City of Waycross, Georgia

FY 2012 Budget

July 1, 2011 – June 30, 2012

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INTRODUCTION

Budget Objective

Fiscal Year 2012 Budget

This Budget not only establishes the financial plan and intent of the City but also is used to control public policy. By adopting the budget the City authorizes what services will be provided during the next year and provides the basis to control financial operations of these services.

This Budget consists of several sections, which are listed below.

The ***Introduction*** includes the Budget Message which is a narrative description of the major revenue sources for each fund and summaries of the approved expenditures. It addresses the major changes occurring in our community and the modification necessary in the budget to address these changes.

The ***City in Brief*** provides information about the history of Waycross, Georgia; local attractions and pertinent statistical information.

The ***Financial Policies*** provides summary information that the City follows in managing its financial and budgetary procedures. Other information includes strategic planning session and Mayor and Commission retreat.

The ***Funds, Debt Summary, & Financial Trends*** provides information of how the accounts of the City are organized on the basis of funds and account groups. An explanation of the City's debt and financial trends is included.

The ***Personnel Summary*** provides a listing of all available positions within each department.

The ***Departmental Summary*** provides information consisting of each division's budget summary, goals and department flow charts.

The ***Budget Detail*** provides a detailed list by department of anticipated revenues and expenses for the previous four years and current budget year. Subtotals for Personnel Services, Operating Expenses and Capital Outlay Expenditures are provided. Also included in this section, are each department's five year Capital Improvement Plan, departmental responsibilities and duties, performance measures, and goals.

This Budget is designed to be user friendly with summary information in text, charts, tables and graphs. A glossary of financial budget terms is included as a reference.

Should the reader have any questions about the City of Waycross's Approved FY 2012 Budget, please contact the City Manager at (912) 287-2912.

Distinguished Budget Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Waycross

Georgia

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Waycross, Georgia for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Resolution (Copy)

RESOLUTION NO. 11-32

A RESOLUTION TO APPROVE CITY OF WAYCROSS BUDGETS FOR THE FISCAL YEAR JULY 1, 2011 THROUGH JUNE 30, 2012

WHEREAS, on June 20, 2011 the Commission of the City of Waycross held budget hearings and examined the proposed balanced budget; and

WHEREAS, the budgets are being considered by the Commission; and

WHEREAS, said budgets indicate anticipated revenues as follows:

General Fund	$12,713,293.00
Water & Sewer Fund	$ 5,964,900.00
Waste Management Fund	$ 1,449,901.00
Cemetery Fund	$ 146,373.00
WPD Information Technology Fund	$ 28,000.00
Hotel/Motel Tax Fund	$ 300,000.00
SPLOST 2008-2013 Fund	$ 1,692,000.00

for the fiscal year beginning July1, 2011 and ending June 30, 2012; and

WHEREAS, the City Manager of the City of Waycross has prepared and submitted to the Commission of the City of Waycross budgets for expenditures as follows:

General Fund	$12,713,293.00
Water & Sewer Fund	$ 5,964,900.00
Waste Management Fund	$ 1,449,901.00
Cemetery Fund	$ 146,373.00
WPD Information Technology Fund	$ 28,000.00
Hotel/Motel Tax Fund	$ 300,000.00
SPLOST 2008-2013 Fund	$ 1,692,000.00

for the fiscal year beginning July1, 2011 and ending June 30, 2012; and

WHEREAS, said budgets are balanced budgets and have been prepared in accordance with accepted budgeting practice; and

WHEREAS, said revised budgets are line item budgets in compliance with the provisions of Sections 4-1/2 and 5 of the Code of the City of Waycross; and

WHEREAS, the Commission of the City of Waycross has studied and revised the proposed budgets and considers it in the best interest of the City to adopt said revised budgets; and

WHEREAS, pursuant to O.C.G.A. § 36-81-5 and related sections, on June 20, 2011, the Commission of the City of Waycross held a public hearing on said proposed budgets at which time persons wishing to be heard on the budgets were allowed to appear, notice of said hearing having been given pursuant to O.C.G.A. § 36-81-5.

NOW, THEREFORE, BE IT RESOLVED by the Commission of the City of Waycross that the budgets, as revised, attached hereto and made a part hereof for the year beginning July 1, 2011, and ending June 30, 2012, for the City of Waycross, are approved.

BE IT FURTHER RESOLVED by the Commission of the City of Waycross that amendments to the budget so as to adapt to changing governmental needs during the fiscal year may be made in accordance with the provision of O.C.G.A. § 36-81-3.

SO RESOLVED, this 21st day of June, 2011.

CITY OF WAYCROSS, GEORGIA

MAYOR

ATTEST:

CITY CLERK

Mission Statement

To provide superior municipal services delivered by professional and dedicated people committed to exceeding the needs of our community.

Fiscal Year 2012 Budget

The City of Waycross, Georgia

Mayor
Clarence E. Billups

District 1
Norman E. Davis, Sr.

District 2
William D. Simmons

District 3
Marian Solomon-Gaines

District 4
Diane L. Hopkins

District 5
Danny Yarbrough, Mayor Pro-Tem

City Manager
Deron King

Our Guiding Principles

We Value:

- **Our Employees and All People**

We support the professional development of our employees and we value the diversity in our employees and all people.

- **Fiscal Accountability**

We value the trust our citizens have placed in our hands to be stewards of the financial resources entrusted in us.

- **Integrity and Honesty**

We will hold ourselves and each other as public servants to the highest standards of integrity and honest conduct.

- **Innovation and Creative Solutions**

We will strive to find innovative and creative solutions to the challenges facing our city and the more productive operation of our departments.

- **Responsive Customer Service**

We value our customers and the relationships we have with the citizens of Waycross and we will hold customer service to the foundation of every interaction.

- **Responsible and Ethical Behavior**

We will strive in every aspect of city business to be responsible decision makers and conduct ourselves in accordance with the highest standard of ethical behavior.

- **Transparency**

Our every action will pass the scrutiny of transparency and open government and our operations will be open and fair to all.

- **Individual and Team Effort**

We value the individual and a solid work ethic, and more importantly, we value the synergy of teamwork within departments, between departments and within the City Commission.

- **Leadership Effectiveness**

We value progressive effective leadership and expect performance accountability at every level – our employees and citizens deserve the best.

Budget Message from the City Manager

May 16, 2011

The Honorable Mayor, Members of the City Commission, and Fellow Citizens of the City of Waycross

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I am pleased to present the Annual Operating and Capital Budget for the fiscal year beginning July 1, 2011 and ending June 30, 2012. In accordance with Laws of the State of Georgia and the Charter of the City of Waycross, Section 37, the budget was approved by the City Commission on June 21, 2011.

As this extended time of volatility and economic uncertainty continued, the City has continued to provide services at substantially the same level as prior to the economic downturn. This has been done by limiting capital expenditures, proposing no salary increases other than longevity increases and using the general fund balance. Fortunately from wise decisions in the past, the City entered the downturn with a general fund balance. As the recession continued and tax revenues declined, the fund balance has slowly been reduced. In fiscal 2009, approximately $200,000 of the fund balance was used bringing the balance to $869,730. In FY 2010, the balance was further reduced by $470,000, leaving a remaining fund balance of $400,000. As a result of the settlement of a disputed property tax appraisal, in FY 2012 it is anticipated no further reduction of the fund balance will be required.

Although, the decline in the local economy has appeared to reach its bottom and even indicated some improvement, a conservative approach was used to develop the FY 2012 budget. Certain significant issues were addressed with the limited increase in revenues.

• Four positions were added to improve the level of service in public safety, animal control (previously handled by County Government) and public relations (new position).
• Pension contributions and health care funding were increased to begin to make up for shortfalls in the previous two years.

To maintain expenses at the same level as FY 2011, there will be no salary increases in 2012 other than longevity increases for employees with five years of service or multiples thereof.
Once again capital expenditures are limited.

The above steps should allow us to continue to provide superior municipal services by professional and dedicated people committed to exceeding the needs of our community.

BUDGET OVERVIEW

The City of Waycross's budget consists of seven separate funds. The 2012 Budget total $22,294,467 consisting of the following funds:

All Funds	2011 Budget	2012 Budget	Difference	%
General Fund	$ 12,057,768	$ 12,713,293	$ 655,525	5.4%
Water and Sewer Fund	$ 5,897,500	$ 5,964,900	$ 67,400	1.1%
Waste Management Fund	$ 1,445,619	$ 1,449,901	$ 4,282	0.3%
Cemetery Fund	$ 141,455	$ 146,373	$ 4,918	3.5%
WPD Information Technology Fd	$ 28,800	$ 28,000	$ (800)	-2.8%
Hotel/Motel Tax Fund	$ 225,000	$ 300,000	$ 75,000	33.3%
SPLOST 2008 - 2013 Fund	$ 1,600,000	$ 1,692,000	$ 92,000	5.8%
Total	$ 21,396,142	$ 22,294,467	$ 898,325	4.2%

GENERAL FUND – The general fund budget is proposed to increase $655,525 or 5.4% from $12,057,768 to $12,713,293. Gradual tax revenues increases along with the property tax appraisal issue discussed above have allowed the budget to be increased. Increased revenues are being used to restore eliminated positions and fund delayed expenditures.

WATER AND SEWER FUND – The water and sewer fund budget is proposed to increase $67,400 or 1.1% from $5,897,500 to $5,964,900. A new rate structure for these services will be implemented the first part of the fiscal year which will be revenue neutral.

WASTE MANAGEMENT FUND – The waste management fund budget is proposed to increase $4,282 or 0.3% from $1,445,619 to $1,449,901. The program to use one man crews operating a claw truck to collect yard trash continues to allow this service to be operated without substantial increases in cost.

CEMETERY FUND – The cemetery fund is proposed to increase $4,918 or 3.5% from $141,455 to $146,373. Staff reductions and management realignment in FY 2010 continue to allow this service to be operated without substantial cost increases.

