-	-
Motor Pool - Vehicle ST VI	-	-	350,000	400,000	-	-
Motor Pool - Vehicles	838,000	838,000	-	-	-	-
Parks - Facility & Parks	-	-	55,016	236,569	-	-
TOTAL	40,149,844	40,267,094	14,614,376	5,877,260	3,489,726	1,883,850

CAPITAL OPERATING IMPACT

FY 2012 Capital Plan Impact on Operating Budget

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
General Fund					
ADMINISTRATION					
Mayor/Council					
Dictation System					
Maintenance Contract	0	250	300	300	350
Net Increase (Decrease) in Operating Expenses	0	250	300	300	350
City Manager Increase (Decrease) in Operating Expenses	0	250	300	300	350
ENGINEERING					
Street Maintenance Division					
Sidewalk Expansion					
Maintenance	500	500	800	1,000	1,500
Road Improvement					
Maintenance	3,000	3,000	2,500	1,500	1,000
Net Increase (Decrease) in Operating Expenses	3,500	3,500	3,300	2,500	2,500
Traffic Division					
Traffic Improvement					
Maintenance	500	700	1,000	1,500	2,000
Intersection Improvements					
Maintenance	1,000	1,000	1,000	1,500	2,000
Net Increase (Decrease) in Operating Expenses	1,500	1,700	2,000	3,000	4,000
Engineering Increase (Decrease) in Operating Expenses	5,000	5,200	5,300	5,500	6,500
POLICE DEPARTMENT					
Investigation					
Copier					
Maintenance Contract	250	250	300	300	350
Net Increase (Decrease) in Operating Expenses	250	250	300	300	350
Police Increase (Decrease) in Operating Expenses	250	250	300	300	350
Total General Fund Increase (Decrease) in Operating Expenses	5,250	5,700	5,900	6,100	7,200
Water & Sewer Fund					
WATER DEPARTMENT					
Water Plant Storage Tanks Construction					
Utilities	0	750	750	750	750
Maintenance	0	0	1,000	1,000	1,000
Depreciation	0	10,000	12,000	13,000	15,000
Net Increase (Decrease) in Operating Expenses	0	10,750	13,750	14,750	16,750
Water Distribution Division					
Water Main Extensions					
Depreciation	0	0	5,000	10,000	15,000
Maintenance & Supplies	0	1,500	3,000	3,000	4,000
Net Increase (Decrease) in Operating Expenses	0	1,500	8,000	13,000	19,000
Water Distribution System Expansion					
Depreciation	0	0	4,000	8,000	15,000
Maintenance & Supplies	0	10,000	7,000	5,000	2,500
Net Increase (Decrease) in Operating Expenses	0	10,000	11,000	13,000	17,500
Water Increase (Decrease) in Operating Expenses	0	22,250	32,750	40,750	53,250

FY 2012 Capital Plan Impact on Operating Budget

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
SEWER DEPARTMENT					
Mud Creek Sewer Plant Division					
WWTP Expansion					
Utilities	0	5,000	2,500	2,000	1,500
Depreciation	0	0	10,000	10,000	15,000
Maintenance & Supplies	0	30,000	30,000	30,000	30,000
Net Increase (Decrease) in Operating Expenses	0	35,000	42,500	42,000	46,500
Dewatering Facility					
Depreciation	0	15,000	15,000	25,000	35,000
Maintenance & Supplies	2,000	2,000	2,500	2,500	3,000
Net Increase (Decrease) in Operating Expenses	2,000	17,000	17,500	27,500	38,000
Withlacoochee Sewer Plant Division					
WPCP Upgrades					
Depreciation	0	0	15,000	25,000	40,000
Maintenance & Supplies	8,000	8,000	8,000	8,000	8,000
Net Increase (Decrease) in Operating Expenses	8,000	8,000	23,000	33,000	48,000
Sewer Collection Division					
Sewer Extensions/Expansion/Rehabilitation					
Depreciation	0	0	15,000	25,000	40,000
Maintenance & Supplies	0	1,000	1,500	2,000	2,500
Net Increase (Decrease) in Operating Expenses	0	1,000	16,500	27,000	42,500
Addition to Systems					
Depreciation	0	1,333	2,700	3,000	3,500
Maintenance & Supplies	0	500	500	1,000	1,300
Net Increase (Decrease) in Operating Expenses	0	1,833	3,200	4,000	4,800
Manhole Rehabilitation					
Depreciation	0	7,700	13,500	13,500	20,000
Maintenance & Supplies	0	2,500	2,500	2,000	1,500
Net Increase (Decrease) in Operating Expenses	0	10,200	16,000	15,500	21,500
Sewer Increase (Decrease) in Operating Expenses	10,000	73,033	118,700	149,000	201,300
Total Water & Sewer Fund Increase (Decrease) in Operating Expenses	10,000	95,283	151,450	189,750	254,550
MOTOR POOL DEPARTMENT					
Garage Division					
Vehicle Additions & Replacements					
Depreciation	30,000	40,000	60,000	75,000	80,000
Maintenance (Decrease)	20,000	30,000	40,000	50,000	60,000
Net Increase (Decrease) in Operating Expenses	50,000	70,000	100,000	125,000	140,000
Garage Increase (Decrease) in Operating Expenses	50,000	70,000	100,000	125,000	140,000
Total Motor Pool Fund Increase (Decrease) in Operating Expenses	50,000	70,000	100,000	125,000	140,000
CITY WIDE INCREASE (DECREASE) IN OPERATING EXPENSES	65,250	170,796	257,125	320,625	401,488

Section **G**

Debt Service Requirements

This section outlines the outstanding debt obligations and the amounts in the current and future years to retire such debt.

Debt Service Requirement Overview

This section summarizes the debt service obligations of the City at the beginning of the 2011-2012 Fiscal Year. These obligations represent the City's annual installment payments of principal and interest for previous capital improvement plan projects or acquisitions funded through debt financing. The following is a description of each lease or bond obligations existing at July 1, 2011.

Georgia Environmental Facilities Authority (GEFA) Loan #92-033-SW

- Purpose: To purchase land for the Wetherington Road Landfill
- Maturity Date: 2014
- Original Principal Amount: \$250,000; July 1, 2011 Principal Outstanding \$51,448
- Interest Rate: 4.05%
- Funding Source: Sanitation Fund

Georgia Environmental Facilities Authority (GEFA) Loan #DW97-036

- Purpose: Water main replacements and upgrades
- Maturity Date: 2024
- Original Principal Amount: \$3,793,935; July 1, 2011 Principal Outstanding \$3,471,881
- Interest Rate: 3.0%
- Funding Source: Water and Sewer Revenue Fund

Georgia Environmental Facilities Authority (GEFA) Loan #CWSRF 08-003

- Purpose: Water main replacements and upgrades
- Maturity Date: 2031
- Original Principal Amount: \$18,774,520; July 1, 2011 Principal Outstanding \$18,613,470
- Interest Rate: 3.0%
- Funding Source: Water and Sewer Revenue Fund

Georgia Environmental Facilities Authority (GEFA) Loan #2006-153WJ

- Purpose: Water main replacements and upgrades
- Maturity Date: 2031
- Original Principal Amount: \$7,553,410; July 1, 2011 Principal Outstanding \$7,553,411
- Interest Rate: 4.12%
- Funding Source: Water and Sewer Revenue Fund

Debt Service Requirement Overview

Computation of Legal Debt Margin

Gross Assessed Valuation (2010-2011)	\$1,426,953,458
Legal Debt Limit – 10.00% of Gross Assessed Value	142,695,346
General Obligation Bonded Debt	<u>0</u>
Legal Debt Margin as of June 30, 2010	\$142,695,346

