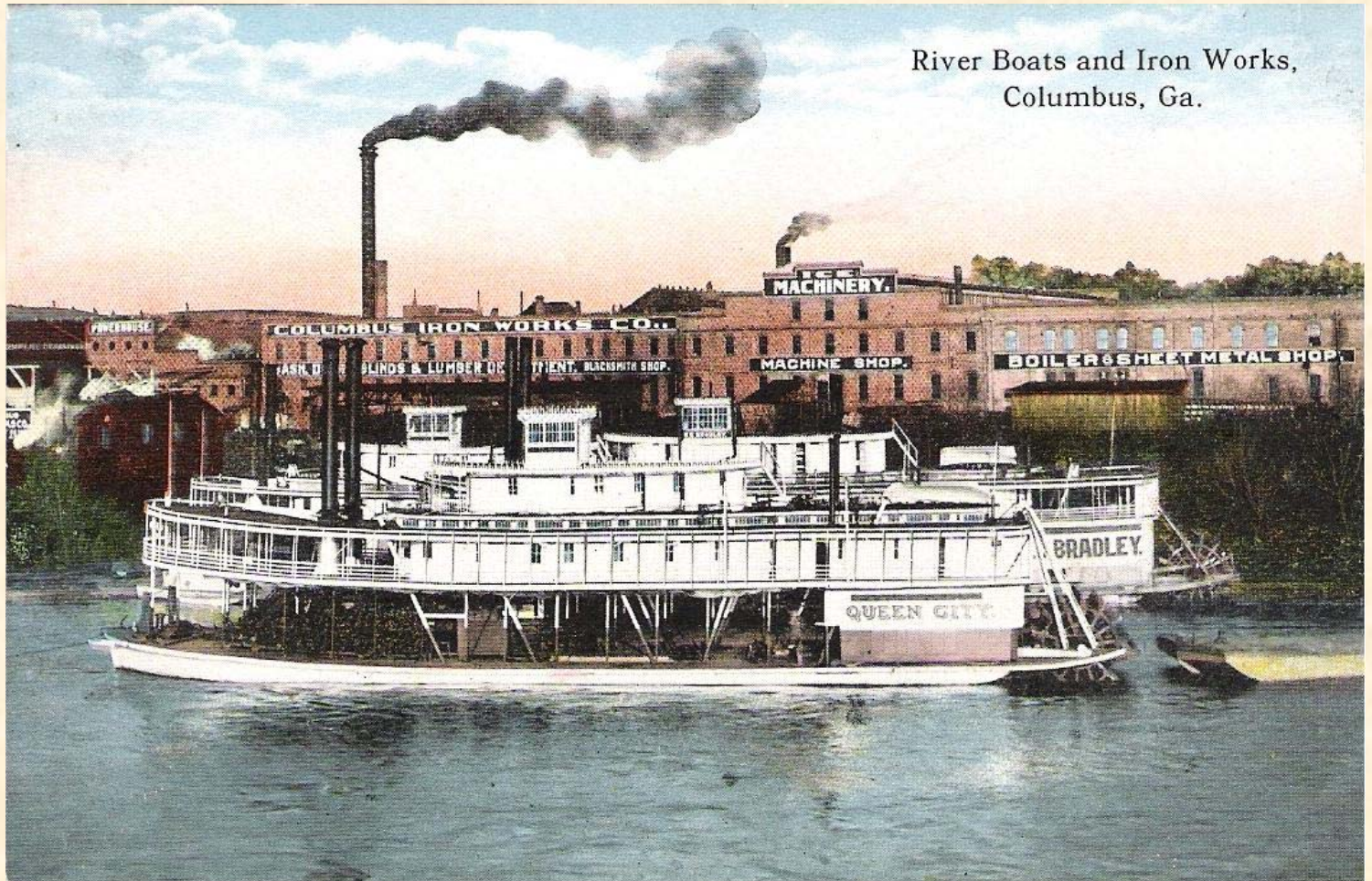


# Columbus, Georgia



Columbus Consolidated Government  
Fiscal Year 2012  
Operating Budget

Columbus Consolidated Government  
Annual Operating Budget  
July 1, 2011 - June 30, 2012

---

Mayor and Council

Mayor – Teresa Pike Tomlinson

Mayor Pro-Tem, Councilor, District 4 - Evelyn Turner Pugh

Budget Review Chairman, Councilor, At Large – Berry “Skip” Henderson

Councilor, District 1 – Jerry “Pop” Barnes

Councilor, District 2 – Glenn Davis

Councilor, District 3 – Bruce Huff

Councilor, District 5 – Mike Baker

Councilor, District 6 – Gary Allen

Councilor, District 7 - Evelyn “Mimi” Woodson

Councilor, District 8 – C. E. “Red” McDaniel

Councilor, At Large – Judy Thomas

---

Isaiah Hugley  
City Manager

Lisa Goodwin  
Deputy City Manager

David Arrington  
Deputy City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Columbus Consolidated Government  
Georgia**

For the Fiscal Year Beginning

**July 1, 2010**

President

Executive Director

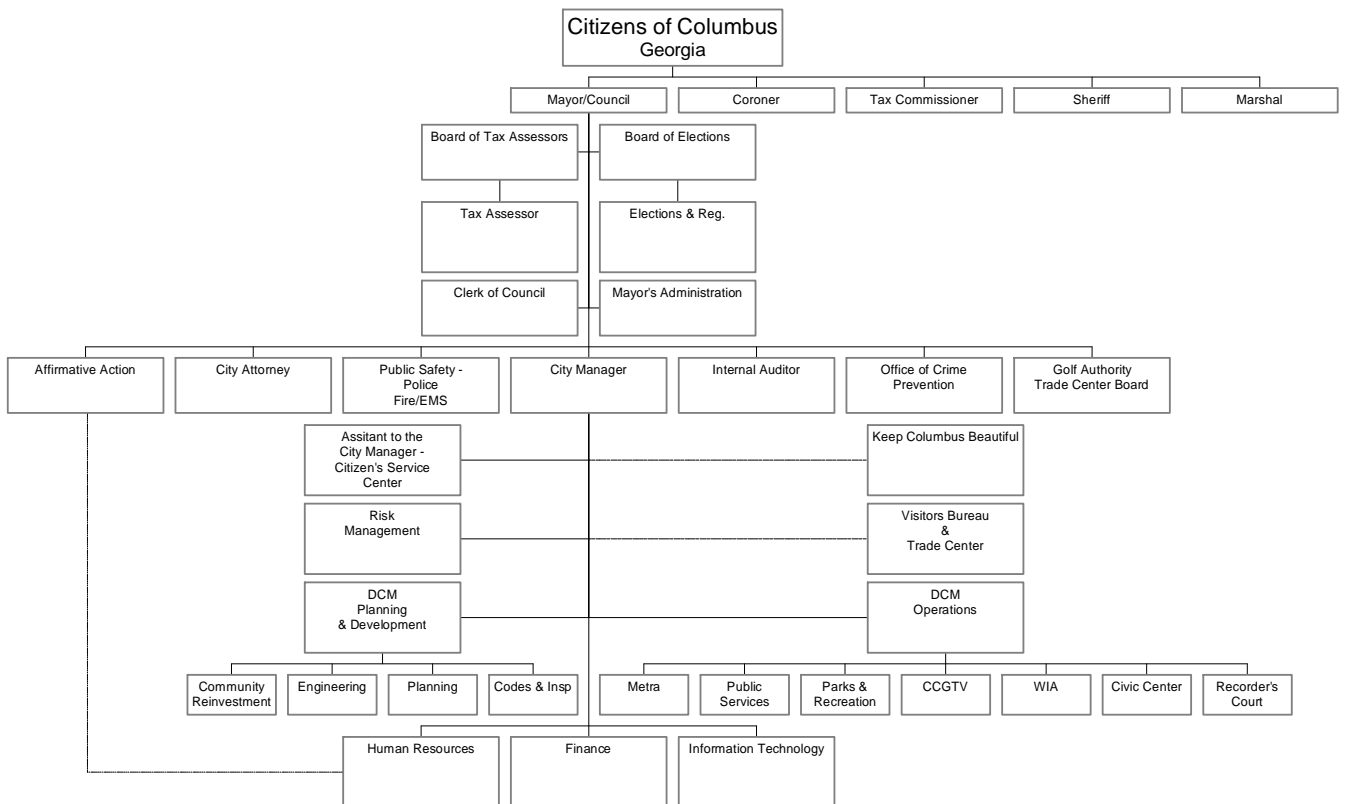
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Columbus Consolidated Government for its annual budget for the fiscal year beginning July 1, 2010.

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

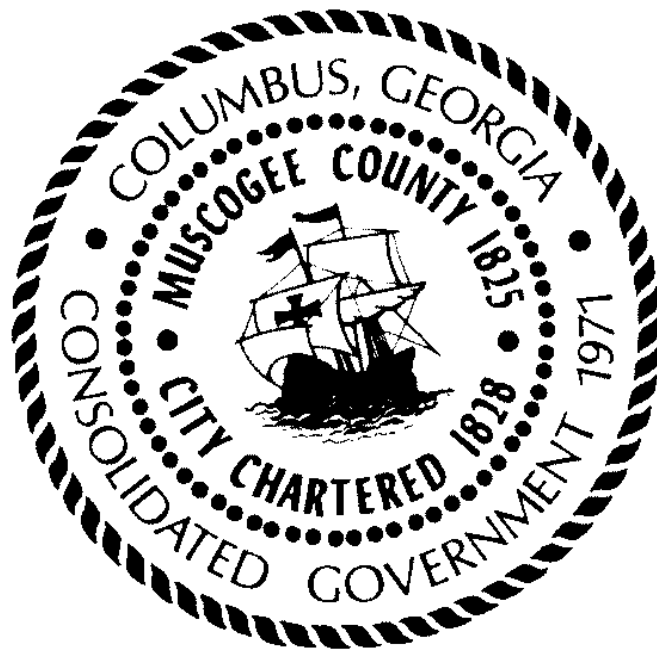
The award is valid for a period for one year only. We believe our current document continues to conform to program requirements, and we are submitting it to GFOA to determine its' eligibility for another award.

# City of Columbus, Georgia

## Organizational Chart







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# QUICK REFERENCE GUIDE

There are three tools that will help the reader locate information in the current Operating Budget for Columbus, Georgia.

The first is the traditional **Table of Contents**, which outlines the entire document. Next is this **Quick Reference Guide**. It shows the reader where to find answers to commonly asked questions, along with section references and page numbers. If you have a similar question, this is the quickest way to find the answer. Last is the **Document Notes** on the following page, which briefly explains what each section of the book contains.

If you have this question Refer to the following Tabs & Page(s)

| Question  | Tab   | Page             |
|---|---|------------------|
| What does that word, phrase or acronym mean?                  | Glossary .....<br>Acronyms.....   | E-1<br>E-7       |
| How much is the current budget?                               | Introduction: City Manager's Message .....<br>Financial Summaries.....  | 12<br>B-1        |
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| Does the city have financial policies?                        | Budgetary: Policies and Procedures .....  | A-1              |
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## DOCUMENT NOTES

The Columbus Consolidated Government budget document provides comprehensive information about the government's policies, goals, financial structure and operations. This document also contains information on major initiatives, demographics of the city and capital budget.

The **Introduction** contains the transmittal letters from the Mayor and City Manager, organizational chart, overview and general information on Columbus.

**Budgetary Policy** discusses the budget preparation process and a summary of the financial structure.

The **Personnel** section describes the benefit package and presents a history of authorized positions combined for all funds.

The **Financial Summaries** provides a graphic and financial overview of each adopted operating fund along with highlights on significant revenues and expenditures.

The **Operating Fund Summaries** includes a brief description of the department, performance measures, personnel summaries and program categories by costs.

The **Appendix** section includes a variety of data, which should be useful to the reader in better understanding the budget. Also, in this section is a Glossary for those not familiar with governmental terms and Capital Outlay listing.

The **Capital Improvement Program** has been moved to a separate document, providing detailed information on the various projects.

A dedicated effort is made to enlighten the general public about the government that serves them. Throughout the budget process, many of the issues are televised on the government access channel. A copy of the document is placed on file with the Clerk of Council in accordance with the City Charter. A budget document is made available on the internet by accessing [http://www.columbusga.org/finance/Budget\\_Books.htm](http://www.columbusga.org/finance/Budget_Books.htm).

Comments on the budget may be e-mailed to the Finance Director's office at [phodge@columbusga.org](mailto:phodge@columbusga.org). The Financial Planning Division may be contacted at (706) 653-4087.

Columbus Consolidated Government won its first budget award in FY93. Each subsequent year, the government has been honored by the distinction. We believe that this document follows that same tradition. Additionally, CCG has also received the Certificate for Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) since FY91.



# COLUMBUS CONSOLIDATED GOVERNMENT

*Georgia's First Consolidated Government*

Post Office Box 1340

Columbus, Georgia 31902-1340

Telephone (706) 653-4712

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TERESA TOMLINSON

*Mayor*

July 1, 2011

Dear Citizens of Columbus, Georgia and City Councilors:

The adopted FY 2012 Budget is **reduced** by 7.66%, or \$21,467,904 million: down from \$280,084,085 in FY 2011 to \$258,616,181 in FY 2012. This reduction is due largely, but not entirely, to the 2009 Other Local Option Sales Tax rollback requirement, which inflated the budget in FY 2011.

## **FY 2012 Budget Challenges**

We are predicting a 2% decrease in our tax digest. We expect our sales tax collections to remain flat; and, we anticipate the State of Georgia, given its historic budget deficit, may push costs to our municipality that it has traditionally carried. We recognize our revenue predictions are conservative, but note that last year's predictions were conservative as well and we overshot our estimate by .5%. We understand that Base Realignment and Closure (BRAC) growth is coming; however, it has been gradually coming our way for some time, and we have not yet seen the economic effect that we believe will impact our community.

## **General Fund Reserve**

The city's FY 2012 Budget would expend 13.23 days of our 79.84 day General Fund Reserve, bringing the Reserve down to 66.60 days. The Government Finance Officers Association recommends a minimum 60-day operating reserve. Going below the 60-day reserve could jeopardize the Columbus Consolidated Government's impressive bond ratings of AA+ from Standard & Poor's and Aa2 from Moody's.

Of the 13.23 days of General Fund Reserve consumed in this FY 2012 Budget, 6.96 days<sup>1</sup> were previously committed in prior years and 1.78 days of reserve funds were needed after extensive

---

<sup>1</sup> The 6.96 days of previously committed reserves are comprised of the following: Baker Village (\$248,715 – year 6 of 7); Development Authority, NCR Project (\$948,000 – year 2 of 10); River Restoration (\$1,291,667 – year 2 of 3); and Emergency 911 Fund (\$433,548 – year to year).

cuts and reductions to balance this Budget in the Recommended Budget. An additional 4.49 days of reserve funds were allocated as part of this final budget document.

### **Pension Fund Considerations**

One of the most significant hurdles in compiling this Budget is the demand of our increasing employee costs through Pension Fund obligations. This year a \$27.8 million payment is required to assure the integrity of the city's commitment to our employees' Defined Benefit Pension Plan. In order to balance these obligations, we have adopted a reassessment of our Pension Fund commitment from a "7-year to fully fund" period to a "15-year fully fund period".<sup>2</sup> This has the mathematical effect of freeing up some \$1,580,302 million of FY 2012 pension obligation for the purpose of balancing the General Fund budget without using the 3.77 days of reserve that would be necessary to fund that amount otherwise.<sup>3</sup>

### **Operational Costs and Challenges**

In order to balance the Budget, all Department Heads (except the Columbus Police Department) reduced their General Fund departmental budgets by 2%. The Mayor's Office had, previous to the adoption of the FY2012 Budget, cut its budget by 16.65%. The total savings in departmental reductions is \$2,207,948 (or 5.26 Reserve Fund days). We denied all requests for reclassifications and new positions from the General Fund.<sup>4</sup>

### **Modest Cost of Living Adjustment for All Employees**

A modest cost of living increase across all operating funds of .5% for all employees and retirees (at a cost of \$485,678) are included in this budget. This results in a General Fund obligation of \$365,526 or 0.87 Reserve Fund days.

### **Historically Subsidized Funds, Affiliates and Entities**

Cuts were made to several Funds, affiliates and entities historically subsidized by the CCG General Fund. The decline in revenue and other demand for city resources makes these continued subsidies imprudent despite the unquestioned value of the Fund, affiliate or entity.

- **Integrated Waste Fund** –Over the past two years the General Fund has subsidized the day-to-day functioning costs of our Integrated Waste Fund some \$379,852. The Fund is not self-sustaining because the garbage fees collected do not cover the expenses of the service provided to our citizens, even given our use of prison labor. The FY 2012 Budget

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<sup>2</sup> The CCG's separate Public Safety Defined Benefit Pension Plan is currently on an "8-year to fully fund track", but under this Budget's proposal would be on the "15-year to fully fund" track.

<sup>3</sup> The total mathematical effect of this adjustment across all operating funds and outside agencies is \$3,276,000.

<sup>4</sup> Prior to this FY 2012 budget process, Council approved in calendar year 2011 a new position for the Clerk of Superior Court, a new position for the Ice Rink Manager and a reclassification of the Assistant City Attorney. Those General Government costs are necessarily reflected in this Budget, even though they were not a part of this budget process.



demands a subsidy of \$187,000, without consideration of costs for new garbage trucks or the costs of dealing with our landfill issues. Any excess reserves for the Integrated Waste Fund over operating costs should be placed in a contingency fund for the likely need to purchase garbage trucks in future years (we currently need eighteen), or to allocate additional funds to the costs of closure and post-closure of our land-fills.<sup>5</sup>

- **Civic Center Fund** – The Civic Center Fund had an operating deficit in FY 2011 increasing the loan from the General Fund to \$937,401. A subsidy is not budgeted for FY 2012 because it is not expected to be needed barring an unforeseen occurrence.
- **Civil War Naval Museum** –The subsidy to the Civil War Naval Museum is included at \$250,000 for FY 2012, down from \$300,000 in FY 2011. The museum owes the City a balance of \$248,384, from prior loans. We are working with the Museum to assist in its development of a self-sustaining business model, free of future subsidy.
- **Public Golf Course Fund** –We have two public golf courses in our community: Bull Creek (36 holes) and Oxbow Meadows (9 holes). In FY 2012, the subsidy to the public golf courses is \$350,000, down from \$893,917 in FY 2011. In the past 6 years, the General Fund of the CCG has subsidized the running of our public golf courses in the amount of \$1,205,375. In addition to this subsidy, the balance owed from the golf courses to the General Fund as of June 30, 2011, was \$3,114,194. We continue collaborating with the Golf Authority and a team of experienced community volunteers to develop a sustainable business plan and successful fundraising effort so that our public golf courses are productive, self-sustaining assets.
- **Affiliates and Entities** - For years the city has had a relationship with the quasi-governmental organizations of Keep Columbus Beautiful, UPtown, Inc., Cooperative Extension and Literacy Alliance, Inc. Due to our current revenue restrictions, our subsidies to these entities are being reduced from their FY 2011 level.
  - Keep Columbus Beautiful - FY 2012 subsidy reduced by 10% to \$72,706.
  - UPtown, Inc. - FY 2012 subsidy reduced by 10% to \$72,900.
  - University of Georgia (UGA) Cooperative Extension - FY 2012 subsidy reduced by 1.5% to \$140,187.
  - Literacy Alliance, Inc. - FY 2012 subsidy reduced by 10% to \$14,580.

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<sup>5</sup> We have a currently unfunded \$22.4 million (estimated) expense for the closure and post-closure costs of our landfill, which inevitable cost will be upon us in approximately 15 years.

### **User Fees**

In order to attempt to recoup the administrative and other costs related to the provision of particular city services we have proposed the creation of, or increase in, User Fees to help cover those costs. These adopted User Fees are expected to bring \$ 102,800 in additional revenue to the city to help offset the costs directly related to the services provided to users. The User Fees created or adjusted in this FY 2012 Budget are as follows:

| <b>Department</b> | <b>Fee Description</b>  | <b>Additional Revenue Produced</b> |
|-------------------|---|------------------------------------|
| Inspections/Codes | Building Permits – Increase minimum fee from \$50 to \$75 and increase \$3 per \$1,000 value to \$4 per \$1,000 value | \$100,000                          |
| Planning          | Special Exception Use Request – Increase from \$250 to \$500  | \$2,000                            |
| Planning          | BHAR – Demolition Permits submission fee will be \$50   | \$500                              |
| Planning          | BHAR – Board Review Application fee will be \$25  | \$200                              |
| Planning          | BHAR – Staff Approval Request fee will be \$10  | \$100                              |

### **Other LOST Funds**

In 2008, the citizens of Columbus, Georgia approved a one penny sales tax for the purposes of funding Public Safety (70%) and Infrastructure (30%) needs. In FY 2010 and FY 2011, many expenditures of the Other LOST funds were recurring costs, such as employee costs. This means that a sizeable portion of the \$30.6 million FY 2012 Other LOST funds is committed to cover those previously incurred and now recurring costs. We expect to collect approximately \$4 million in Other LOST revenues for FY 2012 over and above that amount needed to meet our prior commitments. Approximately \$1.17 million of the Other LOST revenues collected in FY 2011 year (largely from unused funds from our new Office of Crime Prevention) reverted to the Other LOST fund leaving this FY 2012 budget with \$ 5.17 million not previously committed.<sup>6</sup> Accordingly, an allocation among Public Safety departments based in part on the number of sworn officers in the departments and in other part on their request for funds, the particular needs of each department and their past allocations:

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<sup>6</sup> The FY 2012 Budget reduces the budget of the Office of Crime Prevention (OCP) to \$830,000, down from its FY 2011 appropriation of \$1 million.



| <b>Public Safety Department</b>   | <b>No. of Sworn Officers</b> | <b>FY 2012 Allocation</b> |
|-----------------------------------|------------------------------|---------------------------|
| Columbus Police Department        | 488                          | \$ 1,859,164              |
| Columbus Fire and EMS Department  | 370                          | \$ 809,612                |
| Muscogee Co. Prison               | 110                          | \$ 53,296                 |
| Homeland Security                 | 2                            | \$ 59,500                 |
| Muscogee Co. Marshal's Office     | 19                           | \$ 286,079                |
| Muscogee Co. Sheriff's Department | 312                          | \$ 1,885,318              |
| Recorder's Court                  | N/A <sup>7</sup>             | \$ 88,700                 |
| State Solicitor's Office          | N/A                          | \$ 120,152                |
| Clerk of Municipal Court          | N/A                          | \$ 3,642                  |
| Muscogee County Coroner           | 3                            | \$ 3,950                  |

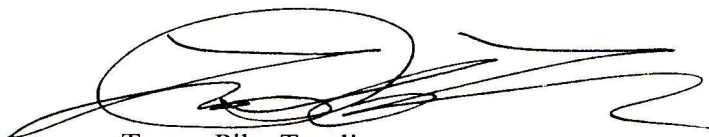
The 30% of the Other Lost funds, or \$9.75 million, allocated for Infrastructure is to be expended on Riverwalk repair, information technology, facility improvements, storm water and sewer rehabilitation, and road resurfacing and improvements.

This budget is responsible and is prepared to sustain necessary and desired city services today and in the future. To Budget Chair Skip Henderson and other members of Council, I would like to thank each of you on the hard work that was required to reach this adopted budget.

I also want to thank City Manager Isaiah Hugley, Finance Director Pamela Hodge, Department Heads and the staff from each of those departments for their work in preparing this budget.

This is the adopted budget for FY2012.

Very truly yours,



Teresa Pike Tomlinson

Mayor

Columbus Consolidated Government

<sup>7</sup> Prosecutors and courts are directly impacted by the Other LOST expenditures on Public Safety. Other LOST funds were appropriated for prosecutors and courts in our FY 2011 budget and have been deemed directly related to Public Safety objectives.





# Columbus, Georgia

## Georgia's First Consolidated Government

P.O. Box 1340, Columbus, Georgia 31902-1340

ISAIAH HUGLEY  
City Manager

July 1, 2011

Telephone (706) 653-4029  
FAX (706) 653-4032

Dear Ladies and Gentlemen:

Columbus, Georgia continues to be in a unique situation as we prepare for the expected growth of our community. We struggle with meeting the increased demands of the citizens, with limited revenue growth potential and the expected decline in the tax digest and little or no change in select major revenue sources. As the nation continues to cope with the consequences of unprecedented times in the housing and financial markets, Columbus, Georgia has not been untouched. The Columbus Consolidated Government is committed to providing services to meet the demands of our citizens and be preparing for the expected growth as we continue to stand for "PAST", Performance, Accountability, Service, and Trust.

In preparing this FY12 Recommended Budget, the needs and demands of the citizens we serve were at the root of our concerns. The goal for the FY12 Operating Budget was to live within our means and meet the citizen's requirements. With the local, regional and national economy experiencing contractions in consumer spending and housing, and the digest expected to decline with other revenues remaining unchanged, this budget cycle experienced challenges. The FY12 Operating Budget is balanced at \$258,616,181 (\$226,116,181 plus the Other Local Option Sales Tax (LOST) of \$32,500,000). In order to balance the budget, \$11,176,407 of fund balance across all operating funds was used plus \$1,900,000 of the Other LOST Fund Balance. Fund Balance of \$248,715 was used from the General Fund for the approved commitment to the Baker Village Revitalization project, \$948,000 for the commitment to the Development Authority-NCR Project, \$1,291,667 for the River Restoration Project, \$433,548 was used from the General Fund for a subsidy to the Emergency 911 Fund, \$3,329,963 was used from the General Fund towards general operations, \$83,356 was used from the Debt Service Fund, \$99,860 was used from the Transportation Fund, \$125,803 was used from the Parking Management Fund, and \$240,495 was used for the Trade Center Fund. Fund Balance of \$1,900,000 was used from the Other LOST of funds reallocated from FY11. The expected decline in the City's digest and other major revenue sources remaining unchanged, required operational changes and a 2% reduction for the majority of General Fund departments. Minimal operation changes in a few key areas for expected increases in utilities and fuel were considered in the overall budget recommendation. Capital requests and infrastructure repair and replacement were postponed this budget cycle in the General Fund.

The millage rate returned to the FY10 level after the one year of reduction in FY11 for the Other Local Option Sales Tax rollback requirement. The millage rate is 17.88 mills from 10.62 mills for USD #1, 11.90 mills from 7.06 mills for USD #2 and 11.00 mills from 5.82 mills for USD #4. The total General and Urban district subject to the 9 mill cap is 9.00 mills in USD #1, 6.13 mills in USD #2, and 5.98 mills in USD #4.

### Challenges

We continue to struggle for replacement of capital equipment and infrastructure maintenance. This is somewhat alleviated with the approval of the 2009 Other Local Option Sales Tax on July 15, 2008. The new LOST became effective January 1, 2009. The Columbus City Council confirmed by resolution to dedicate 70% of the tax to Public Safety and 30% of the tax to Infrastructure. In this budget, we were not able to fund requests for equipment and infrastructure in the General Fund. We were able to fund minimal capital requests in other operating funds, but left many justified equipment requests and projects unfunded. Cost of operations remains at a minimal level.

Pension costs continue to escalate. In this budget year, the unfunded pension liability was extended from a 7-year amortization for the General Government Plan (8-year for the Public Safety Plan) to a 15-year

amortization. This reduced the annual required contribution for the pension plans by \$3.276 million. The requirements of the pension fund will continue to have a significant impact on the personnel costs now and in the future with the requirement of governments to quantify post employment health benefits.

In FY09, the pay and classification study conducted by the University of Georgia was adjusted to 100% of the July 1, 2008 market rate and was implemented on September 29, 2008. An advancement or adjustment to the UGA Pay Plan has been postponed again for FY12 until revenue can support and sustain any additional increases. The only concession made in this budget was a minimal cost of living adjustment for General Government, Public Safety, and Retired employees of 0.50%. The Public Safety employees receive an annual \$3,000 supplement, which began July 1, 2009.

### **Budget Process**

Early in the budget preparation period, we forecasted that revenues would not fully support the operations of the government. The combination of reduction in expenditures, delaying capital and infrastructure purchases, reducing or eliminating subsidies to other funds and agencies, extending the amortization of the unfunded pension liability, preserving General Fund-Fund Balance, and utilizing one-time revenues allowed us to balance the budget during this difficult economic time. A reduction of 2% in the tax digest for FY12 is estimated and a 96% collection rate is projected. The majority of departmental budgets was reduced by 2% and a select few departments allocated additional resources to meet operational and service requirements. With departments essentially operating at minimal funding levels, departments will have the extraordinary challenge of providing more, in most cases, with continued less financial resources and no additional human resources for all departments except those receiving funding from the Other LOST. Some departments will have to postpone hiring any vacant positions, reduce part time hours, to evaluate operational priorities in order to adjust for the 2% reduction. This reduction could impact the services provided to the citizens.

The chart below details the Adopted Operating Budget for FY12. The left columns identify the funding for each fund, and the right columns show the appropriation for each fund in comparison with the adopted budget for FY11. The Fund Balance column identifies those funds, which requires fund balance to balance their appropriations: General Fund and Parking Management Fund.

| FISCAL YEAR 2012                   |                 |                 |               |                     |                 |             |
|------------------------------------|-----------------|-----------------|---------------|---------------------|-----------------|-------------|
| SUMMARY OF FUNDS AND APPROPRIATION |                 |                 |               |                     |                 |             |
| TOTAL FUNDING                      |                 |                 |               | TOTAL APPROPRIATION |                 |             |
| FUNDS                              | FY12<br>REVENUE | FUND<br>BALANCE | TOTAL         | FY12<br>BUDGET      | FY11<br>ADOPTED | %<br>CHANGE |
| General                            | \$142,723,067   | \$6,626,893     | \$149,349,960 | \$149,349,960       | \$150,964,190   | -1.07%      |
| Stormwater<br>(Sewer)              | 4,799,501       | 0               | 4,799,501     | 4,799,501           | 4,781,819       | 0.37%       |
| Paving                             | 13,726,678      | 4,000,000       | 17,726,678    | 17,726,678          | 13,676,754      | 29.61%      |
| Medical Center                     | 12,887,862      | 0               | 12,887,862    | 12,887,862          | 12,606,257      | 2.23%       |
| E911                               | 3,319,548       | 0               | 3,319,548     | 3,319,548           | 3,264,640       | 1.68%       |
| Integrated<br>Waste                | 10,027,000      | 0               | 10,027,000    | 10,027,000          | 9,864,049       | 1.65%       |
| Debt Service                       | 9,908,550       | 83,356          | 9,991,906     | 9,991,906           | 10,584,797      | -5.60%      |
| Transportation                     | 5,720,869       | 99,860          | 5,820,729     | 5,820,729           | 6,154,962       | -5.43%      |
| Parking<br>Management              | 206,500         | 125,803         | 332,303       | 332,303             | 330,866         | 0.43%       |
| Trade Center                       | 2,553,600       | 240,495         | 2,794,095     | 2,794,095           | 2,749,438       | 1.62%       |
| Bull Creek                         | 1,377,000       | 0               | 1,377,000     | 1,377,000           | 1,643,970       | -16.24%     |
| Oxbow Creek                        | 502,700         | 0               | 502,700       | 502,700             | 570,507         | -11.89%     |
| FUNDS                              | FY12            | FUND            | TOTAL         | FY12                | FY11            | %           |

|                      | REVENUE       | BALANCE      |               | BUDGET        | ADOPTED       | CHANGE  |
|----------------------|---------------|--------------|---------------|---------------|---------------|---------|
| Civic Center         | 6,203,871     | 0            | 6,203,871     | 6,203,871     | 5,556,264     | 11.66%  |
| Economic Development | 983,028       | 0            | 983,028       | 983,028       | 1,008,501     | -2.53%  |
| Sub-TOTAL            | \$214,939,774 | \$11,176,407 | \$226,116,181 | \$226,116,181 | \$223,744,022 | 1.06%   |
| 2009 Other LOST      | 30,600,000    | 1,900,000    | 32,500,000    | 32,500,000    | 56,340,063    | -42.31  |
| TOTAL                | \$245,539,774 | \$13,076,407 | \$258,616,181 | \$258,616,181 | \$280,084,085 | -7.66%  |
|                      |               |              |               |               |               |         |
| Health               | \$19,200,000  | 0            | \$19,200,000  | \$19,200,000  | \$19,200,000  | 0.00%   |
| Risk Management      | 3,740,000     | 0            | 3,740,000     | 3,740,000     | 3,740,000     | 0.00%   |
| CDBG                 | 2,169,160     | 0            | 2,169,160     | 2,169,160     | 1,959,970     | 10.67%  |
| WIA                  | 3,469,794     | 0            | 3,469,794     | 3,469,794     | 1,525,740     | 127.42% |

The total operating budget is \$226,116,181, excluding the Other Local Option Sales Tax, WIA, Community Development Block Grant, Risk Management and Health Insurance Fund and \$258,616,181 with the Other LOST. WIA and Community Development Block Grant have different budget cycles due to federal regulations; an estimated budget is incorporated in the regular budget process. Budget adjustments for these funds will be forwarded to Council in the Fall.

### **Assessment**

The Columbus Consolidated Government offers an array of services to its residents including public safety, judicial, parks and recreation, sanitation and general government operations. At the time of consolidation in 1971, the government recognized that not all citizens within Muscogee County would receive equivalent levels of service. In recognition of this disparity, specific tax districts were established to levy taxes in direct proportion to services provided within each taxing district.

Currently, there are three urban service districts (USD1, USD2, and USD4), not including the special districts created for the Business Improvement District. The assessment and millage set for the primary three districts are distinguished by the services provided to each district: general services and urban services. The general services are provided to the total area of Muscogee County as fixed and established on the effective date of the last amendment to the charter. Functions and services provided to the general service district are commonly available and accessible or otherwise provided to all residents throughout the total area of the county. Examples are judicial services, parks and recreation, city administration, certain police services, health facilities and incarceration facilities. Urban service districts provide more comprehensive and intensive levels of governmental duties. Examples are fire protection, police patrol services and street maintenance. The total millage for urban and general service plus transportation services has a nine-mill cap not including debt service, Medical Center appropriation, and road and stormwater (sewer) millages.

The criterion for calculating the millage rate in each district is outlined below.

**General Service** - Services are of equal level throughout the county. Taxes are levied on all Muscogee County property owners.

**Medical Center Tax** - A three-mill levy is assessed with revenue paid to the Hospital Authority for medical care of county residents who cannot afford medical treatment.

**METRA** - This tax is levied to subsidize mass transit in the city. Taxes are levied after all other income from fares and other service charges and other governmental entities are calculated.

**Urban Service** - Services are diverse in various sections of the county. Taxes are levied proportionately on property owners of each district based on the level of service.

**Fire Tax** - The millage rate is dependent on the Fire Department's ISO rating for each district. The ISO rating is the same throughout all of Muscogee County.

**Patrol Services** - The tax rate is calculated according to the median response time on all police calls.

**Stormwater (Sewer)** - The tax rate is calculated according to the number of miles of public roads and streets in the district, which are maintained at local expense.

**Street Maintenance** - The tax rate is calculated according to the number of miles of public roads in each district per acre of land. Taxes are levied in the Paving Fund for this activity.

The chart below shows the distribution of the millage among districts.

| TAX MILLAGE COMPARISON<br>FY11 ADOPTED TO FY12 ADOPTED |                           |                 |        |                           |                 |        |                           |                 |        |
|--|---------------------------|-----------------|--------|---------------------------|-----------------|--------|---------------------------|-----------------|--------|
|  | URBAN SERVICE DISTRICT #1 |                 |        | URBAN SERVICE DISTRICT #2 |                 |        | URBAN SERVICE DISTRICT #4 |                 |        |
|  | FY11<br>Adopted           | FY12<br>Adopted | Change | FY11<br>Adopted           | FY12<br>Adopted | Change | FY11<br>Adopted           | FY12<br>Adopted | Change |
| Total General and Urban                                | 1.01                      | 8.18            | 7.17   | 0.91                      | 6.13            | 5.22   | 0.79                      | 5.98            | 5.19   |
| METRA  | 0.70                      | 0.82            | 0.12   | 0.70                      | 0.82            | 0.12   | 0.70                      | 0.82            | 0.12   |
| Total Subject to Cap                                   | 1.71                      | 9.00            | 7.29   | 1.61                      | 6.95            | 5.34   | 1.49                      | 6.80            | 5.31   |
|  |                           |                 |        |                           |                 |        |                           |                 |        |
| Stormwater (Sewer)                                     | 1.22                      | 1.24            | 0.02   | 0.21                      | 0.20            | -0.01  | N/A                       | N/A             | N/A    |
| Paving   | 3.36                      | 3.44            | 0.08   | 0.91                      | 0.55            | -0.36  | N/A                       | N/A             | N/A    |
| Medical Center   | 3.00                      | 3.00            | 0.00   | 3.00                      | 3.00            | 0.00   | 3.00                      | 3.00            | 0.00   |
| Total M & O  | 9.29                      | 16.68           | 7.39   | 5.73                      | 10.70           | 4.97   | 4.49                      | 9.80            | 5.31   |
| Debt Service   | 1.08                      | 0.95            | -0.13  | 1.08                      | 0.95            | -0.13  | 1.08                      | 0.95            | -0.13  |
| Economic Development                                   | 0.25                      | 0.25            | 0.00   | 0.25                      | 0.25            | 0.00   | 0.25                      | 0.25            | 0.00   |
| Total Tax Rate   | 10.62                     | 17.88           | 7.26   | 7.06                      | 11.90           | 4.84   | 5.82                      | 11.00           | 5.18   |

In Urban Service District #1, which encompasses most of the community's land area, the millage rate will return to the FY10 level to 17.88 mills from 10.62 mills. Funding is continued for economic development activities. In Urban Service District #2, which extends along the northern boundary of Columbus, the tax rate will be 11.90 from 7.06 mills. In Urban Service District #4, which is presently limited to some small parcels near the Fort Benning reservation, tax rate will be 11.00 mills from 5.82. The millage rate decreased in FY11 due to the Other Local Option Sales Tax rollback requirement of \$30,145,848, which represents the 2009 calendar year collections of the Other LOST. In this current budget cycle, the millage rate substantially returns to the FY10 levels. Under the requirements of the Taxpayer Bill of Rights, three public hearings was held in order for citizens to discuss the changes in the tax rate.



## **Personnel Changes and Employee Compensation**

Each year, a major portion of the budget is allocated to personnel costs. In FY12, that percentage will reach almost 60%. This budget postpones any advancement or adjustment of the University of Georgia pay and classification plan. The pay plan was advanced to 100% of the July 1, 2008 market rate on September 29, 2008. The city will maintain its annual contribution of \$5,400 per employee for health care and the employee's premium will remain the same also. A preferred rate is offered to those employees who are not tobacco users. There is an additional premium for employees with spouses who have access to employer sponsored health insurance. Staff will continue to pursue development of "tools" to help our employees make better health choices based on education and cost cutting strategies. Pay adjustment for constitutional officers and those employees affected by the State of Georgia pay system will not receive an increase in FY12. The only concession made in this budget was a minimal cost of living adjustment for General Government, Public Safety, and Retired employees of 0.50%. The Public Safety employees receive an annual \$3,000 supplement, which began July 1, 2009. .

There is a reduction of one position in the General Fund in the Mayor's Office and one position in the Trade Center Fund. There is an increase of 32 positions in the Other Local Option Sales Tax Fund. Other personnel adjustments are outlined in Section C of this document.

## **Capital Projects and Capital Outlay**

The FY12 budget includes \$10,887,426 in capital improvements projects (\$6,628,151 for Other LOST) and \$6,605,771 for capital outlay (\$3,460,497 for Other LOST). Funding has been included for road resurfacing, and pipe rehabilitation and replacement. Details of the capital improvement projects are found in Section E. The capital outlay is detailed in the Appendix – Section F.

## **Departmental Highlights**

Listed below are the major budget highlights for each department. Some departmental budgets have increases in personnel costs because of the positions allocated in the Other Local Option Sales Tax. Major changes beyond personnel are identified with additional details contained in the following sections of the document.

- ◆ The Legislatives' FY12 funding level is \$503,626, a 3.73% decrease from the FY11 adopted budget. This department includes the Council and the Clerk of Council divisions.
- ◆ The Executive's FY12 funding level is \$402,286, a 13.51% decrease from the FY11 adopted budget. This department includes the Mayor's Office and the Internal Auditor Department. The Crime Prevention/Intervention program will also receive funding from the Other Local Option Sales Tax in the amount of \$900,000.
- ◆ The City Attorney's Office FY12 funding level is \$719,527, a 0.41% decrease from the FY11 adopted budget.
- ◆ The City Manager's FY12 funding level is \$2,378,731, a 1.42% decrease from the FY11 adopted budget. This department includes the City Manager's Office, Mail Room, Public Information, Criminal Justice Coordination, Risk Management, Citizen Service Center, and Recorder's Court divisions.
- ◆ Finance's FY12 funding level is \$2,383,851, a 2.87% decrease from the FY11 adopted budget. This department includes the Director's Office, Accounting, Revenue, Financial Planning, and the Purchasing divisions.



- ◆ Information Technology's FY12 funding level is \$3,753,327, a 4.38% increase from the FY11 adopted budget. The Information Technology Department will also receive funding from the Other Local Option Sales Tax in the amount of \$250,000.
- ◆ Human Resources' FY12 funding level is \$1,696,607, a 1.30% decrease from the FY11 adopted budget. This department includes the Director and Employee Benefits divisions.
- ◆ Inspections and Code Enforcement's FY12 funding level is \$1,768,493, a 2.96% decrease over the FY11 adopted budget. This includes the Inspections and Code Enforcement Department and Print Shop.
- ◆ The Planning Department's FY12 funding level is \$317,029, a 2.96% decrease from the FY11 adopted budget.
- ◆ Engineering Department's FY12 funding level is \$2,150,674, a 1.15% decrease over the FY11 adopted budget. This department includes Traffic Engineering, Geographic Information Systems and Radio Communications divisions. In addition to the aforementioned divisions, which are funded in the General Fund, this department manages divisions funded in the Stormwater (Sewer) and Paving Funds. Engineering Department's Drainage Division will operate with \$712,484; a 0.51% increase from FY11's adopted budget and the Highways & Roads Division will operate with \$1,037,177, a 3.09% decrease from FY11's adopted budget.
- ◆ Public Services' FY12 funding level is \$7,930,993, a 2.39% decrease from the FY11 adopted budget. This department includes the Director's Office, Fleet Management, Special Enforcement, Cemeteries, Facilities Maintenance, and Other Maintenance & Repairs divisions. Besides managing the aforementioned divisions, which are funded in the General Fund, the department manages divisions in other Operating Funds that are listed below: Two divisions, Sewer Maintenance and Other Maintenance & Repairs, operate with \$3,189,562 in the Stormwater (Sewer) Fund. This allocation is a 1.73% decrease from the FY11 adopted budget for Public Services' stormwater (sewer) construction and maintenance activities. The Public Services' Department will also receive funding from the Other Local Option Sales Tax in the amount of \$121,185 for personnel, \$300,000 for Facility Improvements and \$800,000 for Riverwalk Renovations.
  - ◆ Six divisions; Street Improvements, Urban Forestry & Beautification , Street Repairs & Maintenance, Right-of-Way Maintenance Community Services, and Other Maintenance & Repairs, operate with \$12,327,662 in the Paving Fund. This allocation is a 15.88% increase over the FY11's adopted budget for Public Services' paving and maintenance activities.
  - ◆ Six divisions; Solid Waste Collection, Recycling, Granite Bluff Inert Landfill, Oxbow Meadow Inert Landfill, Pine Grove Landfill, and Other Maintenance & Repairs, operate with \$9,043,249 in the Integrated Waste Management Fund. This allocation is a 3.60% increase from the FY11 adopted budget for Public Services' waste management program and maintenance activities.
  - ◆ Other Maintenance & Repairs is budgeted in the Metra Fund for \$12,000 and in the Civic Center Fund for \$100,000.
- ◆ Parks & Recreation's FY12 total funding level is \$10,179,942, a 0.71% decrease from the FY11 adopted budget. This department includes the Director's Office, Park Services, Recreation Services, Community Schools, Athletics, Therapeutics, and Special Facilities (Memorial Stadium, Golden Park, Cooper Creek Tennis Center, Aquatics, Pottery Shop, Lake Oliver Marina and Senior Citizen's Center

divisions). In addition to the aforementioned divisions, which are funded in the General Fund, the department also manages the program listed below:

- ◆ Parks Refuse Collection operates with \$74,928 in the Integrated Waste Management Fund. This allocation is 0.60% decrease over last year's budget for Parks & Recreation waste management program activities.
- ◆ The Parks & Recreation Department will also receive funding from the Other Local Option Sales Tax in the amount of \$52,514 for personnel.
- ◆ Cooperative Extension Services' FY12 funding level is \$140,187, a 2.10% decrease from the FY11's adopted budget. The staff members are state employees, but the Consolidated Government supplements seven salaries.
- ◆ Boards & Commissions' FY12 funding level is \$2,058,083, a 17.34% decrease over the FY11 adopted budget due to FY12 being a general election year. This department includes the Board of Tax Assessors and the Board of Elections and Registration.
- ◆ Police Services' FY12 funding level is \$28,167,595, a 0.37% decrease over the FY11 adopted budget. This department includes the Chief of Police, Intelligence/Vice, Support Services, Field Operations, Office of Professional Standards, Administrative Services, and Investigative Services divisions. Besides managing the aforementioned divisions, which are funded by the General Fund, the department manages the emergency call center (E911).
  - ◆ The Police Department will also receive funding from the Other Local Option Sales Tax in the amount of \$9,227,702 for personnel and capital outlay.
  - ◆ The Emergency Call Center (E911) operates with \$3,319,548 in the Emergency Telephone Fund. This allocation is 1.68% more than last year's budget for E-911 activities. Operational costs continue to grow more rapidly than funding appropriated from the \$1.50 surcharge on land-based telephone lines. Additionally, the \$1.00 surcharge on cellular telephones, effective November 1, 1998, has helped offset the expenditures needed to keep pace with operational costs. The transfer from the General Fund in FY12 is \$433,548. The E911 operations will also receive funding from the Other Local Option Sales Tax in the amount of \$380,530 for personnel.
- ◆ Fire and Emergency Services' FY12 funding level is \$24,669,941, a 2.02% decrease from the FY11 adopted budget. This department includes the Chief of Fire and EMS, Suppression and EMS, Training, Prevention, Hazardous Materials Response Team, Maintenance, Special Operations, Administrative Services, Logistics/Support, and Emergency Management divisions. The Fire Department will also received funding from the Other Local Option Sales Tax in the amount of \$2,231,227 for personnel and capital outlay.
- ◆ The Muscogee County Prison's FY12 funding level is \$7,132,297, a 1.24% decrease from the FY11 adopted budget. The Muscogee County Prison will also receive funding from the Other Local Option Sales Tax in the amount of \$660,917 for personnel and capital outlay.
- ◆ The Superior Court Judges' FY12 funding level is \$1,135,382, a 0.22% decrease from the FY11 adopted budget.

- ◆ The District Attorney's FY12 funding level is \$1,830,161, a 1.98% decrease from the FY11 adopted budget. The District Attorney's Office manages the Victim/Witness Assistance Program, which is partially funded by the Crime Victim Surcharge. The Victim Witness Program's FY12 funding level is \$175,975. This allocation reflects a 2.90% decrease from FY11's adopted budget. The remaining balance of the 5% surcharge will be carried forward at the end of the fiscal year. A portion of this budget is funded by proceeds of a 5% surcharge assessed on all court fines levied in the Chattahoochee Judicial Circuit. The District Attorney will also receive funding from the Other Local Option Sales Tax in the amount of \$64,924 for personnel.
- ◆ Adult Probation's FY12 funding level is \$135,298. This allocation reflects a 2.93% decrease from the FY11 adopted budget.
- ◆ The Jury Manager's FY12 funding level is \$424,844. This allocation reflects a 2.03% decrease above FY11's adopted budget.
- ◆ The Juvenile Court Judge's FY12 funding level is \$448,090, a 2.64% decrease from the FY11 adopted budget.
- ◆ The Circuit Wide Juvenile Court's FY12 funding level is \$262,814, a 2.79% decrease from the FY11 adopted budget.
- ◆ The Clerk of Superior Court's FY12 funding level is \$1,931,351, a 0.73% decrease from the FY11 adopted budget. The Clerk of Superior Court became responsible for the Board of Equalization effective January 1, 2011 with a FY12 funding level of \$67,937.
- ◆ State Courts' FY12 funding level is \$1,599,473, a 2.52% decrease from the FY11 adopted budget. This department includes State Court Judges and the State Court Solicitor's Office. The State Court Solicitor's Office will also receive funding from the Other Local Option Sales Tax in the amount of \$217,392 for personnel.
- ◆ The Public Defender's FY12 funding level is \$1,353,814, a 1.16% decrease from the FY11 adopted budget. The Indigent Defense Act was effective on January 1, 2005, which required the consolidation of Public Defender services in Superior and Juvenile Courts. This includes the Circuit wide Public Defender and the Muscogee County Public Defender. The Circuit wide Public Defender will also receive funding from the Other Local Option Sales Tax in the amount of \$58,251 for contractual services.
- ◆ Municipal Court's FY12 funding level is \$2,297,119, a 1.55% decrease from the FY11's adopted budget. This department includes Municipal Court Judge, Clerk of Municipal Court and the Municipal Court Marshal. Their budgets are detailed below:
  - ◆ The Clerk of Municipal Court's FY12 appropriation is \$716,672, a 2.71% decrease from the FY11 adopted budget. The Clerk of Municipal Court will also receive funding from the Other Local Option Sales Tax in the amount of \$90,864 for personnel.
  - ◆ The Municipal Court Marshal's FY12 appropriation is \$1,221,091, a 0.12% decrease from the FY11's adopted budget. The Marshal will also receive funding from the Other Local Option Sales Tax in the amount of \$449,172 for personnel and capital.

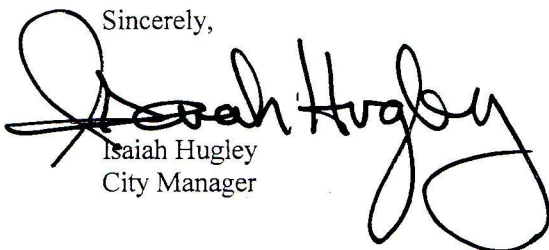
- ◆ The Municipal Court Judge's budget is \$359,356, a 3.90% decrease above the current adopted budget.
- ◆ The Probate Court Judge's FY12 funding level is \$439,576, a 5.42% decrease over the current adopted budget.
- ◆ The Muscogee County Sheriff's Office's FY12 funding level is \$24,720,404 a 1.63% decrease over the FY11 adopted budget. This department includes the Sheriff Administration, Operations, Detention, Medical and Motor Transport divisions. The Sheriff's Office will also received funding from the 2009 Other Local Option Sales Tax in the amount of \$3,470,566 for personnel and capital.
- ◆ The Tax Commissioner's Office's FY12 funding level is \$1,541,509, a 1.81% decrease from the current adopted budget.
- ◆ The Coroner's Office's FY12 funding level is \$286,482, a 2.46% increase above the FY11 adopted budget. The Coroner's Office will also receive funding from the Other Local Option Sales Tax in the amount of \$7,899.
- ◆ The Consolidated Government provides funding to diverse community organizations. The Agency's FY12 funding level is \$1,833,279. A detail listing is included on D-109.
- ◆ The Medical Center's FY12 funding level is \$12,287,862. This appropriation reflects a 2.53% increase above the FY11 adopted budget. The Consolidated Government provides this funding to account for care to its indigent citizens.
- ◆ Debt Services' FY12 funding level is \$9,991,906, a 5.60% decrease from the FY11 adopted budget. This appropriation is scheduled to fund general bond obligations, lease contracts with the Columbus Building Authority, and other debt obligations. The decrease is due to completion of debt service on the 1999A Columbus Building Authority Bonds.
- ◆ Transportation Services' FY12 funding level is \$5,820,729, a 5.43% decrease from FY11's adopted budget. This department includes the Director's Office, Operations, Maintenance, Dial-A- Ride, and Grant Management and Planning divisions. This fund was balanced using \$99,860 of the Transportation Fund-Fund Balance. Besides managing the aforementioned divisions, which are funded by the Transportation Fund, Metra also manages parking activities. The Transportation Services Department will also receive funding from the Other Local Option Sales Tax in the amount of \$4,040.
- ◆ Parking Management's FY12 funding level is \$332,303, a 2.95% increase from the FY11 adopted budget. This fund was balanced using \$125,803 of the Parking Management Fund-Fund Balance. This division is responsible for the Parking Garage and Parking Enforcement. This division has taken on the management responsibility of the Front Avenue Parking Garage and Bay Street Parking Garage.
- ◆ The Columbus Ironworks Convention and Trade Center's FY12 funding level is \$2,794,095, a 1.62% increase from the FY11's adopted budget. This department is budgeted as an enterprise fund, where \$756,000 and \$620,000 in revenue are projected from Beer and Hotel/Motel Taxes respectively. The remainder of the budget will be funded by various activities and events.
- ◆ Columbus' Golf Authority's FY12 funding level is \$1,879,700, a 14.62% decrease over the FY11 adopted budget. The authority includes Bull Creek and Oxbow Creek Golf Courses. This budget does not include an operational subsidy to Oxbow Creek or Bull Creek from the General Fund.

- ◆ Columbus' Golf Authority's FY12 funding level is \$1,879,700, a 14.62% decrease over the FY11 adopted budget. The authority includes Bull Creek and Oxbow Creek Golf Courses. This budget does not include an operational subsidy to Oxbow Creek or Bull Creek from the General Fund.
- ◆ The Civic Center's FY12 funding level is \$6,203,871, a 11.66% increase over FY11's adopted budget. The Civic Center receives a percentage of the Hotel/Motel Tax collected, totaling \$1,240,000. The Civic Center will also receive funding from the Other Local Option Sales Tax in the amount of \$4,040 for personnel.
- ◆ Employee Health Insurance Fund's FY12 funding level is \$19,200,000, remaining the same as the FY11 adopted budget. The City's contribution will be \$5,400 per employee.
- ◆ Risk Management's FY12 funding level is \$3,740,000, remaining the same as the FY11 adopted budget.
- ◆ Economic Development' budget increased to \$983,028. The amount is determined by an estimate of a quarter of a mill. Council will decide each year whether to make this appropriation.
- ◆ Workforce Investment Act (WIA), also formerly known as the Job Training Partnership Act (JTPA) will have a budget of \$3,469,794. Since this is a federally funded program, its program year overlaps with the City's fiscal year. Revisions will be forthcoming in the fall to adjust the funding levels when contracts are finalized.
- ◆ The Community Development Block Grant (CDBG) Fund FY12 funding level will be \$2,169,160. This is another federally funded program that overlaps the City's fiscal year where program adjustments will be needed in the fall.

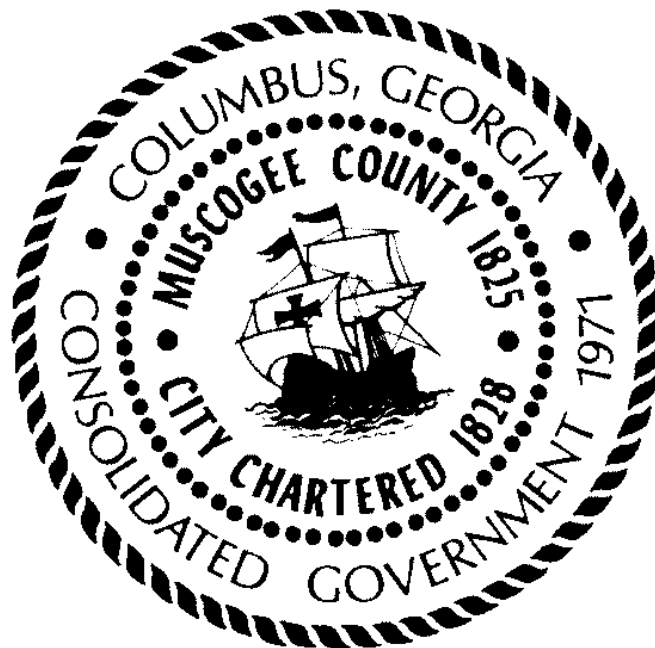
### **Conclusion**

The budget reflects the very challenging times we now confront. It is essential that we are realistic about the budget decisions ahead of us. The goal is to remain financially stable to endure such extraordinary changes in the economy. As we strive to find more creative ways to deliver services, we will also strive to plan today for a better tomorrow and meet the demands of the expected growth. The dedication and commitment of the staff to deliver services and sustain the City in these lean times is commendable.

Sincerely,

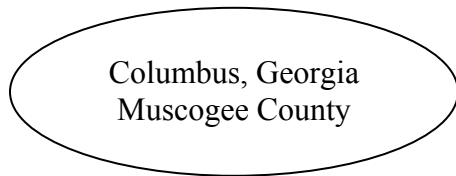


Isaiah Hugley  
City Manager



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## *Where is Columbus, Georgia?*



### *Just the Facts . . .*

Climate: Balmy summers / Mild winters

Average High Temperature: 75.9°

Average Low Temperature: 54.4°

Average Monthly Rainfall: 4.05 inches

Average Annual Rainfall: 48.57"



### *Just the Facts . . .*

Longitude: 84° 59' / Latitude: 32° 30'

Area: 221 Square Miles

Altitude: 250 feet above sea level

Population: 189,885

Year Founded: 1828

Year of Consolidation: 1971



## COLUMBUS PROFILE

Nestled in Piedmont country on the banks of the Chattahoochee River is a town called Columbus. Founded in 1828, Columbus was the last planned city of the original thirteen colonies. It was originally inhabited by the Yuchi and Creek Indians and claimed by Spanish missionaries in 1679. Later the French and British discovered it as a strategic trading site. Because of its proximity to the Chattahoochee River, Columbus grew to become a center of shipping and military manufacturing. Before and during the Civil War, Columbus served as a center for arms manufacturing. Continuing its military relationship, the Columbus Soldiers' Aid Society sponsored the nation's first celebration of Memorial after the Civil War. Later in 1918, a small camp became Fort Benning, which is now the largest infantry school in the world and home to the Western Hemisphere Institute for Security Cooperation (WHINSEC).

In 1971, the City of Columbus and Muscogee County consolidated to form the first consolidated government in Georgia. The entire county is inside the city limits. Outer areas of the county are classified for taxing purposes as General Service Districts (GSD). The balance of the county is divided into two Urban Service Districts receiving more comprehensive services than GSD. The government has a ten-member council and Mayor. The Council is composed of one member from eight equally divided districts and two at-large districts serving four year terms. The Mayor, who also serves a four-year term, appoints the City Manager pending approval by Council. Open sessions are held by Council on Tuesdays at 9:00 a.m. (2<sup>nd</sup> & 5<sup>th</sup> Tuesdays) and at 5:30 p.m. (1<sup>st</sup> & 4<sup>th</sup> Tuesdays).

The Columbus Consolidated Government (CCG) is a full service city providing a wide range of municipal programs and facilities. Services include the following: public safety, recreation and cultural events, transportation, planning and development, road maintenance and general governmental services. Nearly 3,000 employees work for CCG.

The Muscogee County Public School District, consolidated since 1958, has 64 schools with their enrollment exceeding 33,000 students. Numerous institutions of higher learning are located in the area as well: Columbus State University with an enrollment of 8,300 students and Columbus Technical Institute. Within commuting distance of Columbus are six other institutions including Auburn University, Troy State and LaGrange College.

Noteworthy historical sites exist within the county. The National Infantry Museum and Soldier Center at Patriot Park celebrated its Grand Opening June 19, 2009. It is located in Columbus, Georgia, just outside the gates of Fort Benning, the Home of the Infantry and one of the Army's largest installations. This world-class tribute to Infantrymen past, present and future, is the first of its kind in the United States. Throughout the 190,000-square-foot museum, visitors will take an interactive journey through every war fought by the U.S. over the past two centuries. The museum tells the heroic story of everyday Infantrymen through an enviable collection of more than 30,000 artifacts. Era galleries trace Infantry history from before the Revolutionary War to action today in Iraq and Afghanistan. There is a special gallery recognizing Medal of Honor recipients and one that pays tribute to those who love an Infantryman, and the sacrifices they make supporting him. There is an IMAX Theatre, full service restaurant and gift store. Patriot Park includes a parade field for Fort Benning Infantry School graduations, a memorial walk of honor and an authentically recreated World War II Company Street.



## COLUMBUS PROFILE

The Springer Opera House, built in 1871, is the State Theater of Georgia and offers adult and children's theater. After undergoing major renovations, the Springer is offering more variety shows than ever before. Port Columbus National Civil War Naval Museum opened last year near the Civic Center. Visitors are encouraged to visit the Columbus Museum and the Columbus Historical District, which includes the Columbus Ironworks, built in 1853, and the Liberty Theater.

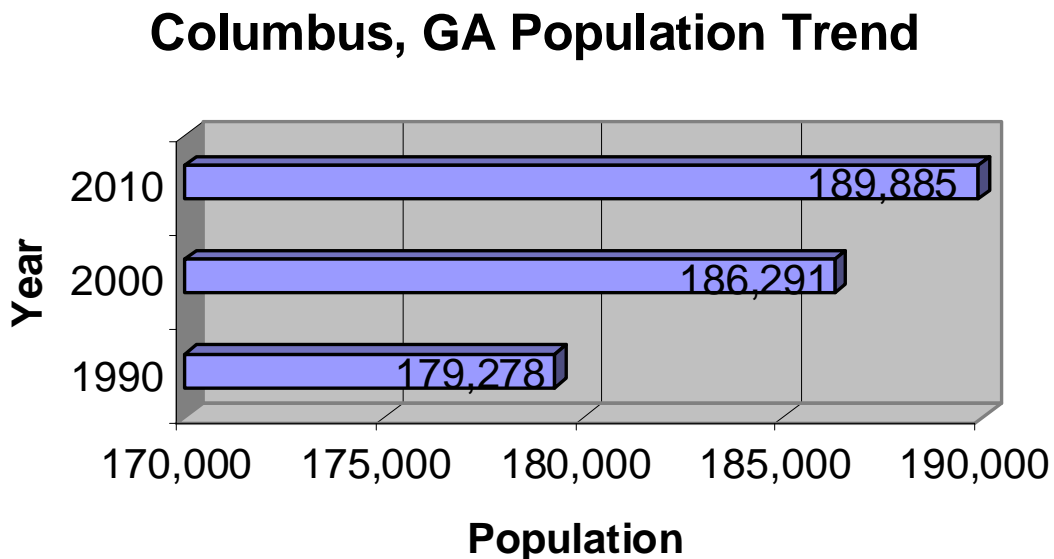
The South Commons Softball Complex & Stadium enjoys hosting regional tournaments. The Civic Center is exciting and has two professional teams the Columbus Cottonmouths in the Southern Professional Hockey League and the Arena Football team the Columbus Lions, which is part of the American Indoor Football League.

Golfing is available at the 36-hole Bull Creek, which recently was renovated and the nine-hole Oxbow Creek courses.

Enjoy the Coca-Cola Space Science Center, a state of the art science facility providing spectacular laser light venues. The Rivercenter Performing Arts Center provides culture, entertainment, and enjoyment for many. Fall football is spectacular with regional college games, high school competition as well as little league fun. Finally, enjoy a leisurely stroll along the Columbus Riverwalk. Adjacent to the Chattahoochee, the Riverwalk provides more than twenty miles of scenic walkway with additions underway.

### Demographics:

Columbus has seen steady population growth over the past twenty years. Since 1990, the population has steadily increased from 179,278 to 189,885, as shown in the chart below.



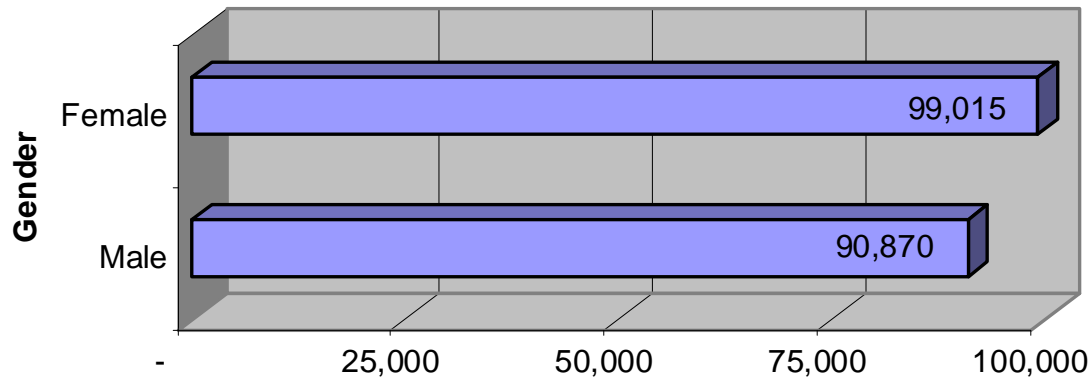
Source: U.S. Census Bureau, 1990, 2000 and 2010 Census.

When it comes to gender, the population is split fairly equally between men and women. Many young professionals begin their family life in Columbus. The average age in Columbus is a

## COLUMBUS PROFILE

youthful 33.5 years of age. This number is approximately 3.7 years less than the U.S. average. This shows Columbus as a strong center for vitality and spirit within Georgia and the surrounding areas.

### Population by Gender 2010

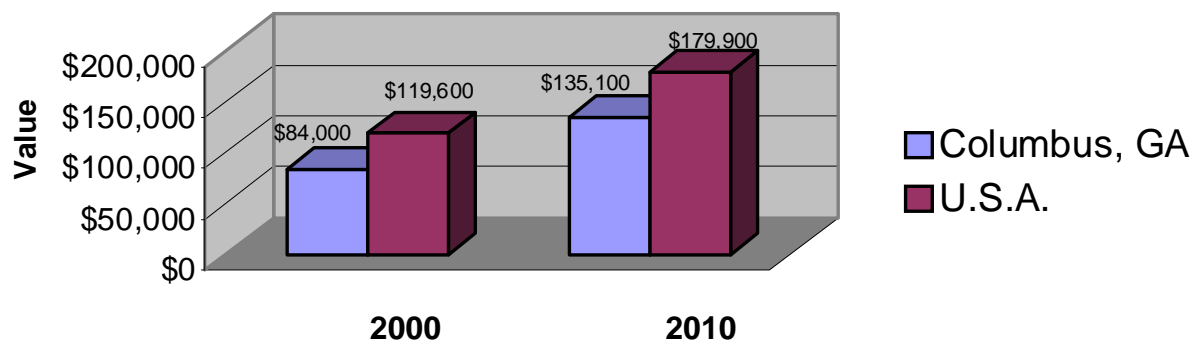


Source: U.S. Census Bureau, 2010 Census.

### Wealth:

Columbus' steady population growth protected us from the severe swings seen recently in the U.S. real estate market. Median values of Columbus homes have not seen the dramatic increases as seen in the rest of the country. Median home value grew 37.8% between 2000 and 2010 in Columbus. The U.S. average grew 33.5% in the same time period. Therefore, Columbus' housing market is growing at a faster pace when compared to the national average.

### Median Home Value

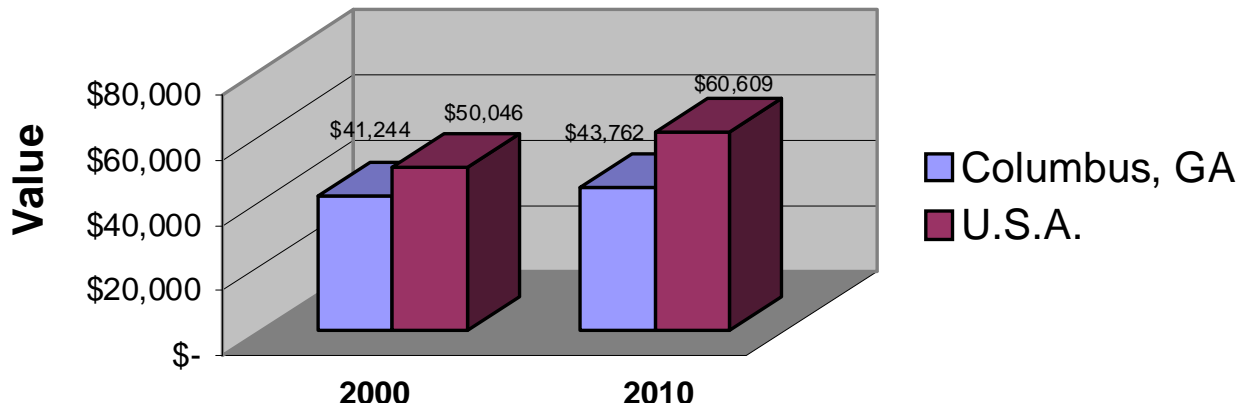


Source: U.S. Census Bureau, 2010 American Community Survey

Columbus' median income increased 5.8% between 2000 and 2010. This is lower than the U.S. average of 17.4% in the same period.

## COLUMBUS PROFILE

### Median Family Income



Source: U.S. Census Bureau, 2010 American Community Survey

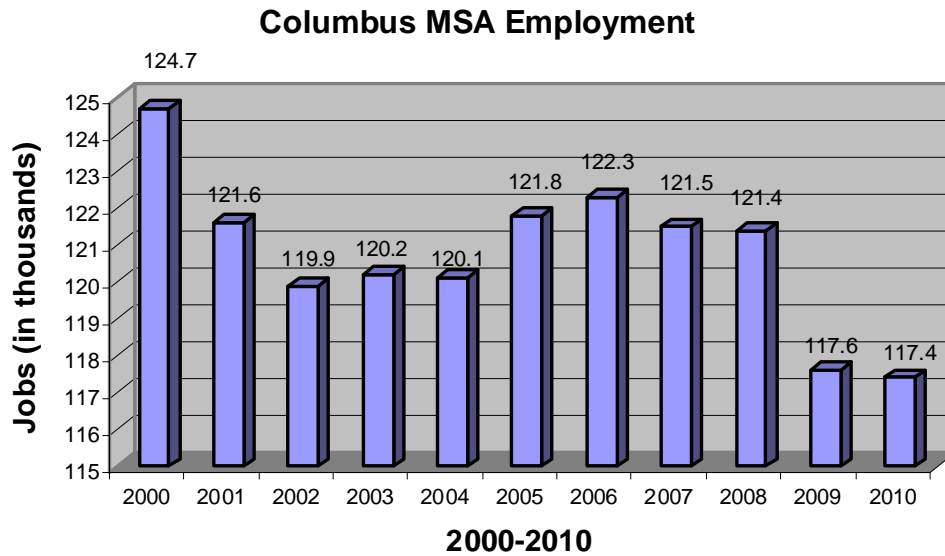
Taking the previous information into account, we see that average home prices have stayed *above* the U.S. in appreciation, yet median family income has stayed *below* the national average. This illustrates Columbus as a place where people are earning less, and paying more for housing when compared to the rest of the country.

### Economy:

Columbus' regional economy has historically been founded in manufacturing, although recent years have seen many new faces in Columbus' economic picture. Columbus is home to American Family Life Assurance Corporation (AFLAC), Carmike Cinemas, RC Cola, Total Systems (TSYS) and United Technology's Pratt and Whitney to name a few. TSYS, has recently completed its state-of-the-art uptown campus along the Chattahoochee River, a monument to the progress and development of the uptown area.

The community has seen expansions in service areas and downsizing in traditionally manufacturing areas. Whatever the reason, the area continues to rebound and keep surging forward. Efforts to recruit and retain companies are championed by the Chamber of Commerce and other planning and development entities. Commercial and retail trade, as well as professional services, has attracted customers throughout the region, making Columbus a mecca for the surrounding counties. However, in the past decade Columbus' metropolitan area has still seen a decrease of approximately 6% in its labor force, as shown in the chart on page 19.

## COLUMBUS PROFILE



Source: <http://www.dol.state.ga.us/>

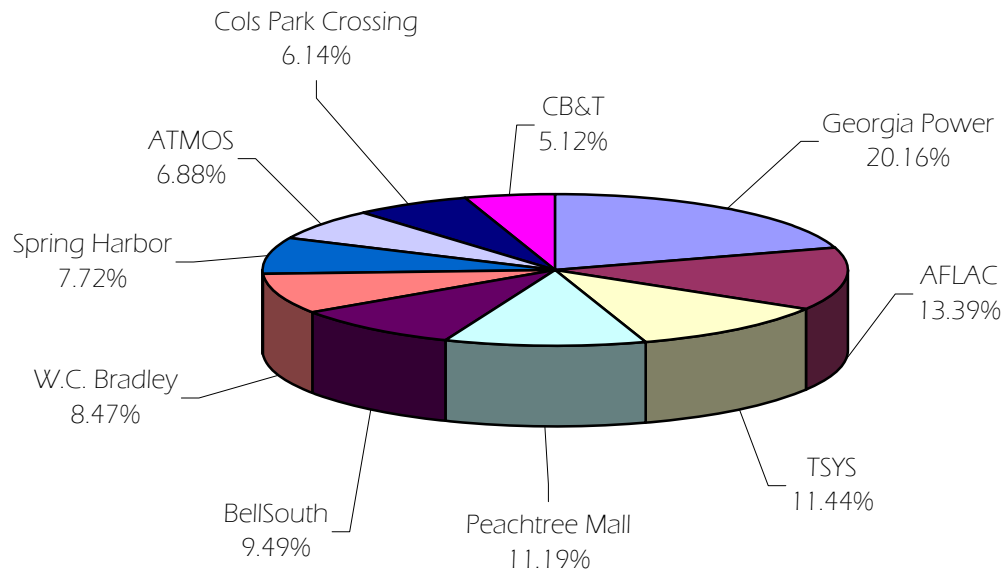
Notes: Columbus MSA includes Chattahoochee, Harris, Marion, Muscogee, and Russell (Alabama) counties.

With expansion from AFLAC, Cessna and the U.S. Department of Defense's Base Realignment and Closure (BRAC) program, Columbus is expected to grow by 30,000 people by 2012. Budgets must include these facts and prepare for future strain on the infrastructure of Columbus with increased public service and public safety needs. New housing and commercial development trends continue to grow. CCG continues to fund capital projects to spur development in the downtown area and economically disadvantaged areas. The success of the past is transforming the future.

All things considered, Columbus, the center of the Sunbelt South, is poised for dynamic growth and prosperity.

# COLUMBUS BUSINESSES

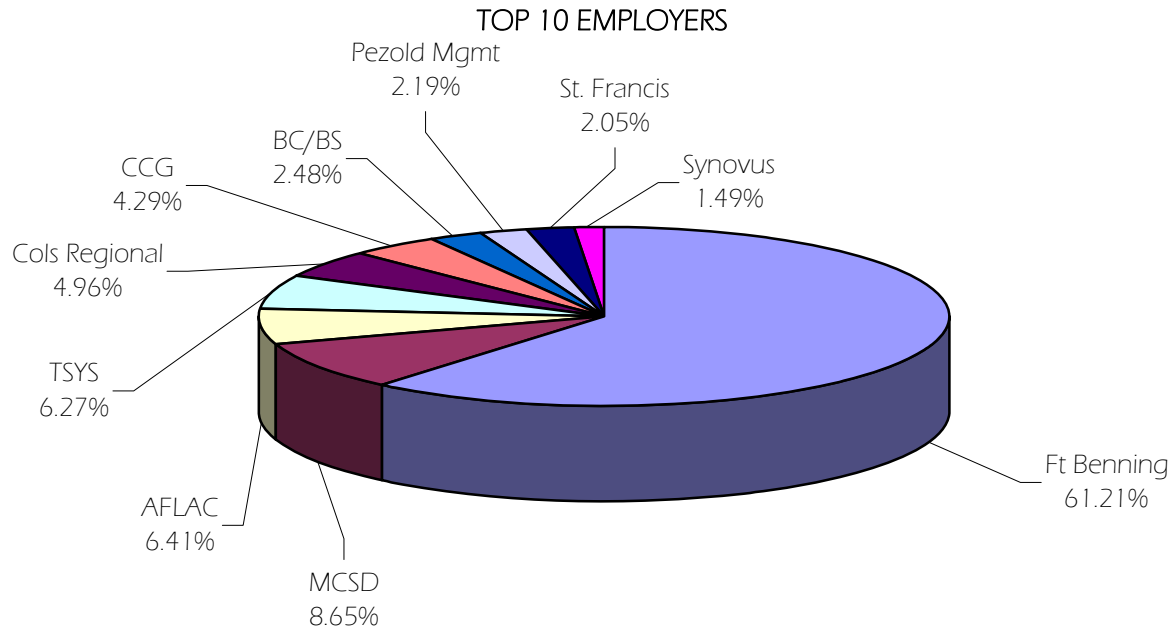
## TOP 10 PROPERTY TAX PAYERS



| <u>Taxpayer</u>                     | <u>Type of Business</u> | <u>Taxes Levied</u> | <u>% to Total</u> |
|-------------------------------------|-------------------------|---------------------|-------------------|
| Georgia Power                       | Utility                 | 1,912,428           | 20.16%            |
| AFLAC                               | Insurance               | 1,270,593           | 13.39%            |
| TSYS                                | Credit Card Processing  | 1,085,666           | 11.44%            |
| Peachtree Mall LLC                  | Shopping Center         | 1,061,839           | 11.19%            |
| BellSouth Telecom                   | Utility                 | 900,286             | 9.49%             |
| W.C. Bradley Company                | Manufacturing           | 803,368             | 8.47%             |
| Spring Harbor                       | Retirement Community    | 732,045             | 7.72%             |
| ATMOS Energy Corp                   | Utility                 | 652,428             | 6.88%             |
| Columbus Park Crossing              | Shopping Center         | 582,740             | 6.14%             |
| Columbus Bank & Trust               | Banking                 | 485,454             | 5.12%             |
| Subtotal Top 10 Property Tax Payers |                         | 9,486,847           |                   |

Note: Numbers provided per Muscogee County Tax Commissioner's Office from FY 2010. The information provided relates to the Consolidated Government's tax levies, and does not include taxes collected on behalf of other governmental entities. The Top 10 Property Tax Payers represents 14.32% of Total City Taxes Levied.

# COLUMBUS BUSINESSES



| <u>Employer</u>                     | <u>Type of Business</u> | <u>Employees</u> | <u>% to Total</u> |
|-------------------------------------|-------------------------|------------------|-------------------|
| Fort Benning Military Reservation   | U.S. Army Base          | 42,000           | 61.21%            |
| Muscogee County School District     | School System           | 5,937            | 8.65%             |
| AFLAC                               | Insurance               | 4,400            | 6.41%             |
| TSYS                                | Credit Card Processing  | 4,300            | 6.27%             |
| Columbus Regional Healthcare System | Hospital                | 3,400            | 4.96%             |
| Columbus Consolidated Gov't         | Local Government        | 2,945            | 4.29%             |
| Blue Cross/Blue Shield of GA        | Insurance               | 1,700            | 2.48%             |
| Pezold Management                   | Hospitality             | 1,500            | 2.19%             |
| St. Francis Hospital                | Hospital                | 1,409            | 2.05%             |
| Synovus                             | Banking                 | 1,021            | 1.49%             |
| Subtotal Top 10 Employers           |                         | 68,612           |                   |

Note: Numbers provided per Columbus Chamber of Commerce, GA Dept of Labor, Muscogee County School District, and the Columbus Consolidated Government from FY 2010. The Top 10 Employers represents 43.0% of Total City Employment.

# VISION COLUMBUS

## *The People of Columbus Speak Out*

### Housing: The Vision

- Provide safe, soundly constructed, well-maintained, and affordable housing available to all.
- Eliminate substandard housing and enforce applicable codes and ordinances.
- Encourage and support partnerships among builders to provide low-cost housing for those in need.
- Achieve a balance between development and housing density.
- Protect neighborhoods from commercial development.

### Neighborhood/Community Aesthetics: The Vision

- Preserve trees before, during and after development.
- Ensure that open spaces are clean and well-maintained.
- Provide and protect a generous amount of green space (nature parks and vegetation barriers).
- Provide passive as well as active parks.
- Provide culturally focused as well as activity-based parks.
- Promote the development of economically and racially diverse neighborhoods.
- Preserve historic homes and buildings.

### Transportation: The Vision

- Provide public transportation that meets the needs of the community.
- Develop bicycle, bus and trolley systems.
- Develop a roadway system that will provide easy access around and throughout the city.
- Reduce high traffic volume in residential areas.
- Attract new carriers, routes and services to the Columbus Metropolitan Airport.
- Provide more parking facilities throughout the community and develop alternatives such as 'Park and ride'.

### Public Safety: The Vision

- Provide greater police presence throughout the city.
- Build a well-staffed, well-trained, fully equipped police force.
- Improve communication between public safety officers and youth.
- Improve response time.
- Develop and support programs focused on prevention and appropriate alternatives to incarceration.
- Expand and upgrade jail facilities.

### Education: The Vision

- Encourage parental involvement at school and in the home.
- Provide after-school learning, vocational training, tutorial programs and summer enrichment opportunities.
- Provide programs that address teen social problems.

# VISION COLUMBUS

## Unity : The Vision

- “One Columbus.”
- Provide race relations training for city employees and citizens.
- Encourage and support ongoing programs to promote unity and sensitivity to diversity in the community and workplace.
- Promote “ bridge building” throughout the community to encourage unity and mutual respect among ethnically and culturally diverse groups.
- Encourage business participation in minority business mentor programs.
- Treat all people with dignity and respect.

## Commercial and Economic Development: The Vision

- Focus effort for growth and development in the city as a whole.
- Encourage community-wide economic development through enterprise and empowerment zones.
- Encourage programs to provide funding for minority business development.
- Develop job-training programs to encourage youth.
- Support the growing tourism industry through expansion of hotel accommodations and new restaurants, recreational and leisure activities.
- Require businesses to keep properties neat, clean and properly maintained.

## Uptown Development: The Vision

- Provide safe and visually appealing facilities.
- Expand parking facilities.
- Develop entertainment, cultural and recreational options.
- Attract major convention and trade show business.
- Develop Uptown into a 21<sup>st</sup> century model city where people want to visit, live, work and play.

## Regionalism: The Vision

- Continue to develop mutually beneficial and supportive relationships with Phenix City and Fort Benning.
- Expand certain city services to surrounding counties and cities.

## Quality of Life: The Vision

### *Health and Human Services*

- Provide affordable, quality day care for children.
- Provide more facilities and programs for adults.
- Make quality health and medical facilities and human service resources available throughout the community.

## Quality of Life: The Vision

### *Culture and the Arts*

- Develop and nurture the cultural climate of the community.
- Expand existing parks and recreational facilities, with special focus on children, teen and senior adults.
- Develop family-oriented neighborhood parks and recreational parks and pocket parks in Uptown Columbus.
- Seek innovative approaches to expand parks and recreational options.
- Increase tourism through development of recreational facilities along the riverfront.



# VISION COLUMBUS

## Community Facilities: The Vision

- Ensure that community facilities are clean, safe and accessible.
- Expand and enhance the public library system.
- Provide satellite centers for certain public services.

## The Environment: The Vision

- Preserve trees before, during and after development.
- Ensure that open spaces are clean and well-maintained.
- Provide and protect a generous amount of green space (natural parks and vegetation barriers).
- Protect air and water quality.
- Protect and preserve the Chattahoochee River
- Upgrade wastewater treatment and solid waste facilities.
- Improve sewage and drainage systems throughout the city.
- Control the proliferation of exterior signage.
- Encourage and develop a stronger recycling program

## Taxation: The Vision

- Re-evaluate the overall tax system.
- Use the city sales tax as funding base for additional community facilities.
- Provide tax incentives to attract small as well as large businesses to the community.
- Develop a program to assist existing small businesses.

## Checklist for City Leaders:

Based on this community input, we heard you call for community leaders to:

- Design and implement a comprehensive study of all local taxes.
- Develop a comprehensive community master plan that will guide our progress.
- Evaluate, update and enforce local codes and ordinance that contribute to economic development and overall quality of life for all citizens.

## BUDGETARY POLICIES AND PROCEDURES

The annual budget is a fiscal plan that presents the services to be provided to the community and the funds necessary to perform these services. Key steps in this process are described within.

### **Budget Preparation**

The Columbus Consolidated Government (CCG) operates under a fiscal year that begins July 1 and ends June 30. The major steps in the process are outlined below with a detailed schedule on page A-7 and A-8.

### **Budget Adoption**

Step 1: Council is provided a long-range financial plan showing revenue and expenditure histories. The plan predicts service costs and funding sources into the future along with the identification of potential concerns. This report is used as the financial framework for budget preparation.

Step 2: Departments develop performance and expenditure requests for the next fiscal year.

Step 3: During the months of March and April, the City Manager reviews all departmental operations and budget requests in order to propose a recommended balanced budget.

Step 4: Sixty days prior to the fiscal year commencing July 1, the Mayor submits to Council a proposed operating budget for all operating funds. The operating budget includes recommended expenditures and the means of financing them.

Step 5: A series of workshops and public hearings are held before making final changes to the Mayor's recommended budget.

Step 6: The annual budget is formally adopted by Council before July 1.

### **Expenditure Control**

Once the annual budget is adopted, expenditure control is maintained on the appropriation unit basis (group of accounts) with travel and capital expenditures maintained under full control. Throughout the year, all expenditures and revenues are monitored.

### **Budget Control**

Georgia Law, O.C.G.A. '36-81-3 establishes the legal level of budgetary control as the department. Within the overall budget limitations, authority is delegated to the City Manager. *When acting on the authority delegated by the City Manager to the Finance Director, it is recommended that intra-departmental transfers of appropriation and revenue anticipation may be approved as deemed necessary.* Under no circumstances, however, may the total budget of any department be increased or decreased without Council approval.

### **Budget Amendments**

Amendments affecting the bottom line of any department are approved solely by Council. Section 7- 404 of the City Charter describes this authority:

"The Council may make appropriations [revenue and expense] in addition to those contained in the current operating or capital budgets at any regular or special meeting called for such purposes."

### **Policy Guidelines**

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. The informal statements of budgetary policies provide the basis for achieving this goal.

The following section outlines the policies used to guide the preparation and management of the City's

## BUDGETARY POLICIES AND PROCEDURES

budget. The section consists of operating budget policies, capital expenditures, policies, revenue policies and financial accounting policies.

The development and preparation of the City's budget are guided by the following policies.

All funds are required to balance. Anticipated revenue must equal the sum of budgeted expenditures. To the extent possible, all funds should be included in the budget process along with work programs, objectives and strategies.

The Capital Improvement Program requires coordination and planning in conjunction with the various operating fund budgets.

The General Fund is based on a long-range financial plan that includes unallocated fund reserves. The goal is to keep the reserve at approximately fifteen percent of budgeted expenditures. This reserve protects the City against catastrophic revenue losses and major emergency expenditures.

### **Revenue Policies**

The City will maintain effective collections systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.

The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources that will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.

The City will implement user fees in all areas where feasible and productive as well as seek to set fees at levels related to the costs of providing the services. Moreover, user fees will be reviewed annually as part of the budget process and will be adjusted to maintain or move incrementally closer to full coverage of activities.

The projection of revenues will receive conservative treatment in order that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

### **Financial Structure**

The financial transactions of the City are budgeted and recorded in individual funds. A fund is an independent financial and accounting entity. It is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. Funds have a balancing set of accounts and records, cash and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations or restrictions. Although funds are independent entities within the financial records of a government, there is no requirement to physically segregate the assets. Funds are classified into three basic types: governmental, proprietary or fiduciary.

### **Government Funds**

Governmental funds are used to account for all or most of the government's general activities, including the collection and disbursement of earmarked monies, the acquisition or construction of general fixed assets and the servicing of general long-term debt.

The following types of governmental funds are utilized by the City:

- The General Fund is the principal fund of the Consolidated Government and is used to account for all major activities of the government such as Police, Fire and Recreation.
- Special Revenue Funds are used to account for the proceeds of specific revenue sources

## BUDGETARY POLICIES AND PROCEDURES

legally restricted to expenditures of specific purposes. The Sewer, Paving and Medical Center Funds are examples of special revenue funds.

- Debt Service Funds account for the accumulation of resources for the payment of general long-term liability, principal, interest and related costs. The City's Debt Service Fund includes requirements to meet the general obligation bond issues, lease contracts, and lease purchase programs of the Georgia Municipal Association.
- Capital Project Funds are used to account for financial resources for the acquisition, renovation or construction of major capital facilities and improvements.

### **Proprietary Funds**

Proprietary Funds are used to account for activities similar to those found in the private sector. The proprietary funds utilized by the City are as follows:

- Enterprise funds account for activities that are usually self-sustaining, principally through user charges for services rendered. An example of an enterprise fund is the Transportation System Fund.
- Internal Service Funds account for the financing of goods and services provided by one department or agency to other departments or agencies for the government on a cost reimbursement basis. The Risk Management and Employee Life and Health Insurance funds have been added to the Operating Budget.

### **Fiduciary Funds**

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own operations. When these assets are held under the terms of a formal trust agreement either a pension trust fund or a private purpose trust fund is used. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent. Traditionally these funds have not been included in the Operating Budget because the receipt of revenue is uncertain.

### **Accounting Basis**

In June 1999, GASB released a new rule known as Statement 34. Often referred to as the "reporting model rule," Statement 34 radically changes the rules by which governmental financial statements are to be organized and presented to readers. The operational accountability is addressed in the government-wide financial statements, which are prepared on a full accrual basis. Information about the cost of delivering services to the citizens and the government's infrastructure assets are included as well. The fiscal accountability is considered through the individual fund financial statements that account for current financial resources of government through the modified accrual basis for governmental activities.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the

## BUDGETARY POLICIES AND PROCEDURES

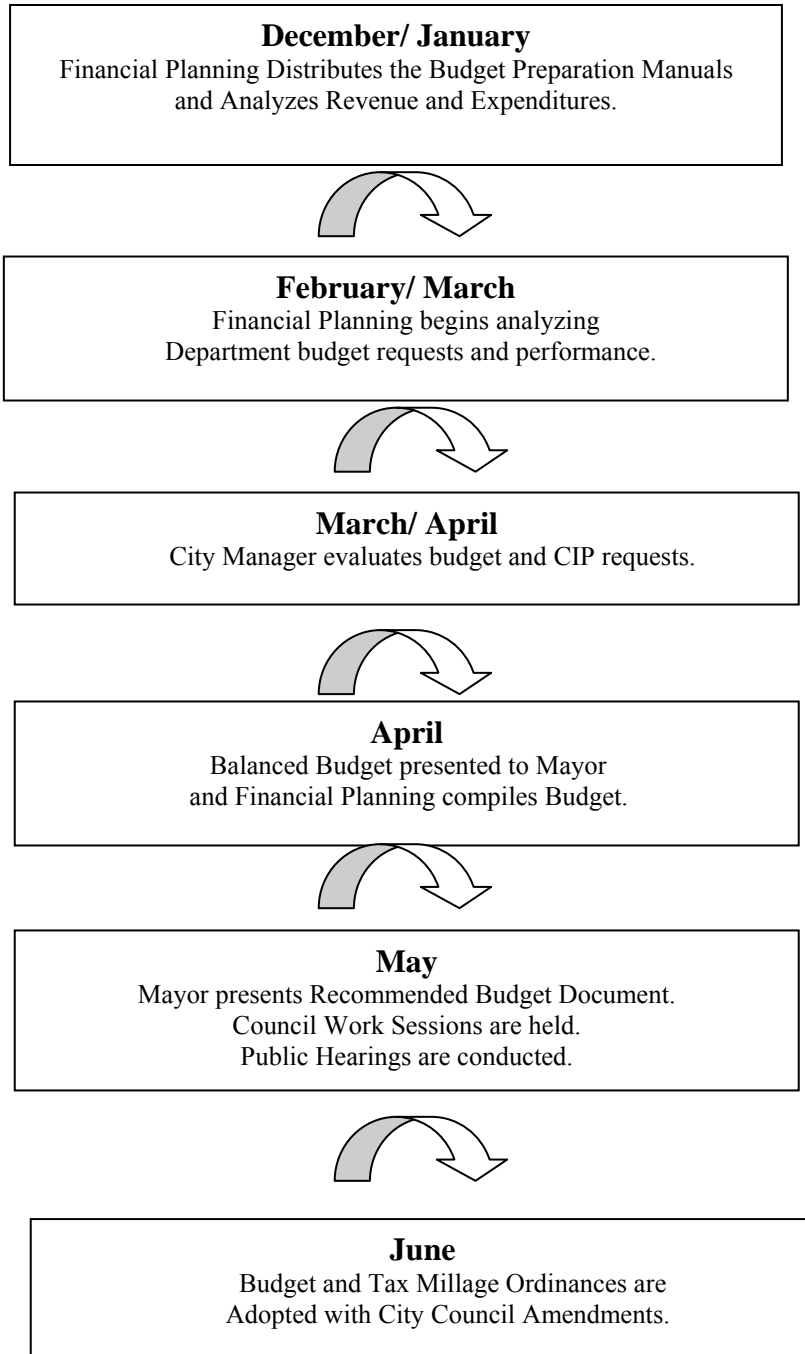
current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

### **Budgetary Basis**

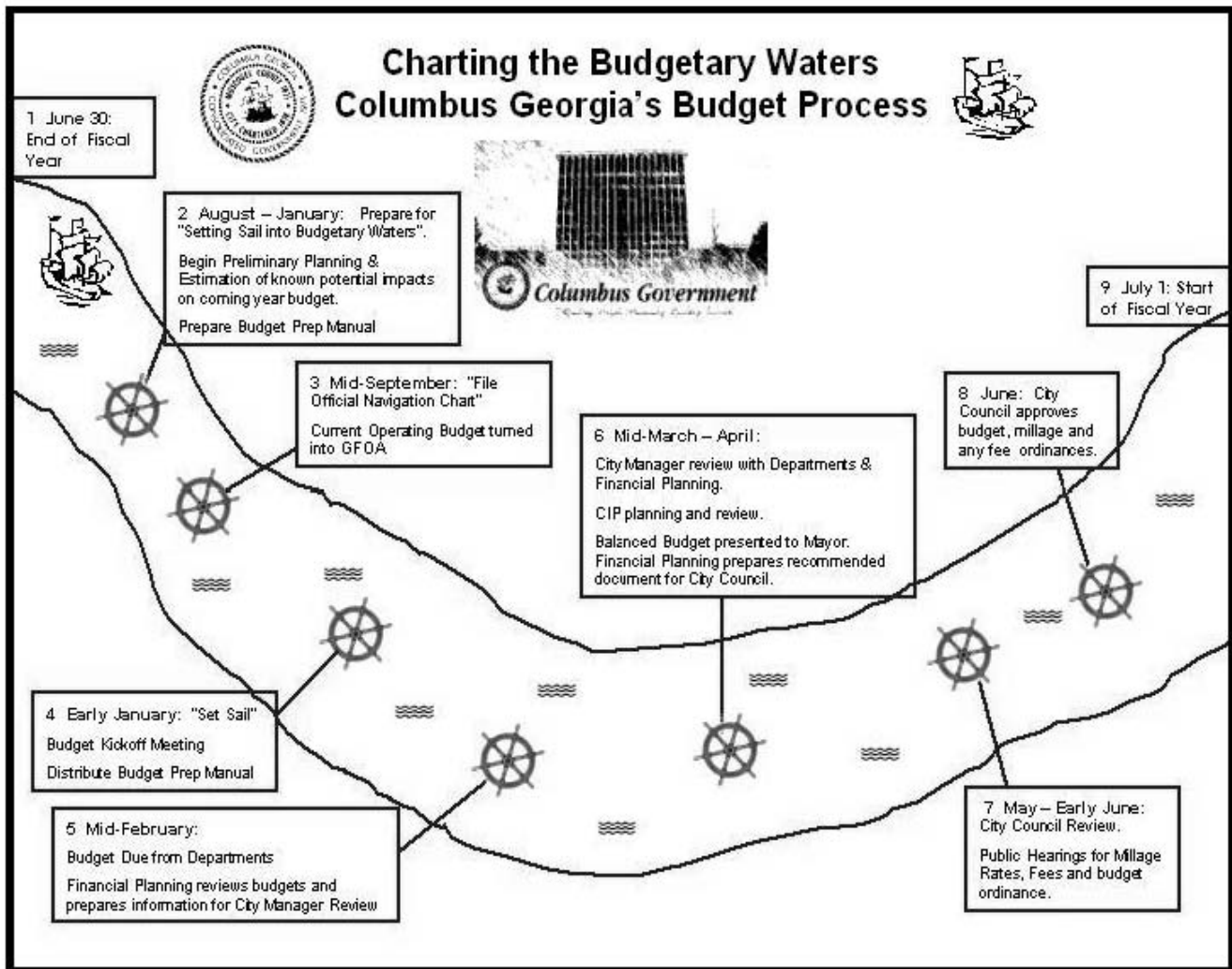
All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). The General, Special Revenue, Debt Service and Capital Projects funds are developed on a modified accrual basis. The Enterprise Funds are developed on the accrual basis. All annual appropriations lapse at the fiscal year end. The basis for budgeting is consistent with the basis for accounting with the difference being encumbrances. The notable exception between the budgetary and accounting basis is the manner in which encumbrances are treated. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting - under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation - is utilized in governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures because the commitments will be honored through subsequent year's budget appropriations. The other exceptions worth noting deal with capital outlay within the enterprise funds which are recorded as assets on a GAAP basis and expended on a budget basis; depreciation expense is recorded on a GAAP basis only.

## BUDGETARY POLICIES AND PROCEDURES

### BUDGET PREPARATION SCHEDULE



## BUDGETARY POLICIES AND PROCEDURES



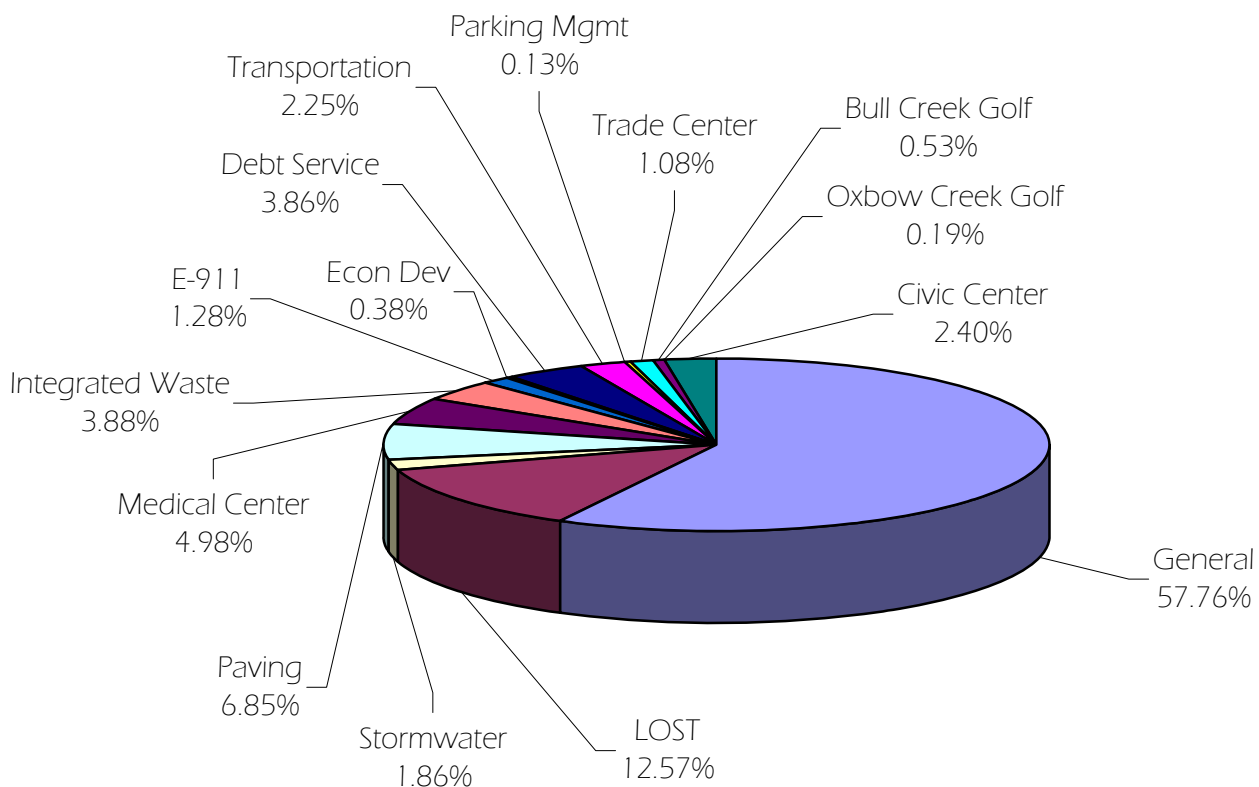
## FINANCIAL SUMMARY / OPERATING FUNDS

### The Big Picture

The Consolidated Government's Annual Operating Budget addresses only the principal operating funds of the city. The budgets for capital programs, most grant-funded programs, and similar operations are adopted separately.