OTHER FUNDS – Revenues for the other funds are restricted to these funds and are derived from special taxes or fees. Expenditures for these funds are set based upon the

estimated revenues and are restricted to those allowed by statute that authorized the collection of the revenue.

FUTURE PROSPECTS

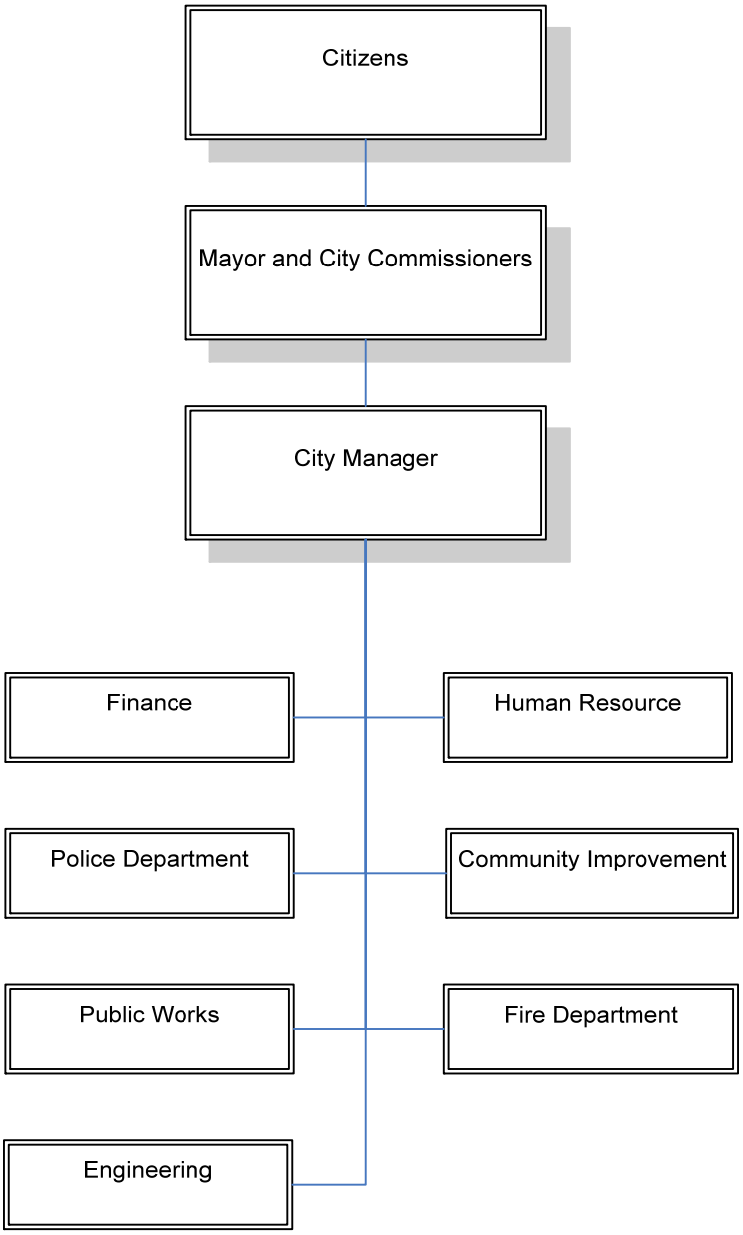
The economic prospects for our community are bright. Construction of Georgia Biomass, a $150 million wood pellet plant on a 300 acre site in the Industrial Park in Ware County, has been completed. Approximately eighty people will be employed at the plant with numerous other positions in the timber industry to provide the 1.5 million tons of raw wood needed to produce the wood pellets. Georgia Biomass is a collaboration of RWE Innogy (German Energy Company) and BCM Management (Swedish equipment manufacturer). The wood pellets will be shipped to Europe from the Savannah Port Authority.

Scheduled for completion in December, 2012 is the Ware Hotel. Renovation of this 1929 structure will introduce downtown living as thirty-five apartments become available for rental. Also scheduled for construction in fiscal 2012, are the renovation of the 1937 City Auditorium into a multiuse facility featuring a 350 seat theater space and a walking trail connecting this facility to the downtown.

Waycross continues to be “Opportunity in Every Direction”.

Deron King
City Manager

City of Waycross
Organizational Chart



Division Heads

Deron King
City Manager (912) 287-2912/deronking@waycrossga.com

Thomas Larry Gattis
Finance Director (912) 287-2964/lgattis@waycrossga.com

Raphel Maddox
Human Resource Director (912) 287-2914/rmaddox@waycrossga.com

Chief Tony Tanner
Police Chief (912) 287-2927/ttanner@waycrossga.com

Chief David Eddins
Fire Chief (912) 287-2937/deddins@waycrossga.com

Wilton Deloach
Public Works Director (912) 287-2955/wdeloach@waycrossga.com

Raphel Maddox, Interim
Community Improvement Director (912) 287-2944/rmaddox@waycrossga.com

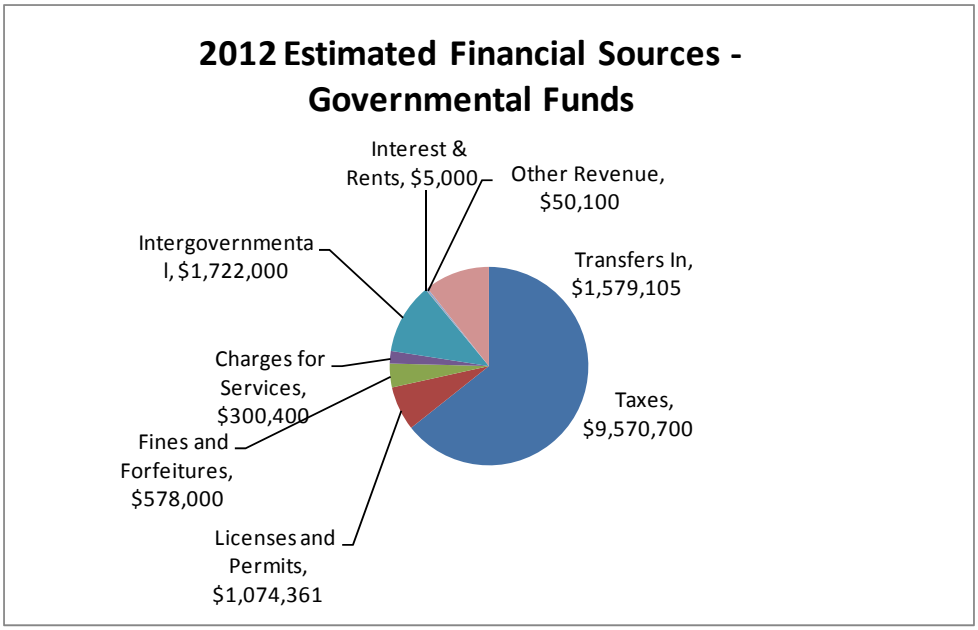
Frank Baugh
Engineering Director (912) 287-2945/fbaugh@waycrossga.com

Website address http://www.waycrossga.com

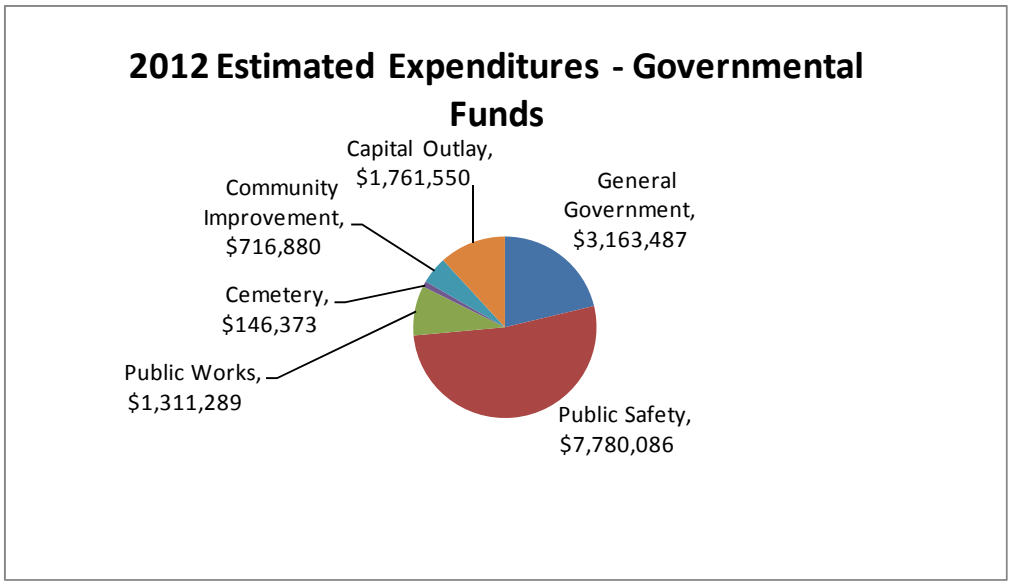
Budget Summary

Total Governmental Funds Summary of Estimated Financial Sources and Uses

Total Sources $14,879,666



Total Expenditures $14,879,666



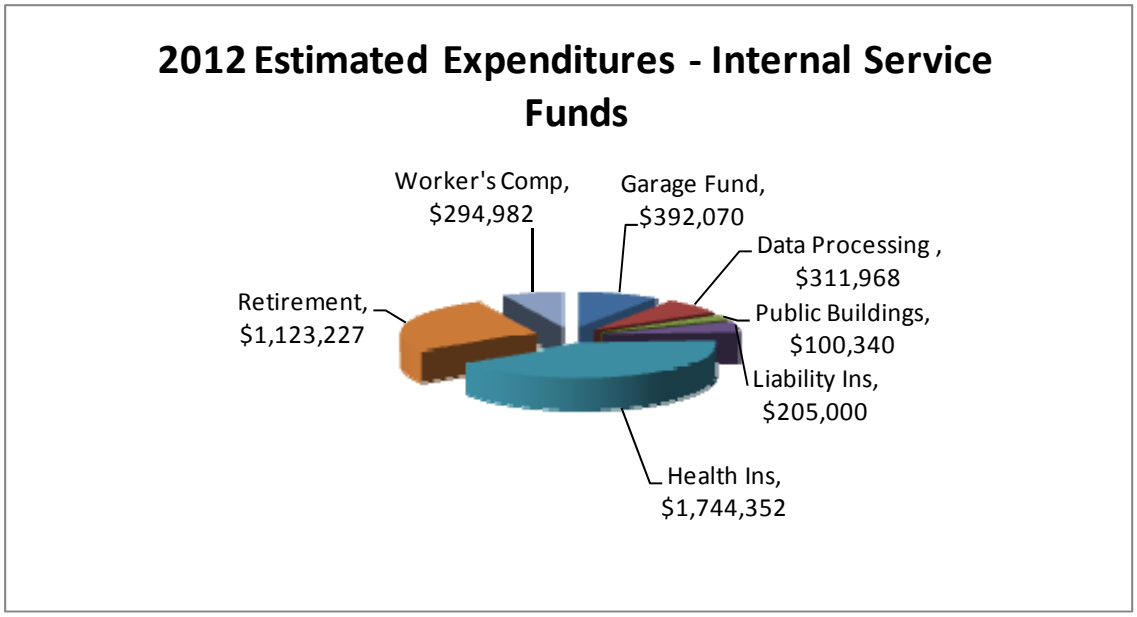
Governmental Funds
2010-2012 Summary of Estimated Financial Sources and Uses