Schedule of Debt Service

	FY 2010 Actual	FY 2011 Estimated	FY 2012 Requested	FY 2012 Approved
Sanitation Fund				
GEFA Loan #92-003-SW				
Principal	\$15,187	\$15,812	\$16,463	\$16,463
Interest	3,110	2,434	1,835	1,835
Total Sanitation Fund	\$18,297	\$18,246	\$18,298	\$18,298
Water & Sewer Revenue Fund				
GEFA Loan #90-043-WS				
Principal	\$193,493	\$206,787	\$0	\$0
Interest	22,025	8,731	0	0
GEFA Loan #DW97-036				
Principal	219,292	225,945	232,800	232,800
Interest	113,541	106,887	100,032	100,032
GEFA Loan #CWSRF 08-003				
Principal	0	18,670,657	18,613,470	18,613,470
Interest	0	103,863	0	0
GEFA Loan #2006-L53WJ				
Principal	0	7,512,705	7,492,247	7,492,247
Interest	0	51,797	25,008	25,008
Total Water & Sewer Revenue Fund	\$548,351	\$26,887,372	\$26,463,557	\$26,463,557
Total Debt Service Requirements	\$566,648	\$26,905,618	\$26,481,855	\$26,481,855

Schedule of Debt Service Requirements

Georgia Environmental Facilities Authority

#92-003-SW

Fiscal Year Ending June 30	Principal	Interest
2012	16,463	1,835
2013	17,140	1,168
2014	17,845	454
	<u>\$51,448</u>	<u>\$3,457</u>

Sanitation

Original Loan Value: \$250,000

Quarterly Payment: \$4,574.61

Interest Rate: 4.05%

Payment Due: March 1, June 1, September 1, December 1 - beginning September 1, 1994

Georgia Environmental Facilities Authority

#DW97-036

Fiscal Year Ending June 30	Principal	Interest
2012	232,800	100,032
2013	239,863	92,969
2014	247,140	85,692
2015	254,638	78,194
2016	262,364	70,469
2017	270,324	62,509
2018	278,525	54,307
2019	286,975	45,857
2020	295,682	37,151
	<u>\$2,368,311</u>	<u>\$627,180</u>

Water & Sewer

Original Loan Value: \$3,793,935

Quarterly Payment: \$83,208.12

Interest Rate: 3.0%

Payment Due: February 1, May 1, August 1, November 1 - beginning August 1, 2004

Georgia Environmental Facilities Authority

#CW08-003

Fiscal Year Ending June 30	Principal	Interest
2012	695,756	550,605
2013	529,443	716,918
2014	738,724	507,637
2015	761,193	485,168
2016	784,345	462,016
2017	808,202	438,159
2018	832,784	413,577
2019	858,114	388,247
2020	884,214	362,147
2021	911,108	335,252
	<u>\$7,803,883</u>	<u>\$4,659,726</u>

Water & Sewer

Original Loan Value: \$18,774,520

Quarterly Payment: \$83,208.12

Interest Rate: 3.0%

Payment Due: Monthly - beginning June 1, 2011

Georgia Environmental Facilities Authority

#2006-L53WJ

Fiscal Year Ending June 30	Principal	Interest
2012	250,180	304,834
2013	260,684	294,330
2014	271,630	283,385
2015	283,035	271,980
2016	294,918	260,096
2017	307,301	247,713
2018	320,204	234,811
2019	333,648	221,366
2020	347,657	207,357
2021	362,254	192,760
	<u>\$3,031,511</u>	<u>\$2,518,632</u>

Water & Sewer

Original Loan Value: Incomplete

Quarterly Payment: \$83,208.12

Interest Rate: 4.12%

Payment Due: Monthly - beginning April 1, 2011

Section
H

Manning Chart

City of Valdosta, Georgia

Manning Chart Summary

This section details the City's positions for each department and division. The chart is organized first by fund, then department, and lastly by division. The first column after the position name gives the pay grade for that position. The current pay grades range from 5 to 26. The Mayor and Council have a set salary therefore the pay grade is classification as MAC. The City Manager, Judge and Moody Support Director positions are unclassified and the pay grade classification would be indicated as UNC. TEM denotes a temporary or part-time employee, and CO1 denotes a contract employee.

The subsequent four columns in the manning chart detail the number of each position for the given period as expressed in Full Time Equivalent Units (FTE's). An FTE is a unit of measurement for positions. Using FTE's, a temporary or part-time positions is given a fraction of the weight attributed to full time positions in order to show the number of temporary positions required to create one full time position. Lastly, the final column of the chart indicates the actual number of employees approved for FY 2012 based on actual personnel, not FTE's. This column reflects total personnel on payroll, both full and part time, as well as any overhires authorized by the City Manager. This is done to give a clear and accurate picture of staffing.

Overall, four new full time positions were approved for FY 2012. What follows is a brief description of the positions requested and/or approved in each department for FY 2012.

Administration: No changes

Human Resources: No changes

Finance: No changes.

Engineering: In the Administration Division, a Contracts Administrator was requested but not approved. Also, in Administration a title change was requested and approved upgrading the Instrument Tech/GIS Coordinator to GIS/Real Property Administrator. In the Signal Maintenance Division, a request to change the title of the Traffic Operations Technician to a Signal Supervisor was approved.

Other General Administrative: No changes

Municipal Court: A Solicitor was requested but not approved.

Police: In the Patrol Bureau Division, a Housing Authority Officer was requested and approved. Also, two Forensic Examiners in the Crime Lab were requested and approved.

City of Valdosta, Georgia

Manning Chart Summary

Fire: The Fire Fighting Division requested but not approved five additional fire fighters.

Public Works: No changes.

Public Involvement: No changes.

Sanitation: No changes.

Water & Sewer: No changes.

Drainage & Storm Sewer: A title change was requested and approved upgrading the Superintendent of Administration to Manager. Also, five additional Laborers (part-time) in the Maintenance Division were requested and approved.

Community Development: No changes

Planning & Zoning Fund: No changes

Mathis Auditorium: No changes

Motor Pool: No changes

Information Technology: IT division requested a Technician I and II and the Technician II was approved.

Summary Manning Chart

	Full Time Equivalent Units				Actual Personnel
	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
General Fund	429	422.5	424.5	415	415
HUD Grant Fund	2	2	2	2	2
Sanitation Fund	54	55	55	55	55
Drainage & Storm Sewer Fund	14	14	19	19	19
Water & Sewer Fund	108	95	94	94	94
Community Development	15	14	14	14	14
Planning & Zoning Fund	4	4	4	4	4
Auditorium Fund	3	3	3	3	3
Motor Pool Fund	15	15	15	15	15
IT Services Fund	0	0	3	2	2
TOTAL PERSONNEL	644.00	624.50	633.50	623.00	623.00

		Full Time Equivalent Units				Actual Personnel	
		Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>General Fund</u>							
Legislative							
<u>Mayor and Council</u>							
Mayor	MAC	1	1	1	1	1	1
Councilman	MAC	7	7	7	7	7	7
Subtotal			8	8	8	8	8
Total Legislative Department			8	8	8	8	8
Executive							
<u>Executive Office</u>							
City Manager	UNC	1	1	1	1	1	1
Moody Support Director	MAC	1	1	1	1	1	1
Executive Secretary	14	1	1	1	1	1	1
Administrative Secretary	11	1	1	1	1	1	1
Subtotal			4	4	4	4	4
Total Executive Department			4	4	4	4	4
Human Resources							
<u>Administration</u>							
Director	26	1	1	1	1	1	1
Human Resources Analyst	14	1	1	1	1	1	1
Senior H R Specialist	13	1	1	1	1	1	1
Human Resources Technician	10	1	1	1	1	1	1
Subtotal			4	4	4	4	4
Total Human Resources Department			4	4	4	4	4
Finance							
<u>Administration</u>							
Deputy City Manager Administration	27	1	1	1	1	1	1
Finance Technician	11	1	1	1	1	1	1
Subtotal			2	2	2	2	2
<u>Accounting</u>							
Financial Services Manager	22	1	1	1	1	1	1
Principal Accountant	18	3	3	3	3	3	3
Sr. Accounting Clerk	12	3	3	3	3	3	3
Sr. Accounting Clerk	TEM	1	0.5	0.5	0.5	1	1
Subtotal			8	7.5	7.5	7.5	8
<u>Budgeting</u>							
Budget Manager	20	1	1	1	1	1	1
Budget Analyst	16	1	1	1	1	1	1
Subtotal			2	2	2	2	2
<u>Customer Service</u>							
Revenue Collection Administrator	20	1	1	1	1	1	1
Asst. Revenue Collection Admin.	15	1	1	1	1	1	1
Customer Service Representative	10	7	7	7	7	7	7
Subtotal			9	9	9	9	9
<u>Accounts Receivable</u>							
Billing Clerk	10	1	1	1	1	1	1
Subtotal			1	1	1	1	1