The Operating Budget consists of several funds as illustrated on this page. The Financial Summary of this budget document is intended to display revenue sources and service areas for these operating funds. Following the Big Picture each fund is presented in more detail.

FY12 Operating Funds \$258,616,181

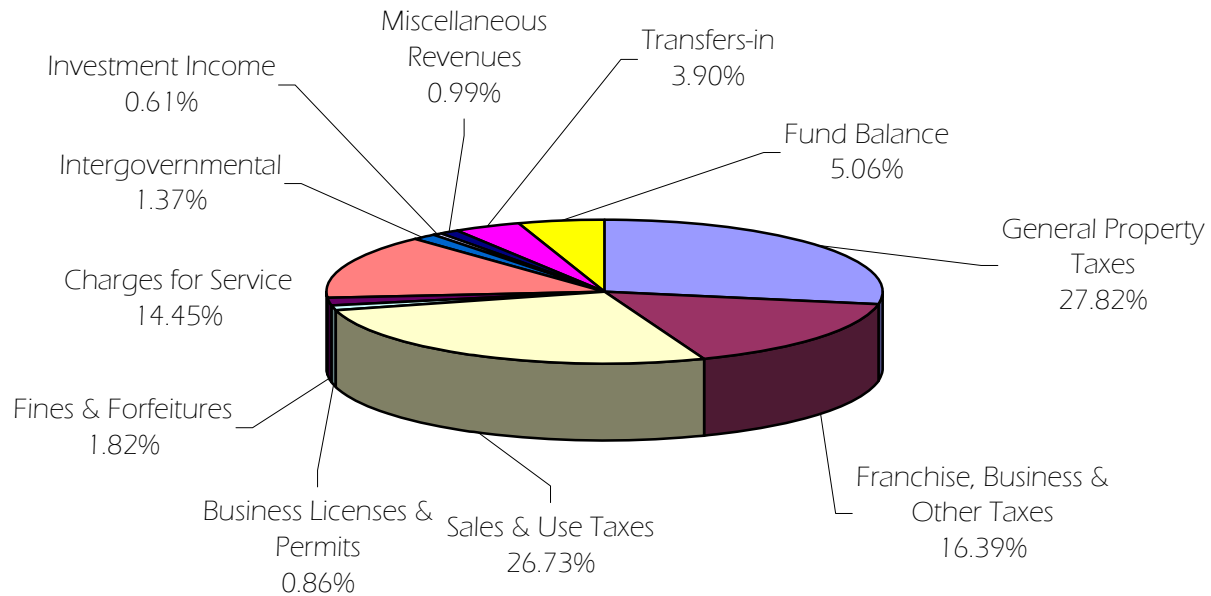




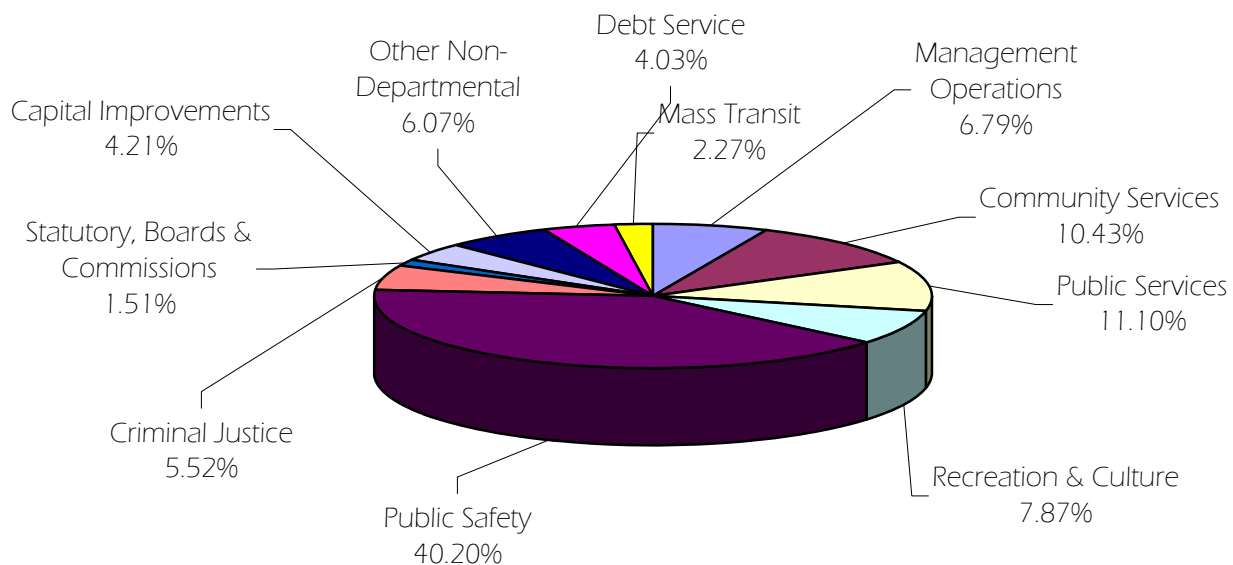
## FINANCIAL SUMMARY / OPERATING FUNDS

### The Big Picture

Where the money comes from...



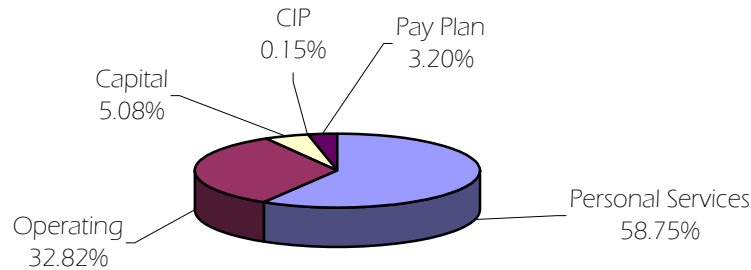
Where the money goes...



## FINANCIAL SUMMARY / OPERATING FUNDS

### The Big Picture

#### Operating Budget Expenditures by Categories

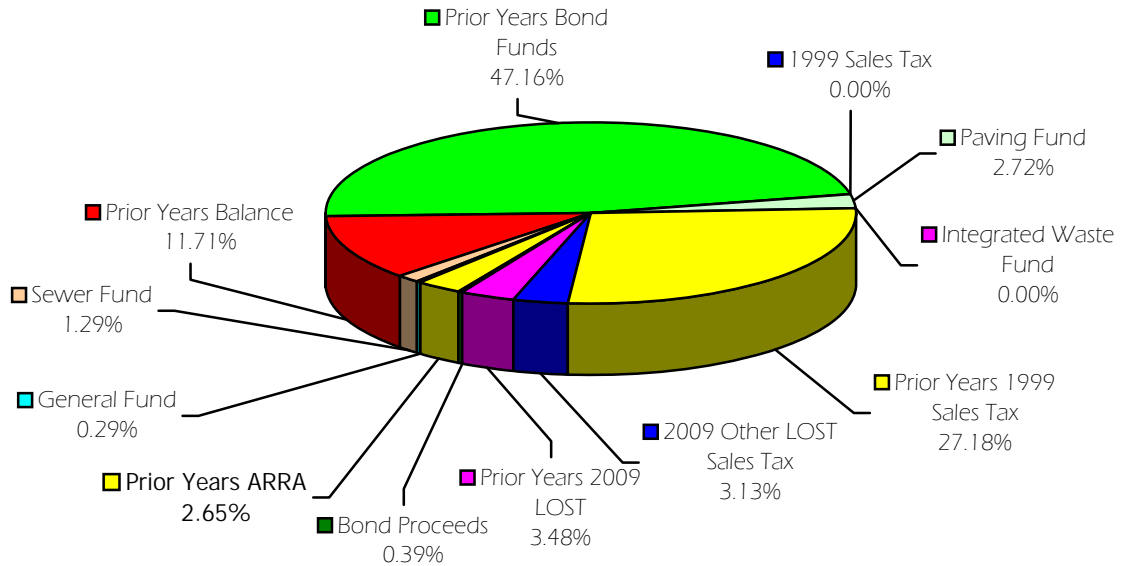


| Fund                  | FY12 Expenditures    |                |                |                                    |                | Positions<br>by<br>Fund* |
|-----------------------|----------------------|----------------|----------------|------------------------------------|----------------|--------------------------|
|                       | Personal<br>Services | Operating      | Capital Outlay | Capital<br>Improvement<br>Projects | Total          |                          |
| General               | \$ 112,253,004       | \$ 37,096,956  | \$ -           |                                    | \$ 149,349,960 | 2,148                    |
| Other LOST            | 13,433,160           | 5,114,401      | 3,288,288      | 10,664,151                         | 32,500,000     | 157                      |
| Stormwater            | 3,011,426            | 1,025,932      | 166,801        | 595,342                            | 4,799,501      | 66                       |
| Paving                | 7,760,570            | 4,383,088      | 2,167,802      | 3,415,218                          | 17,726,678     | 172                      |
| Medical Center        | -                    | 12,887,862     | -              |                                    | 12,887,862     | -                        |
| Integrated Waste      | 5,009,669            | 5,017,331      | -              |                                    | 10,027,000     | 104                      |
| Emergency Telephone   | 2,569,727            | 749,821        | -              |                                    | 3,319,548      | 56                       |
| Economic Development  | -                    | 983,028        | -              |                                    | 983,028        | -                        |
| Debt Service          | -                    | 9,991,906      | -              |                                    | 9,991,906      | -                        |
| METRA                 | 3,557,095            | 1,620,322      | 643,312        |                                    | 5,820,729      | 75                       |
| Parking Mgmt          | 190,358              | 141,945        | -              |                                    | 332,303        | 4                        |
| Trade Center          | 1,202,558            | 1,526,073      | 65,464         |                                    | 2,794,095      | 31                       |
| Bull Creek            | 704,963              | 672,037        | -              |                                    | 1,377,000      | 30                       |
| Oxbow Creek           | 241,127              | 261,573        | -              |                                    | 502,700        | 9                        |
| Civic Center          | 1,954,535            | 4,147,441      | 101,895        |                                    | 6,203,871      | 33                       |
| Total Operating Funds | \$ 151,888,192       | \$ 85,619,716  | \$ 6,433,562   | \$ 14,674,711                      | \$ 258,616,181 | 2,885                    |
| CDBG                  | 283,088              | 1,787,061      | 99,011         |                                    | 2,169,160      | 5                        |
| WIA/JTPA              | -                    | 3,469,794      | -              |                                    | 3,469,794      | 14                       |
| Risk Mgmt             | 2,340,000            | 1,400,000      | -              |                                    | 3,740,000      | -                        |
| Health Mgmt           | -                    | 19,200,000     | -              |                                    | 19,200,000     | -                        |
| Total Funds           | \$ 154,511,280       | \$ 111,476,571 | \$ 6,532,573   | \$ 14,674,711                      | \$ 287,195,135 | 2,904                    |

\* Does not include the personnel listed as "other funds" in the personnel section.

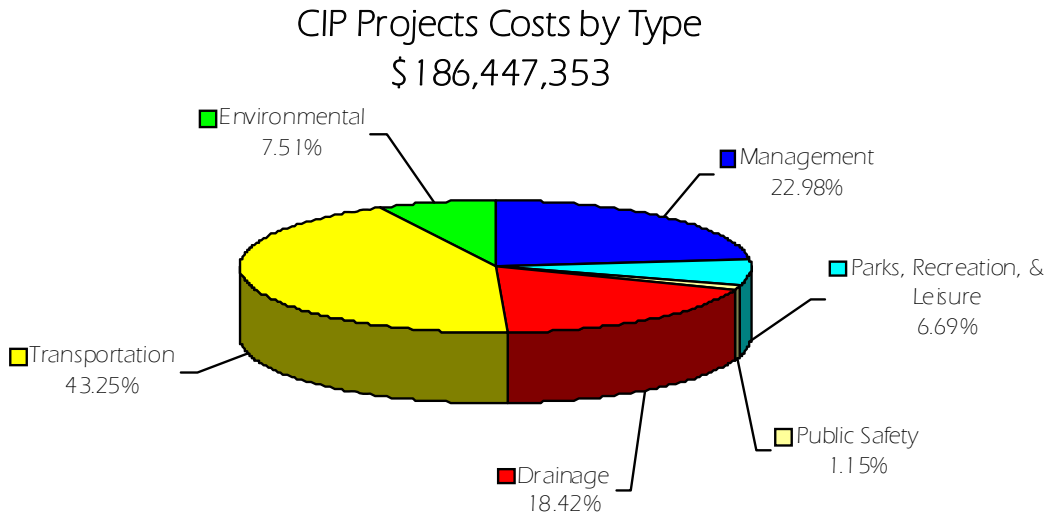
## FINANCIAL SUMMARIES / OPERATING FUNDS

CIP Financing Sources \$186,447,353

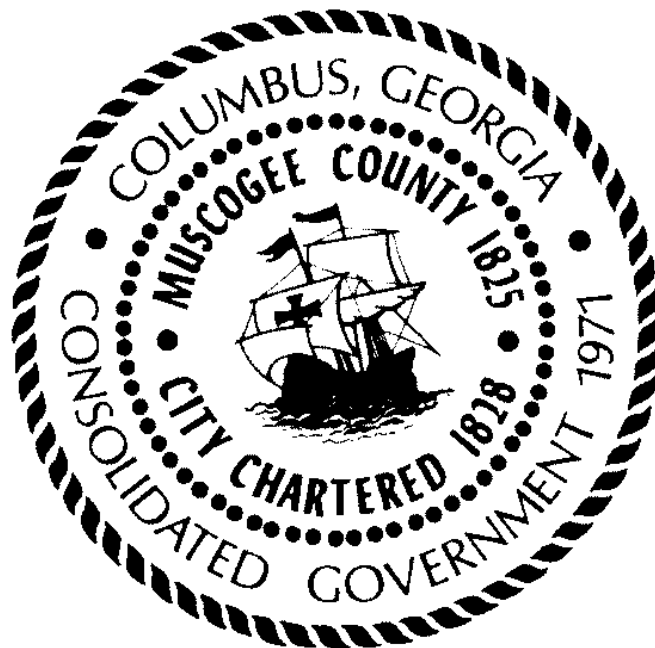


| FY12 CIP Financing Sources Overview |                   |
|-------------------------------------|-------------------|
| Project                             | Financing Sources |
| General Fund                        | \$548,715         |
| Sewer Fund                          | \$2,396,342       |
| Paving Fund                         | \$5,073,954       |
| Integrated Waste                    | \$0               |
| 1999 SPLOST                         | \$0               |
| Bond Proceeds                       | \$730,181         |
| Prior Years' 1999 SPLOST            | \$50,670,570      |
| 2009 LOST                           | \$5,828,151       |
| Prior Years' 2009 LOST              | \$6,481,656       |
| Prior Years' ARRA                   | \$4,946,599       |
| Prior Years' Balance                | \$21,837,047      |
| Prior Years' Bond Funds             | \$87,934,138      |
| Total                               | \$186,447,353     |

## FINANCIAL SUMMARIES / OPERATING FUNDS



| FY12 CIP Projects Overview         |               |   |
|------------------------------------|---------------|---|
| Project                            | FY12 Cost     | Impact on Operating Budget  |
| Management                         | \$42,852,804  | Neutral to Positive – Overall, no impact on the FY12 budget is expected. In the long term, projects will reduce personnel time on some projects and streamline processes, so that resources can be used more effectively.   |
| Parks, Recreation, & Leisure       | \$12,481,334  | Nominal – No overall impact on FY12 budget. There may be moderate long-term issues such as long-term increase on operating of an amount less than \$100,000. Current resources will be spread out to minimize impact to operating costs as budgets are being held to a minimum.                 |
| Public Safety/<br>Criminal Justice | \$2,140,514   | Nominal – Overall, these projects will increase operating costs by less than \$100,000. No foreseeable impact on FY12 budget.   |
| Drainage                           | \$34,334,992  | Neutral to Positive – Overall, these projects will reduce maintenance and repair costs and freeing labor and budget to cover other needed projects. No expected impact in FY12.   |
| Transportation                     | \$80,638,206  | Neutral to Positive – Overall, these projects will reduce personnel time freeing labor for other projects and programs. No quantitative change expected. In long run, better roads will reduce service calls and require less maintenance for a few years allowing work on additional projects. |
| Environmental                      | \$13,999,503  | Nominal to Slight – Overall, the projects will increase operating costs by less than \$50,000. There are offsetting intangible benefits of preventing fines and reducing impacts on the economy.  |
| TOTAL                              | \$186,447,353 | Overall, the CIP projects will have a minimal impact on the City's FY11 Operating Budget based on timing of project completion. Long-term expectations are that with the offsetting positive improvements, the majority of negative impacts will be slight.                                     |



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# FINANCIAL SUMMARY / OPERATING FUNDS

## Capital Improvement Projects (Continued)

Further information on Capital Improvement Projects is located on B-14 through B-16 in the Financial Summaries of the Operating Budget and the *FY12 Capital Improvement Program Budget Book*. The impact is discussed for each individual project in the accompanying CIP book; however, we have tried to give an overview of the budget impact for the categories and total budgets.

Depreciation expense is not included in this analysis, but needs such as staffing, daily operating costs and maintenance are considered. Some projects are difficult in defining the actual impact on the operating budget. However, we have attempted to give an educated projection to what the impact will be to our operating budget. The process of capital project updating has changed including a database for maintaining project status, notes and changes. We are hoping that as this becomes established, we will be able to better quantify and qualify future impact on budgets.

## Trend Analysis and Projections

In preparing the annual budget, financial planning completes a financial trend analysis and five-year projection that is refined throughout the year with continuing analysis. Our budget book and analysis is based on our operating funds and 4 additional funds, CDBG, WIA, Risk Management and Employee Insurance Funds. This differs from the CAFR, in that it includes all funds. This analysis and forecast includes:

### Revenues:

Revenues are based on a combination of historical trends, economic, demographic and financial conditions and expectations, and any pending legislation that will impact the flow of revenues. In the financial summaries narrative following, the trends and projection techniques used are mentioned for the various categories.

### Expenditures:

Expenditure projections are completed prior to budget requests, but are updated during the budget process. Incorporated into the projections are expectations and assumptions based on historical trends, pending legislation impacts, and economic and financial trends and conditions.

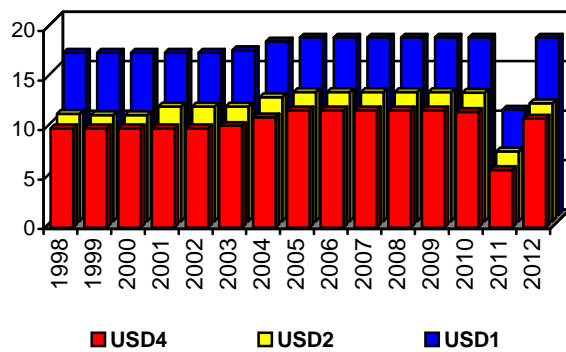
This long-term approach to budget analysis and preparation accomplishes three purposes. First, it allows advanced planning and the identification of challenges early so that preventive plans and actions can be enacted. Second, fund balance can be maintained at an acceptable level to maintain cash flow and handle contingencies. The third purpose is that CCG policy makers can make informed decisions.

The following pages of the financial summaries include a breakdown of each fund. This is also where the revenues are reported. Our format is to summarize the categories with the detail of what makes up the category.

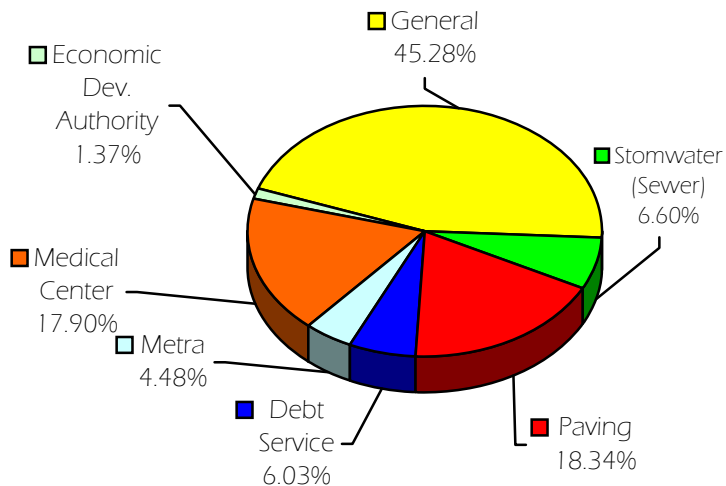
# FINANCIAL SUMMARIES / OPERATING FUNDS

History of Millage

Mills



Ad Valorem Tax Distribution Among Funds



History of CCG's Millage

As reflected in the History of Millage chart (above), the millage rate remained relatively consistent from FY96 to FY03 and remained unchanged from FY05 to FY10. FY11 was affected by the Other LOST rollback, but the millage rate returned to normal in FY12. There were small increases to the in the General Fund, the Paving and Debt Service Funds in FY04 and FY05. The Columbus Charter stipulates a 9-mill cap on "ordinary current expenses" which is the total of net general and urban millage and the transportation millage. The remaining millage includes the medical center, debt service, paving, sewer, and economic development authority fund. The current millage rates are listed in the Millage Table in the City Manager's message.

Revenue Sources Total: \$258,616,181

General Property Taxes:

\$71,988,012, 27.84%

General Property Taxes are Ad Valorem taxes, penalties and interest on real and personal property, motor vehicles, mobile homes, intangible taxes, and all penalties, interest and FIFAs related to these taxes. They are projected based on estimated growth of the state approved tax digest at millage rates ordained by Council. The current trend reflects a modest increase in Ad Valorem taxes based on the natural growth of the digest. Projected Ad Valorem taxes are based on assumption of a 9% collection rate and the projected growth of the digest. The Medical Center fund is the one exception to the 96% collection rate assumption as contractually they receive 3.00 mills based on the value of a mill rather than actual collections. The *Ad Valorem Tax Distribution among Funds* Chart, on the left, shows the distribution of Ad Valorem taxes among the applicable operating funds.

In FY03, a new fund was established for Economic Development funded by a 0.25 millage rate as approved by Council. The funding is appropriated to the Economic Development Authority to promote growth in the City. Each fiscal year during budget deliberations, Council will decide whether to continue to appropriate monies for this fund.

## Property Tax Primer

Ad Valorem or Property Tax is a large source of revenue for CCG. The basis of the taxation is the Fair Market Value (FMV) of the property established as of January 1 of each year.

The tax is levied on the assessed value of the property, which by GA state law is 40% of FMV.

The amount of tax is determined by the tax rate (millage) levied by City Council).

A mill is equal to \$1 for each \$1,000 of assessed value.

An additional challenge in our property tax structure is the property tax freeze, which freezes the FMV valuation of a property at purchase.

## FINANCIAL SUMMARIES / OPERATING FUNDS

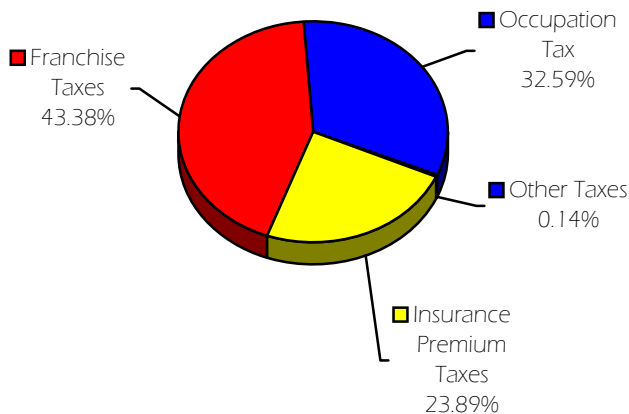
Franchise (Utility), Business and Other Taxes:  
\$42,379,390, 16.39%

These revenues are sensitive to economic conditions and are projected based on historical trends and expected economic growth. Trends for franchise taxes have seen steady overall growth.

Business Taxes include Occupation Taxes, based on the gross income of certain businesses, and Insurance Premium Taxes. These taxes have remained flat overall and are sensitive to economic conditions.

See the Franchise, Business, and Other Taxes pie chart (below) for a breakdown of this category.

Franchise, Business and Other Taxes



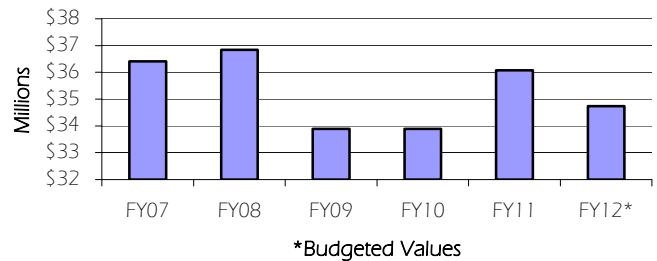
Sales and Use Taxes:

\$69,118,317, 26.73%

A Local Option 1¢ Sales Tax is levied to keep the ad valorem tax as low as possible. The taxes are projected based on economic indicators (employment rate, consumer confidence, etc.) and estimated growth in sales. The State of Georgia limits local jurisdictions to one cent (1¢) for general purposes. The trend of growth of sales tax has leveled off. It has cycled up and down in recent years, but is anticipated to increase modestly over the next fiscal year or two. The *Local Option Sales Tax* Chart reflects the trend in Sales Tax.

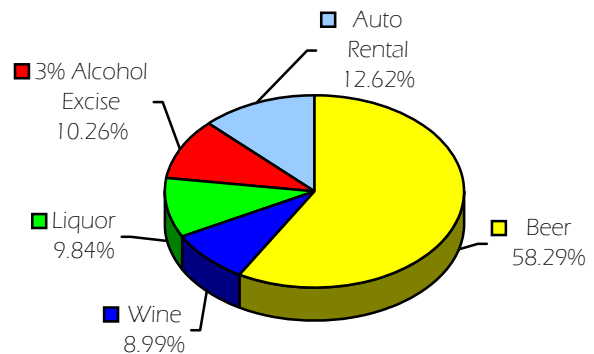
Also included in this category are use taxes. Use taxes include taxes on various rental, advertising,

General Fund Local Option Sales Taxes



and merchandising charges, as well as taxes on Beer, Wine, Liquor, and a 3% Alcohol Excise tax. This revenue is projected based on current indicators and tax rates set by Council. A modest decline was projected for this fiscal year. This subcategory reflects less sensitivity to economic conditions.

Selective Sales and Use Taxes



Charges for Service:

\$37,370,447, 14.45%

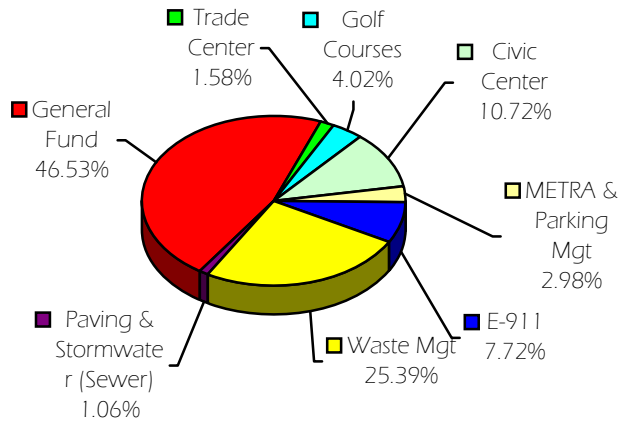
Service Charges include collections for government services, such as solid waste management fees, fees for use of public recreational facilities, emergency medical service fees and fees for the operation of the E-911 system and the city pound. Also included in this category are court fees and commissions. Commissions include the fees collected by the Tax Commissioner as well as the commissions paid on pay telephones. This revenue is projected based on historical trends and anticipated growth. Overall, commissions have decreased nominally. For the current fiscal year we budgeted a decrease to encompass

## FINANCIAL SUMMARIES / OPERATING FUNDS

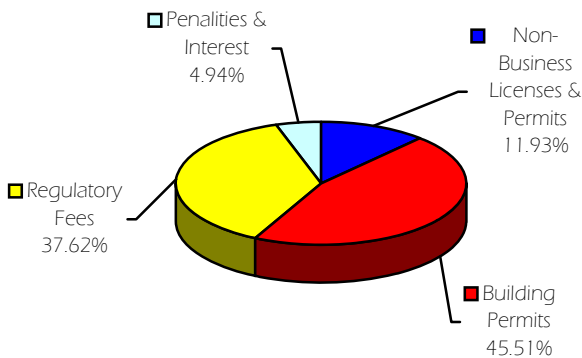
decreasing pay telephone and state commissions.

Also in service charges is cost allocation. Established in the FY93 Budget, cost allocation revenues reflect levels of service provided by the general fund central administrative functions (such as accounting, purchasing) to other fund, grant, and authority activities. The trend in cost allocation has increased.

**Service Charges by Area**

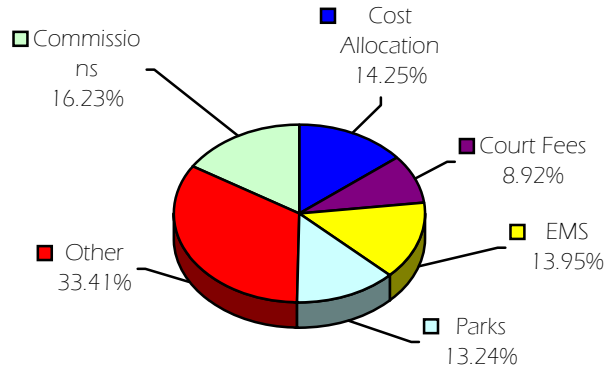


**Licenses & Permits By Type**



Projections for Service charges are based on rates set by Council, historical trends, and economic indicators. The current trend has seen a modest increase in the past 5 years with the exception of FY10. The current budget shows a decrease in building permit fees and EMS collections. See the *Service Charges by Area* pie chart.

**General Fund Charges for Service**



**Fines and Forfeitures:**

**\$4,705,500, 1.82%**

This category consists primarily of fines and charges imposed by the various courts of Muscogee County. Council sets some of these charges, while others are mandated by State. Overall, court fees, fines and forfeitures have slightly increased.

**Licenses & Permits:**

**\$2,227,570, 0.86%**

This category is derived from permits, business and professional license fees. Business Licenses include Beer, Wine and Liquor Licenses, Alcohol Application ID Card Permits and Insurance Licenses.

Non Business Licenses and Permits include permits for pet ownership, zoning petitions and marriage and gun licenses. Regulatory Fees include licenses to sell alcohol and insurance. Building permits make up the largest category. Council sets the fees for these charges. See *Business Licenses & Permits* (left) for a breakdown by type.

Projections are based on historical trend analysis, economic indicators, and anticipated economic growth. Some of these fees and permits that are sensitive to economic conditions are trending upward. Overall, licensing is remaining steady, as well as, fees and permits. Projections have followed these trends.

## FINANCIAL SUMMARIES / OPERATING FUNDS

### Intergovernmental:

\$3,542,265, 1.37%

This category consists of Federal, State and local government agency reimbursements for funding of local and statewide programs. Trends show a decrease in state and federal funding, which is reflected in projections.

The revenues (and expenditures) for cooperatively funded various Federal, State, and Local grant activities is located in a Multi-Governmental fund.

Additionally, there are two published funds that are listed with the operating funds, but not included in these numbers. The Community Development Block Grant (CDBG) and Workforce Investment Act (WIA) are separate grant programs with different budget cycles because of federal regulations. An estimated budget is included in the budget process, and is adjusted by Council in the fall. Details about CDBG can be found on pages B-49 and D-138 and WIA can be found on pages B-50 and D-140.

### Investment Income & Miscellaneous:

\$4,136,006, 1.60%

This category includes revenue from investment of City reserves. Revenues are based on projected rates of return on invested fund equity. This category also includes rents from City-owned property and sales of land, surplus equipment and various reports and databases. These revenues are projected based on fee schedules and current indicators. In addition, various one-time revenues, not categorized elsewhere, are included in this category. These revenue projections are based on historical trends.

### Interfund Transfers In/ Fund Balance:

\$23,148,674, 8.96%

Interfund Transfers In: \$10,073,267, 3.90%

Transfers-in account for the operating interfund transfers between the various funds to provide funding assistance and matching funds for Federal and State grants. This category accounts for the transfers of funds allocated to the Capital Improvement Program. The Hotel-Motel tax provides a source of revenue as a transfer in to the Civic Center and the Columbus Convention and Trade Center.

Fund Balance: \$13,075,407, 5.06%

To balance the General Fund and Debt Service Fund, fund balance has been programmed to cover expenditures for each of these funds. For the General Fund, \$248,715 was programmed for the Baker Village Project. The fund balance usage is calculated based on the anticipated fund balance for year-end FY12. See *FY12 Summary of Revenues, Expenditures, & Change in Fund Balance* for details. (p. B-18 through B-19).

# FINANCIAL SUMMARIES / OPERATING FUNDS

Expenditures Total: \$258,616,181

## Management Operations:

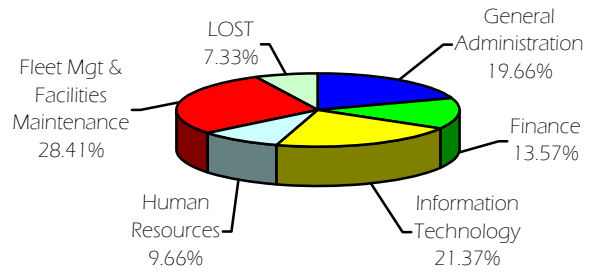
\$17,561,302, 6.79%

Activities and management needed to administer the daily operations of the Consolidated Government.

These activities are distributed through such offices as the City Manager, Human Resources, IT (Information Technology), Finance, Facilities Maintenance, and Fleet Maintenance. These offices provide support for line operations in their efforts to provide quality services to the citizens of the community.

See *Management Operations by Type* on right for expenditure breakdown of support offices.

## Management Operations by Type



## Community Services:

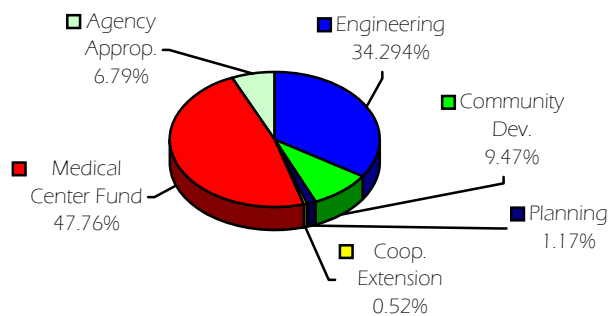
\$26,981,849, 10.43%

Community Services includes services that affect all citizens indirectly through the coordination of construction and development activities to ensure safety and a better quality of life. These services are distributed through such offices as Engineering, Inspections and Codes, Planning, and the Cooperative Extension division, which is operated in cooperation with the University of System of Georgia. Funds for other services are provided to various organizations in the community by Council approval through agency appropriations. See the Chart of *Community Services By Type* on right for breakdown by Department.

In addition, the City's Medical Center appropriations are budgeted at a value of three (3) mills to reimburse the Medical Center for indigent care. These are accounted for in the Medical Center Fund.

Although CDBG funds are not reflected in the General Fund's expenses, the City's Department of Community Reinvestment administers the CDBG (Community Development Block Grant) Program.

## Community Services by Type



## Public Services:

\$28,327,502, 10.95%

This category includes the divisions involved in delivering and administering essential services such as refuse collection, public cemeteries, and landfill operations. Certain paving and sewer maintenance such as ditch cleaning, road patching, etc. is managed by this function. Environmental activities are coordinated through divisions grouped here.

## Statutory Boards & Commissions:

\$3,893,973, 1.51%

This area provides miscellaneous services to the community. The Board of Elections and Registrations maintains the official eligible voters file and conducts elections in Muscogee County. The Tax Commissioner's Office and the Board of Tax Assessors appraise property and collect due taxes in the county. The operations of the Coroner are included here.

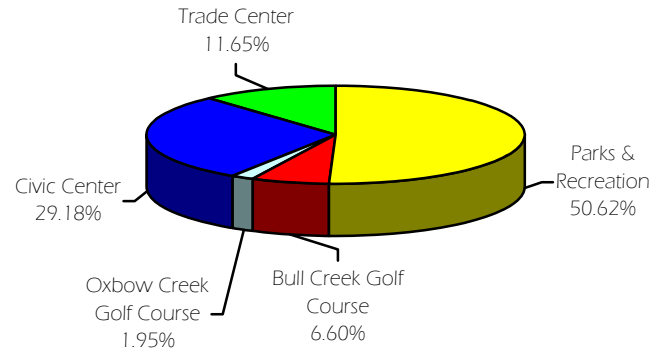
# FINANCIAL SUMMARIES / OPERATING FUNDS

## Recreation & Culture:

\$20,363,830, 7.87%

Recreation and cultural activities are provided almost exclusively through the Department of Parks and Recreation. The Parks and Recreation department provides outdoor activities, youth and senior programs, while operating the city's major arena facilities (Golden Park, Memorial Stadium). This category also includes Bull Creek Golf Course, Columbus Ironworks Convention and Trade Center and the Columbus Civic Center. See *Recreation & Culture* Chart on the right.

## Recreation & Culture



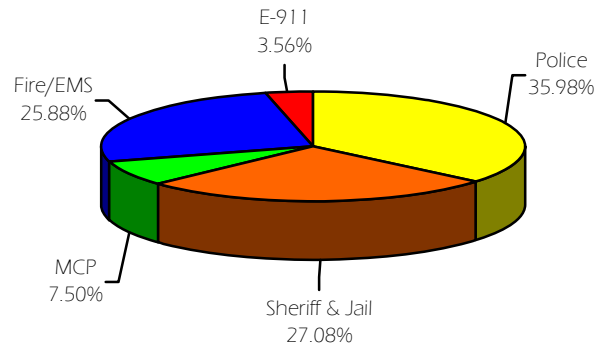
## Public Safety:

\$103,935,537, 40.17%

Public Safety encompasses those departments and divisions actively involved in the direct protection or support of protection of Columbus' citizens and visitors. In addition to Police, Fire & Emergency Medical Services, and Emergency Management, the operations of the Sheriff's office and incarceration facilities are incorporated.

See *Public Safety Appropriations by Agency* on right for breakdown of FY11 budget proportions.

## Public Safety Appropriations by Agency



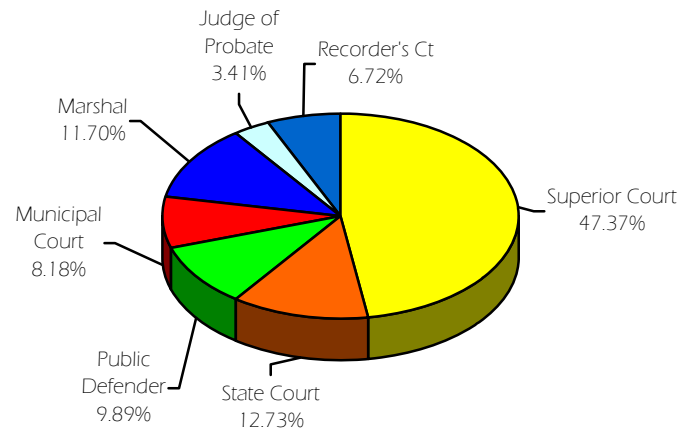
## Criminal Justice:

\$14,271,614, 5.52%

The Criminal Justice system operated by the City consists of all municipal and traditionally county courts. The support functions include probation, legal and clerk's offices.

The *Judicial & Statutory* pie chart on right shows breakdown by court.

## Judicial & Statutory



## Debt Service:

\$10,429,032, 4.03%

The Debt Service Fund accounts for the retirement of general obligation bond issues, Columbus Building Authority lease contracts, and the Water Commission revolving loan contract.



# FINANCIAL SUMMARIES / OPERATING FUNDS

## Overview and Debt Financing Principles

All local governments must determine how capital projects will be financed. It is the policy of the Columbus Consolidated Government (CCG) to use debt sparingly to retain the capacity to issue additional debt if the need arises. Currently, CCG is currently well below the 20% level that is considered by the credit industry to be a danger signal. In addition, the CCG is well below the legal debt ceiling for general obligation debt (detailed on right).

The Columbus Consolidated Government maintains two debt service funds - Debt Service Fund and Sales Tax Proceeds Account Fund. These Funds are used to service debt from four sources: General Obligation Debt, Columbus Building Authority contractual debt, the Board of Water Commissioners revolving loan contract, and lease purchase programs with the Georgia Municipal Association. Proceeds of a dedicated property tax is the primary source of revenue for the Debt Service Fund. See pages B-52 through B-54 and D-156-158 for Debt service pages.

### Debt Margin

The Columbus Consolidated Government remains well below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia's constitution. CCG is only using 5.0% of this established legal debt limit.

## Debt Service: Bond Principal & Interest

In 1991, the Columbus Consolidated Government used \$4,650,000 of a \$41,850,000 bond issue by the Board of Water Commissioners to pay costs of the River Walk incurred in conjunction with the Combined Sewer Overflow project. The Consolidated Government makes annual payments to the Board of Water Commissioners to defray the agency's annual debt service on the portion of bond proceeds used for the River Walk. In FY12, the payment to the Water Works will be \$533,750. After this payment, there will be no outstanding balance as the debt will be paid off in 2012.

## Debt Service: Other Obligations

The Consolidated Government has directly or indirectly guaranteed the debt issued by the Bull Creek Golf Course Authority, the Columbus Iron Works Convention and Trade Center Authority, the Columbus Airport Commission, and the Hospital Authority of Columbus. However, because the debt is self-supporting, it is generally not considered debt of the CCG. In addition, the annual debt service payments of these issues are not budgeted in debt service funds.

### Computation of Legal Debt Margin For Fiscal Year Ending June 30, 2011

|  |                  |
|--|------------------|
| Assessed value of taxable property*              | \$ 4,619,716,250 |
| Debt Limit: 10% of assessed value                | 461,971,625      |
| Less: Amount of debt applicable<br>to debt limit | 0                |
| Legal Debt Margin Available                      | \$461,971,625    |

\*Based on 2011 State Approved Gross Digest as of 08/01/11

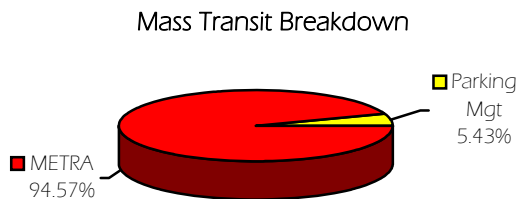
Mass Transit:

## FINANCIAL SUMMARIES / OPERATING FUNDS

**\$5,876,970, 2.27%**

METRA is the City of Columbus' mass transit system of buses with financial assistance provided by the local, State and Federal governments.

In FY00, the Parking Management Fund was added to accommodate the parking garage and downtown parking. It is categorized here because it is managed by METRA.



### Other Non-Departmental Expense:

**\$16,087,146, 6.22%**

This category consists of expenditures that are not applicable to a specific department. Examples of the various non-departmental expenses include operating subsidies provided to the Integrated Waste and E911 Funds, contingency funds, and various other non-categorical expenses.

### Capital Improvement Projects (CIP):

**\$10,887,426, 4.21%**

The capital improvement program has been in operation since 1971 with the City consolidation. Funding comes from a variety of sources including transfers-in from the General, Paving, Sewer, and Integrated Waste Funds; 1999 1C Special Purpose Local Option Sales Taxes (1993, 1999), Columbus Building Authority (CBA) – Contractual Debt (1997A, 1999B, 1999C, 2003A, 2003B, 2010A, 2010B, and 2010C Series) and Prior Years Balances. The program has historically been used for infrastructure projects such as road construction, drainage improvements, technology support and advancement, and miscellaneous project fund reserves. The

number listed above includes only the transfers from the General, Sewer, and Paving funds into CIP projects. Additional funding includes the Integrated Waste Fund, 1999 Sales Tax and Prior Year's funding.

The General Fund support is funded from property, utility, sales and other taxes, as well as other miscellaneous revenues. Integrated Waste support is based on service charges from residential and commercial waste.

The City's share of Road Projects is funded wholly from the Paving Fund. The road projects are treated as a transfer-out to the CIP Fund where it is matched with a greater share of State dollars. Drainage projects are located in the Sewer fund and located here due to the length of the projects and expense. Integrated Waste Management was added in 1994 to account for capital projects related to the construction, expansion or closing of landfills. The balance of projects, recreation and sidewalks, are financed with equally distributed revenues and constructed as SPLOST cash flow allows.

The total financing for a given project may be available at one time, while the project may take multiple fiscal years for completion. At the end of the fiscal year, the total financing sources are earmarked and recorded for that project and the balance is carried forward to the next fiscal year.

Capital Improvement Projects project budgets may include any of the following basic costs that are commonly associated with a capital improvement project: the renovation or expansion of existing facilities; an initial feasibility study for infrastructure and/or new facilities; site improvement and/or development and land acquisition; construction of infrastructure and/or a new facility; related management and/or administrative costs; and equipment and furnishings associated with the project. The capital projects are grouped by service type:

**Management** The Management service type includes projects impacting the general function and management of the Consolidated Government. The projects may also include land acquisition and development, facilities and infrastructure construction and renovation not directly associated with any of the other service classification. Typically, these projects are

## FINANCIAL SUMMARIES / OPERATING FUNDS

funded with contributions to the CIP from the operating funds.

**Parks, Recreation & Leisure:** This type of project includes all costs associated with land acquisition, park development, facilities construction and renovation of gymnasiums, museums, recreation centers, marinas, tennis courts, fields and other facilities and infrastructure that are associated with recreational and leisure activities. These projects are primarily financed by the SPLOST, but also receive funding from the General Fund, grants and private contributions.

**Public Safety / Criminal Justice:** All projects related to the delivery of Courts, Police, Fire, Sheriff, Marshal, Emergency Medical and Correction services are recorded in this section. These projects are typically funded by the General Fund, but may be financed through debt and other sources.

**Drainage:** The projects classified as drainage are primarily concerned with storm water control, flood prevention, erosion control and soil conservation, sewer construction and renovation, open ditch and stream bank stabilization; and detention/retention pond improvements.

**Transportation:** Projects may be land and right-of-way acquisition, traffic signalization, roads, sidewalks, and path or trail construction. Road projects are primarily funded through contributions from the Paving Fund; however, other financing sources may include SPLOST or bond issues.

**Environmental:** This category primarily encompasses projects associated with the landfills. Other projects may include urban reforestation, streetscapes and gateway projects. Detailed information of the financing, expenditures, and project description for the various projects is in the *FY12 Capital Improvement Program Budget Book*.

as possible. This will have implications on future budgets. Currently, funding for our projects is primarily from sources other than operating budgets, so there is minimal impact on the operating budget for FY12.

The alternative funding sources are providing funding to many repair and maintenance and infrastructure projects. These projects will reduce the cost of maintenance and repairs to aging infrastructure within the City.

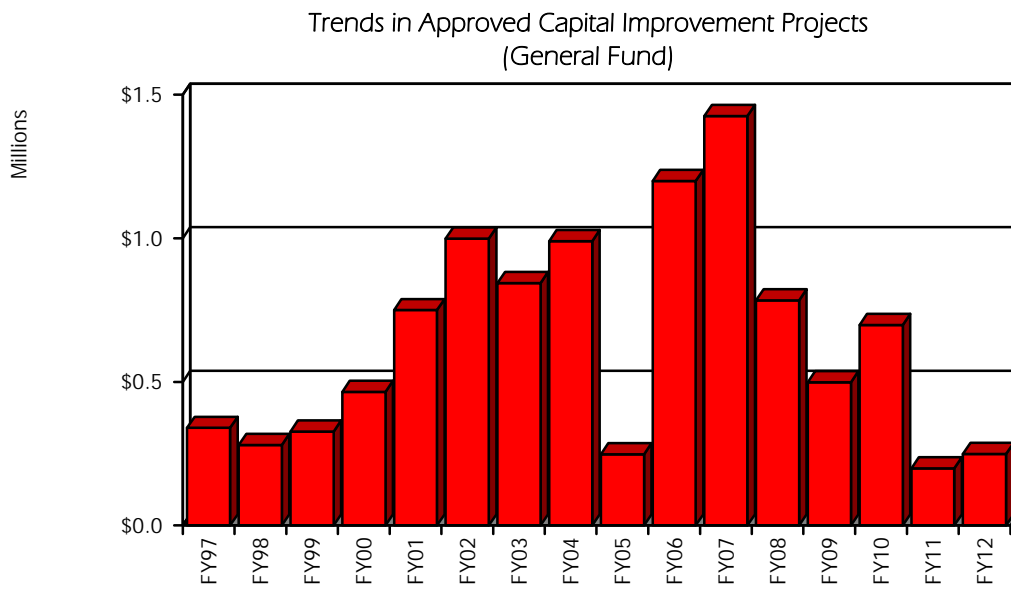
Long term, we are going to see some reduction in operating costs to the City. We are unable to determine at this time if this will be offset by projects we are unable to fund, although it is believed the savings at this time will be greater. Any reduction will allow additional funding to be allocated to other operating costs or projects within the City.

### CIP impacts on the Operating Budget

Because of lack of funding of the past few years, we have been unable to meet the demand for many worthy projects. Prioritizing has been essential to stretch a tight dollar as far

## FINANCIAL SUMMARIES / OPERATING FUNDS

Associated with the completion of various projects, there will be an impact of less than \$250,000 of operating costs on the FY12 operating budget. An overview of the costs and expenditures are on pages B-4 through B-5; Specific details are in the FY12 Capital Improvement Program Budget Book in the detail pages for each project.





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FY12 SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

| OPERATING FUNDS  | General Fund       | Stormwater Fund  | Paving Fund        | Medical Center Fund | Integrated Waste Fund* | Emergency Telephone Fund | Economic Development Fund | Debt Service Fund |
|--|--------------------|------------------|--------------------|---------------------|------------------------|--------------------------|---------------------------|-------------------|
| Beginning Fund Balance as of 7/01/11 (undesignated, unreserved, & unaudited) | \$44,058,345       | \$2,576,779      | \$10,856,774       | (\$5,330,363)       | \$88,412               | \$297,510                | \$229,615                 | \$3,925,623       |
| <b>REVENUES</b>  |                    |                  |                    |                     |                        |                          |                           |                   |
| General Property Taxes   | 32,598,209         | 4,751,001        | 13,200,783         | 12,887,862          | 0                      | 0                        | 983,028                   | 4,342,794         |
| Franchise, Business & Other Taxes  | 42,379,390         | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| Sales & Use Taxes  | 68,362,317         | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| Business Licenses & Permits  | 2,227,570          | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| Fines & Forfeitures  | 4,555,500          | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| Charges for Service  | 17,379,681         | 35,000           | 360,895            | 0                   | 9,490,000              | 2,886,000                | 0                         | 0                 |
| Intergovernmental  | 337,659            | 5,500            | 15,000             | 0                   | 0                      | 0                        | 0                         | 1,762,572         |
| Investment Income  | 1,000,000          | 8,000            | 150,000            | 0                   | 350,000                | 0                        | 0                         | 10,000            |
| Miscellaneous Revenues   | 583,741            | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 450,465           |
| Transfers-in   | 3,900,000          | 0                | 0                  | 0                   | 187,000                | 433,548                  | 0                         | 3,342,719         |
| <b>Total Revenues</b>  | <b>173,324,067</b> | <b>4,799,501</b> | <b>13,726,678</b>  | <b>12,887,862</b>   | <b>10,027,000</b>      | <b>3,319,548</b>         | <b>983,028</b>            | <b>9,908,550</b>  |
| <b>Total Available Resources</b>   | <b>217,382,412</b> | <b>7,376,280</b> | <b>24,583,452</b>  | <b>7,557,499</b>    | <b>10,115,412</b>      | <b>3,617,058</b>         | <b>1,212,643</b>          | <b>13,834,173</b> |
| <b>EXPENDITURES</b>  |                    |                  |                    |                     |                        |                          |                           |                   |
| Management Operations  | 17,561,302         | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| Community Services   | 11,361,298         | 712,484          | 1,037,177          | 12,887,862          | 0                      | 0                        | 983,028                   | 0                 |
| Public Services  | 4,042,029          | 3,189,562        | 12,327,662         | 0                   | 9,043,249              | 0                        | 0                         | 0                 |
| Recreation & Culture   | 10,236,496         | 0                | 0                  | 0                   | 74,928                 | 0                        | 0                         | 0                 |
| Public Safety  | 100,615,989        | 0                | 0                  | 0                   | 0                      | 3,319,548                | 0                         | 0                 |
| Criminal Justice   | 14,271,614         | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| Statutory, Boards & Commissions  | 3,893,973          | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| Capital Improvements   | 6,876,866          | 595,342          | 3,415,218          | 0                   | 0                      | 0                        | 0                         | 0                 |
| Other Non-Departmental   | 12,986,353         | 302,113          | 946,621            | 0                   | 908,823                | 0                        | 0                         | 0                 |
| Debt Service   | 0                  | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 9,991,906         |
| Mass Transit   | 4,040              | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| <b>Total Expenditures</b>  | <b>181,849,960</b> | <b>4,799,501</b> | <b>17,726,678</b>  | <b>12,887,862</b>   | <b>10,027,000</b>      | <b>3,319,548</b>         | <b>983,028</b>            | <b>9,991,906</b>  |
| Transfer to Other Funds**  | 0                  | 0                | 0                  | 0                   | 0                      | 0                        | 0                         | 0                 |
| <b>TOTAL</b>   | <b>181,849,960</b> | <b>4,799,501</b> | <b>17,726,678</b>  | <b>12,887,862</b>   | <b>10,027,000</b>      | <b>3,319,548</b>         | <b>983,028</b>            | <b>9,991,906</b>  |
| <i>Projected Ending Fund Balance: 6/30/11</i>                                | <i>35,532,452</i>  | <i>2,576,779</i> | <i>6,856,774</i>   | <i>-5,330,363</i>   | <i>88,412</i>          | <i>297,510</i>           | <i>229,615</i>            | <i>3,842,267</i>  |
| <b>Change in total Fund Balance projected for FY12</b>                       | <b>\$8,525,893</b> | <b>\$0</b>       | <b>\$4,000,000</b> | <b>\$0</b>          | <b>\$0</b>             | <b>\$0</b>               | <b>\$0</b>                | <b>\$83,356</b>   |

NOTE: General Fund Balance includes LOST Fund Balance of \$32,500,000.

\* Proprietary (Enterprise) funds - fund equity

\*\*Excluding transfers to the CIP Fund included in the Capital Improvements line.

FY12 SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

| OPERATING FUNDS  | Transportation Fund* | Parking Management Fund* | Trade Center Fund* | Bull Creek Golf Fund* | Oxbow Creek Golf Fund* | Civic Center Fund* | Total Operating Funds |
|--|----------------------|--------------------------|--------------------|-----------------------|------------------------|--------------------|-----------------------|
| Beginning Fund Balance as of 7/01/11 (undesignated, unreserved, & unaudited) | (\$4,909,593)        | (\$1,985,749)            | (\$1,482,839)      | (\$2,589,888)         | (\$1,609,865)          | (\$8,566,791)      | \$35,557,970          |
| <b>REVENUES</b>  |                      |                          |                    |                       |                        |                    |                       |
| General Property Taxes   | 3,224,335            | 0                        | 0                  | 0                     | 0                      | 0                  | 71,988,012            |
| Franchise, Business & Other Taxes  | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 42,379,390            |
| Sales & Use Taxes  | 0                    | 0                        | 756,000            | 0                     | 0                      | 0                  | 69,118,317            |
| Business Licenses & Permits  | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 2,227,570             |
| Fines & Forfeitures  | 0                    | 150,000                  | 0                  | 0                     | 0                      | 0                  | 4,705,500             |
| Charges for Service  | 1,060,000            | 55,000                   | 592,000            | 1,276,500             | 227,500                | 4,007,871          | 37,370,447            |
| Intergovernmental  | 1,421,534            | 0                        | 0                  | 0                     | 0                      | 0                  | 3,542,265             |
| Investment Income  | 15,000               | 1,500                    | 40,000             | 0                     | 0                      | 0                  | 1,574,500             |
| Miscellaneous Revenues   | 0                    | 0                        | 545,600            | 25,500                | 200                    | 956,000            | 2,561,506             |
| Transfers-in   | 0                    | 0                        | 620,000            | 75,000                | 275,000                | 1,240,000          | 10,073,267            |
| <b>Total Revenues</b>  | <b>5,720,869</b>     | <b>206,500</b>           | <b>2,553,600</b>   | <b>1,377,000</b>      | <b>502,700</b>         | <b>6,203,871</b>   | <b>245,540,774</b>    |
| <b>Total Available Resources</b>   | <b>811,276</b>       | <b>-1,779,249</b>        | <b>1,070,761</b>   | <b>-1,212,888</b>     | <b>-1,107,165</b>      | <b>-2,362,920</b>  | <b>281,098,744</b>    |
| <b>EXPENDITURES</b>  |                      |                          |                    |                       |                        |                    |                       |
| Management Operations  | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 17,561,302            |
| Community Services   | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 26,981,849            |
| Public Services  | 12,000               | 0                        | 0                  | 0                     | 0                      | 100,000            | 28,714,502            |
| Recreation & Culture   | 0                    | 0                        | 2,371,988          | 1,344,359             | 397,520                | 5,938,539          | 20,363,830            |
| Public Safety  | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 103,935,537           |
| Criminal Justice   | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 14,271,614            |
| Statutory, Boards & Commissions  | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 3,893,973             |
| Capital Improvements   | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 10,887,426            |
| Other Non-Departmental   | 254,428              | 13,674                   | 76,902             | 32,641                | 13,259                 | 165,332            | 15,700,146            |
| Debt Service   | 0                    | 0                        | 345,205            | 0                     | 91,921                 | 0                  | 10,429,032            |
| Mass Transit   | 5,554,301            | 318,629                  | 0                  | 0                     | 0                      | 0                  | 5,876,970             |
| <b>Total Expenditures</b>  | <b>5,820,729</b>     | <b>332,303</b>           | <b>2,794,095</b>   | <b>1,377,000</b>      | <b>502,700</b>         | <b>6,203,871</b>   | <b>258,616,181</b>    |
| Transfer to Other Funds**  | 0                    | 0                        | 0                  | 0                     | 0                      | 0                  | 0                     |
| <b>TOTAL</b>   | <b>5,820,729</b>     | <b>332,303</b>           | <b>2,794,095</b>   | <b>1,377,000</b>      | <b>502,700</b>         | <b>6,203,871</b>   | <b>258,616,181</b>    |
| <i>Projected Ending Fund Balance: 6/30/11</i>                                | <i>-5,009,453</i>    | <i>-2,111,552</i>        | <i>-1,723,334</i>  | <i>-2,589,888</i>     | <i>-1,609,865</i>      | <i>-8,566,791</i>  | <i>22,482,563</i>     |
| <b>Change in total Fund Balance projected for FY12</b>                       | <b>\$99,860</b>      | <b>\$125,803</b>         | <b>\$240,495</b>   | <b>\$0</b>            | <b>\$0</b>             | <b>\$0</b>         | <b>\$13,075,407</b>   |

NOTE: General Fund Balance includes LOST Fund Balance of \$32,500,000.

\* Proprietary (Enterprise) funds - fund equity

\*\*Excluding transfers to the CIP Fund included in the Capital Improvements line.



## OVERVIEW / GENERAL FUND 0101

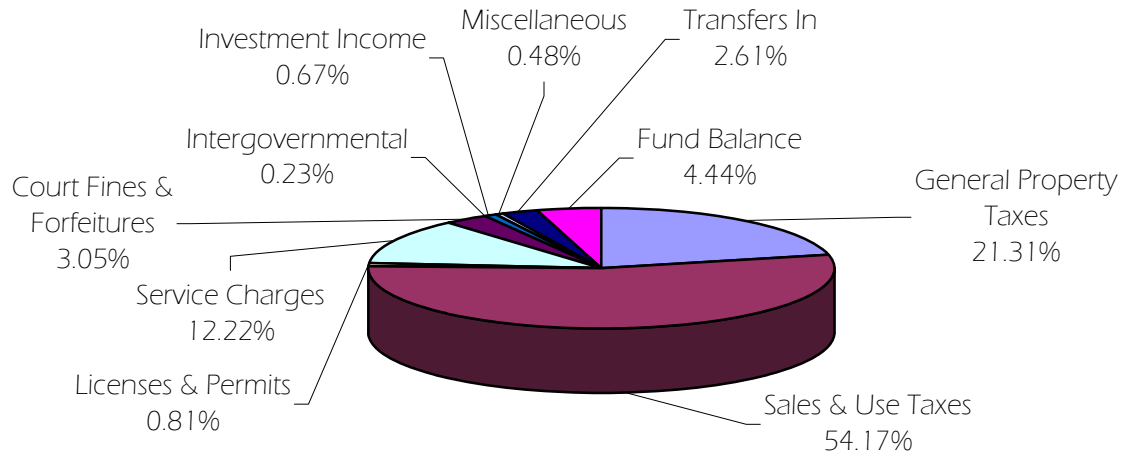
General Fund

\$

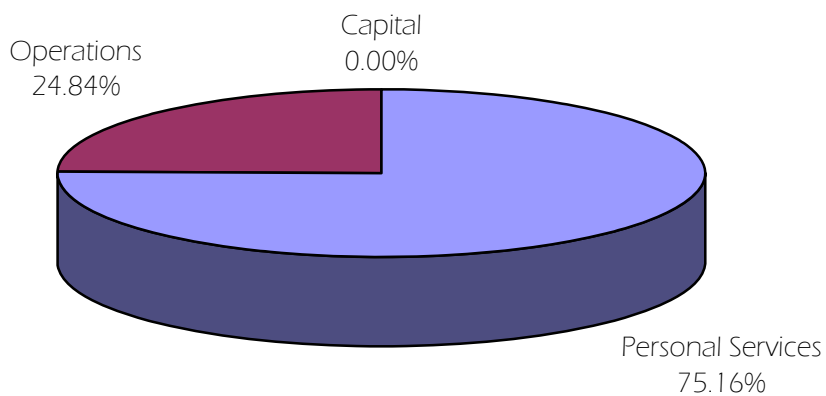
149,349,960

The General Fund accounts for all financial resources and expenditures that are not accounted for in specific purpose funds. It is the major operating fund of the government. The expenditures incurred are for current day-to-day expenses, operating equipment, and special appropriations

### Budget by Revenue Source



### Budget by Expense Category



# SCHEDULE OF REVENUES / GENERAL FUND 0101

|   |                                 | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---|---------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>TAXES</b>                            |                                 |                |                |                 |                 |             |
| <b>General Property Taxes</b>           |                                 |                |                |                 |                 |             |
| 4001                                    | Real Property                   | \$ 25,039,433  | \$ 25,850,662  | \$ 3,231,087    | \$ 31,518,209   | 875.47%     |
| 4002                                    | Public Utility                  | -              | 57,209         | 8,221           | -               | -100.00%    |
| 4003                                    | Timber                          | 204            | 433            | 136             | -               | -100.00%    |
| 4005                                    | Personal Property               | 4,745,134      | 4,723,757      | 562,108         | -               | -100.00%    |
| 4006                                    | Personal Property-Motor Vehicle | 2,981,940      | 2,796,928      | 1,808,309       | -               | -100.00%    |
| 4007                                    | Mobile Homes                    | 63,302         | 51,934         | 19,406          | -               | -100.00%    |
| 4012                                    | Personal                        | 148,212        | 92,171         | 17,939          | 80,000          | 345.96%     |
| 4015                                    | Recording Intangibles           | 661,665        | 537,773        | 149,917         | 225,000         | 50.08%      |
|   | <b>Subtotal</b>                 | \$ 33,639,890  | \$ 34,110,867  | \$ 5,797,123    | \$ 31,823,209   | 448.95%     |
| <b>Penalties &amp; Interest</b>         |                                 |                |                |                 |                 |             |
| 4150                                    | Ad Valorem                      | 775,718        | 627,785        | 165,773         | 600,000         | 261.94%     |
| 4151                                    | Auto                            | 185,519        | 178,121        | 121,009         | 150,000         | 23.96%      |
| 4153                                    | Breach of Covenant              | -              | -              | -               | -               | #DIV/0!     |
| 4154                                    | FIFAs                           | 27,194         | 28,728         | 35,467          | 25,000          | -29.51%     |
|   | <b>Subtotal</b>                 | \$ 988,431     | \$ 834,634     | \$ 322,249      | \$ 775,000      | 140.50%     |
| <b>Franchise (Public Utility Taxes)</b> |                                 |                |                |                 |                 |             |
| 4020                                    | Georgia Power                   | 9,589,929      | 9,128,455      | 10,147,266      | 10,248,739      | 1.00%       |
| 4021                                    | Atmos Energy                    | 1,815,825      | 1,488,193      | 1,746,315       | 1,650,000       | -5.52%      |
| 4022                                    | Southern Bell                   | 773,534        | 715,191        | 654,513         | 648,000         | -1.00%      |
| 4023                                    | Charter                         | 371,875        | 417,826        | 409,386         | 400,000         | -2.29%      |
| 4024                                    | TCI                             | 920,504        | 929,374        | 914,903         | 912,000         | -0.32%      |
| 4025                                    | Knology Cable Franchise         | 867,780        | 1,018,158      | 1,076,504       | 1,040,000       | -3.39%      |
| 4026                                    | Troup Electric                  | 151,423        | 152,816        | 184,902         | 186,751         | 1.00%       |
| 4027                                    | Flint Electric                  | 79,803         | 82,280         | 92,091          | 93,012          | 1.00%       |
| 4028                                    | Water Works - 6% Sales          | 2,825,492      | 2,854,208      | 3,183,255       | 3,120,000       | -1.99%      |
| 4029                                    | AT&T                            | -              | 12,453         | 6,226           | 6,226           | 0.00%       |
| 4030                                    | Co.                             | 247            | 160            | 152             | 140             | -7.89%      |
| 4114                                    | American Communication          | 38,341         | 48,904         | 27,067          | 44,000          | 62.56%      |
| 4115                                    | Franchise                       | 190,853        | 194,417        | 134,320         | 140,000         | 4.23%       |
|   | <b>Subtotal</b>                 | \$ 17,625,606  | \$ 17,042,435  | \$ 18,576,900   | \$ 18,488,868   | -0.47%      |
| <b>Business Taxes</b>                   |                                 |                |                |                 |                 |             |
| 4100                                    | Occupational Tax                | 14,104,621     | 13,791,906     | 14,128,470      | 13,750,000      | -2.68%      |
| 4110                                    | Insurance Premium Tax           | 10,426,375     | 10,328,554     | 10,028,380      | 10,078,522      | 0.50%       |
|   | <b>Subtotal</b>                 | \$ 24,530,996  | \$ 24,120,460  | \$ 24,156,850   | \$ 23,828,522   | -1.36%      |
| <b>General Sales &amp; Use Taxes</b>    |                                 |                |                |                 |                 |             |
| 4040                                    | Local Option Sales Tax          | 32,109,725     | 35,441,149     | 36,071,189      | 34,735,870      | -3.70%      |
|   | <b>Subtotal</b>                 | \$ 32,109,725  | \$ 35,441,149  | \$ 36,071,189   | \$ 34,735,870   | -3.70%      |

SCHEDULE OF REVENUES / GENERAL FUND 0101

|  |                          | FY09           |    | FY10        |    | FY11       |    | FY12        |  | %       |
|--|--------------------------|----------------|----|-------------|----|------------|----|-------------|--|---------|
|  |                          | Actual         |    | Actual      |    | Actual*    |    | Adopted     |  | Change  |
| <b>Selective Sales &amp; Use Taxes</b>     |                          |                |    |             |    |            |    |             |  |         |
| 4052                                       | Beer Tax                 | \$ 1,838,443   | \$ | 1,787,177   | \$ | 1,815,035  | \$ | 1,764,000   |  | -2.81%  |
| 4053                                       | Wine Tax                 | 267,228        |    | 275,755     |    | 308,454    |    | 272,296     |  | -11.72% |
| 4054                                       | Liquor Tax               | 329,100        |    | 328,372     |    | 332,534    |    | 297,781     |  | -10.45% |
| 4058                                       | Auto Rental Tax          | 385,763        |    | 403,063     |    | 404,393    |    | 382,000     |  | -5.54%  |
| 4059                                       | 3% Alcohol Excise Tax    | 310,020        |    | 313,376     |    | 338,910    |    | 310,370     |  | -8.42%  |
|  | <b>Subtotal</b>          | \$ 3,130,554   | \$ | 3,107,743   | \$ | 3,199,326  | \$ | 3,026,447   |  | -5.40%  |
| <b>Other Taxes</b>                         |                          |                |    |             |    |            |    |             |  |         |
| 4140                                       | Other Taxes              | 62,463         |    | 63,850      |    | 65,829     |    | 62,000      |  | -5.82%  |
|  | <b>Subtotal</b>          | \$ 62,463      | \$ | 63,850      | \$ | 65,829     | \$ | 62,000      |  | -5.82%  |
| <b>TOTAL TAXES</b>                         |                          | \$ 112,087,665 | \$ | 114,721,138 | \$ | 88,189,466 | \$ | 112,739,916 |  | 27.84%  |
| <u><b>LICENSES &amp; PERMITS</b></u>       |                          |                |    |             |    |            |    |             |  |         |
| <b>Business Licenses</b>                   |                          |                |    |             |    |            |    |             |  |         |
| 4200                                       | Beer License             | \$ 96,470      | \$ | 92,860      | \$ | 96,560     | \$ | 96,000      |  | -0.58%  |
| 4201                                       | Wine License             | 43,350         |    | 39,335      |    | 43,225     |    | 45,000      |  | 4.11%   |
| 4202                                       | Liquor License           | 517,905        |    | 545,764     |    | 574,466    |    | 560,000     |  | -2.52%  |
| 4204                                       | Alcohol Application I.D. | 27,260         |    | 22,735      |    | 21,095     |    | 27,000      |  | 27.99%  |
| 4210                                       | Insurance License        | 106,406        |    | 107,859     |    | 105,577    |    | 110,000     |  | 4.19%   |
|  | <b>Subtotal</b>          | \$ 791,391     | \$ | 808,553     | \$ | 840,923    | \$ | 838,000     |  | -0.35%  |
| <b>Non-Business Licenses &amp; Permits</b> |                          |                |    |             |    |            |    |             |  |         |
| 4250                                       | Animal Permits           | 126,998        |    | 125,954     |    | 123,497    |    | 120,000     |  | -2.83%  |
| 4253                                       | Zoning Petition Permits  | 35             |    | (892)       |    | 10         |    | 100         |  | 900.00% |
| 4255                                       | Judge Of Probate -       | 101,377        |    | 80,446      |    | 114,408    |    | 65,000      |  | -43.19% |
|  | <b>Subtotal</b>          | \$ 228,410     | \$ | 205,508     | \$ | 237,915    | \$ | 185,100     |  | -22.20% |
| <b>Other Licenses &amp; Permits</b>        |                          |                |    |             |    |            |    |             |  |         |
| 4252                                       | Occupancy                | 44,790         |    | 44,820      |    | 47,490     |    | 45,721      |  | -3.72%  |
| 4256                                       | Burial Permits           | 67,210         |    | 28,450      |    | 23,350     |    | 25,000      |  | 7.07%   |
| 4257                                       | Mobile Home              | 5,922          |    | 5,863       |    | 6,885      |    | 5,000       |  | -27.38% |
| 4259                                       | Permits                  | 12,100         |    | 7,550       |    | 12,150     |    | 5,000       |  | -58.85% |
|  | <b>Subtotal</b>          | \$ 130,022     | \$ | 86,683      | \$ | 89,875     | \$ | 80,721      |  | -10.19% |
| <b>Penalties &amp; Interest</b>            |                          |                |    |             |    |            |    |             |  |         |
| 4271                                       | Penalties-Tag Fees       | 112,641        |    | 113,560     |    | 114,333    |    | 110,000     |  | -3.79%  |
|  | <b>Subtotal</b>          | \$ 112,641     | \$ | 113,560     | \$ | 114,333    | \$ | 110,000     |  | -3.79%  |
| <b>TOTAL LICENSES &amp; PERMITS</b>        |                          | \$ 1,262,464   | \$ | 1,214,304   | \$ | 1,283,046  | \$ | 1,213,821   |  | -5.40%  |

SCHEDULE OF REVENUES / GENERAL FUND 0101

|                             |                                 | FY09         |    | FY10      |    | FY11      |    | FY12      | %        |
|-----------------------------|---------------------------------|--------------|----|-----------|----|-----------|----|-----------|----------|
|                             |                                 | Actual       |    | Actual    |    | Actual*   |    | Adopted   | Change   |
| <b>CHARGES FOR SERVICES</b> |                                 |              |    |           |    |           |    |           |          |
| <b>Charges for Services</b> |                                 |              |    |           |    |           |    |           |          |
| 4450                        | Auto Tag Fees                   | \$ 193,501   | \$ | 196,383   | \$ | 201,527   | \$ | 200,000   | -0.76%   |
| 4452                        | Auto Tag Postage Fees           | 47,839       |    | 48,487    |    | 48,939    |    | 50,000    | 2.17%    |
| 4455                        | Damage to City Property         | -            |    | 7,416     |    | 300       |    | -         | -100.00% |
| 4459                        | Data Services                   | 1,755        |    | 2,091     |    | 2,796     |    | 2,000     | -28.47%  |
| 4465                        | Insurance Fees                  | 59,115       |    | 69,880    |    | 73,290    |    | 70,000    | -4.49%   |
| 4501                        | Police False Alarm Fees         | 8,875        |    | 10,950    |    | 8,650     |    | 9,000     | 4.05%    |
| 4502                        | Fire False Alarm Fees           | 600          |    | -         |    | 250       |    | -         | -100.00% |
| 4505                        | Hazmat Cleanup Fees             | -            |    | -         |    | 722       |    | -         | -100.00% |
| 4506                        | EMS Collections                 | 3,219,045    |    | 2,108,996 |    | 2,535,748 |    | 2,400,000 | -5.35%   |
| 4508                        | EMS Special Events              | 26,640       |    | 26,745    |    | 29,260    |    | 25,000    | -14.56%  |
| 4512                        | Jail Fees                       | 596,185      |    | 654,142   |    | 627,388   |    | 390,000   | -37.84%  |
| 4513                        | Alarm Registration              | 30           |    | 12,000    |    | 3,698     |    | 3,000     | -18.88%  |
| 4515                        | MCP Inmates - Subsidy           | 3,766,440    |    | 3,781,960 |    | 3,787,600 |    | 3,780,000 | -0.20%   |
| 4516                        | MCP Inmates - Releases          | 18,318       |    | 17,240    |    | 19,264    |    | 15,000    | -22.13%  |
| 4517                        | Jail Medical Reimburse          | 629,772      |    | 66,102    |    | 29,937    |    | 60,000    | 100.42%  |
| 4610                        | Bad Check Fees                  | 9,368        |    | 8,899     |    | 8,101     |    | 7,000     | -13.59%  |
| 4611                        | Credit Card Service Fees        | 4,361        |    | 4,156     |    | 4,628     |    | 3,000     | -35.18%  |
| 4620                        | Fuel Surcharge                  | 43,359       |    | 39,522    |    | 56,554    |    | 55,000    | -2.75%   |
| 4682                        | Marina Concessions              | 51,819       |    | 84,597    |    | 92,503    |    | 70,000    | -24.33%  |
| 4683                        | Marina Fees                     | 18,556       |    | 18,237    |    | 21,060    |    | 18,000    | -14.53%  |
| 4684                        | South Commons-<br>Concessions   | 9,503        |    | 18,237    |    | 8,650     |    | 18,000    | 108.09%  |
| 4685                        | Vending Machines                | -            |    | -         |    | 35        |    | -         | -100.00% |
| 4844                        | Refund Bldg Maint               | 23,631       |    | 23,631    |    | 23,631    |    | 23,631    | 0.00%    |
| 4848                        | Fuel                            | -            |    | 20,331    |    | 26,067    |    | 17,000    | -34.78%  |
|                             | <b>Subtotal</b>                 | \$ 8,728,712 | \$ | 7,220,002 | \$ | 7,610,598 | \$ | 7,215,631 | -5.19%   |
| <b>Cost Allocation</b>      |                                 |              |    |           |    |           |    |           |          |
| 4461                        | Cost Allocation Service<br>Fees | \$ 1,819,985 |    | 1,916,152 | \$ | 2,127,373 |    | 2,476,625 | 16.42%   |
|                             | <b>Subtotal</b>                 | \$ 1,819,985 | \$ | 1,916,152 | \$ | 2,127,373 | \$ | 2,476,625 | 16.42%   |
| <b>Court Fees</b>           |                                 |              |    |           |    |           |    |           |          |
| 4430                        | Municipal Court - Court         | \$ 94,432    |    | 116,811   | \$ | 147,710   |    | 115,000   | -22.14%  |
| 4431                        | Recorders Court - Court         | 3,017        |    | 325       |    | 900       |    | 500       | -44.44%  |
| 4432                        | Magistrate Court-Court          | 79,586       |    | 69,244    |    | 64,358    |    | 60,000    | -6.77%   |
| 4433                        | Superior Court - Court          | 597,335      |    | 590,399   |    | 644,909   |    | 600,000   | -6.96%   |
| 4434                        | Superior Ct - Misc. Fees        | 35,194       |    | 38,587    |    | 43,318    |    | 40,000    | -7.66%   |
| 4435                        | Probate Ct - Misc. Fees         | 18,005       |    | 19,885    |    | 46,435    |    | 20,000    | -56.93%  |
| 4436                        | Probate Court - Estates         | 137,324      |    | 140,350   |    | 177,847   |    | 120,000   | -32.53%  |
| 4437                        | Adult Probation                 | 20,223       |    | 18,683    |    | 17,376    |    | 15,000    | -13.67%  |
| 4438                        | Recorders Court - Admin         | 115,205      |    | 135,025   |    | 130,888   |    | 120,000   | -8.32%   |
| 4439                        | Juvenile Court - Court          | 135          |    | 45        |    | 72        |    | -         | -100.00% |
| 4449                        | Real Estate Transfer Fees       | 437,128      |    | 410,727   |    | 373,798   |    | 370,000   | -1.02%   |
| 4466                        | CW Public Defend -              | -            |    | -         |    | -         |    | -         | #DIV/0!  |

SCHEDULE OF REVENUES / GENERAL FUND 0101

|                                 |  | FY09<br>Actual |    | FY10<br>Actual |    | FY11<br>Actual* |    | FY12<br>Adopted | %<br>Change |
|---------------------------------|--|----------------|----|----------------|----|-----------------|----|-----------------|-------------|
| 4467                            | Noncompliance Fees - Juvenile Drug Court | 4,240          |    | 4,188          |    | 4,643           |    | 4,200           | -9.54%      |
| 4471                            | Verification Fees                        | 3,630          |    | 3,905          |    | 4,785           |    | 3,500           | -26.85%     |
| 4472                            | Council Variance Fees                    | 1,000          |    | -              |    | 200             |    | -               | -100.00%    |
| 4473                            | Subdivision Plat Fees                    | 24,796         |    | 22,845         |    | 21,717          |    | 20,000          | -7.91%      |
| 4474                            | Zoning Fees                              | 24,560         |    | 30,750         |    | 24,891          |    | 25,000          | 0.44%       |
| 4496                            | Indigent Defense Fee                     | 21,252         |    | 34,205         |    | 26,814          |    | 27,000          | 0.69%       |
| 4537                            | Juvenile Ct - Supervisory                | 11,055         |    | 11,314         |    | 8,375           |    | 10,000          | 19.40%      |
|                                 | <b>Subtotal</b>                          | \$ 1,628,117   | \$ | 1,647,288      | \$ | 1,739,036       | \$ | 1,550,200       | -10.86%     |
| <b>Miscellaneous</b>            |  |                |    |                |    |                 |    |                 |             |
| 4837                            | Miscellaneous                            | 164,575        |    | 119,431        |    | 120,992         |    | 60,000          | -50.41%     |
|                                 | <b>Subtotal</b>                          | \$ 164,575     | \$ | 119,431        | \$ | 120,992         | \$ | 60,000          | -50.41%     |
| <b>Special Assessments</b>      |  |                |    |                |    |                 |    |                 |             |
| 4595                            | Street Assess & Demo                     | \$ 4,315       |    | 29,400         | \$ | 28,357          |    | 20,000          | -29.47%     |
|                                 | <b>Subtotal</b>                          | \$ 4,315       | \$ | 29,400         | \$ | 28,357          | \$ | 20,000          | -29.47%     |
| <b>Regulatory Fees</b>          |  |                |    |                |    |                 |    |                 |             |
| 4251                            | Building Permits                         | \$ 1,030,505   |    | 993,774        | \$ | 1,230,330       |    | 1,013,749       | -17.60%     |
|                                 | <b>Subtotal</b>                          | \$ 1,030,505   | \$ | 993,774        | \$ | 1,230,330       | \$ | 1,013,749       | -17.60%     |
| <b>Other Fees - Commissions</b> |  |                |    |                |    |                 |    |                 |             |
| 4532                            | School Tax Commissions                   | 2,142,173      |    | 2,388,876      |    | 2,302,694       |    | 2,235,456       | -2.92%      |
| 4533                            | School Tax-Auto Commissions              | 214,993        |    | 202,833        |    | 212,315         |    | 200,000         | -5.80%      |
| 4534                            | State of GA Commissions                  | 48,117         |    | 60,467         |    | 54,582          |    | 60,000          | 9.93%       |
| 4536                            | Bid Commissions                          | 15,153         |    | 14,021         |    | 13,318          |    | 14,000          | 5.12%       |
|                                 | <b>Subtotal</b>                          | \$ 2,420,436   | \$ | 2,666,197      | \$ | 2,582,909       | \$ | 2,509,456       | -2.84%      |
| <b>Other Fees</b>               |  |                |    |                |    |                 |    |                 |             |
| 4448                            | Recordings                               | \$ 380,558     |    | 338,881        | \$ | 378,015         |    | 340,000         | -10.06%     |
| 4518                            | Coroner Transports                       | 1,120          |    | 1,500          |    | 900             |    | 1,000           | 11.11%      |
| 4530                            | Sheriff - Fees                           | 519,385        |    | 597,452        |    | 878,347         |    | 600,000         | -31.69%     |
| 4531                            | Qualifying Fees                          | 13,991         |    | 14,674         |    | 12,659          |    | -               | -100.00%    |
| 4558                            | Recycling Fees                           | 12,252         |    | 6,436          |    | 185,943         |    | 75,000          | -59.67%     |
| 4559                            | Sale of Recycled Materials               | 3,169          |    | 5,328          |    | 6,901           |    | 4,000           | -42.04%     |
| 4570                            | Spay/Neuter Voucher Fees                 | 2,035          |    | 1,740          |    | 8,705           |    | 4,000           | -54.05%     |
| 4571                            | Pound Fees                               | 37,710         |    | 35,625         |    | 44,252          |    | 30,000          | -32.21%     |
| 4591                            | Lot Cleaning/Maint Fees                  | 20,453         |    | 62,494         |    | 55,249          |    | 48,000          | -13.12%     |
| 4594                            | Ordained Building Demolition             | 21,701         |    | 12,136         |    | 37,285          |    | 40,000          | 7.28%       |

SCHEDULE OF REVENUES / GENERAL FUND 0101

|   |                                       | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---|---------------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| 4861  | Police/Unclaimed<br>Property          | -              | 15,683         | 35,838          | -               | -100.00%    |
| 4862  | Sale Of Salvage                       | 4,995          | 3,876          | 2,453           | 2,000           | -18.47%     |
| 4867  | Sale Of Engineering<br>Documents      | 6,895          | 10,709         | 12,385          | 6,000           | -51.55%     |
| 4869  | Sale Of Police Reports                | 175,971        | 163,262        | 170,365         | 160,000         | -6.08%      |
| 4870  | Sale Of Fire Reports                  | 29,702         | 22,627         | 34,915          | 22,000          | -36.99%     |
| 4871  | Voter Lists                           | 268            | 662            | -               | -               | #DIV/0!     |
| 4879  | Sale Of Planning &<br>Develop Doc     | 14,622         | 11,896         | 12,959          | 9,000           | -30.55%     |
| 4881  | Sale Of Misc. Coroner's<br>Reports.   | 515            | 110            | 40              | -               | -100.00%    |
| 4884  | Signage Sales -<br>Developers         | 6,734          | 110            | 15,500          | -               | -100.00%    |
| 4885  | Sale of Tax Comm.<br>Reports          | -              | -              | 15,344          | -               | -100.00%    |
|   | <b>Subtotal</b>                       | \$ 1,252,076   | \$ 1,305,201   | \$ 1,908,055    | \$ 1,341,000    | -29.72%     |
| <b>Culture &amp; Recreation</b>             |                                       |                |                |                 |                 |             |
| 4658  | Tennis Fees                           | 169,217        | 176,962        | 166,976         | 200,000         | 19.78%      |
| 4659  | Swimming Pools                        | 70,659         | 67,975         | 105,131         | 65,000          | -38.17%     |
| 4660  | Concessions                           | 28,019         | 26,086         | 26,273          | 28,000          | 6.57%       |
| 4661  | Concessions – Memorial<br>Stadium     | -              | 6,576          | 7,026           | 7,000           | -0.37%      |
| 4664  | Pool Concessions                      | 38,738         | 40,305         | 56,499          | 40,000          | -29.20%     |
| 4671  | After School Program                  | 1,453,531      | 1,475,376      | 1,498,483       | 1,548,000       | 3.30%       |
| 4674  | Youth Program Fees                    | 22,220         | 22,953         | 7,427           | 52,800          | 610.92%     |
| 4675  | Therapeutics                          | -              | -              | 2,683           | 1,200           | -55.27%     |
| 4676  | Cultural Arts Program                 | 35,970         | 40,581         | 44,746          | 50,000          | 11.74%      |
| 4677  | Sr. Citizens Program Fees             | 8,524          | 9,172          | 8,463           | 7,000           | -17.29%     |
| 4678  | Athletic Program Fees                 | 74,899         | 70,094         | 71,486          | 70,000          | -2.08%      |
| 4681  | Fee Based Program Fees                | -              | 13,668         | 15,520          | 2,000           | -87.11%     |
|   | <b>Subtotal</b>                       | \$ 1,901,777   | \$ 1,949,748   | \$ 2,010,713    | \$ 2,071,000    | 3.00%       |
| <b>TOTAL CHARGES FOR SERVICES</b>           |                                       |                |                |                 |                 |             |
|   |                                       | \$ 18,950,498  | \$ 17,847,193  | \$ 19,358,363   | \$ 18,257,661   | -5.69%      |
| <b><u>COURT FINES &amp; FORFEITURES</u></b> |                                       |                |                |                 |                 |             |
| 4740  | Recorders Court - Fines               | \$ 3,020,876   | 3,617,589      | \$ 3,699,641    | 3,458,000       | -6.53%      |
| 4741  | Juvenile Court - Fines                | 10,448         | 6,450          | 4,840           | 6,000           | 23.97%      |
| 4743  | Environmental Court -<br>Fines        | 49,140         | 49,030         | 49,580          | 40,000          | -19.32%     |
| 4753  | Recorders Ct. -<br>Muscogee Surcharge | 123,316        | 147,265        | 145,712         | 125,000         | -14.21%     |
| 4754  | Superior Ct. - Muscogee<br>Surcharge  | 1,853          | 5,652          | 4,463           | 4,000           | -10.37%     |
| 4755  | State Ct. - Muscogee<br>Surcharge     | 29,952         | 20,825         | 29,786          | 12,000          | -59.71%     |

SCHEDULE OF REVENUES / GENERAL FUND 0101

|  |   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|--|---|----------------|----------------|-----------------|-----------------|-------------|
| 4756   | Municipal Ct. -<br>Muscogee Surcharge   | 5,449          | 7,162          | 7,980           | 5,000           | -37.34%     |
| 4757   | Harris County Surcharge                 | 37,016         | 50,428         | 39,444          | 35,000          | -11.27%     |
| 4758   | Talbot County                           | 5,250          | 6,609          | 7,319           | 5,500           | -24.85%     |
| 4759   | Marion County<br>Surcharge              | 4,629          | 9,053          | 7,218           | 6,500           | -9.95%      |
| 4760   | Chattahoochee County<br>Surcharge       | 22,355         | 25,081         | 14,144          | 8,500           | -39.90%     |
| 4761   | Taylor County Surcharge                 | 17,001         | 12,557         | 13,924          | 9,000           | -35.36%     |
| 4762   | Superior Ct - Fines &<br>Forfeit        | 213,948        | 203,054        | 101,217         | 70,000          | -30.84%     |
| 4763   | Municipal Ct - Fines &<br>Forfeit       | 313,181        | 327,873        | 317,599         | 315,000         | -0.82%      |
| 4764   | State Ct - Fines &<br>Forfeitures       | 454,417        | 412,958        | 590,561         | 450,000         | -23.80%     |
| 4767   | Crime Victims - Adult<br>Probation      | 4,131          | -              | 640             | -               | -100.00%    |
| 4768   | Forfeitures/Condemnati<br>on Police     | 19,854         | -              | -               | -               | #DIV/0!     |
| 4769   | Magistrate Court-Fines &<br>Forfeitures | 4,099          | 18,277         | 5,305           | 6,000           | 13.10%      |
| 4861   | Sale Of Unclaimed<br>Property           | -              | 15,683         | 35,838          | -               | -100.00%    |
| <b>TOTAL COURT FINES &amp;<br/>FORFEITURES</b> |   | \$ 4,336,915   | \$ 4,935,546   | \$ 5,075,211    | \$ 4,555,500    | -10.24%     |
| <b><u>INTERGOVERNMENTAL</u></b>                |   |                |                |                 |                 |             |
| 4315   | Department of Justice                   | -              | 7,147          | -               | -               | #DIV/0!     |
| 4343   | Emergency<br>Management Assist          | 55,887         | 55,887         | 55,887          | 55,887          | 0.00%       |
| 4359   | Miscellaneous Revenues                  | 4,028          | 6,574          | -               | -               | #DIV/0!     |
| 4400   | Payment Lieu Taxes<br>Housing Auth      | 33,350         | 38,540         | 14,627          | 38,000          | 159.79%     |
| 4402   | Administrative Office Of<br>Court       | 132,651        | 132,651        | 132,651         | 132,651         | 0.00%       |
| 4414   | Harris County                           | 67,491         | 67,031         | 70,148          | 69,754          | -0.56%      |
| 4423   | MCSD (School District)                  | -              | 143,060        | -               | -               | #DIV/0!     |
| 4424   | Misc Intergovernmental                  | -              | -              | 3,290           | 3,290           | 0.00%       |
| 4426   | Talbot County                           | 10,532         | 11,014         | 11,076          | 11,079          | 0.03%       |
| 4427   | Marion County                           | 9,362          | 9,790          | 9,845           | 9,845           | 0.00%       |
| 4428   | Chattahoochee County                    | 3,516          | 3,670          | 3,692           | 3,692           | 0.00%       |
| 4429   | Taylor County                           | 12,873         | 13,461         | 13,537          | 13,461          | -0.56%      |
| <b>TOTAL INTERGOVERNMENTAL</b>                 |   | \$ 329,690     | \$ 488,825     | \$ 314,753      | \$ 337,659      | 7.28%       |



SCHEDULE OF REVENUES / GENERAL FUND 0101

|                                       |                                       | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---------------------------------------|---------------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>INVESTMENT INCOME</b>              |                                       |                |                |                 |                 |             |
| 4772                                  | Gains/Losses on                       | 211,959        | (114,026)      | (224,996)       | -               | -100.00%    |
| 4780                                  | Investment Interest                   | 2,077,449      | 1,665,581      | 1,475,085       | 1,000,000       | -32.21%     |
| <b>TOTAL INVESTMENT INCOME</b>        |                                       | \$ 2,289,408   | \$ 1,551,555   | \$ 1,250,089    | \$ 1,000,000    | -20.01%     |
| <b>MISCELLANEOUS</b>                  |                                       |                |                |                 |                 |             |
| <b>Rents &amp; Royalties</b>          |                                       |                |                |                 |                 |             |
| 4654                                  | Memorial Stadium                      | 19,429         | 5,940          | 5,639           | 4,000           | -29.07%     |
| 4655                                  | Golden Park                           | 12,700         | 4,936          | 19,244          | 12,000          | -37.64%     |
| 4665                                  | Facilities Rental                     | 4,279          | 5,427          | 7,743           | 37,000          | 377.85%     |
| 4666                                  | Facilities Rental - Promenade         | 6,781          | 8,045          | 13,659          | 24,000          | 75.71%      |
| 4667                                  | Facilities Rental - Commercial Ctr    | 13,164         | 13,294         | 22,152          | 35,000          | 58.00%      |
| 4668                                  | Facilities Rental -Rugby              | 400            | 400            | 400             | 400             | 0.00%       |
| 4669                                  | Facilities Rental -Lake Oliver Marina | -              | -              | -               | -               | #DIV/0!     |
| 4680                                  | South Commons - Softball Complex      | 14,254         | 39,626         | 19,855          | 20,000          | 0.73%       |
|                                       | <b>Subtotal</b>                       | \$ 71,007      | \$ 77,668      | \$ 88,692       | \$ 132,400      | 49.28%      |
| <b>Other Rents &amp; Royalties</b>    |                                       |                |                |                 |                 |             |
| 4873                                  | Legacy Terrace Rental                 | 4,844          | 57,219         | 83,000          | 50,000          | -39.76%     |
| 4877                                  | Rental Of City Property               | 27,841         | 12,909         | 13,039          | 12,000          | -7.97%      |
| 4878                                  | Rental/Lease Income                   | 109,811        | 110,754        | 108,779         | 100,000         | -8.07%      |
|                                       | <b>Subtotal</b>                       | \$ 142,496     | \$ 180,882     | \$ 204,818      | \$ 162,000      | -20.91%     |
| <b>Subtotal Rents &amp; Royalties</b> |                                       | \$ 213,503     | \$ 258,550     | \$ 293,510      | \$ 294,400      | 0.30%       |
| <b>Commissions</b>                    |                                       |                |                |                 |                 |             |
| 4815                                  | Pay Phone - Jail                      | 552,880        | 264,025        | 273,672         | 220,000         | -19.61%     |
| 4816                                  | Pay Phone - MCP                       | 138,564        | 134,971        | 106,838         | 92,000          | -13.89%     |
|                                       | <b>Subtotal</b>                       | \$ 691,444     | \$ 398,996     | \$ 380,510      | \$ 312,000      | -18.00%     |
| <b>Other Miscellaneous Revenue</b>    |                                       |                |                |                 |                 |             |
| 4821                                  | Detox/Major Building Repairs          | 16,427         | 16,427         | 16,427          | 16,427          | 0.00%       |
| 4822                                  | Detox/Mental - Insurance              | 670            | 670            | 670             | 670             | 0.00%       |
| 4843                                  | Naval Center Reimbursement            | 15,875         | 11,393         | -               | 95,013          | #DIV/0!     |
|                                       | <b>Subtotal</b>                       | \$ 32,972      | \$ 28,490      | \$ 17,097       | \$ 112,110      | 555.73%     |

SCHEDULE OF REVENUES / GENERAL FUND 0101

|                                    |                                 | FY09           |    | FY10        |    | FY11        |    | FY12         |  | %        |
|------------------------------------|---------------------------------|----------------|----|-------------|----|-------------|----|--------------|--|----------|
|                                    |                                 | Actual         |    | Actual      |    | Actual*     |    | Adopted      |  | Change   |
| Reimbursement for Damaged Property |                                 |                |    |             |    |             |    |              |  |          |
| 4851                               | Damage To City Property         | (1,364)        |    | -           |    | -           |    | -            |  | #DIV/0!  |
| 4852                               | Repairs To City Vehicles        | 723            |    | 358         |    | 344         |    | -            |  | -100.00% |
| 4853                               | Claims/Settlements Damaged/Lost | 3,472,387      |    | 358         |    | 71,906      |    | -            |  | -100.00% |
| 4854                               | Equipment Reimb.                | -              |    | -           |    | 29          |    | -            |  | -100.00% |
|                                    | Subtotal                        | \$ 3,471,746   | \$ | 716         | \$ | 72,279      | \$ | -            |  | -100.00% |
| TOTAL MISCELLANEOUS                |                                 | \$ 4,409,665   | \$ | 686,752     | \$ | 763,396     | \$ | 718,510      |  | -5.88%   |
| CONTRIBUTIONS                      |                                 |                |    |             |    |             |    |              |  |          |
| 4802                               | Donations                       | -              |    | 7,203       |    | 31,146      |    | -            |  | -100.00% |
| TOTAL CONTRIBUTIONS                |                                 | \$ -           | \$ | 7,203       | \$ | 31,146      | \$ | -            |  | -100.00% |
| OTHER FINANCING SOURCES            |                                 |                |    |             |    |             |    |              |  |          |
| Sale of General Fixed Assets       |                                 |                |    |             |    |             |    |              |  |          |
| 4907                               | Sale of General Fixed Assets    | 144,105        |    | 30,667      |    | 91,368      |    | -            |  | -100.00% |
|                                    | Subtotal                        | \$ 144,105     | \$ | 30,667      | \$ | 91,368      | \$ | -            |  | -100.00% |
| Interfund Transfers In             |                                 |                |    |             |    |             |    |              |  |          |
| 4930                               | Transfer In                     | -              |    | #REF!       |    | 916         |    | #REF!        |  | #REF!    |
| 4947                               | Transfer In-County Jail         | -              |    | 1,500,000   |    | 1,000,000   |    | 2,750,000    |  | 175.00%  |
| 4950                               | Transfer In-General Fund CIP    | -              |    | 1,000,000   |    | 750,000     |    | 1,150,000    |  | 53.33%   |
| 4998                               | Transfer In-Other LOST          | -              |    | -           |    | 30,145,848  |    | -            |  | -100.00% |
|                                    | Subtotal                        | \$ -           | \$ | 2,500,000   | \$ | 31,896,764  | \$ | 3,900,000    |  | -87.77%  |
| TOTAL OTHER FINANCING SOURCES      |                                 | \$ 144,105     | \$ | 2,530,667   | \$ | 31,988,132  | \$ | 3,900,000    |  | -87.81%  |
| USE OF FUND BALANCE                |                                 |                |    |             |    |             |    | \$ 6,626,893 |  |          |
| Total General Fund Revenues        |                                 | \$ 143,810,410 | \$ | 143,983,183 | \$ | 148,253,602 | \$ | 149,349,960  |  | 0.74%    |