	General Fund			Special Revenue Funds and SPLOST		
	2010 Actual	2011 Estimated	2012 Budget	2010 Actual	2011 Estimated	2012 Budget
Financial Sources:						
Taxes	$8,520,477	$9,395,478	$9,270,700	$237,631	$305,442	$300,000
Licenses and Permits	$714,166	$1,009,612	$1,074,361	$0		
Fines and Forfeitures	$552,168	$451,719	$550,000	$26,384	$21,973	$28,000
Charges for Services	$18,095	$194,033	$175,400	$111,948	$111,079	$125,000
Intergovernmental	$234,031	$29,710	$30,000	$1,669,389	$1,921,188	$1,692,000
Interest & Rents	$29,652	$3,354	$5,000	$4,310	$0	$0
Other Revenue	$65,044	$31,011	$50,100	$0	$0	$0
Transfers In	$148,495	$1,170,907	$1,557,732	$0	$0	$21,373
Total Estimated Financial Sources:	$10,282,128	$12,285,825	$12,713,293	$2,049,662	$2,359,682	$2,166,373
Expenditures:						
General Government	$771,152	$2,876,166	$3,163,487			
Public Safety	$7,081,430	$7,230,407	$7,752,086	$28,422	$24,736	$28,000
Public Works	$1,874,302	$1,248,075	$1,311,289			
Cemetery				$126,704	$135,869	$146,373
Community Improvement	$439,794	$318,070	$416,880	$95,256	$302,675	$300,000
Capital Outlay	$5,399	$78,391	$69,550	$318,871	$1,766,329	$1,692,000
Debt Service	$317,108	$0	$0	$0	$0	$0
Total Uses of Resources:	$10,489,185	$11,751,109	$12,713,293	$569,253	$2,229,609	$2,166,373
Net Increase (Decrease) in Fund Balance	($207,057)	$534,716	$0	$1,480,409	$130,073	$0
Beginning Fund Balance	$869,730	$399,923	$934,639	$1,156,964	$2,493,966	$2,624,039
Transfers and Other Adjustments	($262,750)			($143,407)	$0	
Fund Balance - June 30	$399,923	$934,639	$934,639	$2,493,966	$2,624,039	$2,624,039

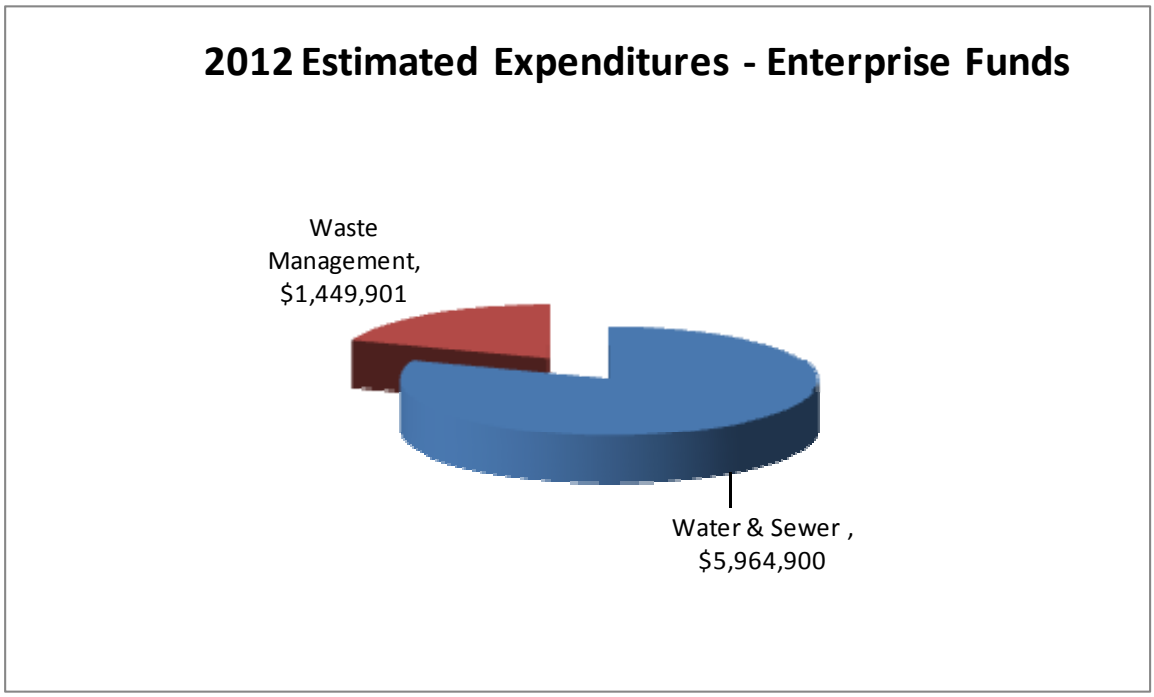
Governmental Funds (CONT'D)
2010-2012 Summary of Estimated Financial Sources and Uses

	Total Governmental Funds		
	2010 Actual	2011 Estimated	2012 Budget
Financial Sources:			
Taxes	$8,758,108	$9,700,920	$9,570,700
Licenses and Permits	$714,166	$1,009,612	$1,074,361
Fines and Forfeitures	$578,552	$473,692	$578,000
Charges for Services	$130,043	$305,112	$300,400
Intergovernmental	$1,903,420	$1,950,898	$1,722,000
Interest & Rents	$33,962	$3,354	$5,000
Other Revenue	$65,044	$31,011	$50,100
Transfers In	$148,495	$1,170,907	$1,579,105
Total Estimated Financial Sources:	$12,331,790	$14,645,507	$14,879,666
Expenditures:			
General Government	$771,152	$2,876,166	$3,163,487
Public Safety	$7,109,852	$7,255,143	$7,780,086
Public Works	$1,874,302	$1,248,075	$1,311,289
Cemetery	$126,704	$135,869	$146,373
Community Improvement	$535,050	$620,745	$716,880
Capital Outlay	$324,270	$1,844,720	$1,761,550
Debt Service	$0	$0	$0
Total Uses of Resources:	$10,741,330	$13,980,718	$14,879,666
Net Increase (Decrease) in Fund Balance	$1,273,352	$664,789	$0
Beginning Fund Balance	$2,026,694	$2,893,889	$3,558,678
Transfers and Other Adjustments	($406,157)		
Fund Balance - June 30	$2,893,889	$3,558,678	$3,558,678

Total Operating Expenditures
$4,171,939



Total Operating Expenditures
$7,414,801



Internal Service Funds

2010-2012 Summary of Estimated Revenues, Expenses and Changes in Retained Earnings

	Garage Fund			Data Processing Fund		
	2010 Actual	2011 Estimated	2012 Budget	2010 Actual	2011 Estimated	2012 Budget
Operating Revenues						
Charges for Services						
City Contributions	$401,183	$384,164	$392,070	$365,090	$354,887	$311,968
Other Revenue						
Total Operating Revenues	$401,183	$384,164	$392,070	$365,090	$354,887	$311,968
Operating Expenses						
Personal Services	$322,054	$317,631	$339,594	$218,698	$191,340	$200,737
Contractual Services	$1,109			$64,477	$52,345	$56,086
Premiums, Claims, Administration Fees						
Supplies, Repairs, Maintenance	$27,496	$15,114	$17,700	$20,971	$13,374	$14,000
Other Operating Expenses	$25,883	$24,501	$34,776	$30,209	$77,660	$41,145
Depreciation	$10,966	$0	$0	$8,320	$0	$0
Retirement Payments						
Total Expenditures	$387,508	$357,246	$392,070	$342,675	$334,720	$311,968
Operating Income (Loss)	$13,675	$26,918	$0	$22,415	$20,167	$0
Nonoperating Revenues (Expenses)						
Interest Revenue						
Interest Expenses	($240)					
Total Nonoperating Revenues (Expenses)	$13,435	$26,918	$0	$22,415	$20,167	$0
Operating Transfers In						
Operating Transfers Out						
Net Income (Loss)	$13,435	$26,918	$0	$22,415	$20,167	$0
Retained Earnings, July 1	$303,578	$307,763	$334,681	$159,950	$175,661	$195,828
Prior Period Adjustment	($9,250)			($6,704)		
Retained Earnings, June 30	$307,763	$334,681	$334,681	$175,661	$195,828	$195,828

Internal Service Funds (CONT'D)
2010-2012 Summary of Estimated Revenues, Expenses and Changes in Retained Earnings