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Purchasing</u>						
Purchasing Agent	20	1	1	1	1	1
VSEP Coordinator	18	1	0	0	0	0
Buyer I	11	1	1	1	1	1
Subtotal		3	2	2	2	2
<u>Economic Development / VSEB</u>						
Economic Development Coordinator	22	0	1	0	0	0
Subtotal		0	1	0	0	0
<u>Grants</u>						
Grants Administrator	20	1	0	0	0	0
Subtotal		1	0	0	0	0
<u>Information Technology</u>						
Information Technology Manager	21	1	1	0	0	0
Subtotal		1	1	0	0	0
Total Finance Department		27	25.5	23.5	23.5	24
Engineering						
<u>Administration</u>						
City Engineer	26	1	1	1	1	1
Assistant City Engineer	24	1	1	1	1	1
Project Manager	23	1	1	1	1	1
Design Engineer	21	1	1	0	0	0
Survey/Design Coordinator	18	1	1	0	1	1
Development Review Technician	18	0	0	1	0	0
Senior Construction Inspector	16	2	2	2	2	2
Stormwater Technician	16	1	1	1	1	1
Instrument Technician/GIS Coordinator	14	1	1	0	0	0
GIS/Real Property Administrator	15	0	0	1	1	1
Contracts Administrator	13	0	0	1	0	0
Administrative Secretary	11	1	1	1	1	1
Survey Aide	9	1	1	0	0	0
Subtotal		11	11	10	9	9
<u>Traffic</u>						
Traffic Manager	20	1	1	0	0	0
Traffic Operations Coordinator	16	1	1	0	0	0
Signs Supervisor	15	1	1	0	0	0
Traffic Operations Technician	14	1	1	0	0	0
Signal Technician	13	3	3	0	0	0
Sign Technician	8	2	2	0	0	0
Subtotal		9	9	0	0	0
<u>Signal Maintenance</u>						
Supervisor	15	0	0	1	1	1
Signal Technician	13	0	0	3	3	3
Subtotal		0	0	4	4	4
<u>Signs and Markings</u>						
Signs Supervisor	15	0	0	1	1	1
Sign Technician	8	0	0	2	2	2
Subtotal		0	0	3	3	3

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Traffic Management Center</u>						
Traffic Manager	20	0	0	1	1	1
Traffic Operations Coordinator	16	0	0	1	1	1
Subtotal		0	0	2	2	2
<u>Street Repair</u>						
Supervisor	15	1	1	1	1	1
Heavy Equipment Operator	11	1	1	1	1	1
Crewleader	9	1	1	1	1	1
Light Equipment Operator	7	3	3	2	2	2
Laborer	5	1	1	1	1	1
Subtotal		7	7	6	6	6
Total Engineering Department		27	27	25	24	24
Other General Administrative						
<u>City Hall</u>						
Custodian II	UNC	1	1	1	1	1
Subtotal		1	1	1	1	1
<u>City Hall Annex</u>						
Custodian II	6	1	1	1	1	1
Subtotal		1	1	1	1	1
Total Facilities Department		2	2	2	2	2
Judicial						
<u>Municipal Court Administration</u>						
Judge	UNC	1	1	1	1	1
Solicitor	25	0	0	1	0	0
Court Administrator	14	1	1	1	1	1
Court Clerk	13	1	1	1	1	1
Deputy Clerk	9	1	1	1	1	1
Subtotal		4	4	5	4	4
Total Judicial Department		4	4	5	4	4
Police						
<u>Administration</u>						
Chief of Police	26	1	1	1	1	1
Administrative Captain	20	1	1	1	1	1
Lieutenant - Professional Standards	18	1	1	1	1	1
Lieutenant - Court	18	1	1	1	1	1
Police Officer	12	1	1	1	1	1
Administrative Secretary	11	1	1	1	1	1
Secretary	9	1	1	1	1	1
Forensic Specialist	CO1	1	0	0	0	0
Subtotal		8	7	7	7	7
<u>Patrol Bureau</u>						
Commander	22	1	1	1	1	1
Captain	20	3	3	3	3	3
Lieutenant	18	3	3	3	3	3
Sergeant	16	11	11	11	11	11
Police Officer	12	76	73	71	71	71
Housing Authority Officer	12	0	0	1	1	1
Secretary	9	1	1	1	1	1
Parking Enforcement	TEM	2	2	3	3	3
School Crossing Guard	TEM	16	16	10	10	10
Subtotal		113	110	104	104	104

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Patrol Bureau - H.E.A.T Grant</u>						
Police Officer - H.E.A.T.	12	3	3	3	3	3
Subtotal		3	3	3	3	3
<u>Investigations Bureau</u>						
Commander	22	1	1	1	1	1
Lieutenant	18	1	1	1	1	1
Lieutenant - Crime Scene	18	1	1	0	0	0
Forensic Specialist	18	1	1	0	0	0
Detective Sergeant	16	3	3	3	3	3
Crime Scene Analyst	14	2	2	0	0	0
Detective	14	21	21	20	20	20
Evidence Custodian	12	1	1	1	1	1
Evidence Custodian Assistant	11	1	1	1	1	1
Secretary	9	1	1	1	1	1
Subtotal		33	33	28	28	28
<u>Support Services Bureau</u>						
Commander	22	1	1	1	1	1
Captain - Training	20	1	1	1	1	1
Lieutenant	18	1	1	1	1	1
Quartermaster / Trainer	18	1	1	1	1	1
Police Officer - Court	12	1	1	2	2	2
Police Officer - DARE	12	2	2	2	2	2
Police Officer - Training	12	0	0	1	1	1
School Resource Officer	12	5	5	5	5	5
Truancy Officer	12	4	4	3	3	3
Custodian	10	1	1	1	1	1
Custodian	TEM	0	0	1	1	1
Secretary Training	9	1	1	1	1	1
Desk Clerk	9	5	5	5	5	5
Court Clerk	9	1	1	1	1	1
Records Clerk	9	6	6	6	6	6
Call Taker	9	2	0	0	0	0
Subtotal		32	30	32	32	32
<u>Crime Lab</u>						
Crime Laboratory Director	22	1	1	1	1	1
Forensic Examiner/Chemist	21	1	1	1	0	0
Forensic Examiner	21	0	0	2	2	2
Lieutenant - Crime Scene Analyst	18	0	0	1	1	1
Forensic Specialist	18	0	0	1	1	1
Crime Scene Technician	14	0	0	4	4	4
Crime Lab Analyst	14	1	1	1	0	0
Evidence Custodian	12	1	1	1	1	1
Forensic Specialist	CO1	0	1	0	0	0
Forensic Specialist	18	0	0	1	1	1
Subtotal		4	5	13	11	11
Total Police Department		193	188	187	185	185
Fire						
<u>Administration</u>						
Fire Chief	25	1	1	1	1	1
Administrative Secretary	11	1	1	1	1	1
Secretary	9	1	1	1	1	1
Subtotal		3	3	3	3	3

	Pay Grade	Full Time Equivalent Units				Actual Personnel
		FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Fire Fighting</u>						
Batalion Chief	20	3	3	3	3	3
Captain	19	3	3	3	3	3
Lieutenant	16	21	24	24	24	24
Sergeant	14	30	27	27	27	27
Fire Fighter	12	37	37	43	37	37
Subtotal		94	94	100	94	94
<u>Fire Inspection</u>						
Fire Marshal	19	1	1	1	1	1
Fire Inspector	16	2	2	2	2	2
Sergeant	14	1	1	1	1	1
Subtotal		4	4	4	4	4
<u>Fire Maintenance</u>						
Fire Lead Mechanic	15	1	1	1	1	1
Fire Apparatus Mechanic	12	1	1	1	1	1
Subtotal		2	2	2	2	2
<u>Fire Training</u>						
Captain	19	1	1	1	1	1
Lieutenant	16	1	1	1	1	1
Subtotal		2	2	2	2	2
<u>Special Services</u>						
Captain	19	1	1	1	1	1
Subtotal		1	1	1	1	1
Total Fire Department		106	106	112	106	106
Community Development						
<u>Community Protection</u>						
Marshal	11	7	7	7	7	7
Code Enforcement Tech	10	1	1	1	1	1
Subtotal		8	8	8	8	8
Total Community Development G/F		8	8	8	8	8
Public Works						
<u>Right of Way Maintenance</u>						
Superintendent	UNC	1	1	1	1	1
Public Works Foreman	13	2	2	2	2	2
Heavy Equipment Operator	11	4	4	4	4	4
Crewleader	9	6	6	6	6	6
Groundskeeper II	8	1	1	1	1	1
Light Equipment Operator	7	5	5	5	5	5
Laborer	5	9	9	9	9	9
Subtotal		28	28	28	28	28