\* Unaudited

## SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

|                               |                                | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|-------------------------------|--------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>Council</b>                |                                |                |                |                 |                 |             |
| 100-1000                      | City Council                   | \$ 303,936     | \$ 303,169     | \$ 302,578      | \$ 292,997      | -3.17%      |
| 100-2000                      | Clerk of Council               | 214,583        | 225,338        | 220,398         | 210,629         | -4.43%      |
|                               | <b>Subtotal</b>                | \$ 518,519     | \$ 528,507     | \$ 522,976      | \$ 503,626      | -3.70%      |
| <b>Mayor</b>                  |                                |                |                |                 |                 |             |
| 110-1000                      | Mayor's Office                 | 322,930        | 335,315        | 313,639         | 299,875         | -4.39%      |
| 110-2600                      | Internal Auditor               | 95,644         | 102,693        | 104,581         | 102,411         | -2.07%      |
|                               | <b>Subtotal</b>                | \$ 418,574     | \$ 438,008     | \$ 418,220      | \$ 402,286      | -3.81%      |
| <b>City Attorney</b>          |                                |                |                |                 |                 |             |
| 120-1000                      | City Attorney                  | 966,438        | 871,023        | 1,409,118       | 719,527         | -48.94%     |
|                               | <b>Subtotal</b>                | \$ 966,438     | \$ 871,023     | \$ 1,409,118    | \$ 719,527      | -48.94%     |
| <b>City Manager</b>           |                                |                |                |                 |                 |             |
| 130-1000                      | City Manager                   | 653,446        | 665,549        | 708,923         | 677,054         | -4.50%      |
| 130-2500                      | Mail Room                      | 47,819         | 63,513         | 60,404          | 71,916          | 19.06%      |
| 130-2600                      | Agency                         | 97,035         | 96,325         | 114,596         | 111,117         | -3.04%      |
|                               | Criminal Justice               |                |                |                 |                 |             |
| 130-2700                      | Coordination                   | 189,798        | 183,556        | 176,727         | 192,694         | 9.03%       |
| 130-2800                      | Risk Management                | 61,848         | 62,481         | 63,571          | 66,413          | 4.47%       |
| 130-2850                      | Center                         | 352,514        | 366,632        | 393,078         | 405,166         | 3.08%       |
| 130-3710                      | Recorders Court                | -              | -              | 880,574         | 854,371         | -2.98%      |
|                               | <b>Subtotal</b>                | \$ 1,402,460   | \$ 1,438,056   | \$ 2,397,873    | \$ 2,378,731    | -0.80%      |
| <b>Finance</b>                |                                |                |                |                 |                 |             |
| 200-1000                      | Finance Director               | 333,805        | 329,084        | 334,533         | 305,342         | -8.73%      |
| 200-2100                      | Accounting                     | 454,313        | 463,102        | 464,724         | 474,906         | 2.19%       |
| 200-2200                      | Revenue                        | 905,979        | 954,634        | 956,449         | 935,758         | -2.16%      |
| 200-2900                      | Financial Planning             | 259,878        | 263,034        | 265,773         | 268,826         | 1.15%       |
| 200-2950                      | Purchasing                     | 367,997        | 385,573        | 401,971         | 399,019         | -0.73%      |
|                               | <b>Subtotal</b>                | \$ 2,321,972   | \$ 2,395,427   | \$ 2,423,450    | \$ 2,383,851    | -1.63%      |
| <b>Information Technology</b> |                                |                |                |                 |                 |             |
| 210-1000                      | Technology                     | 3,518,584      | 3,519,158      | 3,394,394       | 3,753,327       | 10.57%      |
|                               | <b>Subtotal</b>                | \$ 3,518,584   | \$ 3,519,158   | \$ 3,394,394    | \$ 3,753,327    | 10.57%      |
| <b>Human Resources</b>        |                                |                |                |                 |                 |             |
| 220-1000                      | Human Resources                | 796,885        | 817,498        | 846,978         | 858,123         | 1.32%       |
| 220-2100                      | Employee Benefits              | 790,521        | 807,041        | 832,860         | 838,484         | 0.68%       |
|                               | <b>Subtotal</b>                | \$ 1,587,406   | \$ 1,624,539   | \$ 1,679,838    | \$ 1,696,607    | 1.00%       |
| <b>Inspections &amp; Code</b> |                                |                |                |                 |                 |             |
| 240-2200                      | Inspections & Code Enforcement | 1,822,012      | 1,574,656      | 1,506,096       | 1,570,876       | 4.30%       |
| 240-2900                      | Print Shop                     | 185,995        | 196,757        | 197,118         | 197,617         | 0.25%       |
|                               | <b>Subtotal</b>                | \$ 2,008,007   | \$ 1,771,413   | \$ 1,703,214    | \$ 1,768,493    | 3.83%       |

## SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

|                               |                                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|-------------------------------|-----------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>Planning</b>               |                                   |                |                |                 |                 |             |
| 242-1000                      | Planning                          | \$ 301,405     | \$ 330,982     | \$ 312,712      | \$ 317,029      | 1.38%       |
|                               | <b>Subtotal</b>                   | \$ 301,405     | \$ 330,982     | \$ 312,712      | \$ 317,029      | 1.38%       |
| <b>Real Estate</b>            |                                   |                |                |                 |                 |             |
| 245-2400                      | Real Estate                       | 75,624         | 96,293         | 108,714         | 101,252         | -6.86%      |
|                               | <b>Subtotal</b>                   | \$ 75,624      | \$ 96,293      | \$ 108,714      | \$ 101,252      | -6.86%      |
| <b>Engineering</b>            |                                   |                |                |                 |                 |             |
| 250-2100                      | Traffic Engineering               | 1,463,918      | 1,481,059      | 1,511,640       | 1,484,310       | -1.81%      |
| 250-2400                      | Geographic<br>Information Systems | 251,827        | 262,678        | 245,188         | 259,410         | 5.80%       |
| 250-3110                      | Communications                    | 401,336        | 420,130        | 420,670         | 406,954         | -3.26%      |
|                               | <b>Subtotal</b>                   | \$ 2,117,081   | \$ 2,163,867   | \$ 2,177,498    | \$ 2,150,674    | -1.23%      |
| <b>Public Services</b>        |                                   |                |                |                 |                 |             |
| 260-1000                      | Public Services                   | 280,664        | 282,436        | 297,865         | 284,179         | -4.59%      |
| 260-2300                      | Fleet Management                  | 2,042,499      | 1,998,931      | 2,146,033       | 2,069,661       | -3.56%      |
| 260-2400                      | Special Enforcement               | 1,217,718      | 1,332,954      | 1,370,710       | 1,334,989       | -2.61%      |
| 260-2600                      | Cemetaries                        | 272,265        | 272,266        | 277,353         | 269,781         | -2.73%      |
| 260-2700                      | Faciltiy Maintenance              | 2,787,921      | 2,790,528      | 2,977,055       | 2,919,303       | -1.94%      |
| 260-3710                      | Other Maint/Repairs               | 1,101,915      | 1,097,281      | 1,066,303       | 1,053,080       | -1.24%      |
|                               | <b>Subtotal</b>                   | \$ 7,702,982   | \$ 7,774,396   | \$ 8,135,319    | \$ 7,930,993    | -2.51%      |
| <b>Parks &amp; Recreation</b> |                                   |                |                |                 |                 |             |
| 270-1000                      | Parks & Recreation                | 408,177        | 406,810        | 306,749         | 407,653         | 32.89%      |
| 270-2100                      | Parks Services                    | 4,738,804      | 4,615,364      | 4,944,623       | 4,702,409       | -4.90%      |
| 270-2400                      | Recreation Services               | 1,499,514      | 1,442,057      | 1,278,377       | 1,325,610       | 3.69%       |
| 270-3220                      | Golden Park                       | 82,926         | 83,363         | 112,060         | 109,800         | -2.02%      |
| 270-3230                      | Memorial Stadium                  | 55,571         | 50,121         | 45,090          | 64,488          | 43.02%      |
| 270-3410                      | Athletics                         | 290,406        | 329,044        | 231,516         | 321,904         | 39.04%      |
| 270-3505                      | Community Schools                 | 1,488,652      | 1,499,846      | 1,598,383       | 1,742,985       | 9.05%       |
| 270-4048                      | Cooper Creek Tennis<br>Center     | 290,219        | 318,334        | 240,952         | 258,134         | 7.13%       |
| 270-4049                      | Lake Oliver Marina                | 80,261         | 113,341        | 186,926         | 165,270         | -11.59%     |
| 270-4413                      | Aquatics                          | 442,271        | 406,170        | 557,804         | 409,977         | -26.50%     |
| 270-4433                      | Therapeutics                      | 124,898        | 118,475        | 113,426         | 126,327         | 11.37%      |
| 270-4434                      | Pottery Shop                      | 173,674        | 170,207        | 174,897         | 169,226         | -3.24%      |
| 270-4435                      | Senior Citizen's Center           | 344,519        | 384,867        | 358,211         | 376,159         | 5.01%       |
|                               | <b>Subtotal</b>                   | \$ 10,019,892  | \$ 9,937,999   | \$ 10,149,014   | \$ 10,179,942   | 0.30%       |
| <b>Cooperative Extension</b>  |                                   |                |                |                 |                 |             |
| 280-1000                      | Extension                         | 141,136        | 144,045        | 142,371         | 140,187         | -1.53%      |
|                               | <b>Subtotal</b>                   | \$ 141,136     | \$ 144,045     | \$ 142,371      | \$ 140,187      | -1.53%      |

## SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

|                        |                                  | FY09   |            | FY10   |            | FY11    |            | FY12    |            | %      |         |
|------------------------|----------------------------------|--------|------------|--------|------------|---------|------------|---------|------------|--------|---------|
|                        |                                  | Actual |            | Actual |            | Actual* |            | Adopted |            | Change |         |
| Boards & Commissions   |                                  |        |            |        |            |         |            |         |            |        |         |
| 290-1000               | Tax Assessor                     | \$     | 1,217,591  | \$     | 1,301,805  | \$      | 1,360,990  | \$      | 1,370,068  |        | 0.67%   |
| 290-2000               | Registration                     |        | 1,096,380  |        | 657,813    |         | 998,832    |         | 688,015    |        | -31.12% |
|                        | Subtotal                         | \$     | 2,313,971  | \$     | 1,959,618  | \$      | 2,359,822  | \$      | 2,058,083  |        | -12.79% |
| Police                 |                                  |        |            |        |            |         |            |         |            |        |         |
| 400-1000               | Chief of Police                  |        | 781,227    |        | 860,446    |         | 888,411    |         | 887,608    |        | -0.09%  |
| 400-2100               | Intelligence/Vice                |        | 1,301,808  |        | 1,315,706  |         | 1,321,700  |         | 1,414,150  |        | 6.99%   |
| 400-2200               | Support Services                 |        | 2,729,129  |        | 2,644,949  |         | 2,775,455  |         | 2,732,607  |        | -1.54%  |
| 400-2300               | Field Operations                 |        | 12,680,080 |        | 12,667,142 |         | 12,512,372 |         | 12,894,505 |        | 3.05%   |
| 400-2400               | Office of Professional Standards |        | 402,629    |        | 412,017    |         | 410,774    |         | 413,456    |        | 0.65%   |
| 400-2500               | Force                            |        | 239,005    |        | 228,811    |         | 263,700    |         | 238,824    |        | -9.43%  |
| 400-2700               | Special Operations               |        | 60,991     |        | 30,058     |         | 34,137     |         | 33,500     |        | -1.87%  |
| 400-2800               | Services                         |        | 1,270,677  |        | 1,258,090  |         | 1,335,009  |         | 1,380,261  |        | 3.39%   |
| 400-3230               | Motor Transport                  |        | 2,319,123  |        | 1,534,155  |         | 1,637,967  |         | 1,448,963  |        | -11.54% |
| 400-3320               | Investigative Services           |        | 6,542,939  |        | 6,398,609  |         | 6,511,262  |         | 6,723,721  |        | 3.26%   |
|                        | Subtotal                         | \$     | 28,327,608 | \$     | 27,349,983 | \$      | 27,690,787 | \$      | 28,167,595 |        | 1.72%   |
| Fire & EMS             |                                  |        |            |        |            |         |            |         |            |        |         |
| 410-1000               | Chief of Fire & EMS              |        | 406,123    |        | 414,872    |         | 441,139    |         | 432,334    |        | -2.00%  |
| 410-2100               | Operations                       |        | 20,873,963 |        | 21,300,250 |         | 21,538,460 |         | 21,327,925 |        | -0.98%  |
| 410-2600               | Special Operations               |        | 1,053,040  |        | 1,063,462  |         | 984,672    |         | 1,088,287  |        | 10.52%  |
| 410-2800               | Services                         |        | 791,689    |        | 793,177    |         | 789,364    |         | 795,140    |        | 0.73%   |
| 410-2900               | Management                       |        | 153,925    |        | 166,567    |         | 157,000    |         | 169,950    |        | 8.25%   |
| 410-3610               | Logistics/Support                |        | 1,904,817  |        | 955,067    |         | 1,071,680  |         | 856,305    |        | -20.10% |
|                        | Subtotal                         | \$     | 25,183,557 | \$     | 24,693,395 | \$      | 24,982,315 | \$      | 24,669,941 |        | -1.25%  |
| Musocgee County Prison |                                  |        |            |        |            |         |            |         |            |        |         |
| 420-1000               | Prison                           |        | 7,020,711  |        | 6,962,432  |         | 7,108,598  |         | 7,132,297  |        | 0.33%   |
|                        | Subtotal                         | \$     | 7,020,711  | \$     | 6,962,432  | \$      | 7,108,598  | \$      | 7,132,297  |        | 0.33%   |
| Homeland Security      |                                  |        |            |        |            |         |            |         |            |        |         |
| 450-1000               | Homeland Security                |        | 2,188      |        | 11,706     |         | 17,523     |         | 44,500     |        | 153.95% |
|                        | Subtotal                         | \$     | 2,188      | \$     | 11,706     | \$      | 17,523     | \$      | 44,500     |        | 153.95% |
| Superior Court         |                                  |        |            |        |            |         |            |         |            |        |         |
| 500-1000               | Chief Judge                      |        | 397,990    |        | 348,765    |         | 386,062    |         | 349,498    |        | -9.47%  |
| 500-2000               | District Attorney                |        | 1,696,248  |        | 1,728,534  |         | 1,774,193  |         | 1,830,161  |        | 3.15%   |
| 500-2100               | Adult Probation                  |        | 135,468    |        | 143,583    |         | 139,149    |         | 135,298    |        | -2.77%  |
| 500-2110               | Juvenile Court                   |        | 333,666    |        | 394,937    |         | 413,211    |         | 448,090    |        | 8.44%   |
| 500-2115               | Juvenile Court Clerk             |        | 241,343    |        | 256,039    |         | 260,553    |         | 258,516    |        | -0.78%  |
| 500-2120               | Court Intake Services            |        | 22,346     |        | 17,808     |         | 21,016     |         | 24,843     |        | 18.21%  |
| 500-2125               | Circuit Wide Juvenile Court      |        | 261,853    |        | 261,873    |         | 271,604    |         | 262,814    |        | -3.24%  |

## SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

|                             |                                    | FY09          |    | FY10       |    | FY11       |    | FY12       | %        |
|-----------------------------|------------------------------------|---------------|----|------------|----|------------|----|------------|----------|
|                             |                                    | Actual        |    | Actual     |    | Actual*    |    | Adopted    | Change   |
| 500-2140                    | Jury Manager                       | \$ 349,392    | \$ | 367,650    | \$ | 350,215    | \$ | 424,844    | 21.31%   |
| 500-2150                    | Judge McBride                      | 179,621       |    | 161,236    |    | 183,758    |    | 189,270    | 3.00%    |
| 500-2160                    | Judge Rumer                        | 102,917       |    | 74,032     |    | 95,175     |    | 125,812    | 32.19%   |
| 500-2170                    | Judge Pullen                       | 147,944       |    | 149,024    |    | 200,086    |    | 126,481    | -36.79%  |
| 500-2180                    | Judge Peters                       | 157,296       |    | 127,477    |    | 120,072    |    | 167,357    | 39.38%   |
| 500-2190                    | Judge Jordan                       | 206,872       |    | 198,700    |    | 215,116    |    | 176,964    | -17.74%  |
| 500-2200                    | Program                            | 156,669       |    | 161,355    |    | 169,114    |    | 175,975    | 4.06%    |
| 500-3000                    | Superior Court Clerk               | 1,882,961     |    | 2,006,244  |    | 2,034,797  |    | 1,931,351  | -5.08%   |
| 500-3310                    | Bd of Equalization                 | -             |    | -          |    | 12,259     |    | 67,937     | 454.18%  |
|                             | <b>Subtotal</b>                    | \$ 6,272,586  | \$ | 6,397,257  | \$ | 6,646,380  | \$ | 6,695,211  | 0.73%    |
| <b>State Court</b>          |                                    |               |    |            |    |            |    |            |          |
| 510-1000                    | State Court Judges                 | 562,343       |    | 570,342    |    | 583,901    |    | 577,408    | -1.11%   |
| 510-2000                    | State Court Solicitor              | 1,009,264     |    | 1,031,654  |    | 1,054,081  |    | 1,022,065  | -3.04%   |
|                             | <b>Subtotal</b>                    | \$ 1,571,607  | \$ | 1,601,996  | \$ | 1,637,982  | \$ | 1,599,473  | -2.35%   |
| <b>Public Defender</b>      |                                    |               |    |            |    |            |    |            |          |
| 520-1000                    | Public Defender                    | 1,163,352     |    | 1,117,446  |    | 1,139,239  |    | 1,123,557  | -1.38%   |
| 520-2000                    | Muscogee County<br>Public Defender | 194,191       |    | 198,457    |    | 206,308    |    | 230,257    | 11.61%   |
|                             | <b>Subtotal</b>                    | \$ 1,357,543  | \$ | 1,315,903  | \$ | 1,345,547  | \$ | 1,353,814  | 0.61%    |
| <b>Municipal Court</b>      |                                    |               |    |            |    |            |    |            |          |
| 530-1000                    | Judge                              | 358,312       |    | 357,853    |    | 356,068    |    | 359,356    | 0.92%    |
| 530-2000                    | Municipal Court Clerk              | 670,219       |    | 731,175    |    | 729,764    |    | 716,672    | -1.79%   |
| 530-3000                    | Marshal                            | 1,387,403     |    | 1,282,877  |    | 1,274,822  |    | 1,221,091  | -4.21%   |
| 530-3100                    | Jr Marshal Program                 | 1,193         |    | 4,204      |    | -          |    | -          | #DIV/0!  |
|                             | <b>Subtotal</b>                    | \$ 2,417,127  | \$ | 2,376,109  | \$ | 2,360,654  | \$ | 2,297,119  | -2.69%   |
| <b>Probate Court</b>        |                                    |               |    |            |    |            |    |            |          |
| 540-1000                    | Probate Court Judge                | 445,582       |    | 463,738    |    | 444,001    |    | 439,576    | -1.00%   |
|                             | <b>Subtotal</b>                    | \$ 445,582    | \$ | 463,738    | \$ | 444,001    | \$ | 439,576    | -1.00%   |
| <b>Sheriff's Department</b> |                                    |               |    |            |    |            |    |            |          |
| 550-1000                    | Administration                     | 2,031,393     |    | 1,917,279  |    | 2,119,125  |    | 1,966,265  | -7.21%   |
| 550-2100                    | Uniform Division                   | 4,584,423     |    | 4,607,935  |    | 4,411,580  |    | 3,922,326  | -11.09%  |
| 550-2200                    | Criminal Division                  | -             |    | -          |    | -          |    | -          | #DIV/0!  |
| 550-2300                    | Training                           | -             |    | -          |    | 856        |    | -          | -100.00% |
| 550-2400                    | Motor Transport                    | 293,696       |    | 286,027    |    | 359,541    |    | 247,000    | -31.30%  |
| 550-2500                    | Recorders Court                    | 885,048       |    | 971,324    |    | 104,296    |    | 104,690    | 0.38%    |
| 550-2600                    | Jail                               | 14,488,290    |    | 14,660,078 |    | 15,353,590 |    | 14,936,495 | -2.72%   |
| 550-2650                    | Medical Director                   | 4,164,254     |    | 4,237,392  |    | 4,193,746  |    | 3,543,628  | -15.50%  |
|                             | <b>Subtotal</b>                    | \$ 26,447,104 | \$ | 26,680,035 | \$ | 26,542,734 | \$ | 24,720,404 | -6.87%   |

# SCHEDULE OF EXPENDITURES / GENERAL FUND 0101

|                           |                     | FY09<br>Actual        | FY10<br>Actual        | FY11<br>Actual*       | FY12<br>Adopted       | %<br>Change   |
|---------------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------|
| <b>Tax Commissioner</b>   |                     |                       |                       |                       |                       |               |
| 560-1000                  | Tax Commissioner    | \$ 1,406,508          | \$ 1,453,943          | \$ 1,472,105          | \$ 1,541,509          | 4.71%         |
|                           | <b>Subtotal</b>     | \$ 1,406,508          | \$ 1,453,943          | \$ 1,472,105          | \$ 1,541,509          | 4.71%         |
| <b>Coroner</b>            |                     |                       |                       |                       |                       |               |
| 570-1000                  | Coroner             | 252,641               | 272,814               | 279,993               | 286,482               | 2.32%         |
|                           | <b>Subtotal</b>     | \$ 252,641            | \$ 272,814            | \$ 279,993            | \$ 286,482            | 2.32%         |
| <b>Non-Categorical</b>    |                     |                       |                       |                       |                       |               |
| 590-1000                  | Appropriations      | 1,769,564             | 1,819,801             | 1,838,182             | 1,833,279             | -0.27%        |
| 590-2000                  | Contingency         | 213,032               | 53,569                | 71,673                | 615,526               | 758.80%       |
| 590-3000                  | Non-Categorical     | 5,474,454             | 2,432,293             | 6,456,525             | 5,844,424             | -9.48%        |
| 590-4000                  | Interfund Transfers | 5,168,971             | 4,917,271             | 4,131,062             | 5,279,189             | 27.79%        |
| 590-6000                  | Airport             | -                     | 62                    | 145                   | -                     | -100.00%      |
| 590-6500                  | Naval Museum        | 315,036               | 310,488               | 296,967               | 345,013               | 16.18%        |
|                           | <b>Subtotal</b>     | \$ 12,941,057         | \$ 9,533,484          | \$ 12,794,554         | \$ 13,917,431         | 8.78%         |
| <b>TOTAL GENERAL FUND</b> |                     | <b>\$ 149,059,870</b> | <b>\$ 144,106,126</b> | <b>\$ 150,657,706</b> | <b>\$ 149,349,960</b> | <b>-0.87%</b> |

\* Unaudited

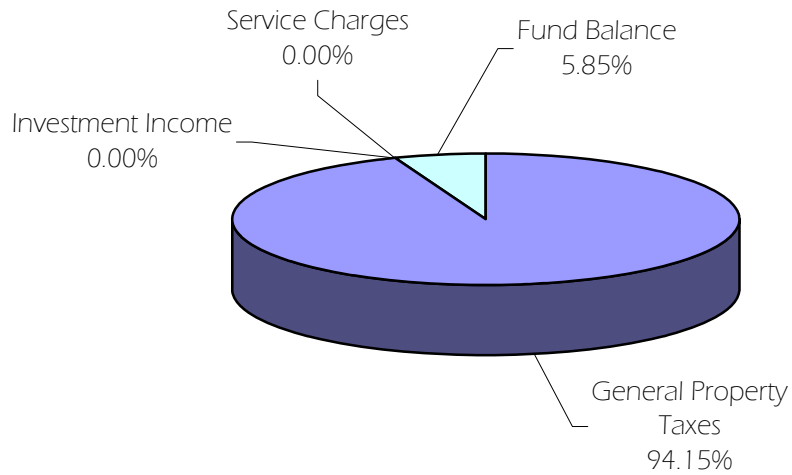


Other LOST Fund

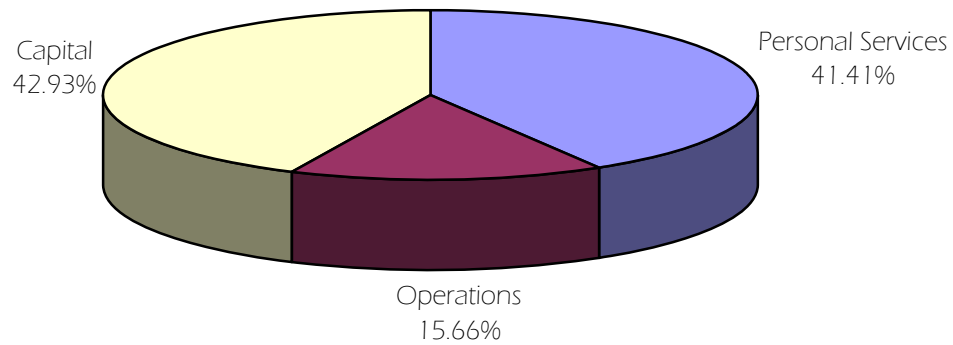
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32,500,000

### Budget by Revenue Source



### Budget by Expense Category



The Other Local Option Sales Tax Fund was passed by the citizens with an effective date of January 1, 2009. 70 percent is allocated to Public Safety including a \$3,000 annual supplement to all sworn officers and 30 percent to Infrastructure.

## OVERVIEW / OTHER LOST FUND 0102/0109

### SCHEDULE OF REVENUES

|                             |                          | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|-----------------------------|--------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <u>0102-PUBLIC SAFETY</u>   |                          |                |                |                 |                 |             |
| <u>TAXES</u>                |                          |                |                |                 |                 |             |
| 4042                        | LOST-Public Safety/Roads | \$ 22,323,121  | \$ 22,323,121  | \$ 22,752,777   | \$ 21,420,000   | -5.86%      |
| TOTAL TAXES                 |                          | \$ 22,323,121  | \$ 22,323,121  | \$ 22,752,777   | \$ 21,420,000   | -5.86%      |
| <u>CHARGES FOR SERVICES</u> |                          |                |                |                 |                 |             |
| 4837                        | Miscellaneous            | 31             | 281            | 269             | -               | -100.00%    |
| TOTAL CHARGES FOR SERVICES  |                          | \$ 31          | \$ 281         | \$ 269          | \$ -            | -100.00%    |
| <u>INVESTMENT INCOME</u>    |                          |                |                |                 |                 |             |
| 4772                        | Gains/Losses on          | -              | (31,140)       | 11,009          | -               | -100.00%    |
| 4780                        | Investment Interest      | 2,843          | 277,607        | 84,315          | -               | -100.00%    |
| TOTAL INVESTMENT INCOME     |                          | \$ 2,843       | \$ 246,467     | \$ 95,324       | \$ -            | -100.00%    |
| TOTAL 0102 PUBLIC SAFETY    |                          | \$ 22,325,995  | \$ 22,569,869  | \$ 22,848,370   | \$ 21,420,000   | -6.25%      |
| <u>0109-INFRASTRUCTURE</u>  |                          |                |                |                 |                 |             |
| <u>TAXES</u>                |                          |                |                |                 |                 |             |
| 4042                        | LOST-Public Safety/Roads | \$ 9,567,052   | \$ 9,567,052   | \$ 9,751,190    | \$ 9,180,000    | -5.86%      |
| TOTAL TAXES                 |                          | \$ 9,567,052   | \$ 9,567,052   | \$ 9,751,190    | \$ 9,180,000    | -5.86%      |
| <u>INVESTMENT INCOME</u>    |                          |                |                |                 |                 |             |
| 4772                        | Gains/Losses on          | -              | (44,037)       | (10,637)        | -               | -100.00%    |
| 4780                        | Investment Interest      | -              | 177,867        | 73,950          | -               | -100.00%    |
| TOTAL INVESTMENT INCOME     |                          | \$ -           | \$ 133,830     | \$ 63,313       | \$ -            | -100.00%    |
| TOTAL 0109 INFRASTRUCTURE   |                          | \$ 9,567,052   | \$ 9,700,882   | \$ 9,814,503    | \$ 9,180,000    | -6.46%      |
| USE OF FUND BALANCE         |                          |                |                |                 | \$ 1,900,000    |             |
| Total Other LOST Fund       |                          | \$ 31,893,047  | \$ 32,270,751  | \$ 32,662,873   | \$ 32,500,000   | -0.50%      |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|                           |                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---------------------------|------------------|----------------|----------------|-----------------|-----------------|-------------|
| <u>0102-PUBLIC SAFETY</u> |                  |                |                |                 |                 |             |
| Crime Prevention          |                  |                |                |                 |                 |             |
| 110-9900                  | Crime Prevention | \$ -           | \$ 14,005      | \$ 83,800       | \$ 830,000      | 890.45%     |
| Subtotal                  |                  | \$ -           | \$ 14,005      | \$ 83,800       | \$ 830,000      | 890.45%     |

# OVERVIEW / OTHER LOST FUND 0102/0109

## SCHEDULE OF EXPENDITURES

|                                      |                       | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|--------------------------------------|-----------------------|----------------|----------------|-----------------|-----------------|-------------|
| <u>0102-PUBLIC SAFETY</u>            |                       |                |                |                 |                 |             |
| <b>City Manager/Recorder's Court</b> |                       |                |                |                 |                 |             |
| 130-9900                             | Recorder's Court      | \$ -           | \$ -           | \$ -            | \$ 88,700       | #DIV/0!     |
|                                      | <b>Subtotal</b>       | \$ -           | \$ -           | \$ -            | \$ 88,700       | #DIV/0!     |
| <b>Civic Center</b>                  |                       |                |                |                 |                 |             |
| 160-9900                             | Civic Center          | \$ -           | \$ 3,883       | \$ 3,853        | \$ 4,040        | 4.85%       |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 3,883       | \$ 3,853        | \$ 4,040        | 4.85%       |
| <b>Public Services</b>               |                       |                |                |                 |                 |             |
| 260-9900                             | Public Services       | \$ -           | \$ 101,397     | \$ 105,808      | \$ 121,185      | 14.53%      |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 101,397     | \$ 105,808      | \$ 121,185      | 14.53%      |
| <b>Parks &amp; Recreation</b>        |                       |                |                |                 |                 |             |
| 270-9900                             | Parks & Recreation    | \$ -           | \$ 49,611      | \$ 47,984       | \$ 52,514       | 9.44%       |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 49,611      | \$ 47,984       | \$ 52,514       | 9.44%       |
| <b>Police</b>                        |                       |                |                |                 |                 |             |
| 400-9900                             | Police                | \$ 2,192,397   | \$ 8,746,368   | \$ 8,325,741    | \$ 9,227,702    | 10.83%      |
| 400-9902                             | E-911                 | -              | 177,017        | 325,442         | 380,530         | 16.93%      |
|                                      | <b>Subtotal</b>       | \$ 2,192,397   | \$ 8,923,385   | \$ 8,651,183    | \$ 9,608,232    | 11.06%      |
| <b>Fire/EMS</b>                      |                       |                |                |                 |                 |             |
| 410-9900                             | Fire/EMS              | \$ -           | \$ 1,576,745   | \$ 2,500,140    | \$ 2,231,227    | -10.76%     |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 1,576,745   | \$ 2,500,140    | \$ 2,231,227    | -10.76%     |
| <b>MCP</b>                           |                       |                |                |                 |                 |             |
| 420-9900                             | MCP                   | \$ -           | \$ 583,346     | \$ 628,585      | \$ 660,917      | 5.14%       |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 583,346     | \$ 628,585      | \$ 660,917      | 5.14%       |
| <b>Homeland Security</b>             |                       |                |                |                 |                 |             |
| 450-9900                             | Homeland Security     | \$ -           | \$ -           | \$ -            | \$ 15,000       | #DIV/0!     |
|                                      | <b>Subtotal</b>       | \$ -           | \$ -           | \$ -            | \$ 15,000       | #DIV/0!     |
| <b>District Attorney</b>             |                       |                |                |                 |                 |             |
| 500-9900                             | District Attorney     | \$ -           | \$ -           | \$ 59,308       | \$ 64,924       | 9.47%       |
|                                      | <b>Subtotal</b>       | \$ -           | \$ -           | \$ 59,308       | \$ 64,924       | 9.47%       |
| <b>State Court Solicitor</b>         |                       |                |                |                 |                 |             |
| 510-9900                             | State Court Solicitor | \$ -           | \$ 73,218      | \$ 97,707       | \$ 217,392      | 122.49%     |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 73,218      | \$ 97,707       | \$ 217,392      | 122.49%     |
| <b>Public Defender</b>               |                       |                |                |                 |                 |             |
| 520-9900                             | Public Defender       | \$ -           | \$ 61,826      | \$ 61,825       | \$ 58,251       | -5.78%      |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 61,826      | \$ 61,825       | \$ 58,251       | -5.78%      |
| <b>Marshal</b>                       |                       |                |                |                 |                 |             |
| 530-9900                             | Marshal               | \$ -           | \$ 58,278      | \$ 371,042      | \$ 449,172      | 21.06%      |
|                                      | <b>Subtotal</b>       | \$ -           | \$ 58,278      | \$ 371,042      | \$ 449,172      | 21.06%      |

## OVERVIEW / OTHER LOST FUND 0102/0109

### SCHEDULE OF EXPENDITURES

|                                   |                        | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|-----------------------------------|------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>Municipal Court Clerk</b>      |                        |                |                |                 |                 |             |
| 530-9902                          | Municipal Court Clerk  | \$ -           | \$ -           | \$ 89,420       | \$ 90,864       | 1.61%       |
|                                   | <b>Subtotal</b>        | \$ -           | \$ -           | \$ 89,420       | \$ 90,864       | 1.61%       |
| <b>Probate Court</b>              |                        |                |                |                 |                 |             |
| 540-9900                          | Probate Court          | \$ -           | \$ -           | \$ -            | \$ 46,757       | #DIV/0!     |
|                                   | <b>Subtotal</b>        | \$ -           | \$ -           | \$ -            | \$ 46,757       | #DIV/0!     |
| <b>Sheriff</b>                    |                        |                |                |                 |                 |             |
| 550-9900                          | Sheriff                | \$ -           | \$ 1,142,177   | \$ 1,884,541    | \$ 3,470,566    | 84.16%      |
|                                   | <b>Subtotal</b>        | \$ -           | \$ 1,142,177   | \$ 1,884,541    | \$ 3,470,566    | 84.16%      |
| <b>Coroner</b>                    |                        |                |                |                 |                 |             |
| 570-9900                          | Coroner                | \$ -           | \$ 6,754       | \$ 7,479        | \$ 7,899        | 5.62%       |
|                                   | <b>Subtotal</b>        | \$ -           | \$ 6,754       | \$ 7,479        | \$ 7,899        | 5.62%       |
| <b>Transportation</b>             |                        |                |                |                 |                 |             |
| 610-9900                          | Transportation         | \$ -           | \$ 3,846       | \$ 3,907        | \$ 4,040        | 3.40%       |
|                                   | <b>Subtotal</b>        | \$ -           | \$ 3,846       | \$ 3,907        | \$ 4,040        | 3.40%       |
| <b>Non-Departmental</b>           |                        |                |                |                 |                 |             |
| 590-2000                          | Contingency            | \$ -           | \$ -           | \$ -            | \$ 216,935      | #DIV/0!     |
| 590-3000                          | Non-Categorical        | -              | -              | -               | 187,825         | #DIV/0!     |
| 590-4000                          | Interfund Transfers    | -              | 21,169,213     | 21,169,212      | 4,093,560       | -80.66%     |
|                                   | <b>Subtotal</b>        | \$ -           | \$ 21,169,213  | \$ 21,169,212   | \$ 4,498,320    | -78.75%     |
| <b>TOTAL 0102 PUBLIC SAFETY</b>   |                        |                |                |                 |                 |             |
|                                   |                        | \$ 2,192,397   | \$ 33,767,684  | \$ 35,765,794   | \$ 22,520,000   | -37.03%     |
| <b><u>0109-INFRASTRUCTURE</u></b> |                        |                |                |                 |                 |             |
| <b>Information Technology</b>     |                        |                |                |                 |                 |             |
| 210-9900                          | Information Technology | \$ -           | \$ 250,000     | \$ 99,220       | \$ 250,000      | 151.97%     |
|                                   | <b>Subtotal</b>        | \$ -           | \$ 250,000     | \$ 99,220       | \$ 250,000      | 151.97%     |
| <b>Engineering</b>                |                        |                |                |                 |                 |             |
| 250-9900                          | Engineering            | \$ -           | \$ 42,318      | \$ 71,526       | \$ 5,349,253    | 7378.75%    |
|                                   | <b>Subtotal</b>        | \$ -           | \$ 42,318      | \$ 71,526       | \$ 5,349,253    | 7378.75%    |
| <b>Public Services</b>            |                        |                |                |                 |                 |             |
| 260-9900                          | Public Services        | \$ -           | \$ 55,710      | \$ 276,975      | \$ 1,100,000    | 297.15%     |
|                                   | <b>Subtotal</b>        | \$ -           | \$ 55,710      | \$ 276,975      | \$ 1,100,000    | 297.15%     |
| <b>Non-Departmental</b>           |                        |                |                |                 |                 |             |
| 590-2000                          | Contingency            | \$ -           | \$ -           | \$ -            | \$ 279          | #DIV/0!     |
| 590-3000                          | Non-Categorical        | -              | -              | -               | 10,309          | #DIV/0!     |
| 590-4000                          | Interfund Transfers    | -              | -              | 12,068,651      | 3,270,159       | -72.90%     |
|                                   | <b>Subtotal</b>        | \$ -           | \$ -           | \$ 12,068,651   | \$ 3,280,747    | -72.82%     |
| <b>TOTAL 0109 INFRASTRUCTURE</b>  |                        |                |                |                 |                 |             |
|                                   |                        | \$ -           | \$ 348,028     | \$ 12,516,372   | \$ 9,980,000    | -20.26%     |
| <b>Total Other LOST Fund</b>      |                        |                |                |                 |                 |             |
|                                   |                        | \$ 2,192,397   | \$ 34,115,712  | \$ 48,282,166   | \$ 32,500,000   | -32.69%     |

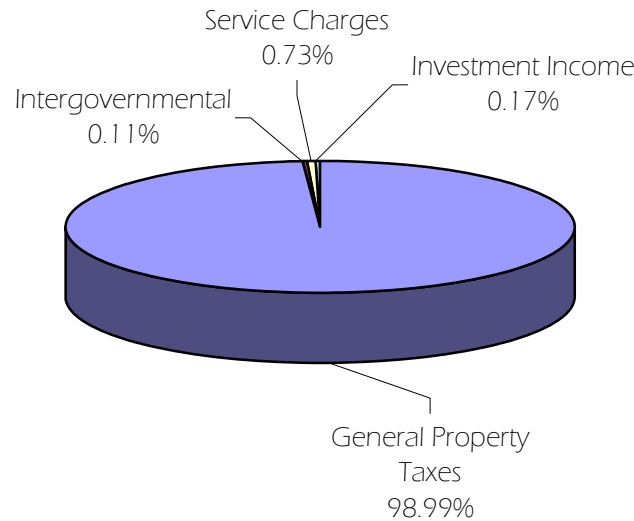
\* Unaudited

Stormwater Fund

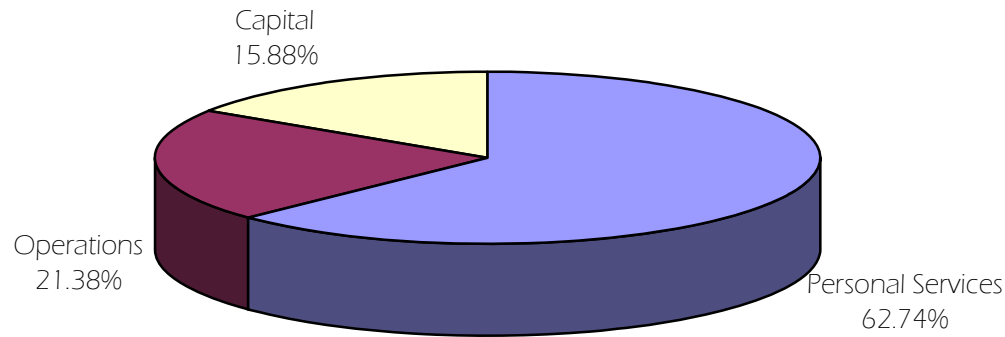
\$

4,799,501

### Budget by Revenue Source



### Budget by Expense Category



The Stormwater (Sewer) Fund accounts for the operations, maintenance and improvement of the stormwater and sewer systems.

## OVERVIEW / STORMWATER FUND 0202

### SCHEDULE OF REVENUES

|  |  | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|--|--|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <b><u>TAXES</u></b>                          |  |                |           |                |           |                 |           |                 |           |             |
| <b>General Property Taxes</b>                |  |                |           |                |           |                 |           |                 |           |             |
| 4001   | Real Property                                  | \$             | 3,092,283 | \$             | 3,617,462 | \$              | 3,664,016 | \$              | 4,549,001 | 24.15%      |
| 4002   | Public Utility                                 |                | -         |                | 8,065     |                 | 9,323     |                 | -         | -100.00%    |
| 4003   | Timber   |                | -         |                | 14        |                 | 31        |                 | -         | -100.00%    |
| 4005   | Personal Property                              |                | 584,647   |                | 665,973   |                 | 637,435   |                 | -         | -100.00%    |
| 4006   | Personal Property-Vehicle                      |                | 374,521   |                | 402,140   |                 | 420,377   |                 | -         | -100.00%    |
| 4007   | Mobile Homes                                   |                | 8,250     |                | 7,720     |                 | 10,584    |                 | -         | -100.00%    |
| 4012   | Personal                                       |                | 18,261    |                | 12,995    |                 | 20,343    |                 | 12,000    | -41.01%     |
| 4015   | Recording Intangibles                          |                | 81,524    |                | 75,817    |                 | 170,006   |                 | 75,000    | -55.88%     |
|  | <b>Subtotal</b>                                | \$             | 4,159,486 | \$             | 4,790,186 | \$              | 4,932,115 | \$              | 4,636,001 | -6.00%      |
| <b>Penalties &amp; Interest</b>              |  |                |           |                |           |                 |           |                 |           |             |
| 4150   | Ad Valorem                                     | \$             | 95,576    | \$             | 88,508    | \$              | 187,988   | \$              | 90,000    | -52.12%     |
| 4151   | Auto   |                | 23,301    |                | 25,610    |                 | 35,257    |                 | 25,000    | -29.09%     |
|  | <b>Subtotal</b>                                | \$             | 118,877   | \$             | 114,118   | \$              | 223,245   | \$              | 115,000   | -48.49%     |
| <b>TOTAL TAXES</b>                           |  | \$             | 4,278,363 | \$             | 4,904,304 | \$              | 5,155,360 | \$              | 4,751,001 | -7.84%      |
| <b><u>INTERGOVERNMENTAL</u></b>              |  |                |           |                |           |                 |           |                 |           |             |
| 4400   | Payment in Lieu of Taxes-<br>Housing Authority | \$             | 4,109     |                | 5,434     |                 | 16,587    |                 | 5,500     | -66.84%     |
| <b>TOTAL INTERGOVERNMENTAL</b>               |  | \$             | 4,109     | \$             | 5,434     | \$              | 16,587    | \$              | 5,500     | -66.84%     |
| <b><u>CHARGES FOR SERVICES</u></b>           |  |                |           |                |           |                 |           |                 |           |             |
| <b>Streets &amp; Public Improvement Fees</b> |  |                |           |                |           |                 |           |                 |           |             |
| 4464   | Land Disturbance Fees                          |                | 10,298    |                | 10,461    |                 | 19,532    |                 | 10,000    | -48.80%     |
| 4596   | Erosion Control                                |                | 31,977    |                | 31,120    |                 | 39,591    |                 | 25,000    | -36.85%     |
|  | <b>Subtotal</b>                                | \$             | 42,275    | \$             | 41,581    | \$              | 59,123    | \$              | 35,000    | -40.80%     |
| <b>Other Charges for Services</b>            |  |                |           |                |           |                 |           |                 |           |             |
| 4837   | Miscellaneous                                  | \$             | 424       |                | 511       |                 | 531       |                 | -         | -100.00%    |
| 4853   | Claims/Settlements                             | \$             | -         |                | -         |                 | 21,483    |                 | -         | -100.00%    |
|  | <b>Subtotal</b>                                | \$             | -         | \$             | -         | \$              | 22,014    | \$              | -         | -100.00%    |
| <b>TOTAL CHARGES FOR SERVICES</b>            |  | \$             | 42,275    | \$             | 41,581    | \$              | 81,137    | \$              | 35,000    | -56.86%     |
| <b><u>INVESTMENT INCOME</u></b>              |  |                |           |                |           |                 |           |                 |           |             |
| 4772   | Gains/Losses on                                |                | (4,179)   |                | (8,185)   |                 | (5,728)   |                 | -         | -100.00%    |
| 4780   | Investment Interest                            |                | 59,443    |                | 50,302    |                 | 26,148    |                 | 8,000     | -69.40%     |
| <b>TOTAL INVESTMENT INCOME</b>               |  | \$             | 55,264    | \$             | 42,117    | \$              | 20,420    | \$              | 8,000     | -60.82%     |
| <b>Total Stormwater Fund</b>                 |  | \$             | 4,380,011 | \$             | 4,993,436 | \$              | 5,273,504 | \$              | 4,799,501 | -8.99%      |

\* Unaudited

## OVERVIEW / STORMWATER FUND 0202

### SCHEDULE OF EXPENDITURES

|                              |                     | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|------------------------------|---------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>Engineering</b>           |                     |                |                |                 |                 |             |
| 250-2300                     | Drainage            | \$ 396,767     | \$ 419,966     | \$ 390,383      | \$ 431,109      | 10.43%      |
| 250-2600                     | Stormwater          | 151,514        | 237,402        | 274,852         | 281,375         | 2.37%       |
|                              | <b>Subtotal</b>     | \$ 548,281     | \$ 657,368     | \$ 665,235      | \$ 712,484      | 7.10%       |
| <b>Public Services</b>       |                     |                |                |                 |                 |             |
| 260-3210                     | Sewer Maintenance   | \$ 2,718,223   | \$ 2,849,751   | \$ 3,819,270    | \$ 3,184,562    | -16.62%     |
|                              | Other Maintenance & |                |                |                 |                 |             |
| 260-3710                     | Repairs             | -              | -              | 4,984           | 5,000           | 0.32%       |
|                              | <b>Subtotal</b>     | \$ 2,718,223   | \$ 2,849,751   | \$ 3,824,254    | \$ 3,189,562    | -16.60%     |
| <b>Non-Categorical</b>       |                     |                |                |                 |                 |             |
| 590-2000                     | Contingency         | \$ -           | \$ -           | \$ -            | \$ 10,063       | #DIV/0!     |
| 590-3000                     | Non-Categorical     | 205,546        | 193,677        | 187,983         | 198,924         | 5.82%       |
| 590-4000                     | Interfund Transfers | 529,668        | 646,913        | 639,280         | 688,468         | 7.69%       |
|                              | <b>Subtotal</b>     | \$ 735,214     | \$ 840,590     | \$ 827,263      | \$ 897,455      | 8.48%       |
| <b>Total Stormwater Fund</b> |                     |                |                |                 |                 |             |
|                              |                     | \$ 4,001,718   | \$ 4,347,709   | \$ 5,316,752    | \$ 4,799,501    | -9.73%      |

\* Unaudited

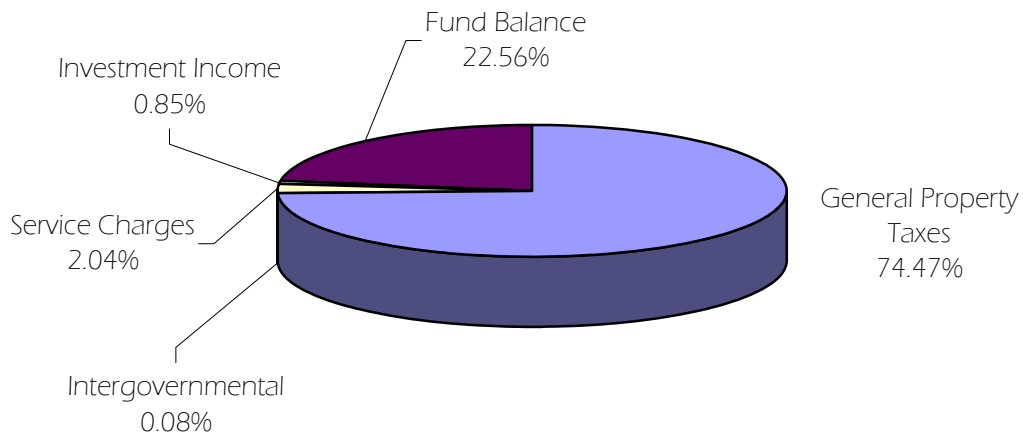
OVERVIEW / PAVING FUND 0203

Paving Fund

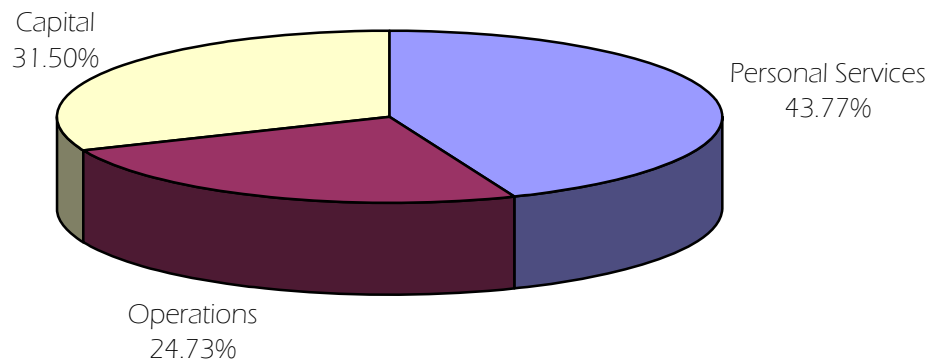
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17,726,678

Budget by Revenue Source



Budget by Expense Category



The Paving Fund accounts for maintenance of and improvements to the City's roads and bridges.



## OVERVIEW / PAVING FUND 0203

### SCHEDULE OF REVENUES

|                                    |  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|------------------------------------|--|----------------|----------------|-----------------|-----------------|-------------|
| <b><u>TAXES</u></b>                |  |                |                |                 |                 |             |
| <b>General Property Taxes</b>      |  |                |                |                 |                 |             |
| 4001                               | Real Property                              | \$ 9,819,883   | \$ 10,125,073  | \$ 10,178,758   | \$ 12,595,783   | 23.75%      |
| 4002                               | Public Utility                             | -              | 22,405         | 25,899          | -               | -100.00%    |
| 4003                               | Timber                                     | -              | 59             | 136             | -               | -100.00%    |
| 4005                               | Personal Property                          | 1,860,866      | 1,850,028      | 1,770,811       | -               | -100.00%    |
| 4006                               | Personal Property-Motor Vehicle            | 1,186,980      | 1,113,814      | 1,165,265       | -               | -100.00%    |
| 4007                               | Mobile Homes                               | 25,927         | 21,272         | 29,162          | -               | -100.00%    |
| 4012                               | Personal                                   | 58,123         | 36,098         | 56,513          | 40,000          | -29.22%     |
| 4015                               | Recording Intangibles                      | 259,481        | 210,615        | 472,282         | 220,000         | -53.42%     |
|                                    | <b>Subtotal</b>                            | \$ 13,211,260  | \$ 13,379,364  | \$ 13,698,826   | \$ 12,855,783   | -6.15%      |
| <b>Penalties &amp; Interest</b>    |  |                |                |                 |                 |             |
| 4150                               | Ad Valorem                                 | \$ 304,208     | \$ 245,868     | \$ 522,235      | \$ 275,000      | -47.34%     |
| 4151                               | Auto                                       | 73,847         | 70,933         | 97,732          | 70,000          | -28.38%     |
|                                    | <b>Subtotal</b>                            | \$ 378,055     | \$ 316,801     | \$ 619,967      | \$ 345,000      | -44.35%     |
| <b>TOTAL TAXES</b>                 |  | \$ 13,589,315  | \$ 13,696,165  | \$ 14,318,793   | \$ 13,200,783   | -7.81%      |
| <b><u>INTERGOVERNMENTAL</u></b>    |  |                |                |                 |                 |             |
| 4400                               | Payment in Lieu of Taxes-Housing Authority | \$ 13,078      | 15,094         | 46,080          | 15,000          | -67.45%     |
| <b>TOTAL INTERGOVERNMENTAL</b>     |  | \$ 13,078      | \$ 15,094      | \$ 46,080       | \$ 15,000       | -67.45%     |
| <b><u>CHARGES FOR SERVICES</u></b> |  |                |                |                 |                 |             |
| <b>Charges for Services</b>        |  |                |                |                 |                 |             |
| 4837                               | Miscellaneous                              | 1,394          | 5,262          | 1,693           | -               | -100.00%    |
| 4853                               | Claims/Settlements                         | -              | -              | 20,208          | -               | -100.00%    |
|                                    | <b>Subtotal</b>                            | \$ 1,394       | \$ 5,262       | \$ 21,901       | \$ -            | -100.00%    |
| <b>Special Assessments</b>         |  |                |                |                 |                 |             |
| 4593                               | Street Repair Reimbursement                | \$ 18,836      | 35,286         | 24,236          | 18,000          | -25.73%     |
|                                    | <b>Subtotal</b>                            | \$ 18,836      | \$ 35,286      | \$ 24,236       | \$ 18,000       | -25.73%     |
| <b>State Road Maintenance Fee</b>  |  |                |                |                 |                 |             |
| 4597                               | Maintaining State Highways                 | 342,895        | 343,470        | 342,895         | 342,895         | 0.00%       |
|                                    | <b>Subtotal</b>                            | \$ 342,895     | \$ 343,470     | \$ 342,895      | \$ 342,895      | 0.00%       |
| <b>TOTAL CHARGES FOR SERVICES</b>  |  | \$ 363,125     | \$ 384,018     | \$ 389,032      | \$ 360,895      | -7.23%      |

## OVERVIEW / PAVING FUND 0203

### SCHEDULE OF REVENUES

|                                |                             | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|--------------------------------|-----------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>INVESTMENT INCOME</b>       |                             |                |                |                 |                 |             |
| 4772                           | Gains/Losses on Investments | 30,051         | (41,250)       | (106,173)       | -               | -100.00%    |
| 4780                           | Investment Interest         | 271,084        | 244,429        | 251,421         | 150,000         | -40.34%     |
| <b>TOTAL INVESTMENT INCOME</b> |                             | \$ 301,135     | \$ 203,179     | \$ 145,248      | \$ 150,000      | 3.27%       |
| <b>USE OF FUND BALANCE</b>     |                             |                |                |                 | \$ 4,000,000    |             |
| <b>Total Paving Fund</b>       |                             | \$ 14,266,653  | \$ 14,298,456  | \$ 14,899,153   | \$ 17,726,678   | 18.98%      |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|                          |   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|--------------------------|---|----------------|----------------|-----------------|-----------------|-------------|
| <b>Engineering</b>       |   |                |                |                 |                 |             |
| 250-2200                 | Highways & Roads                            | \$ 998,255     | \$ 932,576     | \$ 910,641      | \$ 1,037,177    | 13.90%      |
|                          | <b>Subtotal</b>                             | \$ 998,255     | \$ 932,576     | \$ 910,641      | \$ 1,037,177    | 13.90%      |
| <b>Public Services</b>   |   |                |                |                 |                 |             |
| 260-2100                 | Street Improvements                         | \$ 2,166,991   | \$ 1,897,615   | \$ 1,908,289    | \$ 3,200,858    | 67.73%      |
| 260-2800                 | Landscape & Forestry                        | \$ 2,096,290   | \$ 2,055,636   | \$ 2,915        | \$ -            | -100.00%    |
| 260-3110                 | Repairs & Maintenance                       | \$ 2,161,768   | \$ 2,387,584   | \$ 2,305,767    | \$ 2,502,992    | 8.55%       |
| 260-3120                 | Right-of-Way Maintenance                    | \$ 3,127,710   | \$ 2,910,900   | \$ 5,145,769    | \$ 6,371,706    | 23.82%      |
| 260-3130                 | Community Services-Right-of Way Maintenance | \$ 217,695     | \$ 221,485     | \$ 241,974      | \$ 247,106      | 2.12%       |
| 260-3710                 | Other Maintenance & Repairs                 | 1,132          | -              | 2,448           | 5,000           | 104.25%     |
|                          | <b>Subtotal</b>                             | \$ 9,771,586   | \$ 9,473,220   | \$ 9,607,162    | \$ 12,327,662   | 28.32%      |
| <b>Non-Categorical</b>   |   |                |                |                 |                 |             |
| 590-2000                 | Contingency                                 | \$ -           | \$ -           | \$ -            | \$ 27,105       | #DIV/0!     |
| 590-3000                 | Non-Categorical                             | 650,060        | 570,513        | 602,607         | 683,148         | 13.37%      |
| 590-4000                 | Interfund Transfers                         | 1,842,512      | 1,557,266      | 1,362,691       | 3,651,586       | 167.97%     |
|                          | <b>Subtotal</b>                             | \$ 2,492,572   | \$ 2,127,779   | \$ 1,965,298    | \$ 4,361,839    | 121.94%     |
| <b>Total Paving Fund</b> |   | \$ 13,262,413  | \$ 12,533,575  | \$ 12,483,101   | \$ 17,726,678   | 42.01%      |

\* Unaudited

OVERVIEW / MEDICAL CENTER FUND 0204

Medical Center Fund

\$

12,887,862

The Medical Center Fund accounts for funding indigent hospital care for the residents of Columbus. It is funded by contract based on the value of a 3.00 mill levy.

SCHEDULE OF REVENUES

|                                      | FY09<br>Actual       | FY10<br>Actual       | FY11<br>Actual*      | FY12<br>Adopted      | %<br>Change    |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------|
| <u>TAXES</u>                         |                      |                      |                      |                      |                |
| General Property Taxes               |                      |                      |                      |                      |                |
| 4001 Real Property                   | \$ 9,317,259         | \$ 9,622,798         | \$ 9,678,404         | \$ 11,253,894        | 16.28%         |
| 4003 Timber                          | 75                   | 193                  | 449                  | -                    | -100.00%       |
| 4005 Personal Property               | 1,765,696            | 1,758,442            | 1,683,736            | -                    | -100.00%       |
| 4006 Personal Property-Motor Vehicle | 1,104,582            | 1,035,910            | 1,089,960            | 1,033,968            | -5.14%         |
| 4007 Mobile Homes                    | 23,237               | 19,064               | 26,127               | -                    | -100.00%       |
| <b>TOTAL TAXES</b>                   | <b>\$ 12,210,849</b> | <b>\$ 12,436,407</b> | <b>\$ 12,478,676</b> | <b>\$ 12,287,862</b> | <b>-1.53%</b>  |
| <u>OTHER FINANCING SOURCES</u>       |                      |                      |                      |                      |                |
| 4931 Transfer In-General Fund        | -                    | -                    | -                    | 600,000              | #DIV/0!        |
| <b>TOTAL OTHER FINANCING</b>         | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ 600,000</b>    | <b>#DIV/0!</b> |
| <b>Total Medical Center Fund</b>     | <b>\$ 12,210,849</b> | <b>\$ 12,436,407</b> | <b>\$ 12,478,676</b> | <b>\$ 12,887,862</b> | <b>3.28%</b>   |

\* Unaudited

SCHEDULE OF EXPENDITURES

|                                  | FY09<br>Actual       | FY10<br>Actual       | FY11<br>Actual*      | FY12<br>Adopted      | %<br>Change  |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|--------------|
| 200-3000 Medical Center          | 13,224,671           | 12,688,954           | 12,608,062           | 12,887,862           | 2.22%        |
| <b>Total Medical Center Fund</b> | <b>\$ 13,224,671</b> | <b>\$ 12,688,954</b> | <b>\$ 12,608,062</b> | <b>\$ 12,887,862</b> | <b>2.22%</b> |

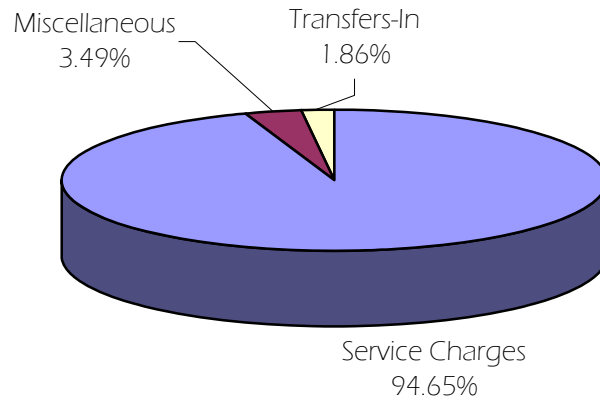
\* Unaudited

Integrated Waste Management  
Fund

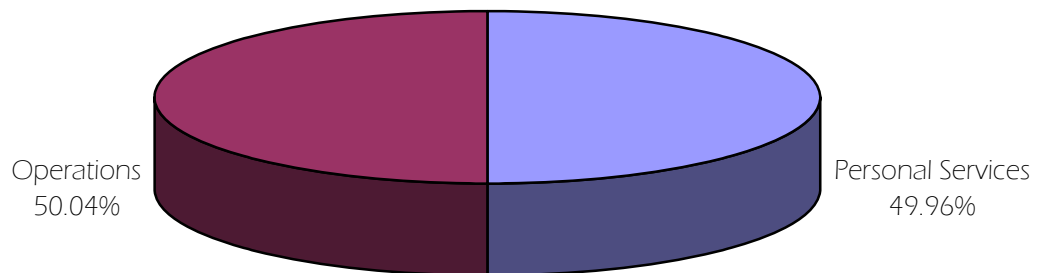
\$

10,027,000

### Budget by Revenue Source



### Budget by Expense Category



## OVERVIEW / INTEGRATED WASTE MANAGEMENT FUND 0207

### SCHEDULE OF REVENUES

|   |   | FY09<br>Actual |            | FY10<br>Actual |            | FY11<br>Actual* |           | FY12<br>Adopted |            | %<br>Change |
|---|---|----------------|------------|----------------|------------|-----------------|-----------|-----------------|------------|-------------|
| <b><u>CHARGES FOR SERVICES</u></b>            |   |                |            |                |            |                 |           |                 |            |             |
| <b>Sanitation</b>                             |   |                |            |                |            |                 |           |                 |            |             |
| 4550  | Inert Landfill Fees-<br>Granite Bluff     | \$             | 79,706     | \$             | 52,172     | \$              | 78,841    | \$              | 65,000     | -17.56%     |
| 4552  | Commercial Solid Waste<br>Collection Fees |                | 81,497     |                | 68,820     |                 | 77,058    |                 | 80,000     | 3.82%       |
| 4553  | Residential Solid Waste<br>Collection     |                | 9,141,968  |                | 9,102,918  |                 | 9,092,217 |                 | 9,060,000  | -0.35%      |
| 4556  | Inert Landfill Fees-<br>Oxbow Meadows     |                | 21,083     |                | 5,792      |                 | 6,962     |                 | -          | -100.00%    |
| 4557  | Pine Grove Landfill                       |                | 217,090    |                | 195,457    |                 | 243,186   |                 | 180,000    | -25.98%     |
|   | <b>Subtotal</b>                           | \$             | 9,541,344  | \$             | 9,425,159  | \$              | 9,498,264 | \$              | 9,385,000  | -1.19%      |
| <b>Other Fees</b>                             |   |                |            |                |            |                 |           |                 |            |             |
| 4558  | Recycling Fees                            | \$             | 7,858      | \$             | 140,837    | \$              | 71,110    | \$              | 77,000     | 8.28%       |
| 4588  | Tree Fee                                  |                | 24,948     |                | 35,982     |                 | 32,529    |                 | 28,000     | -13.92%     |
|   | <b>Subtotal</b>                           | \$             | 32,806     | \$             | 176,819    | \$              | 103,639   | \$              | 105,000    | 1.31%       |
| <b>Other Fees</b>                             |   |                |            |                |            |                 |           |                 |            |             |
| 4837  | Miscellaneous                             | \$             | 588        | \$             | 686        | \$              | 1,511     | \$              | -          | -100.00%    |
|   | <b>Subtotal</b>                           | \$             | 588        | \$             | 686        | \$              | 1,511     | \$              | -          | -100.00%    |
| <b>TOTAL CHARGES FOR SERVICES</b>             |   | \$             | 9,574,738  | \$             | 9,602,664  | \$              | 9,603,414 | \$              | 9,490,000  | -1.18%      |
| <b><u>INVESTMENT INCOME</u></b>               |   |                |            |                |            |                 |           |                 |            |             |
| 4772  | Gains/Losses on<br>Investments            |                | 98,972     |                | (54,232)   |                 | (105,489) |                 | -          | -100.00%    |
| 4780  | Investment Interest                       |                | 557,601    |                | 487,684    |                 | 386,137   |                 | 350,000    | -9.36%      |
| <b>TOTAL INVESTMENT INCOME</b>                |   | \$             | 656,573    | \$             | 433,452    | \$              | 280,648   | \$              | 350,000    | 24.71%      |
| <b><u>OTHER FINANCING SOURCES</u></b>         |   |                |            |                |            |                 |           |                 |            |             |
| 4908  | Gain on Sale of Assets                    |                | 33,345     |                | 7,590      |                 | 1,750     |                 | -          | -100.00%    |
| 4931  | Transfer In-General Fund                  |                | -          |                | 330,514    |                 | -         |                 | 187,000    | #DIV/0!     |
| <b>TOTAL OTHER FINANCING SOURCES</b>          |   | \$             | 33,345     | \$             | 338,104    | \$              | 1,750     | \$              | 187,000    | 10585.71%   |
| <b>Total Integrated Waste Management Fund</b> |   | \$             | 10,264,656 | \$             | 10,374,220 | \$              | 9,885,812 | \$              | 10,027,000 | 1.43%       |

\* Unaudited

# OVERVIEW / INTEGRATED WASTE MANAGEMENT FUND 0207

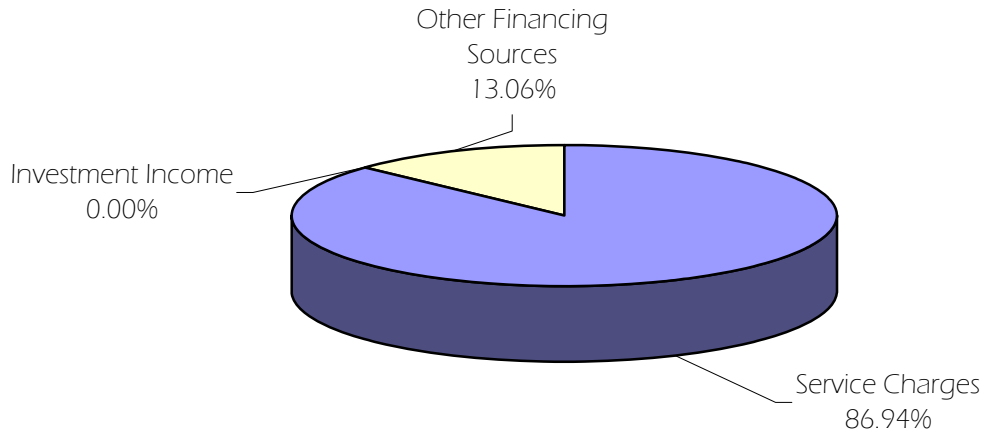
## SCHEDULE OF EXPENDITURES

|   |                     | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---|---------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b>Public Services</b>                        |                     |                |                |                 |                 |             |
| 260-3510                                      | Contingency         | \$ 4,933,692   | \$ 5,155,050   | \$ 5,367,637    | \$ 5,503,154    | 2.52%       |
| 260-3520                                      | Contingency         | \$ 839,240     | \$ 992,095     | \$ 931,643      | \$ 998,600      | 7.19%       |
| 260-3540                                      | Contingency         | \$ 188,578     | \$ 259,186     | \$ 244,574      | \$ 262,431      | 7.30%       |
| 260-3550                                      | Contingency         | \$ 210,903     | \$ 196,265     | \$ 202,180      | \$ 243,950      | 20.66%      |
| 260-3560                                      | Contingency         | \$ 2,133,092   | \$ 1,739,200   | \$ 1,748,997    | \$ 1,844,039    | 5.43%       |
| 260-3570                                      | Contingency         | \$ -           | \$ -           | \$ 138,422      | \$ 177,495      | 28.23%      |
| 260-3710                                      | Non-Categorical     | -              | 3,060          | -               | 13,580          | #DIV/0!     |
|   | <b>Subtotal</b>     | \$ 8,305,505   | \$ 8,344,856   | \$ 8,633,453    | \$ 9,043,249    | 4.75%       |
| <b>Parks &amp; Recreation</b>                 |                     |                |                |                 |                 |             |
| 270-3150                                      | Refuse Collection   | 80,290         | 70,627         | 77,569          | 74,928          | -3.40%      |
|   | <b>Subtotal</b>     | \$ 80,290      | \$ 70,627      | \$ 77,569       | \$ 74,928       | -3.40%      |
| <b>Non-Categorical</b>                        |                     |                |                |                 |                 |             |
| 590-2000                                      | Contingency         | \$ -           | \$ -           | \$ -            | \$ 17,606       | #DIV/0!     |
| 590-3000                                      | Non-Categorical     | 629,810        | 686,940        | 747,886         | 744,983         | -0.39%      |
| 590-4000                                      | Interfund Transfers | 80,000         | 80,000         | 146,234         | 146,234         | 0.00%       |
|   | <b>Subtotal</b>     | \$ 709,810     | \$ 766,940     | \$ 894,120      | \$ 908,823      | 1.64%       |
| <b>Total Integrated Waste Management Fund</b> |                     |                |                |                 |                 |             |
|   |                     | \$ 9,095,605   | \$ 9,182,423   | \$ 9,605,142    | \$ 10,027,000   | 4.39%       |

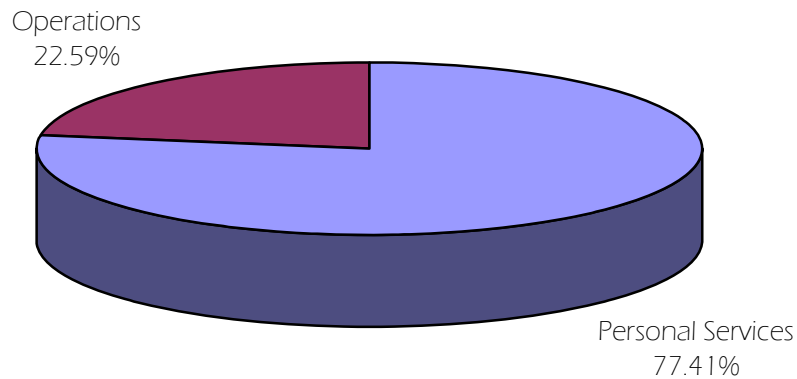
\* Unaudited

Emergency Telephone Fund                      \$                      3,319,548

### Budget by Revenue Source



### Budget by Expense Category



The Emergency Telephone Fund accounts for expenses for the Emergency 911 System that ensures public safety departments respond quickly to emergency situations.

# SCHEDULE OF REVENUES

|                                       |                               | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|---------------------------------------|-------------------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <b><u>CHARGES FOR SERVICES</u></b>    |                               |                |           |                |           |                 |           |                 |           |             |
| 4500                                  | Emergency Telephone Surcharge | \$             | 1,454,811 | \$             | 1,421,304 | \$              | 1,345,353 | \$              | 1,372,000 | 1.98%       |
| 4514                                  | Wireless Surcharge            |                | 1,448,315 | \$             | 1,574,565 |                 | 1,464,043 | \$              | 1,514,000 | 3.41%       |
| <b>TOTAL CHARGES FOR SERVICES</b>     |                               | \$             | 2,903,126 | \$             | 2,995,869 | \$              | 2,809,396 | \$              | 2,886,000 | 2.73%       |
| <b><u>INVESTMENT INCOME</u></b>       |                               |                |           |                |           |                 |           |                 |           |             |
| 4772                                  | Gains/Losses on               |                | -         | \$             | 7,813     | \$              | -         | \$              | -         | #DIV/0!     |
| 4780                                  | Investment Interest           |                | 4,248     | \$             | 22,429    | \$              | -         | \$              | -         | #DIV/0!     |
| <b>TOTAL INVESTMENT INCOME</b>        |                               | \$             | 4,248     | \$             | 30,242    | \$              | -         | \$              | -         | #DIV/0!     |
| <b><u>OTHER FINANCING SOURCES</u></b> |                               |                |           |                |           |                 |           |                 |           |             |
| 4931                                  | Transfers In-General Fund     |                | -         | \$             | -         | \$              | -         | \$              | 433,548   | #DIV/0!     |
| <b>TOTAL OTHER FINANCING SOURCES</b>  |                               | \$             | -         | \$             | -         | \$              | -         | \$              | 433,548   | #DIV/0!     |
| <b>Total Emergency Telephone Fund</b> |                               |                |           |                |           |                 |           |                 |           |             |
|                                       |                               | \$             | 2,907,374 | \$             | 3,026,111 | \$              | 2,809,396 | \$              | 3,319,548 | 18.16%      |

\* Unaudited

# SCHEDULE OF EXPENDITURES

|                                       |                 | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|---------------------------------------|-----------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <b>E-911</b>                          |                 |                |           |                |           |                 |           |                 |           |             |
| 400-3220                              | E-911           | \$             | 2,763,663 | \$             | 3,388,400 | \$              | 3,228,738 | \$              | 3,310,881 | 2.54%       |
|                                       | <b>Subtotal</b> | \$             | 2,763,663 | \$             | 3,388,400 | \$              | 3,228,738 | \$              | 3,310,881 | 2.54%       |
| <b>Non Categorical</b>                |                 |                |           |                |           |                 |           |                 |           |             |
| 590-2000                              | Contingency     |                | -         |                | -         |                 | -         |                 | 8,667     | #DIV/0!     |
| 590-3000                              | Non-Categorical |                | -         |                | -         |                 | -         |                 | -         | #DIV/0!     |
|                                       | <b>Subtotal</b> | \$             | -         | \$             | -         | \$              | -         | \$              | 8,667     | #DIV/0!     |
| <b>Total Emergency Telephone Fund</b> |                 |                |           |                |           |                 |           |                 |           |             |
|                                       |                 | \$             | 2,763,663 | \$             | 3,388,400 | \$              | 3,228,738 | \$              | 3,319,548 | 2.81%       |

\* Unaudited

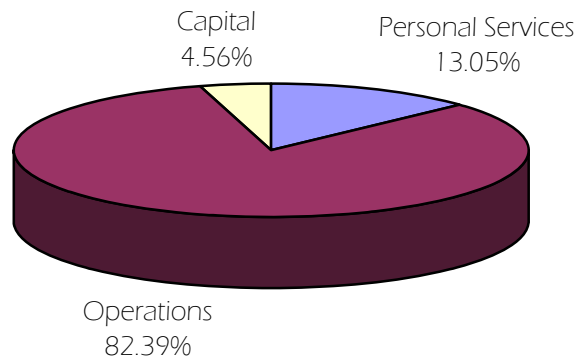


OVERVIEW / CDBG FUND 0210

Community Development Block  
Grant Fund

\$ 2,169,160

Budget by Expense Category



The Community Development Block Grant (CDBG) Fund accounts for grant monies received from the Department of Housing and Urban Development under the Community Development Block Grant Program.

SCHEDULE OF REVENUES

|  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|--|----------------|----------------|-----------------|-----------------|-------------|
| Community Development Block Grant (CDBG) | \$ 878,074     | \$ 1,798,257   | \$ 2,442,344    | \$ 2,169,160    | -11.19%     |
| 099                                      |                |                |                 |                 |             |
| Total Workforce Investment Act Fund      | \$ 878,074     | \$ 1,798,257   | \$ 2,442,344    | \$ 2,169,160    | -11.19%     |

\* Unaudited

SCHEDULE OF EXPENDITURES

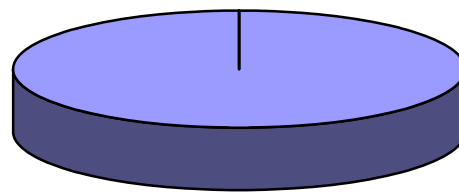
|  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|--|----------------|----------------|-----------------|-----------------|-------------|
| Community Development Block Grant (CDBG) | \$ 803,611     | \$ 2,013,225   | \$ 2,543,130    | \$ 2,169,160    | -14.71%     |
| 130                                      |                |                |                 |                 |             |
| Total Workforce Investment Act Fund      | \$ 803,611     | \$ 2,013,225   | \$ 2,543,130    | \$ 2,169,160    | -14.71%     |

\* Unaudited

OVERVIEW / WORKFORCE INVESTMENT ACT FUND 0220

Workforce Investment Act Fund                      \$                      3,469,794

Budget by Revenue Source



Workforce  
Investment Act -  
Federal Funding  
100.00%

The Workforce Investment Act Program Fund accounts for grant monies received from the Department of Labor under the Job Training Partnership Act.

SCHEDULE OF REVENUES

|                                     | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|-------------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| 099 Workforce Investment Act        | \$ 2,147,046   | \$ 1,614,134   | \$ 3,378,341    | \$ 3,469,794    | 2.71%       |
| Total Workforce Investment Act Fund | \$ 2,147,046   | \$ 1,614,134   | \$ 3,378,341    | \$ 3,469,794    | 2.71%       |

\* Unaudited

SCHEDULE OF EXPENDITURES

|   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---|----------------|----------------|-----------------|-----------------|-------------|
| 670, 675 & Workforce Investment 680 Act | \$ 2,147,044   | \$ 3,195,478   | \$ 3,378,341    | \$ 3,469,794    | 2.71%       |
| Total Workforce Investment Act Fund     | \$ 2,147,044   | \$ 3,195,478   | \$ 3,378,341    | \$ 3,469,794    | 2.71%       |

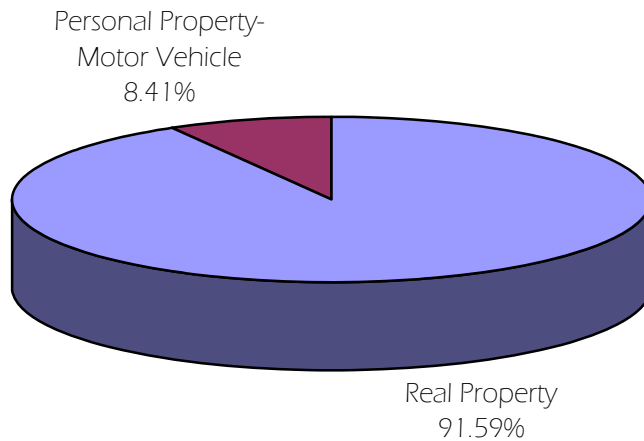
\* Unaudited

Economic Development Authority  
Fund

\$

983,028

### Budget by Revenue Source



The Economic Development Authority Fund accounts for funds utilized in economic development activities for the citizens of the City of Columbus. It is budgeted on the anticipated collection rate of 0.25 mills.

## OVERVIEW / ECONOMIC DEVELOPMENT AUTHORITY FUND 0230

### SCHEDULE OF REVENUES

|  |                                 | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |         | %<br>Change |
|--|---------------------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|---------|-------------|
| <b>TAXES</b>                                     |                                 |                |           |                |           |                 |           |                 |         |             |
| <b>General Property Taxes</b>                    |                                 |                |           |                |           |                 |           |                 |         |             |
| 4001   | Real Property                   | \$             | 776,438   | \$             | 801,900   | \$              | 806,534   | \$              | 900,311 | 11.63%      |
| 4003   | Timber                          |                | 6         |                | 16        |                 | 37        |                 | -       | -100.00%    |
| 4005   | Personal Property               |                | 147,141   |                | 146,537   |                 | 140,311   |                 | -       | -100.00%    |
| 4006   | Personal Property-Motor Vehicle |                | 92,048    |                | 86,326    |                 | 90,830    |                 | 82,717  | -8.93%      |
| 4007   | Mobile Homes                    |                | 1,936     |                | 1,589     |                 | 2,177     |                 | -       | -100.00%    |
| <b>TOTAL TAXES</b>                               |                                 | \$             | 1,017,569 | \$             | 1,036,368 | \$              | 1,039,889 | \$              | 983,028 | -5.47%      |
| <b>Total Economic Development Authority Fund</b> |                                 |                |           |                |           |                 |           |                 |         |             |
|  |                                 | \$             | 1,017,569 | \$             | 1,036,368 | \$              | 1,039,889 | \$              | 983,028 | -5.47%      |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|  |                       | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |         | %<br>Change |
|--|-----------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|---------|-------------|
| <b>Non-Categorical</b>                           |                       |                |           |                |           |                 |           |                 |         |             |
| 590-1000   | Agency Appropriations | \$             | 1,022,010 | \$             | 1,025,263 | \$              | 1,042,225 | \$              | 983,028 | -5.68%      |
|  | <b>Subtotal</b>       | \$             | 1,022,010 | \$             | 1,025,263 | \$              | 1,042,225 | \$              | 983,028 | -5.68%      |
| <b>Total Economic Development Authority Fund</b> |                       |                |           |                |           |                 |           |                 |         |             |
|  |                       | \$             | 1,022,010 | \$             | 1,025,263 | \$              | 1,042,225 | \$              | 983,028 | -5.68%      |

\* Unaudited

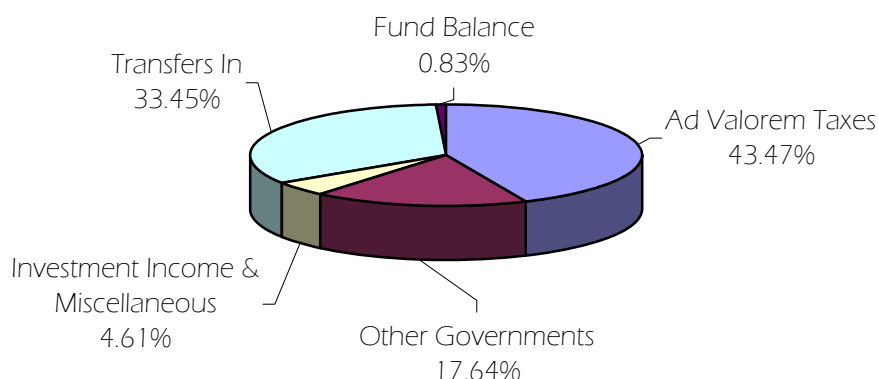
## OVERVIEW / DEBT SERVICE FUND 0405

Debt Service Fund

\$

9,991,906

### Budget by Revenue Source



### Debt Margin

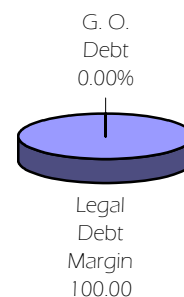
The Columbus Consolidated Government remains below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia's constitution using 0% of this established legal debt limit.

#### Computation of Legal Debt Margin For Fiscal Year Ending June 30, 2011

|   |                       |
|---|-----------------------|
| Assessed value of taxable property*           | \$ 4,619,716,250      |
| Debt Limit: 10% of assessed value             | 461,971,625           |
| Less: Amount of debt applicable to debt limit | -                     |
| <b>Legal Debt Margin</b>                      | <b>\$ 461,971,625</b> |

\* Based on 2011 State Approved Gross Digest as of 08/01/11.

#### Debt Margin Limit



The Debt Service Fund accounts for debt payments to meet the obligations for revenue bonds.

## OVERVIEW / DEBT SERVICE FUND 0405

### SCHEDULE OF REVENUES

|                                 |                                      | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|---------------------------------|--------------------------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <b><u>TAXES</u></b>             |                                      |                |           |                |           |                 |           |                 |           |             |
| <b>General Property Taxes</b>   |                                      |                |           |                |           |                 |           |                 |           |             |
| 4001                            | Real Property                        | \$             | 4,289,560 | \$             | 3,916,411 | \$              | 3,885,534 | \$              | 3,820,968 | -1.66%      |
| 4002                            | Public Utility                       |                | -         |                | 8,596     |                 | 9,886     |                 | -         | -100.00%    |
| 4003                            | Timber                               |                | 31        |                | 70        |                 | 162       |                 | -         | -100.00%    |
| 4005                            | Personal Property                    |                | 814,399   |                | 709,750   |                 | 675,963   |                 | -         | -100.00%    |
| 4006                            | Personal Property-Motor Vehicle      |                | 452,878   |                | 372,918   |                 | 392,385   |                 | 314,326   | -19.89%     |
| 4007                            | Mobile Homes                         |                | 9,527     |                | 6,863     |                 | 9,406     |                 | -         | -100.00%    |
| 4012                            | Not on Digest-Real & Personal        |                | 25,437    |                | 13,849    |                 | 21,573    |                 | 12,500    | -42.06%     |
| 4015                            | Recording intangibles                |                | 113,560   |                | 80,801    |                 | 180,282   |                 | 90,000    | -50.08%     |
| <b>TOTAL TAXES</b>              |                                      | \$             | 5,705,392 | \$             | 5,109,258 | \$              | 5,175,191 | \$              | 4,237,794 | -18.11%     |
| <b>Penalties &amp; Interest</b> |                                      |                |           |                |           |                 |           |                 |           |             |
| 4150                            | Ad Valorem                           |                | 133,135   |                | 94,325    |                 | 199,350   |                 | 85,000    | -57.36%     |
| 4151                            | Auto                                 |                | 28,175    |                | 23,749    |                 | 32,910    |                 | 20,000    | -39.23%     |
|                                 | <b>Subtotal</b>                      | \$             | 161,310   | \$             | 118,074   | \$              | 232,260   | \$              | 105,000   | -54.79%     |
| <b>TOTAL TAXES</b>              |                                      | \$             | 5,866,702 | \$             | 5,227,332 | \$              | 5,407,451 | \$              | 4,342,794 | -19.69%     |
| <b><u>INTERGOVERNMENTAL</u></b> |                                      |                |           |                |           |                 |           |                 |           |             |
| 4305                            | BABs Subsidy                         |                | -         |                | -         |                 | 1,404,725 |                 | 1,518,622 | 8.11%       |
| 4400                            | Payment Lieu Taxes Housing Authority |                | 5,724     |                | 5,791     |                 | 17,590    |                 | 5,000     | -71.57%     |
| 4415                            | Columbus Water Works                 |                | 659,054   |                | 660,379   |                 | 664,049   |                 | 238,950   | -64.02%     |
| 4425                            | Bull Creek Golf Course               |                | 93,839    |                | 94,457    |                 | 94,625    |                 | -         | -100.00%    |
| <b>TOTAL INTERGOVERNMENTAL</b>  |                                      | \$             | 758,617   | \$             | 760,627   | \$              | 2,180,989 | \$              | 1,762,572 | -19.18%     |
| <b><u>INVESTMENT INCOME</u></b> |                                      |                |           |                |           |                 |           |                 |           |             |
| 4772                            | Investments                          | \$             | -         |                | -         |                 | -         |                 | -         | #DIV/0!     |
| 4780                            | Investment Income                    |                | 11,687    |                | 4,517     |                 | 4,964     |                 | 10,000    | 101.45%     |
| <b>TOTAL INVESTMENT INCOME</b>  |                                      | \$             | 11,687    | \$             | 4,517     | \$              | 4,964     | \$              | 10,000    | 101.45%     |
| <b><u>MISCELLANEOUS</u></b>     |                                      |                |           |                |           |                 |           |                 |           |             |
| 4837                            | Miscellaneous                        |                | 527,880   |                | 432,972   |                 | 441,636   |                 | 450,465   | 2.00%       |
| <b>TOTAL MISCELLANEOUS</b>      |                                      | \$             | 527,880   | \$             | 432,972   | \$              | 441,636   | \$              | 450,465   | 2.00%       |

## OVERVIEW / DEBT SERVICE FUND 0405

### SCHEDULE OF REVENUES

|                               |                           | FY09   |           | FY10   |            | FY11    |            | FY12    | %         |          |
|-------------------------------|---------------------------|--------|-----------|--------|------------|---------|------------|---------|-----------|----------|
|                               |                           | Actual |           | Actual |            | Actual* |            | Adopted | Change    |          |
| <u>INTERFUND TRANSFERS IN</u> |                           |        |           |        |            |         |            |         |           |          |
| 4989                          | Transfers In - 2001 CBA   | \$     | 1,000,000 | \$     | 4,360,000  | \$      | 3,092,015  | \$      | -         | -100.00% |
| 4998                          | Transfers In - Other LOST |        | -         |        | -          |         | -          |         | 3,342,719 | #DIV/0!  |
| TOTAL INTERFUND TRANSFERS     |                           |        |           |        |            |         |            |         |           |          |
| IN                            |                           | \$     | 1,000,000 | \$     | 4,360,000  | \$      | 3,092,015  | \$      | 3,342,719 | 8.11%    |
| USE OF FUND BALANCE           |                           |        |           |        |            |         |            | \$      | 83,356    |          |
| Total Debt Service Fund       |                           | \$     | 8,164,886 | \$     | 10,785,448 | \$      | 11,127,055 | \$      | 9,991,906 | -10.20%  |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|                         |                                 | FY09<br>Actual |           | FY10<br>Actual |            | FY11<br>Actual* |            | FY12<br>Adopted |           | %<br>Change |  |
|-------------------------|---------------------------------|----------------|-----------|----------------|------------|-----------------|------------|-----------------|-----------|-------------|--|
| Debt Service            |                                 |                |           |                |            |                 |            |                 |           |             |  |
| 200-2000                | Debt Service                    | \$             | -         | \$             | -          | \$              | -          | \$              | -         | #DIV/0!     |  |
| 200-2800                | Water & Sewer Revenue Bonds     |                | 534,853   |                | 532,422    |                 | 534,141    |                 | 533,750   | -0.07%      |  |
| 200-3450                | 1997A Lease Revenue Bonds       |                | 664,976   |                | 5,005,320  |                 | -          |                 | -         | #DIV/0!     |  |
| 200-3470                | 1999A Lease Rev Refunding Bonds |                | 1,163,830 |                | 1,168,030  |                 | 1,174,365  |                 | 338,650   | -71.16%     |  |
| 200-3472                | 1999C Lease Revenue Bonds       |                | 908,435   |                | 905,886    |                 | 906,390    |                 | 904,762   | -0.18%      |  |
| 200-3474                | 2003A Lease Revenue Bonds       |                | 2,026,860 |                | 2,032,889  |                 | 2,031,323  |                 | 2,036,710 | 0.27%       |  |
| 200-3475                | 2003B Taxable Lease Rev. Bonds  |                | 752,989   |                | 753,089    |                 | 752,639    |                 | 751,637   | -0.13%      |  |
| 200-3476                | 2004 Lease Revenue Bonds        |                | 500       |                | -          |                 | -          |                 | -         | #DIV/0!     |  |
| 200-3477                | 2010A Lease Rev. Bonds          |                | -         |                | -          |                 | 1,205,578  |                 | 1,123,305 | -6.82%      |  |
| 200-3478                | 2010B Taxable Lease Rev. Bonds  |                | -         |                | -          |                 | 3,864,364  |                 | 4,177,692 | 8.11%       |  |
| 200-3479                | 2010C Lease Rev. Bonds          |                | -         |                | -          |                 | 115,995    |                 | 125,400   | 8.11%       |  |
| 200-3610                | GMA Loan Program                |                | 2,181,764 |                | -          |                 | -          |                 | -         | #DIV/0!     |  |
|                         | Subtotal                        | \$             | 8,234,207 | \$             | 10,397,636 | \$              | 10,584,795 | \$              | 9,991,906 | -5.60%      |  |
| Total Debt Service Fund |                                 |                |           |                |            |                 |            |                 |           |             |  |
|                         |                                 | \$             | 8,234,207 | \$             | 10,397,636 | \$              | 10,584,795 | \$              | 9,991,906 | -5.60%      |  |

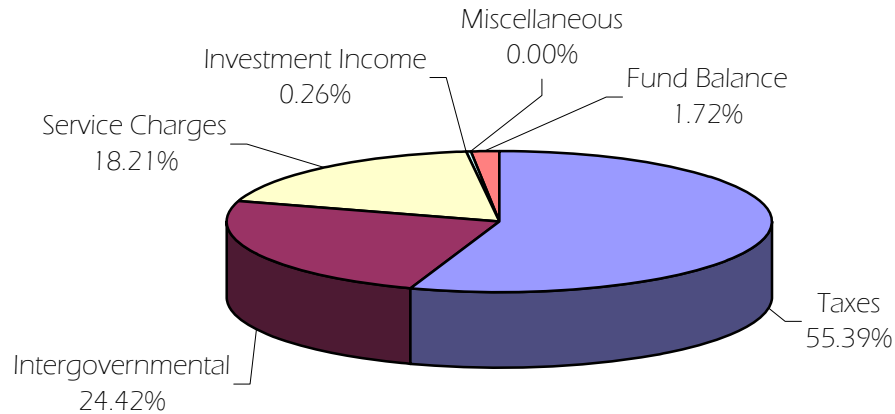
\* Unaudited

Transportation Fund

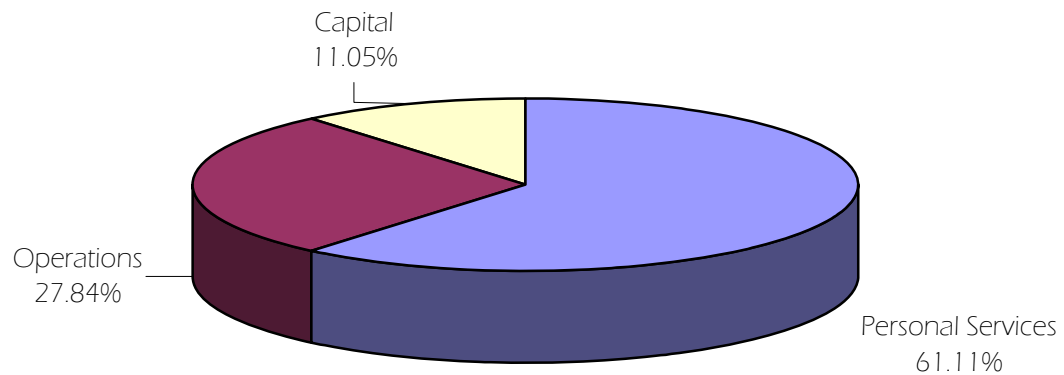
\$

5,820,729

### Budget by Revenue Source



### Budget by Expense Category



The Transportation Fund accounts for all expenses related to METRA, including administration and operations.