	Public Buildings Fund			Liability Insurance Fund		
	2010 Actual	2011 Estimated	2012 Budget	2010 Actual	2011 Estimated	2012 Budget
Operating Revenues						
Charges for Services						
City Contributions	$100,699	$98,125	$100,340	$235,998	$204,998	$205,000
Other Revenue						$0
Total Operating Revenues	$100,699	$98,125	$100,340	$235,998	$204,998	$205,000
Operating Expenses						
Personal Services	$70,476	$71,217	$81,213			
Contractual Services						
Premiums, Claims, Administration Fees				$158,599	$192,048	$205,000
Supplies, Repairs, Maintenance	$10,414	$7,990	$8,150			
Other Operating Expenses	$4,828	$8,843	$10,977			
Depreciation	$215	$0	$0			
Retirement Payments						
Total Expenditures	$85,933	$88,050	$100,340	$158,599	$192,048	$205,000
Operating Income (Loss)	$14,766	$10,075	$0	$77,399	$12,950	$0
Nonoperating Revenues (Expenses)						
Interest Revenue				$735	$0	$0
Interest Expenses						
Total Nonoperating Revenues (Expenses)	$14,766	$10,075	$0	$78,134	$12,950	$0
Operating Transfers In						
Operating Transfers Out						
Net Income (Loss)	$14,766	$10,075	$0	$78,134	$12,950	$0
Retained Earnings, July 1	$197,617	$210,282	$220,357	$560,395	$638,529	$651,479
Prior Period Adjustment	($2,101)					
Retained Earnings, June 30	$210,282	$220,357	$220,357	$638,529	$651,479	$651,479

Internal Service Funds (CONT'D)
2010-2012 Summary of Estimated Revenues, Expenses and Changes in Retained Earnings

	Health Insurance Fund			Retirement Fund		
	2010 Actual	2011 Estimated	2012 Budget	2010 Actual	2011 Estimated	2012 Budget
Operating Revenues						
Charges for Services						
City Contributions	$445,296	$440,930	$430,466	$859,336	$924,059	$1,123,227
Other Revenue	$1,078,983	$1,050,878	$1,313,886			
Total Operating Revenues	$1,524,279	$1,491,808	$1,744,352	$859,336	$924,059	$1,123,227
Operating Expenses						
Personal Services						
Contractual Services						
Premiums, Claims, Administration Fees	$1,915,704	$1,759,612	$1,744,352			
Supplies, Repairs, Maintenance						
Other Operating Expenses						
Depreciation						
Retirement Payments				$859,336	$881,932	$1,123,227
Total Expenditures	$1,915,704	$1,759,612	$1,744,352	$859,336	$881,932	$1,123,227
Operating Income (Loss)	($391,425)	($267,804)	$0	$0	$42,127	$0
Nonoperating Revenues (Expenses)						
Interest Revenue	$738	$0	$0	$277	$0	$0
Interest Expenses						
Total Nonoperating Revenues (Expenses)	($390,687)	($267,804)	$0	$277	$42,127	$0
Operating Transfers In						
Operating Transfers Out						
Net Income (Loss)	($390,687)	($267,804)	$0	$277	$42,127	$0
Retained Earnings, July 1	($460,388)	($851,075)	($1,118,879)	$294,721	$294,998	$337,125
Prior Period Adjustment						
Retained Earnings, June 30	($851,075)	($1,118,879)	($1,118,879)	$294,998	$337,125	$337,125

Internal Service Funds (CONT'D)
2010-2012 Summary of Estimated Revenues, Expenses and Changes in Retained Earnings

	Workers Compensation Fund			Total Internal Service Funds		
	2010 Actual	2011 Estimated	2012 Budget	2010 Actual	2011 Estimated	2012 Budget
Operating Revenues						
Charges for Services						
City Contributions	$356,527	$458,091	$294,982	$2,764,129	$2,865,254	$2,858,053
Other Revenue	$0	$0		$1,078,983	$1,050,878	$1,313,886
Total Operating Revenues	$356,527	$458,091	$294,982	$3,843,112	$3,916,132	$4,171,939
Operating Expenses						
Personal Services				$611,228	$580,188	$621,544
Contractual Services				$65,586	$52,345	$56,086
Premiums, Claims, Administration Fees	$226,392	$405,861	$294,982	$2,300,695	$2,357,521	$2,244,334
Supplies, Repairs, Maintenance				$58,881	$36,478	$39,850
Other Operating Expenses				$60,920	$111,004	$86,898
Depreciation				$19,501	$0	$0
Retirement Payments				$859,336	$881,932	$1,123,227
Total Expenditures	$226,392	$405,861	$294,982	$3,976,147	$4,019,469	$4,171,939
Operating Income (Loss)	$130,135	$52,230	$0	($133,035)	($103,337)	$0
Nonoperating Revenues (Expenses)						
Interest Revenue	$1,167	$1,817	$0	$2,917	$1,817	$0
Interest Expenses						
Total Nonoperating Revenues (Expenses)	$131,302	$54,047	$0	($130,358)	($101,520)	$0
Operating Transfers In						
Operating Transfers Out						
Net Income (Loss)	$131,302	$54,047	$0	($130,358)	($101,520)	$0
Retained Earnings, July 1	$1,038,981	$1,170,283	$1,224,330	$2,094,854	$1,946,441	$1,844,921
Prior Period Adjustment						
Retained Earnings, June 30	$1,170,283	$1,224,330	$1,224,330	$1,946,441	$1,844,921	$1,844,921

Enterprise Funds

2010-2012 Summary of Estimated Revenues, Expenses and Changes in Retained Earnings

	Water & Sewer Fund			Waste Management Fund		
	2010 Actual	2011 Estimated	2012 Budget	2010 Actual	2011 Estimated	2012 Budget
Operating Revenues						
Charges for Services	$4,777,334	$5,168,372	$5,271,300	$1,441,465	$1,441,399	$1,449,901
Other Revenue	$1,115,570	$792,446	$693,600			
Total Operating Revenues	$5,892,904	$5,960,818	$5,964,900	$1,441,465	$1,441,399	$1,449,901
Operating Expenses						
Personal Services				$272,009	$269,147	$296,992
Contractual Services	$2,366,298	$2,427,780	$2,474,220	$732,299	$714,025	$728,112
Supplies, Repairs, Maintenance	$290,426	$106,366	$106,420	$92,342	$94,614	$79,700
Other Operating Expenses	$1,485,528	$3,031,931	$3,384,260	$223,039	$280,797	$345,097
Depreciation	$1,351,050	$1,036,771	$0	$78,969	($56,889)	$0
Retirement Payments						
Total Expenditures	$5,493,302	$6,602,848	$5,964,900	$1,398,658	$1,301,694	$1,449,901
Operating Income (Loss)	$399,602	($642,030)	$0	$42,807	$139,705	$0
Nonoperating Revenues (Expenses)						
Investment Income	$1,984	$0	$0	$571	$0	$0
Intergovernmental	$80,400					
Other	($9)			($607)		
Interest Expense	($280,216)	($273,749)	$0	($5,651)	$0	$0
Total Nonoperating Revenues (Expenses)	($197,841)	($273,749)	$0	($5,687)	$0	$0
Income (loss) before contributions & transfers	$201,761	($915,779)	$0	$37,120	$139,705	$0
Capital Contributions Transfers In (Out)	$0	$0	$0	$0	$0	$0
Change In Net Assets	$201,761	($915,779)	$0	$37,120	$139,705	$0
Net Assets at Beginning of Year	$23,394,264	$23,596,025	$22,680,246	$346,636	$375,168	$514,873
Prior Year Adjustment	$0			($8,588)		
Net Assets at End of Year	$23,596,025	$22,680,246	$22,680,246	$375,168	$514,873	$514,873

Enterprise Funds (CONT'D)
2010-2012 Summary of Estimated Revenues, Expenses and Changes in Retained Earnings

	Total Enterprise Funds		
	2010 Actual	2011 Estimated	2012 Budget
Operating Revenues			
Charges for Services	$6,218,799	$6,609,771	$6,721,201
Other Revenue	$1,115,570	$792,446	$693,600
Total Operating Revenues	$7,334,369	$7,402,217	$7,414,801
Operating Expenses			
Personal Services	$272,009	$269,147	$296,992
Contractual Services	$3,098,597	$3,141,805	$3,202,332
Supplies, Repairs, Maintenance	$382,768	$200,980	$186,120
Other Operating Expenses	$1,708,567	$3,312,728	$3,729,357
Depreciation	$1,430,019	$979,882	$0
Retirement Payments	$0	$0	$0
Total Expenditures	$6,891,960	$7,904,542	$7,414,801
Operating Income (Loss)	$442,409	($502,325)	$0
Nonoperating Revenues (Expenses)			
Investment Income	$2,555	$0	$0
Intergovernmental	$80,400	$0	$0
Other	($616)	$0	$0
Interest Expense	($285,867)	($273,749)	$0
Total Nonoperating Revenues (Expenses)	($203,528)	($273,749)	$0
Income (loss) before contributions & transfers	$238,881	($776,074)	$0
Capital Contributions Transfers In (Out)	$0	$0	$0
Change In Net Assets	$238,881	($776,074)	$0
Net Assets at Beginning of Year	$23,740,900	$23,971,193	$23,195,119
	($8,588)		
Net Assets at End of Year	$23,971,193	$23,195,119	$23,195,119