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Cemetery</u>						
Maintenance Supervisor	13	1	1	1	1	1
Crewleader	9	1	1	1	1	1
Light Equipment Operator	7	3	3	3	3	3
Groundskeeper	7	3	3	3	3	3
Subtotal		8	8	8	8	8
<u>Arborist</u>						
Urban Forestry Supervisor	15	0	1	1	1	1
Crewleader	9	1	0	0	0	0
Equipment Operator	9	1	1	1	1	1
Subtotal		2	2	2	2	2
Total Public Works Department		38	38	38	38	38
Public Involvement						
<u>Administration</u>						
Assistant to the City Manager	27	1	1	1	1	1
Administrative Secretary	11	1	1	1	1	1
Subtotal		2	2	2	2	2
<u>Grants</u>						
Grants Administrator	20	0	1	1	1	1
Subtotal		0	1	1	1	1
<u>Public Relations</u>						
Public Information Coordinator	20	1	1	1	1	1
Media Coordinator	11	1	1	1	1	1
Subtotal		2	2	2	2	2
<u>Main Street</u>						
Director	20	1	1	1	1	1
Program Coordinator	14	1	1	1	1	1
Subtotal		2	2	2	2	2
<u>Economic Development</u>						
Economic Development Coordinator	22	1	0	0	0	0
Subtotal		1	0	0	0	0
<u>Neighborhood Development</u>						
Rehab Construction Coordinator	14	1	1	1	1	1
Subtotal		1	1	1	1	1
Total Public Involvement		8	8	8	8	8
Total General Fund		429	422.5	424.5	414.5	415
HUD Grant Fund						
<u>HUD Grant</u>						
HUD Coordinator	19	1	1	1	1	1
Secretary	9	1	1	1	1	1
Subtotal		2	2	2	2	2
Total HUD Grant Fund		2	2	2	2	2

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
Sanitation Fund						
<u>Management</u>						
Deputy City Manager Operations	27	1	1	1	1	1
Director of Sanitation / Public Works	25	0	1	1	1	1
Public Works Coordinator	15	1	1	1	1	1
Administrative Secretary	11	1	1	1	1	1
Sanitation Representative	9	1	1	1	1	1
Customer Service Assistant	7	1	1	1	1	1
Subtotal		5	6	6	6	6
<u>Residential Garbage</u>						
Foreman	13	0	0.3	0.3	0.3	0
Refuse Collection Driver	10	9	9	9	9	9
Subtotal		9	9.3	9.3	9.3	9
<u>Commercial Collection</u>						
Commercial Sanitation Foreman	13	1	1	1	1	1
Heavy Equipment Operator	11	3	3	3	3	3
Refuse Driver	9	1	1	1	1	1
Laborer	5	1	1	1	1	1
Subtotal		6	6	6	6	6
<u>Residential Trash</u>						
Foreman	13	2	1.4	1.4	1.4	2
Heavy Equipment Operator	11	4	4	4	4	4
Crewleader	9	7	7	7	7	7
Light Equipment Operator	7	1	1	1	1	1
Trash Collector	5	5	5	5	5	5
Laborer	5	7	7	7	7	7
Subtotal		26	25.4	25.4	25.4	26
<u>Roll-Off Collection</u>						
Heavy Equipment Operator	11	1	1	1	1	1
Subtotal		1	1	1	1	1
<u>Recycling Collection</u>						
Foreman	13	0	0.3	0.3	0.3	0
Recycling Driver	9	3	3	3	3	3
Laborer	5	3	3	3	3	3
Subtotal		6	6.3	6.3	6.3	6
<u>Recycling Distribution</u>						
Recyclery Attendant	9	1	1	1	1	1
Subtotal		1	1	1	1	1
Total Sanitation Fund		54	55	55	55	55
Storm Water Fund						
<u>Administration</u>						
Superintendent	18	1	1	0	0	0
Manager	20	0	0	1	1	1
Environmental Technician	12	1	1	1	1	1
Subtotal		2	2	2	2	2

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Drainage & Storm Sewer Maint</u>						
Storm Water Supervisor	15	1	1	1	1	1
Sewer Cleaner Operator	12	1	1	1	1	1
Heavy Equipment Operator	11	2	2	3	3	3
Crewleader	9	2	2	2	2	2
Light Equipment Operator	7	1	1	1	1	1
Laborer	5	5	5	4	4	4
Laborer	TEM	0	0	5	5	5
Subtotal		12	12	17	17	17
Total Storm Water Fund		14	14	19	19	19
Water & Sewer Fund						
Water						
<u>Administration</u>						
Director of Utilities	26	0	0.3	1	1	1
Assistant Director of Utilities	24	0	0.3	1	1	1
Electronic System Technician	21	0	0.3	1	1	1
Utility Design Coordinator	20	0	0.3	1	1	1
Environmental Manager	20	0	0	1	1	1
Central Maintenance Superintendent	18	0	0.3	1	1	1
Senior Construction Inspector	16	0	0.3	1	1	1
GIS Modeling Technician	14	0	0.3	1	1	1
CMMS Technician	14	0	0.3	1	1	1
Operations Coordinator	11	0	0.3	1	1	1
Backflow Prevention Technician	11	1	1	1	1	1
FOG Technician	11	0	0	1	1	1
Sewer System Rehab Technician	11	0	0	1	1	1
Grants & Loan Coordinator	11	0	0.3	0	0	0
Clerk	7	0	0.3	1	1	1
Laborer	5	0	0.3	1	1	1
Subtotal		1	4.6	15	15	15
<u>Water Plant</u>						
Superintendent	18	1	1	1	1	1
Assistant Superintendent	15	1	1	1	1	1
Maintenance Supervisor	13	1	1	1	1	1
Water Lab Technician	13	2	2	2	2	2
Water Plant Operator	12	9	6	6	6	6
Industrial Pre-Treatment Technician	12	1	1	1	1	1
Maintenance Helper	7	1	1	1	1	1
Laborer	5	3	0	0	0	0
Subtotal		19	13	13	13	13
<u>Water Distribution</u>						
Superintendent - W/S	20	1	0.5	1	1	1
Supervisor - W/D	15	1	1	1	1	1
Heavy Equipment Operator	11	1	0.5	1	1	1
Location Technician	9	1	1	1	1	1
Crewleader	9	4	4	4	4	4
Utility Service Worker	7	8	8	8	8	8
Subtotal		16	15	16	16	16

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Warehouse</u>						
Warehouse Supervisor	12	0	0.3	1	1	1
Subtotal		0	0.3	1	1	1
<u>Meter Reading</u>						
Utility Billing Manager	17	0	0.3	1	1	1
Meter Reading Supervisor	11	0	0.3	1	1	1
Senior Meter Service Worker	10	0	0.6	2	2	2
Meter Service Worker	9	0	0.6	2	2	2
Meter Reader	8	0	1.5	5	5	5
Subtotal		0	3.3	11	11	11
Total Water		36	36.2	56	56	56
Sewer						
<u>Administration</u>						
Director of Utilities	26	1	0.7	0	0	0
Assistant Director of Utilities	24	1	0.7	0	0	0
Electronic System Technician	21	1	0.7	0	0	0
Environmental Manager	20	1	1	0	0	0
Utility Design Coordinator	20	1	0.7	0	0	0
Central Maintenance Superintendent	18	1	0.7	0	0	0
Senior Construction Inspector	16	1	0.7	0	0	0
CMMS Technician	14	1	0.7	0	0	0
GIS Modeling Technician	14	0	0.7	0	0	0
Operations Coordinator	11	1	0.7	0	0	0
Sewer System Rehab Technician	11	0	1	0	0	0
FOG Technician	11	1	1	0	0	0
Grants & Loan Coordinator	11	0	0.7	0	0	0
Clerk	7	1	0.7	0	0	0
Laborer	5	0	0.7	0	0	0
Subtotal		11	11.4	0	0	0
<u>Mud Creek Plant</u>						
Superintendent	18	1	1	1	1	1
Assistant Superintendent	15	1	1	1	1	1
Maintenance Supervisor	13	1	1	1	1	1
WW Treatment Analyst	13	1	1	1	1	1
WW Treatment Operator	12	5	6	6	6	6
Maintenance Helper	7	1	1	1	1	1
Laborer	5	3	0	0	0	0
Subtotal		13	11	11	11	11
<u>Withlacoochee Plant</u>						
Superintendent	18	1	1	1	1	1
Assistant Superintendent	15	1	1	1	1	1
Laboratory Supervisor	15	1	1	1	1	1
Maintenance Supervisor	13	1	1	1	1	1
WW Treatment Analyst	13	1	1	1	1	1
WW Treatment Operator	12	8	6	6	6	6
Maintenance Helper	7	4	4	4	4	4
Laborer	5	7	0	0	0	0
Subtotal		24	15	15	15	15