## OVERVIEW / TRANSPORTATION FUND 0751

### SCHEDULE OF REVENUES

|                                    |                                      | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|------------------------------------|--------------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b><u>TAXES</u></b>                |                                      |                |                |                 |                 |             |
| <b>General Property Taxes</b>      |                                      |                |                |                 |                 |             |
| 4001                               | Real Property                        | \$ 2,574,827   | \$ 2,643,568   | \$ 2,258,294    | \$ 3,224,335    | 42.78%      |
| 4003                               | Timber                               | 20             | 53             | 105             | -               | -100.00%    |
| 4005                               | Personal Property                    | 482,624        | 480,641        | 392,872         | -               | -100.00%    |
| 4006                               | Personal Property-Motor Vehicle      | 301,919        | 283,149        | 278,773         | -               | -100.00%    |
| 4007                               | Mobile Homes                         | 6,352          | 5,211          | 6,274           | -               | -100.00%    |
| <b>TOTAL TAXES</b>                 |                                      | \$ 3,365,742   | \$ 3,412,622   | \$ 2,936,318    | \$ 3,224,335    | 9.81%       |
| <b><u>INTERGOVERNMENTAL</u></b>    |                                      |                |                |                 |                 |             |
| 4301                               | FTA Capital Grant                    | 932,529        | 1,529,780      | 452,709         | 1,111,071       | 145.43%     |
| 4302                               | FTA Section 9-Planning               | 129,697        | 133,392        | 55,741          | 142,711         | 156.03%     |
| 4330                               | DoT Capital Grant                    | 573,909        | 191,821        | 56,318          | 138,884         | 146.61%     |
| 4337                               | DoT Section 9-Planning               | 75,422         | 74,577         | 36,045          | 24,868          | -31.01%     |
| 4400                               | Payment Lieu Taxes Housing Authority | 3,392          | 3,921          | 10,223          | 4,000           | -60.87%     |
| <b>TOTAL INTERGOVERNMENTAL</b>     |                                      | \$ 1,714,949   | \$ 1,933,491   | \$ 611,036      | \$ 1,421,534    | 132.64%     |
| <b><u>CHARGES FOR SERVICES</u></b> |                                      |                |                |                 |                 |             |
| <b>Charges for Services</b>        |                                      |                |                |                 |                 |             |
| 4837                               | Miscellaneous                        | 877            | 743            | 1,116           | -               | -100.00%    |
|                                    | <b>Subtotal</b>                      | \$ 877         | \$ 743         | \$ 1,116        | \$ -            | -100.00%    |
| <b>Transit Charges</b>             |                                      |                |                |                 |                 |             |
| 4560                               | Subscription Farebox                 | 24,235         | 49,492         | 59,448          | 50,000          | -15.89%     |
| 4561                               | Passenger Services                   | 910,805        | 877,166        | 913,530         | 920,000         | 0.71%       |
| 4562                               | Dial-A-Ride                          | 61,548         | 75,242         | 68,666          | 65,000          | -5.34%      |
| 4563                               | Advertising                          | 16,100         | 11,680         | 17,475          | 15,000          | -14.16%     |
| 4564                               | Miscellaneous Transportation         | 446            | 1,085          | 2,131           | -               | -100.00%    |
|                                    | <b>Subtotal</b>                      | \$ 1,013,134   | \$ 1,014,665   | \$ 1,061,250    | \$ 1,050,000    | -1.06%      |
| <b>Other Fees</b>                  |                                      |                |                |                 |                 |             |
| 4540                               | Handicap ID Fees                     | 11,181         | 10,783         | 10,462          | 10,000          | -4.42%      |
| 4558                               | Recycling Fees                       | 350            | -              | 298             | -               | -100.00%    |
|                                    | <b>Subtotal</b>                      | \$ 11,531      | \$ 10,783      | \$ 10,760       | \$ 10,000       | -7.06%      |
| <b>TOTAL CHARGES FOR SERVICES</b>  |                                      | \$ 1,025,542   | \$ 1,026,191   | \$ 1,073,126    | \$ 1,060,000    | -1.22%      |

## OVERVIEW / TRANSPORTATION FUND 0751

### SCHEDULE OF REVENUES

|                           |                             | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---------------------------|-----------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <u>INVESTMENT INCOME</u>  |                             |                |                |                 |                 |             |
| 4772                      | Gains/Losses on Investments | \$ (11,105)    | \$ 310         | \$ -            | \$ -            | #DIV/0!     |
| 4780                      | Investment Income           | 31,399         | 53,521         | 3,485           | 15,000          | 330.42%     |
| TOTAL INVESTMENT INCOME   |                             | \$ 20,294      | \$ 53,831      | \$ 3,485        | \$ 15,000       | 330.42%     |
| <u>MISCELLANEOUS</u>      |                             |                |                |                 |                 |             |
| 4906                      | Property Sales              | (12,550)       | (6,860)        | 3,700           | -               | -100.00%    |
| 4907                      | Sale of Fixed Assets        | -              | 7,227          | 886             | -               | -100.00%    |
| 4908                      | Gain Sale of Assets         | (8,132)        | (90,644)       | -               | -               | #DIV/0!     |
| TOTAL MISCELLANEOUS       |                             | \$ (20,682)    | \$ (90,277)    | \$ 4,586        | \$ -            | -100.00%    |
| USE OF FUND BALANCE       |                             |                |                |                 | \$ 99,860       |             |
| Total Transportation Fund |                             | \$ 6,105,845   | \$ 6,335,858   | \$ 4,628,551    | \$ 5,820,729    | 25.76%      |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|                           |                           | FY09   |           | FY10   |           | FY11    |           | FY12    |           | %        |
|---------------------------|---------------------------|--------|-----------|--------|-----------|---------|-----------|---------|-----------|----------|
|                           |                           | Actual |           | Actual |           | Actual* |           | Adopted |           | Change   |
| Public Services           |                           |        |           |        |           |         |           |         |           |          |
| 260-3710                  | Other Maintenance/Repairs | \$     | -         | \$     | 3,150     | \$      | 11,027    | \$      | 12,000    | 8.82%    |
|                           | Subtotal                  | \$     | -         | \$     | 3,150     | \$      | 11,027    | \$      | 12,000    | 8.82%    |
| Non-Categorical           |                           |        |           |        |           |         |           |         |           |          |
| 590-2000                  | Contingency               |        | -         |        | -         |         | -         |         | 12,545    | #DIV/0!  |
| 590-3000                  | Non-Categorical           |        | 125,392   |        | 108,645   |         | 140,034   |         | 137,537   | -1.78%   |
| 590-4000                  | Interfund Transfers       |        | 115,000   |        | 115,000   |         | 104,346   |         | 104,346   | 0.00%    |
|                           | Subtotal                  | \$     | 240,392   | \$     | 223,645   | \$      | 244,380   | \$      | 254,428   | 4.11%    |
| METRA                     |                           |        |           |        |           |         |           |         |           |          |
| 610-1000                  | Administration            |        | 166,167   |        | 170,415   |         | 174,541   |         | 154,168   | -11.67%  |
| 610-2100                  | Operations                |        | 1,911,524 |        | 1,986,753 |         | 1,983,162 |         | 2,101,821 | 5.98%    |
| 610-2200                  | Maintenance               |        | 1,323,974 |        | 1,296,753 |         | 1,498,691 |         | 1,374,908 | -8.26%   |
| 610-2300                  | Dial-A-Ride               |        | 244,034   |        | 260,437   |         | 251,506   |         | 276,445   | 9.92%    |
| 610-2400                  | Capital-FTA               |        | 740,159   |        | 717,498   |         | 1,295,965 |         | 1,385,165 | 6.88%    |
| 610-2900                  | Charter Services          |        | 25,118    |        | 22,117    |         | 17,801    |         | 18,000    | 1.12%    |
| 610-3410                  | Planning-FTA (5303)       |        | 65,268    |        | 64,858    |         | 66,232    |         | 68,453    | 3.35%    |
| 610-3420                  | Planning-FTA (5307)       |        | 162,121   |        | 168,531   |         | 163,164   |         | 175,341   | 7.46%    |
| 610-3430                  | ARRA Section 5340         |        | -         |        | -         |         | 72,807    |         | -         | -100.00% |
|                           | Subtotal                  | \$     | 4,638,365 | \$     | 4,687,362 | \$      | 5,523,869 | \$      | 5,554,301 | 0.55%    |
| Total Transportation Fund |                           | \$     | 4,878,757 | \$     | 4,914,157 | \$      | 5,779,276 | \$      | 5,820,729 | 0.72%    |

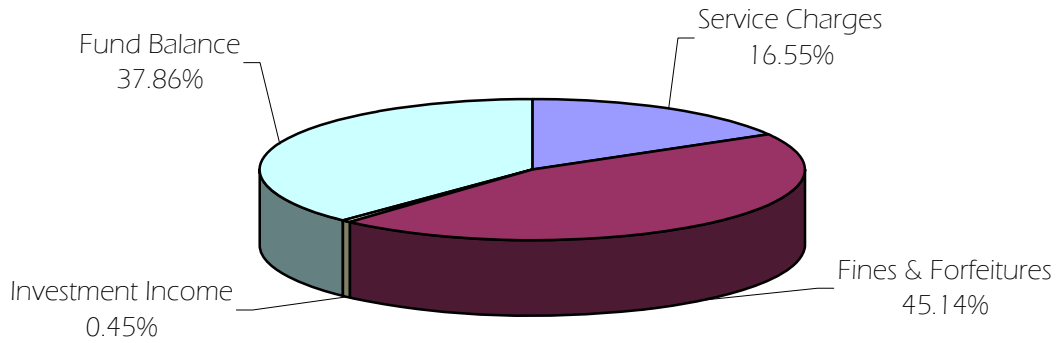
\* Unaudited

Parking Management Fund

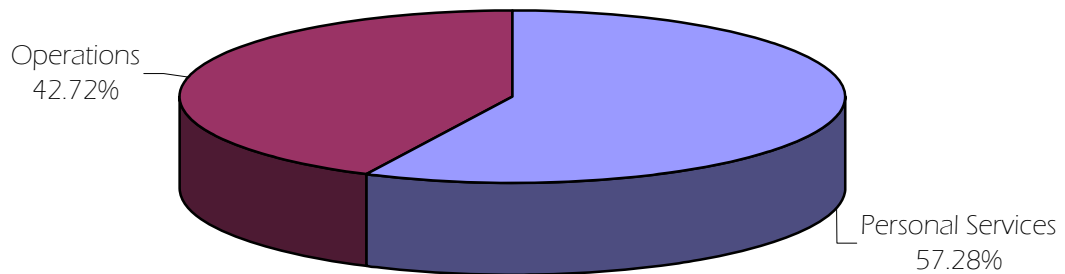
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332,303

### Budget by Revenue Source



### Budget by Expense Category



The Parking Management Fund accounts for all expenses related to Columbus' Uptown Parking District, including parking and enforcement.

## OVERVIEW / PARKING MANAGEMENT FUND 0752

### SCHEDULE OF REVENUES

|                                |                             | FY09<br>Actual |         | FY10<br>Actual |         | FY11<br>Actual* |         | FY12<br>Adopted |         | %<br>Change |
|--------------------------------|-----------------------------|----------------|---------|----------------|---------|-----------------|---------|-----------------|---------|-------------|
| <u>CHARGES FOR SERVICES</u>    |                             |                |         |                |         |                 |         |                 |         |             |
| Civic Center Charges           |                             |                |         |                |         |                 |         |                 |         |             |
| 4568                           | Parking Fees                | \$             | 38,613  | \$             | 33,741  | \$              | 25,404  | \$              | 25,000  | -1.59%      |
| 4569                           | Public Parking Fees         |                | 32,693  | \$             | 31,297  |                 | 29,723  | \$              | 30,000  | 0.93%       |
| TOTAL CHARGES FOR SERVICES     |                             | \$             | 71,306  | \$             | 65,038  | \$              | 55,127  | \$              | 55,000  | -0.23%      |
| <u>FINES &amp; FORFEITURES</u> |                             |                |         |                |         |                 |         |                 |         |             |
| 4752                           | Parking Violations          |                | 141,907 | \$             | 141,267 | \$              | 167,581 | \$              | 150,000 | -10.49%     |
| TOTAL FINES & FORFEITURES      |                             | \$             | 141,907 | \$             | 141,267 | \$              | 167,581 | \$              | 150,000 | -10.49%     |
| <u>INVESTMENT INCOME</u>       |                             |                |         |                |         |                 |         |                 |         |             |
| 4772                           | Gains/Losses on Investments |                | (394)   | \$             | -       | \$              | -       | \$              | -       | #DIV/0!     |
| 4780                           | Investment Interest         |                | 6,200   | \$             | 1,489   | \$              | 898     | \$              | 1,500   | 67.04%      |
| TOTAL INVESTMENT INCOME        |                             | \$             | 5,806   | \$             | 1,489   | \$              | 898     | \$              | 1,500   | 67.04%      |
| USE OF FUND BALANCE            |                             |                |         |                |         |                 |         | \$              | 125,803 |             |
| Total Parking Managemt Fund    |                             | \$             | 219,019 | \$             | 207,794 | \$              | 223,606 | \$              | 332,303 | 48.61%      |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|                             |                    | FY09<br>Actual |         | FY10<br>Actual |         | FY11<br>Actual* |         | FY12<br>Adopted |         | %<br>Change |
|-----------------------------|--------------------|----------------|---------|----------------|---------|-----------------|---------|-----------------|---------|-------------|
| Non-Categorical             |                    |                |         |                |         |                 |         |                 |         |             |
| 590-2000                    | Contingency        | \$             | -       | \$             | -       | \$              | -       | \$              | 689     | #DIV/0!     |
| 590-3000                    | Non-Categorical    |                | 13,328  |                | 13,519  |                 | 8,090   |                 | 12,985  | 60.51%      |
|                             | Subtotal           | \$             | 13,328  | \$             | 13,519  | \$              | 8,090   | \$              | 13,674  | 69.02%      |
| Oxbow Creek                 |                    |                |         |                |         |                 |         |                 |         |             |
| 610-2800                    | Parking Management |                | 276,903 |                | 312,762 |                 | 322,775 |                 | 318,629 | -1.28%      |
|                             | Subtotal           | \$             | 276,903 | \$             | 312,762 | \$              | 322,775 | \$              | 318,629 | -1.28%      |
| Total Parking Managemt Fund |                    | \$             | 290,231 | \$             | 326,281 | \$              | 330,865 | \$              | 332,303 | 0.43%       |

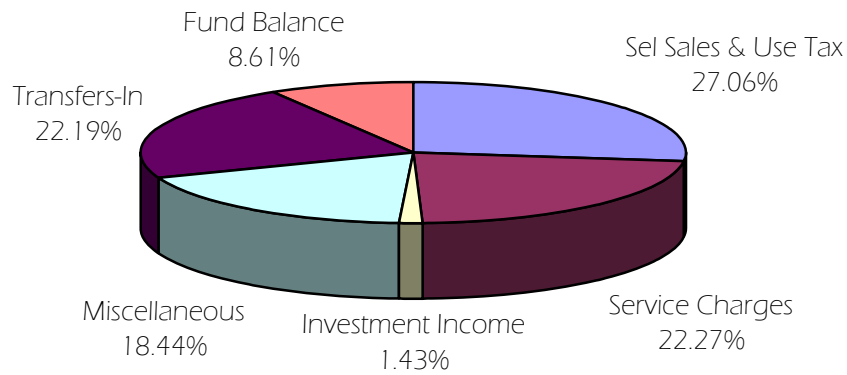
\* Unaudited

Trade Center Fund

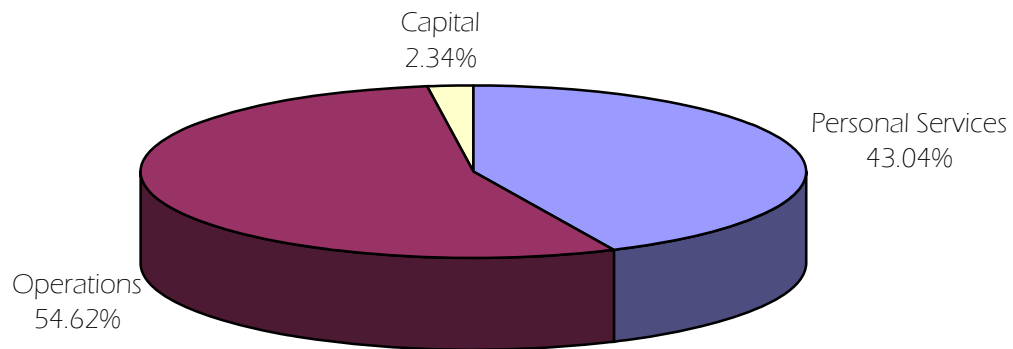
\$

2,794,095

### Budget by Revenue Source



### Budget by Expense Category



The Columbus Ironworks Convention & Trade Center Fund provides for the administration, operation, and maintenance of the Columbus Ironworks Convention and Trade Center.

# OVERVIEW / COLUMBUS IRON WORKS TRADE CENTER FUND 0753

## SCHEDULE OF REVENUES

|  |                             | FY09<br>Actual |         | FY10<br>Actual |         | FY11<br>Actual* |         | FY12<br>Adopted |         | %<br>Change |
|--|-----------------------------|----------------|---------|----------------|---------|-----------------|---------|-----------------|---------|-------------|
| <u>SELECTIVE SALES &amp; USE TAXES</u> |                             |                |         |                |         |                 |         |                 |         |             |
| Civic Center Charges                   |                             |                |         |                |         |                 |         |                 |         |             |
| 4052                                   | Beer Tax                    | \$             | 787,904 | \$             | 765,933 | \$              | 777,872 | \$              | 756,000 | -2.81%      |
| TOTAL SELECTIVE SALES & USE TAXES      |                             |                |         |                |         |                 |         |                 |         |             |
|  |                             | \$             | 787,904 | \$             | 765,933 | \$              | 777,872 | \$              | 756,000 | -2.81%      |
| <u>CHARGES FOR SERVICES</u>            |                             |                |         |                |         |                 |         |                 |         |             |
| Charges for Services                   |                             |                |         |                |         |                 |         |                 |         |             |
| 4568                                   | Parking Fees                | \$             | 6,121   | \$             | 13,180  | \$              | 10,533  | \$              | 12,000  | 13.93%      |
| 4837                                   | Miscellaneous               |                | 23,156  | \$             | 29,211  | \$              | 31,051  | \$              | 30,000  | -3.38%      |
|  | Subtotal                    | \$             | 29,277  | \$             | 42,391  | \$              | 41,584  | \$              | 42,000  | 1.00%       |
| Trade Center Operations                |                             |                |         |                |         |                 |         |                 |         |             |
| 4580                                   | Convention Services         |                | 9,841   | \$             | 30,909  | \$              | 28,054  | \$              | 30,000  | 6.94%       |
| 4581                                   | Food Svc Contract-Events    |                | 650,619 | \$             | 526,778 | \$              | 468,440 | \$              | 550,000 | 17.41%      |
|  | Subtotal                    | \$             | 660,460 | \$             | 557,687 | \$              | 496,494 | \$              | 580,000 | 16.82%      |
| Other Charges for Services             |                             |                |         |                |         |                 |         |                 |         |             |
| 4827                                   | Outside Personnel Svcs      |                | 437     | \$             | 510     | \$              | -       | \$              | -       | #DIV/0!     |
| 4828                                   | Copy Work                   |                | 1,019   | \$             | 417     | \$              | 428     | \$              | 500     | 16.82%      |
|  | Subtotal                    | \$             | 1,456   | \$             | 927     | \$              | 428     | \$              | 500     | 16.82%      |
| TOTAL CHARGES FOR SERVICES             |                             |                |         |                |         |                 |         |                 |         |             |
|  |                             | \$             | 691,193 | \$             | 601,005 | \$              | 538,506 | \$              | 622,500 | 15.60%      |
| <u>INVESTMENT INCOME</u>               |                             |                |         |                |         |                 |         |                 |         |             |
| 4772                                   | Gains/Losses on Investments |                | -       | \$             | 310     | \$              | (5,625) | \$              | -       | -100.00%    |
| 4780                                   | Investment Income           |                | 35,693  | \$             | 53,762  | \$              | 29,269  | \$              | 40,000  | 36.66%      |
| TOTAL INVESTMENT INCOME                |                             |                |         |                |         |                 |         |                 |         |             |
|  |                             | \$             | 35,693  | \$             | 54,072  | \$              | 23,644  | \$              | 40,000  | 69.18%      |
| <u>MISCELLANEOUS</u>                   |                             |                |         |                |         |                 |         |                 |         |             |
| Reimbursement for Damaged Property     |                             |                |         |                |         |                 |         |                 |         |             |
| 4842                                   | Vendors Comp-Sales Tax      |                | 148     | \$             | 137     | \$              | 155     | \$              | 100     | -35.48%     |
|  | Subtotal                    | \$             | 148     | \$             | 137     | \$              | 155     | \$              | 100     | -35.48%     |
| Rents and Royalties                    |                             |                |         |                |         |                 |         |                 |         |             |
| 4874                                   | Equipment Rental            |                | 94,865  | \$             | 85,633  | \$              | 83,024  | \$              | 85,000  | 2.38%       |
| 4875                                   | Space Rental                |                | 412,698 | \$             | 479,086 | \$              | 455,510 | \$              | 430,000 | -5.60%      |
|  | Subtotal                    | \$             | 507,563 | \$             | 564,719 | \$              | 538,534 | \$              | 515,000 | -4.37%      |
| TOTAL MISCELLANEOUS                    |                             |                |         |                |         |                 |         |                 |         |             |
|  |                             | \$             | 507,711 | \$             | 564,856 | \$              | 538,689 | \$              | 515,100 | -4.38%      |

## OVERVIEW / COLUMBUS IRON WORKS TRADE CENTER FUND 0753

### SCHEDULE OF REVENUES

|                                       |                             | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|---------------------------------------|-----------------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <b><u>OTHER FINANCING SOURCES</u></b> |                             |                |           |                |           |                 |           |                 |           |             |
| <b>Interfund Transfers In</b>         |                             |                |           |                |           |                 |           |                 |           |             |
| 4943                                  | Transfer In-Hotel/Motel Tax | \$             | 611,415   | \$             | 613,673   | \$              | 661,945   | \$              | 620,000   | -6.34%      |
|                                       | <b>Subtotal</b>             | \$             | 611,415   | \$             | 613,673   | \$              | 661,945   | \$              | 620,000   | -6.34%      |
| <b>TOTAL OTHER FINANCING SOURCES</b>  |                             |                |           |                |           |                 |           |                 |           |             |
|                                       |                             | \$             | 611,415   | \$             | 613,673   | \$              | 661,945   | \$              | 620,000   | -6.34%      |
| <b>USE OF FUND BALANCE</b>            |                             |                |           |                |           |                 |           | \$              | 240,495   |             |
| <b>Total Trade Center Fund</b>        |                             |                |           |                |           |                 |           |                 |           |             |
|                                       |                             | \$             | 2,633,916 | \$             | 2,599,539 | \$              | 2,540,656 | \$              | 2,794,095 | 9.98%       |

\* Unaudited

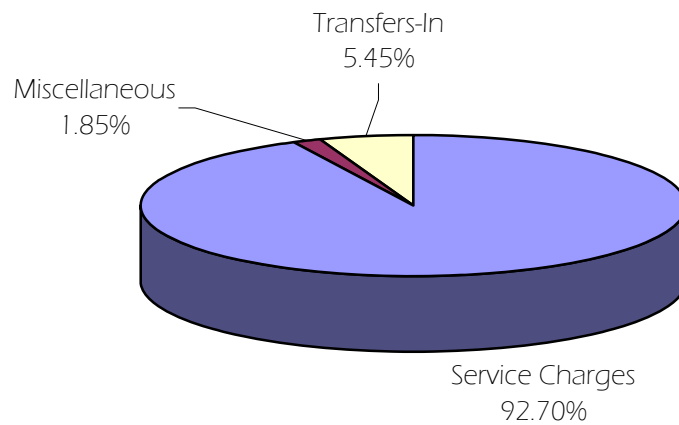
### SCHEDULE OF EXPENDITURES

|                                |                      | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|--------------------------------|----------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <b>Non-Categorical</b>         |                      |                |           |                |           |                 |           |                 |           |             |
| 590-2000                       | Contingency          | \$             | -         | \$             | -         | \$              | -         | \$              | 4,555     | #DIV/0!     |
| 590-3000                       | Non-Categorical      |                | 51,780    |                | 45,690    |                 | 52,050    |                 | 72,347    | 39.00%      |
|                                | <b>Subtotal</b>      | \$             | 51,780    | \$             | 45,690    | \$              | 52,050    | \$              | 76,902    | 47.75%      |
| <b>Civic Center</b>            |                      |                |           |                |           |                 |           |                 |           |             |
| 620-1000                       | Trade Center         | \$             | 572,996   | \$             | 592,035   | \$              | 591,866   | \$              | 609,561   | 2.99%       |
| 620-2100                       | Sales                |                | 198,611   |                | 223,476   |                 | 227,373   |                 | 236,307   | 3.93%       |
| 620-2200                       | Operations           |                | 434,740   |                | 416,816   |                 | 465,502   |                 | 550,731   | 18.31%      |
| 620-2300                       | Building Maintenance |                | 854,684   |                | 873,280   |                 | 912,539   |                 | 975,389   | 6.89%       |
| 620-2600                       | Bonded Debt          |                | 234,005   |                | 230,679   |                 | 226,790   |                 | 345,205   | 52.21%      |
|                                | <b>Subtotal</b>      | \$             | 2,295,036 | \$             | 2,336,286 | \$              | 2,424,070 | \$              | 2,717,193 | 12.09%      |
| <b>Total Trade Center Fund</b> |                      |                |           |                |           |                 |           |                 |           |             |
|                                |                      | \$             | 2,346,816 | \$             | 2,381,976 | \$              | 2,476,120 | \$              | 2,794,095 | 12.84%      |

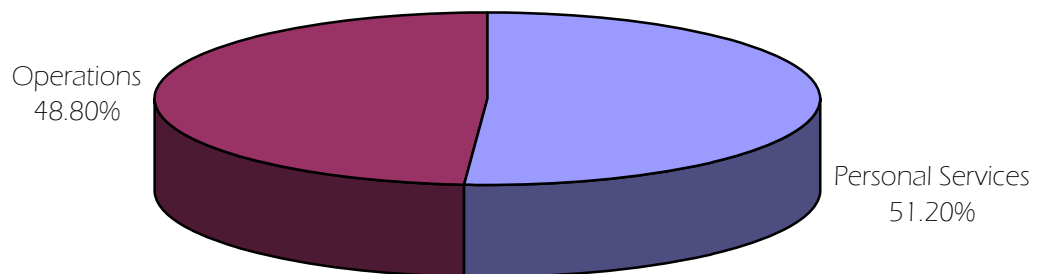
\* Unaudited

Bull Creek Golf Course Fund                      \$                      1,377,000

### Budget by Revenue Source



### Budget by Expense Category



The Bull Golf Course Fund provides for administration, operation, and maintenance of Bull Creek Golf Course.



## OVERVIEW / BULL CREEK GOLF COURSE FUND 0755

### SCHEDULE OF REVENUES

|                                |                          | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|--------------------------------|--------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <u>CHARGES FOR SERVICES</u>    |                          |                |                |                 |                 |             |
| Civic Center Charges           |                          |                |                |                 |                 |             |
|                                | Golf Course Handicap     |                |                |                 |                 |             |
| 4541                           | Fees                     | \$ 1,400       | \$ 1,150       | \$ 1,425        | \$ 1,500        | 5.26%       |
| 4542                           | Operations-Golf Course   | 1,017,925      | 1,005,598      | 1,093,555       | 1,020,000       | -6.73%      |
| 4543                           | Golf Range Fees          | 30,076         | 29,396         | 29,211          | 30,000          | 2.70%       |
| 4544                           | Snack Bar-Golf Course    | 141,363        | 148,597        | 167,128         | 150,000         | -10.25%     |
| 4582                           | Sale Of Merchandise      | 76,139         | 73,427         | 96,934          | 75,000          | -22.63%     |
|                                |                          |                |                |                 |                 |             |
| TOTAL CHARGES FOR SERVICES     |                          | \$ 1,266,903   | \$ 1,258,168   | \$ 1,388,253    | \$ 1,276,500    | -8.05%      |
| <u>MISCELLANEOUS</u>           |                          |                |                |                 |                 |             |
| Other Miscellaneous Revenues   |                          |                |                |                 |                 |             |
| 4837                           | Miscellaneous            | 698            | 477            | 1,197           | 500             | -58.23%     |
| 4878                           | Rental/Lease Income      | 18,065         | 25,623         | 17,284          | 25,000          | 44.64%      |
|                                | Subtotal                 | \$ 18,763      | \$ 26,100      | \$ 18,481       | \$ 25,500       | 37.98%      |
| TOTAL MISCELLANEOUS            |                          | \$ 18,763      | \$ 26,100      | \$ 18,481       | \$ 25,500       | 37.98%      |
| <u>OTHER FINANCING SOURCES</u> |                          |                |                |                 |                 |             |
| Interfund Transfers In         |                          |                |                |                 |                 |             |
| 4931                           | Transfer In-General Fund | 79,713         | 71,465         | 126,908         | 75,000          | -40.90%     |
|                                | Subtotal                 | \$ 79,713      | \$ 71,465      | \$ 126,908      | \$ 75,000       | -40.90%     |
| TOTAL OTHER FINANCING SOURCES  |                          | \$ 79,713      | \$ 71,465      | \$ 126,908      | \$ 75,000       | -40.90%     |
| Total Oxbow Creek Fund         |                          | \$ 1,365,379   | \$ 1,355,733   | \$ 1,533,642    | \$ 1,377,000    | -10.21%     |

\* Unaudited

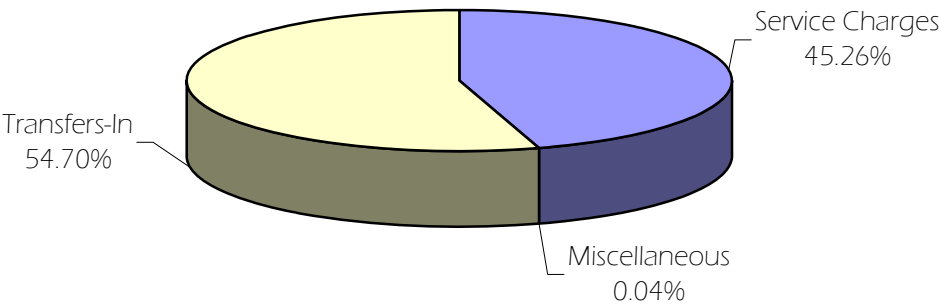
### SCHEDULE OF EXPENDITURES

|                        |                 | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|------------------------|-----------------|----------------|----------------|-----------------|-----------------|-------------|
| Non-Categorical        |                 |                |                |                 |                 |             |
| 590-2000               | Contingency     | \$ -           | \$ -           | \$ -            | \$ 2,681        | #DIV/0!     |
| 590-3000               | Non-Categorical | 46,300         | 31,961         | 36,015          | 29,960          | -16.81%     |
|                        | Subtotal        | \$ 46,300      | \$ 31,961      | \$ 36,015       | \$ 32,641       | -9.37%      |
| Oxbow Creek            |                 |                |                |                 |                 |             |
| 640-2100               | Pro Shop        | 707,695        | 732,926        | 802,035         | 754,400         | -5.94%      |
| 640-2200               | Maintenance     | 589,071        | 577,708        | 599,175         | 589,959         | -1.54%      |
| 640-2300               | Debt Service    | 18,172         | 13,136         | 7,650           | -               | -100.00%    |
|                        | Subtotal        | \$ 1,314,938   | \$ 1,323,770   | \$ 1,408,860    | \$ 1,344,359    | -4.58%      |
| Total Oxbow Creek Fund |                 | \$ 1,361,238   | \$ 1,355,731   | \$ 1,444,875    | \$ 1,377,000    | -4.70%      |

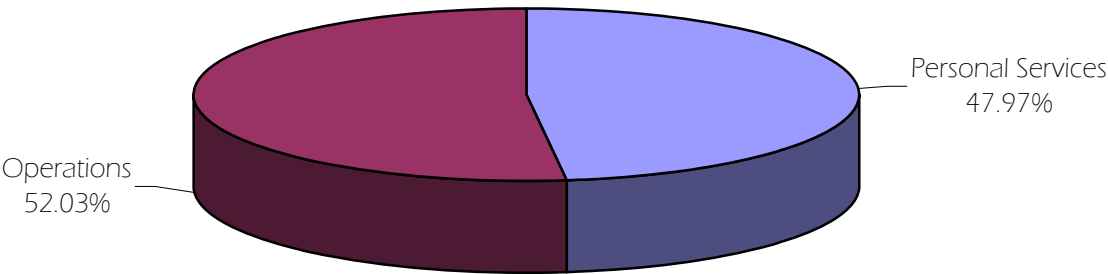
\* Unaudited

Oxbow Creek Golf Course Fund        \$                                502,700

Budget by Revenue Source



Budget by Expense Category



The Oxbow Golf Course Fund provides for administration, operation, and maintenance of Oxbow Creek Golf Course.

## OVERVIEW / OXBOW CREEK GOLF COURSE FUND 0756

### SCHEDULE OF REVENUES

|                                |                          | FY09<br>Actual |         | FY10<br>Actual |         | FY11<br>Actual* |         | FY12<br>Adopted |         | %<br>Change |
|--------------------------------|--------------------------|----------------|---------|----------------|---------|-----------------|---------|-----------------|---------|-------------|
| <u>CHARGES FOR SERVICES</u>    |                          |                |         |                |         |                 |         |                 |         |             |
| Civic Center Charges           |                          |                |         |                |         |                 |         |                 |         |             |
|                                | Golf Course Handicap     |                |         |                |         |                 |         |                 |         |             |
| 4541                           | Fees                     | \$             | -       | \$             | -       | \$              | -       | \$              | -       | #DIV/0!     |
| 4542                           | Operations-Golf Course   |                | 165,953 |                | 171,097 |                 | 185,745 |                 | 165,000 | -11.17%     |
| 4543                           | Golf Range Fees          |                | 12,727  |                | 15,740  |                 | 17,010  |                 | 12,500  | -26.51%     |
| 4544                           | Snack Bar-Golf Course    |                | 40,458  |                | 41,845  |                 | 42,994  |                 | 40,000  | -6.96%      |
| 4582                           | Sale Of Merchandise      |                | 10,530  |                | 10,327  |                 | 11,426  |                 | 10,000  | -12.48%     |
|                                |                          |                |         |                |         |                 |         |                 |         |             |
| TOTAL CHARGES FOR SERVICES     |                          | \$             | 229,668 | \$             | 239,009 | \$              | 257,175 | \$              | 227,500 | -11.54%     |
|                                |                          |                |         |                |         |                 |         |                 |         |             |
| <u>MISCELLANEOUS</u>           |                          |                |         |                |         |                 |         |                 |         |             |
| Other Miscellaneous Revenues   |                          |                |         |                |         |                 |         |                 |         |             |
| 4837                           | Miscellaneous            |                | -       |                | 204     |                 | 529     |                 | 200     | -62.19%     |
|                                | Subtotal                 | \$             | -       | \$             | 204     | \$              | 529     | \$              | 200     | -62.19%     |
| TOTAL MISCELLANEOUS            |                          | \$             | -       | \$             | 204     | \$              | 529     | \$              | 200     | -62.19%     |
|                                |                          |                |         |                |         |                 |         |                 |         |             |
| <u>OTHER FINANCING SOURCES</u> |                          |                |         |                |         |                 |         |                 |         |             |
| Interfund Transfers In         |                          |                |         |                |         |                 |         |                 |         |             |
| 4931                           | Transfer In-General Fund |                | 227,267 |                | 226,930 |                 | 272,381 |                 | 275,000 | 0.96%       |
|                                | Subtotal                 | \$             | 227,267 | \$             | 226,930 | \$              | 272,381 | \$              | 275,000 | 0.96%       |
| TOTAL OTHER FINANCING SOURCES  |                          | \$             | 227,267 | \$             | 226,930 | \$              | 272,381 | \$              | 275,000 | 0.96%       |
|                                |                          |                |         |                |         |                 |         |                 |         |             |
| Total Oxbow Creek Fund         |                          | \$             | 456,935 | \$             | 466,143 | \$              | 530,085 | \$              | 502,700 | -5.17%      |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|                        |                 | FY09<br>Actual |         | FY10<br>Actual |         | FY11<br>Actual* |         | FY12<br>Adopted |         | %<br>Change |
|------------------------|-----------------|----------------|---------|----------------|---------|-----------------|---------|-----------------|---------|-------------|
| Non-Categorical        |                 |                |         |                |         |                 |         |                 |         |             |
| 590-2000               | Contingency     | \$             | -       | \$             | -       | \$              | -       | \$              | 908     | #DIV/0!     |
| 590-3000               | Non-Categorical |                | 11,504  |                | 11,646  |                 | 15,451  |                 | 12,351  | -20.06%     |
|                        | Subtotal        | \$             | 11,504  | \$             | 11,646  | \$              | 15,451  | \$              | 13,259  | -14.19%     |
|                        |                 |                |         |                |         |                 |         |                 |         |             |
| Oxbow Creek            |                 |                |         |                |         |                 |         |                 |         |             |
| 640-2100               | Pro Shop        |                | 201,574 |                | 213,124 |                 | 216,866 |                 | 196,793 | -9.26%      |
| 640-2200               | Maintenance     |                | 207,977 |                | 206,253 |                 | 210,744 |                 | 200,727 | -4.75%      |
| 640-2300               | Debt Service    |                | 41,927  |                | 35,120  |                 | 12,338  |                 | 91,921  | 645.02%     |
|                        | Subtotal        | \$             | 451,478 | \$             | 454,497 | \$              | 439,948 | \$              | 489,441 | 11.25%      |
|                        |                 |                |         |                |         |                 |         |                 |         |             |
| Total Oxbow Creek Fund |                 | \$             | 462,982 | \$             | 466,143 | \$              | 455,399 | \$              | 502,700 | 10.39%      |

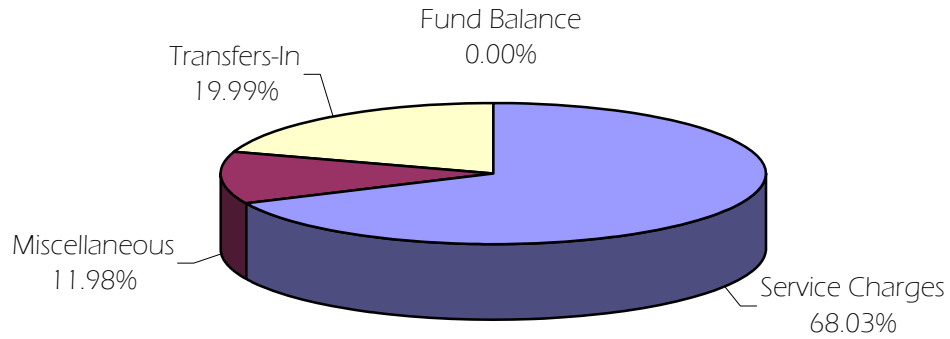
\* Unaudited

Civic Center Fund

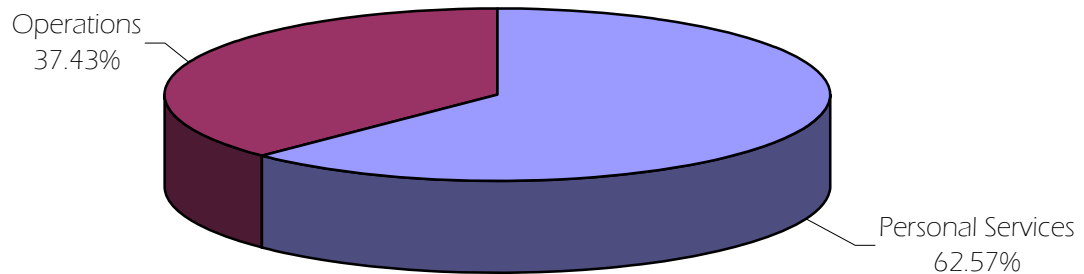
\$

6,203,871

### Budget by Revenue Source



### Budget by Expense Category



The Civic Center Fund accounts for the operation of the multi-functional recreational facility.

# OVERVIEW / CIVIC CENTER FUND 0757

## SCHEDULE OF REVENUES

|   |                             | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|---|-----------------------------|----------------|----------------|-----------------|-----------------|-------------|
| <b><u>CHARGES FOR SERVICES</u></b>        |                             |                |                |                 |                 |             |
| <b>Civic Center Charges</b>               |                             |                |                |                 |                 |             |
| 4576                                      | Catering                    | \$ 44,160      | \$ 41,165      | \$ 46,086       | \$ 37,500       | -18.63%     |
| 4577                                      | Food Svc Contract           | 247,982        | 270,482        | 212,260         | 235,000         | 10.71%      |
| 4578                                      | Sale Of Merchandise         | 29,817         | 31,326         | 18,446          | 35,000          | 89.74%      |
|   | <b>Subtotal</b>             | \$ 321,959     | \$ 342,973     | \$ 276,792      | \$ 307,500      | 11.09%      |
| <b>Event Fees</b>                         |                             |                |                |                 |                 |             |
| 4573                                      | Ticket Sales                | 2,545,184      | 3,073,855      | 2,610,475       | 3,531,871       | 35.30%      |
| 4575                                      | Box Office Fees             | 49             | -              | 1,256           | -               | -100.00%    |
|   | <b>Subtotal</b>             | \$ 2,545,233   | \$ 3,073,855   | \$ 2,611,731    | \$ 3,531,871    | 35.23%      |
| <b>Charges for Services</b>               |                             |                |                |                 |                 |             |
| 4568                                      | Parking Fees                | 31,651         | 33,333         | 37,107          | 30,000          | -19.15%     |
| 4872                                      | Sale of Advertisements      | 3,000          | 9,860          | 10,325          | -               | -100.00%    |
| 4837                                      | Miscellaneous               | 399,277        | 495,410        | 613,451         | 351,000         | -42.78%     |
|   | <b>Subtotal</b>             | \$ 433,928     | \$ 538,603     | \$ 660,883      | \$ 381,000      | -42.35%     |
| <b>Other Fees</b>                         |                             |                |                |                 |                 |             |
| 4862                                      | Sale of Salvage             | 394            | -              | -               | -               | #DIV/0!     |
|   | <b>Subtotal</b>             | \$ 394         | \$ -           | \$ -            | \$ -            | #DIV/0!     |
| <b>TOTAL CHARGES FOR SERVICES</b>         |                             | \$ 3,301,514   | \$ 3,955,431   | \$ 3,549,406    | \$ 4,220,371    | 18.90%      |
| <b><u>INVESTMENT INCOME</u></b>           |                             |                |                |                 |                 |             |
| 4780                                      | Investment Income           | 4,574          | -              | -               | -               | #DIV/0!     |
| 4772                                      | Gains/Losses on Investments | (17)           | -              | -               | -               | #DIV/0!     |
| <b>TOTAL INVESTMENT INCOME</b>            |                             | \$ 4,557       | \$ -           | \$ -            | \$ -            | #DIV/0!     |
| <b><u>MISCELLANEOUS</u></b>               |                             |                |                |                 |                 |             |
| <b>Reimbursement for Damaged Property</b> |                             |                |                |                 |                 |             |
| 4801                                      | Private Contributions       | -              | -              | 2,500           | -               | -100.00%    |
| 4853                                      | Claims/Settlements          | -              | 2,210          | -               | -               | #DIV/0!     |
| 4908                                      | Gain Sale of Assets         | (3,700)        | -              | -               | -               | #DIV/0!     |
|   | <b>Subtotal</b>             | \$ (3,700)     | \$ 2,210       | \$ 2,500        | \$ -            | -100.00%    |
| <b>Rents and Royalties</b>                |                             |                |                |                 |                 |             |
| 4880                                      | Rent - Civic Center         | 401,945        | 449,489        | 405,497         | 605,000         | 49.20%      |
| 4574                                      | Facility Fee                | 126,213        | 152,469        | 128,486         | 138,500         | 7.79%       |
|   | <b>Subtotal</b>             | \$ 528,158     | \$ 601,958     | \$ 533,983      | \$ 743,500      | 39.24%      |
| <b>TOTAL MISCELLANEOUS</b>                |                             | \$ 524,458     | \$ 604,168     | \$ 536,483      | \$ 743,500      | 38.59%      |

## OVERVIEW / CIVIC CENTER FUND 0757

### SCHEDULE OF REVENUES

|                                      |                             | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|--------------------------------------|-----------------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <u>OTHER FINANCING SOURCES</u>       |                             |                |           |                |           |                 |           |                 |           |             |
| Interfund Transfers In               |                             |                |           |                |           |                 |           |                 |           |             |
| 4931                                 | Transfer In-General Fund    | \$             | -         | \$             | -         | \$              | 150,000   | \$              | -         | -100.00%    |
| 4943                                 | Transfer In-Hotel/Motel Tax |                | 1,222,835 |                | 1,227,346 |                 | 1,323,891 |                 | 1,240,000 | -6.34%      |
|                                      | Subtotal                    | \$             | 1,222,835 | \$             | 1,227,346 | \$              | 1,473,891 | \$              | 1,240,000 | -15.87%     |
| <b>TOTAL OTHER FINANCING SOURCES</b> |                             |                |           |                |           |                 |           |                 |           |             |
|                                      |                             | \$             | 1,222,835 | \$             | 1,227,346 | \$              | 1,473,891 | \$              | 1,240,000 | -15.87%     |
| <b>Total Civic Center Fund</b>       |                             |                |           |                |           |                 |           |                 |           |             |
|                                      |                             | \$             | 5,053,364 | \$             | 5,786,945 | \$              | 5,559,780 | \$              | 6,203,871 | 11.58%      |

\* Unaudited

### SCHEDULE OF EXPENDITURES

|                                |                           | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |           | %<br>Change |
|--------------------------------|---------------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|-----------|-------------|
| <b>Civic Center</b>            |                           |                |           |                |           |                 |           |                 |           |             |
| 160-1000                       | Civic Center Operations   | \$             | 2,105,082 | \$             | 2,157,468 | \$              | 2,148,500 | \$              | 2,187,771 | 1.83%       |
| 160-2100                       | Hockey                    |                | 602,592   |                | 528,238   |                 | 468,003   |                 | 552,650   | 18.09%      |
| 160-2200                       | AF2 Football              |                | 96,473    |                | 104,048   |                 | 165,081   |                 | 108,495   | -34.28%     |
| 160-2500                       | Other Events              |                | 2,426,008 |                | 3,030,295 |                 | 2,711,609 |                 | 2,564,416 | -5.43%      |
| 160-2600                       | Temp Labor Pool           |                | 6,053     |                | -         |                 | 22,224    |                 | -         | -100.00%    |
| 160-2700                       | Ice Rink-Events           |                | -         |                | -         |                 | 45,145    |                 | 368,939   | 717.23%     |
| 160-2750                       | Ice Rink-Operations       |                | -         |                | -         |                 | 18,072    |                 | 156,268   | 764.70%     |
|                                | Subtotal                  | \$             | 5,236,208 | \$             | 5,820,049 | \$              | 5,578,634 | \$              | 5,938,539 | 6.45%       |
| <b>Public Services</b>         |                           |                |           |                |           |                 |           |                 |           |             |
| 260-3710                       | Other Maintenance/Repairs |                | 70,360    |                | 72,299    |                 | 118,717   |                 | 100,000   | -15.77%     |
|                                | Subtotal                  | \$             | 70,360    | \$             | 72,299    | \$              | 118,717   | \$              | 100,000   | -15.77%     |
| <b>Non-Categorical</b>         |                           |                |           |                |           |                 |           |                 |           |             |
| 590-2000                       | Contingency               |                | -         |                | -         |                 | -         |                 | 8,122     | #DIV/0!     |
| 590-3000                       | Non-Categorical           |                | 116,624   |                | 114,743   |                 | 131,957   |                 | 157,210   | 19.14%      |
|                                | Subtotal                  | \$             | 116,624   | \$             | 114,743   | \$              | 131,957   | \$              | 165,332   | 25.29%      |
| <b>Total Civic Center Fund</b> |                           |                |           |                |           |                 |           |                 |           |             |
|                                |                           | \$             | 5,423,192 | \$             | 6,007,091 | \$              | 5,829,308 | \$              | 6,203,871 | 6.43%       |

\* Unaudited

OVERVIEW / HEALTH & INSURANCE FUND 0850

|                         |    |            |
|-------------------------|----|------------|
| Health & Insurance Fund | \$ | 19,200,000 |
|-------------------------|----|------------|

The Employee Health & Life Insurance Fund is established to account for the self-funded employee health care program and employee life insurance program.

## SCHEDULE OF REVENUES

|                               |                         | FY09   | FY10   | FY11          | FY12    | %        |
|-------------------------------|-------------------------|--------|--------|---------------|---------|----------|
|                               |                         | Actual | Actual | Actual*       | Adopted | Change   |
| 099                           | Health & Insurance Fund | -      | -      | 18,567,273    | -       | -100.00% |
| Total Health & Insurance Fund |                         | \$ -   | \$ -   | \$ 18,567,273 | \$ -    | -100.00% |

\* Unaudited

## SCHEDULE OF EXPENDITURES

|     |                               | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|-----|-------------------------------|----------------|----------------|-----------------|-----------------|-------------|
| 220 | Health & Insurance Fund       | 15,084,443     | 17,563,299     | 18,943,025      | 19,200,000      | 1.36%       |
|     | Total Health & Insurance Fund | \$ 15,084,443  | \$ 17,563,299  | \$ 18,943,025   | \$ 19,200,000   | 1.36%       |

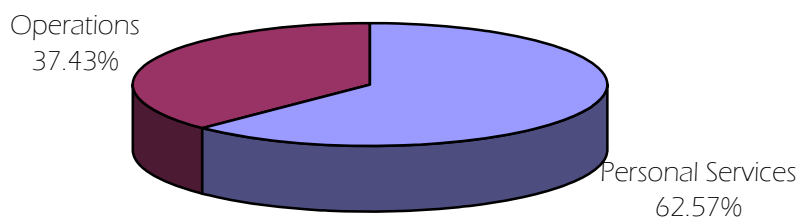
\* Unaudited

Note: FY12 Adopted Budget includes the portion for retirees Other Post Employee Benefits (OPEB), which are transferred to the Pension Fund Retiree Health Care Plan at year-end.

OVERVIEW / RISK MANAGEMENT FUND 0860

|                      |    |           |
|----------------------|----|-----------|
| Risk Management Fund | \$ | 3,740,000 |
|----------------------|----|-----------|

## Budget by Expense Category



The Risk Management Fund is established for the purposes of providing self-insurance funding for vehicle claims and worker's compensation management.

## SCHEDULE OF REVENUES

|                            |                 | FY09   | FY10   | FY11         | FY12    | %        |
|----------------------------|-----------------|--------|--------|--------------|---------|----------|
|                            |                 | Actual | Actual | Actual*      | Adopted | Change   |
| 099                        | Risk Management | -      | -      | 3,867,518    | -       | -100.00% |
| Total Risk Management Fund |                 | \$ -   | \$ -   | \$ 3,867,518 | \$ -    | -100.00% |

\* Unaudited

## SCHEDULE OF EXPENDITURES

|                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted | %<br>Change |
|----------------------------|----------------|----------------|-----------------|-----------------|-------------|
| 130 & 220 Risk Management  | 2,982,390      | 3,514,396      | 3,408,939       | 3,740,000       | 9.71%       |
| Total Risk Management Fund | \$ 2,982,390   | \$ 3,514,396   | \$ 3,408,939    | \$ 3,740,000    | 9.71%       |

\* Unaudited



## **PERSONNEL**

A top priority of the Columbus Consolidated Government (CCG) is to provide the most efficient services while retaining quality employees who are committed to excellence and the community. The CCG employs a staff of nearly **3,000** full-time, part-time, and temporary employees, who provide a wide range of services to the community.

The CCG provides a total benefit package that includes the following:

- Major Medical Health Insurance
- Life Insurance
- Social Security
- Long Term Disability Insurance
- Retirement Plan
- Sick and Vacation Pay
- Worker's Compensation
- Cafeteria Plan
- Deferred Compensation Plans
- Dental Insurance

### **Major Medical Health Insurance**

The CCG provides health insurance to all full-time employees. Coverage begins on the first day coincide with or immediately following completion of 30 days of active employment. The City's annual contribution is \$5,400 per employee.

### **Life Insurance (Accidental Death & Dismemberment)**

The CCG provides life, accidental death, and dismemberment insurance to all full-time employees. Coverage is to equal to one and one-half (1½) times an employee's annual salary, rounded to the next highest \$500. The benefit is calculated at \$0.50 per \$1,000 of their salary.

### **Long-Term Disability**

CCG provides long-term disability coverage to all full-time employees. The Social Security Administration Office must declare an employee disabled, after which the plan allows the disabled employee to collect 60% of their monthly salary (offset by Social Security, Worker's Compensation and certain other pensions and disability plans).

### **Social Security (FICA)**

CCG contributes the employer's share of FICA, 7.65% (6.20% Social Security and 1.45% Medicare) of earnings up to a maximum salary of \$106,800. Maximum is for Social Security only. The Federal Insurance Program has no cap on Medicare contribution earnings.

## **PERSONNEL**

### **Retirement**

The CCG provides two retirement plans: one for general government employees and an enhanced plan for public safety employees. Both plans offer early and normal retirement options, once time vests an employee. The city contributes 100% of the costs of the program. The general government employees' plan must generate a minimum of *\$8.09 million* based on employee salaries and *\$12.94 million* for public safety employees' salaries.

### **Vacation**

All city officials and permanent employees accrue and accumulate annual leave based on their years of service as displayed in the following table.

| <b>Service</b> | <b>Earned</b> | <b>Accumulate</b> |
|----------------|---------------|-------------------|
| 0 - 10 years   | 10 days       | 20 days           |
| 10 - 15 years  | 15 days       | 20 days           |
| 15+ years      | 20 days       | 30 days           |

### **Sick Leave**

All city officials and permanent employees accrue 13 days of sick leave per year. An employee may accumulate the following maximums: 60 days in a reserve account and 30 days in a base account for a total of 90 days. We may pay employees who have accumulated a base of 30 days of sick leave by the end of the last pay period in November. We pay one-fourth of an accumulated sick leave value based on the employee's salary/wage beyond the base 30 days upon approval of City Council. The remaining three-fourths above the 30 days are added to the employees' sick leave reserve accumulation until a maximum of 60 days. The reserve account can supplement any sick leave requirement beyond the employees' annual accumulation.

### **Other Benefits**

The Columbus Consolidated Government (CCG) offers deferred compensation, cafeteria and dental plans for employees. Although the city does not contribute to the plans, we offer the plans as a convenience to the employee.

### **Holidays**

In the past the CCG has observed nine (9) holidays and one (1) floating holiday during the year. Columbus Day has been approved as an additional holiday so the CCG will now observe ten (10) holidays and one (1) floating holiday. This year the CCG will observe the floating holiday on December 23, 2011. A schedule of holidays is listed on the next page:

## PERSONNEL

| <b>HOLIDAY</b>             | <b>DATE OBSERVED</b>   | <b>DAY</b>          |
|----------------------------|------------------------|---------------------|
| Independence Day           | July 4, 2011           | Monday              |
| Labor Day                  | September 5, 2011      | Monday              |
| Columbus Day               | October 10, 2011       | Monday              |
| Veteran's Day              | November 11, 2011      | Friday              |
| Thanksgiving Day/Day After | November 24 & 25, 2011 | Thursday and Friday |
| Floating Holiday           | December 23, 2011      | Friday              |
| Christmas                  | December 26, 2011      | Monday              |
| New Year's Day             | January 2, 2012        | Monday              |
| M. L. King, Jr. Birthday   | January 16, 2012       | Monday              |
| Memorial Day               | May 28, 2012           | Monday              |

### Personnel Summary

The chart below details compensation and benefits discussed in earlier sections. Net personnel expenditures make up 59.63% of the total operating budget. Salaries, wages, and overtime are the largest elements of the compensation and benefits.

#### Compensation and Benefits

| <b>Elements</b>                               | <b>Budget</b>        | <b>%<br/>of Net</b> |
|---|----------------------|---------------------|
| General Government Salaries, Wages & Overtime | \$48,339,614         | 31.69%              |
| Public Safety Salaries, Wages, & Overtime     | 58,674,161           | 38.46%              |
| FICA Contributions                            | 8,205,363            | 5.38%               |
| General Government Retirement                 | 7,886,289            | 5.17%               |
| Public Safety Retirement                      | 13,747,030           | 9.01%               |
| Group Health Care Contribution                | 14,028,660           | 9.19%               |
| Group Life Insurance                          | 475,811              | 0.31%               |
| Other Benefits & Administrative Fees*         | 1,198,890            | 0.79%               |
| <b>Total</b>                                  | <b>\$152,555,818</b> | <b>100.00%</b>      |

\* \$0 is included in Other Benefits to set aside funding for Post-retirement healthcare and other post-employment benefits (OPEB) per GASB Statement No. 45, *Accounting and Financial reporting by Employers for Postemployment Benefits Other Than Pensions*.

The detail of the personnel summary for the Columbus Consolidated Government on pages C4-C11 along with departmental changes.

## PERSONNEL

|                                | <b>FY10<br/>Actual</b> | <b>FY11<br/>Adopted</b> | <b>FY12<br/>Rec</b> |
|--------------------------------|------------------------|-------------------------|---------------------|
| <b>General Fund</b>            |                        |                         |                     |
| Council                        | 10                     | 10                      | 10                  |
| Clerk of Council               | 3                      | 3                       | 3                   |
| Mayor                          | 5                      | 5                       | 4                   |
| Internal Auditor               | 1                      | 1                       | 1                   |
| City Attorney                  | 4                      | 4                       | 4                   |
| <b>Total Executive/Legal</b>   | <b>23</b>              | <b>23</b>               | <b>22</b>           |
|                                |                        |                         |                     |
| City Manager                   | 6                      | 6                       | 6                   |
| Mail Room                      | 1                      | 1                       | 1                   |
| Public Information & Relations | 2                      | 2                       | 2                   |
| Citizen's Service Center       | 9                      | 9                       | 9                   |
| Risk Management                | 1                      | 1                       | 1                   |
| Recorder's Court               | 0                      | 17                      | 17                  |
| <b>Total City Manager</b>      | <b>19</b>              | <b>36</b>               | <b>36</b>           |
|                                |                        |                         |                     |
| Finance-Administration         | 3                      | 3                       | 3                   |
| Accounting                     | 8                      | 8                       | 8                   |
| Revenue                        | 15                     | 15                      | 15                  |
| Financial Planning             | 4                      | 4                       | 4                   |
| Purchasing                     | 7                      | 7                       | 7                   |
| <b>Total Finance</b>           | <b>37</b>              | <b>37</b>               | <b>37</b>           |
|                                |                        |                         |                     |
| Information Technology         | <b>24</b>              | <b>24</b>               | <b>24</b>           |
|                                |                        |                         |                     |
| Human Resources                | <b>13</b>              | <b>13</b>               | <b>14</b>           |

## **PERSONNEL**

|                                     | <b>FY10<br/>Actual</b> | <b>FY11<br/>Adopted</b> | <b>FY12<br/>Rec</b> |
|-------------------------------------|------------------------|-------------------------|---------------------|
| Inspections                         | 26                     | 26                      | 26                  |
| Print Shop                          | 4                      | 4                       | 4                   |
| <b>Total Codes and Inspections</b>  | <b>30</b>              | <b>30</b>               | <b>30</b>           |
|                                     |                        |                         |                     |
| Planning                            | 5                      | 5                       | 5                   |
|                                     |                        |                         |                     |
| Community Reinvestment              | 1                      | 1                       | 1                   |
|                                     |                        |                         |                     |
| Traffic Engineering                 | 23                     | 23                      | 23                  |
| Geographic Information Systems      | 4                      | 4                       | 4                   |
| Radio Communication                 | 4                      | 4                       | 4                   |
| <b>Total Engineering</b>            | <b>31</b>              | <b>31</b>               | <b>31</b>           |
|                                     |                        |                         |                     |
| Public Services Administration      | 4                      | 4                       | 4                   |
| Fleet Management                    | 38                     | 39                      | 39                  |
| Special Enforcement                 | 24                     | 24                      | 24                  |
| Cemeteries                          | 5                      | 5                       | 5                   |
| Facility Maintenance                | 28                     | 28                      | 28                  |
| <b>Total Public Services</b>        | <b>99</b>              | <b>100</b>              | <b>100</b>          |
|                                     |                        |                         |                     |
| Parks and Recreation Administration | 7                      | 7                       | 7                   |
| Park Services                       | 79                     | 82                      | 82                  |
| Recreation Administration           | 44                     | 44                      | 44                  |
| Athletic                            | 5                      | 4                       | 4                   |
| Community Schools Operations        | 142                    | 140                     | 140                 |
| Cooper Creek Tennis Center          | 8                      | 6                       | 6                   |
| Lake Oliver Marina                  | 2                      | 4                       | 4                   |
| Aquatics                            | 34                     | 34                      | 34                  |

## PERSONNEL

|                                     | <b>FY10<br/>Actual</b> | <b>FY11<br/>Adopted</b> | <b>FY12<br/>Rec</b> |
|-------------------------------------|------------------------|-------------------------|---------------------|
| Therapeutic                         | 3                      | 3                       | 3                   |
| Cultural Arts Center                | 7                      | 7                       | 7                   |
| Senior Citizen's Center             | 9                      | 9                       | 9                   |
| <b>Total Parks &amp; Recreation</b> | <b>340</b>             | <b>340</b>              | <b>340</b>          |
|                                     |                        |                         |                     |
| Tax Assessor                        | 24                     | 24                      | 24                  |
| Elections & Registration            | 6                      | 7                       | 7                   |
| <b>Total Boards and Elections</b>   | <b>30</b>              | <b>31</b>               | <b>31</b>           |
|                                     |                        |                         |                     |
| Police Services Chief               | 10                     | 10                      | 10                  |
| Intelligence/Vice                   | 24                     | 24                      | 24                  |
| Support Services                    | 40                     | 40                      | 40                  |
| Field Operations                    | 237                    | 237                     | 237                 |
| Office of Professional Standards    | 5                      | 5                       | 5                   |
| METRO Drug                          | 3                      | 3                       | 3                   |
| Administrative Services             | 19                     | 19                      | 19                  |
| Conditional Discharge               | 0                      | 0                       | 0                   |
| Investigative Services              | 92                     | 92                      | 92                  |
| <b>Total Police</b>                 | <b>430</b>             | <b>430</b>              | <b>430</b>          |
|                                     |                        |                         |                     |
| Chief of Fire & EMS                 | 5                      | 5                       | 5                   |
| Operations                          | 345                    | 345                     | 345                 |
| Special Operations                  | 11                     | 11                      | 11                  |
| Administrative Services             | 12                     | 12                      | 12                  |
| Emergency Management                | 2                      | 2                       | 2                   |
| Logistics/Support                   | 3                      | 3                       | 3                   |
| <b>Total Fire &amp; EMS</b>         | <b>378</b>             | <b>378</b>              | <b>378</b>          |

## **PERSONNEL**

|                             | <b>FY10<br/>Actual</b> | <b>FY11<br/>Adopted</b> | <b>FY12<br/>Rec</b> |
|-----------------------------|------------------------|-------------------------|---------------------|
| Muscogee County Prison      | 111                    | 111                     | 111                 |
|                             |                        |                         |                     |
| Superior Court Judges       | 19                     | 19                      | 19                  |
| District Attorney           | 25                     | 25                      | 25                  |
| Adult Probation             | 3                      | 3                       | 3                   |
| Juvenile Court              | 8                      | 8                       | 8                   |
| Circuit Wide Juvenile Court | 3                      | 3                       | 3                   |
| Jury Manager                | 3                      | 3                       | 3                   |
| Victim/Witness              | 6                      | 6                       | 6                   |
| Superior Court Clerk        | 37                     | 37                      | 37                  |
| State Court Judges          | 6                      | 6                       | 6                   |
| State Court Solicitor       | 13                     | 13                      | 13                  |
| Public Defender             | 10                     | 10                      | 10                  |
| Municipal Court Judge       | 4                      | 4                       | 4                   |
| Clerk of Municipal Court    | 14                     | 14                      | 14                  |
| Municipal Court Marshal     | 18                     | 18                      | 18                  |
| Judge of Probate            | 6                      | 6                       | 6                   |
| Sheriff*                    | 366                    | 349                     | 349                 |
| Tax Commissioner            | 30                     | 30                      | 30                  |
| Coroner                     | 5                      | 5                       | 5                   |
| <b>Total General Fund</b>   | <b>2,146</b>           | <b>2,148</b>            | <b>2,148</b>        |

## **PERSONNEL**

|                                   | <b>FY10<br/>Actual</b> | <b>FY11<br/>Revised</b> | <b>FY12<br/>Rec</b> |
|-----------------------------------|------------------------|-------------------------|---------------------|
| <b>LOST Fund</b>                  |                        |                         |                     |
| Police                            | 100                    | 100                     | 100                 |
| Emergency 911 Communications      | 9                      | 9                       | 9                   |
| Solicitor General                 | 1                      | 1                       | 3                   |
| MCP                               | 3                      | 3                       | 3                   |
| District Attorney                 | 0                      | 1                       | 1                   |
| Municipal Court Clerk             | 0                      | 2                       | 2                   |
| Marshal                           | 0                      | 3                       | 5                   |
| Sheriff                           | 0                      | 6                       | 25                  |
| Fire                              | 0                      | 0                       | 6                   |
| Probate Court                     | 0                      | 0                       | 1                   |
| Recorders Court                   | 0                      | 0                       | 2                   |
| <b>Total LOST Fund</b>            | <b>113</b>             | <b>125</b>              | <b>157</b>          |
| <b>Sewer Fund</b>                 |                        |                         |                     |
| Drainage                          | 6                      | 6                       | 6                   |
| Stormwater                        | 4                      | 4                       | 4                   |
| Sewer Maintenance                 | 56                     | 56                      | 56                  |
| <b>Total Sewer Fund</b>           | <b>66</b>              | <b>66</b>               | <b>66</b>           |
| <b>Paving Fund</b>                |                        |                         |                     |
| Highway and Roads                 | 15                     | 15                      | 15                  |
| Street Improvements               | 31                     | 31                      | 31                  |
| Street Repairs & Maintenance      | 46                     | 46                      | 46                  |
| (ROW) & Environmental Maintenance | 54                     | 77                      | 77                  |
| ROW Community Services            | 3                      | 3                       | 3                   |
| Landscape & Forestry              | 23                     | 0                       | 0                   |
| <b>Total Paving Fund</b>          | <b>172</b>             | <b>172</b>              | <b>172</b>          |
| <b>Integrated Waste Fund</b>      |                        |                         |                     |
| Solid Waste Collection            | 70                     | 70                      | 70                  |
| Recycling                         | 13                     | 12                      | 12                  |
| Granite Bluff Inert Landfill      | 3                      | 3                       | 3                   |



**PERSONNEL**

|                             |   |   |   |
|-----------------------------|---|---|---|
| Oxbow Meadow Inert Landfill | 4 | 4 | 4 |
|-----------------------------|---|---|---|

## PERSONNEL

|                                       | <b>FY10<br/>Actual</b> | <b>FY11<br/>Revised</b> | <b>FY12<br/>Rec</b> |
|---------------------------------------|------------------------|-------------------------|---------------------|
| Pine Grove Sanitary Landfill          | 11                     | 11                      | 11                  |
| Recycling Center                      | 0                      | 3                       | 3                   |
| Park Services Refuse Collection       | 1                      | 1                       | 1                   |
| <b>Total Integrated Waste Fund</b>    | <b>102</b>             | <b>104</b>              | <b>104</b>          |
| <b>Emergency Telephone Fund</b>       |                        |                         |                     |
| Emergency 911 Communications          | 56                     | 56                      | 56                  |
| <b>Total Emergency Telephone Fund</b> | <b>56</b>              | <b>56</b>               | <b>56</b>           |
| <b>CDBG Fund</b>                      |                        |                         |                     |
| Economic Development                  | 5                      | 5                       | 5                   |
| <b>Total CDBG Fund</b>                | <b>5</b>               | <b>5</b>                | <b>5</b>            |
| <b>Civic Center Fund</b>              |                        |                         |                     |
| Civic Center Operations               | 29                     | 32                      | 33                  |
| <b>Total Civic Center Fund</b>        | <b>29</b>              | <b>32</b>               | <b>33</b>           |
| <b>Transportation Fund</b>            |                        |                         |                     |
| Administration                        | 1                      | 1                       | 1                   |
| Operations                            | 45                     | 45                      | 45                  |
| Maintenance                           | 15                     | 15                      | 15                  |
| Dial-A-Ride                           | 6                      | 6                       | 6                   |
| FTA                                   | 8                      | 8                       | 8                   |
| <b>Total Transportation Fund</b>      | <b>75</b>              | <b>75</b>               | <b>75</b>           |
| <b>Parking Management Fund</b>        |                        |                         |                     |
| Parking Garage/Enforcement            | 4                      | 4                       | 4                   |
| <b>Total Parking Management Fund</b>  | <b>4</b>               | <b>4</b>                | <b>4</b>            |
| <b>JTPA/WIA Fund</b>                  |                        |                         |                     |
| Job Training                          | 14                     | 14                      | 14                  |
| <b>Total JTPA/WIA Fund</b>            | <b>14</b>              | <b>14</b>               | <b>14</b>           |

## PERSONNEL

|   | <b>FY10<br/>Actual</b> | <b>FY11<br/>Revised</b> | <b>FY12<br/>Rec</b> |
|---|------------------------|-------------------------|---------------------|
| <b>Columbus Ironworks &amp;<br/>Trade Center Fund</b>       |                        |                         |                     |
| Trade Center Operations                                     | 32                     | 32                      | 31                  |
| <b>Total Columbus Ironworks &amp;<br/>Trade Center Fund</b> | <b>32</b>              | <b>32</b>               | <b>31</b>           |
| <b>Bull Creek Golf Course Fund</b>                          |                        |                         |                     |
| Bull Creek Golf Course                                      | 30                     | 30                      | 30                  |
| <b>Total Bull Creek Fund</b>                                | <b>30</b>              | <b>30</b>               | <b>30</b>           |
| <b>Oxbow Creek Golf Course Fund</b>                         |                        |                         |                     |
| Oxbow Creek Golf Course                                     | 10                     | 9                       | 9                   |
| <b>Total Oxbow Creek Fund</b>                               | <b>10</b>              | <b>9</b>                | <b>9</b>            |
|   |                        |                         |                     |
| <b>Total Other Funds</b>                                    | <b>94</b>              | <b>94</b>               | <b>94</b>           |
|   |                        |                         |                     |
| <b>CCG Total Personnel</b>                                  | <b>2,948</b>           | <b>2,966</b>            | <b>2,998</b>        |

### Agency/Organization

### Position

### Effective Date

#### NEW POSITIONS

#### **General Fund 0101**

Superior Court Clerk  
Board of Equalization

(1) Deputy Clerk II\*

#### **LOST Fund 0102**

Recorders Court

(2) Judicial Admin. Technician II

7/1/2011

State Court Solicitor

(1) Asst. Solicitor General

7/1/2011

(1) Deputy Clerk I

7/1/2011

Fire Department

(6) Firefighters

7/1/2011

Marshal

(2) Deputy Officers

7/1/2011

Probate Court

(1) Deputy Clerk II

7/1/2011

## **PERSONNEL**

| <b><u>Agency/Organization</u></b> | <b><u>Position</u></b>    | <b><u>Effective Date</u></b> |
|-----------------------------------|---------------------------|------------------------------|
| Sheriff                           | (6) Deputy Officers       | 7/1/2011                     |
|                                   | (9) Correctional Officers | 7/1/2011                     |
|                                   | (2) Medical Technicians   | 7/1/2011                     |
|                                   | (2) Counselors            | 7/1/2011                     |

### **Civic Center Fund 0757**

|                     |                              |          |
|---------------------|------------------------------|----------|
| Ice Rink Operations | (1) Ice Rink Manager*        |          |
|                     | (1) Administrative Secretary | 7/1/2011 |
|                     | (2) Arena Technicians – PT*  |          |

## **RECLASSIFICATION**

### **General Fund 0101**

|     |   |          |
|-----|---|----------|
| WIA | Program Specialist (G17) to<br>Asst. Director (G21) | 7/1/2011 |
|-----|---|----------|

|               |  |  |
|---------------|--|--|
| City Attorney | Asst. City Attorney (G24) to<br>Asst. City Attorney (G26)* |  |
|---------------|--|--|

|                 |   |          |
|-----------------|---|----------|
| Fire Department | (6) Firefighters (PS12) to<br>(2) Captains (PS20) | 7/1/2011 |
|                 | (1) Lieutenant (PS18)                             | 7/1/2011 |
|                 | (3) Sergeants (PS16)                              | 7/1/2011 |

## **DELETED**

### **General Fund 0101**

|                |                              |          |
|----------------|------------------------------|----------|
| Mayor's Office | (1) Administrative Secretary | 7/1/2011 |
|----------------|------------------------------|----------|

### **Trade Center Fund 0753**

|              |                   |          |
|--------------|-------------------|----------|
| Trade Center | (1) Groundskeeper | 7/1/2011 |
|--------------|-------------------|----------|

## **BUDGET NOTES:**

\* Positions approved by City Council at a Regular Council Meeting in FY11.



#### Mission Statement:

The Council and Clerk of Council's Office are responsible for facilitating the activities of the Columbus Council by providing administrative and public policy assistance, managing official records and documents and assisting various boards, authorities, and commissions.

#### Expenditures By Division

|                  |                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|------------------|----------------|----------------|-----------------|-----------------|
| 100:             |                  |                |                |                 |                 |
| 1000             | Council          | \$ 303,936     | \$ 303,169     | \$ 302,578      | \$ 292,997      |
| 2000             | Clerk of Council | 214,583        | 225,338        | 220,398         | 210,629         |
| DEPARTMENT TOTAL |                  | \$ 518,519     | \$ 528,507     | \$ 522,976      | \$ 503,626      |
| % CHANGE         |                  |                | 1.93%          | -1.05%          | -3.70%          |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 413,037        | \$ 419,133     | \$ 426,704      | \$ 418,018      |
| Operations        |    | 105,482        | 109,374        | 96,272          | 85,608          |
| OPERATING BUDGET  | \$ | 518,519        | \$ 528,507     | \$ 522,976      | \$ 503,626      |
| Capital Budget    |    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ | 518,519        | \$ 528,507     | \$ 522,976      | \$ 503,626      |
| % CHANGE          |    |                | 1.93%          | -1.05%          | -3.70%          |

\* Unaudited

## COUNCIL / 100

### Personnel Summary: Authorized Positions

|                           | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---------------------------|----------------|-----------------|-----------------|
| 100-1000 Council          | 10             | 10              | 10              |
| Mayor Pro Tem             | 1              | 1               | 1               |
| Councilors                | 9              | 9               | 9               |
| 100-2000 Clerk of Council | 3              | 3               | 3               |
| Clerk of Council          | 1              | 1               | 1               |
| Deputy Clerk of Council   | 1              | 1               | 1               |
| Administrative Secretary  | 1              | 1               | 1               |
| <b>TOTAL</b>              | <b>13</b>      | <b>13</b>       | <b>13</b>       |

### Council

#### Program Description:

The City Council is the legislative body of the Columbus Consolidated Government. It consists of ten members, whom eight are elected from districts and two are elected citywide for four-staggered terms. The Clerk of Council appoints members to citizen boards and commissions and confirms the City Manager. The City Council also decides the type and level of service provided by the consolidated government, review and adopt resolutions, ordinances, the operating budget and approve purchases over \$25,000 or multi-year contracts of any dollar amount.

### Clerk of Council

#### Program Description:

The Clerk of Council (COC) is the administrative arm of the City Council. The Clerk prepares and maintains the minutes of Columbus Council meetings. A comprehensive index file of ordinances and resolutions adopted by the City Council is processed and maintained by the Clerk. Additionally, the Clerk is responsible for maintaining and updating the official copy of the Columbus Code and is a supplemental service to departments and paid subscribers.

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | To provide the best and most-prompt service for our customers in the least amount of time, while providing accurate information in a timely manner. To assist the Mayor and Council with board appointment nominees. |                 |                   |
| Objective:  | To produce a thorough and accurate documentation from the proceedings of the Council Meeting, which will provide beneficial information to the citizens.   |                 |                   |
| Performance Indicators:                                     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percentage of requests responded to within one day or less. | 80%  | 85%             | 87%               |

COUNCIL / 100

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To address the needs of citizens in areas of concern which will reduce the desire to bring their matter(s) before the members of Council.                                  |                 |                   |
| Objective:   | To reduce the average number of individuals appearing before Council by making every attempt to resolve the issue administratively in coordination with other departments. |                 |                   |
| Performance Indicators:  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Average number of citizens appearing before Council per meeting. | 4  | 5               | 5                 |



#### Mission Statement:

To provide quality services, and to serve the citizens of our community with respect for their needs.  
Demonstrate responsible citizenship by supporting the development of the communities we serve.

#### Expenditures By Division

|                  |                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|------------------|----------------|----------------|-----------------|-----------------|
| 110:             |                  |                |                |                 |                 |
| 1000             | Mayor            | \$ 322,930     | \$ 335,315     | \$ 313,639      | \$ 299,875      |
| 2600             | Internal Auditor | 95,644         | 102,693        | 104,581         | 102,411         |
| DEPARTMENT TOTAL |                  | \$ 418,574     | \$ 438,008     | \$ 418,220      | \$ 402,286      |
| % CHANGE         |                  |                | 4.64%          | -4.52%          | -3.81%          |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 388,243        | \$ 406,017     | \$ 382,775      | \$ 360,593      |
| Operations        |    | 30,331         | 31,991         | 35,445          | 41,693          |
| OPERATING BUDGET  | \$ | 418,574        | \$ 438,008     | \$ 418,220      | \$ 402,286      |
| Capital Budget    |    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ | 418,574        | \$ 438,008     | \$ 418,220      | \$ 402,286      |
| % CHANGE          |    |                | 4.64%          | -4.52%          | -3.81%          |

\* Unaudited



## MAYOR / 110

### Personnel Summary: Authorized Positions

|                                     | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------------------|----------------|-----------------|-----------------|
| 110-1000 Mayor                      | 5              | 5               | 4               |
| Mayor                               | 1              | 1               | 1               |
| Executive Assistant                 | 1              | 1               | 1               |
| Administrative Secretary            | 3              | 3               | 2               |
| 110-2600 Internal Auditor           | 1              | 1               | 1               |
| Internal Auditor/Compliance Officer | 1              | 1               | 1               |
| TOTAL                               | 6              | 6               | 5               |

### Mayor

#### Program Description:

The Mayor is the Chief Executive of the Consolidated Columbus, Georgia City Government. The Mayor directs the executive branch of government, which consists of the office of the mayor, the office of the city manager, the directors of departments, and departments, boards, commissions and authorities ordained by Council or established by law. The Mayor is the official spokesperson for the consolidated government, presides at all meetings of the City Council, and is the Director of Public Safety. The Mayor shall be aided by a city manager, who, in the performance of his or her duties, shall be responsible to the Mayor. The specific powers and duties of the office of Mayor are more specifically set forth in the Charter, including Sec. 4-201.

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | To respond in a timely manner to citizen concerns that are brought to the attention of the Mayor's Office. |                 |                   |
| Objective:  | To respond to citizen concerns within three to five business days.   |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percentage of concerns responded to within three business days. | 100%   | 100%            | 100%              |

## MAYOR / 110

### Internal Auditor

#### Mission Statement:

To uphold the highest standards of accountability for the Mayor, the City of Columbus and it's employees, through auditing and sound accounting procedures.

#### Program Description:

The Internal Auditor provides independent and objective appraisals of departmental procedures within the City. This position reports directly to the Mayor, elected officials, and city employees with unbiased reviews, using competency and integrity to certify findings and provide solutions. Once solutions are enacted, the Internal Auditor uses quality control measures to monitor the implementation of new or revised procedures.

#### Goals, Objectives and Performance Data

|                           |  |                 |                   |
|---------------------------|--|-----------------|-------------------|
| Goal:                     | To maintain professional certification through the completion of required Continuing Professional Education, each calendar year. |                 |                   |
| Objective:                | Complete at least 40 hours of required and approved training each year.  |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of hours completed | 41.5   | 43.5            | 40.0              |

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:                                       | To develop a 5-year Master Audit Program that provides adequate coverage of CCG activities to safeguard it's assets, enhance revenue streams, and minimize costs through efficiency and internal controls. |                 |                   |
| Objective:                                  | To perform at least 20% of the Master Audit Plan during each fiscal year.  |                 |                   |
| Performance Indicators:                     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of audits completed versus scheduled | 11/12  | 6/6             | 7/7               |



#### Mission Statement:

The City Attorney has the responsibility of responding to requests for advice and in answering lawsuits in such a manner, as to eliminate or minimize legal damages that flow from such difficulties, and to advise the government and its officers how to steer clear of legal problems before decisions are made which might create such problems.

#### Program Description:

The City Attorney is responsible for preparing ordinances and resolutions for Council Action, legislative bills, reviewing contracts, advising and consulting on administrative matters. The department also participates in general legislative programs through activities of city and county organizations. Staff represents the Mayor and departments in local, state and federal courts.

#### Expenditures By Division

|                    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------|----------------|----------------|-----------------|-----------------|
| 120:               |                |                |                 |                 |
| 1000 City Attorney | \$ 966,438     | \$ 871,023     | \$ 1,409,118    | \$ 719,527      |
| DEPARTMENT TOTAL   | \$ 966,438     | \$ 871,023     | \$ 1,409,118    | \$ 719,527      |
| % CHANGE           |                | -9.87%         | 61.78%          | -48.94%         |

\* Unaudited

#### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 311,704     | \$ 325,900     | \$ 327,131      | \$ 343,425      |
| Operations        | 654,734        | 545,123        | 1,081,987       | 376,102         |
| OPERATING BUDGET  | \$ 966,438     | \$ 871,023     | \$ 1,409,118    | \$ 719,527      |
| Capital Budget    | -              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 966,438     | \$ 871,023     | \$ 1,409,118    | \$ 719,527      |
| % CHANGE          |                | -9.87%         | 61.78%          | -48.94%         |

\* Unaudited

## CITY ATTORNEY / 120

### Personnel Summary: Authorized Positions

|                               | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------------|----------------|-----------------|-----------------|
| <b>120-1000 City Attorney</b> | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| City Attorney                 | 1              | 1               | 1               |
| Assistant City Attorney       | 1              | 1               | 1               |
| Legal Assistant               | 1              | 1               | 1               |
| Legal Administrative Clerk    | 1              | 1               | 1               |
| <b>TOTAL</b>                  | <b>4</b>       | <b>4</b>        | <b>4</b>        |

### Goals, Objectives and Performance Data

|  |  |                         |                           |
|--|--|-------------------------|---------------------------|
| <b>Goal:</b>                                 | The goal of the City Attorney's Office is to fulfill the functions of the office as established in the Columbus Charter in an efficient and effective manner.    |                         |                           |
| <b>Objective:</b>                            | To respond to and prepare all responses to legislative issues, litigation demands, opinion requests and administrative matters in a timely and efficient manner. |                         |                           |
| <b>Performance Indicators:</b>               | <b>FY10<br/>Actual</b>   | <b>FY11<br/>Actual*</b> | <b>FY12<br/>Projected</b> |
| Claims and lawsuits received                 | 140  | 160                     | 180                       |
| Ordinances & resolutions prepared            | 235  | 250                     | 250                       |
| Contracts approved as to form                | 225  | 250                     | 250                       |
| Opinion requests & referrals                 | 250  | 250                     | 250                       |
| Review or Responses to open records requests | 250  | 250                     | 250                       |



### Mission Statement:

The City Manager's office is responsible for carrying out the Mayor/Council's policy decisions for providing vision and leadership to the organization and for overseeing the day-to-day operations of the Columbus Consolidated Government (CCG). Also, the City Manager's office acts as the custodian to all real and personal property of the government.

### Expenditures By Division

|                  |                                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------------------------|----------------|----------------|-----------------|-----------------|
| 130:             |                                   |                |                |                 |                 |
| 1000             | Administration                    | \$ 653,446     | \$ 665,549     | \$ 708,923      | \$ 677,054      |
| 2500             | Mail Room                         | 47,819         | 63,513         | 60,404          | 71,916          |
| 2600             | Public Information &<br>Relations | 97,035         | 96,325         | 114,596         | 111,117         |
| 2700             | Criminal Justice<br>Coordination  | 189,798        | 183,556        | 176,727         | 192,694         |
| 2800             | Risk Management                   | 61,848         | 62,481         | 63,571          | 66,413          |
| 2850             | Citizen's Service Center          | 352,514        | 366,632        | 393,078         | 405,166         |
| 3710             | Recorder's Court                  | 0              | 0              | 880,574         | 854,371         |
| DEPARTMENT TOTAL |                                   | \$ 1,402,460   | \$ 1,438,056   | \$ 2,397,873    | \$ 2,378,731    |
| % CHANGE         |                                   |                | 2.54%          | 66.74%          | -0.80%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 1,313,733   | \$ 1,357,706   | \$ 2,111,893    | \$ 2,082,592    |
| Operations        | 88,727         | 78,103         | 278,927         | 296,139         |
| OPERATING BUDGET  | \$ 1,402,460   | \$ 1,435,809   | \$ 2,390,820    | \$ 2,378,731    |
| Capital Budget    | 0              | 2,247          | 7,053           | 0               |
| DEPARTMENT TOTAL  | \$ 1,402,460   | \$ 1,438,056   | \$ 2,397,873    | \$ 2,378,731    |
| % CHANGE          |                | 2.54%          | 66.74%          | -0.80%          |

\* Unaudited

## CITY MANAGER / 130

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>130-1000 Administration</b>                     | <b>6</b>       | <b>6</b>        | <b>6</b>        |
| City Manager                                       | 1              | 1               | 1               |
| Deputy City Manager                                | 1              | 1               | 1               |
| Deputy City Manager-Operations                     | 1              | 1               | 1               |
| Assistant to the City Manager                      | 1              | 1               | 1               |
| Executive Assistant                                | 1              | 1               | 1               |
| Administrative Secretary                           | 1              | 1               | 1               |
| <b>130-2500 Mail Room</b>                          | <b>1</b>       | <b>1</b>        | <b>1</b>        |
| Mailroom Supervisor                                | 1              | 1               | 1               |
| <b>130-2600 Public Information &amp; Relations</b> | <b>2</b>       | <b>2</b>        | <b>2</b>        |
| TV Station Manager                                 | 1              | 1               | 1               |
| Communications Technician                          | 1              | 1               | 1               |
| <b>130-2800 Risk Management</b>                    | <b>1</b>       | <b>1</b>        | <b>1</b>        |
| Risk Management Technician                         | 1              | 1               | 1               |
| <b>130-2850 Citizen's Service Center</b>           | <b>9</b>       | <b>9</b>        | <b>9</b>        |
| Citizen's Service Coordinator                      | 1              | 1               | 1               |
| Citizen's Service Technician                       | 6              | 6               | 6               |
| Records Specialist                                 | 1              | 1               | 1               |
| Administrative Assistant                           | 1              | 1               | 1               |
| <b>130-3710 Recorder's Court</b>                   | <b>0</b>       | <b>17</b>       | <b>17</b>       |
| Recorder's Court Judge                             | 0              | 2               | 2               |
| Recorder's Court Judge - PT                        | 0              | 2               | 2               |
| Court Coordinator                                  | 0              | 1               | 1               |
| Judicial Administration Technician III             | 0              | 1               | 1               |
| Judicial Administration Technician II              | 0              | 7               | 7               |
| Judicial Administration Technician I               | 0              | 2               | 2               |
| Accounting Clerk                                   | 0              | 2               | 2               |
| <b>TOTAL</b>                                       | <b>19</b>      | <b>36</b>       | <b>36</b>       |

## CITY MANAGER / 130

### Administration

#### Program Description:

The City Manager is responsible for the direction, supervision, and review of departmental operations. Preparation of the annual operating and capital improvement budget, submission of reports to the Mayor and Council on finance and administrative activities of the Government, fall under the City Managers duties. The City Manager advises and makes recommendations to the Mayor and Council on the present and future financial status of the Government. The City Manager confers with, coordinates, and assists local, state, and federally elected and appointed officials, and acts a general liaison between the Mayor, Council and all other entities.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To clearly and completely articulate recommendations on policy and operations of the CCG to the Mayor and Council, and to effectively and economically implement CCG policy. |                 |                   |
| Objective:   | Respond to a minimum of 90% of citizen concerns within 6 days.   |                 |                   |
| Objective:   | Ensure that 97% of Council Agenda reports are complete, accurate, and on time.   |                 |                   |
| Objective:   | Ensure a response to Council on referrals by next Council Meeting.   |                 |                   |
| Performance Indicators:  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Average number of days to respond to citizen's concerns.                   | 5 days   | 3 days          | 3 days            |
| Percentage of Council agenda reports submitted accurate and on time.       | 95%  | 97%             | 97%               |
| Average number of days to respond to Council referrals and correspondence. | 10 days  | 10 days         | 5 days            |

## CITY MANAGER / 130

### Mail Room

#### Program Description:

The Mail Room is responsible for the processing and distribution of all incoming/outgoing mail and informational materials for the CCG.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To ensure that departments within the City receive accurate and timely pickup and delivery of outgoing and incoming mail. |                 |                   |
| Objective:  | Implement needed procedures to make the delivery of mail more efficient and accurate.                                     |                 |                   |
| Objective:  | Provide superior customer service to individuals utilizing the mail system.   |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Percentage for each day the mail is placed in mail boxes by 11:00 am. | 100%  | 100%            | 100%              |

### Public Information & Relations

#### Program Description:

The Public Information and Relations Office (PIRO) is the designated distributor of information regarding the CCG. Organized as a division of the City Manager's Office, the PIRO is in the position to directly service and correspond with departments, agencies, and authorities of the CCG. The office provides continuity in news releases, broadcast messages, brochures, newsletters, and other printed materials on behalf of the CCG. Conversely, the office responds to citizen inquiries, complaints, and comments by directing the citizen to the appropriate departments.

The Columbus Consolidated Government has joined other jurisdictions in airing public hearings, local legislative sessions, and other public programs on a government access channel (CCGTV).

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | To continue to improve our on air presence with short and long term goals, which ensure greater use of CCGTV and increase our viewers. |                 |                   |
| Objective:  | Improve the efficiency of CCGTV.   |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of meetings broadcast live and replayed on the channel weekly. | 3  | 3               | 5                 |

### Criminal Justice Coordination

#### Program Description:

This division provides oversight and management of the court appearance fees paid to the various law enforcement agencies within the City.



## CITY MANAGER / 130

### Risk Management

#### Program Description:

This division identifies and measures all exposures to loss, development of risk management policy, negotiates insurance, adjust claims, maintains records, provides statistical analysis of data, and oversees critical loss control activities.

#### Goals, Objectives and Performance Data

|                            |  |                 |                   |
|----------------------------|--|-----------------|-------------------|
| Goal:                      | To institute all practical measures to reduce and control the number of at-fault accidents.  |                 |                   |
| Objective:                 | Implement a program that will hold each department accountable for at-fault losses by charging the amount paid out back to the department. |                 |                   |
| Performance Indicators:    | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of at-fault losses. | 146  | 150             | 135               |

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | To implement programs that achieves maximum productivity with the limited resources in the most efficient and economical manner. |                 |                   |
| Objective:  | Utilize existing programs for the purpose of giving status reports quarterly.  |                 |                   |
| Performance Indicators:                             | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of training meetings.                        | 5  | 0               | 5                 |
| Percent of accident reports received within 3 days. | 95%  | 95%             | 95%               |

### Citizen's Service Center

#### Program Description:

The Citizens Service Center is responsible for receiving calls from citizens requesting assistance on all non-emergency services within the Columbus Consolidated Government. This division provide the residents of Columbus, Georgia with current and accurate information pertaining to the CCG and coordinate the resolution of these concerns or requests for services by generating service requests and distributing them to the appropriate departments.

#### Goals, Objectives and Performance Data

|            |  |  |  |
|------------|--|--|--|
| Goal:      | To serve citizens in a friendly, professional, and helpful manner and offer complete and accurate information to internal and external customers by telephone, email or in person. |  |  |
| Objective: | To reduce citizens' complaints concerning non-responsiveness and excessive transfer of calls.  |  |  |

## CITY MANAGER / 130

### Citizen's Service Center (con't)

|                              | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|------------------------------|----------------|-----------------|-------------------|
| Performance Indicators:      |                |                 |                   |
| Number of calls received.    | 189,924        | 224,976         | 225,000           |
| Number of walk-ins.          | 1,486          | 5,775           | 6,000             |
| Number of total work orders. | 61,257         | 26,686          | 27,000            |
| Notary Public Requests.      | 352            | 1,871           | 1,900             |

### Recorder's Court

#### Program Description:

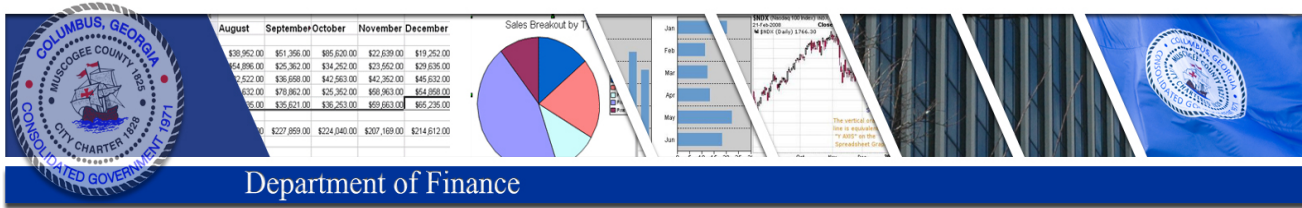
Recorders Court hears traffic, criminal and city ordinance cases made by the Columbus Police Department, Special Enforcement, Airport Police, Housing Authority, Metro Narcotic Task Force, Fire Department and the Georgia State Patrol. The court's functional responsibility is to set bail, issue warrants, collect fines/bonds, hear and determine if probable cause exists for Superior/State Court offenses, and adjudicate City Ordinances and certain state offenses. The Treasury Division collects all fines/bonds and other monies directed by the Courts.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To train all Recorder's Court employees on State guidelines for the collection of mandated surcharges to fines. |                 |                   |
| Objective:                                    | Have each employee complete web-based or staff instructed training, by the end of the year.                     |                 |                   |
|   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:                       |   |                 |                   |
| Percentage of employees to complete training. | 85%   | 80%             | 90%               |

#### Budget Notes:

The Recorder's Court division was under the Sheriff's Department until FY2010, when it was moved to it's current position under the City Manager's office. All personnel and budget figures for FY09 and FY10 can be found in the Sheriff department's budget section.



#### Mission Statement:

To maintain the CCG's overall financial stability through sound financial planning and management practices. We are committed to the highest standards of accountability, accuracy, timeliness, professionalism and innovation in providing financial services to our internal and external customers.

#### Expenditures By Division

|                  |                    |    | FY09<br>Actual |    | FY10<br>Actual |    | FY11<br>Actual* |    | FY12<br>Adopted |
|------------------|--------------------|----|----------------|----|----------------|----|-----------------|----|-----------------|
| 200:             |                    |    |                |    |                |    |                 |    |                 |
| 1000             | Finance Director   | \$ | 333,805        | \$ | 329,084        | \$ | 334,533         | \$ | 305,342         |
| 2100             | Accounting         |    | 454,313        |    | 463,102        |    | 464,724         |    | 474,906         |
| 2200             | Revenue            |    | 905,979        |    | 954,634        |    | 956,449         |    | 935,758         |
| 2900             | Financial Planning |    | 259,878        |    | 263,034        |    | 265,773         |    | 268,826         |
| 2950             | Purchasing         |    | 367,997        |    | 385,573        |    | 401,971         |    | 399,019         |
| DEPARTMENT TOTAL |                    | \$ | 2,321,972      | \$ | 2,395,427      | \$ | 2,423,450       | \$ | 2,383,851       |
| % CHANGE         |                    |    |                |    | 3.16%          |    | 1.17%           |    | -1.63%          |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual |    | FY10<br>Actual |    | FY11<br>Actual* |    | FY12<br>Adopted |
|-------------------|----|----------------|----|----------------|----|-----------------|----|-----------------|
| Personal Services | \$ | 1,930,488      | \$ | 2,014,851      | \$ | 2,038,857       | \$ | 2,014,104       |
| Operations        |    | 391,484        |    | 380,576        |    | 384,593         |    | 369,747         |
| OPERATING BUDGET  | \$ | 2,321,972      | \$ | 2,395,427      | \$ | 2,423,450       | \$ | 2,383,851       |
| Capital Budget    |    | 0              |    | 0              |    | 0               |    | 0               |
| DEPARTMENT TOTAL  | \$ | 2,321,972      | \$ | 2,395,427      | \$ | 2,423,450       | \$ | 2,383,851       |
| % CHANGE          |    |                |    | 3.16%          |    | 1.17%           |    | -1.63%          |

\* Unaudited

## FINANCE / 200

### Personnel Summary: Authorized Positions

|                                    | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------------------------|----------------|-----------------|-----------------|
| <b>200-1000 Administration</b>     | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Finance Director                   | 1              | 1               | 1               |
| Administrative Assistant           | 1              | 1               | 1               |
| Administrative Secretary           | 1              | 1               | 1               |
| <b>200-2100 Accounting</b>         | <b>8</b>       | <b>8</b>        | <b>8</b>        |
| Accounting Manager                 | 1              | 1               | 1               |
| Payroll Supervisor                 | 1              | 1               | 1               |
| Senior Accountant                  | 1              | 1               | 1               |
| Grant Compliance Accountant        | 1              | 1               | 1               |
| Senior Accounts Payable Technician | 1              | 1               | 1               |
| Accounts Payable Technician        | 2              | 2               | 2               |
| Payroll Coordinator                | 1              | 1               | 1               |
| <b>200-2200 Revenue</b>            | <b>15</b>      | <b>15</b>       | <b>15</b>       |
| Revenue Manager                    | 1              | 1               | 1               |
| Tax Supervisor                     | 1              | 1               | 1               |
| Investment Officer                 | 1              | 1               | 1               |
| Collections Supervisor             | 1              | 1               | 1               |
| Revenue Auditor                    | 2              | 2               | 2               |
| Accounting Technician              | 2              | 2               | 2               |
| Customer Service Representative    | 3              | 3               | 3               |
| Collections Technician             | 3              | 3               | 3               |
| Financial Analyst                  | 1              | 1               | 1               |
| <b>200-2900 Financial Planning</b> | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Assistant Finance Director         | 1              | 1               | 1               |
| Budget and Management Analyst      | 3              | 3               | 3               |
| <b>200-2950 Purchasing</b>         | <b>7</b>       | <b>7</b>        | <b>7</b>        |
| Purchasing Manager                 | 1              | 1               | 1               |
| Buyer Specialist                   | 2              | 2               | 2               |
| Buyer                              | 2              | 2               | 2               |
| Purchasing Technician              | 1              | 1               | 1               |
| Accounting Technician              | 1              | 1               | 1               |
| <b>TOTAL</b>                       | <b>37</b>      | <b>37</b>       | <b>37</b>       |

## Administration

### Program Description:

The Finance Director is responsible for supervising and coordinating the administration of major fiscal services, and providing accurate and current data concerning the expenditures of various operating programs and revenue collected by the CCG. The Finance Department includes the Accounting, Financial Planning, Purchasing, and Revenue Divisions.

## FINANCE / 200

### Accounting

#### Program Description:

The Accounting Division maintains the general ledger and all subsidiary ledgers, processes, and records all disbursements. We verify and record all revenues, process and record capital assets and maintain capital assets inventory, process and record all payroll transactions to include remittance of all withholdings and preparation and disbursement of W2's and 1099R's. The Accounting Division also prepares the basic financial statements and note disclosures in the Management Discussion and Analysis and Statistical Section of the Comprehensive Annual Financial Report (CAFR), in compliance with standards established by the Governmental Accounting Standards Board (GASB), Government Finance Officer's Association (GFOA), and the legal requirements of the State of Georgia.

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | To provide accounting oversight and guidance to departments to ensure that generally accepted accounting principles, legal requirements, policies and procedures are consistently applied to maintain the integrity of the financial records and to fully meet reporting requirements. |                 |                   |
| Objective:  | To prepare monthly financial reports for 100% of the City's 48 funds within 10 days after month end.   |                 |                   |
| Objective:  | To receive an unqualified audit opinion.   |                 |                   |
| Objective:  | To be awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR.   |                 |                   |
| Performance Indicators:                           | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of monthly financial statements published  | 13   | 13              | 13                |
| Percent of financial statements completed on time | 100%   | 100%            | 100%              |
| Receive an unqualified audit opinion              | Yes  | Yes             | Yes               |
| Receipt of the Certificate of Achievement         | Yes  | Yes             | Yes               |

|                             |   |                 |                   |
|-----------------------------|---|-----------------|-------------------|
| Goal:                       | To provide guidance and oversight in accounts payable practices in order to maintain proper accountability, accurate financial reporting, and timely payment to our external customers (vendors). |                 |                   |
| Objective:                  | To develop a policies and procedures manual for vendor payment processing for use by new employees responsible for paying bills and employees of the Accounting Division for training.            |                 |                   |
| Performance Indicators:     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Percent of manual completed | 75%   | 78%             | 80%               |

## FINANCE / 200

### Accounting (con't)

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:                                  | To coordinate an accurate and timely payroll for the City's workforce and retirees, and remittance of all third party deductions and withholdings within stated guidelines and standards.  |                 |                   |
| Objective:                             | To process the City's seven various payrolls – weekly, biweekly, monthly, court appearance, election, two separate payrolls for the Workforce Investment Program, and payments to third parties for deductions and withholdings. |                 |                   |
| Performance Indicators:                | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of payrolls processed           | 156  | 156             | 156               |
| Number tax deposits processed          | 64   | 64              | 64                |
| Percentage processed within guidelines | 100%   | 100%            | 100%              |

### Revenue

#### Program Description:

The Revenue Division performs two primary functions: Occupational Tax and Collections. Occupational Tax is responsible for issuing licenses pertaining to business, alcoholic beverage, and vehicle delivery as well as collection, audits, and enforcement of ordinances relative to various taxes such as gross receipts, alcohol excise taxes, insurance premium and franchise taxes. The collections function pertains to the collection and deposit of all monies received by Columbus Consolidated Government and billing and collection of numerous government services. Treasury functions include the verification, coding, receipting, and daily depositing of all revenues for the various funds. Other Revenue Division functions include bank relations and account reconciliation, distribution of payroll, issuance of solid waste permits, and the investment and cash management of surplus funds.

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:                                     | To improve the collections and cash flow through more effective processes.   |                 |                   |
| Objective:                                | To expand technology to include the use of the internet web site for information, application, and payment processing. |                 |                   |
| Performance Indicators:                   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of forms available on the web site | 10   | 11              | 11                |

|                           |  |                 |                   |
|---------------------------|--|-----------------|-------------------|
| Goal:                     | To improve the rate of return on investments.                        |                 |                   |
| Objective:                | To continually evaluate money managers and investment third parties. |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Increased rates of return | 2.7%   | 3.0%            | 3.0%              |

|       |   |  |  |
|-------|---|--|--|
| Goal: | To communicate effectively, externally and internally, to reduce misunderstandings, expedite processes, and reduce the margin of error. |  |  |
|-------|---|--|--|

## FINANCE / 200

### Revenue (con't)

|  |  |         |           |
|--|--|---------|-----------|
| Objective:                               | To improve the quality of the licensing and tax billing functions and processes. |         |           |
|  | FY10   | FY11    | FY12      |
| Performance Indicators:                  | Actual   | Actual* | Projected |
| Reduce the licensing delinquency report. | 14%  | 13%     | 11%       |

### Financial Planning

#### Program Description:

The primary function of this division is to coordinate the preparation of the Columbus Consolidated Government's annual operating and capital budgets. The budget season begins in January with preparation, distribution and instructions of the budgets forms and guidance from the City Manager. The staff assists with budget request reviews and final preparation of the recommended budget for submission to Council prior to May 1. During the Council review, the staff provides technical, analytical and research support. Following Council adoption by July 1, the staff integrates the Council adjustments and prepares the budget document for production and submission to Government Finance Officers Association (GFOA) for evaluation.