Fund Summary 2009-2012

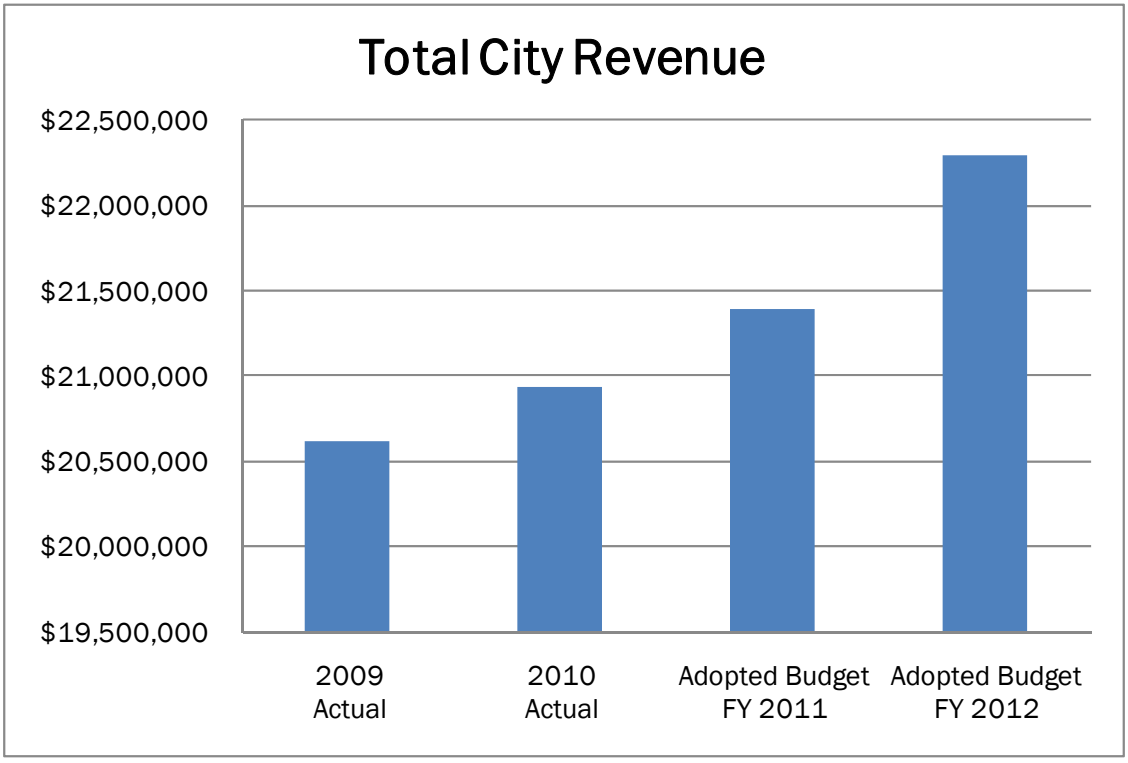
CITY OF WAYCROSS
FISCAL YEAR 2012
JULY 1, 2011 - JUNE 30, 2012

Description	Actual FY 2009	Actual FY 2010	Actual FY 2011	Adopted Budget FY 2012
		REVENUE		
General Fund & Special Funds				
General Fund	$ 11,552,567	$ 11,547,648	$ 12,285,825	$ 12,713,293
Cemetery Fund	$ 221,693	$ 112,499	$ 111,079	$ 146,373
WPD Information Technology Fund	$ 31,747	$ 26,384	$ 21,973	$ 28,000
Hotel/Motel Fund	$ 185,765	$ 237,631	$ 305,442	$ 300,000
SPLOST 2008-2013	$ 1,412,306	$ 1,645,485	$ 1,921,188	$ 1,692,000
Enterprise Funds				
Water & Sewer Fund	$ 5,730,488	$ 5,910,590	$ 5,960,819	$ 5,964,900
Waste Management Fund	$ 1,484,317	$ 1,458,719	$ 1,441,399	$ 1,449,901
TOTAL REVENUE	$ 20,618,883	$ 20,938,956	$ 22,047,725	$ 22,294,467
		EXPENDITURE		
General Fund & Special Funds				
General Fund	$ 11,597,561	$ 11,737,333	$ 11,751,109	$ 12,713,293
Cemetery Fund	$ 197,450	$ 126,700	$ 135,869	$ 146,373
WPD Information Technology Fund	$ 33,191	$ 22,883	$ 24,736	$ 28,000
Hotel/Motel Fund	$ 185,762	$ 237,495	$ 302,675	$ 300,000
SPLOST 2008-2013	$ 665,211	$ 324,410	$ 1,766,329	$ 1,692,000
Enterprise Funds				
Water & Sewer Fund	$ 5,822,476	$ 5,717,403	$ 5,566,077	$ 5,964,900
Waste Management Fund	$ 1,485,110	$ 1,360,650	$ 1,358,583	$ 1,449,901
TOTAL EXPENDITURE	$ 19,986,761	$ 19,526,874	$ 20,905,378	$ 22,294,467

FY 2012 – Total Budgeted Resources

The following table and graph provides a summary of the total operating revenue for the whole City of Waycross for fiscal years 2009 through 2012. The total budged revenue for the FY 2012 of $22,294,467 for the City of Waycross represents an increase of $898,325 or 4%. The revenue chart below represents the whole City. However, as indicated from the chart below, the majority of the City's revenues come from Taxes and Charges for Services.

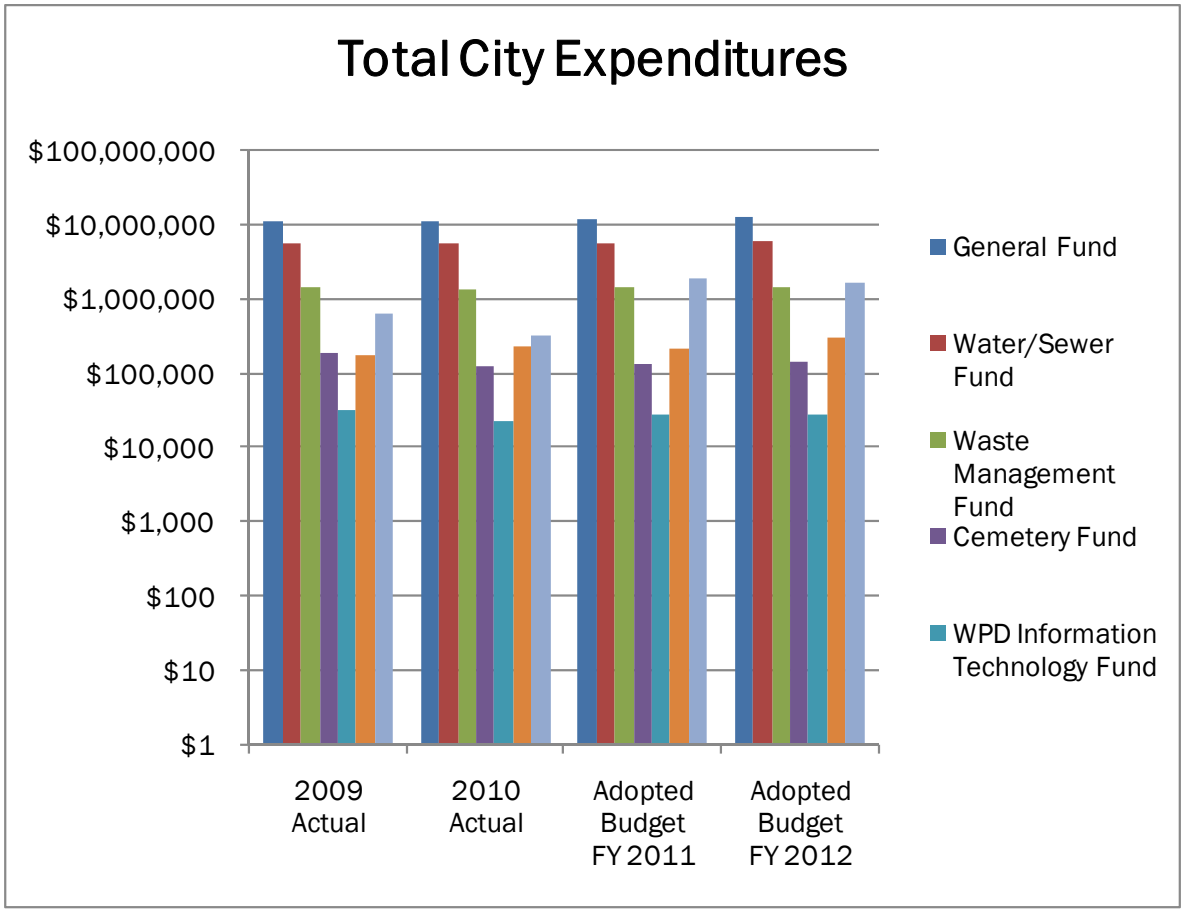
REVENUE CATEGORY	2009 Actual	2010 Actual	Adopted Budget FY 2011	Adopted Budget FY 2012
Taxes	$ 8,529,492	$ 8,678,649	$ 8,981,000	$ 9,570,700
Licenses & Permits	$ 1,046,884	$ 959,828	$ 1,067,472	$ 1,074,361
Fines & Forfeitures	$ 572,039	$ 578,598	$ 598,800	$ 578,000
Charges for Services	$ 7,583,882	$ 7,722,466	$ 7,735,074	$ 7,709,674
Intergovernmental	$ 1,439,978	$ 1,671,303	$ 1,627,000	$ 1,722,000
Interest & Rents	$ 82,428	$ 80,489	$ 70,000	$ 82,000
Other Financing Resources	$ 1,364,564	$ 1,247,623	$ 1,316,796	$ 1,557,732
Total Revenues	$20,619,267	$ 20,938,956	$ 21,396,142	$ 22,294,467



FY 2012 – Operating Expenditures and Budget Highlights

The following table and graph provides a summary of the total operating expenditures for the whole City for fiscal years 2009 through 2012. The result of a Special Local Option Sales Tax (SPLOST) that was implemented during the FY2009 budget has caused a significant increase.