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
<u>Sewer Collection</u>						
Superintendent - W/S	20	0	0.5	0	0	0
Supervisor - W/C	15	1	1	1	1	1
Sewer Cleaner Operator	12	1	1	1	1	1
Senior Lift Station Operator	11	1	1	1	1	1
Heavy Equipment Operator	11	0	0.5	0	0	0
Lift Station Operator	9	1	1	1	1	1
Crewleader - S/C	9	2	2	2	2	2
Utility Service Worker	7	6	6	6	6	6
Subtotal		12	13	12	12	12
<u>Warehouse</u>						
Warehouse Supervisor	12	1	0.7	0	0	0
Subtotal		1	0.7	0	0	0
<u>Meter Reading</u>						
Utility Billing Manager	17	1	0.7	0	0	0
Meter Reading Supervisor	11	1	0.7	0	0	0
Senior Meter Service Worker	10	2	1.4	0	0	0
Meter Service Worker	9	2	1.4	0	0	0
Meter Reader	7	5	3.5	0	0	0
Subtotal		11	7.7	0	0	0
Total Sewer		72	58.8	38	38	38
Total Water & Sewer Fund		108	95	94	94	94
Community Development Fund						
<u>Administration</u>						
Director	25	1	1	1	1	1
Plan Reviewer I	18	1	1	1	1	1
Assistant Plans Examiner	14	1	1	1	1	1
Code Compliance Investigator	14	1	1	1	1	1
Building Inspector	14	1	1	1	1	1
Mechanical Inspector	14	2	2	2	2	2
Plumbing Inspector	14	2	2	2	2	2
Electrical Inspector	14	2	1	1	1	1
Administrative Assistant	12	1	1	1	1	1
Administrative Secretary	11	1	1	1	1	1
Permit Clerk	9	1	1	1	1	1
Senior Permit Clerk	12	1	1	1	1	1
Subtotal		15	14	14	14	14
Total Community Development Fund		15	14	14	14	14
Zoning Fund						
<u>Planning & Zoning</u>						
Planning & Zoning Administrator	23	1	1	1	1	1
Special Projects Planner	19	1	1	1	1	1
Planner I	19	1	1	1	1	1
Planning & Zoning Technician	12	1	1	1	1	1
Subtotal		4	4	4	4	4
Total Zoning Fund		4	4	4	4	4

		Full Time Equivalent Units				Actual Personnel
	Pay Grade	FY 2010 Actual	FY 2011 Budget	FY 2012 Requested	FY 2012 Approved	FY 2012 Approved
Auditorium Fund						
<u>Mathis Auditorium</u>						
Program Coordinator	13	1	1	1	1	1
Building Service Worker	5	2	2	2	2	2
Subtotal		3	3	3	3	3
Total Auditorium Fund		3	3	3	3	3
Motor Pool Fund						
<u>Garage</u>						
Superintendent	20	1	1	1	1	1
Mechanic II	13	4	4	4	4	4
Administrative Technician	12	1	1	1	1	1
Welder / Small Engine Mechanic	12	1	1	1	1	1
Mechanic	12	2	2	2	2	2
Warehouse Technician	9	1	1	1	1	1
Tire Repairer	9	1	1	1	1	1
Automotive Service Worker	9	4	4	4	4	4
Subtotal		15	15	15	15	15
Total Motor Pool Fund		15	15	15	15	15
IT Services Fund						
<u>Information Technology</u>						
Information Technology Manager	21	0	0	1	1	1
Technician 2	19	0	0	1	1	1
Technician 1	16	0	0	1	0	0
Subtotal		0	0	3	2	2
Total IT Services Fund		0	0	3	2	2
Total City of Valdosta		644.00	624.50	633.50	622.50	623.00

Section I

Budget Reference Materials

Budget Process

In preparation for the 2011 – 2012 Budget, several key events, retreats, and meetings were held and documents produced which significantly affected its development. In formulating the budget, Mayor and Council, City Manager and Department Heads follow the guidance of the Comprehensive Plan in assessing their needs and requirements for continuing to provide high quality services to the citizens.

The Comprehensive Plan is a document which was formulated by the City and the South Georgia Regional Development Commission outlining expected growth, population trends, and infrastructure needs of the City.

Mayor and Council Planning Retreat

The Mayor and Council and City Manager also meet with an outside facilitator for their annual retreat. The purpose of this retreat is to discuss current issues facing the City as well as formulate goals they would like the City to accomplish over the next two to three years. As part of this process, the department heads' programs and projects are reviewed and discussed. The Council develops a work program based on their goals and the department heads' requested objectives. This work program is then shared with departments.

Policy

Per the City's Charter Section 4.42, the Mayor and Council shall provide by ordinance for the adoption of an annual operating budget, a capital improvement program and a capital budget which it shall apply to all departments and agencies of the City. The budget will be submitted by the City Manager to the Mayor and Council for its consideration prior to the commencement of the ensuing fiscal year.

Responsibility

Department heads are responsible for preparing their budgets in accordance with the guidelines provided by the Budget Division of the Finance Department and other special instructions provided by the City Manager. Finance will provide cost experience data as may be required by any City department. The Deputy City Manager of Administration, Financial Services Manager and the Budget Division will prepare all revenue, debt service, and payroll estimates. The Budget Division will confirm the completeness of all departments' budgets. If a budget is found to be incorrect or incomplete, it will be promptly sent back to the originating department head for correction. The corrected budget will be returned to the Budgeting within three working days. The Budget Division will not change any department request without notification of the affected department head.

Budget Process

Budget Preparation

The calendar used to prepare the budget is presented following this section. Development of the operating budget begins in December of each year. The process provides department heads an opportunity to examine their programs(s), to propose changes in current services, to recommend revisions in organization and methods, and to outline requirements for capital outlay items.

Budget Review

During the budget review phase, the Budget Division reviews each department's expenditures for the current year and makes their estimates. The Budget Division analyzes requests for new positions, operating budgets, and capital budgets.

The information is then compiled and presented to the City Manager. The City Manager, Deputy City Manager of Administration, Financial Services Manager and the Budget Division staff conduct meetings with each department head to review their requested budgets. At the completion of these meetings, and with the City Manager's recommendations, the Budget Division recompiles the financial data and presents the recommended budget to the City Manager for financial review. The City Manager reviews all department budgets and makes reductions and adjustments according to his judgment and expertise based on his long career with the City.

Budget Adoption

The City Manager presents the proposed budget to the Mayor and Council for their review. A public hearing is held, and after requested changes are made, the budget is adopted by ordinance.

Budget Implementation

The Budget Division establishes a budgetary control system that will insure compliance with the budget. The Budget staff is responsible for setting up the budget for tracking purposes and is tasked with making sure the funds are available during the year to cover expenditures and appropriations. .

Budget Revisions

Any changes in total fund appropriations must be approved by the Mayor and Council. Shifts in appropriations within funds, at the department level, may be done administratively on the authority of the City Manager. As per the Personnel Policy, the City Manager may transfer, demote, suspend or reinstate employees. Per this authority, shifts in appropriations relating to personnel changes may be done administratively by the City Manager. The Deputy City Manager Administration is authorized to transfer budget amounts within a department. Budgets for the City may

Budget Process

be increased or decreased as the Mayor and Council deems appropriate. Increases that are greater than the forecasted revenues must be approved by the City Council. A public hearing is not required if the undesignated fund balance is sufficient to cover the increase.