#### Goals, Objectives and Performance Data

|                            |  |         |           |
|----------------------------|--|---------|-----------|
| Goal:                      | To obtain GFOA Distinguished Budget award with no areas cited for improvement.               |         |           |
| Objective:                 | A rating of proficient in policy, communications, operations and financial as cited by GFOA. |         |           |
|                            | FY10   | FY11    | FY12      |
| Performance Indicators:    | Actual   | Actual* | Projected |
| Rating of 100% Proficiency | 93%  | 94%     | 95%       |

|  |  |         |           |
|--|--|---------|-----------|
| Goal:  | To develop and improve the quality of financial reports available to management and staff. |         |           |
| Objective:   | Development and analysis of financial reports.   |         |           |
|  | FY10   | FY11    | FY12      |
| Performance Indicators:                                | Actual   | Actual* | Projected |
| Development of Financial Plan by January 31            | 94%  | 95%     | 96%       |
| Quarterly reports within 15 days of end of the quarter | 62%  | 65%     | 67%       |

|   |  |         |           |
|---|--|---------|-----------|
| Goal:   | To facilitate communications with departments to streamline the financial processes. |         |           |
| Objective:                                      | To improve communications and the delivery of services to the departments.           |         |           |
|   | FY10   | FY11    | FY12      |
| Performance Indicators:                         | Actual   | Actual* | Projected |
| Bi-annual Departmental visits (all Departments) | 97%  | 98%     | 99%       |

## FINANCE / 200

### Financial Planning (con't)

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|--|----------------|-----------------|-------------------|
| Performance Indicators:                                    |                |                 |                   |
| Cross training analysts on major procedures and directives | 90%            | 92%             | 94%               |
| Percentage of inquiries responded to within 48 hours       | 97%            | 98%             | 99%               |

### Purchasing

#### Program Description:

The Purchasing Division is responsible for securing all supplies, tools, equipment, and services for the Columbus Consolidated Government operations consistent with the procurement ordinance. In addition, the division is responsible for the protection, preservation, proper storage and disposal of surplus materials and equipment. The division acts as a liaison between the vendor and the City's various departments.

#### Goals, Objectives and Performance Data

|                          |   |                 |                   |
|--------------------------|---|-----------------|-------------------|
| Goal:                    | To provide more training opportunities for internal customers in order to enhance their efficiency when using the financial system. |                 |                   |
| Objective:               | Reduce the errors by internal customers by 50%.   |                 |                   |
|                          | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:  |   |                 |                   |
| Training Classes Offered | 16  | 17              | 17                |

|                                     |   |                 |                   |
|-------------------------------------|---|-----------------|-------------------|
| Goal:                               | To complete a standard operating procedures (SOP) manual in order to enhance division efficiency and provide a codified resource for old and new staff members. |                 |                   |
| Objective:                          | Reduce the number of times an employee must search for reference information.   |                 |                   |
|                                     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:             |   |                 |                   |
| Number of SOPs completed or updated | 6   | 10              | 10                |

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | To encourage use of the Purchasing Card in all departments in order to reduce unnecessary lag time obtaining purchases under \$500 and reduce travel reservation lags. |                 |                   |
| Objective:              | Reduce the number of purchase orders and checks generated for small purchases and for travel purposes.   |                 |                   |
|                         | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators: |  |                 |                   |
| Number of cardholders   | 320  | 325             | 335               |





#### Mission Statement:

To provide efficient, innovative, and cost effective Information Technology Services necessary to support and enhance the daily business operations of the Consolidated government so as to better serve the citizens of Columbus, Georgia.

#### Expenditures By Division

|                     | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---------------------|----------------|----------------|-----------------|-----------------|
| 210:                |                |                |                 |                 |
| 1000 Administration | \$ 3,518,584   | \$ 3,519,158   | \$ 3,394,394    | \$ 3,753,327    |
| DEPARTMENT TOTAL    | \$ 3,518,584   | \$ 3,519,158   | \$ 3,394,394    | \$ 3,753,327    |
| % CHANGE            |                | 0.02%          | -3.55%          | 10.57%          |

\* Unaudited

#### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 1,474,408   | \$ 1,517,722   | \$ 1,510,540    | \$ 1,538,109    |
| Operations        | 1,782,013      | 1,808,066      | 1,664,224       | 2,215,218       |
| OPERATING BUDGET  | \$ 3,256,421   | \$ 3,325,788   | \$ 3,174,764    | \$ 3,753,327    |
| Capital Budget    | 262,163        | 193,370        | 219,630         | 0               |
| DEPARTMENT TOTAL  | \$ 3,518,584   | \$ 3,519,158   | \$ 3,394,394    | \$ 3,753,327    |
| % CHANGE          |                | 0.02%          | -3.55%          | 10.57%          |

\* Unaudited

## INFORMATION TECHNOLOGY / 210

### Personnel Summary: Authorized Positions

|   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---|----------------|-----------------|-----------------|
| <b>210-1000 Administration</b>            | <b>24</b>      | <b>24</b>       | <b>24</b>       |
| IT Director                               | 1              | 1               | 1               |
| Technical Operations Manager              | 1              | 1               | 1               |
| Technical Services Manager                | 1              | 1               | 1               |
| Application Development & Support Manager | 1              | 1               | 1               |
| LAN Manager                               | 1              | 1               | 1               |
| Application Support Manager               | 5              | 5               | 5               |
| Application Developer                     | 2              | 2               | 2               |
| Web Developer                             | 2              | 2               | 2               |
| Personal Computer Technician              | 2              | 2               | 2               |
| PC Services Supervisor                    | 1              | 1               | 1               |
| Host Computer Operator                    | 5              | 5               | 5               |
| Data Control Technician                   | 2              | 2               | 2               |
| <b>TOTAL</b>                              | <b>24</b>      | <b>24</b>       | <b>24</b>       |

### Program Description:

The Department of Information Technology provides a full range of management information and processing services for the Consolidated Government. This includes long range planning and implementations of new information systems that best meet the requirement of user departments. The Data Processing Division is organized in two sections: Systems/Programming and Operations. Systems/Programming provides system analysis, application programming, and operating system maintenance. Operations include: control services, personal computer support and maintenance of local area networks.

### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| <b>Goal:</b>                                    | To provide division level information to Internet users, thereby increasing their knowledge of the departments and divisions of the Consolidated Government. |                 |                   |
| <b>Objective:</b>                               | Create an informational website for each department division.  |                 |                   |
|   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| <b>Performance Indicators:</b>                  |  |                 |                   |
| Percent of department/division websites online. | 100%   | 98%             | 100%              |

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| <b>Goal:</b>                                     | To efficiently complete employee IT requests in a timely manner. |                 |                   |
| <b>Objective:</b>                                | Complete employee IT requests within 48 hours.                   |                 |                   |
|  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| <b>Performance Indicators:</b>                   |  |                 |                   |
| Percent of IT requests completed within 48 hours | 95%  | 96%             | 100%              |



**Mission Statement:**

Serving all citizens of our community in a legally, morally, and ethically appropriate manner. The Human Resources Department strives to improve employment opportunities, advancement opportunities, employee relations and employee performance through better communications, cultivation of a diverse workforce and through the development and implementation of proactive policies, procedures, programs and training.

**Expenditures By Division**

|                         |                   | FY09<br>Actual      | FY10<br>Actual      | FY11<br>Actual*     | FY12<br>Adopted     |
|-------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| 220:                    |                   |                     |                     |                     |                     |
| 1000                    | Administration    | \$ 796,885          | \$ 817,498          | \$ 846,978          | \$ 858,123          |
| 2100                    | Employee Benefits | 790,521             | 807,041             | 832,860             | 838,484             |
| <b>DEPARTMENT TOTAL</b> |                   | <b>\$ 1,587,406</b> | <b>\$ 1,624,539</b> | <b>\$ 1,679,838</b> | <b>\$ 1,696,607</b> |
| <b>% CHANGE</b>         |                   |                     | <b>2.34%</b>        | <b>3.40%</b>        | <b>1.00%</b>        |

\* Unaudited

**Expenditures By Category**

|                         |           | FY09<br>Actual   | FY10<br>Actual      | FY11<br>Actual*     | FY12<br>Adopted     |
|-------------------------|-----------|------------------|---------------------|---------------------|---------------------|
| Personal Services       | \$        | 1,388,783        | \$ 1,458,720        | \$ 1,488,021        | \$ 1,514,560        |
| Operations              |           | 198,623          | 165,819             | 191,817             | 182,047             |
| <b>OPERATING BUDGET</b> | <b>\$</b> | <b>1,587,406</b> | <b>\$ 1,624,539</b> | <b>\$ 1,679,838</b> | <b>\$ 1,696,607</b> |
| Capital Budget          |           | 0                | 0                   | 0                   | 0                   |
| <b>DEPARTMENT TOTAL</b> | <b>\$</b> | <b>1,587,406</b> | <b>\$ 1,624,539</b> | <b>\$ 1,679,838</b> | <b>\$ 1,696,607</b> |
| <b>% CHANGE</b>         |           |                  | <b>2.34%</b>        | <b>3.40%</b>        | <b>1.00%</b>        |

\* Unaudited

## HUMAN RESOURCES / 220

### Personnel Summary: Authorized Positions

|                                    | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------------------------|----------------|-----------------|-----------------|
| <b>220-1000 Council</b>            | <b>13</b>      | <b>13</b>       | <b>14</b>       |
| Human Resources Director           | 1              | 1               | 1               |
| Affirmative Action Officer         | 1              | 0               | 0               |
| Assistant Human Resources Director | 0              | 1               | 1               |
| Human Resources Analyst            | 2              | 2               | 2               |
| Human Resources Specialist         | 4              | 3               | 3               |
| Human Resources Technician II      | 0              | 1               | 1               |
| Human Resources Technician I       | 4              | 4               | 4               |
| Administrative Clerk               | 1              | 0               | 0               |
| Administrative Secretary           | 0              | 0               | 1               |
| Technical Trainer/Developer        | 0              | 1               | 1               |
| <b>TOTAL</b>                       | <b>13</b>      | <b>13</b>       | <b>14</b>       |

### Administration

#### Program Description:

The Administration Division within the Department of Human Resources provides services to recruit, develop, and retain highly professional employees and quality customer service to the citizens of Columbus.

#### Goals, Objectives and Performance Data

| <b>Goal:</b>                                       | To process personnel actions in a timely manner.                |                 |                   |
|--|---|-----------------|-------------------|
| <b>Objective:</b>                                  | To maintain personnel action processing time in 3 days or less. |                 |                   |
|  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| <b>Performance Indicators:</b>                     |   |                 |                   |
| Average days required to process personnel actions | 3.00  | 3.00            | 2.00              |

| <b>Goal:</b>   | To process and file personnel actions and documents accurately at a percentage of 2% or less.   |                 |                   |
|--|---|-----------------|-------------------|
| <b>Objective:</b>  | To conduct statistically valid random sampling on a monthly basis, for data entry and filing accuracy, for performance measurements and improvements. |                 |                   |
|  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| <b>Performance Indicators:</b>   |   |                 |                   |
| Average monthly data entry error rate, expressed as a percentage of total personnel actions and documents entered. | 3.5%  | 5.0%            | 2.5%              |

### Employee Benefits

#### Program Description:

The Employee Benefits Division within the Department of Human Resources manages employee benefits. Some examples of employee Benefits: the COBRA & FLEX programs, deferred income, unemployment insurance, savings programs, thrift programs, employees' assistance and other programs.



### Mission Statement:

The mission of the Inspections and Codes Department is to ensure a safe and environmentally sound community to all of the residents and those who visit here by supporting all programs of the Columbus Consolidated Government that raise public awareness and to provide for the safety of life, health, and general welfare of the public through the enforcement of the International Building, Plumbing, Electrical, Gas, Mechanical, and Property Maintenance Codes, the Zoning Ordinance, the Flood Plain Ordinance, and the Georgia Safety Fire Regulations. All of these codes are nationally recognized construction codes.

### Expenditures By Division

|                  |             | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-------------|----------------|----------------|-----------------|-----------------|
| 240:             |             |                |                |                 |                 |
| 2200             | Inspections | \$ 1,822,012   | \$ 1,574,656   | \$ 1,506,096    | \$ 1,570,876    |
| 2900             | Print Shop  | 185,995        | 196,757        | 197,118         | 197,617         |
| DEPARTMENT TOTAL |             | \$ 2,008,007   | \$ 1,771,413   | \$ 1,703,214    | \$ 1,768,493    |
| % CHANGE         |             |                | -11.78%        | -3.85%          | 3.83%           |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 1,547,591      | \$ 1,527,092   | \$ 1,572,314    | \$ 1,592,647    |
| Operations        |    | 460,416        | 244,321        | 130,540         | 175,846         |
| OPERATING BUDGET  | \$ | 2,008,007      | \$ 1,771,413   | \$ 1,702,854    | \$ 1,768,493    |
| Capital Budget    |    | -              | 0              | 360             | 0               |
| DEPARTMENT TOTAL  | \$ | 2,008,007      | \$ 1,771,413   | \$ 1,703,214    | \$ 1,768,493    |
| % CHANGE          |    |                | -11.78%        | -3.85%          | 3.83%           |

\* Unaudited

## INSPECTIONS AND CODES / 240

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>240-2200 Inspection &amp; Codes</b>         | <b>27</b>      | <b>27</b>       | <b>27</b>       |
| Building Inspection and Codes Director         | 1              | 1               | 1               |
| Assistant Building Inspection & Codes Director | 1              | 1               | 1               |
| Plans Examiner                                 | 2              | 2               | 2               |
| Inspection Supervisor                          | 1              | 1               | 1               |
| Inspection Services Coordinator                | 1              | 1               | 1               |
| Sign and Codes Inspector                       | 1              | 1               | 1               |
| Mechanical Inspector                           | 4              | 4               | 4               |
| Building Inspector                             | 4              | 4               | 4               |
| Electrical Inspector                           | 4              | 4               | 4               |
| Property Maintenance Inspector                 | 3              | 3               | 3               |
| Zoning Technician                              | 1              | 1               | 1               |
| Administrative Assistant                       | 1              | 1               | 1               |
| Permit Technician                              | 3              | 3               | 3               |
| <b>240-2900 Print Shop</b>                     | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Print Shop Supervisor                          | 1              | 1               | 1               |
| Duplicating Service Technician                 | 1              | 1               | 1               |
| Graphics Designer                              | 1              | 1               | 1               |
| Print Shop Technician                          | 1              | 1               | 1               |
| <b>TOTAL</b>                                   | <b>31</b>      | <b>31</b>       | <b>31</b>       |

### Inspections & Codes

#### Program Description:

The Department is responsible for the enforcement of the latest editions of the Georgia State Minimum International Codes Building, Plumbing, Electrical, Gas, Mechanical, and Property Maintenance Codes, adopted by the State of Georgia as the State Construction Codes. Furthermore, the Department enforces the Local Zoning Ordinance, the Flood Plan Ordinance, Soil Erosion and Sedimentation Control and the Georgia Safety Fire Regulations.

#### Goals, Objectives and Performance Data

|            |  |
|------------|--|
| Goal:      | To provide an effective inspection service to ensure the safety of life, health, and general welfare of the public through Code Enforcement. |
| Objective: | Continue the systematic program to remove all derelict structures and to rehabilitate substandard housing.                                   |
| Objective: | Assist the Board of Zoning Appeals technically and process appeals under the Zoning Ordinance to BZA.  |
| Objective: | Administer examinations and provide technical assistance to the Building Contractors Examining Board.  |
| Objective: | Enforce the provisions of the Georgia Safety Fire Law as required by State Law.  |

## Inspections & Codes (con't)

| Performance Indicators: | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|-------------------------|----------------|-----------------|-------------------|
| Inspections             | 28,861         | 30,304          | 31,819            |
| Permits Issued          | 13,139         | 13,795          | 14,484            |
| Plans Checked           | 2,263          | 2,550           | 2,800             |
| Revenue Collections     | \$1,090,798    | \$1,270,058     | \$1,333,560       |
| Construction Valuations | \$178,078,224  | \$195,886,046   | \$205,680,348     |

| Performance Indicators:      | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|------------------------------|----------------|-----------------|-------------------|
| Board of Zoning Appeal Cases | 150            | 156             | 165               |

| Performance Indicators:  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|--|----------------|-----------------|-------------------|
| Building Contractors Examining.(Certificates of Qualifications Issued) | 490            | 0               | 0                 |

| Performance Indicators:                       | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|---|----------------|-----------------|-------------------|
| Code Enforcement Program – Field Inspections. | 712            | 754             | 775               |
| Complaints Investigated.                      | 680            | 710             | 725               |

| Performance Indicators:                               | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|---|----------------|-----------------|-------------------|
| Georgia State Fire Regulations – Certificates Issued. | 4              | 6               | 8                 |

## Print Shop

### Program Description:

Assist all City Departments with their printing needs, which includes designs, typesetting, color copies, color printing, folding, stapling, binding and the overall knowledge of any printing projects.

### Goals, Objectives and Performance Data

|            |  |
|------------|--|
| Goal:      | To improve the quality and productivity of printing services with the assistance of upgraded equipment and overall printing/graphic training to increase the expediting of jobs. |
| Objective: | Develop procedures to efficiently use our equipment to ensure quality.   |

Print Shop (con't)

|                             | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|-----------------------------|----------------|-----------------|-------------------|
| Performance Indicators:     |                |                 |                   |
| Graphics/Software Trainings | 2              | 2               | 1                 |
| Graphic Software Upgrade    | 2              | 2               | 1                 |
| PlateMaker/Film System      | 0              | 1               | 1                 |

|                             | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|-----------------------------|----------------|-----------------|-------------------|
| Performance Indicators:     |                |                 |                   |
| Online Work order (%)       | 95%            | 100%            | 100%              |
| Offset Printing Impressions | 4,250,000      | 4,500,000       | 4,750,000         |
| Quick Copies                | 950,000        | 975,000         | 1,000,000         |
| Plate Filing System (%)     | 95%            | 100%            | 100%              |
| Maintenance/Repairs         | 80%            | 90%             | 100%              |





## Planning Department

### Mission Statement:

The mission of the Planning Department is to provide continuous, comprehensive, and coordinated planning efforts, through a proactive public participation process, that will provide for local and regional growth and mobility, while fostering sustainable development sensitive to community and natural resources.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 242:             |                |                |                 |                 |
| 1000 Planning    | \$ 301,405     | \$ 330,982     | \$ 312,712      | \$ 317,029      |
| DEPARTMENT TOTAL | \$ 301,405     | \$ 330,982     | \$ 312,712      | \$ 317,029      |
| % CHANGE         |                | 9.81%          | -5.52%          | 1.38%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 262,553     | \$ 300,086     | \$ 284,109      | \$ 287,769      |
| Operations        | 38,852         | 30,896         | 28,603          | 29,260          |
| OPERATING BUDGET  | \$ 301,405     | \$ 330,982     | \$ 312,712      | \$ 317,029      |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 301,405     | \$ 330,982     | \$ 312,712      | \$ 317,029      |
| % CHANGE          |                | 9.81%          | -5.52%          | 1.38%           |

\* Unaudited

### Personnel Summary: Authorized Positions

|                   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|-----------------|-----------------|
| 242-1000 Planning | 5              | 5               | 5               |
| Planning Director | 1              | 1               | 1               |
| Planner           | 2              | 2               | 2               |
| Principal Planner | 1              | 1               | 1               |

## PLANNING / 242

|                  |          |          |          |
|------------------|----------|----------|----------|
| Planning Manager | 1        | 1        | 1        |
| <b>TOTAL</b>     | <b>5</b> | <b>5</b> | <b>5</b> |

### Planning

#### Program Description:

To lead in creative and sustainable solutions for land use development through comprehensive surveys and studies of existing and future conditions, and through the preparation of plans for the sound management of physical, social and economic growth in the community.

#### Goals, Objectives and Performance Data

|                                     |  |                         |                           |
|-------------------------------------|--|-------------------------|---------------------------|
| <b>Goal:</b>                        | Implement and manage a long range planning process through comprehensive and special area plans to build a sound strategic framework for Columbus' growth and stability. |                         |                           |
| <b>Objective:</b>                   | To execute and sustain the city's comprehensive plan for development in the community.   |                         |                           |
| <b>Performance Indicators:</b>      | <b>FY10<br/>Actual</b>   | <b>FY11<br/>Actual*</b> | <b>FY12<br/>Projected</b> |
| Unified Development Ordinance       | 1  | 1                       | 1                         |
| Comprehensive Plan                  | 1  | 1                       | 1                         |
| Neighborhood Revitalization Plans   | 0  | 1                       | 1                         |
| BRAC                                | 1  | 1                       | 1                         |
| Overlay Districts                   | 1  | 1                       | 1                         |
| Historic District Design Guidelines | 1  | 1                       | 1                         |

|                                    |   |                         |                           |
|------------------------------------|---|-------------------------|---------------------------|
| <b>Goal:</b>                       | Ensure an accessible development review process that is fair, efficient, timely and supportive of adopted city goals. |                         |                           |
| <b>Objective:</b>                  | To develop and maintain a master plan for development in the community.   |                         |                           |
| <b>Performance Indicators:</b>     | <b>FY10<br/>Actual</b>  | <b>FY11<br/>Actual*</b> | <b>FY12<br/>Projected</b> |
| Review Zoning Cases                | 39  | 24                      | 80                        |
| Review Subdivision Plats           | 117   | 51                      | 270                       |
| Review Special Exception Use Cases | 5   | 5                       | 15                        |

|   |  |                         |                           |
|---|--|-------------------------|---------------------------|
| <b>Goal:</b>                                | To promote and enhance historical properties and sites throughout the community. |                         |                           |
| <b>Objective:</b>                           | To provide technical support and guidance on historic related matters.           |                         |                           |
| <b>Performance Indicators:</b>              | <b>FY10<br/>Actual</b>   | <b>FY11<br/>Actual*</b> | <b>FY12<br/>Projected</b> |
| Review Board Historic & Architectural Cases | 68   | 47                      | 80                        |



#### Mission Statement:

The mission of the Real Estate Division is to provide a comprehensive real estate management and services in a professional and cost effective manner for the benefit of the citizens of the City of Columbus. The Real Estate Division oversees the acquisition, disposition and management of the land holdings of the Columbus Consolidated Government.

#### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 245:             |                |                |                 |                 |
| 2400 Real Estate | \$ 75,624      | \$ 96,293      | \$ 108,714      | \$ 101,252      |
| DEPARTMENT TOTAL | \$ 75,624      | \$ 96,293      | \$ 108,714      | \$ 101,252      |
| % CHANGE         |                | 27.33%         | 12.90%          | -6.86%          |

\* Unaudited

#### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 44,649      | \$ 45,717      | \$ 46,816       | \$ 46,499       |
| Operations        | 30,975         | 50,576         | 61,898          | 54,753          |
| OPERATING BUDGET  | \$ 75,624      | \$ 96,293      | \$ 108,714      | \$ 101,252      |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 75,624      | \$ 96,293      | \$ 108,714      | \$ 101,252      |
| % CHANGE          |                | 27.33%         | 12.90%          | -6.86%          |

\* Unaudited

#### Personnel Summary: Authorized Positions

|                                      | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------------|----------------|-----------------|-----------------|
| 242-2400 Real Estate                 | 1              | 1               | 1               |
| Community Reinvestment Technician II | 1              | 1               | 1               |
| TOTAL                                | 1              | 1               | 1               |

## REAL ESTATE / 245

### Real Estate

#### Program Description:

Manage, market and dispose of property. Assist other government and non-governmental entities and citizens with real estate activities.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:                                     | To provide quality, professional real estate services pertaining to City and CDBG owned property and on property of potential interest to the City. |                 |                   |
| Objective:                                | To manage, market, acquire and dispose of property for the City.  |                 |                   |
| Performance Indicators:                   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Acquisitions or dispositions for CDBG     | 0   | 0               | 15                |
| Acquisitions or dispositions for the City | 22  | 2               | 16                |



## Mission Statement:

To provide an enhanced quality of life for all citizens who live and work in the region by: the delivery of an effective/safe transportation system to move people and goods throughout the community; provide management that is environmentally sensitive to our Natural Resources through the oversight of Storm Water and drainage structure, and to provide data, construction, and communication support to other City Departments by the effective and efficient delivery of Geographical Information, Construction Management, and Radio Communications.

## Expenditures By Division

|                  |                                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------------------------|----------------|----------------|-----------------|-----------------|
| 250:             |                                   |                |                |                 |                 |
| 2100             | Traffic Engineering               | \$ 1,463,918   | \$ 1,481,059   | \$ 1,511,640    | \$ 1,484,310    |
| 2400             | Geographic<br>Information Systems | 251,827        | 262,678        | 245,188         | 259,410         |
| 3110             | Radio<br>Communications           | 401,336        | 420,130        | 420,670         | 406,954         |
| DEPARTMENT TOTAL |                                   | \$ 2,117,081   | \$ 2,163,867   | \$ 2,177,498    | \$ 2,150,674    |
| % CHANGE         |                                   |                | 2.21%          | 0.63%           | -1.23%          |

\* Unaudited

## Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 1,473,039      | \$ 1,574,183   | \$ 1,602,228    | \$ 1,581,529    |
| Operations        |    | 619,739        | 571,139        | 575,270         | 569,145         |
| OPERATING BUDGET  | \$ | 2,092,778      | \$ 2,145,322   | \$ 2,177,498    | \$ 2,150,674    |
| Capital Budget    |    | 24,304         | 18,545         | -               | 0               |
| DEPARTMENT TOTAL  | \$ | 2,117,082      | \$ 2,163,867   | \$ 2,177,498    | \$ 2,150,674    |
| % CHANGE          |    |                | 2.21%          | 0.63%           | -1.23%          |

\* Unaudited

## ENGINEERING / 250

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>250-2100 Traffic Engineering</b>                  | <b>23</b>      | <b>23</b>       | <b>23</b>       |
| Traffic Engineer Manager                             | 1              | 1               | 1               |
| Traffic Operations Supervisor                        | 1              | 1               | 1               |
| Traffic Signal Supervisor                            | 1              | 1               | 1               |
| Traffic Analyst                                      | 1              | 1               | 1               |
| Traffic Engineer                                     | 2              | 2               | 2               |
| Traffic Engineer Technician                          | 2              | 2               | 2               |
| Traffic Signal Technician II                         | 4              | 4               | 4               |
| Traffic Signal Technician                            | 0              | 0               | 0               |
| Signal Pavement Marker                               | 0              | 0               | 0               |
| Traffic Construction Technician                      | 5              | 5               | 5               |
| Traffic Signal Construction Specialist               | 3              | 3               | 3               |
| Senior Traffic Signal Technician                     | 1              | 1               | 1               |
| Sign/Paving Marking Specialist                       | 1              | 1               | 1               |
| Administrative Technician                            | 1              | 1               | 1               |
| <b>250-2400 Geographic Information Systems (GIS)</b> | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| GIS Coordinator                                      | 1              | 1               | 1               |
| GIS/Graphics Supervisor                              | 1              | 1               | 1               |
| GIS Technician                                       | 2              | 2               | 2               |
| CAD Technician                                       | 0              | 0               | 0               |
| <b>250-3110 Radio Communications</b>                 | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Radio Communications Supervisor                      | 1              | 1               | 1               |
| Senior Radio Technician                              | 1              | 1               | 1               |
| Radio Technician I                                   | 1              | 1               | 1               |
| Radio Technician II                                  | 1              | 1               | 1               |
| <b>TOTAL</b>   | <b>31</b>      | <b>31</b>       | <b>31</b>       |

## ENGINEERING / 250

### Traffic Engineering

#### Program Description:

Install, operate and maintain (1) traffic signals, (2) traffic control signs, (3) pavement markings, (4) radio communication and (5) administer street lighting along public roadways.

#### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | Install, operate and maintain traffic signals to move traffic through signalized intersections safely and efficiently.                                    |                 |                   |
| Objective:   | Establish preventative maintenance schedule for each of the 250 traffic signals in order to reduce services calls and after hour emergency service calls. |                 |                   |
| Performance Indicators:                              | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Preventative maintenance of signalized intersections | 270   | 274             | 276               |

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | Federal Highway Administration has changed the minimum traffic sign retro-reflectivity requirements (FHWA-SA-03-027) requiring all Local, State and Federal Agencies to upgrade signs in the field to new standard. The intent is to improve traffic sign visibility for nighttime drivers. It will take about 10 years to accomplish this requirement. |                 |                   |
| Objective:   | Inspect and replace damaged and worn out signs.   |                 |                   |
| Performance Indicators:                                      | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Replace Traffic Signs To Meet New Retro-Reflective Standards | 3,500   | 3,550           | 3,600             |

### Geographic Information Systems

#### Program Description:

Provide data and maps to all city departments as well as citizens, developers and other interested parties.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To preserve original development plans by scanning original documents. |                 |                   |
| Objective:   | Maintain database of images of original plats.                         |                 |                   |
| Performance Indicators:                                | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percent of Total plats that are scanned and cataloged. | 95%  | 100%            | 100%              |

## ENGINEERING / 250

### Geographic Information Systems (con't)

|                                   |  |                 |                   |
|-----------------------------------|--|-----------------|-------------------|
| Goal:                             | To achieve a greater degree of accuracy in tax maps. |                 |                   |
| Objective:                        | To limit the amount of time devoted to corrections.  |                 |                   |
| Performance Indicators:           | FY10<br>Actual                                       | FY11<br>Actual* | FY12<br>Projected |
| Ratio of New Edits to Corrections | 2:1  | 3:1             | 3:1               |

### Radio Communications

#### Program Description:

This division is responsible for administering, installing and maintaining radio communication equipment and services to departments, agencies and authorities of the Columbus Consolidated Government.

#### Goals, Objectives and Performance Data

|                                    |  |                 |                   |
|------------------------------------|--|-----------------|-------------------|
| Goal:                              | To insure that all radios (portables, mobiles, control stations, etc.) are operating to peak performance within the City's 800 MHz Radio Communication system. |                 |                   |
| Objective:                         | Provide timely repairs of departmental radios and provide spare radios for employees to continue to perform their work.  |                 |                   |
| Performance Indicators:            | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Reduce average repair time (hours) | 1.0  | 1.0             | 1.0               |





#### Mission Statement:

The Department of Public Services strives to serve the community by providing street and road maintenance, storm drainage, environmental enforcement, urban forest maintenance, waste disposal and maintenance of city owned properties in a safe and efficient manner, which is sensitive to the environment. The department is committed to doing its part to enhance the high quality of life for the current and future generations.

#### Expenditures By Division

|                  |                             | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------------------|----------------|----------------|-----------------|-----------------|
| 260:             |                             |                |                |                 |                 |
| 1000             | Administration              | \$ 280,664     | \$ 282,436     | \$ 297,865      | \$ 284,179      |
| 2300             | Fleet Management            | 2,042,499      | 1,998,931      | 2,146,033       | 2,069,661       |
| 2400             | Special Enforcement         | 1,217,718      | 1,332,954      | 1,370,710       | 1,334,989       |
| 2600             | Cemeteries                  | 272,265        | 272,266        | 277,353         | 269,781         |
| 2700             | Facilities Maintenance      | 2,787,921      | 2,790,528      | 2,977,055       | 2,919,303       |
| 3710             | Other Maintenance & Repairs | 1,101,915      | 1,097,281      | 1,066,303       | 1,053,080       |
| DEPARTMENT TOTAL |                             | \$ 7,702,982   | \$ 7,774,396   | \$ 8,135,319    | \$ 7,930,993    |
| % CHANGE         |                             |                | 0.93%          | 4.64%           | -2.51%          |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 4,627,575      | \$ 4,829,587   | \$ 4,987,729    | \$ 4,950,994    |
| Operations        |    | 2,979,320      | 2,928,031      | 3,147,590       | 2,979,999       |
| OPERATING BUDGET  | \$ | 7,606,895      | \$ 7,757,618   | \$ 8,135,319    | \$ 7,930,993    |
| Capital Budget    |    | 96,087         | 16,778         | 0               | 0               |
| DEPARTMENT TOTAL  | \$ | 7,702,982      | \$ 7,774,396   | \$ 8,135,319    | \$ 7,930,993    |
| % CHANGE          |    |                | 0.93%          | 4.64%           | -2.51%          |

\* Unaudited

## PUBLIC SERVICES / 260

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>260-1000 Administration</b>               | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Public Services Director                     | 1              | 1               | 1               |
| Driving Training Administrator               | 1              | 0               | 0               |
| Safety Coordinator                           | 0              | 1               | 1               |
| Public Services Coordinator                  | 1              | 1               | 1               |
| Administrative Supervisor                    | 1              | 1               | 1               |
| <b>260-2300 Fleet Management</b>             | <b>39</b>      | <b>40</b>       | <b>40</b>       |
| Assistant Director/Fleet Maintenance Manager | 1              | 1               | 1               |
| Assistant Fleet Manager                      | 1              | 1               | 1               |
| Heavy Equipment Shop Supervisor              | 1              | 1               | 1               |
| Fleet Maintenance Buyer                      | 1              | 1               | 1               |
| Contract Warranty Specialist                 | 1              | 1               | 1               |
| Body Shop Supervisor                         | 1              | 1               | 1               |
| Small Engine Shop Supervisor                 | 1              | 1               | 1               |
| Automotive & Tire Shop Supervisor            | 1              | 1               | 1               |
| Fleet Maintenance Technician III             | 6              | 6               | 6               |
| Fleet Maintenance Technician II              | 19             | 19              | 19              |
| Fleet Maintenance Technician I               | 5              | 5               | 5               |
| Inventory Control Technician                 | 1              | 2               | 2               |
| Inmate Labor                                 | 14             | 14              | 14              |
| <b>260-2400 Special Enforcement</b>          | <b>24</b>      | <b>24</b>       | <b>24</b>       |
| Special Enforcement Manager                  | 1              | 1               | 1               |
| Animal Resource Center Supervisor            | 1              | 1               | 1               |
| Administrative Clerk I                       | 1              | 1               | 1               |
| Special Enforcement Supervisor               | 2              | 2               | 2               |
| Special Enforcement Officer                  | 6              | 6               | 6               |
| Communications Officer                       | 2              | 2               | 2               |
| Animal Control Officer II                    | 3              | 3               | 3               |
| Animal Control Officer I                     | 6              | 6               | 6               |
| Animal Control Technician                    | 2              | 2               | 2               |
| <b>260-2600 Cemeteries</b>                   | <b>5</b>       | <b>5</b>        | <b>5</b>        |
| Cemeteries Manager                           | 1              | 1               | 1               |
| Public Services Crew Leader                  | 1              | 1               | 1               |
| Correctional Officer - Cemeteries            | 1              | 1               | 1               |
| Equipment Officer III                        | 1              | 1               | 1               |
| Maintenance Worker I                         | 1              | 1               | 1               |

## PUBLIC SERVICES / 260

### Personnel Summary: Authorized Positions

|   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---|----------------|-----------------|-----------------|
| <b>260-2700 Facilities Maintenance (F/M)</b>    | <b>27</b>      | <b>27</b>       | <b>27</b>       |
| Facilities Maintenance Manager                  | 1              | 1               | 1               |
| Facilities Maintenance Supervisor - Carpentry   | 1              | 1               | 1               |
| Facilities Maintenance Supervisor - Govt Ctr    | 1              | 1               | 1               |
| Facilities Maintenance Supervisor - County Jail | 1              | 1               | 1               |
| Facilities Maintenance Supervisor - Electrical  | 1              | 1               | 1               |
| Electrician II                                  | 3              | 3               | 3               |
| Electrician I                                   | 1              | 1               | 1               |
| Facilities Maintenance Supervisor - HVAC        | 1              | 1               | 1               |
| HVAC Technician II                              | 2              | 2               | 2               |
| HVAC Technician I                               | 1              | 1               | 1               |
| Facilities Maintenance Supervisor - Plumbing    | 1              | 1               | 1               |
| Plumber II                                      | 2              | 2               | 2               |
| Plumber I                                       | 1              | 1               | 1               |
| Carpenter I                                     | 1              | 1               | 1               |
| Carpenter II                                    | 1              | 1               | 1               |
| Custodial Services Supervisor                   | 1              | 1               | 1               |
| Custodial Operations Assistant                  | 1              | 1               | 1               |
| Correctional Supervisor                         | 1              | 1               | 1               |
| Correctional Officer - Facilities               | 2              | 2               | 2               |
| Facilities Maintenance Worker I                 | 1              | 1               | 1               |
| Administrative Technician                       | 1              | 1               | 1               |
| Building Service Worker                         | 1              | 1               | 1               |
| Inmate Labor                                    | 37             | 37              | 37              |
| <b>TOTAL</b>                                    | <b>99</b>      | <b>100</b>      | <b>100</b>      |

## Administration

### Program Description:

The Administration Division oversees the responsibility of the Fleet Management, Special Enforcement, Cemetery and Facilities Maintenance Divisions. Additionally, the division has jurisdiction over sewer construction and repairs, street improvements, right-of-way, community service, landscape and forestry, waste management, maintaining city owned properties and other public services.

### Goals, Objectives and Performance Data

|                   |  |
|-------------------|--|
| <b>Goal:</b>      | To improve internal communication with all employees so that not only employees understand the departmental goals and objectives, but also so that they know of opportunities, awards, programs and events that are available to them. |
| <b>Objective:</b> | Produce a quarterly newsletter for Public Services employees.  |

## PUBLIC SERVICES / 260

### Administration (con't)

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|--|----------------|-----------------|-------------------|
| Performance Indicators:<br>Number of newsletters produced. | 4              | 4               | 4                 |

#### Goals, Objectives and Performance Data

| Goal:  | To increase awareness, techniques and the understanding of leadership necessary to increase not only the productivity but also the well being of our employees. |                 |                   |
|--|---|-----------------|-------------------|
| Objective:   | Conduct training to all Division Managers, supervisors, team and crew leaders in the fundamentals of leadership.  |                 |                   |
|  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:<br>Number of team/crew leaders that complete training. | 15  | 15              | 15                |

### Fleet Management

#### Program Description:

To maintain a high percentage of operational fleet vehicles and equipment. Ensure preventative maintenance schedules for Fleet vehicles and equipment are closely adhered to.

#### Goals, Objectives and Performance Data

| Goal:   | Establish parameters for accomplishing routine maintenance.   |                 |                   |
|---|---|-----------------|-------------------|
| Objective:  | Perform all routine preventive maintenance on fleet vehicles and equipment within 200 miles, 20 hours, or 10 days of scheduled service. |                 |                   |
|   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:<br>Percentage of vehicles and equipment that meet scheduled maintenance criteria. | 97%   | 97%             | 95%               |

### Special Enforcement

#### Program Description:

The Special Enforcement Division enforces all aspects of the Animal & Fowl Ordinance, this includes, but not limited to the efficient operation of the Animal Shelter as well as ensuring all biting animals are quarantined as required by the state. We ensure compliance with rabies vaccinations, the registering of all animals through our permitting system as well as, animal cruelty investigations, biting cases, cleanliness of pens, excessive barking and many other animal related issues. In addition, this division also is responsible for all Environmental Law Enforcement such as, but is not limited to the enforcement of the Solid Waste Ordinance, Business Licenses, Alcohol Licensing, Gross Receipt Taxes, Mobile Home Taxes, Scrap Tire Management, Illegal Dumping, Weed Violations, Junk vehicles, Fencing Violations and other environmental violations.

## PUBLIC SERVICES / 260

### Special Enforcement (con't)

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | Increase adoptable animal placement by 10%.  |                 |                   |
| Objective:  | Continue assisting PAWS Humane Inc., and other licensed animal agencies by selecting the most adoptable animals from the general population and placing them with these agencies for adoption. |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Total number of animals placements, adoptions and returned to owners. | 1,651  | 1,676           | 1,690             |

### Cemeteries

#### Program Description:

To provide burial/grounds maintenance service for the citizens of the tri-state area and funeral homes. This includes, but is not limited to, grounds maintenance/repairs, genealogy research, preparation of gravesites, and surrounding areas for funeral, as well as large scale social functions. Also, repair of roads, and abandoned lots, and other special projects as assigned by management.

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | Continue to repave 1 mile of road in Riverdale Cemetery each year.   |                 |                   |
| Objective:  | To improve the condition of the roads in all four City owned cemeteries. This will allow all visitors to have a hazard free passage. |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Indicate whether or not the work was performed. The reduction in distance is a direct result of budget constraints. | 0  | 0               | 1 mile            |

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | Continue repairing and raising slabs, markers (monuments) and locator markers in Riverdale.  |                 |                   |
| Objective:  | These are necessary repairs in an effort to beautify the grounds in the City's four owned cemeteries. These repairs will allow us to better assist with plot research for requesting parties such as family members and vault companies. |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Compare daily work log listings to the actual number of monuments leveled and corner markers unearthed. | 80   | 85              | 90                |

## PUBLIC SERVICES / 260

### Facilities Maintenance

#### Program Description:

The Facilities Maintenance Division mission is to provide general maintenance and preventive maintenance to all city facilities including carpentry, painting, electrical, plumbing, HVAC, irrigation and small construction.

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:                                     | Perform maintenance and preventive maintenance on a timely schedule for each building. |                 |                   |
| Objective:                                | Perform inspections of all facilities annually.  |                 |                   |
| Performance Indicators:                   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Total percentage of inspections annually. | 70%  | 80%             | 85%               |

### Other Maintenance and Repairs

#### Program Description:

This division coordinates and accounts for all building maintenance and repairs to the various city facilities. The facilities are classified into three categories: Parks & Recreation, Public Safety, or General Government.



#### Mission Statement:

The Columbus Parks and Recreation Department strives to enhance the quality of life for all citizens of this community by providing passive and active recreational, educational and cultural programming services for all age groups. It is our objective to provide parks and recreation facilities that are safe, accessible and aesthetically pleasing to the entire community. This division will strive for continual improvement of its broad-based, recreational programs to ensure opportunities for all citizens in order to maintain its leadership among comparable sized cities in the United States.

#### Expenditures By Division

|                  |                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------------------|----------------|----------------|-----------------|-----------------|
| 270:             |                            |                |                |                 |                 |
| 1000             | Administration             | \$ 408,177     | \$ 406,810     | \$ 306,749      | \$ 407,653      |
| 2100             | Parks Services             | 4,738,804      | 4,615,364      | 4,944,623       | 4,702,409       |
| 2400             | Recreation Services        | 1,499,514      | 1,442,057      | 1,278,377       | 1,325,610       |
| 3220             | Golden Park                | 82,926         | 83,363         | 112,060         | 109,800         |
| 3230             | Memorial Stadium           | 55,571         | 50,121         | 45,090          | 64,488          |
| 3410             | Athletics                  | 290,406        | 329,044        | 231,516         | 321,904         |
| 3505             | Community Schools          | 1,488,652      | 1,499,846      | 1,598,383       | 1,742,985       |
| 4048             | Cooper Creek Tennis Center | 290,219        | 318,334        | 240,952         | 258,134         |
| 4049             | Lake Oliver Marina         | 80,261         | 113,341        | 186,926         | 165,270         |
| 4413             | Aquatics                   | 442,271        | 406,170        | 557,804         | 409,977         |
| 4433             | Therapeutics               | 124,898        | 118,475        | 113,426         | 126,327         |
| 4434             | Cultural Arts Center       | 173,674        | 170,207        | 174,897         | 169,226         |
| 4435             | Senior Citizen's Ctr       | 344,519        | 384,867        | 358,211         | 376,159         |
| DEPARTMENT TOTAL |                            | \$ 10,019,892  | \$ 9,937,999   | \$ 10,149,014   | \$ 10,179,942   |
| % CHANGE         |                            |                | -0.82%         | 2.12%           | 0.30%           |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 6,603,741      | \$ 6,875,744   | \$ 6,881,662    | \$ 7,112,520    |
| Operations        |    | 3,148,341      | 2,901,222      | 3,267,352       | 3,067,422       |
| OPERATING BUDGET  | \$ | 9,752,082      | \$ 9,776,966   | \$ 10,149,014   | \$ 10,179,942   |
| Capital Budget    |    | 267,810        | 161,033        | -               | -               |
| DEPARTMENT TOTAL  | \$ | 10,019,892     | \$ 9,937,999   | \$ 10,149,014   | \$ 10,179,942   |
| % CHANGE          |    |                | -0.82%         | 2.12%           | 0.30%           |

\* Unaudited

## PARKS AND RECREATION / 270

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>270-1000 Administration</b>               | <b>7</b>       | <b>7</b>        | <b>7</b>        |
| Director of Parks and Recreation             | 1              | 1               | 1               |
| Assitant Director of Parks and Recreation    | 1              | 1               | 1               |
| Administrative Operations Manager            | 1              | 1               | 1               |
| Employment Coordinator                       | 1              | 1               | 1               |
| Accounting Technician                        | 1              | 1               | 1               |
| Admin Clerk I PT                             | 2              | 2               | 2               |
| <b>270-2100 Parks Services</b>               | <b>80</b>      | <b>80</b>       | <b>80</b>       |
| Parks Services Division Manager              | 1              | 1               | 1               |
| Correctional Officer - Parks                 | 13             | 13              | 13              |
| Administrative Secretary                     | 1              | 1               | 1               |
| Administrative Clerk I                       | 1              | 1               | 1               |
| Athletic Program Specialist                  | 0              | 1               | 1               |
| Chemical Applications Supervisor             | 1              | 1               | 1               |
| Parks Maintenance Supervisor                 | 12             | 12              | 12              |
| Parks Crew Leader                            | 3              | 3               | 3               |
| Parks Maintenance Worker                     | 26             | 27              | 27              |
| MEO III                                      | 7              | 7               | 2               |
| MEO II                                       | 3              | 3               | 5               |
| MEO I  | 3              | 3               | 6               |
| Custodian                                    | 1              | 0               | 0               |
| Custodian-PT                                 | 3              | 0               | 0               |
| Parks Maintenance Worker -PT                 | 5              | 6               | 6               |
| Gatekeeper-PT                                | 0              | 1               | 1               |
| Inmate Labor                                 | 144            | 144             | 144             |
| <b>270-2400 Recreation Administration</b>    | <b>44</b>      | <b>44</b>       | <b>44</b>       |
| Recreation Division Manager                  | 1              | 1               | 1               |
| Administrative Clerk I-PT                    | 1              | 1               | 1               |
| Parks Maintenance Worker I-PT                | 0              | 0               | 1               |
| Recreation Specialist III                    | 6              | 6               | 6               |
| Recreation Specialist II                     | 2              | 2               | 1               |
| Recreation Program Supervisor                | 2              | 2               | 1               |
| Recreation Center Leader                     | 32             | 32              | 33              |
| <b>270-3410 Athletics</b>                    | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Athletic Program Supervisor                  | 1              | 1               | 1               |
| Administrative Clerk I-PT                    | 0              | 1               | 1               |
| Athletic Program Specialist                  | 1              | 0               | 0               |
| Athletic Chief-PT                            | 2              | 2               | 2               |
| <b>270-3505 Community Schools Operations</b> | <b>141</b>     | <b>141</b>      | <b>141</b>      |
| Community Schools District Supervisor        | 1              | 2               | 2               |
| Recreation Program Specialist III            | 1              | 1               | 1               |
| Administrative Secretary                     | 1              | 1               | 1               |
| Site Supervisor-PT                           | 36             | 35              | 35              |
| Program Leader-PT                            | 102            | 102             | 102             |



## PARKS AND RECREATION / 270

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>270-4048 Cooper Creek Tennis Center</b> | <b>9</b>       | <b>7</b>        | <b>7</b>        |
| Recreation Specialist III                  | 1              | 1               | 1               |
| Recreation Specialist II                   | 1              | 1               | 1               |
| Tennis Specialist I                        | 2              | 1               | 1               |
| Parks Maintenance Worker I-PT              | 5              | 4               | 4               |
| <b>270-4049 Lake Oliver Marina</b>         | <b>2</b>       | <b>4</b>        | <b>4</b>        |
| Marina Technician II                       | 0              | 1               | 1               |
| Marina Technician I-PT                     | 2              | 3               | 3               |
| <b>270-4413 Aquatics</b>                   | <b>34</b>      | <b>34</b>       | <b>34</b>       |
| Aquatics Supervisor-PT                     | 2              | 2               | 2               |
| Swimming Pool Manager-PT                   | 4              | 4               | 4               |
| Assistant Swimming Pool Manager-PT         | 4              | 4               | 4               |
| Head Guard/Lifeguard-PT                    | 12             | 12              | 12              |
| Concessionaire-PT                          | 4              | 4               | 4               |
| Laborer-PT                                 | 2              | 2               | 2               |
| Concessionaire Manager-PT                  | 4              | 4               | 4               |
| Administrative Assistant-PT                | 2              | 2               | 2               |
| <b>270-4433 Therapeutics</b>               | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Recreation Program Supervisor              | 1              | 1               | 1               |
| Recreation Specialist II                   | 1              | 1               | 1               |
| Recreation Leader-PT                       | 1              | 1               | 1               |
| <b>270-4434 Cultural Arts Center</b>       | <b>7</b>       | <b>7</b>        | <b>7</b>        |
| Recreation Program Manager                 | 1              | 1               | 1               |
| Pottery Specialist-PT                      | 6              | 6               | 6               |
| <b>270-4435 Senior Citizens Center</b>     | <b>9</b>       | <b>9</b>        | <b>9</b>        |
| Recreation Specialist III                  | 3              | 3               | 3               |
| Custodian                                  | 2              | 2               | 2               |
| Custodian-PT                               | 1              | 1               | 1               |
| Recreation Center Leader-PT                | 3              | 3               | 3               |
| <b>TOTAL</b>                               | <b>340</b>     | <b>340</b>      | <b>340</b>      |

## PARKS AND RECREATION / 270

### Administration

#### Program Description:

The Parks and Recreation Department's Administrative division provides leadership and vision for the delivery of comprehensive recreational programming and facilities. These programs and facilities are offered through five divisions: Administration, Parks Services, Recreation Services, Community Schools and Athletics.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:                                      | Ensure management is acquainted and familiar with all aspects of programs.                                 |                 |                   |
| Objective:                                 | To provide efficient service through continued spot checks of services and facilities by upper management. |                 |                   |
| Performance Indicators:                    | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of events, facilities and programs. | 30   | 32              | 34                |

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | Utilize in-house marketing, provided by CCGTV, to promote the Parks and Recreation philosophy, available programs, activities and other opportunities.            |                 |                   |
| Objective:  | Schedule numerous CCGTV spots regarding Parks and Recreation opportunities and events. Additionally, provide a department special featuring Parks and Recreation. |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of events, facilities and programs highlighted on CCGTV. | 22  | 24              | 26                |

### Park Services

#### Program Description:

The Park Services division provides the management and maintenance of all city park, land and recreation facilities. This division is responsible for the general maintenance of all buildings, grounds, playground equipment and other amenities, which includes: 33 athletic fields; 32 little league fields; 66.5 multi-purpose courts; 65 playgrounds; 16 recreation centers; 22 softball fields; swimming pools; 47 tennis courts; and 10 miles of fitness and walking trails, including the new 5-mile south Riverwalk which runs from Fieldcrest Mill to Fort Benning at Oxbow Meadows. This division also maintains Memorial Stadium and Golden Park.

#### Goals, Objectives and Performance Data

|            |  |  |  |
|------------|--|--|--|
| Goal:      | Enhance park amenities and infrastructure for citizens by repairing and replacing 100% of damaged, hazardous or unsightly items within three to four working days, based on funding. |  |  |
| Objective: | Establish electronic logging system to ensure proper tracking/completion of work orders and citizen concerns.  |  |  |

## PARKS AND RECREATION / 270

### Park Services (con't)

| Performance Indicators:                               | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|---|----------------|-----------------|-------------------|
| Percent increase of response time of all work orders. | 77%            | 80%             | 82%               |

#### Goals, Objectives and Performance Data

| Goal:   | To increase citizen satisfaction with the Park Services response time for work orders, requests and citizen complaints.  |                 |                   |
|---|--|-----------------|-------------------|
| Objective:  | To conduct daily staff briefings to review workload and establish schedules in order to accomplish 100% of workload in terms of preparing for events/work orders, requests and citizen complaints. |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percent of requests/complaints responded to in less than 24 hours based on category of requests as to work to be performed. | 87%  | 89%             | 90%               |

### Recreation Administration

#### Program Description:

This is the administrative section of the Recreation Division of the Parks and Recreation Department. The division consists of five sections: Recreation Services (formerly Youth Programs), The Senior section, Cultural Arts, Therapeutics and Retired Seniors Volunteer Program. This division provides recreational programming at community centers, senior centers, recreation centers and the Cultural Arts Studio, as well as many special events and tournaments.

#### Goals, Objectives and Performance Data

| Goal:  | To provide structured programming to youth of all ages.   |                 |                   |
|--|---|-----------------|-------------------|
| Objective:   | To increase participation in the areas of senior recreation, youth recreation, adult recreation, and special populations by 5%. |                 |                   |
| Performance Indicators:  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Solicit and track the number of female participants in target group, that register and participate in structured, non-athletic programs conducted in FY10. | 120,586   | 126,600         | 132,930           |

## PARKS AND RECREATION / 270

### Golden Park

#### Program Description:

Golden Park is a baseball stadium with a seating capacity of 4,000 and is leased to the Greater Columbus Baseball Club, a member of the Southern League. The league games accounts for approximately seventy games per year, with an additional forty games by high school, college, Babe Ruth and independent leagues.

#### Goals, Objectives and Performance Data

|                             |   |                 |                   |
|-----------------------------|---|-----------------|-------------------|
| Goal:                       | Provide the citizens of Columbus, GA, surrounding areas, and game participants a safe and well-maintained facility for baseball and social entertainment. |                 |                   |
| Objective:                  | To ensure the public, and game participants, a safe and well-maintained environment for sporting and social gatherings.                                   |                 |                   |
| Performance Indicators:     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Total number of attendance. | 1,200   | 1,000           | 1,000             |

### Memorial Stadium

#### Program Description:

Memorial Stadium is a football stadium with a seating capacity of 12,265 and is primarily used for high school, college and youth football games. This stadium is also used for concerts, band festivals and other events.

#### Goals, Objectives and Performance Data

|                             |   |                 |                   |
|-----------------------------|---|-----------------|-------------------|
| Goal:                       | To earn the reputation as the finest football facility in Southwest Georgia and East Alabama for sporting and social entertainment. |                 |                   |
| Objective:                  | To operate successfully in an ethical manner to satisfy our customer's expectations with motivated, service-oriented employees.     |                 |                   |
| Performance Indicators:     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Total number of attendance. | 47,000  | 49,000          | 45,000            |

### Athletics

#### Program Description:

This division acts as an administrative body to a wide range of sporting events. Functions include organization and implementation of local league play. Special programming embraces the Georgia Recreation and Park Association, State Championship Amateur Softball Association, state, regional, national championships and a variety of invitational NFCA leadoff classics, SEC softball championships, and SEC baseball championships. Local, regional, state and international programs are goal-oriented toward community promotion, visibility and economic impact.

## PARKS AND RECREATION / 270

### Athletics (con't)

#### Goals, Objectives and Performance Data

|                          |  |                 |                   |
|--------------------------|--|-----------------|-------------------|
| Goal:                    | To recruit and promote championship athletic events. |                 |                   |
| Objective:               | To help brand our community's athletic identity.     |                 |                   |
| Performance Indicators:  | FY10<br>Actual                                       | FY11<br>Actual* | FY12<br>Projected |
| Number of events hosted. | 32   | 42              | 46                |

### Community Schools Operations

#### Program Description:

This division is responsible for the operation of the Community Schools program in various elementary and middle schools throughout the city. The Community Schools Program provides after school camps, summer camps and holiday camps for elementary and middle school age youth. Some of the activities the youth can participate in are: arts and crafts, music, dance, drama, sports, recreational, cultural and social activities.

#### Goals, Objectives and Performance Data

|                                      |   |                 |                   |
|--------------------------------------|---|-----------------|-------------------|
| Goal:                                | To expose an increased number of youth to music, dramatic play and artistic abilities.  |                 |                   |
| Objective:                           | By introducing the components in our goal we will strive to enhance the creativity, welfare and balance for all youth through experience and knowledge. |                 |                   |
| Performance Indicators:              | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Total number of participants.        | 1,134   | 1,200           | 1,450             |
| Total weekly art and music programs. | 26  | 26              | 30                |

|                              |  |                 |                   |
|------------------------------|--|-----------------|-------------------|
| Goal:                        | To provide additional and expanded cultural awareness programming.   |                 |                   |
| Objective:                   | By introducing the component in our goal we will strive to enhance the quality of life for all youth through experience and knowledge of the diversity and unity of our community. |                 |                   |
| Performance Indicators:      | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Weekly cultural programming. | 26   | 26              | 30                |

## PARKS AND RECREATION / 270

### Cooper Creek Tennis Center

#### Program Description:

Cooper Creek Tennis Center features thirty courts in a passive park environment. This rubico clay complex provides the citizens of Columbus a facility unrivaled in Georgia. Functions include the establishment of leagues, clinics and tournaments for youths and adults. Special programs include the establishment of the United States Tennis Association (USTA) schools program and the continued close association with the Columbus Regional Tennis Association (CORTA) in an effort to increase participation and revenue in the tennis program within Columbus and to help attract state and regional tournaments to our facility.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To provide Columbus citizens with recreational league play.      |                 |                   |
| Objective:   | To operate USTA league programs for juniors, adults and seniors. |                 |                   |
| Performance Indicators:                            | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of USTA tournament participants/spectators. | 1,350  | 1,400           | 1,500             |
| Number of participants.                            | 5,000  | 5,000           | 5,500             |

### Aquatics

#### Program Description:

This division is responsible for the new leisure pools that were funded through the 1999 SPLOST and some of the previously existing pools. These pools are strategically placed in the city for maximum use by citizens. Each community was instrumental in picking the different features for their particular pool. The pools have been well received and are a terrific asset to Columbus and its residents. Programming for the new facilities include leisure swimming, learn-to-swim classes, water safety classes, staff development courses, competitive swimming and special group services. Special services include facility rentals, senior adult water aerobics and programs for the physically challenged.

#### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:                                  | To maintain an attendance level proportionate to the hours of operation.      |                 |                   |
| Objective:                             | To operate swimming facilities for a period of 10 weeks at 35 hours per week. |                 |                   |
| Performance Indicators:                | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Daily average attendance at all pools. | 640   | 890             | 900               |

## PARKS AND RECREATION / 270

### Therapeutic

#### Program Description:

This division operates recreation programs for the community's disabled population. Programs include arts and crafts, pottery, bowling, gardening exercise, sports training, dancing, camping, field trips and Special Olympics. It also serves as resource and referral for citizen agencies serving the needs of our special population.

#### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | Develop a relationship with outside agencies that provide services to the disabled population. |                 |                   |
| Objective:              | Schedule informative meetings and promote programs with brochures and letters.                 |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of agencies.     | 7  | 14              | 20                |

### Cultural Arts Center

#### Program Description:

The Cultural Arts Center provides programs that reach persons of diverse interest and ability. It is designed to encourage the participation of youth, adults, senior adults and those with physical disabilities. The program adapts to the group or person's needs. There are cooperative sessions and tours of other agencies and community groups.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To promote community involvement through visual artist programs.  |                 |                   |
| Objective:                                    | To expand our volunteer and mentor program by 10% and maintain current levels of tours, talks, demonstrations, special needs and community involvement. |                 |                   |
| Performance Indicators:                       | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of volunteer program participants.     | 193   | 164             | 178               |
| Number of mentor program participants.        | 4   | 4               | 5                 |
| Number of special needs program participants. | 18  | 22              | 25                |
| Number of tours, talks, and demonstrations.   | 14  | 13              | 18                |
| Number of community project participants.     | 20  | 15              | 28                |

## PARKS AND RECREATION / 270

### Senior Citizens Center

#### Program Description:

The Senior Citizens Center division provides diversified recreational and leisure services for senior adults of Columbus through direct programming, facilities, advisement and referral with transportation, staff and volunteer assistance for handicapped and frail, elderly citizens. They coordinate, sponsor and promote programs with state and local agencies for the benefit of local participants, bringing visibility to Columbus and the program's participants.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:                                     | Provide recreational programming focusing on improving quality of life and health.  |                 |                   |
| Objective:                                | To increase participation in the areas of senior recreation, youth recreation, adult recreation, and special populations by 5%. |                 |                   |
| Performance Indicators:                   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Track attendance at all senior facilities | 38,747  | 40,644          | 42,676            |

### Lake Oliver Marina

#### Program Description:

Lake Oliver is a 2,150-acre lake situated between the Goat Dam and the Oliver Dam on the Chattahoochee River. Lake Oliver Marina provides access to the Chattahoochee Riverwalk. The Marina will provide citizens with a safe area for watersports, fishing, and water access for their boats. The all-new Baitshop reflects the naval traditions of Columbus, GA.

#### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | Provide citizen's with easy access to the water, use of facilities and services, all at a reasonable cost, while maintaining an increasing amount of revenue for the CCG. |                 |                   |
| Objective:                                       | Monitor revenue streams and perform analysis on methods of boosting revenue-generating income.  |                 |                   |
| Performance Indicators:                          | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Transaction reported on the Point of Sale System | 26,818  | 58,553          | 62,000            |





## Cooperative Extension

### Mission Statement:

To respond to the citizens of Columbus' needs and interest in Agriculture, the environment, families, and 4-H youth with unbiased research based education.

### Expenditures By Division

|                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| 280:                       |                |                |                 |                 |
| 1000 Cooperative Extension | \$ 141,136     | \$ 144,045     | \$ 142,371      | \$ 140,187      |
| DEPARTMENT TOTAL           | \$ 141,136     | \$ 144,045     | \$ 142,371      | \$ 140,187      |
| % CHANGE                   |                | 2.06%          | -1.16%          | -1.53%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 111,805     | \$ 113,088     | \$ 113,613      | \$ 113,621      |
| Operations        | 29,331         | 30,957         | 26,976          | 26,566          |
| OPERATING BUDGET  | \$ 141,136     | \$ 144,045     | \$ 140,589      | \$ 140,187      |
| Capital Budget    | -              | 0              | 1,782           | 0               |
| DEPARTMENT TOTAL  | \$ 141,136     | \$ 144,045     | \$ 142,371      | \$ 140,187      |
| % CHANGE          |                | 2.06%          | -1.16%          | -1.53%          |

\* Unaudited

### Program Description:

The Cooperative Extension Service is the educational arm of the USDA. The Columbus Extension Service is divided into five program areas: Agriculture and Natural Resources, Expanded Food and Nutrition, 4-H Youth, Home Economics, and Resource Development. Agriculture works with homeowners, corporate and industrial entities and city government in the production of food and city beautification. Expanded Food and Nutrition provide in-depth training to low-income families on budgeting, meal planning and improved diets, food and nutrition, family economics and stability, clothing and textiles, and the human environment. 4-H provides youth an opportunity to learn leadership roles. Home Economics place an emphasis on meeting the needs of contemporary living. Resource Development includes people working together locally on common concerns or problems.

## COOPERATIVE EXTENSION SERVICES / 280

### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | Provide "Learning for Life" education for all Columbus area residents.                        |                 |                   |
| Objective:   | Conduct needs assessment and establish plan of work that addresses critical community issues. |                 |                   |
| Performance Indicators:                              | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of needs assessment/critical issues documents | 4   | 4               | 4                 |

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | Increase environmental awareness and outdoor quality of life for Columbus residents.                                     |                 |                   |
| Objective:                                    | To conduct educational programs for professionals, community groups, schools, businesses, agencies and Master Gardeners. |                 |                   |
| Performance Indicators:                       | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of educational programs contact hours. | 45,200   | 83,819          | 80,000            |
| Consultations.                                | 43,653   | 94,415          | 90,000            |
| Soil and water tests.                         | 327  | 454             | 450               |



#### Mission Statement:

Strives to compile an accurate, uniform and timely Tax Digest meeting the requirements of the Department of Revenue and the State Code. Maintain current property records to include ownership, sales information and physical data. In addition to performing duties in a professional manner and provide good customer service.

#### Expenditures By Division

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| 290:              |                |                |                 |                 |
| 1000 Tax Assessor | \$ 1,217,591   | \$ 1,301,805   | \$ 1,360,990    | \$ 1,370,068    |
| DEPARTMENT TOTAL  | \$ 1,217,591   | \$ 1,301,805   | \$ 1,360,990    | \$ 1,370,068    |
| % CHANGE          |                | 6.92%          | 4.55%           | 0.67%           |

\* Unaudited

#### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 1,130,659   | \$ 1,217,393   | \$ 1,256,843    | \$ 1,272,621    |
| Operations        | 86,932         | 84,412         | 104,147         | 97,447          |
| OPERATING BUDGET  | \$ 1,217,591   | \$ 1,301,805   | \$ 1,360,990    | \$ 1,370,068    |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 1,217,591   | \$ 1,301,805   | \$ 1,360,990    | \$ 1,370,068    |
| % CHANGE          |                | 6.92%          | 4.55%           | 0.67%           |

\* Unaudited

#### Personnel Summary: Authorized Positions

|                              | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------------------|----------------|-----------------|-----------------|
| 290-1000 Tax Assessor        | 24             | 24              | 24              |
| Chief Appraiser              | 1              | 1               | 1               |
| Personal Property Manager    | 1              | 1               | 1               |
| Administrative Manager       | 1              | 1               | 1               |
| Residential Property Manager | 1              | 1               | 1               |

## BOARD OF TAX ASSESSORS / 290

### Personnel Summary: Authorized Positions

|                               | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------------|----------------|-----------------|-----------------|
| Commercial Property Manager   | 1              | 1               | 1               |
| Appraiser III                 | 1              | 1               | 1               |
| Appraiser II                  | 1              | 1               | 1               |
| Appraiser I-Personal Property | 2              | 2               | 2               |
| Appraiser I-Real Property     | 10             | 10              | 10              |
| Appraisal Technician          | 4              | 4               | 4               |
| Administrative Assistant      | 1              | 1               | 1               |
| <b>TOTAL</b>                  | <b>24</b>      | <b>24</b>       | <b>24</b>       |

### Program Description:

Besides being responsible for the proper accounting of all taxable and non-taxable property, we require the five-member board to maintain uniformity of assessments, hear and rule on taxpayer appeals and adjudicate matters referred by the Tax Commissioner. Genre matters include rulings and eligibility for homestead exemption, taxability, certain adjustments and refunds. The Council appoints the Board Members.

### Goals, Objectives and Performance Data

|  |  |                         |                           |
|--|--|-------------------------|---------------------------|
| <b>Goal:</b>   | The Muscogee County Board of Tax Assessors strives to compile an accurate, uniform and timely Tax Digest meeting the requirements of the Department of Revenue and State Code. |                         |                           |
| <b>Objective:</b>  | To comply with the Department of Revenue's requirements for an acceptable tax digest.  |                         |                           |
| <b>Objective:</b>  | To process permits and audits in an efficient manner.  |                         |                           |
| <b>Objective:</b>  | To achieve a current and accurate ownership records for current billing.   |                         |                           |
| <b>Performance Indicators:</b>   | <b>FY10<br/>Actual</b>   | <b>FY11<br/>Actual*</b> | <b>FY12<br/>Projected</b> |
| Number of real estate parcels. Personal property accounts.   | 82,217   | 82,095                  | 82,916                    |
| Number of permits processed for Commercial & Residential Additions, new construction, demolitions etc.             | 2,994  | 3,032                   | 3,077                     |
| Number of field reviews incl. Sold properties (Commercial & Residential) updating records and values if warranted. | 5,647  | 5,755                   | 10,000                    |
| Number of ownership records Updated annually.  | 8,125  | 7,200                   | 7,560                     |



## Elections and Registrations

### Mission Statement:

To obtain and maintain the registration of eligible citizens and to administer and supervise the conduct of all elections and primaries in Muscogee County in a timely, accurate and efficient manner.

### Expenditures By Division

|                               | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------------|----------------|----------------|-----------------|-----------------|
| 290:                          |                |                |                 |                 |
| 2000 Elections & Registration | \$ 1,096,380   | \$ 657,813     | \$ 998,832      | \$ 688,015      |
| DEPARTMENT TOTAL              | \$ 1,096,380   | \$ 657,813     | \$ 998,832      | \$ 688,015      |
| % CHANGE                      |                | -40.00%        | 51.84%          | -31.12%         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 571,798     | \$ 491,957     | \$ 605,194      | \$ 487,659      |
| Operations        | 524,582        | 165,856        | 393,638         | 200,356         |
| OPERATING BUDGET  | \$ 1,096,380   | \$ 657,813     | \$ 998,832      | \$ 688,015      |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 1,096,380   | \$ 657,813     | \$ 998,832      | \$ 688,015      |
| % CHANGE          |                | -40.00%        | 51.84%          | -31.12%         |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                    | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------------------------|----------------|-----------------|-----------------|
| 290-2000 Elections & Registrations | 11             | 12              | 12              |
| Elections Director                 | 1              | 1               | 1               |
| Registration Coordinator           | 1              | 1               | 1               |
| Election Technician                | 4              | 5               | 5               |
| Board Members                      | 5              | 5               | 5               |
| TOTAL                              | 11             | 12              | 12              |

## COOPERATIVE EXTENSION SERVICES / 280

### Program Description:

Besides administering and supervising the conduct of all elections and primaries in Muscogee County, the Board conducts the process of obtaining and maintaining the registration of eligible citizens. The Council appoints the board members.

### Goals, Objectives and Performance Data

|                              |  |                 |                   |
|------------------------------|--|-----------------|-------------------|
| Goal:                        | To provide for the preparation and use of the ExpressPoll, an enhancement to the statewide uniform voting system, for use at voting precincts during primaries, elections and runoffs. |                 |                   |
| Objective:                   | To enhance the speed and accuracy of voting in the precincts.  |                 |                   |
| Performance Indicators:      | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of ExpressPolls used. | 0  | 96              | 96                |

|                                      |   |                 |                   |
|--------------------------------------|---|-----------------|-------------------|
| Goal:                                | To utilize ExpressPoll units at precincts within the county in lieu of the printed electors list and ballot encoders. |                 |                   |
| Objective:                           | To reduce the number of poll workers at each precinct.  |                 |                   |
| Performance Indicators:              | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of Poll workers per election. | 0   | 450             | 450               |

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:                                    | To provide voter identification cards to registered Muscogee County voters to be in the voting process.                    |                 |                   |
| Objective:                               | To follow state mandated provision of voter identification to voters who present themselves with the proper documentation. |                 |                   |
| Performance Indicators:                  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of identification cards produced. | 0  | 1,000           | 1,000             |



## Police

### Mission Statement:

The Columbus Police Department will deliver effective and responsive law enforcement to all citizens of the City of Columbus in a fair and equitable manner. As an integral part of the Columbus Community, we are committed to communicate with those we serve and to join with them in establishing priorities to enhance the quality of life for the entire community.

### Expenditures By Division

|                  |                                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------------------------|----------------|----------------|-----------------|-----------------|
| 400:             |                                  |                |                |                 |                 |
| 1000             | Office of the Chief              | \$ 781,227     | \$ 860,446     | \$ 888,411      | \$ 887,608      |
| 2100             | Intelligence/Vice                | 1,301,808      | 1,315,706      | 1,321,700       | 1,414,150       |
| 2200             | Support Services                 | 2,729,129      | 2,644,949      | 2,775,455       | 2,732,607       |
| 2300             | Field Operations                 | 12,680,080     | 12,667,142     | 12,512,372      | 12,894,505      |
| 2400             | Office of Professional Standards | 402,629        | 412,017        | 410,774         | 413,456         |
| 2500             | METRO Drug Task Force            | 239,005        | 228,811        | 263,700         | 238,824         |
| 2700             | Special Operations               | 60,991         | 30,058         | 34,137          | 33,500          |
| 2800             | Administrative Services          | 1,270,677      | 1,258,090      | 1,335,009       | 1,380,261       |
| 3230             | Motor Transport                  | 2,319,123      | 1,534,155      | 1,637,967       | 1,448,963       |
| 3230             | Investigative Services           | 6,542,939      | 6,398,609      | 6,511,262       | 6,723,721       |
| DEPARTMENT TOTAL |                                  | \$ 28,327,608  | \$ 27,349,983  | \$ 27,690,787   | \$ 28,167,595   |
| % CHANGE         |                                  |                | -3.45%         | 1.25%           | 1.72%           |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 24,753,094     | \$ 24,733,987  | \$ 24,913,796   | \$ 25,496,311   |
| Operations        |    | 2,420,975      | 2,611,241      | 2,732,037       | 2,671,284       |
| OPERATING BUDGET  | \$ | 27,174,069     | \$ 27,345,228  | \$ 27,645,833   | \$ 28,167,595   |
| Capital Budget    |    | 1,153,539      | 4,755          | 44,954          | -               |
| DEPARTMENT TOTAL  | \$ | 28,327,608     | \$ 27,349,983  | \$ 27,690,787   | \$ 28,167,595   |
| % CHANGE          |    |                | -3.45%         | 1.25%           | 1.72%           |

\* Unaudited

## POLICE / 400

### Personnel Summary: Authorized Positions

|                                   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------------------|----------------|-----------------|-----------------|
| <b>400-1000 Administration</b>    | <b>10</b>      | <b>10</b>       | <b>10</b>       |
| Chief of Police                   | 1              | 1               | 1               |
| Deputy Chief of Police            | 1              | 1               | 1               |
| Police Lieutenant                 | 1              | 1               | 1               |
| Police Officer                    | 1              | 1               | 1               |
| Administrative Clerk I            | 3              | 2               | 2               |
| Administrative Secretary          | 1              | 1               | 1               |
| Police Finance Manager            | 1              | 1               | 1               |
| Accounting Clerk                  | 1              | 1               | 1               |
| Administrative Clerk II           | -              | 1               | 1               |
| <b>400-2100 Intelligence/Vice</b> | <b>23</b>      | <b>23</b>       | <b>23</b>       |
| Police Captain                    | 1              | 1               | 1               |
| Police Sergeant                   | 4              | 4               | 4               |
| Police Corporal                   | 11             | 11              | 11              |
| Police Officer                    | 6              | 6               | 6               |
| Asset Forfeiture Coordinator      | 1              | 1               | 1               |
| <b>400-2200 Support Services</b>  | <b>40</b>      | <b>40</b>       | <b>40</b>       |
| Police Major                      | 1              | 1               | 1               |
| Police Captain                    | 1              | 1               | 1               |
| Command Sergeant                  | 1              | 1               | 1               |
| Police Sergeant                   | 1              | 1               | 1               |
| Police Corporal                   | 3              | 3               | 3               |
| Police Officer                    | 9              | 9               | 9               |
| Administrative Secretary          | 1              | 1               | 1               |
| Building Service Worker           | 3              | 3               | 3               |
| Criminal Records Technician       | 16             | 16              | 16              |
| Records Supervisor                | 1              | 1               | 1               |
| Police Cadet                      | 1              | 1               | 1               |
| Building Crew Leader              | 1              | 1               | 1               |
| Records Manager                   | 1              | 1               | 1               |
| <b>400-2300 Field Operations</b>  | <b>239</b>     | <b>239</b>      | <b>239</b>      |
| Police Major                      | 1              | 1               | 1               |
| Police Captain                    | 3              | 3               | 3               |
| Police Lieutenant                 | 7              | 7               | 7               |
| Command Sergeant                  | 2              | 2               | 2               |
| Police Sergeant                   | 25             | 25              | 25              |
| Police Corporal                   | 29             | 29              | 29              |
| Police Officer                    | 170            | 170             | 170             |
| Administrative Secretary          | 1              | 1               | 1               |
| Administrative Clerk I            | 1              | 1               | 1               |



## POLICE / 400

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>400-2400 Office of Professional Standards</b> | <b>5</b>       | <b>5</b>        | <b>5</b>        |
| Police Major                                     | 1              | 1               | 1               |
| Police Lieutenant                                | 1              | 1               | 1               |
| Police Sergeant                                  | 2              | 2               | 2               |
| Administrative Secretary                         | 1              | 1               | 1               |
| <b>400-2500 METRO Drug Task Force</b>            | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Police Sergeant                                  | 1              | 1               | 1               |
| Police Corporal                                  | 2              | 2               | 2               |
| <b>400-2800 Administrative Services</b>          | <b>19</b>      | <b>19</b>       | <b>19</b>       |
| Police Major                                     | 1              | 1               | 1               |
| Police Captain                                   | 1              | 1               | 1               |
| Police Lieutenant                                | 1              | 1               | 1               |
| Police Sergeant                                  | 4              | 4               | 4               |
| Police Corporal                                  | 3              | 3               | 3               |
| Police Officer                                   | 3              | 3               | 3               |
| Police HR Technician                             | 1              | 1               | 1               |
| Administrative Secretary                         | 2              | 2               | 2               |
| Accounting Clerk                                 | 1              | 1               | 1               |
| Facility Maintenance Technician                  | 1              | 1               | 1               |
| Criminal Records Technician                      | 1              | 1               | 1               |
| <b>400-3320 Investigative Services</b>           | <b>91</b>      | <b>91</b>       | <b>91</b>       |
| Police Major                                     | 1              | 1               | 1               |
| Police Captain                                   | 1              | 1               | 1               |
| Police Lieutenant                                | 8              | 8               | 8               |
| Police Sergeant                                  | 19             | 19              | 19              |
| Police Corporal                                  | 55             | 55              | 55              |
| Police Officer                                   | 2              | 2               | 2               |
| Administrative Secretary                         | 1              | 1               | 1               |
| Administrative Clerk I                           | 3              | 3               | 3               |
| Criminal Records Technician                      | 1              | 1               | 1               |
| <b>TOTAL</b>                                     | <b>430</b>     | <b>430</b>      | <b>430</b>      |

### Office of the Chief

#### Program Description:

The office of the Chief of Police is a functional area of the Police Department that encompasses several activities other than those of the chief administrative officer. The division is the primary administrative section of the Police Department that provides guidance and control over the activities of the department and develops rules and regulations, policies and procedures that are necessary to insure its proper operation.

## POLICE / 400

### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:                                      | To provide police services in an effective, fair, and unbiased manner with professional, well-trained, educated officers operating with integrity and high ethical standards. |                 |                   |
| Objective:                                 | Conduct quarterly Goals and Objectives review sessions with the Command Staff.  |                 |                   |
| Objective:                                 | Prepare monthly crime analysis reports on criminal activity.  |                 |                   |
| Objective:                                 | Conduct daily meetings of the Command Staff to monitor the progress of investigations, programs, projects and current activities.   |                 |                   |
| Objective:                                 | Monitor and review the Departmental Budget status reports with the Command Staff.   |                 |                   |
| Performance Indicators:                    | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of Review Sessions                  | 4   | 4               | 4                 |
| Number of monthly reports prepared         | 12  | 12              | 12                |
| Number of daily meetings                   | 245   | 250             | 250               |
| Number of monthly budget reviews conducted | 12  | 12              | 12                |

## Vice/Intelligence

### Program Description:

Vice/Intelligence is responsible for documenting and investigating persons involved in criminal activity. Such criminal activity will include illegal use, sale, distribution and trafficking of drugs (controlled substances), prostitution, illegal gambling, illegal use, sale and/or distribution of alcohol, or firearms, manufacture, sale and/or distribution of obscene or pornographic material and organized criminal activities or any activity which involves offenses for profit or undermines the stability or welfare of the community.

### Goals, Objectives and Performance Data

|            |  |  |  |
|------------|--|--|--|
| Goal:      | Enhance park amenities and infrastructure for citizens by repairing and replacing 100% of damaged, hazardous or unsightly items within three to four working days, based on funding. |  |  |
| Objective: | File condemnation documents on all seized vehicles.  |  |  |
| Objective: | Conduct 250 checks of businesses that are licensed to sell alcohol.  |  |  |
| Objective: | Conduct five (5) details to investigate prostitution/pandering activity.   |  |  |
| Objective: | Investigate, document and prosecute all drug cases resulting from the sale of illicit drugs.   |  |  |

## POLICE / 400

### Vice/Intelligence (con't)

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|--|----------------|-----------------|-------------------|
| Performance Indicators:                            |                |                 |                   |
| Number of Vehicles Seized                          | 28             | 34              | 35                |
| Number of businesses with alcohol licenses checked | 250            | 288             | 250               |
| Number of Prostitution/Pandering Details Conducted | 14             | 30              | 30                |
| Number of Cases Made                               | 33             | 30              | 40                |

### Support Services

#### Program Description:

The Bureau of Support Services provides a variety of support functions for the entire Department. It includes the state-of-the-art 911 Center; the Quartermaster, where all supplies are maintained; Motor Transport where all rolling stock is monitored; Property and Evidence where evidence and recovered property is stored and protected; and the Central Records Unit where tens of thousands of reports, warrants and other documents are maintained.

#### Goals, Objectives and Performance Data

| Goal:                               | To provide documentation and criminal justice data entry services in compliance with Federal, State and local requirements.  |                 |                   |
|-------------------------------------|--|-----------------|-------------------|
| Objective:                          | To process and provide all pre-employment criminal history inquiries for businesses and the community.   |                 |                   |
| Objective:                          | To process and store all police incident reports.  |                 |                   |
| Objective:                          | Process and enter data into the Columbus Area Justice Information System (CAJIS) from all incident, supplement, and arrest reports for criminal analysis purposes. |                 |                   |
| Objective:                          | To respond to all citizens = requests for police services (reports, criminal histories, fingerprinting, identification cards and permits, etc.)                    |                 |                   |
|                                     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:             |  |                 |                   |
| Number of reports processed         | 102,418  | 106,002         | 112,362           |
| Number of inquiries                 | 4,607  | 4,910           | 5,155             |
| Number of records added to CAJIS    | 377,256  | 384,801         | 392,485           |
| Number of Counter services provided | 32,027   | 36,285          | 39,900            |

## POLICE / 400

### Field Operations

#### Program Description:

The Bureau of Field Operations is the largest of the Department's bureaus. This Bureau provides primary police services to the community as first responders for any request for police assistance by providing emergency responses and preventive patrols. The Bureau includes a Tactical Unit that is trained to handle special functions as well as normal patrol duties. In addition, they work closely with various community organizations fighting drugs and crimes in their own neighborhoods. The bicycle patrol concentrates on the Riverwalk, Cooper Creek Park, South Commons and those other areas where they blend in with the relaxed activities.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To develop safer roadways throughout the City while providing efficient, professional police service. |                 |                   |
| Objective:              | Investigate all criminal offenses and prosecute criminal offenders.                                   |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Criminal Arrests        | 18,073  | 20,115          | 23,996            |

|                           |   |                 |                   |
|---------------------------|---|-----------------|-------------------|
| Goal:                     | To develop a safe community by enforcing all laws in a fair and equitable manner. |                 |                   |
| Objective:                | Conduct seventy-five (75) operations saturating known high crime areas.           |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of special details | 245   | 260             | 285               |

### Office of Professional Standards

#### Program Description:

The Office of Professional Standards acts as the internal affairs unit of the Department. They play a pivotal role in preserving the integrity of the Department by investigating major complaints against officers. The unit also assures that the Department is in compliance with specific standards to maintain national and state accreditation. Only two percent of the police agencies in country are accredited.

#### Goals, Objectives and Performance Data

|            |  |  |  |
|------------|--|--|--|
| Goal:      | Provide police services in an effective, fair, and unbiased manner with professional, well-trained, educated officers operating with integrity and high ethical standards. |  |  |
| Objective: | Track all complaints against the department and departmental employees for compliance to policy and procedures.  |  |  |
| Objective: | Conduct research projects, grants and other tasks as assigned by the Command Staff.  |  |  |

POLICE / 400

Office of Professional Standards (con't)

|                         | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|-------------------------|----------------|-----------------|-------------------|
| Performance Indicators: |                |                 |                   |
| Number of cases tracked | 76             | 80              | 80                |
| Assignments conducted   | 60             | 75              | 85                |

Metro Drug Task Force

Program Description:

This Office is responsible for the enforcement of Drug Violations and organized crime violations on a regional basis. The two Columbus Police Department's Officers assigned are members of a task force comprising five (5) municipal and county jurisdictions.

Special Operations

Program Description:

The Special Operations Unit is a new division set up to be the cost center for special operations expenditures.

Administrative Services

Program Description:

Bureau of Administrative Services maintains training, community relations and safety programs for the Department. All officers are trained in one of Georgia's few in-house Police Training Units. They oversee recruit and in-service training using a unit that is comprised of certified training instructors. In addition, many other officers in the Department are certified instructors and are used to supplement the training staff in certain police specialties. The Training Unit also maintains the pistol and shotgun ranges, as well as the FATS training equipment. The firing ranges are used by more than 34 different local, state and federal agencies for firearms training and qualification. Administrative Services also maintains the D.A.R.E. and Neighborhood Watch programs.

## POLICE / 400

### Administrative Services (con't)

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:                                       | To develop, implement, & maintain the educational programs & events designed to |                 |                   |
| Objective:                                  | Arrange for and provide advanced and specialized training for Officers.         |                 |                   |
| Objective:                                  | Provide a minimum of 340 Crime Prevention presentations to the public.          |                 |                   |
| Performance Indicators:                     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of sworn officers receiving advanced | 1,117   | 1,229           | 1,352             |
| Number of presentations                     | 413   | 433             | 454               |

### Motor Transport

#### Program Description:

The Motor Transport Unit maintains an inventory of all police vehicles. This includes patrol cars, motorcycles, the bomb trainer and utility trucks. The Police Department is concerned with prompt and efficient maintenance, by keeping more officers in service and available to respond.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To maintain, control and assign all police fleet vehicles in accordance with the City policy and guidelines.   |                 |                   |
| Objective:   | To provide fleet management services for Administrative, Detective and Patrol cars, Police Motorcycles, Department Trucks and Vans, Scooters, and ATV's. |                 |                   |
| Performance Indicators:                                  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of patrol vehicles maintained                     | 350  | 350             | 350               |
| Number of administrative & detective vehicles maintained | 164  | 166             | 166               |
| Number of police motorcycles maintained                  | 11   | 16              | 16                |
| Number of trucks and vans maintained                     | 15   | 15              | 15                |
| Number of police scooters maintained                     | 2  | 2               | 2                 |

### Investigative Services

#### Program Description:

The Bureau of Investigative Services investigates major crimes, monitors gang activities and conducts juvenile activities. The Bureau has specialized units such as the Gang Task Force and Juvenile Division unit, which works with the Muscogee County School District in mentoring and supervising youthful offenders. This Bureau also has utilized the GREAT (Gang Resistance Education and Training) program in the school system to educate teens to the problems of gangs.

POLICE / 400

Investigative Services (con't)

Goals, Objectives and Performance Data

|                                     |   |                 |                   |
|-------------------------------------|---|-----------------|-------------------|
| Goal:                               | Enforce all laws in a professional, fair, and equitable manner while protecting the rights of each citizen. Develop a safe community through crime prevention, education, and innovative, proactive programs. |                 |                   |
| Objective:                          | Conduct four (4) warrant sweeps to reduce the number of outstanding warrants.   |                 |                   |
| Objective:                          | Investigate all homicides.  |                 |                   |
| Objective:                          | Assign for follow-up all reports which meet the elements of burglary/theft.   |                 |                   |
| Objective:                          | Utilize the Gang Resistance and Education Training (GREAT) program to educate Seventh grade students.   |                 |                   |
| Performance Indicators:             | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Percent of warrant sweeps conducted | 11  | 11              | 11                |
| Number of homicides                 | 14  | 15              | 16                |
| Number of cases assigned            | 3,539   | 3,429           | 3,518             |



## Fire / EMS

### Mission Statement:

The mission of this department is to ensure a safe community to work and raise a family, by providing the most efficient response and mitigation of fires, hazardous materials, medical, natural disasters and other emergencies that threaten the welfare of our citizens.

### Expenditures By Division

|                  |                         | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-------------------------|----------------|----------------|-----------------|-----------------|
| 410:             |                         |                |                |                 |                 |
| 1000             | Chief                   | \$ 406,123     | \$ 414,872     | \$ 441,139      | \$ 432,334      |
| 2100             | Operations              | 20,873,963     | 21,300,250     | 21,538,460      | 21,327,925      |
| 2600             | Special Operations      | 1,053,040      | 1,063,462      | 984,672         | 1,088,287       |
| 2800             | Administrative Services | 791,689        | 793,177        | 789,364         | 795,140         |
| 2900             | Emergency Management    | 153,925        | 166,567        | 157,000         | 169,950         |
| 3610             | Logistics & Support     | 1,904,817      | 955,067        | 1,071,680       | 856,305         |
| DEPARTMENT TOTAL |                         | \$ 25,183,557  | \$ 24,693,395  | \$ 24,982,315   | \$ 24,669,941   |
| % CHANGE         |                         |                | -1.95%         | 1.17%           | -1.25%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 22,563,540  | \$ 22,876,417  | \$ 23,242,205   | \$ 22,948,027   |
| Operations        | 1,866,759      | 1,805,899      | 1,685,695       | 1,721,914       |
| OPERATING BUDGET  | \$ 24,430,299  | \$ 24,682,316  | \$ 24,927,900   | \$ 24,669,941   |
| Capital Budget    | 753,259        | 11,079         | 54,415          | 0               |
| DEPARTMENT TOTAL  | \$ 25,183,558  | \$ 24,693,395  | \$ 24,982,315   | \$ 24,669,941   |
| % CHANGE          |                | -1.95%         | 1.17%           | -1.25%          |

\* Unaudited



## FIRE AND EMS / 410

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>410-1000 Chief</b>                      | <b>5</b>       | <b>5</b>        | <b>5</b>        |
| Chief of Fire and EMS                      | 1              | 1               | 1               |
| Assistant Fire Chief                       | 1              | 1               | 1               |
| Fire Captain                               | 1              | 1               | 1               |
| Fire Payroll Technician                    | 1              | 1               | 1               |
| Administrative Coordinator                 | 1              | 1               | 1               |
| <b>410-2100 Operations</b>                 | <b>345</b>     | <b>346</b>      | <b>346</b>      |
| Deputy Fire Chief                          | 1              | 1               | 1               |
| Battalion Chief                            | 9              | 9               | 9               |
| Division Chief Health, Safety & Info Sys   | 1              | 1               | 1               |
| Fire Captain                               | 25             | 24              | 25              |
| Fire Lieutenant                            | 45             | 44              | 42              |
| Fire Sergeant                              | 58             | 58              | 63              |
| Firefighter/EMT/Fire Medic                 | 189            | 203             | 203             |
| Paramedics FT                              | 15             | 4               | 0               |
| Administrative Secretary                   | 2              | 2               | 2               |
| <b>410-2600 Special Operations</b>         | <b>11</b>      | <b>11</b>       | <b>11</b>       |
| Deputy Fire Chief                          | 1              | 1               | 1               |
| Training Chief                             | 1              | 1               | 1               |
| Fire Captain Training/Paramedic Instructor | 1              | 2               | 2               |
| Lieutenant Training                        | 6              | 5               | 5               |
| Administrative Secretary                   | 2              | 2               | 2               |
| <b>410-2800 Administrative Services</b>    | <b>12</b>      | <b>11</b>       | <b>11</b>       |
| Deputy Fire Chief                          | 1              | 1               | 1               |
| Fire Marshal                               | 1              | 1               | 1               |
| Assistant Fire Marshal                     | 1              | 1               | 1               |
| Lieutenant Fire Inspector                  | 3              | 3               | 3               |
| Lieutenant Investigator                    | 2              | 1               | 1               |
| Fire Sergeant Investigations               | 3              | 3               | 3               |
| Administrative Secretary                   | 1              | 1               | 1               |
| <b>410-2900 Emergency Management</b>       | <b>2</b>       | <b>2</b>        | <b>2</b>        |
| Emergency Management Deputy Director       | 1              | 1               | 1               |
| EMA Planner                                | 1              | 1               | 1               |
| <b>410-3610 Logistics and Support</b>      | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Support Technician Logistics, Civilian     | 1              | 1               | 1               |
| Lieutenant Logistics                       | 1              | 1               | 1               |
| Firefighter                                | 1              | 1               | 1               |
| <b>TOTAL</b>                               | <b>378</b>     | <b>378</b>      | <b>378</b>      |

## FIRE AND EMS / 410

### Chief

#### Program Description:

This division is responsible for the management of personnel and resources to effectively and efficiently accomplish the organizational goals of the Department of Fire and Emergency Medical Services.

### Operations

#### Program Description:

The Operations Division seeks to provide superior and quality fire protection services to the community. This service is predicated upon saving lives, protecting property, and preserving the environment.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To effectively respond to all emergencies within the appropriate time frames established by the department using established accreditation guidelines.         |                 |                   |
| Objective:   | Initial responding fire apparatus to arrive within (5) minutes of dispatch and the initial full alarm assignment to arrive within (8) minutes 90% of the time. |                 |                   |
| Performance Indicators:                                | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percent of calls that are within the designated times. | 80%  | 80%             | 80%               |

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | To achieve full integration of Fire, EMS, and EMA Departments in as timely a manner as possible.            |                 |                   |
| Objective:   | To complete cross training of personnel to appropriate EMT certification as directed by promotional policy. |                 |                   |
| Performance Indicators:  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Percent of personnel trained to appropriate EMT certification. | 85%   | 85%             | 90%               |

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | To provide the safest, most efficient and effective emergency services to the citizens of Columbus. |                 |                   |
| Objective:   | Provide required minimum staffing for all units (24 hour shifts, 365 days per year).                |                 |                   |
| Performance Indicators:  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Percent of staffing for all units (24 hour shifts, 365 days per year). | 100%  | 100%            | 100%              |

## FIRE AND EMS / 410

### Special Operations

#### Program Description:

The Special Operations Division is responsible for the training and oversight of the Special Operation Teams to include Hazardous Materials Response, BioHaz/Weapons of Mass Destruction, High Angle Rope Rescue, Confined Space Rescue, Trench Rescue, Water Rescue and Wilderness Search and Rescue. Additionally, it is also responsible for the provision of high quality Fire and EMS training for all department personnel that meets or exceeds Federal, State and local government standards.

#### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | To satisfy annual Insurance Service Office (ISO) categories of training.                                  |                 |                   |
| Objective:   | Provide 4 hours of annual Hazardous Materials training for each of the field personnel in the department. |                 |                   |
| Performance Indicators:  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Complete annual hazardous materials training for 90% of the 291 field personnel in the department. | 100%  | 100%            | 100%              |

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To satisfy Georgia Firefighter Standards & Training annual Firefighter Recertification Training Requirements.    |                 |                   |
| Objective:   | Insure all certified Firefighters in the department meet the State requirements for Firefighter Recertification. |                 |                   |
| Performance Indicators:  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Insure all certified firefighters assigned to the Operations Division of the department obtain a minimum of 24 hours of approved classroom training. | 100%   | 100%            | 100%              |

### Administrative Services

#### Program Description:

The responsibilities of the administration services division are to provide fair and equitable recruitment, hiring practices and promotional opportunities for all eligible prospective candidates. In addition, maintain personnel and medical records for all employees of the organization. The Fire Prevention division attempts to provide the safest community possible for all citizens in which to live, work and raise a family by instituting fiscally responsible and pro-active approaches to fire safety education and code enforcement which will provide a medium for accomplishing the overall mission of the Columbus Fire Department.

## FIRE AND EMS / 410

### Administrative Services (con't)

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To decrease the probabilities of a fire situation by insuring fire prevention code inspections are conducted on those buildings identified as Special Hazards in the Official Code of Georgia Annotated, Sec.25-2-13. |                 |                   |
| Objective:  | To conduct annual fire prevention code inspections on buildings identified as Special Hazards.  |                 |                   |
| Performance Indicators:                                       | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Percent of inspections completed on Special Hazard buildings. | 70%   | 70%             | 70%               |

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | To ensure Standard Fire Prevention Code Section 405 <i>Emergency Evacuation Drills</i> for all educational facilities through the 12th grade are met during the school term. |                 |                   |
| Objective:                                      | To review 50% of the Muscogee County School System emergency evacuation drill records  |                 |                   |
| Performance Indicators:                         | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percent of emergency evacuation drills reviewed | 90%  | 90%             | 90%               |

### Emergency Management

#### Program Description:

The Columbus Emergency Management program is responsible for the planning and coordination of the Government's efforts to mitigate against, prepare for, respond to and recover from major emergencies. Readiness requires continuous planning, coordinating, exercising plans, training response personnel and maintaining equipment and facilities ensuring a reliable, immediate response during emergency situations. During a major emergency, the Emergency Operations Center must be capable of selectively activating to perform the necessary command control and coordination functions. The readiness posture and capability of Emergency Management must be maintained at a level to respond rapidly and efficiently to emergencies. Public awareness and knowledge of emergency conditions and procedures are critical to public safety.

## FIRE AND EMS / 410

### Emergency Management (con't)

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To upgrade and enhance the technological capabilities of the City's Emergency Operations Center.   |                 |                   |
| Objective:                                     | To insure that the Emergency Operations Center is adequately equipped to manage emergencies regarding Homeland Security and Emergency Management issues and has the capability to integrate with state and federal agencies. |                 |                   |
| Goal:  | To provide public safety response personnel and agencies and outside support agencies the opportunity to test their response policies and protocols through realistic exercises and drills.                                  |                 |                   |
| Objective:                                     | To conceive, design, and conduct a sufficient number of tabletop, functional, and full scale exercise within this jurisdiction.  |                 |                   |
| Performance Indicators:                        | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Full Scale (1 every 4 years required by FEMA). | 100%   | 100%            | 100%              |
| Functional (2 required every year by FEMA).    | 100%   | 100%            | 100%              |
| Tabletop (2 required every year by FEMA).      | 100%   | 100%            | 100%              |

### Logistics Support

#### Program Description:

To maintain all fire department buildings, vehicles and equipment according to federal, state, local and industry codes. Additionally, the division manages fixed assets, maintenance records, and both expendable and non-expendable supplies and equipment.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | Maintain a high degree of efficiency in the maintenance of all staff vehicles. |                 |                   |
| Objective:   | Insure the operational readiness of all staff vehicles.                        |                 |                   |
| Performance Indicators:  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percent of vehicle requests for repairs/service coordinated and scheduled with appropriate department within one working day of request for repairs/service. | 100%   | 100%            | 100%              |



#### Mission Statement:

As a work prison, the mission is three-fold: To protect the public through effective control and custody of inmates, provide effective methods of self-improvement for inmates, and provide a safe and professional work environment for our staff.