Operating Expenditures	2009 Actual	2010 Actual	Adopted Budget FY 2011	Adopted Budget FY 2012
General Fund	$11,597,561	$ 11,737,333	$ 12,057,768	$ 12,713,293
Water/Sewer Fund	$ 5,822,476	$ 5,717,403	$ 5,897,500	$ 5,964,900
Waste Management Fund	$ 1,485,110	$ 1,360,650	$ 1,445,619	$ 1,449,901
Cemetery Fund	$ 197,450	$ 126,700	$ 141,455	$ 146,373
WPD Information Technology Fund	$ 33,191	$ 22,883	$ 28,800	$ 28,000
Hotel/Motel Tax Fund	$ 185,762	$ 237,495	$ 225,000	$ 300,000
SPLOST 2008	$ 665,211	$ 324,410	$ 1,996,000	$ 1,692,000
Total Expenditures	$19,986,761	$ 19,526,874	$ 21,792,142	$ 22,294,467



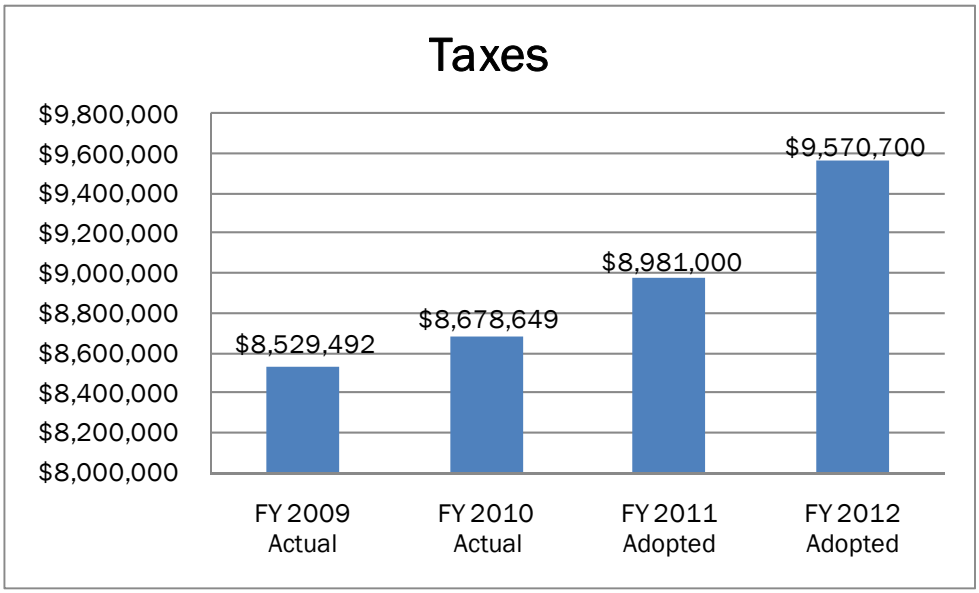
Property Tax Digest

The property digests for the City from 2006 through 2011 is shown below in the table. State law requires that all property assessments be a standardized 40% of the current market value. The millage rate increased in 2009.

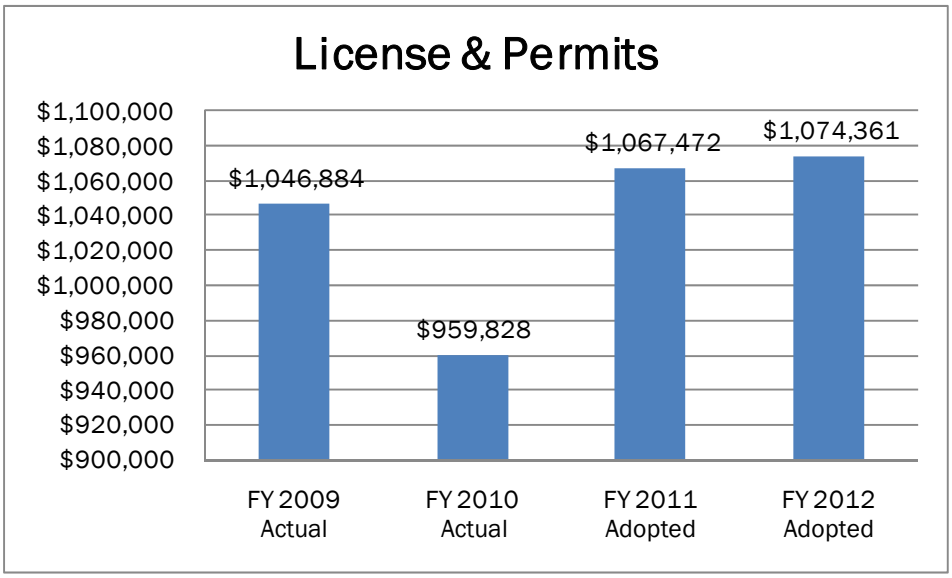
CITY ONLY	2006	2007	2008	2009	2010	2011
Real & Personal	251,211,826	267,543,295	268,176,077	268,134,315	269,430,586	280,345,912
Motor Vehicles	20,591,300	22,235,460	22,824,480	23,591,290	21,026,070	20,133,720
Mobile Homes	1,562,192	1,464,069	1,294,481	1,078,759	1,182,293	1,020,165
Timber - 100%	0	0	0	0	0	0
Heavy Duty Equipment	6,674	2,331	0	0	0	0
Gross Digest	273,371,992	291,245,155	292,295,038	292,804,364	291,638,949	301,499,797
Less M& O Exemptions	13,158,455	13,610,498	14,868,088	14,859,367	14,890,049	15,481,946
Net M & O Digest	260,213,537	277,634,657	277,426,950	277,944,997	276,748,900	286,017,851
State Forest Land Assistance Grant Value	0	0	0	0	0	0
Adjusted Net M&O Digest	260,213,537	277,634,657	277,426,950	277,944,997	276,748,900	286,017,851
Gross M&O Millage	23.391	21.716	21.916	23.400	23.400	22.071
Less Rollbacks	13.165	11.718	11.918	12.402	12.402	11.073
Net M&O Millage	10.226	9.998	9.998	10.998	10.998	10.998
Total County Taxes Levied	$2,660,944	$2,775,791	$2,773,715	$3,056,839	$3,043,684	$3,145,624
Net Taxes $ Increase		$114,848	-$2,077	$283,124	-$13,155	$101,940
Net Taxes % Increase		4.32%	-0.07%	10.21%	-0.43%	3.35%

FY 2012 Revenue and Expense Summary

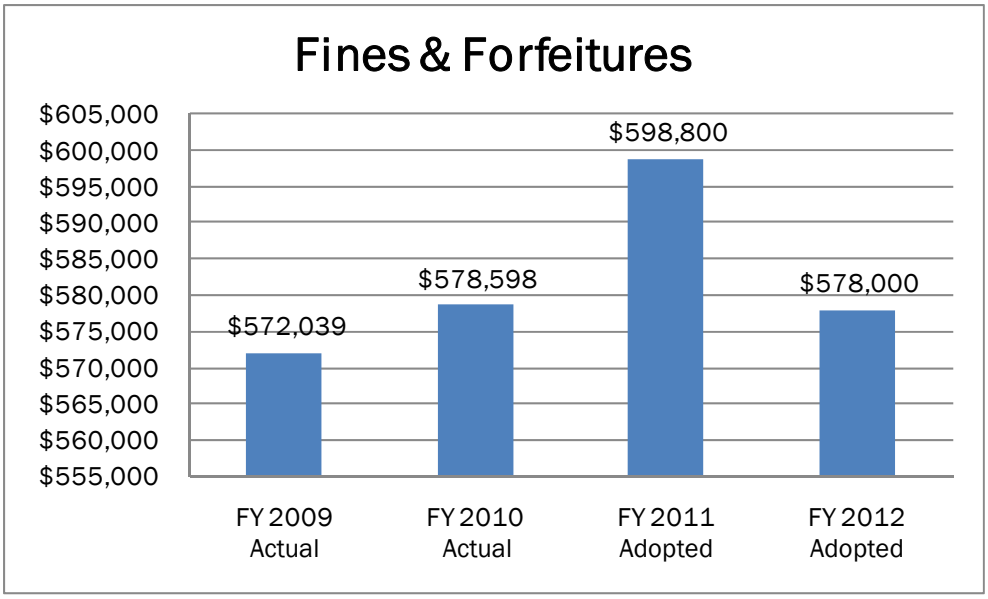
Tax Revenues include property (ad valorem) taxes, local option sales tax, sales and use taxes, business taxes, gross receipts, and franchise fees. The FY 2012 projection of $9,570,700 in tax revenue includes both current and delinquent assessments of ad valorem taxes and franchise fees. The current millage rate is 10.998.



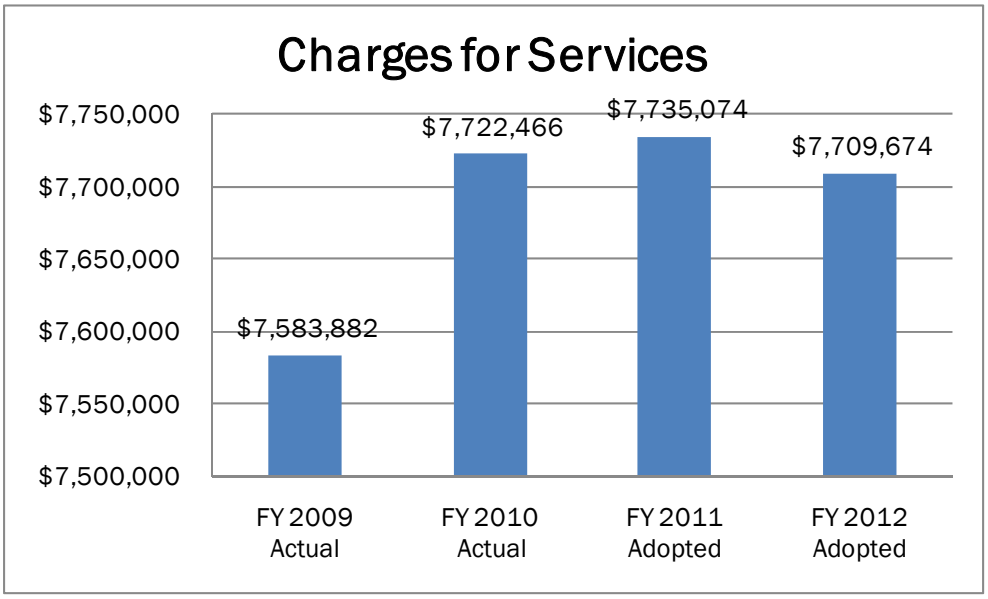
Licenses and Permits. Revenue from this source comes from licenses to conduct business in the City of Waycross. It includes beer and wine licenses, business permits and, application fees. Also included are any fees for permits and inspections.