Budget Calendar

DATES	
January 2011	Enter Prior Year column on working papers and compare to the CAFR
	Prepare Request Forms and Department goals for distribution
	Send Goals, Objectives, Performance Measures, and Budget Calendar to Departments for Review
	Project & enter salaries, benefits, and related items
	Project & enter vehicle rental and related items
	Enter Budget Estimated column
February 2011	Budget Meeting with department representatives
	Screens open for departments to key in Estimated & Requested Budgets
	Budget Analysts review & revise Budget Estimated column
	Last day for departments to turn in budget information
	Budgeting reviews and verifies Estimated & Requested Columns
March 2011	Project and Enter Revenues
	Human Resources & Purchasing reviews Personnel and Capital Requests
	Project and Enter Revenues
	Make comments so that each department can review their budget for final changes
	Departments review comments, verify budget, and notify the Budget Division of any requested changes
	Verify final requested budget for departments & City Manager
March 2011	Department budget hearings with the City Manager
	City Manager completes Recommended Column
April 2011	Budgeting creates data files for the Mayor and Council review
May 2011	Proposed budget distributed to Mayor & Council
	Mayor & Council budget hearings
June 2011	Budget Adopted

Section

J

Glossary

Glossary of Budget and Financial Terminology

ACCRUAL BASIS

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AD VALOREM PROPERTY TAXES

Taxes levied on an assessed valuation as of January 1 of real and/or personal property, based on a millage rate set by the Mayor and Council.

ADJUSTMENTS

Corrections given to water, sewer, and sanitation billing customers for errors that could result from a misread of the meter, the resident being out of town not using the sanitation service, and /or the resident having a plumbing problem.

AIRPORT AUTHORITY

A commission of members appointed by the City of Valdosta and Lowndes County to oversee the operation of the Valdosta Lowndes County Regional Airport.

APPROPRIATION

An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.

APPROPRIATION ORDINANCE

The formal budgetary document enacted by the legislative body (Mayor and Council) which contains all approved appropriations for the fiscal year.

AUTHORIZED PERSONNEL (POSITIONS)

The total number of personnel (positions) authorized for employment in a particular department or division at any given time during the fiscal year.

AUTO AD VALOREM

Taxes levied on an assessed valuation as of January 1 of automobiles within the city limits of Valdosta, based on a millage rate set by Mayor and Council.

AVAILABLE FUND BALANCE

Financial resources carried forward at the end of a fiscal year which have not been reserved or designated for a specific purpose such as working capital. These resources are considered "available" to finance future budgets.

BANK OCCUPATION TAX

A tax levied on banks within the city limits.

BALANCED BUDGET

A budget in which planned funds available equal planned expenditures

Glossary of Budget and Financial Terminology

BEER TAX

A privileged tax paid per ounce of beer purchased, acquired, or received by a dealer during the license year.

BOND

A form of borrowing (debt financing) which reflects a written promise from the city to repay a sum of money on a specified date at a specific interest rate. Bonds are used to finance large capital projects such as buildings, streets, and utility infrastructures.

BUDGET

A financial plan for a specific period of time (fiscal year) that matches all planned revenues and expenditures with various City services.

BUDGET ADJUSTMENT

A legal procedure utilized by City staff to revise a budget appropriation. City staff has the prerogative to adjust expenditures within or between departmental budgets according to budget policy, but no increase in the total budget can occur without approval of the City Council.

BUDGET CALENDAR

The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.

BUDGET DOCUMENT

The instrument used by the City Manager to present a comprehensive financial plan to the City Council.

BUDGET ORDINANCE

The official enactment by the City Council legally authorizing City Officials to obligate and expend resources.

BUDGETARY BASIS

The accounting method used to estimate financing sources and uses in the budget.

BUDGETARY CONTROL

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGET MESSAGE

Included in the opening section of the budget, the Budget Message provides the Mayor and Council and the public with a general summary of the most important aspects of the budget, changes from the previous fiscal year, and the views and recommendations of the City Manager.

Glossary of Budget and Financial Terminology

BUDGET POLICIES	General and specific guidelines that govern financial plan preparation and administration.
BUILDING PERMITS	Revenue obtained from businesses and or individuals for the right to erect structures.
BUSINESS OCCUPATION TAX	Revenues from taxes assessed on enterprises conducting business within Valdosta city limits.
CAPITAL EXPENDITURE	Includes expenditures which result in the acquisition of/or addition to fixed assets. They must have a cost of over \$5,000 and a useful life greater than 1 year.
CAPITAL PROJECTS FUND	A fund type used to account for financial resources used for the acquisition or construction of major capital facilities.
CAPITAL IMPROVEMENT BUDGET	The Capital Improvement Plan (CIP) as approved by the City Council. The Capital Budget is based on a set of long-term capital improvement programs. When the CIP is reviewed each year, the programs are approved for the current year and included in one of the various funds for the current year.
CAPITAL IMPROVEMENT PROGRAM	A plan for capital expenditures to be incurred each year over a five (5) year period. This plan will meet the Capital needs as defined in the long-term work program of departments and other agencies of City government. The program sets forth each project in which Valdosta is to be involved, and specifies the resources estimated to be available to finance the projected expenditures.
CAPITAL IMPROVEMENT PROJECTS	An item for which the purchase, construction, or other acquisition will represent a public betterment to the community and add to the total capital assets of the City.
CEMETERY TRUST FUND	A non-expendable trust fund to provide perpetual care for the Sunset Hill Cemetery. Purchase of lots in the cemetery now includes payment for perpetual care of the cemetery.
CEMETERY SALES	Revenue from the sale of lots in the Sunset Hill Cemetery and the payment for upkeep of those lots not bought with perpetual care.
CERTIFICATES OF PARTICIPATION	Form of lease-purchase financing used to acquire capital equipment.

Glossary of Budget and Financial Terminology

CHARGES FOR SERVICE	Charges for current services exclusive of revenue of public utilities and other public enterprises.
CHIP	An acronym for Community Home Investment Project Grant.
CIP	An acronym for Capital Improvement Program
CONTAINER SALES	Sales of large containers, 4 yard, 6 yard, or 8 yard capacities, to be used by commercial enterprises for their sanitary waste disposal.
CONTINGENCY	Monies budgeted for uncertainties with future appropriation to be approved by Mayor & Council.
CONTRACTUAL SERVICES	Services provided by outside vendors that have contractual agreements with the City of Valdosta to provide maintenance and public utilities.
CONTRIBUTIONS	Monies donated to the government by individuals, companies or agencies to be used for specific purposes.
COUNTY INSPECTION	Revenue earned from Lowndes County for the cost of the Inspection Department.
D.A.R.E.	An acronym for Drug Abuse Resistance Education.
DEBT INSTRUMENT	Methods of borrowing funds, including general obligation bonds, revenue bonds, and certificates of participation.
DEBT SERVICE	The amount of money required to pay serial maturities for serial bonds and interest on outstanding debt.
DEBT SERVICE FUNDS	A fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
DEBT SERVICE REQUIREMENT	The amount of money necessary for scheduled payment of outstanding debt, both principal and interest, becoming due during the fiscal period, and contributions which may be required to accumulate monies for the future retirement of bonds.
DEFICIT	An excess of expenditures or expense over revenues and resources.
DEPARTMENT	A major administrative unit of the City with overall management responsibility for an operation or a group of related operations within a functional area.

Glossary of Budget and Financial Terminology

DEPRECIATION EXPENSES

Depreciation of capital assets within the various enterprise funds.

ELECTION FEES

Fees levied on the qualifying candidates to cover the cost of the election process.

ELECTRICAL PERMIT

Revenue from businesses and individuals for the right to perform electrical work.

ENCUMBRANCES

Commitments related to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

ENTERPRISE FUNDS

A fund type in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

EPA

An acronym for Federal Environmental Protection Agency.

EXAMINATION FEE

Revenues from the examination given to various contractors to see if they qualify to be licensed to do operate within the city limits.