#### Expenditures By Division

|                  |                           | FY09<br>Actual |           | FY10<br>Actual |           | FY11<br>Actual* |           | FY12<br>Adopted |
|------------------|---------------------------|----------------|-----------|----------------|-----------|-----------------|-----------|-----------------|
| 420:             |                           |                |           |                |           |                 |           |                 |
| 1000             | Muscogee County<br>Prison | \$             | 7,020,711 | \$             | 6,962,432 | \$              | 7,108,598 | \$ 7,132,297    |
| DEPARTMENT TOTAL |                           | \$             | 7,020,711 | \$             | 6,962,432 | \$              | 7,108,598 | \$ 7,132,297    |
| % CHANGE         |                           |                |           |                | -0.83%    |                 | 2.10%     | 0.33%           |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual |    | FY10<br>Actual |        | FY11<br>Actual* |       | FY12<br>Adopted |
|-------------------|----|----------------|----|----------------|--------|-----------------|-------|-----------------|
| Personal Services | \$ | 5,444,489      | \$ | 5,488,954      | \$     | 5,623,412       | \$    | 5,602,279       |
| Operations        |    | 1,561,472      |    | 1,473,478      |        | 1,461,903       |       | 1,530,018       |
| OPERATING BUDGET  | \$ | 7,005,961      | \$ | 6,962,432      | \$     | 7,085,315       | \$    | 7,132,297       |
| Capital Budget    |    | 14,750         |    | 0              |        | 23283           |       | 0               |
| DEPARTMENT TOTAL  | \$ | 7,020,711      | \$ | 6,962,432      | \$     | 7,108,598       | \$    | 7,132,297       |
| % CHANGE          |    |                |    |                | -0.83% |                 | 2.10% | 0.33%           |

\* Unaudited

## MUSCOGEE COUNTY PRISON / 420

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>420-1000 Muscogee County Prison</b> | <b>111</b>     | <b>111</b>      | <b>111</b>      |
| Warden                                 | 1              | 1               | 1               |
| Deputy Warden                          | 2              | 2               | 2               |
| Correctional Officer IV, Lieutenant    | 3              | 3               | 3               |
| Correctional Sergeant                  | 5              | 5               | 5               |
| Correctional Officer I/II              | 93             | 93              | 93              |
| Senior Correctional Counselor          | 1              | 1               | 1               |
| Correctional Counselor                 | 2              | 2               | 2               |
| Records Manager                        | 1              | 1               | 1               |
| Executive Secretary I                  | 1              | 1               | 1               |
| Intermediate Account Clerk             | 1              | 1               | 1               |
| Data Entry Clerk I                     | 1              | 1               | 1               |
| Inmate Labor                           | 80             | 80              | 80              |
| <b>TOTAL</b>                           | <b>111</b>     | <b>111</b>      | <b>111</b>      |

### Program Description:

The Muscogee County Prison (MCP) operates according to Georgia law, rules, and regulations of the State Board of Corrections, and the City Council. It is the responsibility of the warden to assume custody of assigned inmates under the jurisdiction of the State Board of Corrections. The warden and his personnel are charged with the responsibility of safe and secure custody, exercise service, recreation, visitation, education, and religious programs for assigned inmates.

As a work prison, MCP provides a cost-effective, inmate labor force. Inmates assigned to MCP are used to supplement the city's work force in the operation of the institution, maintenance of public roads, public services (including sanitation) and other functions of the city government.

### Goals, Objectives and Performance Data

|  |   |                         |                           |
|--|---|-------------------------|---------------------------|
| <b>Goal:</b>   | To provide public safety through hyper vigilance within the facility.                                     |                         |                           |
| <b>Objective:</b>                                      | To monitor and maintain safe operations for public protection through hourly inspections & documentation. |                         |                           |
| <b>Performance Indicators:</b>                         | <b>FY10<br/>Actual</b>  | <b>FY11<br/>Actual*</b> | <b>FY12<br/>Projected</b> |
| Percentage of daily inspections and reports completed. | 100%  | 100%                    | 100%                      |
| Number of daily inspections and reports completed      | 1,800   | 1,800                   | 1,800                     |

## MUSCOGEE COUNTY PRISON / 420

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To provide public safety through hyper vigilance through effective supervision and accountability of inmate movement and work details for the betterment of our community. |                 |                   |
| Objective:                                       | To achieve maximum control for public protection.  |                 |                   |
| Performance Indicators:                          | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percentage of Inmate head counts conducted.      | 100%   | 100%            | 100%              |
| Number of Inmate head counts (outside facility). | 1,200  | 1,200           | 1,200             |
| Number of Inmate head counts (inside facility).  | 2,190  | 2,190           | 2,190             |





## Superior Courts

### Expenditures By Division

|                  |                         | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-------------------------|----------------|----------------|-----------------|-----------------|
| 500:             |                         |                |                |                 |                 |
| 1000             | Superior Court Judges   | \$ 397,990     | \$ 348,765     | \$ 386,062      | \$ 349,498      |
| 2000             | District Attorney       | 1,696,248      | 1,728,534      | 1,774,193       | 1,830,161       |
| 2100             | Adult Probation         | 135,468        | 143,583        | 139,149         | 135,298         |
| 2110             | Juvenile Court          | 333,666        | 394,937        | 413,211         | 448,090         |
| 2115             | Juvenile Court Clerk    | 241,343        | 256,039        | 260,553         | 258,516         |
| 2120             | Court Intake Services   | 22,346         | 17,808         | 21,016          | 24,843          |
| 2125             | Circuit Wide Jury Court | 264,892        | 261,873        | 271,604         | 262,814         |
| 2140             | Jury Manager            | 349,392        | 367,650        | 350,215         | 424,844         |
| 2150             | Judge McBride           | 179,621        | 161,236        | 183,758         | 189,270         |
| 2160             | Judge Rumer             | 102,917        | 74,032         | 95,175          | 125,812         |
| 2170             | Judge Pullen            | 147,944        | 149,024        | 200,086         | 126,481         |
| 2180             | Judge Peters            | 157,296        | 127,477        | 120,072         | 167,357         |
| 2190             | Judge Jordan            | 206,872        | 198,700        | 215,116         | 176,964         |
| 2200             | Victim/Witness          | 156,669        | 161,355        | 169,114         | 175,975         |
| 3000             | Superior Court Clerk    | 1,882,961      | 2,006,243      | 2,034,797       | 1,931,351       |
| 3310             | Board of Equalization   | -              | -              | 12,259          | 67,937          |
| DEPARTMENT TOTAL |                         | \$ 6,275,625   | \$ 6,397,256   | \$ 6,646,380    | \$ 6,695,211    |
| % CHANGE         |                         |                | 1.94%          | 3.89%           | 0.73%           |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 5,190,464      | \$ 5,314,119   | \$ 5,488,786    | \$ 5,521,180    |
| Operations        |    | 1,080,750      | 1,058,540      | 1,119,901       | 1,174,031       |
| OPERATING BUDGET  | \$ | 6,271,214      | \$ 6,372,659   | \$ 6,608,687    | \$ 6,695,211    |
| Capital Budget    |    | 4,411          | 24,597         | 37,693          | -               |
| DEPARTMENT TOTAL  | \$ | 6,275,625      | \$ 6,397,256   | \$ 6,646,380    | \$ 6,695,211    |
| % CHANGE          |    |                | 1.94%          | 3.89%           | 0.73%           |

\* Unaudited

## JUDICIAL & STATUTORY / 500/100-3000

### Personnel Summary: Authorized Positions

|   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---|----------------|-----------------|-----------------|
| <b>500-1000 Superior Court Judges</b>       | <b>19</b>      | <b>19</b>       | <b>19</b>       |
| Senior Judge Superior Court                 | 4              | 4               | 4               |
| Judge Superior Court                        | 6              | 6               | 6               |
| Court Reporters                             | 6              | 6               | 6               |
| Law Clerk                                   | 2              | 2               | 2               |
| Administrative Technician II                | 1              | 1               | 1               |
| <b>500-2000 District Attorney</b>           | <b>25</b>      | <b>25</b>       | <b>25</b>       |
| District Attorney                           | 1              | 1               | 1               |
| Assistant District Attorney                 | 10             | 10              | 10              |
| Investigator Supervisor - DA                | 1              | 1               | 1               |
| Investigator - DA                           | 6              | 6               | 6               |
| Administrative Services                     | 1              | 1               | 1               |
| Paralegal                                   | 1              | 1               | 1               |
| Legal Administrative Clerk                  | 5              | 5               | 5               |
| <b>500-2100 Adult Probation</b>             | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Child Support Enforcement Manager           | 1              | 1               | 1               |
| Accounting Clerk                            | 2              | 2               | 2               |
| <b>500-2110 Juvenile Court</b>              | <b>8</b>       | <b>8</b>        | <b>8</b>        |
| Case Manager                                | 1              | 1               | 1               |
| Juvenile Court Coordinator                  | 1              | 1               | 1               |
| Custody Investigator                        | 1              | 1               | 1               |
| Deputy Clerk III                            | 2              | 2               | 2               |
| Deputy Clerk II                             | 1              | 1               | 1               |
| Deputy Clerk I                              | 1              | 1               | 1               |
| Administrative Secretary                    | 1              | 1               | 1               |
| <b>500-2115 Juvenile Court</b>              | <b>5</b>       | <b>5</b>        | <b>5</b>        |
| Custody Investigator                        | 2              | 2               | 2               |
| Deputy Clerk II                             | 2              | 2               | 2               |
| Assistant Chief Deputy                      | 1              | 1               | 1               |
| <b>500-2125 Circuit Wide Juvenile Court</b> | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Presiding Judge                             | 1              | 1               | 1               |
| Associate Judge (PT)                        | 2              | 2               | 2               |
| <b>500-2140 Jury Manager</b>                | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Jury Manager                                | 1              | 1               | 1               |
| Admin Clerk I (PT)                          | 1              | 1               | 1               |
| Deputy Clerk III                            | 1              | 1               | 1               |

JUDICIAL & STATUTORY / 500/100-3000

Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| 500-2200 Victim/Witness Assistance Program | 6              | 6               | 6               |
| Victim/Witness Program Administrator       | 1              | 1               | 1               |
| Administrative Assistant                   | 1              | 1               | 1               |
| Victim Advocate                            | 4              | 4               | 4               |
| 500-3000 Clerk of Superior Court           | 37             | 37              | 37              |
| Clerk of Superior Court                    | 1              | 1               | 1               |
| Chief Deputy Clerk                         | 0              | 1               | 1               |
| Assistant Chief Deputy Clerk               | 0              | 1               | 1               |
| Senior Deputy Clerk                        | 7              | 7               | 7               |
| Deputy Clerk II                            | 22             | 23              | 23              |
| Deputy Clerk I                             | 2              | 4               | 4               |
| Administrative Technician I                | 1              | 0               | 0               |
| Administrative Technician I (PT)           | 2              | 0               | 0               |
| Court Coordinator                          | 2              | 0               | 0               |
| TOTAL                                      | 109            | 109             | 109             |

## SUPERIOR COURT JUDGES / 500-1000

### Program Description:

The Superior Courts are presided over by six judges, elected by the voters of the six counties making up the Chattahoochee Judicial Circuit. These counties are Muscogee, Chattahoochee, Harris, Marion, Talbot, and Taylor. Sessions of the court, both civil and criminal, are held in the county courthouse of each county. Felony cases, divorce/ alimony, child custody, equity cases, and cases involving land titles must be tried in the Superior Court. The Superior Court has concurrent jurisdiction with the other courts to try other civil cases and misdemeanor criminal cases. In addition, this court determines appeals from the Probate Court, and in certain instances, from the Juvenile and Municipal Court.

### Expenditures By Division

|                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| 500:                       |                |                |                 |                 |
| 1000 Superior Court Judges | \$ 397,990     | \$ 348,765     | \$ 386,062      | \$ 349,498      |
| DIVISION TOTAL             | \$ 397,990     | \$ 348,765     | \$ 386,062      | \$ 349,498      |
| % CHANGE                   |                | -12.37%        | 10.69%          | -9.47%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 239,838     | \$ 217,770     | \$ 238,811      | \$ 227,181      |
| Operations        | 158,152        | 130,448        | 143,064         | 122,317         |
| OPERATING BUDGET  | \$ 397,990     | \$ 348,218     | \$ 381,875      | \$ 349,498      |
| Capital Budget    | -              | 547            | 4187            | 0               |
| DIVISION TOTAL    | \$ 397,990     | \$ 348,765     | \$ 386,062      | \$ 349,498      |
| % CHANGE          |                | -12.37%        | 10.69%          | -9.47%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------|----------------|-----------------|-----------------|
| 500-1000 Superior Court Judges | 20             | 21              | 22              |
| Senior Judge Superior Court    | 4              | 5               | 6               |
| Judge Superior Court           | 6              | 6               | 6               |
| Court Reporters                | 6              | 6               | 6               |
| Law Clerk                      | 2              | 2               | 2               |
| Secretary                      | 1              | 1               | 1               |
| Case Manager                   | 1              | 1               | 1               |
| TOTAL                          | 20             | 21              | 22              |

## DISTRICT ATTORNEY / 500-2000/2200

### Mission Statement:

The mission of the District Attorney's office is to prepare a file for each case, identify the evidence and witnesses needed, research the pertinent law and determine the correct charges. The District Attorney's office strives to stay ahead of, and on top of the legal burdens placed upon the prosecutors, to protect the rights of all citizens, victims and defendants.

### Expenditures By Division

|                |                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------|-------------------|----------------|----------------|-----------------|-----------------|
| 500:           |                   |                |                |                 |                 |
| 2000           | District Attorney | \$ 1,696,248   | \$ 1,728,534   | \$ 1,774,193    | \$ 1,830,161    |
| 2200           | Victim/Witness    | 156,669        | 161,355        | 169,114         | 175,975         |
| DIVISION TOTAL |                   | \$ 1,852,917   | \$ 1,889,889   | \$ 1,943,307    | \$ 2,006,136    |
| % CHANGE       |                   |                | 2.00%          | 2.83%           | 3.23%           |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual |    | FY10<br>Actual |    | FY11<br>Actual* |    | FY12<br>Adopted |
|-------------------|----|----------------|----|----------------|----|-----------------|----|-----------------|
| Personal Services | \$ | 1,759,867      | \$ | 1,779,689      | \$ | 1,839,420       | \$ | 1,906,332       |
| Operations        |    | 93,050         |    | 107,774        |    | 101,067         |    | 99,804          |
| OPERATING BUDGET  | \$ | 1,852,917      | \$ | 1,887,463      | \$ | 1,940,487       | \$ | 2,006,136       |
| Capital Budget    |    | 0              |    | 2,426          |    | 2,820           |    | 0               |
| DIVISION TOTAL    | \$ | 1,852,917      | \$ | 1,889,889      | \$ | 1,943,307       | \$ | 2,006,136       |
| % CHANGE          |    |                |    | 2.00%          |    | 2.83%           |    | 3.23%           |

\* Unaudited

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| 500-2000 District Attorney                 | 25             | 25              | 25              |
| District Attorney                          | 1              | 1               | 1               |
| Assistant District Attorney                | 10             | 10              | 10              |
| Investigator Supervisor - DA               | 1              | 1               | 1               |
| Investigator - DA                          | 6              | 6               | 6               |
| Administrative Services                    | 1              | 1               | 1               |
| Paralegal                                  | 1              | 1               | 1               |
| Legal Administrative Clerk                 | 5              | 5               | 5               |
| 500-2200 Victim/Witness Assistance Program | 6              | 6               | 6               |
| Victim/Witness Program Administrator       | 1              | 1               | 1               |
| Administrative Assistant                   | 1              | 1               | 1               |
| Victim Advocate                            | 4              | 4               | 4               |
| TOTAL                                      | 31             | 31              | 31              |

## DISTRICT ATTORNEY / 500-2000/2200

### District Attorney

#### Program Description:

The District Attorney is elected for a four-year term and is the prosecuting attorney for the Superior Courts in the Chattahoochee Judicial Circuit. The duties of this office are by statute and include the prosecution of criminal cases in Superior Court. The District attorney and his staff prosecute a broad range of felony criminal cases, in the Superior and Juvenile courts, representing the State of Georgia.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To prosecute cases and charges presented from all sources.            |                 |                   |
| Objective:              | To keep an accounting of cases and charges presented for prosecution. |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Total cases received    | 2,875   | 2,885           | 2,900             |
| Total charges received  | 7,100   | 7,150           | 7,200             |

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | To efficiently and aggressively dispose of all cases and charges in a timely manner. |                 |                   |
| Objective:              | Keep an accounting of dispositions of cases and charges.                             |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Total cases disposed    | 2,850  | 2,875           | 2,900             |
| Total charges disposed  | 7,050  | 7,070           | 7,100             |

### Victim/Witness Assistance Program

#### Program Description:

The Victim Witness Assistance Program (VWAP) works directly with the District Attorney's Office and is responsible for helping the victims, families, and witnesses through the criminal justice system. The program informs families of the status of criminal prosecutions and helps the District Attorney's Office track the vital witnesses for their cases.

#### Goals, Objectives and Performance Data

|                             |  |                 |                   |
|-----------------------------|--|-----------------|-------------------|
| Goal:                       | To assist more victims by raising community awareness of the services provided through the office. |                 |                   |
| Objective:                  | Provide advance notification of court proceedings to victims and witnesses.                        |                 |                   |
| Performance Indicators:     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Notifications               | 5,960  | 5,972           | 6,000             |
| Referrals to other agencies | 1,286  | 1,300           | 1,350             |

## SUPERIOR COURT - ADULT PROBATION / 500-2100

### Mission Statement:

To collect child support, alimony, restitution and attorney fees to assist children in having their basic needs met.

### Program Description:

The Adult Probation Office is responsible for receiving, recording and disbursing monies received pursuant to court orders from Superior, State and Municipal Courts on child support, alimony, attorney fees and other miscellaneous charges. The division is responsible for computing arrears on court orders and must appear in court to testify on behalf of the state, plaintiff or defendant. Other responsibilities are as follows: initiates and testifies on revocation hearings on abandonment of illegitimate children charges, brings citations for contempt charges against respondents in other states, collects restitutions on criminal charges.

### Expenditures By Division

|                      | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------|----------------|----------------|-----------------|-----------------|
| 500:                 |                |                |                 |                 |
| 2100 Adult Probation | \$ 135,468     | \$ 143,583     | \$ 139,149      | \$ 135,298      |
| DIVISION TOTAL       | \$ 135,468     | \$ 143,583     | \$ 139,149      | \$ 135,298      |
| % CHANGE             |                | 5.99%          | -3.09%          | -2.77%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 129,637     | \$ 122,462     | \$ 127,207      | \$ 124,648      |
| Operations        | 5,831          | 21,121         | 11,942          | 10,650          |
| OPERATING BUDGET  | \$ 135,468     | \$ 143,583     | \$ 139,149      | \$ 135,298      |
| Capital Budget    | -              | 0              | 0               | 0               |
| DIVISION TOTAL    | \$ 135,468     | \$ 143,583     | \$ 139,149      | \$ 135,298      |
| % CHANGE          |                | 5.99%          | -3.09%          | -2.77%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------------------|----------------|-----------------|-----------------|
| 500-2100 Adult Probation          | 3              | 3               | 3               |
| Child Support Enforcement Manager | 1              | 1               | 1               |
| Accounting Clerk                  | 2              | 2               | 2               |
| TOTAL                             | 3              | 3               | 3               |

## SUPERIOR COURT - JUVENILE COURT / 500-2110/2120/2125

### Program Description:

The Juvenile Court has jurisdiction over cases involving children under the age of 17 who are alleged to be unruly, delinquent, deprived, in need of treatment (i.e., mentally, emotionally ill, or mentally retarded), or who are alleged to have committed a traffic offense. The judge, who is appointed by the Superior Court judges for a term of four years, presides over these cases as well as contested divorce custody cases transferred to the Juvenile Court by the Superior Court Judges. In FY03, a Circuit-wide Juvenile Court was established per GA 15-11-18. This includes one full-time judge and 2 part-time judges who hold preliminary/detention, shelter, and traffic hearings, assess and sign bonds, warrants and other legal documents. The support staff ensures that all cases have been properly handled by conferring with attorneys, and other professionals.

The Georgia Department of Children and Youth Services provides intake and probation officers for the court. The Intake Department is located in the Juvenile Court facility. A Protective Services Coordinator is provided by the Georgia Department of Human Resources with courtesy supervision provided by the court coordinator.

### Expenditures By Division

|                  |                         | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-------------------------|----------------|----------------|-----------------|-----------------|
| 500:             |                         |                |                |                 |                 |
| 2110             | Juvenile Court          | \$ 333,666     | \$ 394,937     | \$ 413,211      | \$ 448,090      |
| 2120             | Court Intake Services   | 22,346         | 17,808         | 21,016          | 24,843          |
| 2125             | Circuit Wide Jury Court | 261853         | 261873         | 271604          | 262,814         |
| DEPARTMENT TOTAL |                         | \$ 617,865     | \$ 674,618     | \$ 705,831      | \$ 735,747      |
| % CHANGE         |                         |                | 9.19%          | 4.63%           | 4.24%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 483,808     | \$ 535,101     | \$ 549,658      | \$ 567,416      |
| Operations        | 134,057        | 117,893        | 138,691         | 168,331         |
| OPERATING BUDGET  | \$ 617,865     | \$ 652,994     | \$ 688,349      | \$ 735,747      |
| Capital Budget    | 0              | 21,624         | 17,482          | 0               |
| DEPARTMENT TOTAL  | \$ 617,865     | \$ 674,618     | \$ 705,831      | \$ 735,747      |
| % CHANGE          |                | 9.19%          | 4.63%           | 4.24%           |

\* Unaudited



SUPERIOR COURT - JUVENILE COURT / 500-2110/2120/2125

Personnel Summary: Authorized Positions

|                                      | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------------|----------------|-----------------|-----------------|
| 500-2110 Juvenile Court              | 8              | 8               | 8               |
| Case Manager                         | 1              | 1               | 1               |
| Juvenile Court Coordinator           | 1              | 1               | 1               |
| Custody Investigator                 | 1              | 1               | 1               |
| Deputy Clerk III                     | 2              | 2               | 2               |
| Deputy Clerk II                      | 1              | 1               | 1               |
| Deputy Clerk I                       | 1              | 1               | 1               |
| Administrative Secretary             | 1              | 1               | 1               |
| 500-2125 Circuit Wide Juvenile Court | 3              | 3               | 3               |
| Presiding Judge                      | 1              | 1               | 1               |
| Associate Judge (PT)                 | 2              | 2               | 2               |
| TOTAL                                | 11             | 11              | 11              |

## SUPERIOR COURT - JUVENILE COURT CLERK / 500-2115

### Program Description:

The Juvenile Court has jurisdiction over cases involving children under the age of 17 who are alleged to be unruly, delinquent, deprived, in need of treatment (i.e. mentally or emotionally ill and mentally retarded), or who are alleged to have committed a traffic offense.

### Expenditures By Division

|                |                      | FY09<br>Actual |         | FY10<br>Actual |         | FY11<br>Actual* |         | FY12<br>Adopted |         |
|----------------|----------------------|----------------|---------|----------------|---------|-----------------|---------|-----------------|---------|
| 500:           |                      |                |         |                |         |                 |         |                 |         |
| 2115           | Juvenile Court Clerk | \$             | 241,343 | \$             | 256,039 | \$              | 260,553 | \$              | 258,516 |
| DIVISION TOTAL |                      | \$             | 241,343 | \$             | 256,039 | \$              | 260,553 | \$              | 258,516 |
| % CHANGE       |                      |                |         |                | 6.09%   |                 | 1.76%   |                 | -0.78%  |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 234,326     | \$ 241,161     | \$ 246,539      | \$ 245,103      |
| Operations        | 7,017          | 14,878         | 14,014          | 13,413          |
| OPERATING BUDGET  | \$ 241,343     | \$ 256,039     | \$ 260,553      | \$ 258,516      |
| Capital Budget    | -              | 0              | 0               | 0               |
| DIVISION TOTAL    | \$ 241,343     | \$ 256,039     | \$ 260,553      | \$ 258,516      |
| % CHANGE          |                | 6.09%          | 1.76%           | -0.78%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                         | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------|----------------|-----------------|-----------------|
| 500-2115 Juvenile Court | 5              | 5               | 5               |
| Custody Investigator    | 2              | 2               | 2               |
| Deputy Clerk II         | 2              | 2               | 2               |
| Assistant Chief Deputy  | 1              | 1               | 1               |
| TOTAL                   | 5              | 5               | 5               |

## SUPERIOR COURT - JURY MANAGER / 500-2140

### Program Description:

It is the responsibility of the Jury Manager to furnish jurors to all nine trial Courts, including grand jurors. This responsibility necessitates accompanying duties such as subpoenas, payroll, deferment, orientation and oath of jurors. The effective utilization of the services of jurors is more economical for the taxpayer and more efficient for the Courts.

### Expenditures By Division

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| 500:              |                |                |                 |                 |
| 2140 Jury Manager | \$ 349,392     | \$ 367,650     | \$ 350,215      | \$ 424,844      |
| DIVISION TOTAL    | \$ 349,392     | \$ 367,650     | \$ 350,215      | \$ 424,844      |
| % CHANGE          |                | 5.23%          | -4.74%          | 21.31%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 119,533     | \$ 120,703     | \$ 124,464      | \$ 121,303      |
| Operations        | 229,859        | 246,947        | 225,751         | 303,541         |
| OPERATING BUDGET  | \$ 349,392     | \$ 367,650     | \$ 350,215      | \$ 424,844      |
| Capital Budget    | -              | 0              | 0               | 0               |
| DIVISION TOTAL    | \$ 349,392     | \$ 367,650     | \$ 350,215      | \$ 424,844      |
| % CHANGE          |                | 5.23%          | -4.74%          | 21.31%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                       | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------|----------------|-----------------|-----------------|
| 500-2140 Jury Manager | 3              | 3               | 3               |
| Jury Manager          | 1              | 1               | 1               |
| Admin Clerk I (PT)    | 1              | 1               | 1               |
| Deputy Clerk III      | 1              | 1               | 1               |
| TOTAL                 | 3              | 3               | 3               |

## CLERK OF SUPERIOR COURT / 500-3000

### Program Description:

The Clerk of Superior Court serves in the capacity as Clerk of Superior Court, Juvenile Court, and as Clerk of State Courts. This is an elected person with a term of four years. The clerk's main responsibility is to serve as the recorder of all real estate transactions for Muscogee County, and to collect delinquent fines.

### Expenditures By Division

|                              | FY09<br>Actual      | FY10<br>Actual      | FY11<br>Actual*     | FY12<br>Adopted     |
|------------------------------|---------------------|---------------------|---------------------|---------------------|
| 500:                         |                     |                     |                     |                     |
| 3000 Clerk of Superior Court | \$ 1,882,961        | \$ 2,006,244        | \$ 2,034,797        | \$ 1,931,351        |
| <b>DIVISION TOTAL</b>        | <b>\$ 1,882,961</b> | <b>\$ 2,006,244</b> | <b>\$ 2,034,797</b> | <b>\$ 1,931,351</b> |
| <b>% CHANGE</b>              |                     | 6.55%               | 1.42%               | -5.08%              |

\* Unaudited

### Expenditures By Category

|                         | FY09<br>Actual      | FY10<br>Actual      | FY11<br>Actual*     | FY12<br>Adopted     |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Personal Services       | \$ 1,757,616        | \$ 1,826,345        | \$ 1,869,600        | \$ 1,819,242        |
| Operations              | 120,933             | 179,899             | 165,197             | 112,109             |
| <b>OPERATING BUDGET</b> | <b>\$ 1,878,549</b> | <b>\$ 2,006,244</b> | <b>\$ 2,034,797</b> | <b>\$ 1,931,351</b> |
| Capital Budget          | 4412                | 0                   | 0                   | 0                   |
| <b>DIVISION TOTAL</b>   | <b>\$ 1,882,961</b> | <b>\$ 2,006,244</b> | <b>\$ 2,034,797</b> | <b>\$ 1,931,351</b> |
| <b>% CHANGE</b>         |                     | 6.55%               | 1.42%               | -5.08%              |

\* Unaudited

### Personnel Summary: Authorized Positions

|   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---|----------------|-----------------|-----------------|
| <b>500-3000 Clerk of Superior Court</b> | <b>37</b>      | <b>37</b>       | <b>37</b>       |
| Clerk of Superior Court                 | 1              | 1               | 1               |
| Chief Deputy Clerk                      | 0              | 1               | 1               |
| Assistant Chief Deputy Clerk            | 0              | 1               | 1               |
| Senior Deputy Clerk                     | 7              | 7               | 7               |
| Deputy Clerk II                         | 22             | 23              | 23              |
| Deputy Clerk I                          | 2              | 4               | 4               |
| Administrative Technician I             | 1              | 0               | 0               |
| Administrative Technician I (PT)        | 2              | 0               | 0               |
| Court Coordinator                       | 2              | 0               | 0               |
| <b>TOTAL</b>                            | <b>37</b>      | <b>37</b>       | <b>37</b>       |



#### Mission Statement:

To conduct a thorough, fair, vigorous and just prosecution of all misdemeanor cases bound over from Recorder's and Municipal courts in Muscogee County.

#### State Court - Judges

#### Program Description:

The State Courts are presided over by two judges who are elected for a term of four years. The Court tries both civil and criminal cases with a jury composed of twelve persons. Criminal cases tried in this court are limited to misdemeanors and appeals from Recorder's Court by the State Constitution.

#### State Court - Solicitor

#### Program Description:

The State Court Solicitor's Office prosecutes all Muscogee County misdemeanor and City Ordinance violations appealed from Recorder's Court. Investigators collect all warrants, citations, reports, documents, records, histories and evidence, including witness interviews. Recommendations for disposition and sentencing are made and cases are presented to a Judge for pleas. The Solicitor's Office coordinates jail pleas and arraignment dockets before a State Court Judge.

The Solicitor's Office works in tandem with a State Court Judge-appointed probation company to ensure fine payments, community service performance, jail reporting and restitution. The Solicitor's Office originates warrants for a variety of reasons including probation violations and failure to appear for court dates.

#### Expenditures By Division

|                  |                    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|--------------------|----------------|----------------|-----------------|-----------------|
| 510:             |                    |                |                |                 |                 |
| 1000             | State Court Judges | \$ 562,343     | \$ 570,342     | \$ 583,901      | \$ 577,408      |
| 2000             | Solicitor          | 1,009,264      | 1,031,654      | 1,054,081       | 1,022,065       |
| DEPARTMENT TOTAL |                    | \$ 1,571,607   | \$ 1,601,996   | \$ 1,637,982    | \$ 1,599,473    |
| % CHANGE         |                    |                | 1.93%          | 2.25%           | -2.35%          |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 1,523,486      | \$ 1,550,111   | \$ 1,590,824    | \$ 1,556,355    |
| Operations        |    | 48,121         | 51,361         | 47,158          | 43,118          |
| OPERATING BUDGET  | \$ | 1,571,607      | \$ 1,601,472   | \$ 1,637,982    | \$ 1,599,473    |
| Capital Budget    |    | 0              | 524            | 0               | 0               |
| DEPARTMENT TOTAL  | \$ | 1,571,607      | \$ 1,601,996   | \$ 1,637,982    | \$ 1,599,473    |
| % CHANGE          |    |                | 1.93%          | 2.25%           | -2.35%          |

\* Unaudited

## State Court / 510

### Personnel Summary: Authorized Positions

|                                    | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------------------------|----------------|-----------------|-----------------|
| <b>510-1000 State Court Judges</b> | <b>6</b>       | <b>6</b>        | <b>6</b>        |
| State Court Judges                 | 2              | 2               | 2               |
| Court Reporter                     | 2              | 2               | 2               |
| Senior Deputy Clerk                | 2              | 2               | 2               |
| <b>510-2000 Solicitor</b>          | <b>13</b>      | <b>13</b>       | <b>13</b>       |
| Solicitor State Court              | 1              | 1               | 1               |
| Assistant Solicitor General        | 4              | 4               | 4               |
| Chief Assistant Solicitor General  | 1              | 1               | 1               |
| Investigator Supervisor            | 1              | 1               | 1               |
| Investigator I                     | 2              | 2               | 2               |
| Investigator II                    | 1              | 1               | 1               |
| Court Coordinator                  | 1              | 1               | 1               |
| Deputy Clerk II                    | 2              | 2               | 2               |
| <b>TOTAL</b>                       | <b>19</b>      | <b>19</b>       | <b>19</b>       |

### Goals, Objectives and Performance Data

| Goal:                       | To accurately and efficiently prosecute cases in a timely manner.                  |                 |                   |
|-----------------------------|--|-----------------|-------------------|
| Objective:                  | To accurately compile cases from case initiation to arraignment within two months. |                 |                   |
|                             | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:     |  |                 |                   |
| Number of cases prosecuted. | 9,500  | 9,600           | 9,700             |



## Public Defender

### Mission Statement:

To process cases through the criminal justice system as expediently as possible while providing high quality and professional representation of clients.

### Expenditures By Division

|                  |                 | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------|----------------|----------------|-----------------|-----------------|
| 520:             |                 |                |                |                 |                 |
| 1000             | Public Defender | \$ 1,163,352   | \$ 1,117,446   | \$ 1,139,239    | \$ 1,123,557    |
|                  | Muscogee County |                |                |                 |                 |
| 2000             | Public Defender | 194,191        | 198,457        | 206,308         | 230,257         |
| DEPARTMENT TOTAL |                 | \$ 1,357,543   | \$ 1,315,903   | \$ 1,345,547    | \$ 1,353,814    |
| % CHANGE         |                 |                | -3.07%         | 2.25%           | 0.61%           |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 462,184        | \$ 482,447     | \$ 484,298      | \$ 491,802      |
| Operations        |    | 895,359        | 833,456        | 861,249         | 862,012         |
| OPERATING BUDGET  | \$ | 1,357,543      | \$ 1,315,903   | \$ 1,345,547    | \$ 1,353,814    |
| Capital Budget    |    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ | 1,357,543      | \$ 1,315,903   | \$ 1,345,547    | \$ 1,353,814    |
| % CHANGE          |    |                | -3.07%         | 2.25%           | 0.61%           |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                       | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---------------------------------------|----------------|-----------------|-----------------|
| 520-1000 Public Defender              | 10             | 10              | 10              |
| Assistant Public Defender             | 1              | 2               | 2               |
| Senior Investigator - Public Defender | 6              | 6               | 6               |
| Investigator - Public Defender        | 1              | 0               | 0               |
| Legal Administrative Clerk II         | 1              | 1               | 1               |
| Legal Administrative Clerk I          | 1              | 1               | 1               |
| TOTAL                                 | 10             | 10              | 10              |

## PUBLIC DEFENDER / 520

### Program Description:

The Office of the Public Defender, Chattahoochee Judicial Circuit, is a unit of the Georgia Public Defender Standards Council. The Public Defender represents indigent persons who have criminal cases pending in the Superior Courts of Chattahoochee, Harris, Marion, Muscogee, Talbot, and Taylor counties.

### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | The goal is to represent indigent defendants so as to assure that the judicial process treats poor people fairly and equitably and to do so in a fiscally responsible way. |                 |                   |
| Objective:              | The agency intends to insure that defendants who have criminal actions pending against them have capable, competent, and effective representation.                         |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Cases Assigned          | 3,588  | 3,688           | 4,056             |
| Cases Closed            | 3,317  | 3,296           | 3,626             |





## Municipal Court

### Expenditures By Division

|                  |                         | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-------------------------|----------------|----------------|-----------------|-----------------|
| 530:             |                         |                |                |                 |                 |
| 1000             | Municipal Court Judge   | \$ 358,312     | \$ 357,853     | \$ 356,068      | \$ 359,356      |
| 2000             | Clerk of Municipal Coui | 670,219        | 731,175        | 729,764         | 716,672         |
| 3000             | Marshal                 | 1,387,403      | 1,282,877      | 1,274,822       | 1,221,091       |
| 3100             | Junior Marshal Prograr  | 1,193          | 4,204          | -               | -               |
| DEPARTMENT TOTAL |                         | \$ 2,417,127   | \$ 2,376,109   | \$ 2,360,654    | \$ 2,297,119    |
| % CHANGE         |                         |                | -1.70%         | -0.65%          | -2.69%          |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 2,092,708      | \$ 2,175,117   | \$ 2,140,118    | \$ 2,134,964    |
| Operations        |    | 204,338        | 200,992        | 219,300         | 162,155         |
| OPERATING BUDGET  | \$ | 2,297,046      | \$ 2,376,109   | \$ 2,359,418    | \$ 2,297,119    |
| Capital Budget    |    | 120,081        | 0              | 1,236           | 0               |
| DEPARTMENT TOTAL  | \$ | 2,417,127      | \$ 2,376,109   | \$ 2,360,654    | \$ 2,297,119    |
| % CHANGE          |    |                | -1.70%         | -0.65%          | -2.69%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------|----------------|-----------------|-----------------|
| 530-1000 Municipal Court Judge | 4              | 4               | 4               |
| Municipal Court Judge          | 1              | 1               | 1               |
| Court Coordinator              | 1              | 1               | 1               |
| Senior Deputy Clerk            | 1              | 1               | 1               |
| Deputy Clerk II                | 1              | 1               | 1               |

## MUNICIPAL COURT / 530

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>530-2000 Clerk of Municipal Court</b> | <b>14</b>      | <b>14</b>       | <b>14</b>       |
| Clerk of Municipal Court                 | 1              | 1               | 1               |
| Court Coordinator I                      | 1              | 1               | 1               |
| Deputy Clerk II                          | 10             | 10              | 10              |
| Deputy Clerk I                           | 1              | 1               | 1               |
| Administrative Assistant                 | 1              | 1               | 1               |
| <b>530-3000 Marshal</b>                  | <b>18</b>      | <b>18</b>       | <b>18</b>       |
| Municipal Court Marshal                  | 1              | 1               | 1               |
| Chief Deputy Marshal                     | 1              | 1               | 1               |
| Deputy Marshal Lieutenant                | 1              | 1               | 1               |
| Deputy Marshal Sergeant                  | 1              | 1               | 1               |
| Deputy Marshal                           | 12             | 12              | 12              |
| Administrative Assistant                 | 1              | 1               | 1               |
| Communication Technician III             | 1              | 1               | 1               |

### Municipal Court Judge

#### Program Description:

The Magistrate Court of Muscogee County has jurisdiction of civil claims where exclusive jurisdiction is not vested in superior court. Magistrate court is confined in most cases to a monetary limit of \$15,000. The court handles the issuance of summons, trial of issues, and issuance of writs and judgement's in dispossessory proceedings and distress warrants. This court also handles: garnishments, abandoned vehicles and interrogatories. The Magistrate court provides for the filing of answers, counterclaims, and other pleadings, directly related to Magistrate Court cases. The court handles all of its scheduling if hearings in conjunction with those hearings set for Municipal Court.

#### Goals, Objectives and Performance Data

|                                     |   |                 |                   |
|-------------------------------------|---|-----------------|-------------------|
| <b>Goal:</b>                        | To reduce the length of time it takes to have a hearing on individual cases. Currently, once an answer is filed it takes 4 to 6 months to get the case heard. |                 |                   |
| <b>Objective:</b>                   | To have hearings on cases that have answers filed in a timely manner. Legislation instructs courts to have hearings within 15-30 days of filing an answer.    |                 |                   |
|                                     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| <b>Performance Indicators:</b>      |   |                 |                   |
| Number of cases that went to trial. | 550   | 562             | 580               |

## MUNICIPAL COURT / 530

### Clerk

#### Program Description:

The voters of Muscogee County elect the Clerk of Municipal Court to a four-year term. Municipal Court has jurisdiction of civil cases when the amount does not exceed \$ 15,000 including suits for damages, breach of contract, and garnishments and writs of possession up to \$ 15,000. In addition, all dispossessory proceedings, attachment levies, foreclosure liens and distress warrants are handled in Municipal Court. The Clerk of Municipal Court must record and maintain minutes and pleadings; collect and disburse court monies and costs to litigants. Warrants are also issued for bad checks, peace, criminal charges and good behavior.

### Marshal

#### Program Description:

The Marshal's Department enforces the orders, writs and precepts of the Municipal Court. The department has original jurisdiction to enforce all orders and directives of the Municipal and Magistrate Courts.

#### Goals, Objectives and Performance Data

|                                  |  |                 |                   |
|----------------------------------|--|-----------------|-------------------|
| Goal:                            | To increase the service and quality of all processes of Municipal Court and provide superior law enforcement.    |                 |                   |
| Objective:                       | To ensure all civil papers are served in a timely manner and deputies are providing law enforcement when needed. |                 |                   |
| Performance Indicators:          | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of Civil Papers received  | 38,306   | 39,000          | 45,000            |
| Number of Civil Papers served    | 27,111   | 32,170          | 34,000            |
| Number of Traffic Tickets Issued | 672  | 1,195           | 1,650             |



## Program Description:

The Judge of Probate is elected to a four-year term. Legal issues regarding the probate of wills; administration of estates; marriage licenses; mental health statutes; and guardians for minors are handled by this court.

## Expenditures By Division

|                       | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------|----------------|----------------|-----------------|-----------------|
| 540:                  |                |                |                 |                 |
| 1000 Judge of Probate | \$ 445,582     | \$ 463,738     | \$ 444,001      | \$ 439,576      |
| DEPARTMENT TOTAL      | \$ 445,582     | \$ 463,738     | \$ 444,001      | \$ 439,576      |
| % CHANGE              |                | 4.07%          | -4.26%          | -1.00%          |

\* Unaudited

## Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 413,573     | \$ 435,050     | \$ 417,152      | \$ 410,911      |
| Operations        | 29,551         | 28,688         | 26,849          | 28,665          |
| OPERATING BUDGET  | \$ 443,124     | \$ 463,738     | \$ 444,001      | \$ 439,576      |
| Capital Budget    | 2,458          | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 445,582     | \$ 463,738     | \$ 444,001      | \$ 439,576      |
| % CHANGE          |                | 4.07%          | -4.26%          | -1.00%          |

\* Unaudited

## Personnel Summary: Authorized Positions

|                        | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------------|----------------|-----------------|-----------------|
| 540-1000 Probate Court | 6              | 6               | 6               |
| Probate Judge          | 1              | 1               | 1               |
| Probate Law Clerk      | 1              | 1               | 1               |
| Deputy Clerk II        | 4              | 4               | 4               |

## PROBATE COURT / 540

### Goals, Objectives and Performance Data

|                           |   |                 |                   |
|---------------------------|---|-----------------|-------------------|
| Goal:                     | To timely process all petitions and applications in a consistent manner as required by law.                                     |                 |                   |
| Objective:                | To conduct all Court matters courteously, efficiently and in full accordance with the applicable law, equally and without bias. |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of petitions filed | 1,335   | 1,071           | 1,200             |
| Marriage licenses issued  | 1,465   | 1,848           | 2,000             |
| Pistol licenses issued    | 640   | 1,498           | 1,600             |



## Mission Statement:

We, the members of the Muscogee County Sheriff's Office, are dedicated to safeguarding the lives and property of our community through fair and impartial treatment of all citizens. We strive to protect the community and to operate the Muscogee County Jail within the boundaries of the State and U.S. Constitutions while providing safe, humane and secure environment for both the staff and inmates. We are committed to effectively serving the Judiciary needs of all the Courts within our jurisdiction. We seek to strengthen our partnerships with all facets of our community and will fulfill our duties by adapting to the changing needs of our citizens and by adhering to the highest standards of integrity, ethics and professionalism when performing our duties as employees of Muscogee County Sheriff's Office.

## Expenditures By Division

|                  |                                 |    | FY09<br>Actual |    | FY10<br>Actual |    | FY11<br>Actual* |    | FY12<br>Adopted |
|------------------|---------------------------------|----|----------------|----|----------------|----|-----------------|----|-----------------|
| 550:             |                                 |    |                |    |                |    |                 |    |                 |
| 1000             | Administration                  | \$ | 2,031,393      | \$ | 1,917,279      | \$ | 2,119,125       | \$ | 1,966,265       |
| 2100             | Operations (Uniform & Criminal) |    | 4,584,423      |    | 4,607,935      |    | 4,411,580       |    | 3,922,326       |
| 2200             | Criminal                        |    | -              |    | -              |    | -               |    | -               |
| 2300             | Training                        |    | -              |    | -              |    | 856             |    | -               |
| 2400             | Motor Transport                 |    | 293,696        |    | 286,027        |    | 359,541         |    | 247,000         |
| 2500             | Recorders Court                 |    | 885,048        |    | 971,324        |    | 104,296         |    | 104,690         |
| 2600             | Detention                       |    | 14,488,290     |    | 14,660,078     |    | 15,353,590      |    | 14,936,495      |
| 2650             | Medical                         |    | 4,164,254      |    | 4,237,392      |    | 4,193,746       |    | 3,543,628       |
| 3510             | Environmental Court             |    | -              |    | -              |    | -               |    | -               |
| DEPARTMENT TOTAL |                                 | \$ | 26,447,104     | \$ | 26,680,035     | \$ | 26,542,734      | \$ | 24,720,404      |
| % CHANGE         |                                 |    |                |    | 0.88%          |    | -0.51%          |    | -6.87%          |

\* Unaudited

## Expenditures By Category

|                   |    |  | FY09<br>Actual |    | FY10<br>Actual |    | FY11<br>Actual* |    | FY12<br>Adopted |
|-------------------|----|--|----------------|----|----------------|----|-----------------|----|-----------------|
| Personal Services | \$ |  | 20,572,416     | \$ | 21,264,216     | \$ | 21,131,014      | \$ | 19,944,802      |
| Operations        |    |  | 5,713,041      |    | 5,415,819      |    | 5,411,720       |    | 4,775,602       |
| OPERATING BUDGET  | \$ |  | 26,285,457     | \$ | 26,680,035     | \$ | 26,542,734      | \$ | 24,720,404      |
| Capital Budget    |    |  | 161,647        |    | 0              |    | 0               |    | 0               |
| DEPARTMENT TOTAL  | \$ |  | 26,447,104     | \$ | 26,680,035     | \$ | 26,542,734      | \$ | 24,720,404      |
| % CHANGE          |    |  |                |    | 0.88%          |    | -0.51%          |    | -6.87%          |

\* Unaudited

## SHERIFF / 550

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>550-1000 Administration</b>                     | <b>27</b>      | <b>30</b>       | <b>30</b>       |
| Sheriff  | 1              | 1               | 1               |
| Chief Deputy Sheriff                               | 1              | 1               | 1               |
| Major  | 1              | 2               | 2               |
| Captain  | 1              | 1               | 1               |
| Lieutenant   | 3              | 3               | 3               |
| Sergeant   | 3              | 3               | 3               |
| Deputy Sheriff Technician                          | 2              | 4               | 4               |
| Deputy Sheriff                                     | 3              | 3               | 3               |
| Judicial Administrative Technician II              | 3              | 3               | 3               |
| Judicial Administrative Technician I (PT)          | 0              | 0               | 0               |
| Administrative Secretary                           | 3              | 3               | 3               |
| Administrative Secretary (PT)                      | 2              | 2               | 2               |
| Administrative Clerk II                            | 1              | 1               | 1               |
| Administrative Clerk I                             | 1              | 1               | 1               |
| Accounting Technician                              | 1              | 1               | 1               |
| Administrative Coordinator                         | 1              | 1               | 1               |
| <b>550-2100 Operations</b>                         | <b>66</b>      | <b>63</b>       | <b>63</b>       |
| Major  | 2              | 1               | 1               |
| Captain  | 1              | 1               | 1               |
| Lieutenant   | 4              | 4               | 4               |
| Sergeant   | 7              | 7               | 7               |
| Deputy Sheriff                                     | 25             | 25              | 25              |
| Investigator                                       | 10             | 10              | 10              |
| Communication Technician III                       | 3              | 3               | 3               |
| Security Guards                                    | 2              | 2               | 2               |
| Administrative Coordinator                         | 1              | 1               | 1               |
| Deputy Sheriff Technician                          | 11             | 9               | 9               |
| Reserve Deputy                                     | 38             | 38              | 38              |
| Bailiffs   | 45             | 45              | 45              |
| <b>550-2500 Recorders Court (See Budget Notes)</b> | <b>18</b>      | <b>1</b>        | <b>1</b>        |
| Records Court Judge                                | 2              | 0               | 0               |
| Records Court Judge (PT)                           | 3              | 0               | 0               |
| Jail Commander                                     | 0              | 1               | 1               |
| Sergeant   | 1              | 0               | 0               |
| Judicial Administrative Technician III             | 1              | 0               | 0               |
| Judicial Administrative Technician II              | 6              | 0               | 0               |
| Judicial Administrative Technician I               | 2              | 0               | 0               |
| Administrative Clerk II                            | 1              | 0               | 0               |
| Accounting Clerk                                   | 2              | 0               | 0               |

## SHERIFF / 550

### Personnel Summary: Authorized Positions

|                                      | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------------|----------------|-----------------|-----------------|
| <b>550-2600 Detention</b>            | <b>231</b>     | <b>231</b>      | <b>231</b>      |
| Jail Commander                       | 1              | 1               | 1               |
| Captain                              | 2              | 2               | 2               |
| Lieutenant                           | 7              | 7               | 7               |
| Sergeant                             | 21             | 21              | 21              |
| Deputy Sheriff                       | 115            | 115             | 115             |
| Sheriff Correctional Officer         | 67             | 67              | 67              |
| Criminal Records Technician          | 6              | 6               | 6               |
| ID Technician                        | 8              | 8               | 8               |
| Administrative Clerk II              | 1              | 1               | 1               |
| Accounting Technician                | 2              | 2               | 2               |
| Sheriff Human Resources Technician   | 1              | 1               | 1               |
| <b>550-2650 Medical</b>              | <b>24</b>      | <b>24</b>       | <b>24</b>       |
| Health Service Administrator         | 1              | 1               | 1               |
| Registered Nurse                     | 4              | 4               | 4               |
| Registered Nurse (Temporary)         | 1              | 2               | 3               |
| Licensed Practical Nurse             | 13             | 13              | 13              |
| Licensed Practical Nurse (Temporary) | 7              | 6               | 9               |
| Medical Technician                   | 3              | 3               | 3               |
| Medical Technician (Temporary)       | 5              | 3               | 3               |
| Medical Records Clerk                | 2              | 2               | 2               |
| Medical Records Clerk (Temporary)    | 0              | 2               | 2               |
| Clinic Manager                       | 1              | 1               | 1               |
| <b>TOTAL</b>                         | <b>366</b>     | <b>349</b>      | <b>349</b>      |

## Administration

### Program Description:

The Administrative Bureau provides Administrative support to the various divisions within the Sheriff's Office. This division performs numerous tasks on a daily basis in order to provide this support. We seek to strengthen our partnership and relationship in all aspects of our community and fulfill our duties by adapting to changing needs of our community and by adhering to the highest standards of Integrity, ethics and professionalism when in the performance of our duties as Deputy Sheriff's of Muscogee County.



## SHERIFF / 550

### Administration (con't)

#### Goals, Objectives and Performance Data

|                                     |  |                 |                   |
|-------------------------------------|--|-----------------|-------------------|
| Goal:                               | To concentrate on good customer service and enter civil papers promptly and efficiently.   |                 |                   |
| Objective:                          | To be good stewards of taxpayer dollars and being committed to quality service through planning, organizing, communication and delivery while reflecting positively on the Sheriff's Office. To complete 100 percent of civil documents. |                 |                   |
| Performance Indicators:             | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of civil documents processed | 82,000   | 84,000          | 85,000            |

#### Goals, Objectives and Performance Data

|                                |  |                 |                   |
|--------------------------------|--|-----------------|-------------------|
| Goal:                          | To promptly, efficiently and politely answer all calls received by the Sheriff's Office. |                 |                   |
| Objective:                     | To process 100 percent of the phone calls received.                                      |                 |                   |
| Performance Indicators:        | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of phone calls received | 108,000  | 110,000         | 112,000           |

### Operations

#### Program Description:

The Operations Bureau of the Muscogee County Sheriff's Office is responsible for the following: Patrol Services, Courts Services, Investigative/Felony Apprehension Services (internal and external), Civil Processes, Misdemeanor warrant apprehension and services, Canine services, Sex Offenders registration and verification, Special Events, Special Response Teams, out of town transports, and Mobile Command Deployment.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To provide continuous patrol services for the citizens and government of Muscogee County, Georgia, and to ensure vital support to all Divisions and Bureau's of the Muscogee County Sheriff's Office. Render these services by adhering to the highest standards of professionalism and integrity that meets the expectations of all our customers. |                 |                   |
| Objective:                                      | Timely response to all calls for services. Every Deputy having the ability, training, skill, and resources to perform the appropriate law enforcement response and meet the demand of service required for resolution.  |                 |                   |
| Performance Indicators:                         | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of misdemeanor criminal warrants checked | 12,500  | 12,000          | 12,500            |

## SHERIFF / 550

### Operations (con't)

#### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | Protect and serve all Courts that operate judicially within Muscogee County.   |                 |                   |
| Objective:              | Provide protection for judges, attorneys, court staff, jurors, citizens, and prisoners. Ensure courtrooms are monitored and well maintained. Maintain order and enforce court directives that ensure the courts can function judicially prudent lending to operational efficiency and preserving the integrity and legal methods of Judicial System. |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Court Cases attended    | 28,000   | 28,500          | 29,000            |

### Motor Transport

#### Program Description:

The main function of the Motor Transport division is to ensure that all departmental vehicles are in proper operating condition and meet prescribed safety standards. Motor transport is responsible for monitoring vehicle activity and scheduling preventative maintenance and needed repairs.

### Detention

#### Program Description:

The Muscogee County Detention Center is a housing facility for pretrial state, local, federal, and sentenced misdemeanants/city ordinance inmates. In addition, the Detention Center on average holds 100-150 state inmates.

#### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | To expand the current legal inmate housing capacity and related service facilities of the Muscogee County Detention Center to accommodate the current and future inmate population. To eliminate inmates sleeping on the floor. |                 |                   |
| Objective:   | Construction of additional inmate housing and service facilities to expand the bed capacity of the Muscogee County Detention Center from 1,069 to 1,800.  |                 |                   |
| Performance Indicators:  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| The percentage of funding, planning and construction completed each year | 10%   | 15%             | 25%               |

### Medical

#### Program Description:

The Medical Bureau provides medical/dental and mental health care to all inmates of the Muscogee County Jail and Muscogee County Prison.

SHERIFF / 550

Medical (con't)

Goals, Objectives and Performance Data

|                                   |   |                 |                   |
|-----------------------------------|---|-----------------|-------------------|
| Goal:                             | To meet federal, state and NCCHC guidelines in the delivery of medicine.                  |                 |                   |
| Objective:                        | All medications are delivered to the appropriate patient within 24 hours of prescription. |                 |                   |
| Performance Indicators:           | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Requests met within set timelines | 95%   | 95%             | 97%               |

Budget Notes:

Recorder's Court transferred from the Sheriff's department to the City Managers office during FY10.



#### Mission Statement:

To provide tag and tax services that are accessible and responsive to the needs of the citizens of Muscogee County through innovation, technology, and a professional workforce.

#### Expenditures By Division

|                       | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------|----------------|----------------|-----------------|-----------------|
| 560:                  |                |                |                 |                 |
| 1000 Tax Commissioner | \$ 1,406,508   | \$ 1,453,943   | \$ 1,472,105    | \$ 1,541,509    |
| DEPARTMENT TOTAL      | \$ 1,406,508   | \$ 1,453,943   | \$ 1,472,105    | \$ 1,541,509    |
| % CHANGE              |                | 3.37%          | 1.25%           | 4.71%           |

\* Unaudited

#### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 1,250,133   | \$ 1,285,862   | \$ 1,307,454    | \$ 1,365,336    |
| Operations        | 156,375        | 168,081        | 164,651         | 176,173         |
| OPERATING BUDGET  | \$ 1,406,508   | \$ 1,453,943   | \$ 1,472,105    | \$ 1,541,509    |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 1,406,508   | \$ 1,453,943   | \$ 1,472,105    | \$ 1,541,509    |
| % CHANGE          |                | 3.37%          | 1.25%           | 4.71%           |

\* Unaudited

#### Personnel Summary: Authorized Positions

|                                     | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------------------|----------------|-----------------|-----------------|
| 560-1000 Tax Commissioner           | 30             | 30              | 30              |
| Tax Commissioner                    | 1              | 1               | 1               |
| Chief Deputy Tax Commissioner       | 1              | 1               | 1               |
| Deputy Tax Commissioner             | 3              | 3               | 3               |
| Administrative Technician           | 1              | 1               | 1               |
| Tax Specialist                      | 0              | 1               | 1               |
| Accounting Operations Administrator | 1              | 1               | 1               |
| Tax Clerk II                        | 6              | 6               | 6               |
| Tax Clerk I                         | 15             | 14              | 14              |
| Support Clerk                       | 1              | 1               | 1               |
| Support Clerk (PT)                  | 2              | 2               | 2               |

## TAX COMMISSIONER / 560

### Program Description:

The Tax Commissioner's primary job is to collect ad valorem taxes due by the residents of Muscogee County for the State of Georgia, Columbus Consolidated Government and Muscogee County School District. The Tax Commissioner is responsible for the receiving of tax returns and homestead exemption application and the certification of the real and personal property digest to the State of Georgia, Department of Revenue, and Property Tax Division. Intangible taxes are also the responsibility of this office.

### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | To provide courteous, prompt, efficient service to citizens and government in the collection and remission of revenue. (property taxes, mv registration, fees & penalties, etc). |                 |                   |
| Objective:              | Implement new motor vehicle and property tax laws.   |                 |                   |
| Objective:              | Obtain 99% property tax collection rate.   |                 |                   |
| Objective:              | Implement motor vehicle internet registration renewal.   |                 |                   |
| Objective:              | Improve property tax billing and collection technology.  |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Motor Vehicle Services  | 260,000  | 260,500         | 261,000           |
| Title Transactions      | 59,500   | 60,500          | 61,500            |
| Property Tax Billing    | 140,000  | 145,000         | 150,000           |
| Telephone Calls         | 125,000  | 130,000         | 135,000           |



## Coroner

### Mission Statement:

The Coroner's office exists to serve the residents and visitors of Muscogee County by conducting thorough medico legal death investigations. The Coroner's Office will remain diligent in our effort to seek the truth, establish accurate conclusions, produce prompt reports and function with integrity and compassion in all aspects of our specialized professional expertise and dedicate ourselves to continuous progress towards excellence.

### Expenditures By Division

|                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| 570:                       |                |                |                 |                 |
| 1000 Office of the Coroner | \$ 252,641     | \$ 272,814     | \$ 279,993      | \$ 286,482      |
| DEPARTMENT TOTAL           | \$ 252,641     | \$ 272,814     | \$ 279,993      | \$ 286,482      |
| % CHANGE                   |                | 7.98%          | 2.63%           | 2.32%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 229,747     | \$ 247,490     | \$ 254,464      | \$ 263,481      |
| Operations        | 22,894         | 25,324         | 25,529          | 23,001          |
| OPERATING BUDGET  | \$ 252,641     | \$ 272,814     | \$ 279,993      | \$ 286,482      |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 252,641     | \$ 272,814     | \$ 279,993      | \$ 286,482      |
| % CHANGE          |                | 7.98%          | 2.63%           | 2.32%           |

\* Unaudited

### Personnel Summary: Authorized Positions

|                          | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------|----------------|-----------------|-----------------|
| 570-1000 Administration  | 5              | 5               | 5               |
| Coroner                  | 1              | 1               | 1               |
| Deputy Coroner           | 2              | 2               | 2               |
| Administrative Assistant | 1              | 1               | 1               |
| Deputy Coroner (PT)      | 1              | 1               | 1               |

## CORONER / 570

### Program Description:

The Coroner is elected for a four-year term and is charged with the responsibility of investigating deaths from unknown or violent causes, and deaths that occur while unattended by a physician. The Coroner is also charged with holding inquests, assisting law enforcement agencies with investigations, locating, advising, and counseling with families of the deceased, maintaining an up-to-date and complete record system on each case, and the responsibility of transporting bodies to the Medical Examiner's Lab in Atlanta for autopsy.

### Goals, Objectives and Performance Data

|                          |   |                 |                   |
|--------------------------|---|-----------------|-------------------|
| Goal:                    | To provide highest level of training and working conditions possible for investigators for safety and efficiency. |                 |                   |
| Objective:               | Assure investigators attend classes in their area of expertise.   |                 |                   |
| Performance Indicators:  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Percentage of Completion | 95%   | 96%             | 97%               |

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:                                     | To properly conduct body transport to maintain a high standard in establishing accurate conclusion of time of death, cause of death, and other applicable factors. |                 |                   |
| Objective:                                | To maintain a low level of incidents during body transports.   |                 |                   |
| Performance Indicators:                   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Percentage of transports without incident | 100%   | 100%            | 100%              |



## Non-Departmental

### Expenditures By Division

|                  |                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------------------|----------------|----------------|-----------------|-----------------|
| 590:             |                            |                |                |                 |                 |
| 1000             | Agency Appropriations      | \$ 1,769,564   | \$ 1,819,801   | \$ 1,838,182    | \$ 1,833,279    |
| 2000             | Contingency                | 213,032        | 53,569         | 71,673          | 615,526         |
| 3000             | Non-Categorical            | 5,474,454      | 2,432,293      | 6,456,525       | 5,844,424       |
| 4000             | Inter-Fund Transfer        | 5,168,971      | 4,917,271      | 4,131,062       | 5,279,189       |
| 6000             | Airport                    | -              | 62             | 145             | -               |
| 6500             | Port Columbus Naval Museum | 315,036        | 310,488        | 296,967         | 345,013         |
| DEPARTMENT TOTAL |                            | \$ 12,941,057  | \$ 9,533,484   | \$ 12,794,554   | \$ 13,917,431   |
| % CHANGE         |                            |                | -26.33%        | 34.21%          | 8.78%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 448,447     | \$ 417,025     | \$ 403,586      | \$ 800,296      |
| Operations        | 12,041,369     | 8,203,165      | 12,153,499      | 13,117,135      |
| OPERATING BUDGET  | \$ 12,489,816  | \$ 8,620,190   | \$ 12,557,085   | \$ 13,917,431   |
| Capital Budget    | 451,241        | 913,294        | 237,469         | 0               |
| DEPARTMENT TOTAL  | \$ 12,941,057  | \$ 9,533,484   | \$ 12,794,554   | \$ 13,917,431   |
| % CHANGE          |                | -26.33%        | 34.21%          | 8.78%           |

\* Unaudited



## NON-DEPARTMENTAL / 590

### Agency Appropriations

#### Program Description:

The Consolidated Government provides funds to agencies that provide services to the community. The chart below shows the agency appropriations for each organization.

#### Personnel Summary: Authorized Positions

| Agency                                   | FY11 Appropriation | FY12 Adopted     |
|--|--------------------|------------------|
| Health Department Services               | \$813,475          | \$813,475        |
| Health Department Rent                   | 305,090            | 304,381          |
| Department of Family & Children Services | 90,000             | 90,000           |
| Airport Commission                       | 40,000             | 40,000           |
| Lower Chattahoochee RDC                  | 186,984            | 190,414          |
| Keep Columbus Beautiful                  | 80,784             | 72,706           |
| New Horizons Community Service Board     | 234,823            | 234,823          |
| Uptown Columbus                          | 81,000             | 72,900           |
| Literacy Alliance                        | 16,200             | 14,580           |
| <b>TOTAL</b>                             | <b>1,848,356</b>   | <b>1,833,279</b> |

### Contingency

#### Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

### Non-Categorical

#### Program Description:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted by that department. However, there are certain expenditures, which are not applicable to a specific department, and the non-categorical section has been established for recording these appropriations and expenditures.

| Project Description                             | FY12 Adopted |
|---|--------------|
| Development Authority of Columbus (NCR Project) | \$948,000    |
| River Restoration Project                       | \$1,291,667  |

## NON-DEPARTMENTAL / 590

### Inter-Fund Transfers

#### Program Description:

This activity accounts for operating transfers from the General Fund to other funds. Transfers are made to provide required matching funds for federal and/or state grants. Also, this activity accounts for resources transferred to other funds where actual costs are recorded with funding assistance from the General Fund, such as the Emergency 911 Fund. Finally, this activity accounts for transfers of funds allocated to the Capital Improvement Program.

| Project Description | FY12 Adopted |
|---------------------|--------------|
| Baker Village       | \$248,715    |

\*The detail for these projects can be found in the Capital Improvement Program Budget Book.

### Port Columbus Naval Museum

#### Program Description:

The Port Columbus-Civil War Naval Center is a nationally recognized tourism and educational facility dedicated to the collection, preservation, study and interpretation of the Confederate States Navy in general and specifically, the salvaged Confederate warships "Jackson" and "Chattahoochee". The Naval Center is one of the premiere tourist attractions in Columbus receiving more than 20,000 visitors annually.

## LOST FUND / 0102 - CRIME PREVENTION

### Mission Statement:

The purpose of the Crime Prevention and Intervention Program is to identify and recommend long-term initiatives that will assist in preventing crime in Columbus, Georgia. It is much more cost efficient in the long run to prevent crime than for the public to bear the costs of incarceration. There will be five areas of emphasis that the program will focus on including Recreation, Education, Drug and Alcohol Prevention and Intervention, Employment and Jobs, and Community Policing.

### Expenditures By Division

|      |                                   | FY09<br>Actual |   | FY10<br>Actual |        | FY11<br>Actual* |        | FY12<br>Adopted |
|------|-----------------------------------|----------------|---|----------------|--------|-----------------|--------|-----------------|
| 110: |                                   |                |   |                |        |                 |        |                 |
| 9900 | Office of the Crime<br>Prevention | \$             | - | \$             | 14,005 | \$              | 83,800 | \$ 830,000      |
|      | DEPARTMENT TOTAL                  | \$             | - | \$             | 14,005 | \$              | 83,800 | \$ 830,000      |
|      | % CHANGE                          |                |   | #DIV/0!        |        | 498.36%         |        | 890.45%         |

\* Unaudited

### Expenditures By Category

|  |                   | FY09<br>Actual |   | FY10<br>Actual |        | FY11<br>Actual* |        | FY12<br>Adopted |
|--|-------------------|----------------|---|----------------|--------|-----------------|--------|-----------------|
|  | Personal Services | \$             | - | \$             | 13,905 | \$              | 78,469 | \$ 77,924       |
|  | Operations        |                | - |                | 110    |                 | 5,331  | 752,076         |
|  | OPERATING BUDGET  | \$             | - | \$             | 14,015 | \$              | 83,800 | \$ 830,000      |
|  | Capital Budget    |                | 0 |                | 0      |                 | 0      | 0               |
|  | DEPARTMENT TOTAL  | \$             | - | \$             | 14,015 | \$              | 83,800 | \$ 830,000      |
|  | % CHANGE          |                |   | #DIV/0!        |        | 497.93%         |        | 890.45%         |

\* Unaudited

### Personnel Summary: Authorized Positions

|   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---|----------------|-----------------|-----------------|
| 110-9900 Office of Crime Prevention     | 0              | 1               | 1               |
| Crime Prevention Director - LOST Funded | 0              | 1               | 1               |

## LOST FUND / 0102 - CITY MANAGER

### Mission Statement:

The City Manager's office is responsible for carrying out the Mayor/Council's policy decisions for providing vision and leadership to the organization and for overseeing the day-to-day operations of the Columbus Consolidated Government (CCG). Also, the City Manager's office acts as the custodian to all real and personal property of the government.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 130:             |                |                |                 |                 |
| City Manager     | \$ -           | \$ -           | \$ -            | \$ 88,700       |
| 9900             |                |                |                 |                 |
| DEPARTMENT TOTAL | \$ -           | \$ -           | \$ -            | \$ 88,700       |
| % CHANGE         |                |                |                 | 100.00%         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ 78,700       |
| Operations        | -              | -              | -               | 10,000          |
| OPERATING BUDGET  | \$ -           | \$ -           | \$ -            | \$ 88,700       |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ -           | \$ -           | \$ -            | \$ 88,700       |
| % CHANGE          |                |                |                 | 100.00%         |

\* Unaudited

### Personnel Summary: Authorized Positions

|                               | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------------|----------------|-----------------|-----------------|
| 130-9900 City Manager         | 0              | 0               | 2               |
| Judicial Admin. Technician II | 0              | 0               | 2               |

### Budget Notes:

(2) Judicial Admin. Technician II - \$78,700 with benefits

### Operations:

Operating Materials = \$10,000

## LOST FUND / 0102 - CIVIC CENTER

### Mission Statement:

To provide events with quality professional services, while progressively managing clean, safe, well maintained and self-supporting facilities.

### Expenditures By Division

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| 160:              |                |                |                 |                 |
| 9900 Civic Center | \$ -           | \$ 3,883       | \$ 3,853        | \$ 4,040        |
| DEPARTMENT TOTAL  | \$ -           | \$ 3,883       | \$ 3,853        | \$ 4,040        |
| % CHANGE          |                | 100.00%        | -0.77%          | 4.85%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 3,883       | \$ 3,853        | \$ 4,040        |
| Operations        | -              | -              | -               | -               |
| OPERATING BUDGET  | \$ -           | \$ 3,883       | \$ 3,853        | \$ 4,040        |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ 3,883       | \$ 3,853        | \$ 4,040        |
| % CHANGE          |                | 100.00%        | -0.77%          | 4.85%           |

\* Unaudited

### Budget Notes:

\$3,000 Annual Supplement for sworn officers \$4,040

## LOST FUND / 0102 - PUBLIC SERVICES

### Mission Statement:

The Department of Public Services strives to serve the community by providing street and road maintenance, storm drainage, environmental enforcement, urban forest maintenance, waste disposal and maintenance of city owned properties in a safe and efficient manner, which is sensitive to the environment. The department is committed to doing its part to enhance the high quality of life for the current and future generations.

### Expenditures By Division

|                      | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------|----------------|----------------|-----------------|-----------------|
| 260:                 |                |                |                 |                 |
| 9900 Public Services | \$ -           | \$ 101,397     | \$ 105,808      | \$ 121,185      |
| DEPARTMENT TOTAL     | \$ -           | \$ 101,397     | \$ 105,808      | \$ 121,185      |
| % CHANGE             |                | #DIV/0!        | 4.35%           | 14.53%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 101,397     | \$ 105,808      | \$ 121,185      |
| Operations        | -              | -              | -               | -               |
| OPERATING BUDGET  | \$ -           | \$ 101,397     | \$ 105,808      | \$ 121,185      |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ 101,397     | \$ 105,808      | \$ 121,185      |
| % CHANGE          |                | #DIV/0!        | 4.35%           | 14.53%          |

\* Unaudited

### Budget Notes:

\$3,000 Annual Supplement for sworn officers \$118,935

## LOST FUND / 0102 - PARKS & RECREATION

### Mission Statement:

The Columbus Parks and Recreation Department strives to enhance the quality of life for all citizens of this community by providing passive and active recreational, educational and cultural programming services for all age groups. It is our objective to provide parks and recreation facilities that are safe, accessible and aesthetically pleasing to the entire community. This division will strive for continual improvement of its broad-based, recreational programs to ensure opportunities for all citizens in order to maintain its leadership among comparable sized cities in the United States.

### Expenditures By Division

|                         | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------|----------------|----------------|-----------------|-----------------|
| 270:                    |                |                |                 |                 |
| 9900 Parks & Recreation | \$ -           | \$ 49,611      | \$ 47,984       | \$ 52,514       |
| DEPARTMENT TOTAL        | \$ -           | \$ 49,611      | \$ 47,984       | \$ 52,514       |
| % CHANGE                |                | 100.00%        | -3.28%          | 9.44%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 49,611      | \$ 47,984       | \$ 52,514       |
| Operations        | -              | -              | -               | -               |
| OPERATING BUDGET  | \$ -           | \$ 49,611      | \$ 47,984       | \$ 52,514       |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ 49,611      | \$ 47,984       | \$ 52,514       |
| % CHANGE          |                | 100.00%        | -3.28%          | 9.44%           |

\* Unaudited

### Budget Notes:

\$3,000 Annual Supplement for sworn officers \$52,514

## LOST FUND / 0102 - POLICE

### Mission Statement:

The Columbus Police Department will deliver effective and responsive law enforcement to all citizens of the City of Columbus in a fair and equitable manner. As an integral part of the Columbus Community, we are committed to communicate with those we serve and to join with them in establishing priorities to enhance the quality of life for the entire community.

### Expenditures By Division

|                  |        | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|--------|----------------|----------------|-----------------|-----------------|
| 400:             |        |                |                |                 |                 |
| 9900             | Police | \$ 2,192,397   | \$ 8,746,368   | \$ 8,325,741    | \$ 9,227,702    |
| 9902             | E-911  | -              | 177,017        | 325,442         | 380,530         |
| DEPARTMENT TOTAL |        | \$ 2,192,397   | \$ 8,923,385   | \$ 8,651,183    | \$ 9,608,232    |
| % CHANGE         |        |                | 307.02%        | -3.05%          | 11.06%          |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 1,606,055      | \$ 6,052,706   | \$ 6,928,489    | \$ 7,386,061    |
| Operations        |    | 200,589        | 101,161        | 406,653         | 363,007         |
| OPERATING BUDGET  | \$ | 1,806,644      | \$ 6,153,867   | \$ 7,335,142    | \$ 7,749,068    |
| Capital Budget    |    | 385,752        | 2,769,518      | 1,316,041       | 1,859,164       |
| DEPARTMENT TOTAL  | \$ | 2,192,396      | \$ 8,923,385   | \$ 8,651,183    | \$ 9,608,232    |
| % CHANGE          |    |                | 307.02%        | -3.05%          | 11.06%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------------------|----------------|-----------------|-----------------|
| 400-9900 Police                   | 35             | 100             | 100             |
| Sergeant                          | 0              | 12              | 12              |
| Corporal                          | 0              | 14              | 14              |
| Officer                           | 35             | 74              | 74              |
| 400-9902 E-911                    | 0              | 9               | 9               |
| Communication Technician I/II/III | 0              | 9               | 9               |
| TOTAL                             | 35             | 109             | 109             |



## LOST FUND / 0102 - POLICE

### Budget Notes:

\$3,000 Annual Supplement for Sworn Officers (488)

### Operations: \$363,007

Education/Training = \$24,050

Operating Materials = \$59,966

Motor Fuel = \$233,991

Uniforms = \$45,000

### Capital Outlay: \$1,859,164

Police pursuit SUV vehicles (30), including paint = \$759,394

Emergency equipment package for police pursuit SUV vehicles (30) = \$786,000

Unmarked police vehicles (15) - \$250,733

Harley Davidson Motorcycle, additional (1) = \$20,238

MPH Bee III K-A Band Radar Unit for motorcycle (1) = \$2,000

Arctic Cat ATV (1) = \$6,749

Emergency equipment package for ATV (1) = \$800

Smith & Wesson 45 cal. replacement weapons (10) = \$5,250

3-M Respirators w/ filter, carriers & online medical evaluation (50) = \$28,000

## LOST FUND / 0102 - FIRE/EMS

### Mission Statement:

The mission of this department is to ensure a safe community to work and raise a family, by providing the most efficient response and mitigation of fires, hazardous materials, medical, natural disasters and other emergencies that threaten the welfare of our citizens.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 410              |                |                |                 |                 |
| 9900 Fire / EMS  | \$ -           | \$ 1,576,745   | \$ 2,500,140    | \$ 2,231,227    |
| DEPARTMENT TOTAL | \$ -           | \$ 1,576,745   | \$ 2,500,140    | \$ 2,231,227    |
| % CHANGE         |                | 100.00%        | 58.56%          | -10.76%         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 1,394,153   | \$ 1,405,837    | \$ 1,802,806    |
| Operations        | -              | -              | -               | 24,000          |
| OPERATING BUDGET  | \$ -           | \$ 1,394,153   | \$ 1,405,837    | \$ 1,826,806    |
| Capital Budget    | -              | 182,592        | 1,094,304       | 404,421         |
| DEPARTMENT TOTAL  | \$ -           | \$ 1,576,745   | \$ 2,500,141    | \$ 2,231,227    |
| % CHANGE          |                | 100.00%        | 58.56%          | -10.76%         |

\* Unaudited

### Personnel Summary: Authorized Positions

|                            | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------------|----------------|-----------------|-----------------|
| 410-9900 Fire/EMS          | 0              | 0               | 6               |
| Firefighter/EMT/Fire Medic | 0              | 0               | 6               |

### Budget Notes:

\$3,000 Annual Supplement for Sworn Officers (376)

### Operations:

Operating Materials = \$24,000

### Capital Outlay: \$404,421

(12) T1 Lines - \$99,600

(130) Protective Clothing Units - \$195,000

(3) SCUBA Sets - \$9,000

(1) Station 10 Quint Equipment - \$100,821

## LOST FUND / 0102 - MCP

### Mission Statement:

As a work prison, the mission is three-fold: To protect the public through effective control and custody of inmates, provide effective methods of self-improvement for inmates, and provide a safe and professional work environment for our staff.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 420:             |                |                |                 |                 |
| Muscogee County  |                |                |                 |                 |
| 9900    Prison   | \$ -           | \$ 583,346     | \$ 628,585      | \$ 660,917      |
| DEPARTMENT TOTAL | \$ -           | \$ 583,346     | \$ 628,585      | \$ 660,917      |
| % CHANGE         |                | #DIV/0!        | 7.76%           | 5.14%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 398,810     | \$ 522,968      | \$ 592,621      |
| Operations        | -              | -              | 10,000          | -               |
| OPERATING BUDGET  | \$ -           | \$ 398,810     | \$ 532,968      | \$ 592,621      |
| Capital Budget    | -              | 184,536        | 95,617          | 68,296          |
| DEPARTMENT TOTAL  | \$ -           | \$ 583,346     | \$ 628,585      | \$ 660,917      |
| % CHANGE          |                | #DIV/0!        | 7.76%           | 5.14%           |

\* Unaudited

### Personnel Summary: Authorized Positions

|              | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------|----------------|-----------------|-----------------|
| 420-9900 MCP | 0              | 3               | 3               |
| Sergeant     | 0              | 1               | 1               |
| Officer      | 0              | 2               | 2               |
| TOTAL        | 0              | 3               | 3               |

### Budget Notes:

\$3,000 Annual Supplement for Sworn Officers (110)

Operations: N/A

Capital Outlay: \$68,296

(2) 15 Passenger Van = \$44,546

Replacement of chairs in Visitation = \$8,750

Watchtower = \$15,000

## LOST FUND / 0102 - DISTRICT ATTORNEY

### Mission Statement:

The mission of the District Attorney's office is to prepare a file for each case, identify the evidence and witnesses needed, research the pertinent law and determine the correct charges. The District Attorney's office strives to stay ahead of, and on top of the legal burdens placed upon the prosecutors, to protect the rights of all citizens, victims and defendants.

### Expenditures By Division

|                  |                   | FY09<br>Actual |   | FY10<br>Actual |   | FY11<br>Actual* |        | FY12<br>Adopted |
|------------------|-------------------|----------------|---|----------------|---|-----------------|--------|-----------------|
| 500:             |                   |                |   |                |   |                 |        |                 |
| 9900             | District Attorney | \$             | - | \$             | - | \$              | 59,308 | \$ 64,924       |
| DEPARTMENT TOTAL |                   | \$             | - | \$             | - | \$              | 59,308 | \$ 64,924       |
| % CHANGE         |                   |                |   | #DIV/0!        |   | #DIV/0!         |        | 9.47%           |

\* Unaudited

### Expenditures By Category

|                   |  | FY09<br>Actual |   | FY10<br>Actual |   | FY11<br>Actual* |        | FY12<br>Adopted |
|-------------------|--|----------------|---|----------------|---|-----------------|--------|-----------------|
| Personal Services |  | \$             | - | \$             | - | \$              | 59,308 | \$ 64,924       |
| Operations        |  |                | - |                | - |                 | -      | -               |
| OPERATING BUDGET  |  | \$             | - | \$             | - | \$              | 59,308 | \$ 64,924       |
| Capital Budget    |  |                | - |                | - |                 | -      | -               |
| DEPARTMENT TOTAL  |  | \$             | - | \$             | - | \$              | 59,308 | \$ 64,924       |
| % CHANGE          |  |                |   | #DIV/0!        |   | #DIV/0!         |        | 9.47%           |

\* Unaudited

### Personnel Summary: Authorized Positions

|                             | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------------|----------------|-----------------|-----------------|
| 500-9900 District Attorney  |                |                 |                 |
| Assistant District Attorney | 0              | 1               | 1               |
| TOTAL                       | 0              | 1               | 1               |

### Budget Notes:

(1) Assistant District Attorney - \$70,629 with benefits

## LOST FUND / 0102 - STATE COURT SOLICITOR

### Mission Statement:

The State Court Solicitor's Office prosecutes all Muscogee County misdemeanor and City Ordinance violations appealed from Recorder's Court. Investigators collect all warrants, citations, reports, documents, records, histories and evidence, including witness interviews. Recommendations for disposition and sentencing are made and cases are presented to a Judge for pleas. The Solicitor's Office coordinates jail pleas and arraignment dockets before a State Court Judge.

### Expenditures By Division

|                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| 510:                       |                |                |                 |                 |
| 9900 State Court Solicitor | \$ -           | \$ 73,218      | \$ 97,707       | \$ 217,392      |
| DEPARTMENT TOTAL           | \$ -           | \$ 73,218      | \$ 97,707       | \$ 217,392      |
| % CHANGE                   |                | #DIV/0!        | 33.45%          | 122.49%         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 73,218      | \$ 97,707       | \$ 203,392      |
| Operations        | -              | -              | -               | 14,000          |
| OPERATING BUDGET  | \$ -           | \$ 73,218      | \$ 97,707       | \$ 217,392      |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ 73,218      | \$ 97,707       | \$ 217,392      |
| % CHANGE          |                | #DIV/0!        | 33.45%          | 122.49%         |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------|----------------|-----------------|-----------------|
| 510-9900 State Court Solicitor |                |                 |                 |
| Assistant Solicitor            | 0              | 1               | 1               |
| TOTAL                          | 0              | 1               | 1               |

### Budget Notes:

(1) Assistant Solicitor - \$98,328 with benefits

## LOST FUND / 0102 - PUBLIC DEFENDER

### Mission Statement:

To process cases through the criminal justice system as expediently as possible while providing high quality and professional representation of clients.

### Expenditures By Division

|                  |                 | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------|----------------|----------------|-----------------|-----------------|
| 520:             |                 |                |                |                 |                 |
| 9900             | Public Defender | \$ -           | \$ 61,826      | \$ 61,825       | \$ 58,251       |
| DEPARTMENT TOTAL |                 | \$ -           | \$ 61,826      | \$ 61,825       | \$ 58,251       |
| % CHANGE         |                 | #DIV/0!        |                | 0.00%           | -5.78%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ -            |
| Operations        | -              | 61,826         | 61,825          | 58,251          |
| OPERATING BUDGET  | \$ -           | \$ 61,826      | \$ 61,825       | \$ 58,251       |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ 61,826      | \$ 61,825       | \$ 58,251       |
| % CHANGE          |                | #DIV/0!        | 0.00%           | -5.78%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                           | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---------------------------|----------------|-----------------|-----------------|
| 520-9900 Public Defender  |                |                 |                 |
| Assistant Public Defender | 0              | 1               | 1               |
| TOTAL                     | 0              | 1               | 1               |

### Budget Notes:

(1) Assistant Public Defender paid through the State of Georgia contract \$61,826 with benefits

## LOST FUND / 0102 - MARSHAL

### Mission Statement:

The Marshal's Department enforces the orders, writs and precepts of the Municipal Court. The department has original jurisdiction to enforce all orders and directives of the Municipal and Magistrate Courts.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 530:             |                |                |                 |                 |
| 9900 Marshal     | \$ -           | \$ 58,278      | \$ 371,042      | \$ 449,172      |
| DEPARTMENT TOTAL | \$ -           | \$ 58,278      | \$ 371,042      | \$ 449,172      |
| % CHANGE         |                | #DIV/0!        | 536.68%         | 21.06%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 58,278      | \$ 213,799      | \$ 322,572      |
| Operations        | -              | -              | 26,664          | 26,000          |
| OPERATING BUDGET  | \$ -           | \$ 58,278      | \$ 240,463      | \$ 348,572      |
| Capital Budget    | -              | -              | 130,579         | 100,600         |
| DEPARTMENT TOTAL  | \$ -           | \$ 58,278      | \$ 371,042      | \$ 449,172      |
| % CHANGE          |                | #DIV/0!        | 536.68%         | 21.06%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|-----------------|-----------------|
| 530-9900 Marshal |                |                 |                 |
| Deputy Marshal   | 0              | 3               | 5               |
| TOTAL            | 0              | 3               | 5               |

### Budget Notes:

\$3,000 Annual Supplement for (18) sworn officers = \$61,992

### Operations:

Operating Materials = \$39,000

### Capital Outlays:

(3) Vehicles plus Pursuit Packages = \$130,836

## LOST FUND / 0102 - MUNICIPAL COURT CLERK

### Mission Statement:

The voters of Muscogee County elect the Clerk of Municipal Court to a four-year term. Municipal Court has jurisdiction of civil cases when the amount does not exceed \$15,000 including suits for damages, breach of contract, and garnishments and writs of possession up to \$15,000. In addition, all dispossessory proceedings, attachment levies, foreclosure liens and distress warrants are handled in Municipal Court. The Clerk of Municipal Court must record and maintain minutes and pleadings; collect and disburse court monies and costs to litigants. Warrants are also issued for bad checks, peace, criminal charges and good behavior.

### Expenditures By Division

|                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| 530:                       |                |                |                 |                 |
| 9902 Municipal Court Clerk | \$ -           | \$ -           | \$ 89,420       | \$ 90,864       |
| DEPARTMENT TOTAL           | \$ -           | \$ -           | \$ 89,420       | \$ 90,864       |
| % CHANGE                   |                | #DIV/0!        | #DIV/0!         | 1.61%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ 86,268       | \$ 90,864       |
| Operations        | -              | -              | 586             | -               |
| OPERATING BUDGET  | \$ -           | \$ -           | \$ 86,854       | \$ 90,864       |
| Capital Budget    | -              | -              | 2,566           | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ -           | \$ 89,420       | \$ 90,864       |
| % CHANGE          |                | #DIV/0!        | #DIV/0!         | 1.61%           |

\* Unaudited

### Personnel Summary: Authorized Positions

|                                | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------|----------------|-----------------|-----------------|
| 530-9902 Municipal Court Clerk |                |                 |                 |
| Senior Deputy Clerk            | 0              | 1               | 1               |
| Deputy Clerk II                | 0              | 1               | 1               |
| TOTAL                          | 0              | 2               | 2               |

### Budget Notes:

- (1) Senior Deputy Clerk - \$45,972 with benefits
- (1) Deputy Clerk II - \$42,156 with benefits

### Operations:

Operating Materials = \$10,000



## LOST FUND / 0102 - PROBATE COURT

### Mission Statement:

The Judge of Probate is elected to a four-year term. Legal issues regarding the probate of wills; administration of estates; marriage licenses; mental health statutes; and guardians for minors are handled by this court.

### Expenditures By Division

|                    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------|----------------|----------------|-----------------|-----------------|
| 540:               |                |                |                 |                 |
| 9900 Probate Court | \$ -           | \$ -           | \$ -            | \$ 46,757       |
| DEPARTMENT TOTAL   | \$ -           | \$ -           | \$ -            | \$ 46,757       |
| % CHANGE           |                | #DIV/0!        | #DIV/0!         | #DIV/0!         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ 41,757       |
| Operations        | -              | -              | -               | 5,000           |
| OPERATING BUDGET  | \$ -           | \$ -           | \$ -            | \$ 46,757       |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ -           | \$ -            | \$ 46,757       |
| % CHANGE          |                | #DIV/0!        | #DIV/0!         | #DIV/0!         |

\* Unaudited

### Personnel Summary: Authorized Positions

|                        | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------------|----------------|-----------------|-----------------|
| 540-9900 Probate Court |                |                 |                 |
| Deputy Clerk II        | 0              | 0               | 1               |
| TOTAL                  | 0              | 0               | 1               |

### Budget Notes:

(1) Deputy Clerk II - \$41,757 with benefits

### Operations:

Operating Materials = \$5,000

## LOST FUND / 0102 - SHERIFF

### Mission Statement:

We, the members of the Muscogee County Sheriff's Office, are dedicated to safeguarding the lives and property of our community through fair and impartial treatment of all citizens. We strive to protect the community and to operate the Muscogee County Jail within the boundaries of the State and U.S. Constitutions while providing safe, humane and secure environment for both the staff and inmates. We are committed to effectively serving the Judiciary needs of all the Courts within our jurisdiction. We seek to strengthen our partnerships with all facets of our community and will fulfill our duties by adapting to the changing needs of our citizens and by adhering to the highest standards of integrity, ethics and professionalism when performing our duties as employees of Muscogee County Sheriff's Office.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 550:             |                |                |                 |                 |
| 9900 Sheriff     | \$ -           | \$ 1,142,177   | \$ 1,884,541    | \$ 3,470,566    |
| DEPARTMENT TOTAL | \$ -           | \$ 1,142,177   | \$ 1,884,541    | \$ 3,470,566    |
| % CHANGE         |                | 100.00%        | 65.00%          | 84.16%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 1,142,177   | \$ 1,523,366    | \$ 2,510,759    |
| Operations        | -              | -              | 86,983          | 89,000          |
| OPERATING BUDGET  | \$ -           | \$ 1,142,177   | \$ 1,610,349    | \$ 2,599,759    |
| Capital Budget    | -              | -              | 274,192         | 870,807         |
| DEPARTMENT TOTAL  | \$ -           | \$ 1,142,177   | \$ 1,884,541    | \$ 3,470,566    |
| % CHANGE          |                | 100.00%        | 65.00%          | 84.16%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                          | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------|----------------|-----------------|-----------------|
| 550-2600 Detention       |                |                 |                 |
| Sergeant                 | 0              | 1               | 1               |
| Deputy Sheriff           | 0              | 5               | 11              |
| Correctional Officers    | 0              | 0               | 9               |
| Medical Technicians      | 0              | 0               | 2               |
| Mental Health Counselors | 0              | 0               | 2               |
| TOTAL                    | 0              | 6               | 25              |

## LOST FUND / 0102 - SHERIFF

### **Budget Notes:**

The following personnel was approved in this budget:

- Six (6) Deputy Sheriff
- Nine (9) Correctional Officers
- Two (2) Medical Technicians
- Two (2) Mental Health Counselors

### **Capital Outlay:**

The following capital was approved in this budget:

- Jail Needs Assessment
- Six (6) Pursuit Vehicles w/o Conversion Kits
- Two (2) Admin mid size - Replacement
- Two (2) Trucks - Quad Cab
- One (1) 4x4 Extended Cab Full Size Pickup
- One (1) Fireproof Rifle/Weapon Safe
- Four (4) Classroom Gun Lockers
- One (1) AV Lectern/Training Complex
- One (1) Projector/Training Complex
- One (1) Smart Board/Training Complex
- One (1) Large TV/Training Complex
- One (1) Instructor Observation Tower Covered/Training Complex
- One (1) Security Monitoring System/Training Complex
- Two (2) Proximity Card Readers/Training Complex
- Two (2) Locking File Cabinets
- One (1) HD Shredder
- One (1) Electronic Control Device Simulation Suit
- Twelve (12) Training Handcuffs
- Two (2) Red Gun Training Rifles
- Four (4) Training Batons
- Four (4) Striking Bags
- One (1) Weapon Clearing System
- One (1) HD Color Printer
- Ten (10) Glock 45 Cal
- Five Hundred and Seven (507) Target/Less Lethal munitions
- One (1) 4th Floor Citizen Service Information System
- One (1) HD Shredder - 4th Floor
- Twenty-Four (24) Classroom Chairs
- Twelve (12) Classroom Tables
- One (1) Conference Room Table
- Six (6) Office Chair highback/Training Complex
- Thirteen (13) Desk Chairs
- Thirteen (13) Business Desks
- Thirteen (13) Desk Chair Floor Mats
- One (1) Pro-Tech Ballistic Shields
- One (1) IAPRO Software (prof. Standards)
- Two (2) Bandit Electronic Prisoner Control Belt
- Four (4) Electronic Control Device
- Eleven (11) Pursuit DVR Camera Recording System
- Two (2) Nikon D3000 Camera
- Ten (10) Portable Alco Sensor

## LOST FUND / 0102 - CORONER

### Mission Statement:

The Coroner's office exists to serve the residents and visitors of Muscogee County by conducting thorough medico legal death investigations. The Coroner's Office will remain diligent in our effort to seek the truth, establish accurate conclusions, produce prompt reports and function with integrity and compassion in all aspects of our specialized professional expertise and dedicate ourselves to continuous progress towards excellence.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 570:             |                |                |                 |                 |
| 9900 Coroner     | \$ -           | \$ 6,754       | \$ 7,479        | \$ 7,899        |
| DEPARTMENT TOTAL | \$ -           | \$ 6,754       | \$ 7,479        | \$ 7,899        |
| % CHANGE         |                | #DIV/0!        | 10.73%          | 5.62%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 6,754       | \$ 7,479        | \$ 7,899        |
| Operations        | -              | -              | -               | -               |
| OPERATING BUDGET  | \$ -           | \$ 6,754       | \$ 7,479        | \$ 7,899        |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ 6,754       | \$ 7,479        | \$ 7,899        |
| % CHANGE          |                | #DIV/0!        | 10.73%          | 5.62%           |

\* Unaudited

### Budget Notes:

\$3,000 Annual Supplement for Sworn Officers (2)

### Capital Outlay:

2010 Ford Econoline E250 Cargo Van LEV with Extended Body = \$37,511

## LOST FUND / 0102 - METRA

### Mission Statement:

METRA's mission is to provide safe, reliable, dependable and cost-effective transit service with a professional team of employees, dedicated to their customer needs and committed to excellence.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 610:             |                |                |                 |                 |
| 9900 METRA       | \$ -           | \$ 3,846       | \$ 3,907        | \$ 4,040        |
| DEPARTMENT TOTAL | \$ -           | \$ 3,846       | \$ 3,907        | \$ 4,040        |
| % CHANGE         |                | #DIV/0!        | 1.59%           | 3.40%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 3,846       | \$ 3,907        | \$ 4,040        |
| Operations        | -              | -              | -               | -               |
| OPERATING BUDGET  | \$ -           | \$ 3,846       | \$ 3,907        | \$ 4,040        |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ -           | \$ 3,846       | \$ 3,907        | \$ 4,040        |
| % CHANGE          |                | #DIV/0!        | 1.59%           | 3.40%           |

\* Unaudited

### Budget Notes:

\$3,000 Annual Supplement for Sworn Officer \$3,965

## LOST FUND / 0102 - NON-DEPARTMENTAL

### Mission Statement:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted by that department. However, there are certain expenditures, which are not applicable to a specific department, and the non-categorical section has been established for recording these appropriations and expenditures.

### Expenditures By Division

|                  |                     | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|---------------------|----------------|----------------|-----------------|-----------------|
| 590:             |                     |                |                |                 |                 |
| 2000             | Contingency         | \$ -           | \$ -           | \$ -            | \$ 216,935      |
| 3000             | Non-Categorical     | -              | -              | -               | 187,825         |
| 4000             | Interfund Transfers | -              | 21,169,213     | 21,169,212      | 4,093,560       |
| DEPARTMENT TOTAL |                     | \$ -           | \$ 21,169,213  | \$ 21,169,212   | \$ 4,498,320    |
| % CHANGE         |                     |                | #DIV/0!        | 0.00%           | -78.75%         |

\* Unaudited

### Expenditures By Category

|                   |      | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ - | \$ -           | \$ -           | \$ -            | \$ 25,688       |
| Operations        | -    | 21,169,213     | 21,169,212     | 451,632         |                 |
| OPERATING BUDGET  | \$ - | \$ 21,169,213  | \$ 21,169,212  | \$ 477,320      |                 |
| Capital Budget    | -    | -              | -              | 4,021,000       |                 |
| DEPARTMENT TOTAL  |      | \$ -           | \$ 21,169,213  | \$ 21,169,212   | \$ 4,498,320    |
| % CHANGE          |      |                | #DIV/0!        | 0.00%           | -78.75%         |

\* Unaudited

### Budget Notes:

Transfer to CIP - \$4,021,000

Cost Allocation - \$451,632

## LOST FUND / 0109 - INFORMATION TECHNOLOGY

### Mission Statement:

To provide efficient, innovative, and cost effective Information Technology Services necessary to support and enhance the daily business operations of the Consolidated government so as to better serve the citizens of Columbus, Georgia.

### Expenditures By Division

|                             | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------------|----------------|----------------|-----------------|-----------------|
| 210:                        |                |                |                 |                 |
| 9901 Information Technology | \$ -           | \$ 250,000     | \$ 99,220       | \$ 250,000      |
| DEPARTMENT TOTAL            | \$ -           | \$ 250,000     | \$ 99,220       | \$ 250,000      |
| % CHANGE                    |                | 100.00%        | -60.31%         | 151.97%         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ -            |
| Operations        | -              | -              | 6,375           | -               |
| OPERATING BUDGET  | \$ -           | \$ -           | \$ 6,375        | \$ -            |
| Capital Budget    | -              | 250,000        | 92,845          | 250,000         |
| DEPARTMENT TOTAL  | \$ -           | \$ 250,000     | \$ 99,220       | \$ 250,000      |
| % CHANGE          |                | 100.00%        | -60.31%         | 151.97%         |

\* Unaudited

### Budget Notes:

\$250,000 will be used for Technology

## LOST FUND / 0109 - ENGINEERING

### Mission Statement:

To provide an enhanced quality of life for all citizens who live and work in the region by: the delivery of an effective/safe transportation system to move people and goods throughout the community; provide management that is environmentally sensitive to our Natural Resources through the oversight of Storm Water and drainage structure, and to provide data, construction, and communication support to other City Departments by the effective and efficient delivery of Geographical Information, Construction Management, and Radio Communications.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| 250:             |                |                |                 |                 |
| 9901 Engineering | \$ -           | \$ 42,318      | \$ 71,526       | \$ 5,349,253    |
| DEPARTMENT TOTAL | \$ -           | \$ 42,318      | \$ 71,526       | \$ 5,349,253    |
| % CHANGE         |                | #DIV/0!        | 69.02%          | 7378.75%        |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ 42,318      | \$ 71,526       | \$ 71,102       |
| Operations        | -              | -              | -               | -               |
| OPERATING BUDGET  | \$ -           | \$ 42,318      | \$ 71,526       | \$ 71,102       |
| Capital Budget    | -              | -              | -               | 5,278,151       |
| DEPARTMENT TOTAL  | \$ -           | \$ 42,318      | \$ 71,526       | \$ 5,349,253    |
| % CHANGE          |                | #DIV/0!        | 69.02%          | 7378.75%        |

\* Unaudited

### Budget Notes:

Flood Abatement/Stormwater - \$750,000

Roads/Bridges - \$4,528,151



## LOST FUND / 0109 - PUBLIC SERVICES

### Mission Statement:

The Department of Public Services strives to serve the community by providing street and road maintenance, storm drainage, environmental enforcement, urban forest maintenance, waste disposal and maintenance of city owned properties in a safe and efficient manner, which is sensitive to the environment. The department is committed to doing its part to enhance the high quality of life for the current and future generations.