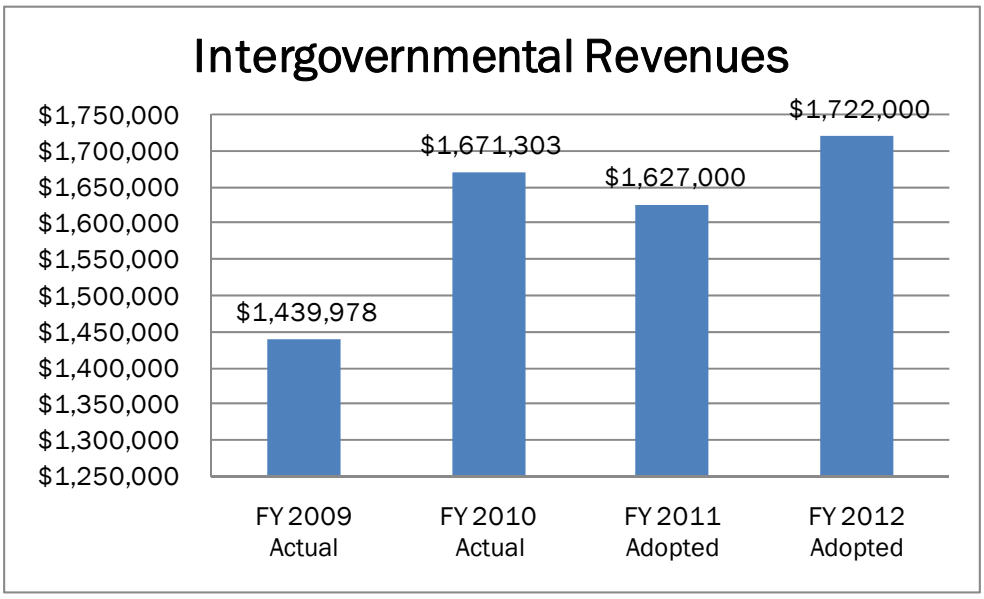
Fines and Forfeitures include municipal court fines and court fees.



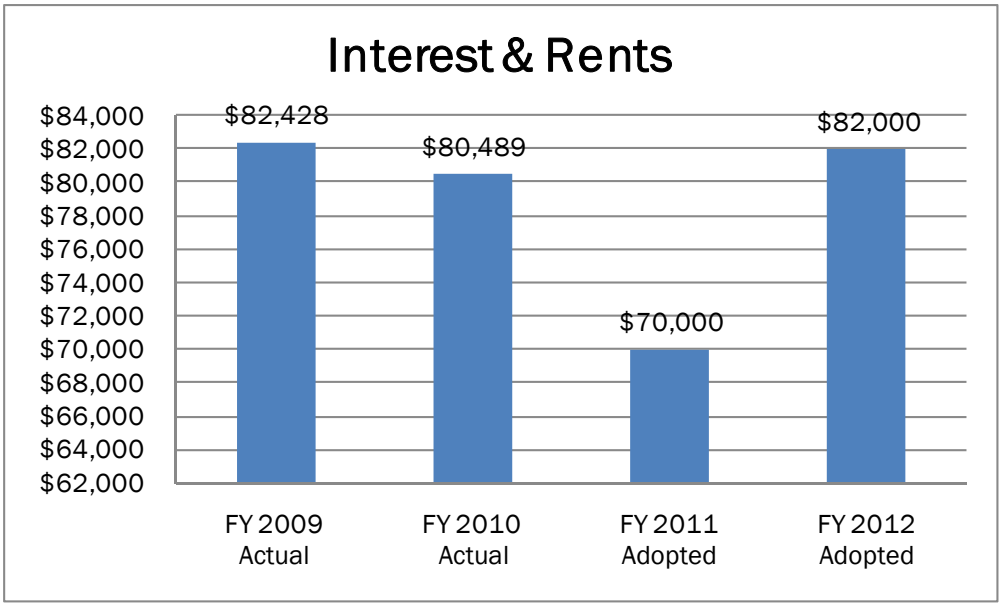
Charges for Services include joint services between the City of Waycross, Ware County Board of Education, and Waycross Housing Authority. It also includes cemetery lot charges, water and sewer charges, and waste management charges.



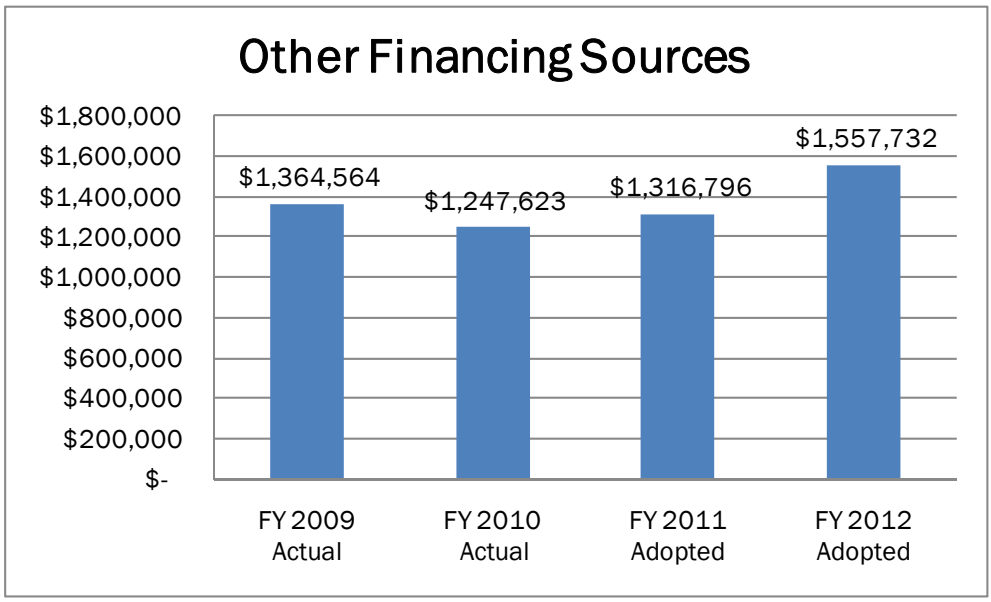
Intergovernmental revenues include federal and state monies received by the City. This also includes Special Purpose Local Option Sales Tax Revenues.



Interest and Rents include earnings on various investments held by the City and earnings on the various checking accounts. It also includes rent income from renting spaces within City owned buildings.

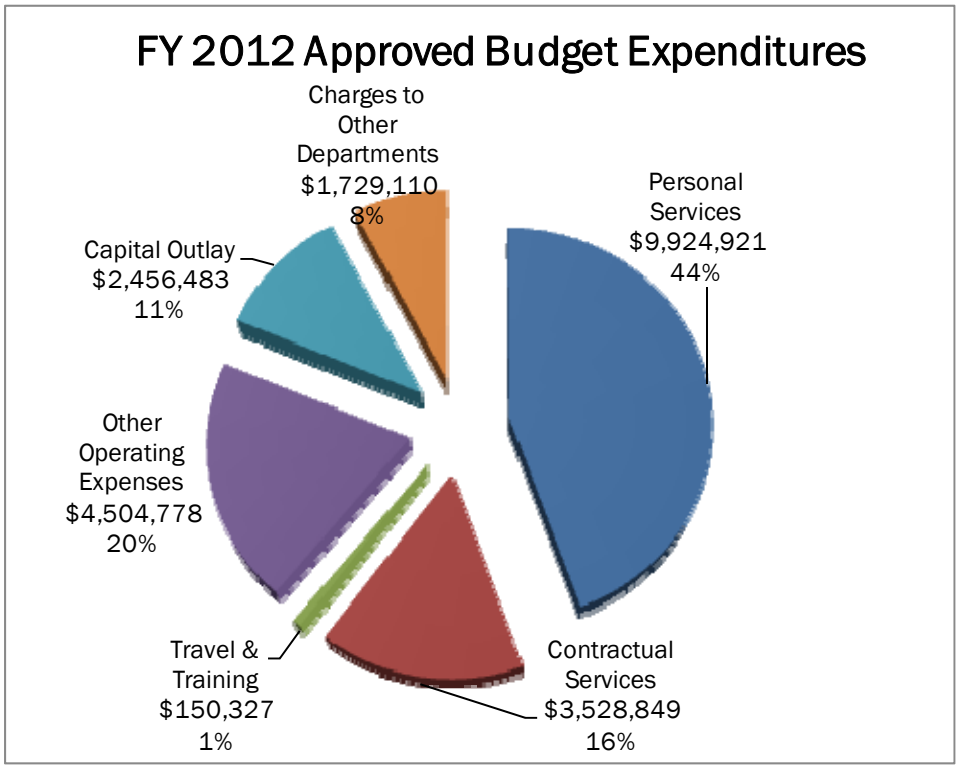


Other Financing Sources includes the operating transfers made between the various funds of the City.



The table and graph below provides a summary total of expenditures by categories.

Operating Expenditures	2009 Actual	2010 Actual	Adopted Budget FY 2011	Adopted Budget FY 2012
General Fund	$11,597,561	$ 11,737,333	$ 12,057,768	$ 12,713,293
Water/Sewer Fund	$ 5,822,476	$ 5,717,403	$ 5,897,500	$ 5,964,900
Waste Management Fund	$ 1,485,110	$ 1,360,650	$ 1,445,619	$ 1,449,901
Cemetery Fund	$ 197,450	$ 126,700	$ 141,455	$ 146,373
WPD Information Technology Fund	$ 33,191	$ 22,883	$ 28,800	$ 28,000
Hotel/Motel Tax Fund	$ 185,762	$ 237,495	$ 225,000	$ 300,000
SPLOST 2008	$ 665,211	$ 324,410	$ 1,996,000	$ 1,692,000
Total Expenditures	$19,986,761	$ 19,526,874	$ 21,792,142	$ 22,294,467



Budget Total $22,294,467

CITY IN BRIEF

How It Began. . . .