EXPENDITURE

Decreases in net financial resources. Expenditures include current expenses requiring the present or futures use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlement and shared revenues.

EXPENSES

Outflows or other consumption of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or general operations.

FAA

An acronym for the Federal Aviation Administration, a department of the United States Federal Government.

Glossary of Budget and Financial Terminology

FIDUCIARY FUND

A fund category used to account for activities in which the government is acting as an agent (collecting funds belonging to another agency) or trustee (managing pension plans for employees or holding gifts/endowments). This category includes one fund type: trust and agency fund.

FINANCIAL INSTITUTIONS TAX

An annual business occupation tax upon state and national banking associations, federal savings and loan associations, and state building and loan associations at a rate of .0025 times the gross receipts of said institutions.

FINANCIAL PLAN

A document which establishes management policies, goals, and objectives for all functions, departments, and divisions within the City for a fiscal year.

FINES & FORFEITURES

Fines and forfeitures include monies derived penalties imposed on, or property forfeited by, persons involved in the commission of statutory offenses, violations of lawful administrative rules and regulations, or the neglect of official duty.

FISCAL YEAR

The time period designated by the City signifying the beginning and ending period for recording financial transactions. Valdosta has specified July 1 to June 30 as its fiscal year.

FORFEITED PROPERTY REVENUE

Monies derived from confiscated deposits held as performance guarantees.

FRANCHISE TAXES

Taxes levied for the privilege granted by the City of Valdosta permitting the continuing use of public property, such as city streets by regulated public utilities.

FRINGE BENEFITS

Total employer's share of social security, medicare, taxes, hospitalization, dental, disability, worker's compensation, deferred compensation, long term disability, unemployment, and retirement contributions made on behalf of City employees.

FTE

An acronym for full time equivalent unit.

FULL TIME EQUIVALENT UNIT

A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to .5 of a full-time position.

Glossary of Budget and Financial Terminology

FUNCTION

A group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or major service. The six functions in the City's financial plan are: General Government, Judicial, Public Works, Parks, Recreation and Cultural Affairs, and Economic Development.

FUND

A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue, and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of the activities performed, measurement of different objectives, and to facilitate management control. The six generic fund types used by the City are: General Fund, Special Revenue, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

FUND BALANCE

Refers to the excess of assets over liabilities and is therefore also known as surplus funds.

GAAP

An acronym for Generally Accepted Accounting Principles which are uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

GA DOT

An acronym for the Georgia Department of Transportation, a department of the Georgia State government.

GA DEPARTMENT OF COMMUNITY AFFAIRS

A department with the Georgia State government.

GEFA

An acronym for the Georgia Environmental Facilities Authority.

GENERAL FUND

The primary operating fund of the city. All revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. With the exception of subvention or grant revenues restricted for specific uses, General fund resources can be utilized for any legitimate governmental purpose. (See Fund)

Glossary of Budget and Financial Terminology

GENERAL OBLIGATION BONDS

Bonds sold to raise revenue for long-term capital financing that requires approval by referendum. In Georgia, the debt ceiling is ten percent of the assessed value of all taxable property. The cost of financing is spread over the life of the improvement so that future users help to repay the cost of the improvement.

GENERAL SALES AND USE TAXES

Taxes imposed upon the sale or consumption of goods and/or services generally with few or limited exemptions.

GEOGRAPHICAL INTER FACE SYSTEM

A computerized system that draws maps of the County and cities within the county, which includes all information pertaining to the land use.

GFOA

An acronym for the Government Finance Officers Association.

GGFOA

An acronym for the Georgia Government Finance Officers Association.

GIS

An acronym for Geographical Interface System.

GMA

An acronym for the Georgia Municipal Association.

GOAL

A statement of broad direction, purpose, or intent.

GOVERNMENTAL FUND TYPES

Funds used to account for the acquisition, use and balances of expendable resources and related current liabilities – except those accounted for in proprietary funds and fiduciary funds. Expendable assets are assigned to a particular governmental fund type according to the purposes for which they are to be paid. The difference between assets and liabilities of governmental fund types is referred to as fund balance. The measurement focus in these fund types is on a determination of financial position and changes in financial position (sources, uses and balances of financial resources), rather than net income determination. Under current GAAP, there are four governmental types: general, special revenue, debt service and capital projects. Currently, the City has no outstanding general obligation debt and therefore is not using a debt service fund.

GRANT

A contribution by a government or other organization to support a particular function.

Glossary of Budget and Financial Terminology

GRANT PROJECTS

Major construction and improvements funded by various grants. The second digit in the four digit account grouping will represent the various projects; the third digit will represent the sub-projects; the last digit will be the various line item expenditure/expense classifications for the grant.

GROSS RECEIPTS & BUSINESS TAX

Taxes levied in proportion to gross receipts on business activities of all or designated types of businesses.

GROUP INSURANCE FUND

This fund accounts for transactions related to the provision of health care benefits for permanent employees of the city.

HAHIRA PERMITS

Inspection services provided by the Inspection Department for building, electrical, plumbing, and mechanical services in Hahira, Lowndes County.

HAZMAT

An acronym for hazardous materials.

HOUSE BILL 489

Passed during the 1997 Georgia State Legislative session, House Bill 489, also known as the Service Delivery Strategy Act, seeks to establish fair and equitable distribution of services for all citizens throughout the state's respective cities and counties.

INFRASTRUCTURE

Basic installations and facilities upon which the continuance and growth of a community depend; examples include roads and public utilities.

INSPECTION FUND

This fund is set up to finance and account for the cost of providing inspection of residential and commercial building with Lowndes County, the demolition of sub-standard housing within the city limits of Valdosta, and to regulate zoning issues within Lowndes County.

INSURANCE

Premium expense for all insurance bought by the City other than that insurance provided to employees through the payroll system.

INSURANCE PREMIUM TAX

A tax on the gross direct premiums received during the preceding license year.

INTANGIBLES

Tax levied on intangible personal property such as securities, mortgages and cash based on returns filed with the State of Georgia.

Glossary of Budget and Financial Terminology

INTER-GOVERNMENTAL REVENUES

Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

INTER DEPARTMENTAL

Allocation of costs for services performed by a division for another division or capital project.

INTEREST INCOME

Revenue earned for the use or detention of money i.e.: Accounts Receivable for paving assessment, investment in Savings Accounts, Treasury Bills, Repurchase Agreements and Certificates of Deposit.

INTERAL SERVICE FUNDS

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

INVESTMENT

Commitment of funds in order to gain interest or profit. All investments made by the City are secured by the full faith and credit of the United States government of issued by agencies thereof.

ISO

An acronym for the Insurance Service Organization.

LAND BANK

Land acquired by the city and held for future use.

LAND/LAND IMPROVEMENTS

Capital expenditures for acquisition or development of land or improvements to existing City owned land will be charged to this account.

LEASE PURCHASE

Method of acquiring high cost equipment or property and spreading payments over a specified period of time.

LEVY

To impose taxes for the support of government activities.

LINE-ITEM BUDGET

A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

LIQUOR TAX

A privilege tax for the right to sell alcoholic beverages.

LOCAL LAW ENFORCEMENT BLOCK GRANT

Federal grants to local governments for a wide range of local law enforcement activities, including hiring and training of law enforcement officers, procurement of equipment and technology, establishment or support of drug courts, and other crime prevention activities.

Glossary of Budget and Financial Terminology

LOWNDES COUNTY

The county in which the City of Valdosta resides. It also refers to the county government of which the City of Valdosta is the largest city and the county seat.

MAJOR CONSTRUCTION PROJECTS

Includes projects and improvements that are not funded by a grant.

MAJOR FUND

A fund whose revenues, expenditures/expenses, assets or liabilities are at least 10% of corresponding totals for all governmental or enterprise funds. The General Fund is always a major fund.

MECHANICAL PERMIT

Revenue from businesses and individuals for the right to install heating and air conditioning equipment.

MILLAGE RATE

The ad valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.

MISCELLANEOUS REVENUE

All revenue of that cannot be classified in one of the other categories.

MOBILE HOME TAX

Taxes levied on an assessed valuation as of January 1 of mobile homes within the City limits of Valdosta, based on a millage rate set by Mayor and Council.