### Expenditures By Division

|                      | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------|----------------|----------------|-----------------|-----------------|
| 260:                 |                |                |                 |                 |
| 9901 Public Services | \$ -           | \$ 55,710      | \$ 276,975      | \$ 1,100,000    |
| DEPARTMENT TOTAL     | \$ -           | \$ 55,710      | \$ 276,975      | \$ 1,100,000    |
| % CHANGE             |                | #DIV/0!        | 397.17%         | 297.15%         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ -            |
| Operations        | -              | 55,710         | -               | -               |
| OPERATING BUDGET  | \$ -           | \$ 55,710      | \$ -            | \$ -            |
| Capital Budget    | -              | -              | 276,975         | 1,100,000       |
| DEPARTMENT TOTAL  | \$ -           | \$ 55,710      | \$ 276,975      | \$ 1,100,000    |
| % CHANGE          |                | #DIV/0!        | 397.17%         | 297.15%         |

\* Unaudited

### Budget Notes:

Facilities Improvements - \$300,000

Riverwalk Renovations - \$800,000

## LOST FUND / 0109 - NON-DEPARTMENTAL

### Mission Statement:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted by that department. However, there are certain expenditures, which are not applicable to a specific department, and the non-categorical section has been established for recording these appropriations and expenditures.

### Expenditures By Division

|                  |                     | FY09<br>Actual |   | FY10<br>Actual |         | FY11<br>Actual* |            | FY12<br>Adopted |
|------------------|---------------------|----------------|---|----------------|---------|-----------------|------------|-----------------|
| 590:             |                     |                |   |                |         |                 |            |                 |
| 2000             | Contingency         | \$             | - | \$             | -       | \$              | -          | \$ 279          |
| 3000             | Non-Categorical     |                | - |                | -       |                 | -          | 10,309          |
| 4000             | Interfund Transfers | \$             | - | \$             | -       | \$              | 12,068,651 | \$ 3,270,159    |
| DEPARTMENT TOTAL |                     | \$             | - | \$             | -       | \$              | 12,068,651 | \$ 3,280,747    |
| % CHANGE         |                     |                |   |                | #DIV/0! |                 | #DIV/0!    | -72.82%         |

\* Unaudited

### Expenditures By Category

|                   |  | FY09<br>Actual |   | FY10<br>Actual |         | FY11<br>Actual* |            | FY12<br>Adopted |
|-------------------|--|----------------|---|----------------|---------|-----------------|------------|-----------------|
| Personal Services |  | \$             | - | \$             | -       | \$              | -          | \$ -            |
| Operations        |  |                | - |                | -       |                 | 12,068,651 | 3,280,747       |
| OPERATING BUDGET  |  | \$             | - | \$             | -       | \$              | 12,068,651 | \$ 3,280,747    |
| Capital Budget    |  |                | - |                | -       |                 | -          | -               |
| DEPARTMENT TOTAL  |  | \$             | - | \$             | -       | \$              | 12,068,651 | \$ 3,280,747    |
| % CHANGE          |  |                |   |                | #DIV/0! |                 | #DIV/0!    | -72.82%         |

\* Unaudited

### Budget Notes:

Debt Service - \$3,270,159

Cost Allocation - \$10,309



## Stormwater (Sewer) Fund

### Expenditures By Division

|                  |                             | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------------------|----------------|----------------|-----------------|-----------------|
| 590:             |                             |                |                |                 |                 |
| 2000             | Contingency                 | \$ -           | \$ -           | \$ -            | \$ 10,063       |
| 3000             | Non-Categorical             | 205,546        | 193,677        | 187,983         | 198,924         |
| 4000             | Inter Fund Transfer         | 529,668        | 646,913        | 639,280         | 688,468         |
| 250:             |                             |                |                |                 |                 |
| 2300             | Drainage                    | 396,767        | 419,966        | 390,383         | 431,109         |
| 2600             | Stormwater                  | 151,514        | 237,402        | 274,852         | 281,375         |
| 260:             |                             |                |                |                 |                 |
| 3210             | Sewer Maintenance           | 2,718,223      | 2,849,751      | 3,819,270       | 3,184,562       |
| 3710             | Other Repairs & Maintenance | -              | -              | 4,984           | 5,000           |
| DEPARTMENT TOTAL |                             | \$ 4,001,718   | \$ 4,347,709   | \$ 5,316,752    | \$ 4,799,501    |
| % CHANGE         |                             |                | 8.65%          | 22.29%          | -9.73%          |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 2,575,582      | \$ 2,829,175   | \$ 2,941,486    | \$ 3,011,426    |
| Operations        |    | 798,174        | 805,802        | 894,847         | 1,025,932       |
| OPERATING BUDGET  | \$ | 3,373,756      | \$ 3,634,977   | \$ 3,836,333    | \$ 4,037,358    |
| Capital Budget    |    | 627,962        | 712,732        | 1,480,419       | 762,143         |
| DEPARTMENT TOTAL  | \$ | 4,001,718      | \$ 4,347,709   | \$ 5,316,752    | \$ 4,799,501    |
| % CHANGE          |    |                | 8.65%          | 22.29%          | -9.73%          |

\* Unaudited

### Personnel Summary: Authorized Positions

|                    | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------|----------------|-----------------|-----------------|
| 250-2300 Drainage  | 6              | 6               | 6               |
| Project Engineer   | 2              | 2               | 2               |
| Engineer Inspector | 2              | 2               | 2               |
| Survey Technician  | 1              | 1               | 1               |
| Survey Crew Leader | 1              | 1               | 1               |

## STORMWATER FUND / 0202

|                                   |           |           |           |
|-----------------------------------|-----------|-----------|-----------|
| 250-2600 Stormwater               | 4         | 4         | 4         |
| Stormwater Engineer               | 1         | 1         | 1         |
| Stormwater Data Inspector         | 1         | 1         | 1         |
| Stormwater Data Technician II     | 1         | 1         | 1         |
| Stormwater Data Technician I      | 1         | 1         | 1         |
| 260-3210 Stormwater Maintenance   | 56        | 56        | 56        |
| Stormwater Manager                | 1         | 1         | 1         |
| Assistant Stormwater Manager      | 1         | 1         | 1         |
| Correctional Officer - Stormwater | 11        | 11        | 11        |
| Chemical Application Supervisor   | 1         | 1         | 1         |
| Chemical Application Technician   | 3         | 3         | 3         |
| Stormwater Drainage Technician    | 1         | 1         | 1         |
| Stormwater Crew Supervisor        | 2         | 2         | 2         |
| Crew Leader - Stormwater          | 5         | 5         | 5         |
| Equipment Operator Crew Leader    | 1         | 1         | 1         |
| Equipment Operator III            | 7         | 7         | 7         |
| Equipment Operator II             | 4         | 4         | 4         |
| Equipment Operator I              | 3         | 3         | 3         |
| Maintenance Worker I              | 15        | 15        | 15        |
| Administrative Technician         | 1         | 1         | 1         |
| <b>TOTAL</b>                      | <b>66</b> | <b>66</b> | <b>66</b> |

### Non-Department - Contingency

#### Program Description:

Departments' budget specific appropriations and expenditures pertaining solely to that department. However, large emergency expenditures are not always accounted for by a specific department; therefore, we have established the contingency section to record these appropriations and expenditures.

### Non-Department - Non-Categorical

#### Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided in the previous year.

### Non-Department - Inter Fund Transfers

#### Program Description:

This cost center records the allocations of appropriations to the Capital Improvement Projects Fund for recording and accounting purposes.

| Project Description              | Budget           |
|----------------------------------|------------------|
| Pipe Rehabilitation/Replacement* | \$595,342        |
| <b>TOTAL</b>                     | <b>\$595,342</b> |

\* The detail for these projects can be found in the Capital Improvement Program budget Book.

## STORMWATER FUND / 0202

### Drainage

#### Program Description:

The Drainage division is responsible for review and inspection of site development construction projects. These duties include but are not limited to: insuring proper handling of Stormwater runoff and compliance with the new Unified Development Ordinance.

#### Goals, Objectives and Performance Data

|                          |   |                 |                   |
|--------------------------|---|-----------------|-------------------|
| Goal:                    | To review plans within a timely manner and provide onsite inspection. |                 |                   |
| Objective:               | To ensure compliance with Federal, State and Local laws.              |                 |                   |
| Performance Indicators:  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of plans reviewed | 160   | 163             | 165               |

### Stormwater

#### Program Description:

The Stormwater division, managed by the Engineering Department of the Development Resource Center is responsible for providing engineering services for the Columbus Consolidated Government. Services include reporting and monitoring Stormwater activity, meeting federal and state Stormwater mandates.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To document in-stream water quality trends and pollutant removal efficiencies of stormwater best management practices (BMPs) through our GaEPD-approved Stormwater Management Program to include wet weather, 303(d) creek program. |                 |                   |
| Objective:  | Perform required water quality monitoring for the wet weather, 303(d) program.  |                 |                   |
| Performance Indicators:                                 | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of samples collected for two monitoring programs | 366   | 366             | 366               |

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To educate our citizens and promote environmental stewardship through our Public Information & Education Program and perform required inlet marking as part of the Community Rating System (Flood Plan Management Program). |                 |                   |
| Objective:              | Storm sewer inlets marked.  |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of inlets marked | 250   | 250             | 250               |

## STORMWATER FUND / 0202

### Stormwater Maintenance

#### Program Description:

The Stormwater/Sewer Maintenance Division, managed by Public Services Department, is responsible for maintaining storm easements including ditches, inlets, drain pipes, watersheds, detention and retention ponds, construction and installation of storm sewers and ensuring the free flow of storm water.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To improve the flow of water in storm drain pipes.                      |                 |                   |
| Objective:  | Pressure clean 19.9 miles of storm drainpipes to help prevent blockage. |                 |                   |
| Performance Indicators:                               | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Miles of storm drain pipes pressured cleaned annually | 17.0  | 17.5            | 18.0              |

#### Budget Notes:

The following capital was approved in this budget:

- One (1) Flatbed Dump Truck

- GPS Equipment Upgrade

- One (1) Inmate Vans

- One (1) Watershed Maintenance Boat

- Three (3) Utility Dual Axle Trailers

- Two (2) Tractors with Cutters & Sprayers

- Two (2) Riding Mowers

Above expenses will be funded out of Stormwater Fund CIP interest.

### Other Maintenance and Repairs

#### Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Sewer Fund divisions.



## Paving Fund

### Expenditures By Division

|                  |                              | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|------------------------------|----------------|----------------|-----------------|-----------------|
| 590:             |                              |                |                |                 |                 |
| 2000             | Contingency                  | \$ -           | \$ -           | \$ -            | \$ 27,105       |
| 3000             | non-Categorical              | 650,060        | 570,513        | 602,607         | 683,148         |
| 4000             | Inter Fund Transfer          | 1,842,512      | 1,557,266      | 1,362,691       | 3,651,586       |
| 250:             |                              |                |                |                 |                 |
| 2200             | Highways & Roads             | 998,255        | 932,576        | 910,641         | 1,037,177       |
| 260:             |                              |                |                |                 |                 |
| 2100             | Street Improvements          | 2,166,991      | 1,897,615      | 1,908,289       | 3,200,858       |
| 2800             | Landscape & Forestry         | 2,096,290      | 2,055,636      | 2,915           | -               |
| 3110             | Street Repairs & Maintenance | 2,161,768      | 2,387,584      | 2,305,767       | 2,502,992       |
| 3120             | Right of Way & Environmental | 3,127,710      | 2,910,900      | 5,145,769       | 6,371,706       |
| 3130             | Right of Way Maintenance -   | 217,695        | 221,485        | 241,974         | 247,106         |
| 3710             | Other Maintenance & Repairs  | 1,132          | -              | 2,448           | 5,000           |
| DEPARTMENT TOTAL |                              | \$ 13,262,413  | \$ 12,533,575  | \$ 12,483,101   | \$ 17,726,678   |
| % CHANGE         |                              |                | -5.50%         | -0.40%          | 42.01%          |

\* Unaudited

### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 7,044,927      | \$ 7,311,917   | \$ 7,476,134    | \$ 7,760,570    |
| Operations        |    | 3,583,704      | 3,334,966      | 3,738,128       | 4,383,088       |
| OPERATING BUDGET  | \$ | 10,628,631     | \$ 10,646,883  | \$ 11,214,262   | \$ 12,143,658   |
| Capital Budget    |    | 2,633,782      | 1,886,692      | 1,268,839       | 5,583,020       |
| DEPARTMENT TOTAL  | \$ | 13,262,413     | \$ 12,533,575  | \$ 12,483,101   | \$ 17,726,678   |
| % CHANGE          |    |                | -5.50%         | -0.40%          | 42.01%          |

\* Unaudited

## PAVING FUND / 0203

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>250-2200 Highways &amp; Roads</b>     | <b>15</b>      | <b>15</b>       | <b>15</b>       |
| Engineering Director                     | 1              | 1               | 1               |
| Engineering Inspection Coordinator       | 1              | 1               | 1               |
| Engineering Inspector                    | 3              | 3               | 3               |
| Survey Crew Leader                       | 2              | 2               | 2               |
| Survey Supervisor                        | 1              | 1               | 1               |
| Administrative Secretary                 | 1              | 1               | 1               |
| Administrative Technician I              | 1              | 1               | 1               |
| Survey Technician                        | 1              | 1               | 1               |
| Administrative Assistant                 | 1              | 1               | 1               |
| CAD Technician                           | 1              | 1               | 1               |
| Survey Crew Worker                       | 1              | 1               | 1               |
| Senior Engineer Technician               | 1              | 1               | 1               |
| <b>260-2100 Street Improvements</b>      | <b>31</b>      | <b>31</b>       | <b>31</b>       |
| Heavy Equipment Manager                  | 1              | 1               | 1               |
| Heavy Equipment Supervisor               | 2              | 2               | 2               |
| Senior Heavy Equipment Operator          | 2              | 2               | 2               |
| Heavy Equipment Operator                 | 2              | 2               | 2               |
| Equipment Operator III                   | 13             | 13              | 13              |
| Equipment Operator II                    | 8              | 8               | 8               |
| Correctional Officer - Heavy Equipment   | 1              | 1               | 1               |
| Maintenance Worker I                     | 1              | 1               | 1               |
| Administrative Technician I              | 1              | 1               | 1               |
| <b>260-2800 Landscape &amp; Forestry</b> | <b>23</b>      | <b>0</b>        | <b>0</b>        |
| Forestry & Beautification Manager        | 1              | 0               | 0               |
| Contract Inspector                       | 1              | 0               | 0               |
| Assistant Manager - Forestry             | 1              | 0               | 0               |
| Urban Forestry Supervisor                | 1              | 0               | 0               |
| Forestry Administrator                   | 1              | 0               | 0               |
| Tree Trimmer Crew Leader                 | 5              | 0               | 0               |
| Tree Trimmer II                          | 2              | 0               | 0               |
| Tree Trimmer I                           | 1              | 0               | 0               |
| Equipment Operator III                   | 6              | 0               | 0               |
| Equipment Operator I                     | 2              | 0               | 0               |
| Maintenance Worker I                     | 2              | 0               | 0               |
| Correctional Officer - Forestry          | 0              | 0               | 0               |
| Inmate Labor                             | 6              | 0               | 0               |



PAVING FUND / 0203

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>260-3110 Street Repairs &amp; Maintenance</b>   | <b>46</b>      | <b>46</b>       | <b>46</b>       |
| Street Maintenance Manager   | 1              | 1               | 1               |
| Assistant Street Maintenance Manager   | 1              | 1               | 1               |
| Correctional Officer - Street Manager  | 3              | 3               | 3               |
| Public Services Crew Supervisor  | 2              | 2               | 2               |
| Public Services Crew Leader  | 6              | 6               | 6               |
| Equipment Operator I   | 6              | 6               | 6               |
| Maintenance Worker III   | 6              | 6               | 6               |
| Maintenance Worker II  | 4              | 4               | 4               |
| Maintenance Worker I   | 16             | 16              | 16              |
| Administrative Technician I  | 1              | 1               | 1               |
| Inmate Labor   | 15             | 15              | 15              |
| <b>260-3120 Urban Forestry &amp; Beautification (right of<br/>Way Maintenance &amp; Forestry merged in FY11)</b> | <b>54</b>      | <b>77</b>       | <b>77</b>       |
| Forestry & Beautification Manager  | 0              | 1               | 1               |
| Assistant Manager - Beautification   | 1              | 1               | 1               |
| Assistant Manager - Forestry   | 0              | 1               | 1               |
| Contract Inspector   | 0              | 1               | 1               |
| Urban Forestry Supervisor  | 0              | 1               | 1               |
| Forestry Administrator   | 0              | 1               | 1               |
| Tree Trimmer Crew Leader   | 0              | 5               | 5               |
| Tree Trimmer II  | 0              | 1               | 1               |
| Tree Trimmer I   | 1              | 1               | 1               |
| Administrative Technician I  | 2              | 2               | 2               |
| Chemical Applications Supervisor   | 1              | 1               | 1               |
| Chemical Applications Technician   | 2              | 2               | 2               |
| Correctional Officer - Forestry  | 8              | 10              | 10              |
| Equipment Operator III   | 7              | 13              | 13              |
| Equipment Operator II  | 8              | 8               | 8               |
| Equipment Operator I   | 6              | 8               | 8               |
| Maintenance Worker I   | 13             | 15              | 15              |
| Maintenance Worker I - Temporary   | 2              | 2               | 2               |
| Public Services Crew Leader  | 4              | 4               | 4               |
| Public Services Supervisor   | 1              | 1               | 1               |
| <b>260-3130 Right of Way Maintenance - Community<br/>Service</b>   | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Community Service Coordinator  | 1              | 1               | 1               |
| Public Services Crew Leader  | 2              | 2               | 2               |
| Maintenance Worker I - Part Time   | 7              | 7               | 7               |
| Maintenance Worker I - Temporary   | 6              | 3               | 6               |
| <b>TOTAL</b>   | <b>172</b>     | <b>172</b>      | <b>172</b>      |

## PAVING FUND / 0203

### Non-Departmental - Contingency

#### Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, large emergency expenditures are not always accounted for by a specific department; therefore, we have established the contingency section to record these appropriations and expenditures.

### Non-Departmental - Non-Categorical

#### Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided in the previous year.

### Non-Departmental - Inter-fund Transfers

#### Program Description:

This cost center records the allocations of appropriations to the Capital Improvement Projects Fund for recording and accounting purposes.

#### Budget Notes:

-The budget reflects The funding for these specific Capital Improvement Projects.

| Performance Indicators:       | Budget       |
|-------------------------------|--------------|
| Resurfacing/Road Improvements | \$ 3,415,218 |
| Performance Indicators:       | \$ 3,415,218 |

## Highway and Roads

#### Program Description:

The Highway and Roads division, managed by the Engineering Department, provides engineering services to agencies of the Columbus Consolidated Government. Services include street acceptance, preparation of engineering reports and studies, identifying easements and public right of ways, drafting construction plans, contracts and specifications, inspecting construction projects and administering construction contracts. The division manages the pavement management program.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To increase the citizen satisfaction of the City's roadways.                                |                 |                   |
| Objective:              | To reduce the number of calls for unsatisfactory utility repairs through permit management. |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of permits       | 1,060   | 1,075           | 1,080             |

## PAVING FUND / 0203

### Street Improvements

#### Program Description:

Repair all city shoulders and provide routine maintenance on state shoulders. Because emergency vehicles, the U.S. Post Office, and the School District provide services; we perform minimal maintenance on select private roads for the use thereof. The Street Improvement Division sweeps and cleans all city streets, bridges, and intersections. The division responds to problems initiated by citizens. It supports other divisions and departments with heavy equipment and operators. It conducts excavating and grading for special projects or construction. Its also responsible for the removal of silt from ditches and retention ponds.

#### Goals, Objectives and Performance Data

|                             |   |                 |                   |
|-----------------------------|---|-----------------|-------------------|
| Goal:                       | To sweep and clean every paved street in the city with a street sweeper.  |                 |                   |
| Objective:                  | To sweep every street in the city at least once during the year. To sweep all intersections, bridges, I-185 wall and the downtown area at least once per month. |                 |                   |
| Performance Indicators:     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Miles of city streets swept | 2,000   | 2,200           | 2,300             |

|                                    |   |                 |                   |
|------------------------------------|---|-----------------|-------------------|
| Goal:                              | To clean and dredge ditches and creeks on a routine schedule. |                 |                   |
| Objective:                         | Clean and dredge 2,500 feet of ditches and creeks annually.   |                 |                   |
| Performance Indicators:            | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Feet of ditches and creeks cleaned | 6,000   | 6,000           | 6,000             |

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | To improve detention pond function and remove silt from retention ponds by cleaning annually. |                 |                   |
| Objective:   | Clean silt from retention and detention ponds at least once annually.                         |                 |                   |
| Performance Indicators:                                  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of detention and retention ponds cleaned annually | 7   | 7               | 7                 |

#### Budget Notes:

-The following capital was approved in this budget:

- Two (2) D6 Bulldozers
- Two (2) 18yd Dump Trucks
- Two (2) 7yd Dump Trucks
- One (1) Full Size 4x4 Pickup Truck
- One (1) Inmate Vans

## PAVING FUND / 0203

### Street Repairs & Maintenance

#### Program Description:

To repair right-of-way areas; i.e. potholes, asphalt maintenance, curbs/gutters, sidewalks, guardrails, inlet tops and fences.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To improve asphalt maintenance as well as all curb and gutter and other various concrete maintenance within the City of Columbus. |                 |                   |
| Objective:              | To increase asphalt maintenance and repairs as well as concrete work.   |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Tonnage Used            | 3,520   | 3,550           | 3,560             |

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To keep sidewalks and curbs and gutters in a safe and serviceable condition.  |                 |                   |
| Objective:  | To provide safer sidewalks by removing trip hazards and making the necessary repairs as found by our staff and or reported by our citizens. |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Increased repairs by yards of concrete poured reported during a fiscal year | 1,150   | 1,200           | 1,250             |

#### Budget Notes:

-The following capital was approved in this budget:

- One (1) 7yd Dump Trucks
- One (1) Asphalt Paver
- Two (2) Sand Spreader

### Urban Forestry & Beautification

#### Program Description:

To cut vegetation along city right-of-ways and city property, to apply herbicides to reduce the amount of unwanted vegetation, to provide landscaping activities along city right-of-ways and city property, to provide emergency response services for removal of debris, spills, and ice on the roadways, and to assist other divisions as needed. Also to provide urban forestry services to include removing, pruning, and planting of city trees. The division also provides contract inspection on the city's gateways and enforces the Tree Preservation and Replacement Ordinance.

## PAVING FUND / 0203

### Urban Forestry & Beautification (con't)

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To maintain a neat appearance within the city's small median type parks. |                 |                   |
| Objective:                                   | Service an average of 62 parks once every two weeks.                     |                 |                   |
| Performance Indicators:                      | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Average number of parks maintained every two | 62   | 65              | 65                |

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | Reduce the frequency of needed cutting on right-of-ways and other property. |                 |                   |
| Objective:              | Treat 5,000 acres of land annually with herbicides.                         |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Annual acreage treated  | 5,000   | 5,100           | 5,200             |

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | To prune trees on city properties.         |                 |                   |
| Objective:              | Increase the number of trees pruned by 3%. |                 |                   |
| Performance Indicators: | FY10<br>Actual                             | FY11<br>Actual* | FY12<br>Projected |
| Number of trees pruned  | 3,624                                      | 3,700           | 3,700             |

#### Budget Notes:

-The following capital was approved in this budget:

- Eight (8) Commercial Versatile Mowers
- Eight (8) Inmate Vans
- Two (2) Farm Tractors
- One (1) Batwing Mower 10'
- Three (3) 7yd Dump Trucks
- One (1) Small Bucket Truck
- One (1) Wood Chipper
- One (1) Self Propelled Mower with Bagger

## PAVING FUND / 0203

### Right of Way Maintenance - Community Service

#### Program Description:

Maintains two (2) city cemeteries and 40-50 city owned properties. Provide support for various city supported activities such as Riverfest Weekend, Help the Hooch, Christmas tree and telephone book recycling programs. Clean the city and county right-of-way of litter and debris.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To pick up litter on the City's rights-of-ways.           |                 |                   |
| Objective:              | To increase the number of miles policed by 3% every year. |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of miles policed | 11,722  | 11,800          | 11,900            |

|                                 |  |                 |                   |
|---------------------------------|--|-----------------|-------------------|
| Goal:                           | To increase the number of probationers assigned.   |                 |                   |
| Objective:                      | Coordinate directly with the Courts to increase by 5% the number of sentenced individuals and assigning them to the Department of Public Services. |                 |                   |
| Performance Indicators:         | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of probationers assigned | 381  | 395             | 400               |

### Other Maintenance & Repairs

#### Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Paving Fund divisions.

## MEDICAL CENTER FUND / 0204

### Mission Statement:

The Consolidated Government and the Medical Center have a contractual agreement whereby hospital services are provided to indigent Muscogee County residents. The Medical Center receives an amount equal to the revenue produced by three mills of property tax to cover such services after the approval of said patient bills by the Consolidated Government.

### Expenditures By Division

|                     | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---------------------|----------------|----------------|-----------------|-----------------|
| 200:                |                |                |                 |                 |
| 3000 Medical Center | \$ 13,224,671  | \$ 12,688,954  | \$ 12,608,062   | \$ 12,887,862   |
| DEPARTMENT TOTAL    | \$ 13,224,671  | \$ 12,688,954  | \$ 12,608,062   | \$ 12,887,862   |
| % CHANGE            |                | -4.05%         | -0.64%          | 2.22%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ -            |
| Operations        | 13,224,671     | 12,688,954     | 12,608,062      | 12,887,862      |
| OPERATING BUDGET  | \$ 13,224,671  | \$ 12,688,954  | \$ 12,608,062   | \$ 12,887,862   |
| Capital Budget    | -              | -              | -               | -               |
| DEPARTMENT TOTAL  | \$ 13,224,671  | \$ 12,688,954  | \$ 12,608,062   | \$ 12,887,862   |
| % CHANGE          |                | -4.05%         | -0.64%          | 2.22%           |

\* Unaudited



## Integrated Waste Fund

### Expenditures By Division

|                  |                                    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|------------------------------------|----------------|----------------|-----------------|-----------------|
| 590:             |                                    |                |                |                 |                 |
| 2000             | Contingency                        | \$ -           | \$ -           | \$ -            | \$ 17,606       |
| 3000             | Non-Categorical                    | 629,810        | 686,940        | 747,886         | 744,983         |
| 4000             | Inter Fund Transfer                | 80,000         | 80,000         | 146,234         | 146,234         |
| 260:             |                                    |                |                |                 |                 |
| 3510             | Solid Waste Collection             | 4,933,692      | 5,155,050      | 5,367,637       | 5,503,154       |
| 3520             | Recycling                          | 839,240        | 992,095        | 931,643         | 998,600         |
| 3540             | Granite Bluff Inert<br>Landfill    | 188,578        | 259,186        | 244,574         | 262,431         |
| 3550             | Oxbow Meadows<br>Inert Landfill    | 210,903        | 196,265        | 202,180         | 243,950         |
| 3560             | Pine Grove Sanitary<br>Landfill    | 2,133,092      | 1,739,200      | 1,748,997       | 1,844,039       |
| 3570             | Recycling Sustainability<br>Center | -              | -              | 138,422         | 177,495         |
| 3710             | Other Maintenance &<br>Repairs     | -              | 3,060          | -               | 13,580          |
| 270:             |                                    |                |                |                 |                 |
| 3150             | Refuse Collection                  | 80,290         | 70,627         | 77,569          | 74,928          |
| DEPARTMENT TOTAL |                                    | \$ 9,095,605   | \$ 9,182,423   | \$ 9,605,142    | \$ 10,027,000   |
| % CHANGE         |                                    |                | 0.95%          | 4.60%           | 4.39%           |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 4,561,334   | \$ 4,862,844   | \$ 4,973,149    | \$ 5,009,669    |
| Operations        | 4,082,457      | 4,036,864      | 4,365,840       | 5,017,331       |
| OPERATING BUDGET  | \$ 8,643,791   | \$ 8,899,708   | \$ 9,338,989    | \$ 10,027,000   |
| Capital Budget    | 451,814        | 282,715        | 266,154         | -               |
| DEPARTMENT TOTAL  | \$ 9,095,605   | \$ 9,182,423   | \$ 9,605,143    | \$ 10,027,000   |
| % CHANGE          |                | 0.95%          | 4.60%           | 4.39%           |

\* Unaudited



## INTEGRATED WASTE FUND / 0207

### Personnel Summary: Authorized Positions

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--|----------------|-----------------|-----------------|
| <b>260-3510 Solid Waste Collection</b>       | <b>70</b>      | <b>70</b>       | <b>70</b>       |
| Assistant Director                           | 1              | 1               | 1               |
| Solid Waste & Recycling Manager              | 1              | 1               | 1               |
| Asst Division Mgr - Solid Waste & Recycling  | 1              | 1               | 1               |
| Waste Collection Route Supervisor            | 5              | 5               | 5               |
| Waste Equipment Operator                     | 57             | 57              | 57              |
| Waste Equipment Operator-Temporary           | 1              | 0               | 0               |
| Waste Collection Worker                      | 4              | 4               | 4               |
| Animal Control Officer I                     | 1              | 1               | 1               |
| <b>260-3520 Recycling</b>                    | <b>13</b>      | <b>12</b>       | <b>12</b>       |
| Recycling Route Supervisor                   | 1              | 1               | 1               |
| Recycling Truck Driver                       | 8              | 8               | 8               |
| Waste Equipment Operator                     | 4              | 3               | 3               |
| Material Recovery Facility Supervisor        | 0              | 0               | 0               |
| Material Recovery Facility Technician        | 0              | 0               | 0               |
| Material Recovery Facility Technician-Temp   | 0              | 0               | 0               |
| <b>260-3540 Granite Bluff Inert Landfill</b> | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Landfill Supervisor                          | 1              | 1               | 1               |
| Landfill Operator                            | 2              | 2               | 2               |
| <b>260-3550 Oxbow Meadows Inert Landfill</b> | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Landfill Supervisor                          | 1              | 1               | 1               |
| Landfill Operator                            | 2              | 2               | 2               |
| Heavy Equipment Operator                     | 1              | 1               | 1               |
| <b>260-3560 Pine Grove Sanitary Landfill</b> | <b>11</b>      | <b>11</b>       | <b>11</b>       |
| Waste Disposal Manager                       | 1              | 1               | 1               |
| Assistant Waste Disposal Manager             | 1              | 1               | 1               |
| Senior Landfill Operator                     | 1              | 1               | 1               |
| Heavy Equipment Operator                     | 2              | 2               | 2               |
| Landfill Operator                            | 5              | 5               | 5               |
| Landfill Maintenance Technician              | 1              | 1               | 1               |
| <b>260-3570 Material Recovery Facility</b>   | <b>0</b>       | <b>3</b>        | <b>3</b>        |
| Material Recovery Facility Supervisor        | 0              | 1               | 1               |
| Material Recovery Facility Technician        | 0              | 2               | 2               |
| <b>270-3150 Refuse Collection</b>            | <b>1</b>       | <b>1</b>        | <b>1</b>        |
| Equipment Operator II                        | 1              | 1               | 1               |
| <b>TOTAL</b>                                 | <b>102</b>     | <b>104</b>      | <b>104</b>      |

## INTEGRATED WASTE FUND / 0207

### Non-Departmental Contingency

#### Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

### Non-Departmental Non-Categorical

#### Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided in the previous year. The largest component of the cost allocation charges to the Integrated Waste Fund is vehicle maintenance.

### Non-Departmental Inter fund Transfers

#### Program Description:

This cost center records the allocations of appropriations to the Capital Improvement Projects Fund for recording and accounting purposes.

#### Budget Issues:

-The budget reflects the funding for this specific Capital Improvement Projects.

| Project Description                             | Budget |
|---|--------|
| Landfill Construction, Closure and Post Closure | \$ -   |
| TOTAL   | \$ -   |

### Solid Waste Collection

#### Program Description:

The Solid Waste Collection division collects household garbage, yard waste and bulky waste.

#### Goals, Objectives and Performance Data

|                                  |   |                 |                   |
|----------------------------------|---|-----------------|-------------------|
| Goal:                            | To lower the number of collection stops missed.         |                 |                   |
| Objective:                       | To reduce the number of missed pick-ups by 3% annually. |                 |                   |
| Performance Indicators:          | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Annual number of missed pick-ups | 2,650   | 2,600           | 2,550             |

## INTEGRATED WASTE FUND / 0207

### Solid Waste Collection (con't)

#### Goals, Objectives and Performance Data

|                                      |   |                 |                   |
|--------------------------------------|---|-----------------|-------------------|
| Goal:                                | To reduce the number of customer complaints.                |                 |                   |
| Objective:                           | To reduce the number of customer complaints by 3% annually. |                 |                   |
| Performance Indicators:              | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Annual number of customer complaints | 90  | 85              | 80                |

### Recycling

#### Program Description:

This division is responsible for the collection of Recyclable Commodities.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To provide the opportunity for each resident to participate in recycling. |                 |                   |
| Objective:              | Increase the number of participants in recycling.                         |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of participants  | 44,750  | 45,250          | 45,750            |

|                                 |  |                 |                   |
|---------------------------------|--|-----------------|-------------------|
| Goal:                           | To promote the concept of recycling to the general public. |                 |                   |
| Objective:                      | Increase the tonnage of recyclables collected.             |                 |                   |
| Performance Indicators:         | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Pounds of Recyclables collected | 7,803,602  | 7,959,674       | 8,264,592         |

|                                   |   |                 |                   |
|-----------------------------------|---|-----------------|-------------------|
| Goal:                             | Improve the multi-family housing recycling program.   |                 |                   |
| Objective:                        | Increase the number of apartment complexes participating in the multi-family housing recycling program. |                 |                   |
| Performance Indicators:           | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of complexes participating | 16  | 17              | 18                |

## INTEGRATED WASTE FUND / 0207

### Granite Bluff Inert Landfill

#### Program Description:

The Granite Bluff Inert Landfill site is responsible to operate a state of the art inert landfill in compliance with Federal, State, and Local directives.

#### Goals, Objectives and Performance Data

|                               |   |                 |                   |
|-------------------------------|---|-----------------|-------------------|
| Goal:                         | To increase recycling to ensure longer life span for the inert disposal site. |                 |                   |
| Objective:                    | To increase on-site mulching operations by 20%-40%.                           |                 |                   |
| Performance Indicators:       | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Inert waste tonnage collected | 2,420   | 2,904           | 3,102             |

### Oxbow Meadows Inert Landfill

#### Program Description:

The Oxbow Meadows Inert Landfill gives the City of Columbus an increased disposal capacity, and therefore an increased life span for this critical disposal element. The landfill is operated five days a week in full compliance with all State and Federal regulating statutes.

#### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | Increase recycling to ensure longer life span for the inert disposal site. |                 |                   |
| Objective:              | Increase on-site mulching operations up to a possible 20%-40%              |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of tons mulched  | 5,849  | 6,939           | 7,124             |

|                          |  |                 |                   |
|--------------------------|--|-----------------|-------------------|
| Goal:                    | To provide for the disposal of inert material.                           |                 |                   |
| Objective:               | To accept inert material from citizens and residents of Muscogee County. |                 |                   |
| Performance Indicators:  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Inert materials accepted | 19,660   | 20,203          | 20,605            |

## INTEGRATED WASTE FUND / 0207

### Pine Grove Landfill

#### Program Description:

The Pine Grove Landfill responsibility is to operate a state of the art Municipal Solid Waste Landfill in compliance with Federal, State and Local directives.

#### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | To provide for the disposal of municipal solid waste (MSW) and construction and demolition (C&D) materials.    |                 |                   |
| Objective:              | To accept MSW and C&D material for the citizens, residents, and other commercial customers of Muscogee County. |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Tonnage of MSW accepted | 71,829   | 79,011          | 82,125            |
| Tonnage of C&D accepted | 5,127  | 5,661           | 5,778             |
| Special Handling        | 2,798  | 2,976           | 3,210             |

### Recycling Sustainability Center

#### Program Description:

This division is responsible for the collection of Recyclable Commodities.

#### Budget Notes:

The following personnel was approved in this budget

- One (1) Materials Recycling Facility Technician

### Other Maintenance & Repairs

#### Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Integrated Waste Fund division.

### Refuse Collections

#### Program Description:

The Parks and Recreation Department is responsible for the pick-up of waste deposited in trash receptacles in parks around the city. Operating with one truck, this division picks up trash from over 2,000 cans in 49 parks including South Commons and the River Walk. The Parks Refuse division operates seven days a week from April 1 to November 1, and five days a week the remaining 5 months per year. During the week, the division is able to utilize inmate labor. The truck makes two trips per day to the landfill except for Saturday when the landfill closes at noon and on Sunday when the landfill is closed.



## Mission Statement:

The 911 Center will provide effective and responsive emergency and non-emergency communication services in a professional and efficient manner for public safety and other agencies. As an integral part of the Columbus Community, we are committed to communicate with those we serve and to join with them in establishing priorities to enhance the quality of life for the entire community.

## Expenditures By Division

|                  |                 | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------|----------------|----------------|-----------------|-----------------|
| 400:             |                 |                |                |                 |                 |
| 3220             | E-911           | \$ 2,763,663   | \$ 3,388,400   | \$ 3,228,738    | \$ 3,310,881    |
| 590:             |                 |                |                |                 |                 |
| 2000             | Contingency     | -              | -              | -               | 8,667           |
| 3000             | Non-Categorical | -              | -              | -               | -               |
| DEPARTMENT TOTAL |                 | \$ 2,763,663   | \$ 3,388,400   | \$ 3,228,738    | \$ 3,319,548    |
| % CHANGE         |                 |                | 22.61%         | -4.71%          | 2.81%           |

\* Unaudited

## Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 2,305,448   | \$ 2,416,752   | \$ 2,496,155    | \$ 2,569,727    |
| Operations        | 404,941        | 691,648        | 732,583         | 749,821         |
| OPERATING BUDGET  | \$ 2,710,389   | \$ 3,108,400   | \$ 3,228,738    | \$ 3,319,548    |
| Capital Budget    | 53,275         | 280,000        | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 2,763,664   | \$ 3,388,400   | \$ 3,228,738    | \$ 3,319,548    |
| % CHANGE          |                | 22.61%         | -4.71%          | 2.81%           |

\* Unaudited

## EMERGENCY TELEPHONE FUND / 0209

### Personnel Summary: Authorized Positions

|                                   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------------------|----------------|-----------------|-----------------|
| 400-3220 E-911                    | 56             | 56              | 56              |
| Police Lieutenant                 | 1              | 1               | 1               |
| Police officer                    | 2              | 2               | 2               |
| 911 Center Supervisor             | 6              | 6               | 6               |
| Communication Technician I/II/III | 45             | 45              | 45              |
| Administrative Clerk              | 1              | 1               | 1               |
| Administrative Secretary          | 1              | 1               | 1               |
| TOTAL                             | 56             | 56              | 56              |

### Emergency Telephone

#### Program Description:

The 911 Center is divided into two areas: the Public Safety Message Center and the Emergency Operations Center. The Public Safety Message Center is the administrative telephone-answering unit for the Police and Fire Departments. The 911 Operations Center is responsible for receiving requests for emergency services and dispatching the appropriate units to the emergency; monitoring and dispatching the Police, State Sheriff's, Fire and EMS radio channels; the Civil Defense National Warning System; all bank alarms, the FBI and National Guard Alarms; and implementing emergency procedures in concert with other agencies.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To provide emergency and non-emergency communications services in a professional and efficient manner for public safety and other agencies. |                 |                   |
| Objective:              | To dispatch all calls for service in a timely, accurate and professional manner.  |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Police Calls Dispatched | 160,145   | 159,254         | 158,378           |
| Fire Calls Dispatched   | 18,509  | 18,660          | 18,810            |
| EMS Calls Dispatched    | 25,845  | 26,025          | 26,210            |

### Non-Departmental Contingency

#### Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

### Non-Categorical

#### Program Description:

Appropriations and expenditures that pertain solely to a specific department are budgeted by that department. However, there are certain expenditures that are not applicable to a specific department. The non-categorical section has been established for recording these appropriations and expenditures.



## Community Development

### Program Description:

Provide reinvestment opportunities including the promotion of providing decent, safe, affordable housing for all citizens by collaboration with non-profits and for profit housing developers.

### Expenditures By Division

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| 245: CDBG Program | 803,611        | 2,013,225      | 2,543,130       | 2,169,160       |
| DEPARTMENT TOTAL  | \$ 803,611     | \$ 2,013,225   | \$ 2,543,130    | \$ 2,169,160    |
| % CHANGE          |                | 150.52%        | 26.32%          | -14.71%         |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 271,305     | \$ 282,909     | \$ 204,610      | \$ 283,088      |
| Operations        | 462,306        | 1,650,263      | 1,834,558       | 1,787,061       |
| OPERATING BUDGET  | \$ 733,611     | \$ 1,933,172   | \$ 2,039,168    | \$ 2,070,149    |
| Capital Budget    | 70,000         | 80,053         | 503,962         | 99,011          |
| DEPARTMENT TOTAL  | \$ 803,611     | \$ 2,013,225   | \$ 2,543,130    | \$ 2,169,160    |
| % CHANGE          |                | 150.52%        | 26.32%          | -14.71%         |

\* Unaudited



## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) / 0210

### Program Description:

The Community Reinvestment provides comprehensive CDBG reinvestment opportunities while providing services for the homeless and providing safe, affordable, and decent housing to the citizens of Muscogee County.

### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To provide decent housing and create a viable living environment.  |                 |                   |
| Objective:   | To demolish previously cited code violations for unsafe housing units that create and/or contribute to slum and blight conditions. |                 |                   |
| Performance Indicators:  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of code violations/citations/notices resulting in demolitions | 25   | 20              | 25                |

|                                       |   |                 |                   |
|---------------------------------------|---|-----------------|-------------------|
| Goal:                                 | To prevent further deterioration and decline of neighborhoods through the correction of housing code violations in eligible residential structures. |                 |                   |
| Objective:                            | To aid the elderly and/or disable citizens with emergency repairs through the Project Care Program.   |                 |                   |
| Performance Indicators:               | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of project care rehabilitation | 10  | 12              | 15                |

### Budget Notes:

-Capital outlays total of \$294,295.

## WORKFORCE INVESTMENT ACT (WIA) FUND / 0220

### Program Description:

The Workforce Investment Act (WIA) Program accounts for grant monies received from the Department of Labor to carry out the federal objectives formerly carried out by the Job Training Partnership Act (JTPA) Program:

- To authorize and fund different employment and training programs.
- To establish programs that provide job-training services for dislocated workers, economically disadvantaged adults and youth facing significant employment barriers.

### Expenditures By Division

|                  | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------|----------------|-----------------|-----------------|
| Department Total | \$ 2,147,044   | \$ 3,195,478   | \$ 3,378,341    | \$ 3,469,794    |
| DEPARTMENT TOTAL | \$ 2,147,044   | \$ 3,195,478   | \$ 3,378,341    | \$ 3,469,794    |
| % CHANGE         |                | 48.83%         | 5.72%           | 2.71%           |

\* Unaudited

### Adult & Dislocated Workers

#### Program Description:

WIA authorizes "core" and "intensive" services. "Core" services are available to all adults and include job search and placement assistance; labor market information; initial assessment of skills and needs; information about available services; and follow-up services. "Intensive" services are available for unemployed individuals who are not able to find jobs through core services alone. These services include more comprehensive assessments, development of employment plans, counseling, case management and short-term pre-vocational services. Additionally, the Act authorizes the provision of temporary income support to enable participant continuation in training.

### Youth

#### Program Description:

WIA authorizes eligible youth ages 14 through 21 to be considered as low-income and must meet one or more of the following challenges:

- (1) School dropout; (2) basic literacy skills deficiency; (3) homeless, runaway, or foster child; (4) pregnant or a parent; (5) an offender; or (6) need help completing an educational program or securing/holding a job.

Furthermore, 30% of these funds must help those who are in school. Additionally, the program just provides summer employment opportunities linked to academic and occupational learning.

## ECONOMIC DEVELOPMENT AUTHORITY FUND / 0230

### Program Description:

The Columbus Consolidated Government and the Development Authority of Columbus have an agreement whereby economic development activities that include; working with local and regional entities in attracting quality companies, working to broaden the Muscogee County tax base, job creation and retention are provided by the Development Authority, in conjunction with the Greater Columbus Chamber of Commerce. The Development Authority will receive the revenue produced by 0.25 mills of ad valorem taxes to cover such activities.

### Expenditures By Division

|                            | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------------|----------------|----------------|-----------------|-----------------|
| 590:                       |                |                |                 |                 |
| 1000 Agency Appropriations | 1,022,010      | 1,025,263      | 1,042,225       | 983,028         |
| DEPARTMENT TOTAL           | \$ 1,022,010   | \$ 1,025,263   | \$ 1,042,225    | \$ 983,028      |
| % CHANGE                   |                | 0.32%          | 1.65%           | -5.68%          |

\* Unaudited

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ -            |
| Operations        | 1,022,010      | 1,025,263      | 1,042,225       | 983,028         |
| OPERATING BUDGET  | \$ 1,022,010   | \$ 1,025,263   | \$ 1,042,225    | \$ 983,028      |
| Capital Budget    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ 1,022,010   | \$ 1,025,263   | \$ 1,042,225    | \$ 983,028      |
| % CHANGE          |                | 0.32%          | 1.65%           | -5.68%          |

\* Unaudited

## DEBT SERVICE FUND / 0405

### Program Description:

The Debt Service Fund accounts for the retirement of general obligation bond issues, Columbus Building Authority lease contracts, the Water Commissioners revolving loan contract and Lease Purchase Programs.

### Expenditures By Category –

|                         | FY09<br>Actual     | FY10<br>Actual      | FY11<br>Actual*     | FY12<br>Adopted    |
|-------------------------|--------------------|---------------------|---------------------|--------------------|
| Personal Services       | \$0                | \$0                 | \$0                 | \$0                |
| Operation               | 8,234,207          | 10,397,636          | 10,584,795          | 9,991,906          |
| <b>OPERATING BUDGET</b> | <b>\$8,234,207</b> | <b>\$10,397,636</b> | <b>\$10,584,795</b> | <b>\$9,991,906</b> |
| Capital Budget          | 0                  | 0                   | 0                   | 0                  |
| <b>PROGRAM TOTAL</b>    | <b>\$8,234,207</b> | <b>\$10,397,636</b> | <b>\$10,584,795</b> | <b>\$9,991,906</b> |
| <b>% CHANGE</b>         |                    | <b>26.28%</b>       | <b>1.80%</b>        | <b>-5.60%</b>      |

\*Unaudited

### Overview and Debt Financing Principles:

The Columbus Consolidated Government maintain a Debt Service Fund. This fund is used to service debt from four sources: General Obligation Debt, Columbus Building Authority contractual debt, the Board of Water Commissioners revolving loan contract, and lease purchase programs with the Georgia Municipal Association. Proceeds of a dedicated property tax is the primary source of revenue for the Debt Service Fund and a 1% special purpose local option sales tax is the primary source of revenue for the Sales Tax Proceeds Account Fund. Further information is available in the Financial Summaries, B-13 and starting on B-53.

All local governments must determine how capital projects will be financed. It is the policy of the Columbus Consolidated Government (CCG) to use debt sparingly to retain the capacity to issue additional debt if the need arises. Currently, CCG is currently well below the 20% level that is considered by the credit industry to be a danger signal. In addition, the CCG is well below the legal debt ceiling for general obligation debt (details on Debt Margin below).

### Debt Margin:

The Columbus Consolidated Government remains below the debt ceiling of 10% of assessed value of taxable property established by the State of Georgia's constitution using none of the established legal debt limit.

**The current general obligation bond rating:**

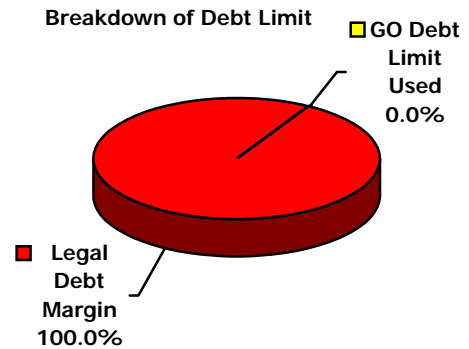
**Standard & Poor's: AA +**

## DEBT SERVICE FUND / 0405

### Computation of Legal Debt Margin For Fiscal Year Ending June 30, 2011

|   |                   |
|---|-------------------|
| Assessed value of taxable property*           | \$ 4,619,716,250  |
| Debt Limit: 10% of assessed value             | 461,971,625       |
| Less: Amount of debt applicable to debt limit | 0                 |
| <br>Legal Debt Margin Available               | <br>\$461,971,625 |

\*Based on 2011 State Approved Gross Digest as of 08/01/2011.



### Contractual Debt: Columbus Building Authority -

The Columbus Building Authority was created to provide a means to issue revenue bonds to acquire, construct, equip, maintain, and operate self-liquidating projects. The Consolidated Government has an agreement with the Columbus Building Authority whereby all assets purchased through the Columbus Building Authority are leased to the Consolidated Government. The Consolidated Government services the Building Authority's debt in lieu of making rental payments. The Consolidated Government has directly or indirectly guaranteed the Authority's debt.

| Fiscal Year  | 1999A Refunding Bond |                        | 1999C Revenue Bond |                      | 2003A Lease Revenue Bond |                       |
|--------------|----------------------|------------------------|--------------------|----------------------|--------------------------|-----------------------|
|              | Principal            | Interest*<br>4.0-4.20% | Principal          | Interest<br>6.1-6.85 | Principal                | Interest<br>5.1-5.65% |
| 2012         | 325,000              | 13,650                 | 515,000            | 389,761              | 731,087                  | 1,305,623             |
| 2013         | 0                    | 0                      | 550,000            | 355,810              | 761,014                  | 1,276,380             |
| 2014         | 0                    | 0                      | 585,000            | 319,344              | 795,217                  | 1,244,988             |
| 2015         | 0                    | 0                      | 625,000            | 280,009              | 829,420                  | 1,211,191             |
| 2016         | 0                    | 0                      | 670,000            | 237,263              | 867,899                  | 1,176,977             |
| 2017         | 0                    | 0                      | 715,000            | 190,854              | 910,652                  | 1,131,413             |
| 2018         | 0                    | 0                      | 760,000            | 141,073              | 953,406                  | 1,083,603             |
| 2019         | 0                    | 0                      | 815,000            | 87,509               | 1,000,435                | 1,041,654             |
| 2020         | 0                    | 0                      | 870,000            | 29,798               | 1,051,739                | 996,634               |
| 2021         | 0                    | 0                      | 0                  | 0                    | 1,103,043                | 948,780               |
| 2022         | 0                    | 0                      | 0                  | 0                    | 1,158,623                | 897,764               |
| 2023         | 0                    | 0                      | 0                  | 0                    | 1,218,478                | 843,309               |
| 2024         | 0                    | 0                      | 0                  | 0                    | 1,282,609                | 785,431               |
| 2025         | 0                    | 0                      | 0                  | 0                    | 1,351,014                | 724,507               |
| 2026         | 0                    | 0                      | 0                  | 0                    | 1,419,420                | 660,334               |
| 2027         | 0                    | 0                      | 0                  | 0                    | 1,496,377                | 592,202               |
| 2028         | 0                    | 0                      | 0                  | 0                    | 1,573,333                | 521,124               |
| 2029         | 0                    | 0                      | 0                  | 0                    | 1,658,841                | 446,391               |
| 2030         | 0                    | 0                      | 0                  | 0                    | 1,744,348                | 367,596               |
| 2031         | 0                    | 0                      | 0                  | 0                    | 1,838,406                | 280,378               |
| 2032         | 0                    | 0                      | 0                  | 0                    | 1,932,464                | 188,458               |
| 2033         | 0                    | 0                      | 0                  | 0                    | 2,035,072                | 96,666                |
| <b>Total</b> | <b>\$325,000</b>     | <b>\$13,650</b>        | <b>\$6,105,000</b> | <b>\$2,031,421</b>   | <b>\$27,712,897</b>      | <b>\$17,821,403</b>   |

# DEBT SERVICE FUND / 0405

## Columbus Building Authority Contractual Debt -

| Fiscal Year | 2003A Trade Center<br>Lease Revenue Bond |                       | 2003B Taxable<br>Lease Revenue Bond |                         | 2010A Lease<br>Revenue Bond |                      |
|-------------|--|-----------------------|-------------------------------------|-------------------------|-----------------------------|----------------------|
|             | Principal                                | Interest<br>2.5-5.00% | Interest                            | Interest**<br>4.75-5.8% | Principal                   | Interest<br>1.0-4.0% |
| 2012        | 123,913                                  | 221,292               | 210,000                             | 541,637                 | 570,000                     | 645,225              |
| 2013        | 128,986                                  | 216,336               | 220,000                             | 530,089                 | 2,630,000                   | 633,825              |
| 2014        | 134,783                                  | 211,015               | 235,000                             | 519,089                 | 2,680,000                   | 581,225              |
| 2015        | 140,580                                  | 205,287               | 245,000                             | 507,339                 | 2,730,000                   | 527,625              |
| 2016        | 147,101                                  | 199,488               | 260,000                             | 494,783                 | 2,785,000                   | 473,025              |
| 2017        | 154,348                                  | 191,765               | 280,000                             | 481,133                 | 2,865,000                   | 389,475              |
| 2018        | 161,594                                  | 183,662               | 295,000                             | 466,433                 | 2,315,000                   | 289,200              |
| 2019        | 169,565                                  | 176,551               | 315,000                             | 449,470                 | 2,410,000                   | 196,600              |
| 2020        | 178,261                                  | 168,921               | 335,000                             | 431,358                 | 2,505,000                   | 100,200              |
| 2021        | 186,957                                  | 160,810               | 360,000                             | 412,095                 | 0                           | 0                    |
| 2022        | 196,377                                  | 152,163               | 380,000                             | 391,395                 | 0                           | 0                    |
| 2023        | 206,522                                  | 142,934               | 410,000                             | 369,545                 | 0                           | 0                    |
| 2024        | 217,391                                  | 133,124               | 435,000                             | 345,970                 | 0                           | 0                    |
| 2025        | 228,986                                  | 122,798               | 465,000                             | 320,740                 | 0                           | 0                    |
| 2026        | 240,580                                  | 111,921               | 495,000                             | 293,770                 | 0                           | 0                    |
| 2027        | 253,623                                  | 100,373               | 530,000                             | 265,060                 | 0                           | 0                    |
| 2028        | 266,667                                  | 88,326                | 565,000                             | 234,320                 | 0                           | 0                    |
| 2029        | 281,159                                  | 75,659                | 605,000                             | 201,550                 | 0                           | 0                    |
| 2030        | 295,652                                  | 62,304                | 650,000                             | 166,460                 | 0                           | 0                    |
| 2031        | 311,594                                  | 47,522                | 690,000                             | 128,760                 | 0                           | 0                    |
| 2032        | 327,536                                  | 31,942                | 740,000                             | 88,740                  | 0                           | 0                    |
| 2033        | 344,928                                  | 16,384                | 790,000                             | 45,820                  | 0                           | 0                    |
| Total       | \$4,697,103                              | \$3,020,577           | \$9,510,000                         | \$7,685,556             | \$21,490,000                | \$3,836,400          |

# DEBT SERVICE FUND / 0405

## Columbus Building Authority Contractual Debt -

| Fiscal Year | 2010B Taxable<br>Lease Revenue Bond |                      | 2010C Lease<br>Revenue Bond |                    | Total         |               |
|-------------|-------------------------------------|----------------------|-----------------------------|--------------------|---------------|---------------|
|             | Principal                           | Interest<br>4.7-6.0% | Principal                   | Interest**<br>6.0% | Principal     | Interest      |
| 2012        | 0                                   | 4,177,691            | 0                           | 125,400            | \$2,475,000   | \$7,420,279   |
| 2013        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,290,000   | \$7,315,531   |
| 2014        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,430,000   | \$7,178,752   |
| 2015        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,570,000   | \$7,034,542   |
| 2016        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,730,000   | \$6,884,627   |
| 2017        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,925,000   | \$6,687,731   |
| 2018        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,485,000   | \$6,467,062   |
| 2019        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,710,000   | \$6,254,875   |
| 2020        | 0                                   | 4,177,691            | 0                           | 125,400            | \$4,940,000   | \$6,030,022   |
| 2021        | 2,605,000                           | 4,177,691            | 0                           | 125,400            | \$4,255,000   | \$5,824,776   |
| 2022        | 2,685,000                           | 4,055,256            | 0                           | 125,400            | \$4,420,000   | \$5,621,978   |
| 2023        | 2,770,000                           | 3,923,691            | 0                           | 125,400            | \$4,605,000   | \$5,404,879   |
| 2024        | 2,860,000                           | 3,783,806            | 0                           | 125,400            | \$4,795,000   | \$5,173,731   |
| 2025        | 2,960,000                           | 3,635,086            | 0                           | 125,400            | \$5,005,000   | \$4,928,531   |
| 2026        | 3,065,000                           | 3,473,766            | 0                           | 125,400            | \$5,220,000   | \$4,665,191   |
| 2027        | 3,175,000                           | 3,302,126            | 0                           | 125,400            | \$5,455,000   | \$4,385,161   |
| 2028        | 3,290,000                           | 3,121,151            | 0                           | 125,400            | \$5,695,000   | \$4,090,321   |
| 2029        | 3,415,000                           | 2,930,331            | 0                           | 125,400            | \$5,960,000   | \$3,779,331   |
| 2030        | 3,545,000                           | 2,729,700            | 0                           | 125,400            | \$6,235,000   | \$3,451,460   |
| 2031        | 3,685,000                           | 2,517,000            | 0                           | 125,400            | \$6,525,000   | \$3,099,060   |
| 2032        | 3,830,000                           | 2,295,900            | 0                           | 125,400            | \$6,830,000   | \$2,730,440   |
| 2033        | 3,980,000                           | 2,066,100            | 0                           | 125,400            | \$7,150,000   | \$2,350,370   |
| 2034        | 4,135,000                           | 1,827,300            | 0                           | 125,400            | \$4,135,000   | \$1,952,700   |
| 2035        | 4,295,000                           | 1,579,200            | 0                           | 125,400            | \$4,295,000   | \$1,704,600   |
| 2036        | 4,460,000                           | 1,321,500            | 0                           | 125,400            | \$4,460,000   | \$1,446,900   |
| 2037        | 4,635,000                           | 1,053,900            | 0                           | 125,400            | \$4,635,000   | \$1,179,300   |
| 2038        | 4,815,000                           | 775,800              | 0                           | 125,400            | \$4,815,000   | \$901,200     |
| 2039        | 5,005,000                           | 486,900              | 0                           | 125,400            | \$5,005,000   | \$612,300     |
| 2040        | 3,110,000                           | 186,605              | 2,090,000                   | 125,400            | \$5,200,000   | \$312,005     |
| Total       | \$72,320,000                        | \$86,842,028         | \$2,090,000                 | \$3,636,600        | \$144,250,000 | \$124,887,655 |

## DEBT SERVICE FUND / 0405

### 1991 Water & Sewerage Revenue Bonds

| Fiscal Year  | Principal        | Interest         | Total            | %     |
|--------------|------------------|------------------|------------------|-------|
| 2012         | 400,000          | 133,750          | 533,750          | 6.75% |
| <b>TOTAL</b> | <b>\$400,000</b> | <b>\$133,750</b> | <b>\$533,750</b> |       |

### 1997A Oxbow Creek Golf Course

| Fiscal Year  | Principal        | Interest        | Total            | Interest Rate |
|--------------|------------------|-----------------|------------------|---------------|
| 2012         | 79,563           | 12,357          | 91,920           | 2.00%         |
| 2013         | 83,825           | 10,737          | 94,562           | 2.00%         |
| 2014         | 88,088           | 9,089           | 97,177           | 2.00%         |
| 2015         | 92,350           | 7,413           | 99,763           | 2.00%         |
| 2016         | 97,323           | 5,708           | 103,031          | 3.00%         |
| 2017         | 103,006          | 3,108           | 106,114          | 3.50%         |
| <b>TOTAL</b> | <b>\$544,155</b> | <b>\$48,412</b> | <b>\$592,567</b> |               |

Note: FY12 Debt Service Fund Summary is derived by Total Principal and Interest (\$9,895,281) from above schedule less 2003A Trade Center Lease Revenue Bond (\$345,205), less 1997A Oxbow Creek Revenue Bond, (\$91,920) plus 1991 Water & Sewerage Revenue Bond (\$533,750).





#### Mission Statement:

METRA's mission is to provide safe, reliable, dependable and cost-effective transit service with a professional team of employees, dedicated to their customer needs and committed to excellence.

#### Expenditures By Division

|                         |                       | FY09<br>Actual      | FY10<br>Actual      | FY11<br>Actual*     | FY12<br>Adopted     |
|-------------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|
| 260:                    |                       |                     |                     |                     |                     |
| 3710                    | Other Maint & Repairs | \$ -                | \$ 3,150            | \$ 11,027           | \$ 12,000           |
| 590:                    |                       |                     |                     |                     |                     |
| 2000                    | Contingency           | -                   | -                   | -                   | 12,545              |
| 3000                    | Non-Categorical       | 125,392             | 108,645             | 140,034             | 137,537             |
| 4000                    | Inter-Fund Transfers  | 115,000             | 115,000             | 104,346             | 104,346             |
| 610:                    |                       |                     |                     |                     |                     |
| 1000                    | Administration        | 166,167             | 170,415             | 174,541             | 154,168             |
| 2100                    | Operations            | 1,911,524           | 1,986,753           | 1,983,162           | 2,101,821           |
| 2200                    | Maintenance           | 1,323,974           | 1,296,753           | 1,498,691           | 1,374,908           |
| 2300                    | Dial-A-Ride           | 244,034             | 260,437             | 251,506             | 276,445             |
| 2400                    | Capital-FTA           | 740,159             | 717,498             | 1,295,965           | 1,385,165           |
| 2900                    | Charter Services      | 25,118              | 22,117              | 17,801              | 18,000              |
| 3410                    | Planning-FTA (5303)   | 65,268              | 64,858              | 66,232              | 68,453              |
| 3420                    | Planning-FTA (5307)   | 162,121             | 168,531             | 163,164             | 175,341             |
| 3430                    | ARRA Section 5340     | -                   | -                   | 72,807              | -                   |
| <b>DEPARTMENT TOTAL</b> |                       | <b>\$ 4,878,757</b> | <b>\$ 4,914,157</b> | <b>\$ 5,779,276</b> | <b>\$ 5,820,729</b> |
| <b>% CHANGE</b>         |                       |                     | <b>0.73%</b>        | <b>17.60%</b>       | <b>0.72%</b>        |

\* Unaudited

#### Expenditures By Category

|                         |           | FY09<br>Actual   | FY10<br>Actual      | FY11<br>Actual*     | FY12<br>Adopted     |
|-------------------------|-----------|------------------|---------------------|---------------------|---------------------|
| Personal Services       | \$        | 3,237,367        | \$ 3,364,312        | \$ 3,389,546        | \$ 3,557,095        |
| Operations              |           | 1,570,514        | 1,470,720           | 1,698,364           | 1,620,322           |
| <b>OPERATING BUDGET</b> | <b>\$</b> | <b>4,807,881</b> | <b>\$ 4,835,032</b> | <b>\$ 5,087,910</b> | <b>\$ 5,177,417</b> |
| Capital Budget          |           | 70,875           | 79,125              | 691,366             | 643,312             |
| <b>DEPARTMENT TOTAL</b> | <b>\$</b> | <b>4,878,756</b> | <b>\$ 4,914,157</b> | <b>\$ 5,779,276</b> | <b>\$ 5,820,729</b> |
| <b>% CHANGE</b>         |           |                  | <b>0.73%</b>        | <b>17.60%</b>       | <b>0.72%</b>        |

\* Unaudited

## METRA / 0751

### Personnel Summary: Authorized Positions

|                                       | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|---------------------------------------|----------------|-----------------|-----------------|
| <b>610-1000 Administration</b>        | <b>1</b>       | <b>1</b>        | <b>1</b>        |
| Office Manager                        | 1              | 1               | 1               |
| <b>610-2100 Operations</b>            | <b>45</b>      | <b>45</b>       | <b>45</b>       |
| Transit Manager                       | 1              | 1               | 1               |
| Transit Supervisor                    | 1              | 1               | 1               |
| Administrative Secretary              | 1              | 1               | 1               |
| Bus Operator                          | 41             | 41              | 41              |
| Safety Training Coordinator           | 1              | 1               | 1               |
| <b>610-2200 Maintenance</b>           | <b>15</b>      | <b>15</b>       | <b>15</b>       |
| Fleet Maintenance Technician III      | 3              | 3               | 3               |
| Fleet Maintenance Technician II       | 7              | 7               | 7               |
| Fleet Maintenance Technician I        | 3              | 3               | 3               |
| Fleet Maintenance Technician I PT*    | 2              | 2               | 2               |
| Transit Specialist                    | 1              | 1               | 1               |
| <b>610-2300 Dial-A-Ride</b>           | <b>6</b>       | <b>6</b>        | <b>6</b>        |
| Bus Operator Dial-A-Ride              | 6              | 6               | 6               |
| <b>610-2400 Capital - FTA (5309)</b>  | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Maintenance Manager                   | 1              | 1               | 1               |
| ADA Coordinator                       | 1              | 1               | 1               |
| Correctional Officer - Transportation | 1              | 1               | 1               |
| Bus Operator Dial-A-Ride              | 1              | 1               | 1               |
| <b>610-3410 Planning - FTA (5303)</b> | <b>1</b>       | <b>1</b>        | <b>1</b>        |
| Director of Transportation            | 1              | 1               | 1               |
| <b>610-3420 Capital - FTA (5307)</b>  | <b>3</b>       | <b>3</b>        | <b>3</b>        |
| Transit Specialist                    | 2              | 2               | 2               |
| Administrative Secretary              | 1              | 1               | 1               |
| <b>TOTAL</b>                          | <b>75</b>      | <b>75</b>       | <b>75</b>       |

\* Two Part Time Fleet Maintenance Technician I in Maintenance Department is equal to one Full Time Position.

### Other Maintenance & Repairs

#### Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. We established this cost center to account for maintenance and repair activities specific to Transportation Fund divisions.

### Non-Categorical

#### Program Description:

Department budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures.

## METRA / 0751

### Inter-Fund Transfers

#### Program Description:

We allocate appropriations for Capital Improvement Projects here for record and accounting purposes. Additionally, this cost center accounts for operating transfers from the Transportation Fund to the Risk Management Fund providing workers' compensation benefits for METRA employees.

### Metra Administration

#### Program Description:

To provide safe, reliable, dependable and cost effective service with a professional team of employees dedicated to our customers needs and committed to excellence. Also, to provide administrative support for the mission of each division.

#### Goals, Objectives and Performance Data

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | To enhance management and leadership skills at all levels.  |                 |                   |
| Objective:              | Managers and first line supervisors to complete MDP I, II, III and/or a minimum of 40 hours of annual training. |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Completion Certificate  | 85%   | 90%             | 100%              |

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:                                       | Overall policy and program guidance for transit services.  |                 |                   |
| Objective:                                  | To develop and implement transit service in keeping with guidelines set forth by the city, FTA and GDOT. |                 |                   |
| Performance Indicators:                     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Annual Audits and Federal Triennial Reviews | 100%   | 100%            | 100%              |

### Operations

#### Program Description:

To ensure that all employees perform their job in a way that reflects favorably toward METRA and allows the opportunity to exercise a favorable influence on every customer served.

#### Goals, Objectives and Performance Data

|                                      |   |                 |                   |
|--------------------------------------|---|-----------------|-------------------|
| Goal:                                | To increase ridership.  |                 |                   |
| Objective:                           | To conduct surveys and obtain information that would make routes more convenient and customer friendly. |                 |                   |
| Performance Indicators:              | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Customer Surveys / Ridership Reports | 70%   | 85%             | 90%               |

## METRA / 0751

### Operations (con't)

#### Goals, Objectives and Performance Data

|                             |  |                 |                   |
|-----------------------------|--|-----------------|-------------------|
| Goal:                       | To improve customer service.                                 |                 |                   |
| Objective:                  | Provide continuous training with Train-the-trainer programs. |                 |                   |
| Performance Indicators:     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Customer Surveys/Evaluation | 75%  | 85%             | 90%               |

### Maintenance

#### Program Description:

Perform preventative maintenance, scheduled repairs and emergency repairs on all METRA motorized equipment.

#### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | To perform preventive maintenance, clean equipment, scheduled repairs, and emergency repairs on all METRA motorized equipment. |                 |                   |
| Objective:              | To ensure that all technicians are trained on maintenance and operation of all equipment in the current inventory.             |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Training Program        | 88%  | 90%             | 95%               |

|                             |  |                 |                   |
|-----------------------------|--|-----------------|-------------------|
| Goal:                       | To communicate maintenance values, directions, and performance expectations.   |                 |                   |
| Objective:                  | Explain to each employee the division goals and objectives. The goals provided clean and reliable vehicles to the customers. |                 |                   |
| Performance Indicators:     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Periodic refresher training | 75%  | 85%             | 95%               |

### Dial-A-Ride

#### Program Description:

The Dial-A-Ride division screens, schedules and provides reliable demand response curbside transit service to elderly and/or disable persons that lack the ability to use the regular transit system. The program ensures transportation services for the physically challenged persons according to the Americans With Disabilities Act.

## METRA / 0751

### Dial-A-Ride (con't)

#### Goals, Objectives and Performance Data

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:                                  | To reduce incidents and accidents.  |                 |                   |
| Objective:                             | Monitor drivers and their destinations. Continue to provide refresher training for all Dial-A-Ride operators. |                 |                   |
| Performance Indicators:                | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Provide ride checks with each operator | 100%  | 100%            | 100%              |

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | Provide safe transportation to persons with disabilities.  |                 |                   |
| Objective:  | Operators will pre-trip and inspect their vehicles to make sure they are safe for the customers. |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Survey locations before new service to ensure the safety of the customers and the operators | 70%  | 85%             | 100%              |

### Capital - FTA (5309)

#### Program Description:

Develop, purchase, and receive capital items needed to support public transportation in Columbus/Muscogee County and Fort Benning.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To purchase capital items that support the public transit divisions and the parking division of METRA by following the purchasing regulations as prescribed by the Federal Transit Administration (FTA), the Georgia Department of Transportation (GDOT), and the Columbus Consolidated Government (CCG). |                 |                   |
| Objective:  | Bid to purchase capital items greater than \$5,000 and secure quote documentation on purchase items less than \$5,000 as delineated in the CCG Purchasing procedures manual.  |                 |                   |
| Performance Indicators:                             | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Purchase capital items before the end of the fiscal | 100%  | 100%            | 100%              |
| Goal:   | To develop the local capital budget and contact with FTA and GDOT for capital funding.  |                 |                   |
| Objective:  | Local budgeting approval process and inclusion in the Transportation Improvement Program, FTA Grant Program, and the GDOT Capital Grant.  |                 |                   |

## METRA / 0751

## Capital - FTA (5309) con't

|  | FY10<br>Actual | FY11<br>Actual* | FY12<br>Projected |
|--|----------------|-----------------|-------------------|
| Performance Indicators:                    |                |                 |                   |
| Local Budget approval process and funding. |                |                 |                   |
| Executed contracts with FTA and GDOT.      | 100%           | 100%            | 100%              |

### Budget Notes:

-The following capital was approved in this budget:

- Rebuilt engines
- Rebuilt transmissions
- Dial-A-Ride Bus Replacement
- Operational and Facilities Equipment

## Charter Services

### Program Description:

The Charter Services of Metra purpose is to provide special transportation services to private/ public groups at a fixed rate for the sole benefit of group or organization.

### Goals, Objectives and Performance Data

|  |  |                                |                               |
|--|--|--------------------------------|-------------------------------|
| Goal:                                    | To make charter services available to organizations to meet their transportation/ shuttle needs for special events.                              |                                |                               |
| Objective:                               | To provide these services on a first come serve basis with the current three charter buses in the fleet in a fixed cost within a 50 mile radius. |                                |                               |
| Performance Indicators:                  | FY10<br>Actual   | FY11<br>Actual*                | FY12<br>Projected             |
| Number of Charter and Ridership Services | 120 Charter 9,305<br>Ridership   | 120 Charter 9,305<br>Ridership | 70 Charter 4,100<br>Ridership |

## METRA / 0751

### Grant Planning - FTA (5303)

#### Program Description:

Transit planning consists of these basic components: research, data analysis and planning, and maintenance of the transit grants. We accomplish research and forecasting according to Federal Transportation Administration (FTA) requirements using established guidelines. Statistical ridership populations, socioeconomic factors and employment patterns are the primary variables in data analysis.

This division is project oriented: annual reports, special studies, videos, transit information and related activities with a primary focus on mass transit. FTA provides federal dollars for planning at 80% of expenses. The GA DOT provides State dollars for planning at 10% of expenses. The city must apply for both.

#### Goals, Objectives and Performance Data

|   |  |                 |                   |
|---|--|-----------------|-------------------|
| Goal:   | To maintain transit strategies that are pro environment.   |                 |                   |
| Objective:  | To update the short range and long range transit planning to reflect the changes in demographics, destinations and other issues affecting public transportation (i.e., security, environmental, congestion). |                 |                   |
| Performance Indicators:   | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| The Unified Planning Work Program (UPWP), Transportation Improvement Program (TIP), STIP, congestion mitigation strategies, participation in environmental impact assessments, ridership demands, and demographic data. | 100%   | 100%            | 100%              |

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To maintain coordinated transit activities.   |                 |                   |
| Objective:  | Participate with the Metropolitan Planning Organization in transportation activities, review routes and survey customers for service viability. |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Transit, traffic and transportation agencies, MPO planning certification, 3C Planning Process, and environmental impacts, surveys, and driver information | 100%  | 100%            | 100%              |

## METRA / 0751

### Grant Planning - FTA (5307)

#### Program Description:

Transit planning consists of these basic components: research, data analysis and planning, and maintenance of the transit grants. We accomplish research and forecasting according to Federal Transportation Administration (FTA) requirements using established guidelines. Statistical rider ship populations, socioeconomic factors and employment patterns are the primary variables in data analysis.

The Federal Transit Administration (FTA) is the Federal Agency working with the Georgia Department of Transportation (GA DOT) addressing mass transit. FTA provides federal dollars for planning at 80% of expenses. The GA DOT provides State dollars for planning at 10% of expenses. The city must apply for both.

#### Goals, Objectives and Performance Data

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To administer and manage transit grants and contracts from FTA, GDOT and other funding sources of capital, planning, and planning expenses. |                 |                   |
| Objective:  | Make application for, receive, and manage transit funded grants and contracts from FTA, GDOT and other similar public funding sources.      |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Executed contracts, quarterly reports, FTA Triennial Reviews, and annual audits | 100%  | 100%            | 100%              |

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | To maintain data for the financial and operating funds.   |                 |                   |
| Objective:  | Compile on a regular basis revenue and other data as performance indicators of transit effectiveness. |                 |                   |
| Performance Indicators:   | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Revenue reports, MIS reports, Georgia Transit Fact Report, City Manager's Report, FTA Triennial Report Data, General Farebox Information reports and other management reports | 100%  | 100%            | 100%              |





#### Mission Statement:

To provide a safe, reliable, dependable and cost effective transit service with a professional team of employees, dedicated to our customers needs and committed to excellence.

#### Expenditures By Division

|                  |                      | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|----------------------|----------------|----------------|-----------------|-----------------|
| 590:             |                      |                |                |                 |                 |
| 2000             | Contingency          | \$ -           | \$ -           | \$ -            | \$ 689          |
| 3000             | Non-Categorical      | 13,328         | 13,519         | 8,090           | 12,985          |
| 4000             | Inter-fund Transfers | -              | -              | -               | -               |
| 610:             |                      |                |                |                 |                 |
| 2800             | Parking Management   | 276,903        | 312,762        | 322,775         | 318,629         |
| DEPARTMENT TOTAL |                      | \$ 290,231     | \$ 326,281     | \$ 330,865      | \$ 332,303      |
| % CHANGE         |                      |                | 12.42%         | 1.40%           | 0.43%           |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 163,998        | \$ 184,688     | \$ 182,523      | \$ 190,358      |
| Operations        |    | 126,233        | 141,593        | 148,342         | 141,945         |
| OPERATING BUDGET  | \$ | 290,231        | \$ 326,281     | \$ 330,865      | \$ 332,303      |
| Capital Budget    |    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ | 290,231        | \$ 326,281     | \$ 330,865      | \$ 332,303      |
| % CHANGE          |    |                | 12.42%         | 1.40%           | 0.43%           |

\* Unaudited

## PARKING MANAGEMENT FUND / 0752

### Personnel Summary: Authorized Positions

|                                | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------------|----------------|-----------------|-----------------|
| 610-2800 Parking Management    | 4              | 4               | 4               |
| Parking Division Manager       | 1              | 1               | 1               |
| Parking Enforcement Supervisor | 1              | 1               | 1               |
| Parking Enforcement Officer    | 2              | 2               | 2               |
| <b>TOTAL</b>                   | <b>4</b>       | <b>4</b>        | <b>4</b>        |

### Non-Departmental

#### Program Description:

Departments budget specific appropriations and expenditures pertaining solely to that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures.

### Parking Management Fund

#### Program Description:

The division responsibility is to enforce the Parking Ordinances.

#### Goals, Objectives and Performance Data

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To enforce ordinances regarding parking in the Uptown Management Area, Lakebottom, 9th Street and North Lake Business District.                |                 |                   |
| Objective:   | To monitor Uptown Enforcement Area, Lakebottom, 9th Street and North Lake Business District and issue citations when parking violations occur. |                 |                   |
| Performance Indicators:                              | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Increased revenue from issued tickets for violations | 93%  | 95%             | 98%               |

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To collect revenue for outstanding unpaid citations written by Metra and other law enforcement agencies of the city.   |                 |                   |
| Objective:   | To ensure that repeat violators pay outstanding, unpaid citations, which includes notifying violator via certified mail, and depending upon the violator, could include immobilization and eventual towing of the vehicle. |                 |                   |
| Performance Indicators:                            | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Increased revenue for outstanding unpaid citations | 88%  | 90%             | 93%               |



#### Mission Statement:

To serve as an organization dedicated to excellence in its operation and service delivery, act as a catalyst for economic development and stability for Columbus, and serve as a positive force for community identity and city image.

#### Expenditures By Division

|                  |                 | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------|----------------|----------------|-----------------|-----------------|
| 590:             |                 |                |                |                 |                 |
| 2000             | Contingency     | \$ -           | \$ -           | \$ -            | \$ 4,555        |
| 3000             | Non-Categorical | 51,780         | 45,690         | 52,050          | 72,347          |
| 620:             |                 |                |                |                 |                 |
| 1000             | Administration  | 572,996        | 592,035        | 591,866         | 609,561         |
| 2100             | Sales           | 198,611        | 223,476        | 227,373         | 236,307         |
| 2200             | Operations      | 434,740        | 416,816        | 465,502         | 550,731         |
| 2300             | Maintenance     | 854,684        | 873,280        | 912,539         | 975,389         |
| 2600             | Bonded Debt     | 234,005        | 230,679        | 226,790         | 345,205         |
| DEPARTMENT TOTAL |                 | \$ 2,346,816   | \$ 2,381,976   | \$ 2,476,120    | \$ 2,794,095    |
| % CHANGE         |                 |                | 1.50%          | 3.95%           | 12.84%          |

\* Unaudited

#### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 1,105,053   | \$ 1,161,579   | \$ 1,179,308    | \$ 1,202,558    |
| Operations        | 1,177,973      | 1,214,439      | 1,258,653       | 1,526,073       |
| OPERATING BUDGET  | \$ 2,283,026   | \$ 2,376,018   | \$ 2,437,961    | \$ 2,728,631    |
| Capital Budget    | 63,790         | 5,958          | 38,159          | 65,464          |
| DEPARTMENT TOTAL  | \$ 2,346,816   | \$ 2,381,976   | \$ 2,476,120    | \$ 2,794,095    |
| % CHANGE          |                | 1.50%          | 3.95%           | 12.84%          |

\* Unaudited

## COLUMBUS IRONWORKS AND TRADE CENTER / 0753

### Personnel Summary: Authorized Positions

|                                   | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-----------------------------------|----------------|-----------------|-----------------|
| <b>620-1000 Administration</b>    | <b>10</b>      | <b>10</b>       | <b>10</b>       |
| Executive Director                | 1              | 1               | 1               |
| Assistant Director                | 1              | 1               | 1               |
| Trade Center Finance Manager      | 1              | 1               | 1               |
| Administrative Clerk I            | 1              | 1               | 1               |
| Administrative Secretary          | 1              | 1               | 1               |
| Administrative Assistant          | 1              | 1               | 1               |
| Event Attendants (PT)             | 4              | 4               | 4               |
| <b>620-2100 Sales</b>             | <b>4</b>       | <b>4</b>        | <b>4</b>        |
| Conference Facilitator            | 3              | 3               | 3               |
| Administrative Secretary          | 1              | 1               | 1               |
| <b>620-2200 Operations</b>        | <b>14</b>      | <b>14</b>       | <b>14</b>       |
| Event Operations Supervisor       | 1              | 1               | 1               |
| Event Attendant Crew Leader       | 1              | 1               | 1               |
| Event Attendant (FT)              | 7              | 7               | 7               |
| Event Attendant (PT)              | 5              | 5               | 5               |
| <b>620-2300 Maintenance</b>       | <b>4</b>       | <b>4</b>        | <b>3</b>        |
| Facilities Maintenance Supervisor | 1              | 1               | 1               |
| Facilities Maintenance Worker I   | 2              | 2               | 2               |
| Groundskeeper/Landscaper          | 1              | 1               | 0               |
| <b>TOTAL</b>                      | <b>32</b>      | <b>32</b>       | <b>31</b>       |

### Non-Categorical

#### Program Description:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted in this department. However, there are certain expenditures that are not department specific and the non-categorical section has been established for recording these appropriations and expenditures.

### Administration

#### Program Description:

Administration maintains accounts receivable, accounts payable, prepares yearly budget and monthly reports and prepares bids for purchases of equipment and services as needed.

#### Goals, Objectives and Performance Data

| Objective:                                 | Attend convention centers conventions, trade shows and industry-related meetings. |                 |                   |
|--|---|-----------------|-------------------|
|  | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Performance Indicators:                    |   |                 |                   |
| Number of convention/trade shows attended. | 3   | 1               | 3                 |

## COLUMBUS IRONWORKS AND TRADE CENTER / 0753

### Administration (con't)

#### Goals, Objectives and Performance Data

|                                  |   |                 |                   |
|----------------------------------|---|-----------------|-------------------|
| Goal:                            | To increase economic impact of the City by promoting out-of-town convention business. |                 |                   |
| Objective:                       | Increase number of conventions booked.  |                 |                   |
| Performance Indicators:          | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of convention days booked | 104   | 103             | 110               |

|  |   |                 |                   |
|--|---|-----------------|-------------------|
| Goal:  | To reduce accrual of aged receivables by implementing methods to improve collection procedures. |                 |                   |
| Objective:                                     | To have no aged receivables in the 90 day and over category by the end of the fiscal year.      |                 |                   |
| Performance Indicators:                        | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Dollar amount of aged receivables over 90 days | \$36,898  | \$27,063        | \$30,000          |

### Sales

#### Program Description:

The Sales Division is responsible for talking with potential clients, scheduling events held in the facility, and following up on bookings by processing the necessary paperwork. They coordinate events such as room layout, equipment needed and special requests with staff members.

#### Goals, Objectives and Performance Data

|                         |  |                 |                   |
|-------------------------|--|-----------------|-------------------|
| Goal:                   | Track all customer inquiries and outgoing calls to maximize events booked as well as provide for quality customer service. |                 |                   |
| Objective:              | Conduct follow-up communication with all sales leads to achieve increased number of event days booked.                     |                 |                   |
| Performance Indicators: | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Total Event Days Booked | 744  | 692             | 700               |

|                         |   |                 |                   |
|-------------------------|---|-----------------|-------------------|
| Goal:                   | Increase revenue for facility by encouraging meal services or buffets for all events. |                 |                   |
| Objective:              | Work with clients on an individual basis to suggest meal plans.                       |                 |                   |
| Performance Indicators: | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of meals served  | 126,168   | 106,625         | 110,000           |

## COLUMBUS IRONWORKS AND TRADE CENTER / 0753

### Operations

#### Program Description:

The Service Operations Division services the exterior of the facility as related to landscaping and maintains the cleanliness of the interior of the facility. They set up and break down all meeting rooms and exhibit halls for each event. They are also responsible for maintaining the audio and visual equipment for each event.

#### Goals, Objectives and Performance Data

|                             |   |                 |                   |
|-----------------------------|---|-----------------|-------------------|
| Goal:                       | Provide quality equipment and responsive staff to all customers and events. |                 |                   |
| Objective:                  | To reduce employee injuries due to unsafe work practices or environment.    |                 |                   |
| Performance Indicators:     | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of employee injuries | 5   | 3               | 0                 |

|  |  |                 |                   |
|--|--|-----------------|-------------------|
| Goal:  | To maintain 100% customer satisfaction with respect to cleanliness and attractiveness of facility.                 |                 |                   |
| Objective:   | To receive no negative remarks on customer comment cards concerning the cleanliness or appearance of the facility. |                 |                   |
| Performance Indicators:  | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of negative comment cards received concerning cleanliness | 0  | 0               | 0                 |

### Maintenance

#### Program Description:

The Building Maintenance Division oversees the operation and maintenance of all fixed assets (equipment).

#### Goals, Objectives and Performance Data

|                             |  |                 |                   |
|-----------------------------|--|-----------------|-------------------|
| Goal:                       | Perform required duties of this department while employing proper rules and techniques to ensure safety to both the employees and the customers. |                 |                   |
| Objective:                  | To reduce employee injuries due to unsafe work practices or environment.   |                 |                   |
| Performance Indicators:     | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Number of employee injuries | 1  | 1               | 0                 |

### Bonded Debt

#### Program Description:

The debt service cost center accounts for the retirement of general obligation, revenue bonds, and capital leases of the Trade Center.



#### Mission Statement:

To provide the best possible product at an affordable price to the citizens of Columbus, Ga.

#### Expenditures By Division

|                  |                 | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------|----------------|----------------|-----------------|-----------------|
| 590:             |                 |                |                |                 |                 |
| 2000             | Contingency     | \$ -           | \$ -           | \$ -            | \$ 2,681        |
| 3000             | Non-Categorical | 46,300         | 31,961         | 36,015          | 29,960          |
| 630:             |                 |                |                |                 |                 |
| 2100             | Maintenance     | 707,695        | 732,926        | 802,035         | 754,400         |
| 2200             | Operations      | 589,071        | 577,708        | 599,175         | 589,959         |
| 2400             | Debt Service    | 18,172         | 13,136         | 7,650           | -               |
| DEPARTMENT TOTAL |                 | \$ 1,361,238   | \$ 1,355,731   | \$ 1,444,875    | \$ 1,377,000    |
| % CHANGE         |                 |                | -0.40%         | 6.58%           | -4.70%          |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 664,718        | \$ 668,188     | \$ 686,285      | \$ 704,963      |
| Operations        |    | 696,520        | 687,543        | 758,590         | 672,037         |
| OPERATING BUDGET  | \$ | 1,361,238      | \$ 1,355,731   | \$ 1,444,875    | \$ 1,377,000    |
| Capital Budget    |    | 0              | 0              | 0               | 0               |
| DEPARTMENT TOTAL  | \$ | 1,361,238      | \$ 1,355,731   | \$ 1,444,875    | \$ 1,377,000    |
| % CHANGE          |    |                | -0.40%         | 6.58%           | -4.70%          |

\* Unaudited

#### Personnel Summary: Authorized Positions

|                          | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|--------------------------|----------------|-----------------|-----------------|
| 630-2100 Maintenance     | 18             | 18              | 18              |
| Superintendent           | 1              | 1               | 1               |
| Assistant Superintendent | 1              | 1               | 1               |
| Prison Labor Foreman     | 1              | 1               | 2               |
| Irrigation Technician    | 1              | 1               | 1               |
| Mechanic                 | 1              | 1               | 1               |
| Laborer                  | 12             | 12              | 11              |
| Laborer (PT)             | 1              | 1               | 1               |

## BULL CREEK GOLF COURSE / 0755

|                            |    |    |    |
|----------------------------|----|----|----|
| 630-2200 Operations        | 12 | 12 | 12 |
| Executive Director         | 1  | 1  | 1  |
| Golf Professional          | 1  | 1  | 1  |
| Assistant to Golf Pro (PT) | 3  | 3  | 3  |
| Office Manager             | 1  | 1  | 1  |
| Cart Attendant (PT)        | 2  | 2  | 2  |
| Shop Clerk (PT)            | 2  | 2  | 2  |
| Snackbar Clerk             | 1  | 1  | 1  |
| Snackbar Clerk (PT)        | 1  | 1  | 1  |
| TOTAL                      | 30 | 30 | 30 |

### Contingency

#### Program Description:

The Contingency Fund is an amount established in each annual budget to finance unusual items, which cannot be anticipated in the budget preparation. As these items occur during the year, transferring the required funds to the appropriate account reduces the contingency.

### Non-Categorical

#### Program Description:

Appropriations and expenditures that pertain solely to a specific department are budgeted by that department. However, there are certain expenditures that are not applicable to a specific department and the non-categorical section has been established for recording these appropriations and expenditures.

### Maintenance

#### Program Description:

The overall goal of the maintenance section is to maintain Bull Creek Golf Course as one of the top 25 golf courses in the United States. The maintenance staff is responsible for Golf Course turf grass maintenance such as fertilizer and chemical application, irrigation installation and repair, tree management, cart path repair and the daily task of grooming 36 holes.

### Operations

#### Program Description:

The operations section strives to provide an efficient operation to the public. They create an atmosphere of service and maintain a price range suitable to attract all public golf players in the area. The activities consist of numerous golf tournaments for couples, juniors, individuals and teams, as well as company outings designed to benefit the company, their customers and employees.

### Debt Service

#### Program Description:

The debt service cost center accounts for the repayment of loans made by Bull Creek Golf Course.





**Mission Statement:**

To provide the best possible product at an affordable price to the citizens of Columbus, Ga.

**Expenditures By Division**

|                         |                 | FY09<br>Actual    | FY10<br>Actual    | FY11<br>Actual*   | FY12<br>Adopted   |
|-------------------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| 590:                    |                 |                   |                   |                   |                   |
| 2000                    | Contingency     | \$ -              | \$ -              | \$ -              | \$ 908            |
| 3000                    | Non-Categorical | 11,504            | 11,646            | 15,451            | 12,351            |
| 630:                    |                 |                   |                   |                   |                   |
| 2100                    | Pro Shop        | 201,574           | 213,124           | 216,866           | 196,793           |
| 2200                    | Maintenance     | 207,977           | 206,253           | 210,744           | 200,727           |
| 2400                    | Debt Service    | 41,927            | 35,120            | 12,338            | 91,921            |
| <b>DEPARTMENT TOTAL</b> |                 | <b>\$ 462,982</b> | <b>\$ 466,143</b> | <b>\$ 455,399</b> | <b>\$ 502,700</b> |
| <b>% CHANGE</b>         |                 |                   | 0.68%             | -2.30%            | 10.39%            |

\* Unaudited

**Expenditures By Category**

|                         | FY09<br>Actual    | FY10<br>Actual    | FY11<br>Actual*   | FY12<br>Adopted   |
|-------------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services       | \$ 224,615        | \$ 243,234        | \$ 246,259        | \$ 241,127        |
| Operations              | 238,367           | 222,909           | 209,140           | 261,573           |
| <b>OPERATING BUDGET</b> | <b>\$ 462,982</b> | <b>\$ 466,143</b> | <b>\$ 455,399</b> | <b>\$ 502,700</b> |
| Capital Budget          | 0                 | 0                 | 0                 | 0                 |
| <b>DEPARTMENT TOTAL</b> | <b>\$ 462,982</b> | <b>\$ 466,143</b> | <b>\$ 455,399</b> | <b>\$ 502,700</b> |
| <b>% CHANGE</b>         |                   | 0.68%             | -2.30%            | 10.39%            |

\* Unaudited

## OXBOW CREEK GOLF COURSE / 0755

### Personnel Summary: Authorized Positions

|                      | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|----------------------|----------------|-----------------|-----------------|
| 630-2100 Pro Shop    | 7              | 7               | 7               |
| Manager              | 1              | 1               | 1               |
| Assistant Manager    | 1              | 1               | 1               |
| Bookeeper            | 1              | 1               | 1               |
| Cart Attendant (PT)  | 3              | 3               | 3               |
| Snackbar Clerk (PT)  | 1              | 1               | 1               |
| 630-2200 Maintenance | 3              | 2               | 2               |
| Superintendent       | 1              | 1               | 1               |
| Prison Labor Foreman | 1              | 1               | 1               |
| Shop Clerk           | 1              | 0               | 0               |
| TOTAL                | 10             | 9               | 9               |

### Non-Categorical

#### Program Description:

Appropriations and expenditures, which pertain solely to a specific department, are budgeted by that department. However, there are certain expenditures that are not applicable to a specific department and the non-categorical section has been established for recording these appropriations and expenditures.

### Pro Shop

#### Program Description:

The operations section strives to provide an efficient operation to the public. They create an atmosphere of service and maintain a price range suitable to attract all public golf players in the area. The activities consist of numerous golf tournaments for couples, juniors, individuals and teams, as well as company outings designed to benefit the company, their customers and employees.

### Maintenance

#### Program Description:

The overall goal of the maintenance section is to maintain Oxbow Creek Golf Course. The maintenance staff is responsible for Golf Course turf grass maintenance such as fertilizer and chemical application, irrigation installation and repair, tree management, cart path repair and the daily task of grooming 9 holes.

### Debt Service

#### Program Description:

The debt service cost center accounts for the repayment of loans made by Oxbow Creek Golf Course.



#### Mission Statement:

To provide events with quality professional services, while progressively managing clean, safe, well maintained and self-supporting facilities.

#### Expenditures By Division

|                  |                       | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|------------------|-----------------------|----------------|----------------|-----------------|-----------------|
| 160:             |                       |                |                |                 |                 |
| 1000             | Operations            | \$ 2,105,082   | \$ 2,157,468   | \$ 2,148,500    | \$ 2,187,771    |
| 2100             | Hockey                | 602,592        | 528,238        | 468,003         | 552,650         |
| 2200             | AF2 Football          | 96,473         | 104,048        | 165,081         | 108,495         |
| 2500             | Other Events          | 2,426,008      | 3,030,295      | 2,711,609       | 2,564,416       |
| 2600             | Temp Labor Pool       | 6,053          | -              | 22,224          | -               |
| 2700             | Ice Rink - Events     | -              | -              | 45,145          | 368,939         |
| 2750             | Ice Rink - Operations | -              | -              | 18,072          | 156,268         |
| 260:             |                       |                |                |                 |                 |
| 3710             | Maint & Repairs       | 70,360         | 72,299         | 118,717         | 100,000         |
| 590:             |                       |                |                |                 |                 |
| 2000             | Contingency           | -              | -              | -               | 8,122           |
| 3000             | Non-Categorical       | 116,624        | 114,743        | 131,957         | 157,210         |
| DEPARTMENT TOTAL |                       | \$ 5,423,192   | \$ 6,007,091   | \$ 5,829,308    | \$ 6,203,871    |
| % CHANGE         |                       |                | 10.77%         | -2.96%          | 6.43%           |

\* Unaudited

#### Expenditures By Category

|                   |    | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ | 1,630,833      | \$ 1,651,061   | \$ 1,646,330    | \$ 1,954,535    |
| Operations        |    | 3,742,272      | 4,345,339      | 4,182,978       | 4,147,441       |
| OPERATING BUDGET  | \$ | 5,373,105      | \$ 5,996,400   | \$ 5,829,308    | \$ 6,101,976    |
| Capital Budget    |    | 50,087         | 10,691         | 0               | 101,895         |
| DEPARTMENT TOTAL  | \$ | 5,423,192      | \$ 6,007,091   | \$ 5,829,308    | \$ 6,203,871    |
| % CHANGE          |    |                | 10.77%         | -2.96%          | 6.43%           |

\* Unaudited

## CIVIC CENTER / 0757

### Personnel Summary: Authorized Positions

|                                     | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------------------------|----------------|-----------------|-----------------|
| <b>160-1000 Operations</b>          | <b>29</b>      | <b>29</b>       | <b>29</b>       |
| Civic Center Director               | 1              | 1               | 1               |
| Operations Manager                  | 1              | 1               | 1               |
| Marketing Manager                   | 1              | 1               | 1               |
| Civic Center Finance Manager        | 1              | 1               | 1               |
| Ticketing Operations Manager        | 1              | 1               | 1               |
| Accounting Technician               | 1              | 1               | 1               |
| Administrative Secretary            | 1              | 1               | 1               |
| Administrative Clerk I              | 1              | 1               | 1               |
| Events Coordinator                  | 2              | 2               | 2               |
| Box Office Coordinator              | 1              | 1               | 1               |
| Box Office Representative           | 1              | 1               | 1               |
| Box Office Representative (PT)      | 1              | 1               | 1               |
| Facilities Maintenance Supervisor   | 2              | 2               | 2               |
| Facilities Maintenance Worker I     | 1              | 1               | 1               |
| Correctional Detail Officer         | 1              | 1               | 1               |
| Arena Technician                    | 5              | 5               | 5               |
| Arena Technician (PT)               | 7              | 7               | 7               |
| <b>160-2700 Ice Rink Operations</b> | <b>0</b>       | <b>3</b>        | <b>4</b>        |
| Ice Rink Manager                    | 0              | 1               | 1               |
| Administrative Secretary            | 0              | 0               | 1               |
| Arena Technician (PT)               | 0              | 2               | 2               |
| <b>TOTAL</b>                        | <b>29</b>      | <b>32</b>       | <b>33</b>       |

## Non-Categorical

### Program Description:

Appropriations and expenditures that pertain solely to a specific department are budgeted by that department. However, certain expenditures are not applicable to a specific department and we have established the non-categorical section for recording these appropriations and expenditures. This cost center factors a cost allocation charge that reimburses the General Fund for administrative services provided in the previous year.

## Inter-Fund Transfers

### Program Description:

Amounts transferred from one fund to another to assist in financing the services of the recipient fund. They are budgeted and accounted for separately from other revenues and expenditures.

## CIVIC CENTER / 0757

### Operations

#### Program Description:

The Columbus Civic Center is multi-purpose public assembly facility with 10,000 arena seats, 23,000 square feet of flat floor space and 5,000 square feet of hospitality suites. The Civic Center is the premiere venue in a large sports complex known as the "The South Commons Sports and Entertainment Complex." In addition to hosting a variety of special events, family shows, and concerts, the Civic Center is home to two professional sports franchises: a hockey team and an arena football team.

#### Goals, Objectives and Performance Data

|                                     |   |                 |                   |
|-------------------------------------|---|-----------------|-------------------|
| Goal:                               | Due to rising electricity rates, aggressively incorporate an electrical reduction plan for the Civic Center.  |                 |                   |
| Objective:                          | Review and execute a "non-occupied" plan and reduce the call for electricity for 8 out of 15 Air Handling Units, reducing number of kilowatt hours, annually. |                 |                   |
| Performance Indicators:             | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Reduce annual kilowatt hours by 20% | 8,899,942 kW h  | 9,249,359 kW h  | 7,399,487 kW h    |

|                                      |  |                 |                   |
|--------------------------------------|--|-----------------|-------------------|
| Objective:                           | Implement tasks/goals to reduce the amount of kilowatt hours currently used by the Civic Center. |                 |                   |
| Performance Indicators:              | FY10<br>Actual   | FY11<br>Actual* | FY12<br>Projected |
| Plan implementation by project tasks | 0%   | 0%              | 30%               |

|   |   |                 |                   |
|---|---|-----------------|-------------------|
| Goal:   | Increase the number of Educational Training Opportunities for staff. This will include training for customer service, financial information, and safety issues. |                 |                   |
| Objective:                                      | Increase number of training sessions per year.  |                 |                   |
| Performance Indicators:                         | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| In-house training days for staff                | 8   | 10              | 12                |
| Interdepartmental, workshop, or conference days | 7   | 19              | 25                |

### Hockey

#### Program Description:

The Columbus Civic Center is home of the Southern Professional Hockey League (SPHL) Columbus Cottonmouths. A tenant since the building's opening in 1996, the Cottonmouths play an average of 28 home games annually in the Civic Center in addition to several play-off games. The Cottonmouths, formerly of the East Coast Hockey League (ECHL), also have offices housed in the Civic Center.

## CIVIC CENTER / 0757

### AF2 Football

#### Program Description:

Professional football has returned to Columbus with the Columbus Lions. The Southern Indoor Football League (SIFL) began its season in 2006. Over the course of the season, the SIFL plays 8 home games at the Civic Center.

### Other Events

#### Program Description:

The Civic Center is focused on providing space for approximately 250 event days throughout the year.

#### Goals, Objectives and Performance Data

|                                 |   |                 |                   |
|---------------------------------|---|-----------------|-------------------|
| Goal:                           | Increase the number of events held at the Civic Center, each year.  |                 |                   |
| Objective:                      | Bring in more shows/events to generate more revenue and provide a higher quality of life for Columbus citizens. |                 |                   |
| Performance Indicators:         | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of events held each year | 244   | 247             | 255               |

### Public Services-Other Maintenance & Repairs

#### Program Description:

The Facilities Maintenance Division is responsible for maintaining city facilities, including minor renovations. This cost center is established to account for maintenance and repair activities specific to the Paving Fund divisions.

### Ice Rink

#### Program Description:

The Columbus Ice Rink is a multipurpose public assembly facility with 38,122 square feet including a single NHL regulation-sized ice surface, measuring 200' x 85' with a comfortable seating capacity of 713 guests. The facility is capable of handling ice events as well as social events. The capacity for social events when the ice floor is covered, is 1,440. The facility features a state-of-the-art Bose Sound System, private VIP area overlooking the rink, a spacious lobby, Pro Shop, and Snack Bar

#### Goals, Objectives and Performance Data

|                                 |   |                 |                   |
|---------------------------------|---|-----------------|-------------------|
| Goal:                           | Increase the number of events held at the Ice Rink, each year.  |                 |                   |
| Objective:                      | Bring in more tournaments, shows, and ice skating events to generate more revenue and provide a higher quality of life for Columbus citizens. |                 |                   |
| Performance Indicators:         | FY10<br>Actual  | FY11<br>Actual* | FY12<br>Projected |
| Number of events held each year | 0   | 75              | 225               |

## EMPLOYEE HEALTH INSURANCE FUND / 0850

### Program Description:

The Employee Health & Life Insurance Fund is established to account for the self-funded employee health care program and employee life insurance program.

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ -           | \$ -           | \$ -            | \$ -            |
| Operations        | 15,084,443     | 17,563,299     | 18,943,025      | 19,200,000      |
| OPERATING BUDGET  | \$ 15,084,443  | \$ 17,563,299  | \$ 18,943,025   | \$ 19,200,000   |
| Capital Budget    | -              | 0              | 0               | 0               |
| DIVISION TOTAL    | \$ 15,084,443  | \$ 17,563,299  | \$ 18,943,025   | \$ 19,200,000   |
| % CHANGE          |                | 16.43%         | 7.86%           | 1.36%           |

\* Unaudited

## RISK MANAGEMENT FUND / 0860

### Program Description:

The Risk Management Fund is established for the purposes of providing self-insurance funding for vehicle claims and worker's compensation management.

### Expenditures By Category

|                   | FY09<br>Actual | FY10<br>Actual | FY11<br>Actual* | FY12<br>Adopted |
|-------------------|----------------|----------------|-----------------|-----------------|
| Personal Services | \$ 1,618,610   | \$ 2,203,404   | \$ 1,870,089    | \$ 2,340,000    |
| Operations        | 1,363,780      | 1,310,992      | 1,538,850       | 1,400,000       |
| OPERATING BUDGET  | \$ 2,982,390   | \$ 3,514,396   | \$ 3,408,939    | \$ 3,740,000    |
| Capital Budget    | -              | 0              | 0               | 0               |
| DIVISION TOTAL    | \$ 2,982,390   | \$ 3,514,396   | \$ 3,408,939    | \$ 3,740,000    |
| % CHANGE          |                | 17.84%         | -3.00%          | 9.71%           |

\* Unaudited



## GLOSSARY

The Annual Operating Budget contains specialized and technical terminology that is unique to public finance and budgeting as well as unique to the Columbus Georgia area. The following glossary has been included in this document to assist the reader in understanding these terms.

**ACCOUNT NUMBER:** A line item code defining an appropriation.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they are incurred.

**APPRAISED VALUE:** The estimate of fair market value assigned to property by an appraiser or tax assessor. For tax assessment purposes, such value is stated as of the last countrywide reappraisal date.

**APPROPRIATION:** Authorization given by Council to make expenditures or incur obligations for approved work programs with specific limitations.

**ASSESSED VALUATION:** A valuation set upon real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation.

**BASE BUDGET:** The minimum amount of funding necessary to continue the current level of service including inflation and equipment replacement schedules.

**BENCHMARK POSITION:** Positions to be used as points of reference when measuring our employee's pay with pay levels in our labor market.

**BOND:** A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**BOND REFINANCING:** The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

**BUDGET:** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing. The term "budget" is used in two senses in practice. The budget, once adopted, is the legal authorization to expend City funds during the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management in accordance with procedures specified by law and/or administrative rules and regulations.

**BUDGET ADJUSTMENT:** A legal procedure utilized by the budget staff to revise a budget appropriation. The Budget Officer has the authority to adjust expenditures within or between departmental budgets according to budget policy, no increase in the total budget can occur without approval of Council.

**BUDGET CONTROL:** The control or management of a governmental unit or enterprise in accordance and within the limitations of available appropriations and available revenues.

**BUDGET MESSAGE:** A general discussion of the proposed budget as presented in writing to the legislative body.

**CCG:** The acronym for Columbus Consolidated Government.

**CAPITAL IMPROVEMENTS:** Building, infrastructure, and other attachments or annexations to land and facilities which are intended to remain so attached or annexed.

**CAPITAL IMPROVEMENTS PROGRAM (CIP):** A plan for capital expenditures to be incurred each year over

## GLOSSARY

a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**CAPITAL OUTLAY:** Capital items are defined as tangible items such as tools, desks, machinery, and vehicles costing more than \$500 each and having a useful life of more than one year.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG):** A federal domestic assistance grant to develop viable urban communities by providing decent housing and a suitable living environment as well as expanding economic opportunities for persons of low and moderate income.

**CODE:** A group of numbers that may identify a fund, department/division, line item or project.

**CONSOLIDATED GOVERNMENT:** A county and city whose governments are combined into a single entity.

**CONSUMER PRICE INDEX (CPI):** An index of items used to measure the change in prices over time.

**CONTINGENCY:** A budgetary reserve set aside for emergencies or expenditures not otherwise budgeted.

**COST ALLOCATION:** Method designed to recover indirect costs from non-general fund activities for the administration of specific General Fund services provided to those activities.

**DEBT SERVICE:** Payment of interest and repayment of principal on city debt.

**DEPARTMENT:** A major administrative organizational unit of the City that indicates overall management responsibility for one or more divisions.

**DEPRECIATION:** (1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset other than a wasting asset that is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**DIVISION:** A major administrative organizational unit of the City that indicates overall management responsibility for one or more activities.

**EXPENDITURES:** Decreases in net financial resources. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays.

**EXPENSES:** Decreases in net total assets. Expenses represent the total cost of operations during period regardless of the timing of related expenditures.

**FISCAL YEAR:** A twelve-month period of which the annual operating budget applies and, at the end of which, a government determines its financial position and the results of its operations.

**FIXED ASSETS:** Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

**FRANCHISE FEE:** A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

## GLOSSARY

**FUND:** 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.

**FUND BALANCE:** The unused balance of governmental funds and expendable trust funds, which include certain reservations of funds established for control purposes. It is not equivalent to "net worth".

**GENERAL FUND:** The principal fund operating the city that accounts for most of the financial resources of the government. General fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenues. This fund includes most of the basic operating services, such as fire and police protection, finance and records, leisure services, public services and general administration.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP):** Uniform minimum standards of/and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP incorporates the conventions; rules and procedures necessary to define accepted accounting practices at a particular time. GAAP provides a standard by which to measure financial presentations.

**GENERAL OBLIGATION (G.O.) BOND:** This type of bond is backed by the full faith, credit and taxing power of the government.

**GENERAL SERVICES DISTRICT:** District accounting for the governmental services pertaining to the consolidated City of Columbus, GA. The revenues from this district's millage rate support the General Fund.

**GFOA:** Government Finance Officers Association.

**GIS:** Geographical Information Systems.

**GRANTS:** Contributions or gifts or cash or other assets from another government (usually from state or federal agencies) and are normally restricted to expenditure or use for a specified purpose, activity, or facility.

**HAZMAT:** An abbreviation for Hazardous Materials.

**IMPROVEMENT:** Any amount of service or request above the current level of service.

**INFRASTRUCTURE:** The physical foundation of a community and capital assets of a permanent nature. For example: land, streets, roads, highways, bridges, buildings, water pipes & sewer lines.

**IMPROVEMENT:** Any amount of service or request above the current level of service.

**INTERFUND CHARGES:** Charges for services rendered by a non-internal service activity to a user in a different fund.

**INTERFUND REIMBURSEMENTS:** Receipt of funds as reimbursement for charges for services rendered by a non-internal service activity to a user in a different fund.

**INTERFUND TRANSFERS:** See "Transfers In/Out".

**INTERGOVERNMENTAL REVENUE:** Revenue collected by one government and distributed to another level of government(s).

## GLOSSARY

**INTERMENT:** Placing of a corpse in a grave.

**ILLEGALLY ADOPTED BUDGET:** The total of the budgets of each city fund including budgeted transactions between funds.

**LIABILITIES:** Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date.

**LINE ITEM:** A method in which a unit of appropriate is expressed or defined.

**LONG TERM DEBT:** Debt with a maturity of more than one year after the date of issuance.

**LOCAL OPTION SALES TAX (LOST):** State legislation allows local governments to levy an additional sales tax within its jurisdiction. The City of Columbus currently collects proceeds based on a 1% approved local option. Use of these funds is unrestricted.

**MCP:** The acronym for Muscogee County Prison.

**MILLAGE RATE:** The ad valorem property tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.

**MODIFIED ACCRUAL BASIS:** The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay and other employee benefit amounts which need not be recognized in the current period, but for which larger than normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal and interest on long-term debts which are generally recognized when due. All governmental funds and Trust Funds are accounted for using this method.

**NET BUDGET:** The legally adopted budget less all interfund transactions. Interfund transactions representing transfers and interfund reimbursements are subtracted from the legally adopted budget amount to prevent being double counted from the perspective of the entire budget.

**NONDEPARTMENTAL:** Functions and accounts that are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

**ORDINANCE:** A formal legislative enactment by the City Council and has the full force and effect of law within the boundaries of the City.

**OPERATING EXPENSES:** The cost for personnel, materials and equipment required for a department to function.

**PERFORMANCE MEASURES:** Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

**PERSONAL SERVICES:** Expenditures for salaries, wages and fringe benefits for personnel.

**PROGRAM:** The collection of services being performed to achieve a desired goal.

## GLOSSARY

**PROJECTED:** Estimation of revenues and expenditures based on past trends, current and expected economic conditions, and future financial forecasts.

**PROPERTY TAX:** A tax levied on the assessed value of real, public utility and personal property. Generally, assessed value is 40% of fair market value.

**PUBLIC HEARING:** The portions of open meetings held to present evidence and provide information on both sides of an issue.

**RESERVE:** An account used to indicate that a portion of a fund balance is restricted for a specific purpose.

**REVENUE:** Money or income received by the Consolidated Government from external sources such as taxes collected or an amount received for performing a service.

**REVENUE BOND:** A revenue bond is backed only by the revenues received from a specific enterprise or project, such as a hospital or toll road.

**REVISED BUDGET:** The revised budget is the budget that has been modified from the approved budget due to changes from carryover funds from the previous year and from the mid-year adjustments.

**RISK MANAGEMENT:** The coordinated and continuous effort to minimize the potential financial and human resource losses arising from workers compensation, liability and property exposures.

**SELF-INSURANCE:** The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses that do occur are charged against those accounts or funds.

**STATUTE:** A written law enacted by a duly organized and constituted legislative body.

**SUPPLEMENTAL:** Any amount of service or request about the current level of service.

**TAXABLE VALUE:** This is calculated as 40% of the assessed value.

**TAX RATE:** The amount of tax stated in terms of a unit of the tax base; for example, five mills equal five dollars per thousand of taxable value.

**PERSONAL SERVICES:** Expenditures for salaries, wages and fringe benefits for personnel.

**PROGRAM:** The collection of services being performed to achieve a desired goal.

**PUBLIC HEARING:** The portions of open meetings held to present evidence and provide information on both sides of an issue.

**SELF-INSURANCE:** The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks. Any losses that do occur are charged against those accounts or funds.

**SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST):** A voter approved 1% Sales Tax used for specified Capital Improvement Projects.

**TAXES:** Compulsory charges levied by a government for the purpose of financing services performed for

## GLOSSARY

the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**TRANSFERS IN/OUT:** Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.

**USEFUL LIFE:** Period or time-span an item is expected to continue providing financial service.

## ACRONYMS

Acronyms of Budget specialized and technical terminology that is unique to public finance and budgeting as well as unique to the Columbus Georgia area. The following acronyms have been compiled to assist the reader in understanding these terms.

CAFR: Comprehensive Annual Financial Report

CBA: Columbus Building Authority

CCG: Columbus Consolidated Government.

CDBG: Community Development Block Grant.

CIP: Capital Improvement Program.

CPI: Consumer Price Index.

DFACS: Department of Family and Children Services.

EMS: Emergency Medical Service.

GASB: Governmental Accounting Standards Board.

G. O. Bond: General Obligation Bond.

GFOA: Government Finance Officers Association.

GIS: Geographical Information Systems.

HAZMAT: Hazardous Materials.

LOST: Local Option Sales Tax.

MCP: Muscogee County Prison.

SPLOST: Special Purpose Local Option Sales Tax.

WIA: Workforce Investment Act.

FY12 CAPITAL OUTLAY REQUEST

| Item   | Price  | QTY<br>REQ | Requested      | QTY<br>REC | FY12<br>Recommended |
|--|--------|------------|----------------|------------|---------------------|
| <b>210-1000 Information Technology</b>                 |        |            |                |            |                     |
| 1/2 Ton Cargo Van                                      | 19,669 | 2          | 39,338         | 0          | -                   |
| <b>Subtotal</b>  |        |            | <b>39,338</b>  |            | <b>-</b>            |
| <b>250-2100 Traffic Engineering</b>                    |        |            |                |            |                     |
| Mid Size SUV   | 21,000 | 2          | 42,000         | 0          | -                   |
| Spare Boards for Radio Site Control Equipment          | 10,000 | 1          | 10,000         | 0          | -                   |
| GeoCollector subfoot Handheld GPS and software package | 7,500  | 2          | 15,000         | 0          | -                   |
| <b>Subtotal</b>  |        |            | <b>67,000</b>  |            | <b>-</b>            |
| <b>270-2100 Parks Services</b>                         |        |            |                |            |                     |
| Full Size 1/2 Ton 2X4 Pickup                           | 17,610 | 4          | 70,440         | 0          | -                   |
| Full Size 4X4 3/4 Ton Pickup                           | 27,000 | 5          | 135,000        | 0          | -                   |
| Cargo 3/4 Ton Van                                      | 21,630 | 1          | 21,630         | 0          | -                   |
| Flatbed Dump 12' Body                                  | 34,170 | 4          | 136,680        | 0          | -                   |
| <b>Subtotal</b>  |        |            | <b>363,750</b> |            | <b>-</b>            |
| <b>270-2400 Parks Services</b>                         |        |            |                |            |                     |
| Commercial Treadmills                                  | 5,500  | 8          | 44,000         | 0          | -                   |
| Commercial Bikes                                       | 2,000  | 4          | 8,000          | 0          | -                   |
| 46" Flat Screen TV                                     | 2,500  | 5          | 12,500         | 0          | -                   |
| <b>Subtotal</b>  |        |            | <b>64,500</b>  |            | <b>-</b>            |
| <b>270-4048 Cooper Creek Tennis Ctr.</b>               |        |            |                |            |                     |
| Court Pac Pro Power Roller                             | 12,500 | 1          | 12,500         | 0          | -                   |
| Replacement Nets                                       | 170    | 30         | 5,100          | 0          | -                   |
| Replace Player Seating                                 | 6,000  | 1          | 6,000          | 0          | -                   |
| Golf Cart  | 12,500 | 1          | 12,500         | 0          | -                   |
| Spreader 36' Tow Model                                 | 450    | 2          | 900            | 0          | -                   |
| Herringbone Line Tape                                  | 246    | 4          | 984            | 0          | -                   |
| Rolls of Dark Green Windsreen                          | 223    | 4          | 892            | 0          | -                   |
| Lee 5' Tow Model Roller                                | 5,000  | 1          | 5,000          | 0          | -                   |
| Cooler with stand                                      | 300    | 8          | 2,400          | 0          | -                   |
| Aluminum Lute Brush Tow Model                          | 262    | 4          | 1,048          | 0          | -                   |
| <b>Subtotal</b>  |        |            | <b>47,324</b>  |            | <b>-</b>            |
| <b>270-4434 Pottery Shop</b>                           |        |            |                |            |                     |
| Air Cleaners   | 2,000  | 7          | 14,000         | 0          | -                   |
| Kilns  | 2,700  | 5          | 13,500         | 0          | -                   |
| Kiln Shelves   | 100    | 50         | 5,000          | 0          | -                   |
| Point of Sales System                                  | 2,000  | 1          | 2,000          | 0          | -                   |
| Storage Shed   | 7,000  | 1          | 7,000          | 0          | -                   |
| Gas Kiln Repair  | 5,000  | 2          | 10,000         | 0          | -                   |
| Laptops  | 2,000  | 3          | 6,000          | 0          | -                   |
| Pottery Throwing Wheels                                | 2,000  | 5          | 10,000         | 0          | -                   |
| Heat Guards for Kilns                                  | 200    | 5          | 1,000          | 0          | -                   |
| <b>Subtotal</b>  |        |            | <b>68,500</b>  |            | <b>-</b>            |
| <b>270-4435 Senior Citizen's Ctr.</b>                  |        |            |                |            |                     |
| Commercial Treadmills                                  | 5,500  | 2          | 11,000         | 0          | -                   |
| Commercial Bikes                                       | 2,000  | 2          | 4,000          | 0          | -                   |
| Bingo Board Systems                                    | 7,000  | 4          | 28,000         | 0          | -                   |
| Steam Tables w/ warmers & sneeze guards                | 3,000  | 4          | 12,000         | 0          | -                   |
| <b>Subtotal</b>  |        |            | <b>55,000</b>  |            | <b>-</b>            |



FY12 CAPITAL OUTLAY REQUEST

|   |           |     |                   |     |                  |
|---|-----------|-----|-------------------|-----|------------------|
| <b>290-1000 Tax Assessors</b>                                   |           |     |                   |     |                  |
| Mid-Size SUV (4x4)  | 24,844    | 2   | 49,688            | 0   | -                |
| <b>Subtotal</b>   |           |     | <b>49,688</b>     |     | <b>-</b>         |
| <b>290-2000 Elections &amp; Registration</b>                    |           |     |                   |     |                  |
| 1/2 Ton Cargo Van   | 19,669    | 1   | 19,669            | 0   | -                |
| <b>Subtotal</b>   |           |     | <b>19,669</b>     |     | <b>-</b>         |
| <b>500-3000 Clerk of Superior Court</b>                         |           |     |                   |     |                  |
| Spacesaver Filing System-Ct Record                              | 46,000    | 1   | 46,000            | 0   | -                |
| Spacesaver Filing System-Real Est.                              | 75,000    | 1   | 75,000            | 0   | -                |
| <b>Subtotal</b>   |           |     | <b>121,000</b>    |     | <b>-</b>         |
| <b>500-3310 Board of Equalization</b>                           |           |     |                   |     |                  |
| Desks for BOE positions   | 2,600     | 1   | 2,600             | 0   | -                |
| Computer Equipment for BOE positions                            | 3,000     | 1   | 3,000             | 0   | -                |
| <b>Subtotal</b>   |           |     | <b>5,600</b>      |     | <b>-</b>         |
| <b>Total For General Fund</b>                                   |           |     | <b>\$ 901,369</b> |     | <b>\$ -</b>      |
| <b>400 Police (Lost Fund)</b>                                   |           |     |                   |     |                  |
| Police Pursuit Vehicles   | 24,100    | 30  | 723,000           | 0   | -                |
| Emergency Equip. Package for Police Pursuit Veh. - Replace      | 26,200    | 30  | 786,000           | 30  | 786,000          |
| Unmarked Police Vehicles - Replacement                          | 16,716    | 18  | 300,879           | 15  | 250,733          |
| Harley Davidson Motorcyle - Replacement                         | 20,238    | 5   | 101,190           | 1   | 20,238           |
| Radar Unit for Motorcyle - Replacement                          | 2,000     | 5   | 10,000            | 1   | 2,000            |
| Police Pursuit Full Size SUV Vehicles with paint - Replacement  | 25,313    | 5   | 126,565           | 30  | 759,394          |
| Arctic Cat ATV  | 6,749     | 4   | 26,996            | 1   | 6,749            |
| Emergency Equipment Package for ATV                             | 800       | 4   | 3,200             | 1   | 800              |
| FUJI Police Bikes w/ 1 yr warranty                              | 850       | 6   | 5,100             | 0   | -                |
| Utility trailers for 4 wheelers                                 | 1,249     | 4   | 4,996             | 0   | -                |
| S&W 45 cal Replacement weapons                                  | 525       | 10  | 5,250             | 10  | 5,250            |
| 3-M Respirators w/ filter, carriers & online medical evaluation | 560       | 50  | 28,000            | 50  | 28,000           |
| Motorola NetRMS Records Management System                       | 2,500,000 | 1   | 2,500,000         | 0   | -                |
| Complete Back-up System for 911 Center                          | 150,000   | 1   | 150,000           | 0   | -                |
| 40" LCD Monitor   | 6,087     | 2   | 12,174            | 0   | -                |
| Set of Six-Tier Lockers   | 846       | 1   | 846               | 0   | -                |
| <b>Subtotal</b>   |           |     | <b>4,784,196</b>  |     | <b>1,859,164</b> |
| <b>410 Fire (Lost Fund)</b>                                     |           |     |                   |     |                  |
| Engines   | 422,100   | 4   | 1,688,400         | 0   | -                |
| T1 Lines  | 8,300     | 12  | 99,600            | 12  | 99,600           |
| Ambulances  | 240,000   | 2   | 480,000           | 0   | -                |
| Quint   | 1,046,000 | 1   | 1,046,000         | 0   | -                |
| Protective Clothing   | 1,500     | 130 | 195,000           | 130 | 195,000          |
| Staff Sedans  | 25,000    | 4   | 100,000           | 0   | -                |
| Staff SUV's   | 33,000    | 4   | 132,000           | 0   | -                |
| Evacuation Chairs   | 2,520     | 4   | 10,080            | 0   | -                |
| SCUBA Sets  | 3,000     | 8   | 24,000            | 3   | 9,000            |
| Gas Monitors  | 4,000     | 10  | 40,000            | 0   | -                |
| Extrication Equipment   | 35,000    | 3   | 105,000           | 0   | -                |
| Security Systems  | 1,500     | 15  | 22,500            | 0   | -                |
| Station 10 equipment  | 100,821   | 1   | 100,821           | 1   | 100,821          |
| Station 10 Protective Clothing                                  | 1,791     | 15  | 26,865            | 0   | -                |
| <b>Subtotal</b>   |           |     | <b>4,070,266</b>  |     | <b>404,421</b>   |
| <b>420 MCP (Lost Fund)</b>                                      |           |     |                   |     |                  |
| 15 Passenger Van - Replacement                                  | 22,273    | 2   | 44,546            | 2   | 44,546           |
| Replacement of Watch Tower                                      | 15,000    | 1   | 15,000            | 1   | 15,000           |
| Replacement of chairs in Visitation                             | 35        | 250 | 8,750             | 250 | 8,750            |
| <b>Subtotal</b>   |           |     | <b>68,296</b>     |     | <b>68,296</b>    |
| <b>530 Marshal (Lost Fund)</b>                                  |           |     |                   |     |                  |

FY12 CAPITAL OUTLAY REQUEST

|   |                 |    |                |    |                |
|---|-----------------|----|----------------|----|----------------|
| (6) Patrol vehicles (Chargers)                        | 24,100          | 6  | 144,600        | 2  | 48,200         |
| (4) Patrol vehicles (Tahoes)                          | 25,624          | 4  | 102,496        | 0  | -              |
| (10) Patrol vehicle Tech packages                     | 26,200          | 10 | 262,000        | 2  | 52,400         |
| (10) Uniforms & Equipment for new deputies            | 14,000          | 10 | 140,000        | 0  | -              |
| (9) Eagle Eye In-Car Video System                     | 3,750           | 9  | 33,750         | 0  | -              |
| (30) Safariland Level III Holsters                    | 175             | 30 | 5,250          | 0  | -              |
| (1) CAD Workstation Upgrade                           | 44,000          | 1  | 44,000         | 0  | -              |
| (50) Stream Light Replacement Batteries               | 25              | 50 | 1,250          | 0  | -              |
| (10) Patrol Rifles                                    | 1,500           | 10 | 15,000         | 0  | -              |
| (14) Rifle Racks for vehicles                         | 400             | 14 | 5,600          | 0  | -              |
| (10) Taser X26 Cartridges                             | 2,700           | 10 | 27,000         | 0  | -              |
| (10) Digital Motorola Radios (portable)               | 2,810           | 10 | 28,100         | 0  | -              |
| (2) Digital Motorola Radios (mobile)                  | 3,500           | 2  | 7,000          | 0  | -              |
| Ammunition  | 10,000          | 1  | 10,000         | 0  | -              |
| Office Furniture                                      | 5,000           | 1  | 5,000          | 0  | -              |
| DARE materials  | 4,700           | 1  | 4,700          | 0  | -              |
| (3) MPH-900 Advanced License Plate Recognition System | 20,000          | 3  | 60,000         | 0  | -              |
|   | <b>Subtotal</b> |    | <b>895,746</b> |    | <b>100,600</b> |
| <b>550 Sheriff (Lost Fund)</b>                        |                 |    |                |    |                |
| Jail Needs Assessment                                 | 250,000         | 1  | 250,000        | 1  | 250,000        |
| Propane Conversion Kits                               | 6,200           | 5  | 31,000         | 0  | -              |
| Pursuit Vehicles w/o Conversion Kits                  | 52,411          | 22 | 1,153,042      | 6  | 314,466        |
| Jail Inmate Van                                       | 36,384          | 1  | 36,384         | 0  | -              |
| Non Pursuit Vehicle                                   | 24,000          | 1  | 24,000         | 0  | -              |
| Admin mid size - Replacement                          | 22,000          | 1  | 22,000         | 2  | 44,000         |
| SUV with tech package                                 | 59,365          | 2  | 118,730        | 0  | -              |
| Trucks - Quad Cab                                     | 28,000          | 2  | 56,000         | 2  | 56,000         |
| 4x4 Extended Cab Full Size Pickup                     | 22,029          | 2  | 44,058         | 1  | 22,029         |
| Fireproof Rifle/Weapon Safe                           | 3,500           | 1  | 3,500          | 1  | 3,500          |
| Classroom Gun Lockers                                 | 500             | 4  | 2,000          | 4  | 2,000          |
| Outdoor PA System/Firing Range                        | 2,000           | 1  | 2,000          | 0  | -              |
| AV Lectern/Training Complex                           | 2,500           | 1  | 2,500          | 1  | 2,500          |
| Projector/Training Complex                            | 3,000           | 1  | 3,000          | 1  | 3,000          |
| Smart Board/Training Complex                          | 2,000           | 1  | 2,000          | 1  | 2,000          |
| Large TV/Training Complex                             | 700             | 1  | 700            | 1  | 700            |
| Instructor Observation Tower covered/Training Complex | 15,000          | 1  | 15,000         | 1  | 15,000         |
| Security exterior bars/training complex               | 3,300           | 1  | 3,300          | 0  | -              |
| Security Monitoring system/Training Complex           | 6,090           | 1  | 6,090          | 1  | 6,090          |
| Proximity Card Readers/Training Complex               | 2,700           | 2  | 5,400          | 2  | 5,400          |
| Locking File Cabinets                                 | 1,900           | 2  | 3,800          | 2  | 3,800          |
| HD Shredder   | 800             | 1  | 800            | 1  | 800            |
| Electronic Control Device Simulation suit             | 425             | 1  | 425            | 1  | 425            |
| Training Handcuffs                                    | 50              | 12 | 600            | 12 | 600            |
| Red Gun Training Rifles                               | 225             | 6  | 1,350          | 2  | 450            |
| Airsoft Equipment                                     | 1,500           | 1  | 1,500          | 0  | -              |
| Training Batons                                       | 60              | 4  | 240            | 4  | 240            |
| Striking Bags   | 200             | 4  | 800            | 4  | 800            |

FY12 CAPITAL OUTLAY REQUEST

|  |                 |          |                      |          |                     |
|--|-----------------|----------|----------------------|----------|---------------------|
| Weapon Clearing System                       | 700             | 1        | 700                  | 1        | 700                 |
| HD Color Printer                             | 750             | 1        | 750                  | 1        | 750                 |
| Glock 45 Cal                                 | 475             | 15       | 7,125                | 10       | 4,750               |
| Target/Less Lethal munitions                 | 20              | 700      | 14,000               | 507      | 10,140              |
| 4th Floor Citizen Service Information System | 4,311           | 1        | 4,311                | 1        | 4,311               |
| HD Shredder - 4th Floor                      | 2,299           | 1        | 2,299                | 1        | 2,299               |
| Classroom Chairs                             | 150             | 24       | 3,600                | 24       | 3,600               |
| Classroom Tables                             | 140             | 12       | 1,680                | 12       | 1,680               |
| Conference Room Table                        | 500             | 1        | 500                  | 1        | 500                 |
| Office Chair highback/Training Complex       | 350             | 6        | 2,100                | 6        | 2,100               |
| Desk Chairs                                  | 485             | 13       | 6,305                | 13       | 6,305               |
| Business Desks                               | 1,407           | 13       | 18,291               | 13       | 18,291              |
| Desk Chair Floor Mats                        | 77              | 13       | 1,001                | 13       | 1,001               |
| Indyne Mobile Command Satellite              | 31,110          | 1        | 31,110               | 0        | -                   |
| Pro-Tech Ballistic Shields                   | 2,988           | 2        | 5,976                | 1        | 2,988               |
| IAPRO Software (prof. Standards)             | 7,200           | 1        | 7,200                | 1        | 7,200               |
| 17 inch LCD Monitors                         | 569             | 12       | 6,828                | 0        | -                   |
| Bandit Electronic Prisoner Control Belt      | 750             | 2        | 1,500                | 2        | 1,500               |
| Electronic Control Device                    | 850             | 4        | 3,400                | 4        | 3,400               |
| Pursuit DVR Camera Recording System          | 5,382           | 11       | 59,202               | 11       | 59,202              |
| Laptop for Mobile Command (Replacement)      | 1,290           | 1        | 1,200                | 0        | -                   |
| Radio/Motorola XTS5000                       | 3,800           | 10       | 38,000               | 0        | -                   |
| HD Color Printer                             | 750             | 1        | 750                  | 0        | -                   |
| HD Paper Shredder                            | 2,300           | 1        | 2,300                | 0        | -                   |
| Nikon D3000 Camera                           | 550             | 2        | 1,100                | 2        | 1,100               |
| Portable Alco Sensor                         | 519             | 10       | 5,190                | 10       | 5,190               |
| Sergeant Desk (Patrol and Court)             | 549             | 2        | 1,098                | 0        | -                   |
| Patrol/Court Briefing Room Chairs            | 98              | 20       | 1,960                | 0        | -                   |
| Dispatch/Investigator Chairs                 | 175             | 10       | 1,750                | 0        | -                   |
| Inmate Medical Tracking Sys - Interface      | 56,850          | 1        | 56,850               | 0        | -                   |
| Portable Rapid ID Devices w/Barcode Tech     | 3,199           | 7        | 22,393               | 0        | -                   |
| Laptop                                       | 1,350           | 2        | 2,700                | 0        | -                   |
|  | <b>Subtotal</b> |          | <b>1,853,388</b>     |          | <b>870,807</b>      |
|  |                 |          |                      |          |                     |
|  |                 |          |                      |          |                     |
| <b>Total for 2009 Other LOST Fund</b>        |                 |          | <b>\$ 11,671,892</b> |          | <b>\$ 3,303,288</b> |
|  |                 |          |                      |          |                     |
| <b>250 Engineering (Sewer Fund)</b>          |                 |          |                      |          |                     |
| Mid Size SUV 4x4                             | 24,844          | 1        | 24,844               | 0        | -                   |
| GPS Equipment Upgrade                        | 10,000          | 1        | 10,000               | 1        | 10,000              |
|  | <b>Subtotal</b> | <b>2</b> | <b>34,844</b>        | <b>1</b> | <b>10,000</b>       |
| <b>260 Public Services (Sewer Fund)</b>      |                 |          |                      |          |                     |
| Inmate Van                                   | 36,348          | 1        | 36,348               | 1        | 36,348              |
| Watershed Maintenance Boat                   | 15,500          | 1        | 15,500               | 1        | 15,500              |
| Flatbed Truck - Replacement                  | 34,170          | 1        | 34,170               | 1        | 34,170              |
| Utility Dual Axle Trailer - Replacement      | 2,071           | 3        | 6,213                | 3        | 6,213               |
| Tractor w/Cutter & Sprayer                   | 22,500          | 2        | 45,000               | 2        | 45,000              |
| Riding Mower                                 | 9,785           | 2        | 19,570               | 2        | 19,570              |
| Eductor                                      | 350,000         | 1        | 350,000              | 0        | -                   |
| Bob Cat/Skid Steer                           | 48,000          | 1        | 48,000               | 0        | -                   |
| Tandem Dump Truck                            | 127,053         | 1        | 127,053              | 0        | -                   |
| Chevy Sedan                                  | 22,774          | 1        | 22,774               | 0        | -                   |
|  | <b>Subtotal</b> |          | <b>704,628</b>       |          | <b>156,801</b>      |

FY12 CAPITAL OUTLAY REQUEST

|   |                 |           |                     |   |                     |
|---|-----------------|-----------|---------------------|---|---------------------|
| <b>Total for Sewer Fund</b>                             |                 |           | <b>\$ 739,472</b>   |   | <b>\$ 166,801</b>   |
| <b>260 Public Services (Paving Fund)</b>                |                 |           |                     |   |                     |
| Inmate Van - Replacement                                | 36,384          | 2         | 72,768              | 2 | 72,768              |
| Farm Tractor - Replacement                              | 32,775          | 2         | 65,550              | 2 | 65,550              |
| Batwing Mower 10' - Replacement                         | 12,000          | 1         | 12,000              | 1 | 12,000              |
| 7Yd Dump Truck - Replacement                            | 78,400          | 1         | 78,400              | 1 | 78,400              |
| D6 Bulldozer - Replacement                              | 359,000         | 1         | 359,000             | 1 | 359,000             |
| 18Yd Tandem Dump Truck - Replacement                    | 127,053         | 2         | 254,106             | 2 | 254,106             |
| Small Bucket Truck - Replacement                        | 112,560         | 1         | 112,560             | 1 | 112,560             |
| 7Yd Dump Truck - Replacement                            | 78,400          | 2         | 156,800             | 2 | 156,800             |
| Commercial Versatile Mower - Replacement                | 7,200           | 3         | 21,600              | 3 | 21,600              |
| D6 Bulldozer - Replacement                              | 359,000         | 1         | 359,000             | 1 | 359,000             |
| Commercial Versatile Mower - Replacement                | 7,200           | 1         | 7,200               | 1 | 7,200               |
| Wood Chipper - Replacement                              | 40,000          | 1         | 40,000              | 1 | 40,000              |
| Commercial Versatile Mower - Replacement                | 7,200           | 1         | 7,200               | 1 | 7,200               |
| Self Propelled Mower with Bagger - Replacement          | 800             | 1         | 800                 | 1 | 800                 |
| Commercial Versatile Mower - Replacement                | 7,200           | 3         | 21,600              | 3 | 21,600              |
| Inmate Van - Replacement                                | 36,384          | 1         | 36,384              | 1 | 36,384              |
| Full Size 4x4 Pickup Truck - Replacement                | 24,000          | 1         | 24,000              | 1 | 24,000              |
| 7Yd Dump Truck - Replacement                            | 78,400          | 3         | 235,200             | 3 | 235,200             |
| Inmate Van - Replacement                                | 36,384          | 6         | 218,304             | 6 | 218,304             |
| Asphalt Paver   | 56,050          | 1         | 56,050              | 1 | 56,050              |
| Sand Spreader   | 14,640          | 2         | 29,280              | 2 | 29,280              |
|   | <b>Subtotal</b> | <b>6</b>  | <b>2,167,802</b>    |   | <b>2,167,802</b>    |
| <b>Total for Paving Fund</b>                            |                 |           | <b>\$ 2,167,802</b> |   | <b>\$ 2,167,802</b> |
| <b>260 Public Services (Integrated Waste Fund)</b>      |                 |           |                     |   |                     |
| Grab-All Truck  | 138,439         | 1         | 138,439             | 0 | -                   |
| Waste Collection Truck                                  | 200,548         | 5         | 1,002,740           | 0 | -                   |
| Recycling Collection Truck                              | 164,318         | 1         | 164,318             | 0 | -                   |
| Waste Compactor   | 600,000         | 1         | 600,000             | 0 | -                   |
| Zero Turn Radius Mower                                  | 7,500           | 1         | 7,500               | 0 | -                   |
| Rhino Bush Hog  | 3,100           | 1         | 3,100               | 0 | -                   |
| Single Axle Trailer                                     | 1,700           | 1         | 1,700               | 0 | -                   |
| D7 Bulldozer  | 435,000         | 1         | 435,000             | 0 | -                   |
| Zero Turn Radius Mower                                  | 7,500           | 1         | 7,500               | 0 | -                   |
|   | <b>Subtotal</b> | <b>13</b> | <b>2,360,297</b>    |   |                     |
| <b>Total for Integrated Waste Fund</b>                  |                 |           | <b>\$ 2,360,297</b> |   | <b>\$ -</b>         |
| <b>245-3110 Community Reinvestment</b>                  |                 |           |                     |   |                     |
| Land  | 95,301          | 1         | 95,301              | 1 | 95,301              |
| <b>Total for Community Development Block Grant Fund</b> |                 |           | <b>\$ 95,301</b>    |   | <b>\$ 95,301</b>    |

FY12 CAPITAL OUTLAY REQUEST

|   |         |     |                     |     |                   |
|---|---------|-----|---------------------|-----|-------------------|
| <b>610-2400 METRA (FTA)</b>                                 |         |     |                     |     |                   |
| Supervisory Automobile Replacement                          | 14,000  | 1   | 14,000              | 0   | -                 |
| Support Auto Replacement                                    | 23,000  | 1   | 23,000              | 0   | -                 |
| Dial-A-Ride Buses Replacement                               | 160,000 | 2   | 320,000             | 1   | 219,012           |
| Rebuilt Bus Engines   | 70,000  | 1   | 70,000              | 1   | 50,000            |
| Rebuilt Bus Transmissions                                   | 50,000  | 1   | 50,000              | 1   | 50,000            |
| Operational Equipment                                       | 547,000 | 1   | 547,000             | 1   | 304,000           |
| Facilities Equipment  | 24,550  | 1   | 24,550              | 1   | 20,300            |
| <b>Total for Transportation Fund</b>                        |         |     | <b>\$ 1,048,550</b> |     | <b>\$ 643,312</b> |
| <b>620-2200 Trade Center</b>                                |         |     |                     |     |                   |
| Air Handler   | 12,500  | 1   | 12,500              | 1   | 12,500            |
| Scissor Lift  | 9,200   | 1   | 9,200               | 1   | 9,200             |
| Tables 72   | 315     | 12  | 3,780               | 12  | 3,780             |
| Table Carts 42-72   | 280     | 12  | 3,360               | 12  | 3,360             |
| Tables 60   | 210     | 40  | 8,400               | 40  | 8,400             |
| Risers 4x8x16   | 579     | 10  | 5,790               | 10  | 5,790             |
| Risers 4x8x24   | 611     | 10  | 6,110               | 10  | 6,110             |
| Risers 4x8x8  | 554     | 6   | 3,324               | 6   | 3,324             |
| Portable Stage Steps  | 1,250   | 4   | 5,000               | 4   | 5,000             |
| Drapes 8' D103  | 20      | 400 | 8,000               | 400 | 8,000             |
| <b>Total for Columbus Ironworks &amp; Trade Center Fund</b> |         |     | <b>\$ 65,464</b>    |     | <b>\$ 65,464</b>  |
| <b>160 Civic Center Fund</b>                                |         |     |                     |     |                   |
| Stair Restoration   | 37,895  | 1   | 37,895              | 1   | 37,895            |
| Motors  | 3,500   | 4   | 14,000              | 4   | 14,000            |
| Blinds  | 600     | 8   | 4,800               | 8   | 4,800             |
| Locker Room Clocks  | 500     | 8   | 4,000               | 8   | 4,000             |
| Hockey Glass  | 1,275   | 8   | 10,200              | 8   | 10,200            |
| Parking Lot Security  | 15,000  | 1   | 15,000              | 1   | 15,000            |
| Utility Cart  | 8,000   | 2   | 16,000              | 2   | 16,000            |
| <b>Total for Civic Center Fund</b>                          |         |     | <b>\$ 101,895</b>   |     | <b>\$ 101,895</b> |

Columbus Consolidated Government  
Classification List by Position/Grade  
Revised 07/01/2011

| DEPT  | POSITION                              | GRADE           |
|-------|---------------------------------------|-----------------|
| AD/1  | Case Manager (Adult Drug Court)       | 16              |
| CA/1  | City Attorney                         | 28              |
| CA/2  | Assistant City Attorney               | 26              |
| CA/3  | Legal Assistant                       | 14              |
| CA/4  | Legal Administrative Clerk            | 11              |
| CC/1  | Clerk of Council                      | 22              |
| CC/2  | Deputy Clerk of Council               | 14              |
| CC/3  | Administrative Secretary              | 10              |
| CD/1  | Warden                                | 25              |
| CD/2  | Deputy Warden – Administration        | 23              |
| CD/3  | Deputy Warden – Security              | 23              |
| CD/4  | Lieutenant – Corrections              | 20              |
| CD/5  | Sergeant – Corrections                | 18              |
| CD/6  | Counselor – Corrections               | 16 <sup>1</sup> |
| CD/7  | Technician – Corrections              | 14              |
| CD/8  | Correctional Officer                  | 12 <sup>2</sup> |
| CD/9  | Administrative Coordinator            | 14              |
| CD/10 | Accounting Technician                 | 12              |
| CD/11 | Accounting Clerk                      | 10              |
| CD/12 | Administrative Clerk I                | 9               |
| CEM/1 | Cemeteries Manager                    | 19              |
| CEM/2 | Public Services Crew Leader           | 12              |
| CEM/3 | Correctional Officer – Cemeteries     | 12              |
| CEM/4 | Equipment Operator I                  | 10              |
| CEM/5 | Maintenance Worker I                  | 7 <sup>3</sup>  |
| CIV/1 | Civic Center Director                 | 25              |
| CIV/2 | Operations Manager                    | 20              |
| CIV/3 | Civic Center Finance Manager          | 17              |
| CIV/4 | Marketing Manager                     | 20              |
| CIV/5 | Ticketing Operations Manager          | 17              |
| CIV/6 | Maintenance Supervisor – Civic Center | 15              |
| CIV/7 | Events Coordinator                    | 15              |

<sup>1</sup> May be designated “Senior” and placed at grade 17.

<sup>2</sup> May be designated “Senior” and placed at grade 13.

<sup>3</sup> May be designated “II” and placed at grade 8; “III” and placed at grade 9.

| DEPT   | POSITION  | GRADE           |
|--------|---|-----------------|
| CIV/8  | Correctional Officer – Civic Center               | 12              |
| CIV/9  | Accounting Technician                             | 12              |
| CIV/10 | Administrative Secretary                          | 10              |
| CIV/11 | Arena Technician                                  | 9               |
| CIV/12 | Box Office Coordinator                            | 12              |
| CIV/13 | Box Office Representative                         | 9               |
| CIV/14 | Administrative Clerk I                            | 9               |
| CIV/15 | Building Service Worker                           | 6               |
| CIV16  | Facilities Maintenance Worker I                   | 11 <sup>5</sup> |
| CMO/1  | City Manager                                      | 29              |
| CMO/2  | Deputy City Manager                               | 28              |
| CMO/3  | Deputy City Manager – Operations                  | 28              |
| CMO/4  | Assistant to the City Manager                     | 22              |
| CMO/5  | Executive Assistant                               | 14              |
| CMO/6  | Administrative Assistant                          | 12              |
| CMO/8  | TV Station Manager                                | 19              |
| CMO/9  | Administrative Services Coordinator               | 14              |
| CMO/10 | Records Specialist                                | 14              |
| CMO/11 | Citizen Service Center Coordinator                | 14              |
| CMO/12 | Citizen Service Center Technician                 | 10              |
| CMO/13 | Administrative Assistant – Citizen Service Center | 12              |
| CMO/14 | Mailroom Supervisor                               | 12              |
| CMO/15 | Mail Clerk  | 7               |
| COR/1  | Deputy Coroner                                    | 16              |
| COR/2  | Administrative Assistant                          | 12              |
| CR/1   | Community Reinvestment Director                   | 24              |
| CR/2   | Assistant Community Reinvestment Director         | 21              |
| CR/3   | Project Manager                                   | 19              |
| CR/4   | Finance Manager – Community Reinvestment          | 17              |
| CR/5   | Construction Services Specialist                  | 15              |
| CR/6   | Community Reinvestment Technician I               | 10 <sup>4</sup> |
| CR/7   | Administrative Technician                         | 12              |
| CR/8   | Community Reinvestment Clerk                      | 9               |

<sup>4</sup> May be designated “II” and placed at grade 12, “III” and placed at grade 13.

<sup>5</sup> May be designated “II” and placed at grade 12.

| DEPT   | POSITION                                    | GRADE           |
|--------|---|-----------------|
| CS/1   | Community Service Coordinator               | 19              |
| CS/2   | Public Services Crew Leader                 | 12              |
| CS/3   | Maintenance Worker I                        | 7 <sup>3</sup>  |
| CSC/1  | Chief Deputy Clerk                          | 21              |
| CSC/2  | Assistant Chief Deputy Clerk                | 18              |
| CSC/3  | Senior Deputy Clerk – Administration        | 14              |
| CSC/4  | Senior Deputy Clerk – Real Estate           | 14              |
| CSC/5  | Senior Deputy Clerk                         | 14              |
| CSC/6  | Deputy Clerk II – Civil                     | 12              |
| CSC/7  | Deputy Clerk II – Criminal                  | 12              |
| CSC/8  | Deputy Clerk II – Imaging                   | 12              |
| CSC/9  | Deputy Clerk II – Real Estate               | 12              |
| CSC/10 | Deputy Clerk II                             | 12              |
| CSC/11 | Deputy Clerk I – Real Estate                | 10              |
| CSC/12 | Deputy Clerk I                              | 10              |
| CSC/13 | Senior Deputy Clerk – Civil                 | 14              |
| CSC/14 | Senior Deputy Clerk – Criminal              | 14              |
| CSE/1  | Child Support Enforcement Manager           | 14              |
| CSE/2  | Accounting Clerk                            | 10              |
| CTC/1  | Executive Director                          | UNC             |
| CTC/2  | Assistant Trade Center Director             | 21              |
| CTC/3  | Trade Center Finance Manager                | 17              |
| CTC/4  | Events Operations Supervisor                | 15              |
| CTC/5  | Maintenance Supervisor – CTC                | 15              |
| CTC/6  | Conference Facilitator                      | 15              |
| CTC/7  | Accounting Technician                       | 12              |
| CTC/8  | Administrative Assistant                    | 12              |
| CTC/9  | Facilities Maintenance Worker I             | 11 <sup>5</sup> |
| CTC/10 | Events Attendant Crew Leader                | 12              |
| CTC/11 | Administrative Clerk I                      | 9               |
| CTC/12 | Events Attendant I                          | 8 <sup>6</sup>  |
| CTC/13 | Groundskeeper/ Landscaper                   | 10              |
| CTC/14 | Administrative Secretary                    | 10              |
| DA/1   | Assistant District Attorney                 | 21 <sup>7</sup> |
| DA/2   | Investigator Supervisor – District Attorney | 19              |

<sup>6</sup> May be designated “II” and placed at grade 9.

<sup>7</sup> May be designated “II” and placed at grade 22; “III” and placed at grade 23.



| DEPT   | POSITION                               | GRADE            |
|--------|--|------------------|
| DAY/3  | Investigator – District Attorney       | 16 <sup>1</sup>  |
| DAY/4  | Victim Advocate                        | 14               |
| DAY/5  | Administrative Assistant               | 12               |
| DAY/6  | Legal Administrative Clerk             | 11               |
| DAY/7  | Victim Witness Program Administrator   | 18               |
| DAY/8  | Paralegal                              | 15               |
| ENG/1  | Engineering Director                   | 25 <sup>8</sup>  |
| ENG/2  | Administrative Assistant               | 12               |
| ENG/3  | Administrative Secretary               | 10               |
| ENG/4  | Stormwater Management Engineer         | 22 <sup>9</sup>  |
| ENG/5  | Project Engineer                       | 22 <sup>9</sup>  |
| ENG/6  | Traffic Engineering Manager            | 23 <sup>10</sup> |
| ENG/7  | Traffic Engineer                       | 22 <sup>9</sup>  |
| ENG/8  | Traffic Operations Supervisor          | 19               |
| ENG/9  | Traffic Signal Supervisor              | 17               |
| ENG/10 | Senior Traffic Signal Technician       | 14               |
| ENG/11 | Traffic Signal Technician              | 12 <sup>11</sup> |
| ENG/12 | Traffic Signal Construction Specialist | 12               |
| ENG/13 | Traffic Sign and Marking Supervisor    | 16               |
| ENG/14 | Traffic Control Technician             | 10               |
| ENG/15 | Radio Communications Supervisor        | 17               |
| ENG/16 | Senior Radio Technician                | 14               |
| ENG/17 | Radio Technician                       | 12 <sup>11</sup> |
| ENG/18 | Senior Traffic Engineering Technician  | 16               |
| ENG/19 | Traffic Engineering Technician         | 14               |
| ENG/20 | Traffic Analyst                        | 14               |
| ENG/21 | Administrative Technician              | 12               |
| ENG/22 | Administrative Clerk I                 | 9                |
| ENG/23 | Engineering Inspection Coordinator     | 17               |
| ENG/24 | Engineering Inspector                  | 16 <sup>1</sup>  |
| ENG/25 | Survey Supervisor                      | 17               |
| ENG/26 | Survey Crew Leader                     | 14               |
| ENG/27 | Survey Technician                      | 12               |
| ENG/28 | Survey Crew Worker                     | 9                |
| ENG/29 | Engineering Technician                 | 14 <sup>12</sup> |
| ENG/30 | Stormwater Technician                  | 12               |
| ENG/31 | GIS Coordinator                        | 21               |

<sup>8</sup> Place at grade 26 if Professional Engineer in the State of Georgia.

<sup>9</sup> Place at grade 23 if Professional Engineer in the State of Georgia.

<sup>10</sup> Place at grade 24 if Professional Engineer in the State of Georgia.

<sup>11</sup> May be designated "II" and placed at grade 13.

<sup>12</sup> May be designated "Senior" and placed at grade 16.

| DEPT   | POSITION  | GRADE            |
|--------|---|------------------|
| ENG/32 | GIS/Graphics Supervisor                               | 17               |
| ENG/33 | GIS Technician  | 14               |
| ENG/34 | CAD Technician  | 14               |
| ENG/35 | Stormwater Data Tech I                                | 12               |
| ENG/36 | Stormwater Data Tech II                               | 14               |
| ENG/37 | Stormwater Data Inspector                             | 16               |
| ER/1   | Elections and Registration Director                   | 24               |
| ER/2   | Elections Coordinator                                 | 14               |
| ER/3   | Registration Coordinator                              | 14               |
| ER/4   | Elections Technician                                  | 9 <sup>13</sup>  |
| ER/5   | Asst. Elections and Registration Director             | 21               |
| FAC/1  | Facilities Maintenance Manager                        | 23               |
| FAC/2  | Assistant Facilities Maintenance Manager              | 19               |
| FAC/3  | Facilities Maintenance Supervisor – Carpentry         | 16               |
| FAC/4  | Facilities Maintenance Supervisor – Electrical        | 16               |
| FAC/5  | Facilities Maintenance Supervisor – HVAC              | 16               |
| FAC/6  | Facilities Maintenance Supervisor – Plumbing          | 16               |
| FAC/7  | Facilities Maintenance Supervisor – Government Center | 16               |
| FAC/8  | Facilities Maintenance Supervisor – County Jail       | 16               |
| FAC/9  | Custodial Services Supervisor                         | 16               |
| FAC/10 | Correctional Officer – Facilities                     | 12               |
| FAC/11 | Irrigation Technician                                 | 12               |
| FAC/12 | Carpenter I   | 13 <sup>14</sup> |
| FAC/13 | Electrician I   | 13 <sup>14</sup> |
| FAC/14 | HVAC Technician I                                     | 13 <sup>14</sup> |
| FAC/15 | Plumber I   | 13 <sup>14</sup> |
| FAC/16 | Facilities Maintenance Worker I                       | 11 <sup>5</sup>  |
| FAC/17 | Administrative Technician                             | 12               |
| FAC/18 | Custodial Operations Assistant                        | 12               |
| FAC/19 | Building Service Worker                               | 6                |
| FB/1   | Forestry and Beautification Manager                   | 23               |
| FB/2   | Assistant Manager – Forestry                          | 19               |
| FB/3   | Assistant Manager – Beautification                    | 19               |
| FB/4   | Forestry Administrator                                | 18*              |
| FB/5   | Urban Forestry Supervisor                             | 15               |
| FB/6   | Public Services Supervisor                            | 14               |
| FB/7   | Chemical Application Supervisor                       | 13               |
| FB/8   | Contract Inspector                                    | 14               |
| FB/9   | Correctional Officer – Forestry                       | 12               |
| FB/10  | Public Services Crew Leader                           | 12               |

<sup>13</sup> May be designated “Senior” and placed at grade 10.

<sup>14</sup> May be designated “II” and placed at grade 14.

\* Place at grade 19 if ISA certified.

| DEPT  | POSITION   | GRADE            |
|-------|--|------------------|
| FB/11 | Tree Trimmer Crew Leader                                 | 13 <sup>15</sup> |
| FB/12 | Administrative Technician                                | 12               |
| FB/13 | Tree Evaluator   | 12               |
| FB/14 | Equipment Operator III                                   | 12               |
| FB/15 | Tree Trimmer II  | 12               |
| FB/16 | Tree Trimmer I   | 10               |
| FB/17 | Equipment Operator II                                    | 11               |
| FB/18 | Chemical Application Technician                          | 11               |
| FB/20 | Equipment Operator I                                     | 10               |
| FB/21 | Maintenance Worker I                                     | 7 <sup>3</sup>   |
| FD/1  | Fire Chief/EMA Director                                  | 27               |
| FD/2  | Assistant Fire Chief                                     | 24               |
| FD/3  | Deputy Fire Chief  | 23               |
| FD/4  | Deputy Fire Chief – Homeland Security                    | 23               |
| FD/5  | Emergency Management Deputy Director                     | 23               |
| FD/6  | Division Chief – Health, Safety, and Information Systems | 22               |
| FD/7  | Training Chief   | 22               |
| FD/8  | Battalion Chief  | 22               |
| FD/9  | Fire Marshal   | 22               |
| FD/10 | Captain – EMS Coordinator                                | 20**             |
| FD/11 | Captain – Rescue   | 20**             |
| FD/12 | Captain – Logistics (EMS)                                | 20**             |
| FD/13 | Captain – Training/Captain – Paramedic Instructor        | 20**             |
| FD/14 | Fire Captain   | 20**             |
| FD/15 | Captain – Logistics                                      | 20**             |
| FD/16 | Lieutenant – EMS   | 18**             |
| FD/17 | Lieutenant – Training                                    | 18**             |
| FD/18 | Fire Lieutenant  | 18**             |
| FD/19 | Assistant Fire Marshal                                   | 20**             |
| FD/20 | Lieutenant – Fire Inspector                              | 18**             |
| FD/21 | Lieutenant – Investigator                                | 18**             |
| FD/22 | Lieutenant – Logistics                                   | 18**             |
| FD/23 | Fire Sergeant  | 16**             |
| FD/24 | Sergeant – Investigations                                | 16**             |
| FD/25 | Firefighter – Medic                                      | 14**             |
| FD/26 | Firefighter – EMT  | 14               |
| FD/27 | Firefighter  | 12               |
| FD/28 | Firefighter – Logistics                                  | 12               |
| FD/29 | Support Technician – Logistics                           | 12               |
| FD/30 | Administrative Coordinator                               | 14               |

<sup>15</sup> Place at grade 14 if Certified Arborist in the State of Georgia and/or equivalent experience.

\*\* May add supplemental pay for current Paramedic certification.

| DEPT   | POSITION                                     | GRADE            |
|--------|--|------------------|
| FD/31  | Fire Payroll Technician                      | 12               |
| FD/32  | Administrative Secretary                     | 10               |
| FD/33  | Administrative Clerk I                       | 9                |
| FD/34  | EMT  | 13**             |
| FIN/1  | Finance Director                             | 26               |
| FIN/2  | Assistant Finance Director                   | 24               |
| FIN/3  | Budget and Management Analyst                | 17 <sup>16</sup> |
| FIN/4  | Accounting Manager                           | 23               |
| FIN/5  | Senior Accountant                            | 19               |
| FIN/6  | Grant Compliance Accountant                  | 19               |
| FIN/7  | Payroll Supervisor                           | 18               |
| FIN/8  | Payroll Coordinator                          | 14               |
| FIN/9  | Senior Accounts Payable Technician           | 13               |
| FIN/10 | Accounts Payable Technician                  | 12               |
| FIN/11 | Purchasing Manager                           | 23               |
| FIN/12 | Buyer Specialist                             | 17               |
| FIN/13 | Buyer  | 14 <sup>17</sup> |
| FIN/14 | Purchasing Technician                        | 12               |
| FIN/15 | Purchasing Clerk                             | 9                |
| FIN/16 | Revenue Manager                              | 23               |
| FIN/17 | Investment Officer                           | 20               |
| FIN/18 | Tax Supervisor                               | 18               |
| FIN/19 | Collections Supervisor                       | 16               |
| FIN/20 | Revenue Auditor                              | 17               |
| FIN/21 | Collections Technician                       | 12               |
| FIN/22 | Accounting Technician                        | 12               |
| FIN/23 | Administrative Assistant                     | 12               |
| FIN/24 | Customer Service Representative              | 9 <sup>18</sup>  |
| FIN/25 | Financial Analyst                            | 17 <sup>16</sup> |
| FIN/26 | Administrative Secretary                     | 10               |
| FM/1   | Assistant Director/Fleet Maintenance Manager | 24               |
| FM/2   | Assistant Fleet Manager                      | 19               |
| FM/3   | Automotive and Tire Shop Supervisor          | 17               |
| FM/4   | Truck Shop Supervisor                        | 16               |
| FM/5   | Body Shop Supervisor                         | 16               |
| FM/6   | Heavy Equipment Shop Supervisor              | 16               |
| FM/7   | Small Engine Shop Supervisor                 | 15               |
| FM/8   | Contract Warranty Specialist                 | 15               |

<sup>16</sup> May be designated "Senior" and placed at grade 19.

<sup>17</sup> May be designated "Senior" and placed at grade 16.

<sup>18</sup> May be designated "Senior" and placed at grade 10.

| DEPT  | POSITION   | GRADE            |
|-------|--|------------------|
| FM/9  | Fleet Maintenance Buyer                          | 12               |
| FM/10 | Fleet Maintenance Technician III                 | 14               |
| FM/11 | Fleet Maintenance Technician II                  | 12               |
| FM/12 | Fleet Maintenance Technician I                   | 10               |
| FM/13 | Inventory Control Technician                     | 10               |
| FM/14 | Support Clerk                                    | 7                |
| HED/1 | Heavy Equipment Manager                          | 21               |
| HED/2 | Heavy Equipment Supervisor                       | 15               |
| HED/3 | Senior Heavy Equipment Operator                  | 14               |
| HED/4 | Correctional Officer – Heavy Equipment           | 12               |
| HED/5 | Heavy Equipment Operator                         | 13               |
| HED/6 | Equipment Operator III                           | 12               |
| HED/7 | Equipment Operator II                            | 11               |
| HED/8 | Maintenance Worker I                             | 7                |
| HR/1  | Human Resources Director                         | 26               |
| HR/2  | Assistant Human Resources Director               | 24               |
| HR/3  | Human Resources Analyst                          | 19               |
| HR/4  | Human Resources Specialist                       | 16               |
| HR/5  | Human Resources Technician II                    | 14               |
| HR/6  | Human Resources Technician I                     | 12               |
| HR/7  | Administrative Clerk I                           | 9                |
| HR/8  | Technical Trainer/Developer                      | 16               |
| IC/1  | Building Inspection and Codes Director           | 25               |
| IC/2  | Administrative Assistant                         | 12               |
| IC/3  | Assistant Building Inspection and Codes Director | 23               |
| IC/4  | Plans Examiner                                   | 19               |
| IC/5  | Building Inspection Coordinator                  | 18               |
| IC/6  | Building Inspector                               | 16 <sup>19</sup> |
| IC/7  | Electrical Inspection Coordinator                | 18               |
| IC/8  | Electrical Inspector                             | 16 <sup>19</sup> |
| IC/9  | Property Maintenance Coordinator                 | 18               |
| IC/10 | Property Maintenance Inspector                   | 16 <sup>19</sup> |
| IC/11 | Sign and Codes Inspector                         | 15 <sup>20</sup> |
| IC/12 | Mechanical Inspection Coordinator                | 18               |
| IC/13 | Mechanical Inspector                             | 16 <sup>19</sup> |
| IC/14 | Inspection Services Coordinator                  | 14               |
| IC/15 | Permit Technician                                | 10               |
| IC/16 | Zoning Technician                                | 10               |

<sup>19</sup> May be designated “II” and placed at grade 17; “III” and advanced 5% within range.

<sup>20</sup> May be designated “II” and placed at grade 16; “III” and advanced 5% within range.

| DEPT  | POSITION                                    | GRADE |
|-------|---|-------|
| IC/17 | Print Shop Supervisor                       | 17    |
| IC/18 | Graphic Designer                            | 12    |
| IC/19 | Print Shop Technician                       | 11    |
| IC/20 | Duplicating Service Technician              | 9     |
| IT/1  | Information Technology Director             | 26    |
| IT/2  | Technical Operations Manager                | 23    |
| IT/3  | Application Development and Support Manager | 23    |
| IT/4  | Local Area Network Manager                  | 22    |
| IT/5  | Web Development Manager                     | 22    |
| IT/6  | Application Development Project Leader      | 20    |
| IT/7  | Application Support Project Leader          | 20    |
| IT/8  | Application Support Analyst                 | 19    |
| IT/9  | Application Developer                       | 19    |
| IT/10 | Web Developer                               | 17    |
| IT/11 | Host Operations Supervisor                  | 19    |
| IT/12 | Telecommunications Technician               | 14    |
| IT/13 | Lead Host Computer Operator                 | 13    |
| IT/14 | Host Computer Operator                      | 12    |
| IT/15 | Data Control Technician                     | 12    |
| IT/16 | Personal Computer Services Supervisor       | 17    |
| IT/17 | Personal Computer Specialist                | 14    |
| IT/18 | Personal Computer Technician                | 12    |
| JC/1  | Drug Court Coordinator                      | 18    |
| JC/2  | Case Manager                                | 16    |
| JC/3  | Juvenile Court Coordinator                  | 16    |
| JC/4  | Senior Deputy Clerk – Juvenile              | 14    |
| JC/5  | Custody Investigator                        | 13    |
| JC/6  | Deputy Clerk II – Juvenile                  | 12    |
| JC/7  | Deputy Clerk I – Juvenile                   | 10    |
| JC/8  | Administrative Secretary                    | 10    |
| JC/9  | Support Clerk                               | 07    |
| JC/10 | Deputy Clerk II – Juvenile Court Clerk      | 12    |
| JM/1  | Jury Manager                                | 16    |
| JM/2  | Deputy Clerk II – Jury Management           | 12    |
| JM/3  | Administrative Clerk I                      | 9     |

| DEPT  | POSITION   | GRADE |
|-------|--|-------|
| MAR/1 | Chief Deputy Marshal                             | 22    |
| MAR/2 | Deputy Marshal Lieutenant                        | 20    |
| MAR/3 | Deputy Marshal Sergeant                          | 18    |
| MAR/4 | Deputy Marshal                                   | 14    |
| MAR/5 | Administrative Assistant                         | 12    |
| MAR/6 | Communication Technician III                     | 10    |
| MAR/7 | Deputy Marshal Corporal                          | 16    |
| MAR/8 | Deputy Marshal Captain                           | 22    |
| MC/1  | Court Coordinator – Municipal Court              | 18    |
| MC/2  | Senior Deputy Clerk – Municipal Court            | 14    |
| MC/3  | Deputy Clerk II – Municipal Court                | 12    |
| MC/4  | Administrative Assistant                         | 12    |
| MMC/1 | Court Coordinator                                | 18    |
| MMC/2 | Senior Deputy Clerk – Magistrate/Municipal Court | 14    |
| MMC/3 | Deputy Clerk II – Magistrate/Municipal Court     | 12    |
| MO/1  | Executive Assistant                              | 14    |
| MO/2  | Disability Committee Coordinator                 | 12    |
| MO/3  | Administrative Secretary                         | 10    |
| MO/4  | Internal Auditor/Compliance Officer              | 25    |
| MO/5  | Dir. Office of Crime Prevention                  | 22    |
| PC/1  | Probate Law Clerk/Hearing Officer                | 21    |
| PC/2  | Deputy Clerk II – Probate Court                  | 12    |
| PD/1  | Chief of Police                                  | 27    |
| PD/2  | Deputy Chief of Police                           | 24    |
| PD/3  | Police Major                                     | 23    |
| PD/4  | Police Captain                                   | 22    |
| PD/5  | Police Lieutenant                                | 20    |
| PD/6  | Command Sergeant                                 | 19    |
| PD/7  | Police Sergeant                                  | 18    |
| PD/8  | Records Manager                                  | 16    |
| PD/9  | Police Finance Manager                           | 17    |
| PD/11 | Police Corporal                                  | 16    |
| PD/12 | 911 Center Supervisor                            | 14    |
| PD/13 | Police Officer                                   | 14    |
| PD/14 | Records Supervisor                               | 14    |
| PD/15 | Asset Forfeiture Coordinator                     | 14    |
| PD/16 | Emergency Communications Technician III          | 12    |
| PD/17 | Facilities Maintenance Technician                | 12    |
| PD/18 | Emergency Communications Technician II           | 11    |
| PD/19 | Police Cadet                                     | 10    |
| PD/20 | Criminal Records Technician                      | 10    |

| DEPT   | POSITION  | GRADE            |
|--------|---|------------------|
| PD/21  | Building Service Crew Leader                        | 10               |
| PD/22  | Administrative Secretary                            | 10               |
| PD/23  | Administrative Clerk II                             | 10               |
| PD/24  | Emergency Communications Technician I               | 10               |
| PD/25  | Accounting Clerk                                    | 10               |
| PD/26  | Administrative Clerk I                              | 9                |
| PD/27  | Support Clerk                                       | 7                |
| PD/28  | Building Service Worker                             | 6                |
| PD/29  | Administrative Assistant                            | 12               |
| PD/30  | Police Human Resources Technician                   | 12               |
| PDEF/1 | Investigator – Public Defender                      | 16 <sup>1</sup>  |
| PDEF/2 | Legal Administrative Clerk                          | 11               |
| PL/1   | Planning Director                                   | 25               |
| PL/2   | Planning Manager                                    | 22               |
| PL/3   | Planner   | 17 <sup>21</sup> |
| PL/4   | Right-of-Way/Transportation Planning Coordinator    | 20               |
| PL/5   | Transportation Planner                              | 17 <sup>21</sup> |
| PL/6   | Administrative Secretary                            | 10               |
| PL/7   | Planning Technician                                 | 11               |
| PR/1   | Parks and Recreation Director                       | 25               |
| PR/2   | Assistant Parks and Recreation Director             | 23               |
| PR/3   | Athletic Division Manager                           | 19               |
| PR/4   | Recreation Services Division Manager                | 19               |
| PR/5   | Recreation Program Manager – Cultural Arts          | 17               |
| PR/6   | Parks Services Division Manager                     | 19               |
| PR/7   | Administrative Operations Manager                   | 18               |
| PR/8   | Parks Services Manager                              | 17               |
| PR/9   | Athletic Program Supervisor – Aquatics              | 16               |
| PR/10  | Community Schools District Supervisor               | 16               |
| PR/11  | Athletic Program Supervisor                         | 16               |
| PR/12  | Recreation Program Supervisor – Therapeutics        | 16               |
| PR/13  | Recreation Program Supervisor – Recreation Services | 16               |
| PR/14  | Recreation Program Supervisor – Cultural Arts       | 16               |
| PR/15  | Parks Crew Supervisor                               | 14               |
| PR/16  | Recreation Program Specialist III                   | 14               |
| PR/17  | Correctional Officer – Parks                        | 12               |
| PR/18  | Employment Coordinator                              | 14               |
| PR/19  | RSVP Recreation Program Specialist III              | 14               |
| PR/20  | Athletic Program Specialist                         | 14               |
| PR/21  | Recreation Program Specialist II                    | 13               |
| PR/22  | Accounting Technician                               | 12               |
| PR/23  | Chemical Application Technician                     | 11               |

<sup>21</sup> May be designated “Senior” and placed at grade 18; “Principal” and placed at grade 20.



| DEPT     | POSITION                           | GRADE            |
|----------|------------------------------------|------------------|
| PR/24    | Tennis Supervisor                  | 12               |
| PR/25    | Motor Equipment Operator III       | 12               |
| PR/26    | Motor Equipment Operator II        | 11               |
| PR/27    | Administrative Secretary           | 10               |
| PR/28    | Parks Crew Leader                  | 10               |
| PR/29    | Tennis Specialist II               | 10               |
| PR/30    | Motor Equipment Operator I         | 10               |
| PR/31    | Administrative Clerk I             | 9                |
| PR/32    | Tennis Specialist I                | 9                |
| PR/33    | Parks Maintenance Worker I         | 7 <sup>22</sup>  |
| PR/34    | Custodian                          | 6                |
| PR/35    | Chemical Application Supervisor    | 13               |
| PS-ADM/1 | Public Services Director           | 26               |
| PS-ADM/2 | Assistant Public Services Director | 24               |
| PS-ADM/3 | Safety Coordinator                 | 17               |
| PS-ADM/4 | Public Services Coordinator        | 18               |
| PS-ADM/5 | Administrative Supervisor          | 13               |
| PS-ADM/6 | Administrative Technician          | 12               |
| SC/1     | Senior Deputy Clerk                | 14               |
| SC/2     | Law Clerk                          | 19 <sup>23</sup> |
| SD/1     | Chief Deputy Sheriff               | 24               |
| SD/2     | Jail Commander                     | 23 <sup>24</sup> |
| SD/3     | Major                              | 23               |
| SD/4     | Captain                            | 22               |
| SD/5     | Health Services Administrator      | 21               |
| SD/6     | Lieutenant                         | 20               |
| SD/7     | Sergeant                           | 18               |
| SD/8     | Registered Nurse                   | 18               |
| SD/9     | Deputy Sheriff Technician          | 16               |
| SD/10    | Investigator                       | 16               |
| SD/11    | ID Technician                      | 16               |
| SD/12    | Clinic Manager                     | 16               |
| SD/13    | Licensed Practical Nurse           | 14               |
| SD/14    | Deputy Sheriff                     | 14               |
| SD/15    | Medical Technician                 | 12               |
| SD/16    | Sheriff Correctional Officer       | 12               |
| SD/17    | Accounting Technician              | 12               |
| SD/18    | Communication Technician III       | 10               |
| SD/19    | Criminal Records Technician        | 10               |
| SD/20    | Administrative Clerk II            | 10               |

<sup>22</sup> May be designated "II" and placed at grade 8.

<sup>23</sup> Place at grade 20 if admitted to Georgia Bar.

<sup>24</sup> Advance 5% in grade for Jail Commander.

| DEPT    | POSITION  | GRADE            |
|---------|---|------------------|
| SD/21   | Accounting Clerk                                  | 10               |
| SD/22   | Judicial Administrative Technician II (Full time) | 10               |
| SD/23   | Administrative Secretary                          | 10               |
| SD/24   | Administrative Clerk I                            | 9                |
| SD/25   | Judicial Administrative Technician I (Part time)  | 9                |
| SD/26   | Medical Records Clerk                             | 9                |
| SD/27   | Security Guard                                    | 9                |
| SD/28   | Administrative Coordinator                        | 14               |
| SD/29   | Sheriff Human Resources Technician                | 12               |
| SD/30   | Judicial Administrative Technician III            | 12               |
| SE/1    | Special Enforcement Manager                       | 21               |
| SE/2    | Special Enforcement Supervisor                    | 16               |
| SE/3    | Animal Resource Center Supervisor                 | 16               |
| SE/4    | Administrative Coordinator                        | 14               |
| SE/5    | Special Enforcement Officer                       | 13               |
| SE/6    | Animal Control Officer II                         | 13               |
| SE/7    | Animal Control Officer I                          | 12               |
| SE/8    | Communications Officer                            | 10               |
| SE/9    | Administrative Clerk I                            | 9                |
| SE/10   | Animal Control Tech                               | 10               |
| SG/1    | Chief Assistant Solicitor General                 | 22 <sup>25</sup> |
| SG/2    | Assistant Solicitor General                       | 21 <sup>25</sup> |
| SG/3    | Victim Witness Program Administrator              | 18               |
| SG/4    | Court Coordinator – Solicitor General             | 17               |
| SG/5    | Investigator Supervisor – Solicitor General       | 18               |
| SG/6    | Victim Advocate Investigator                      | 15               |
| SG/7    | Investigator – Solicitor General                  | 16 <sup>1</sup>  |
| SG/8    | Deputy Clerk II – Solicitor General               | 12               |
| SMD/1   | Street Maintenance Manager                        | 21               |
| SMD/2   | Assistant Street Maintenance Manager              | 19               |
| SMD/3   | Public Services Crew Supervisor                   | 15               |
| SMD/4   | Correctional Officer – Street Maintenance         | 12               |
| SMD/5   | Public Services Crew Leader                       | 12               |
| SMD/6   | Equipment Operator II                             | 11               |
| SMD/7   | Maintenance Worker III                            | 9                |
| SMD/8   | Maintenance Worker II                             | 8                |
| SMD/9   | Maintenance Worker I                              | 7                |
| STWTR/1 | Stormwater Manager                                | 21               |
| STWTR/2 | Assistant Stormwater Manager                      | 19               |

<sup>25</sup> Until incumbent attains 5 years of practice experience as an attorney and qualifies for state-mandated salaries.

| DEPT     | POSITION   | GRADE            |
|----------|--|------------------|
| STWTR/3  | Stormwater Crew Supervisor                             | 15               |
| STWTR/4  | Chemical Application Supervisor                        | 13               |
| STWTR/5  | Stormwater Drainage Technician                         | 15               |
| STWTR/6  | Correctional Officer – Stormwater                      | 12               |
| STWTR/7  | Crew Leader – Stormwater                               | 12               |
| STWTR/8  | Equipment Operator III                                 | 12               |
| STWTR/9  | Equipment Operator II                                  | 11               |
| STWTR/10 | Chemical Application Technician                        | 11               |
| STWTR/11 | Equipment Operator I                                   | 10               |
| STWTR/12 | Maintenance Worker I                                   | 7                |
| STWTR/13 | Equipment Operator Crew Leader                         | 13               |
| SW/1     | Solid Waste and Recycling Manager                      | 23               |
| SW/2     | Assistant Division Manager – Solid Waste and Recycling | 19               |
| SW/3     | Waste Collection Route Supervisor                      | 15               |
| SW/4     | Recycling Route Supervisor                             | 15               |
| SW/5     | Waste Equipment Operator                               | 12               |
| SW/6     | Recycling Truck Driver                                 | 12               |
| SW/7     | Waste Collection Worker                                | 8                |
| SW/8     | Material Recovery Facility Tech                        | 11               |
| SW/9     | Material Recovery Facility Supervisor                  | 12               |
| TA/1     | Chief Appraiser  | 25               |
| TA/2     | Personal Property Manager                              | 20               |
| TA/3     | Administrative Manager                                 | 20               |
| TA/4     | Residential Property Manager                           | 20               |
| TA/5     | Commercial Property Manager                            | 20               |
| TA/6     | Appraiser I – Personal Property                        | 14 <sup>26</sup> |
| TA/7     | Appraiser I – Real Property                            | 14 <sup>26</sup> |
| TA/8     | Administrative Assistant                               | 12               |
| TA/9     | Appraisal Technician                                   | 10               |
| TC/1     | Chief Deputy Tax Commissioner                          | 21               |
| TC/2     | Accounting Operations Administrator                    | 20               |
| TC/3     | Deputy Tax Commissioner                                | 18               |
| TC/4     | Administrative Technician                              | 12               |
| TC/5     | Tax Clerk II   | 11               |
| TC/6     | Tax Clerk I  | 10               |
| TC/7     | Support Clerk  | 7                |
| TC/8     | Tax Specialist   | 13               |
| TR/1     | Director of Transportation                             | 25               |
| TR/2     | Deputy Transportation Director                         | 23               |
| TR/3     | Transit Manager  | 20               |

<sup>26</sup> May be designated “II” and placed at grade 15; “III” and placed at grade 17.

| DEPT   | POSITION                              | GRADE            |
|--------|---------------------------------------|------------------|
| TR/4   | Maintenance Manager                   | 20               |
| TR/5   | ADA Coordinator                       | 18               |
| TR/6   | Parking Division Manager              | 18               |
| TR/7   | Transit Supervisor                    | 16               |
| TR/8   | Safety/Training Coordinator           | 16               |
| TR/9   | Parking Enforcement Supervisor        | 14               |
| TR/10  | Transit Specialist                    | 14               |
| TR/11  | Fleet Maintenance Technician III      | 14               |
| TR/12  | Office Manager                        | 14               |
| TR/13  | Correctional Officer – Transportation | 12               |
| TR/14  | Bus Operator Dial-A-Ride              | 10 <sup>27</sup> |
| TR/15  | Bus Operator (with CDL)               | 12               |
| TR/16  | Administrative Secretary              | 10               |
| TR/17  | Fleet Maintenance Technician II       | 12               |
| TR/18  | Fleet Maintenance Technician I        | 10               |
| TR/19  | Maintenance Worker III                | 9                |
| TR/20  | Parking Enforcement Officer           | 10               |
| TR/21  | Customer Service Representative       | 9 <sup>13</sup>  |
| WD/1   | Waste Disposal Manager                | 21               |
| WD/2   | Assistant Waste Disposal Manager      | 19               |
| WD/3   | Landfill Supervisor                   | 16               |
| WD/4   | Senior Landfill Operator              | 14               |
| WD/5   | Landfill Maintenance Technician       | 14               |
| WD/6   | Heavy Equipment Operator              | 13               |
| WD/7   | Landfill Operator                     | 12               |
| WIA/1  | Workforce Investment Act Director     | 24               |
| WIA/2  | Finance Manager – WIA                 | 17               |
| WIA/3  | Program Specialist II                 | 17               |
| WIA/4  | Data Control Supervisor               | 17               |
| WIA/5  | Program Specialist I                  | 16               |
| WIA/6  | Program Monitor/Job Developer         | 16               |
| WIA/7  | Accounting Technician                 | 12               |
| WIA/8  | Accounting Clerk                      | 10               |
| WIA/9  | Administrative Technician             | 12               |
| WIA/10 | Support Clerk                         | 7                |

<sup>27</sup> May be placed at grade 12 after acquisition of Commercial Driver's License issued by the State of Georgia.

UGA Pay Plan - Effective 9/29/2008  
Table A - 100% of Market  
ANNUAL

| Grade | A          | B          | C          | D          | E          | F          | G          | H          | I          |
|-------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 1     | 16,660.40  | 17,076.91  | 17,503.83  | 17,941.43  | 18,389.96  | 18,849.71  | 19,320.95  | 19,803.98  | 20,299.08  |
| 2     | 17,503.83  | 17,941.43  | 18,389.96  | 18,849.71  | 19,320.95  | 19,803.98  | 20,299.08  | 20,806.55  | 21,326.72  |
| 3     | 18,389.96  | 18,849.71  | 19,320.95  | 19,803.98  | 20,299.08  | 20,806.55  | 21,326.72  | 21,859.88  | 22,406.38  |
| 4     | 19,320.95  | 19,803.98  | 20,299.08  | 20,806.55  | 21,326.72  | 21,859.88  | 22,406.38  | 22,966.54  | 23,540.70  |
| 5     | 20,299.08  | 20,806.55  | 21,326.72  | 21,859.88  | 22,406.38  | 22,966.54  | 23,540.70  | 24,129.22  | 24,732.45  |
| 6     | 21,326.72  | 21,859.88  | 22,406.38  | 22,966.54  | 23,540.70  | 24,129.22  | 24,732.45  | 25,350.76  | 25,984.53  |
| 7     | 22,406.38  | 22,966.54  | 23,540.70  | 24,129.22  | 24,732.45  | 25,350.76  | 25,984.53  | 26,634.15  | 27,300.00  |
| 8     | 23,540.70  | 24,129.22  | 24,732.45  | 25,350.76  | 25,984.53  | 26,634.15  | 27,300.00  | 27,982.50  | 28,682.06  |
| 9     | 24,732.45  | 25,350.76  | 25,984.53  | 26,634.15  | 27,300.00  | 27,982.50  | 28,682.06  | 29,399.11  | 30,134.09  |
| 10    | 25,984.53  | 26,634.15  | 27,300.00  | 27,982.50  | 28,682.06  | 29,399.11  | 30,134.09  | 30,887.44  | 31,659.63  |
| 11    | 27,300.00  | 27,982.50  | 28,682.06  | 29,399.11  | 30,134.09  | 30,887.44  | 31,659.63  | 32,451.12  | 33,262.40  |
| 12    | 28,682.06  | 29,399.11  | 30,134.09  | 30,887.44  | 31,659.63  | 32,451.12  | 33,262.40  | 34,093.96  | 34,946.31  |
| 13    | 30,134.09  | 30,887.44  | 31,659.63  | 32,451.12  | 33,262.40  | 34,093.96  | 34,946.31  | 35,819.97  | 36,715.46  |
| 14    | 31,659.63  | 32,451.12  | 33,262.40  | 34,093.96  | 34,946.31  | 35,819.97  | 36,715.46  | 37,633.35  | 38,574.19  |
| 15    | 33,262.40  | 34,093.96  | 34,946.31  | 35,819.97  | 36,715.46  | 37,633.35  | 38,574.19  | 39,538.54  | 40,527.00  |
| 16    | 34,946.31  | 35,819.97  | 36,715.46  | 37,633.35  | 38,574.19  | 39,538.54  | 40,527.00  | 41,540.18  | 42,578.68  |
| 17    | 36,715.46  | 37,633.35  | 38,574.19  | 39,538.54  | 40,527.00  | 41,540.18  | 42,578.68  | 43,643.15  | 44,734.23  |
| 18    | 38,574.19  | 39,538.54  | 40,527.00  | 41,540.18  | 42,578.68  | 43,643.15  | 44,734.23  | 45,852.58  | 46,998.90  |
| 19    | 40,527.00  | 41,540.18  | 42,578.68  | 43,643.15  | 44,734.23  | 45,852.58  | 46,998.90  | 48,173.87  | 49,378.22  |
| 20    | 42,578.68  | 43,643.15  | 44,734.23  | 45,852.58  | 46,998.90  | 48,173.87  | 49,378.22  | 50,612.67  | 51,877.99  |
| 21    | 46,998.90  | 48,173.87  | 49,378.22  | 50,612.67  | 51,877.99  | 53,174.94  | 54,504.31  | 55,866.92  | 57,263.59  |
| 22    | 51,877.99  | 53,174.94  | 54,504.31  | 55,866.92  | 57,263.59  | 58,695.18  | 60,162.56  | 61,666.63  | 63,208.29  |
| 23    | 57,263.59  | 58,695.18  | 60,162.56  | 61,666.63  | 63,208.29  | 64,788.50  | 66,408.21  | 68,068.42  | 69,770.13  |
| 24    | 63,208.29  | 64,788.50  | 66,408.21  | 68,068.42  | 69,770.13  | 71,514.38  | 73,302.24  | 75,134.80  | 77,013.17  |
| 25    | 69,770.13  | 71,514.38  | 73,302.24  | 75,134.80  | 77,013.17  | 78,938.50  | 80,911.96  | 82,934.76  | 85,008.13  |
| 26    | 77,013.17  | 78,938.50  | 80,911.96  | 82,934.76  | 85,008.13  | 87,133.33  | 89,311.66  | 91,544.46  | 93,833.07  |
| 27    | 85,008.13  | 87,133.33  | 89,311.66  | 91,544.46  | 93,833.07  | 96,178.89  | 98,583.37  | 101,047.95 | 103,574.15 |
| 28    | 98,583.37  | 101,047.95 | 103,574.15 | 106,163.50 | 108,817.59 | 111,538.03 | 114,326.48 | 117,184.64 | 120,114.26 |
| 29    | 120,114.26 | 123,117.12 | 126,195.04 | 129,349.92 | 132,583.67 | 135,898.26 | 139,295.72 | 142,778.11 | 146,347.56 |

UGA Pay Plan - Effective 9/29/2008  
Table A - 100% of Market  
ANNUAL

| J          | K          | L          | M          | N          | O          | P          | Q          | R          | Grade |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------|
| 20,806.55  | 21,326.72  | 21,859.88  | 22,406.38  | 22,966.54  | 23,540.70  | 24,129.22  | 24,732.45  | 25,350.76  | 1     |
| 21,859.88  | 22,406.38  | 22,966.54  | 23,540.70  | 24,129.22  | 24,732.45  | 25,350.76  | 25,984.53  | 26,634.15  | 2     |
| 22,966.54  | 23,540.70  | 24,129.22  | 24,732.45  | 25,350.76  | 25,984.53  | 26,634.15  | 27,300.00  | 27,982.50  | 3     |
| 24,129.22  | 24,732.45  | 25,350.76  | 25,984.53  | 26,634.15  | 27,300.00  | 27,982.50  | 28,682.06  | 29,399.11  | 4     |
| 25,350.76  | 25,984.53  | 26,634.15  | 27,300.00  | 27,982.50  | 28,682.06  | 29,399.11  | 30,134.09  | 30,887.44  | 5     |
| 26,634.15  | 27,300.00  | 27,982.50  | 28,682.06  | 29,399.11  | 30,134.09  | 30,887.44  | 31,659.63  | 32,451.12  | 6     |
| 27,982.50  | 28,682.06  | 29,399.11  | 30,134.09  | 30,887.44  | 31,659.63  | 32,451.12  | 33,262.40  | 34,093.96  | 7     |
| 29,399.11  | 30,134.09  | 30,887.44  | 31,659.63  | 32,451.12  | 33,262.40  | 34,093.96  | 34,946.31  | 35,819.97  | 8     |
| 30,887.44  | 31,659.63  | 32,451.12  | 33,262.40  | 34,093.96  | 34,946.31  | 35,819.97  | 36,715.46  | 37,633.35  | 9     |
| 32,451.12  | 33,262.40  | 34,093.96  | 34,946.31  | 35,819.97  | 36,715.46  | 37,633.35  | 38,574.19  | 39,538.54  | 10    |
| 34,093.96  | 34,946.31  | 35,819.97  | 36,715.46  | 37,633.35  | 38,574.19  | 39,538.54  | 40,527.00  | 41,540.18  | 11    |
| 35,819.97  | 36,715.46  | 37,633.35  | 38,574.19  | 39,538.54  | 40,527.00  | 41,540.18  | 42,578.68  | 43,643.15  | 12    |
| 37,633.35  | 38,574.19  | 39,538.54  | 40,527.00  | 41,540.18  | 42,578.68  | 43,643.15  | 44,734.23  | 45,852.58  | 13    |
| 39,538.54  | 40,527.00  | 41,540.18  | 42,578.68  | 43,643.15  | 44,734.23  | 45,852.58  | 46,998.90  | 48,173.87  | 14    |
| 41,540.18  | 42,578.68  | 43,643.15  | 44,734.23  | 45,852.58  | 46,998.90  | 48,173.87  | 49,378.22  | 50,612.67  | 15    |
| 43,643.15  | 44,734.23  | 45,852.58  | 46,998.90  | 48,173.87  | 49,378.22  | 50,612.67  | 51,877.99  | 53,174.94  | 16    |
| 45,852.58  | 46,998.90  | 48,173.87  | 49,378.22  | 50,612.67  | 51,877.99  | 53,174.94  | 54,504.31  | 55,866.92  | 17    |
| 48,173.87  | 49,378.22  | 50,612.67  | 51,877.99  | 53,174.94  | 54,504.31  | 55,866.92  | 57,263.59  | 58,695.18  | 18    |
| 50,612.67  | 51,877.99  | 53,174.94  | 54,504.31  | 55,866.92  | 57,263.59  | 58,695.18  | 60,162.56  | 61,666.63  | 19    |
| 53,174.94  | 54,504.31  | 55,866.92  | 57,263.59  | 58,695.18  | 60,162.56  | 61,666.63  | 63,208.29  | 64,788.50  | 20    |
| 58,695.18  | 60,162.56  | 61,666.63  | 63,208.29  | 64,788.50  | 66,408.21  | 68,068.42  | 69,770.13  | 71,514.38  | 21    |
| 64,788.50  | 66,408.21  | 68,068.42  | 69,770.13  | 71,514.38  | 73,302.24  | 75,134.80  | 77,013.17  | 78,938.50  | 22    |
| 71,514.38  | 73,302.24  | 75,134.80  | 77,013.17  | 78,938.50  | 80,911.96  | 82,934.76  | 85,008.13  | 87,133.33  | 23    |
| 78,938.50  | 80,911.96  | 82,934.76  | 85,008.13  | 87,133.33  | 89,311.66  | 91,544.46  | 93,833.07  | 96,178.89  | 24    |
| 87,133.33  | 89,311.66  | 91,544.46  | 93,833.07  | 96,178.89  | 98,583.37  | 101,047.95 | 103,574.15 | 106,163.50 | 25    |
| 96,178.89  | 98,583.37  | 101,047.95 | 103,574.15 | 106,163.50 | 108,817.59 | 111,538.03 | 114,326.48 | 117,184.64 | 26    |
| 106,163.50 | 108,817.59 | 111,538.03 | 114,326.48 | 117,184.64 | 120,114.26 | 123,117.12 | 126,195.04 | 129,349.92 | 27    |
| 123,117.12 | 126,195.04 | 129,349.92 | 132,583.67 | 135,898.26 | 139,295.72 | 142,778.11 | 146,347.56 | 150,006.25 | 28    |
| 150,006.25 | 153,756.41 | 157,600.32 | 161,540.33 | 165,578.83 | 169,718.30 | 173,961.26 | 178,310.29 | 182,768.05 | 29    |

## NON-OPERATING FUNDS

The non-operating budgets for FY12 are adopted in the amount set forth in each section and as outlined in the sections of the ordinance.

| Fund  | FY12<br>Adopted |
|---|-----------------|
| <u>0211 Urban Development Action Grant</u><br>To account for loans and program income received from the Department of Housing and Development under the Urban Development Action Grant Program.   | \$ 75,000       |
| <u>0212 Economic Development Program Fund</u><br>Set up to provide funding for economic development activities to include working with local and regional entities in attracting quality companies, working to broaden the Muscogee County tax base, job creation and retention.                              | \$ 15,000       |
| <u>0213 HOME Program Fund</u><br>During a prior year, the Columbus Consolidated Government established the HOME Program Fund to administer HOME Program Grants and loan payments. These programs are used to provide mortgage loans to qualifying lower income applicants for first-time purchases of houses. | \$ 1,557,761    |
| <u>0215 HUD Section 108 Fund</u><br>To account for proceeds of a loan program guarantied under Section 108 of the Housing and Urban Development Act of 1974 to provide development within the Second Avenue Redevelopment Area.   | \$ 918,675      |
| <u>0216 Multi-Governmental Fund Budget</u><br>Established to account for grant monies from various federal and state agencies.  | \$ 4,842,452    |
| <u>0222 Hotel/Motel Tax Fund</u><br>To account for hotel/motel tax revenue designated for the funding of the Columbus Convention and Visitors Bureau, River Center for the Performing Arts, Columbus Sports Council, Columbus Trade and Convention Center and the Civic Center.                               | \$ 4,960,000    |
| <u>0223 Police Forfeiture Fund</u><br>To account for monies received from federal and state forfeitures designated for police department expenditures.  | \$ 120,000      |
| <u>0224 County Drug Abuse Treatment Fund</u><br>To account for additional penalties imposed by Georgia State Law 15-21-100, Article Six designated for drug abuse treatment and education programs relating to controlled substances and marijuana.   | \$ 70,000       |
| <u>0225 METRO Drug Task Force Fund</u><br>To account for monies forfeited under the Controlled Substances Act designated for the joint law enforcement activities of the Columbus Police Department and the Muscogee County Sheriff's Department.   | \$ 200,000      |
| <u>0227 Penalty and Assessment Fund</u><br>To account for monies collected under the Jail Construction and Staffing Act (Ga.L1989 p.1753) to provide for constructing, operating, and staffing jails, correctional institutions and detention facilities of the Consolidated Government.                      | \$ 2,750,000    |
| <u>0228 Sheriff Forfeiture Fund</u><br>To account for monies received from federal and state forfeitures designated for sheriff department expenditures.  | \$ 120,000      |

## NON-OPERATING FUNDS

The non-operating budgets for FY12 are adopted in the amount set forth in each section and as outlined in the sections of the ordinance.

| Fund  | FY12<br>Adopted |
|---|-----------------|
| <u>0435 Special Projects Fund</u><br>To account for projects supported by the General, Sewer, Paving, and Integrated Waste Management Funds.  | \$ 10,879,011   |
| <u>0551 Columbus Building Authority Revenue Bonds, 1999C Series Fund</u><br>To account for projects of the 1999C lease revenue bonds for Enterprise Zones.  | \$ 450,000      |
| <u>0540 1999 Sales Tax Proceeds Account Project Fund</u><br>To account for projects supported by the 1999 Sales Tax Proceeds Account including Road projects and acquisition, construction and equipping of various Capital projects.   | \$ 45,000,000   |
| <u>0554 Columbus Building Authority Revenue Bonds, 2003A Series Fund</u><br>To account for proceeds of the 2003A lease revenue bonds for construction and equipping of two new fire stations, stormwater enhancements, road and street resurfacing/reconstruction, 800 MhZ Tower, Parking Lot/Deck, Skate Park SuperCenter and expansion of the Columbus Georgia Convention and Trade Center. | \$ 1,600,000    |
| <u>0555 Columbus Building Authority Revenue Bonds, 2003B Series Fund</u><br>To account for proceeds of the 2003B taxable lease revenue bonds for construction and equipping of two parking garages.   | \$ 3,500,000    |
| <u>0558 Columbus Building Authority Lease Revenue Bonds, 2010A Series Fund</u><br>To account for proceeds of the 2010A lease revenue bonds for construction and equipping of an Ice Rink and stormwater enhancements.   | \$ 13,000,000   |
| <u>0559 Columbus Building Authority Lease Revenue Bonds, 2010B Series Fund</u><br>To account for proceeds of the 2010B taxable lease revenue bonds for construction and equipping of a new fire station, Natatorium, Citizen's Service Center, Parking Garage, Recycling/Sustainability Center, stormwater enhancements, and road and street resurfacing/reconstruction.                      | \$ 68,000,000   |
| <u>0560 Columbus Building Authority Lease Revenue Bonds, 2010C Series Fund</u><br>To account for proceeds of the 2010C lease revenue bonds for construction and equipping of road and street resurfacing/reconstruction.  | \$ 1,750,000    |
| <u>0985 Family and Youth Coalition Fund</u><br>To account for revenues from the State of Georgia Department of Human Resources to provide funding to the Muscogee County Family Connection.   | \$ 50,000       |



## CITY OF COLUMBUS – ACKNOWLEDGEMENTS

### Department Heads

Executive – Teresa Pike Tomlinson  
Legislative - Tiny Washington  
Legal – Clifton Fay  
Chief Administrator/ City Manager – Isaiah Hugley  
Deputy City Manager – Lisa Goodwin  
Deputy City Manager – David Arrington  
Finance – Pamela Hodge  
Information Technology - Charles Tate  
Human Resources - Thomas Barron  
Community and Economic Development – Mark McCollum  
Engineering – Donna Newman  
Public Services  
Parks & Recreation – James Worsley  
Cooperative Extension Service - Joanne Cavis  
Board of Tax Assessors – Betty Middleton  
Board of Elections & Registrations - Nancy Boren  
Police Services – Ricky Boren  
Fire & Emergency Medical Services – Jeff Meyer  
Muscogee County Prison - William Adamson  
Superior Courts of Muscogee County – John Allen  
District Attorney – Julia Slater  
Clerk of Superior Courts of Muscogee County - Linda Pierce  
State Courts of Muscogee County - Andy Prather, Maureen Gottfried  
State Court Solicitor - Ben Richardson  
Public Defender – Bob Wadkins  
Magistrate and Municipal Court – Steven Smith  
Clerk of Municipal Court - Vivian Creighton-Bishop  
Municipal Court Marshal – Greg Countryman  
Judge of Probate Court - Julia Lumpkin  
Sheriff's Office – John Darr  
Tax Commissioner - Lula Huff  
Coroner – William Thrower  
Columbus Transit System (METRA) – Saundra Hunter  
Bull Creek Golf Course - John Milam  
Oxbow Creek Golf Course - John Milam  
Columbus Convention & Trade Center - Larry Campbell  
Columbus Civic Center – Ross Horner  
Workforce Investment Act - Howard Pendleton

## CITY OF COLUMBUS – ACKNOWLEDGEMENTS

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