MODIFIED ACCRUAL BASIS

A basis of accounting recommended for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

MOTOR POOL FUND

This fund accounts for the cost of operating a maintenance facility for automotive equipment. The fund purchases the automotive equipment and leases the equipment to user departments on a predetermined per mile basis or a monthly rate based on accumulated historical costs.

NEW SERVICE FEE

A fee for establishment of new utility accounts.

NICHOLS

A local contractor who qualified as a builder for homes built with the federal Urban Development Action Grant Program.

Glossary of Budget and Financial Terminology

NOC	An acronym for utility accounts that are not on the computer billing by error. This is used by water, sewer, and sanitation.
NON BUSINESS LICENSES & PERMITS	Revenues from all non business licenses and permits levied according to benefits presumably conferred by the license or permit.
NON OPERATING REVENUES	Proprietary fund revenues which are incidental to, or by products of, the fund's primary service activities.
OBJECTIVE	A statement of specific direction, purpose, or intent based on the needs of the community and the goals established for a specific program.
OPERATING BUDGET	The portion of the budget pertaining to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.
OPERATING TRANSFERS	All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).
OPERATING REVENUE	Proprietary fund revenues which are directly related to the fund's primary service activities. They consist primarily of user charges for services.
OTHER FINANCING SOURCES	Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statements.
OTHER FINANCING USES	Governmental fund operating transfers out and the amount of refund bonds proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statements.
OTHER SERVICES & CHARGES	Includes expenditures/expenses for services that are required by the City for administration of its assigned functions.
PARKING FINES	Monies collected for violation of parking laws.

Glossary of Budget and Financial Terminology

PERFORMANCE MEASURE

Special quantitative and qualitative measure of work performed as an objective of a department or division.

PERSONAL SERVICES

Includes expenditure for salaries, wages, and related benefits provided for persons employed by the City of Valdosta.

PERPETUAL CARE

The amount of money that the purchaser pays at the time a cemetery lot is bought to be invested by the City to offset the cost of maintaining the cemetery lot.

PLANS & CONSTRUCTION

Revenue from the administrative review of plans & specifications on commercial building.

PLUMBING PERMIT

Revenue from businesses and individuals to secure the approval to perform plumbing work.

POLICE REVENUE

Revenue collected from reproducing accident reports through the Police Department.

POLICIES

These are definite courses or methods of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.

PROFESSIONAL SERVICES

Expenditures incurred by the City to obtain the services of recognized licensed professionals such as Doctors, Engineers, Certified Public Accountants, etc.

PROPERTY TRANSFER TAX

Tax paid on the transfer of real property. The tax is levied on the purchase price of the property.

PROPRIETARY FUND TYPES

Sometimes referred to as income determination or commercial-type funds, the classification used to account for government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities and accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position.

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PUBLIC UTILITIES	Tax levied on the property of the public utilities based on the values given by the tax assessor's office.
PUBLIC UTILITY SERVICES	Cost of electricity, natural gas, water and sewer, and communication services purchased for City Buildings and facilities.
RAILROAD EQUIPMENT TAX	Tax levied on railroads located within the corporate limits of Valdosta.
RECREATIONAL SCHOLARSHIP FUND	An expendable trust fund to account for all proceeds collected from fund raisers. The proceeds are used to fund scholarships for qualified participants in the recreation activities and programs of the Parks & Recreation Department.
RENTALS AND LEASES	Expenditures incurred in the renting or leasing of real estate, equipment, etc.
RESIDUAL EQUITY TRANSFERS	Nonrecurring or non-routine transfers of equity between funds (e.g., contribution of enterprise fund or internal service fund capital by the general fund or a debt service fund).
RESERVE	An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
RETAINED EARNINGS	A fund equity account which accumulates net earnings (or losses) of a propriety fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.
RETURNED CHECK FEE	Revenue collected on the return of non sufficient fund checks paid to the City.
REVENUE	Funds that the City receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.
REVENUE BONDS	Bonds whose principal and interest are payable from pledged revenue sources, and which are not legally backed by the full faith and credit of the City. Revenue bonds may be authorized by the City Council.
SUPPLIES	Articles and commodities which are consumed when used; categories include: office, operating, agricultural, cleaning, clothing, chemicals, etc.

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SURPLUS SALE PROPERTY	Revenue from the sale of City property no longer considered to be of value to the City.
SALES TAXES	Local option 1% sales taxes collected in Lowndes County and distributed by the state of Georgia to the local governments within Lowndes County.
SANITATION FUND	This fund is set up to finance and account for the cost of providing both residential and commercial trash and garbage pickup to citizens and businesses of the City.
SANITATION FEES	Revenue collected from users for the operation of the Enterprise Fund that includes monthly collection fees, adjustments, and landfill charges.
SELECTIVE SALES & USE TAXES	Taxes imposed upon the sale or consumption of selected goods or services.
SEWER FEES	Revenue collected from users of the sewer system for the sewer collection services provided.
SMALL TOOLS AND MINOR EQUIPMENT	Purchase of small powered and non-powered hand tools and small equipment costing less than \$5,000 and/or having a useful life expectancy of less than a year.
SPECIAL ASSESSMENTS	A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
SPECIAL PURPOSE SALES TAX REVENUES	Special sales and use tax imposed by Lowndes County for a specific period to time not to exceed five (5) years (four years if tax is for roads, streets and bridges). The tax imposed is one percent and is subject to referendum approval.
SPECIAL REVENUE FUNDS	This fund type is used to account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specific purposes.
SPLOST IV	The Special Purpose Local Option Sales Tax is a one percent sales tax voted on by the voters of Lowndes County to fund various capital improvements. This tax is imposed for a limited time, January 1, 1998 to December 31, 2002.
SPLOST V	A Special Purpose Local Option Sales Tax to fund capital projects from January 1, 2003 to December 31, 2007.

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SPLOST IV	A Special Purpose Local Option Sales Tax to fund capital projects from January 1, 2008 to December 31, 2013.
SUPPLIES	Includes articles and commodities purchased by the City to aid the departments in accomplishing their mission and which are consumed or materially altered when used.
TARGET AREA	The highest crime rate area within the City limits.
TAX COST	Revenue from penalties and interest assessed and collected on delinquent taxes owed.
TAX DIGEST	The total taxable net assessed value on all real property after the total of all appeals that have been or could be filed or arbitrations demanded have been reduced.
TAXES	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by Valdosta are approved by the City Council and are within the limits determined by the State.
TAX NOT ON DIGEST	Property located or identified after the digest is approved by Lowndes County for submission to the State.
TELEPHONE INCOME	Revenue earned from the various public telephones on city owned property.
TRANSFER FEE	A fee for transferring a utility account.
TRAVEL & TRAINING	Those expenditures/expenses related to employee training cost and expenses incurred in the conduct of City business including subsistence.
TRUST AND AGENCY FUNDS	Also known as Fiduciary Fund Types, these funds are used to account for assets held by the City in a trustee capacity or as an agent for private individuals, organizations, or other governmental agencies. The fiduciary funds used by the City include non expendable trust and agency funds. A non expendable trust fund is a fund in which the principal may not be expended. These funds are accounted for in essentially the same manner as proprietary funds. Agency funds are custodial in nature (assets equal liabilities) and do not measure the results of operations.
UDAG	An acronym for Urban Development Action Grant.

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URBAN DEVELOPMENT ACTION FUND	Federal grants from the U S Department of Housing and Urban Development that were used to provide low interest second mortgages to qualified home buyers.
USER FEES	Fees for services provided to the user.
VEHICLE SERVICES	Cost to the City of Valdosta of vehicles for city operations whether City or privately owned.
VENDING MACHINES	Revenue earned from various public vending machines within the city government.
WAREHOUSE RENT	Rent paid by the Water Sewer Fund for rental of an office complex and warehouse from the General Fund.
WATER AND SEWER REVENUE FUND	This fund is set up to finance and account for the cost of providing both water and sewer services to the residents and businesses of the City.
WATER FEES	Revenue collected from users of the system for the sale of water. This includes water fees, adjustments, hydrant water, reconnect fee, and miscellaneous water sales.
WORKING CAPITAL	Fund equal to 45 days of the General Fund's budget which is set aside as a designation to be used in extraordinary emergency situations only.
WPCP	An acronym for water pollution control plant.



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