Waycross, gateway to the world famous Okefenokee Swamp, is the focal point of the highways and railroad lines traversing southern Georgia, its name signifies its strategic position of where "Ways Cross". In colonial days, it was the hub of stagecoach roads and pioneer trails. Later the old Plant System and the Brunswick and Western Railroad lines crossed here, giving birth to a modern railroad network. Indian trails, coach roads and military trails transformed into modern highways, with some following the routes laid out by the pioneers. Waycross was founded in 1872, chartered in March 3, 1874, and incorporated on November 1, 1889.

Transportation continues to play a dramatic part of Waycross. Located in the City limits is the CSX Rice Yard, one of the largest rail car switching and classification facilities in the United States. This facility occupies 850 acres and contains more than 150 miles of rail track handling over 1 million rail cars a year.

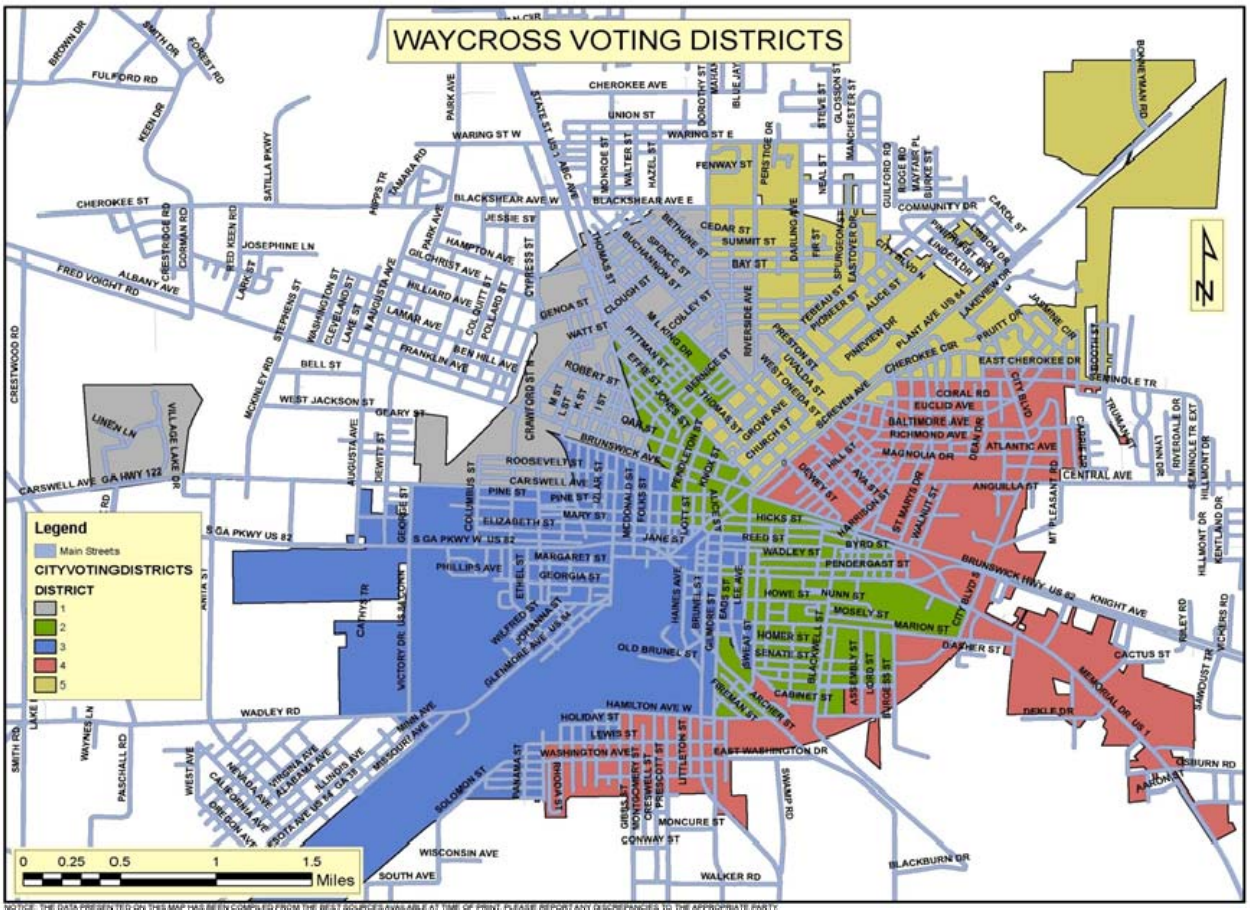
Waycross thrives on widely diversified manufactured, processed forest and tobacco products. Transportation facilities, modern health specialties and educational opportunities are above average, and careful attention to recreational amusements, entertainment, cultural and civic activities are given. The area is a communication, financial, medical, industrial and religious center, serving an eight county region with a population of 138,033. Inside the City Limits according to the 2000 Census, Waycross has a population of 15,333. During working hours the population of the City grows to over 45,000. These temporary residents come to work at and/or use the modern health care facilities, educational institutions, financial centers, industrial concerns and large and small retail/commercial businesses located in Waycross.

Waycross is blessed with an abundance of water and climate conducive to year round production without stoppage due to weather. The average minimum and maximum temperature range from 38.8 and 68.9 degrees for January, and 69.9 and 92.3 degrees in July.

Geographic

Waycross (County Seat) | Laura Walker State Park & State Golf Course | Okefenokee Swamp Park

Below is a map that shows the outline of the Waycross city limits and each voting district.



Waycross, located on the southeastern flank of the state, at the crossroads of US1 (to Jacksonville) and US84 (to Savannah) is approximately 240 miles southeast of Atlanta, and 70 miles north of Jacksonville, Florida. It is a strategically located for service to the booming Florida markets of the southeastern United States. Waycross is 50 miles from the deepwater ports of Brunswick, 104 miles from Savannah, and as mentioned above, 70 miles from Jacksonville. We have four lane access to both I-75 (70 miles west) and I-95 (45 miles east) by way of the South Georgia Parkway. The Waycross-Ware County Airport, with three runways more than 5,000 feet and, full instrumentation, can accommodate all types of corporate and private aircraft. The Jacksonville International Airport offers domestic and international flights and is served by major US airlines.

Demographics

Below are some demographic tables about Waycross, Georgia.

Table 1: Population History Overview

Year	Total Population for Waycross, Georgia
2010 Census	14,649
2007 Estimated	14,765
2006 Estimated	14,786
2005 Estimated	14,563
2004 Estimated	14,827
2003 Estimated	14,957
2002 Estimated	14,998
2001 Estimated	15,101
2000 Census	15,333
1990 Census	16,410

Source: U.S. Census Bureau

Table 2: General Demographic Characteristics – Year 2010

Sex and Age	Population	Percent
Under 5 years	1,219	8.3
5 to 9 years	1,039	7.1
10 to 14 years	966	6.6
15 to 19 years	994	6.8
20 to 24 years	986	6.7
25 to 29 years	898	6.1
30 to 34 years	827	5.6
35 to 39 years	744	5.1
40 to 44 years	846	5.8
45 to 49 years	932	6.4
50 to 54 years	955	6.5
55 to 59 years	867	5.9
60 to 64 years	819	5.6
65 to 69 years	601	4.1
70 to 74 years	526	3.6
75 to 84 years	906	6.2
85 years and over	524	3.6
Total	14,649	

Source: U.S. Census Bureau

Table 3: Housing & Income - 1990 census compared to 2000 census

	Year 1990	%	Year 2000	%	Change %				
Population									
Waycross	16,410		15,333		-6.60				
State	6,522,645		8,186,453		26.40				
Median Family Income									
Waycross	$27,821		$28,712		3.20				
State	$34,525		$49,280		42.70				
Families Below Poverty Level									
Waycross	988	22.9	963	24.8	1.90				
State	197,681	11.5	210,138	9.9	-1.60				
	Year 1990* Owned	**%**	**Year 1990* Rented**	**%**	**Year 2000* Owned**	**%**	**Year 2000* Rented**	**%**	**Change %**
Housing									
Waycross	3,865	59.0	2,683	41.0	3,532	58.0	2,562	42.0	**1.0**
State	1,536,759	64.9	829,856	35.1	2,029,154	67.5	977,215	32.5	**-2.6**
* Of occupied housing									
	Year 1990 Vacant		**Year 1990 Sub-standard**	**%**	**Year 2000 Vacant**		**Year 2000 Sub-standard**	**%**	**Change** %
Housing									
Waycross	971		783	60.0	1,440		943**	65.5	**5.5**
State	271,803		119,542	43.9	275,368		135,563	49.2	**5.3**
**** % Change in substandard houses**									

Source: U.S. Census Bureau

Table 4: Education

EDUCATIONAL ATTAINMENT	WAYCROSS		GA	US
	Number		**Number**	**Number**
Population 25 and older	10,151			
	Number	**Pct**	**Pct**	**Pct**
High school graduates (includes equivalency)	3,462	34.1	28.7	28.6
Some college, or associate's degree	2,022	19.9	25.6	27.4
Bachelor's degree	752	7.4	16	15.5
Master's, professional or doctorate degree	536	5.3	8.3	8.9
SCHOOL ENROLLMENT				

	Number		Number	Number
Population 3 years and over enrolled in school	4,003			
	Number	Pct	Pct	Pct
Preschool and kindergarten	527	13.2	13.7	11.9
Grades 1-12	3,041	76	66.5	65.3
College	435	10.9	19.7	22.8

Sources: U.S. Census Bureau, 2000 Census; ePodunk

Table 5: Race – Census 2010

Sex and Age Race	Population	Percent
Total population	14,649	100
White	6,185	42.2
Black or African American	8221	56.1
American Indian and Alaska Native	133	0.9
Asian	145	1
Native Hawaiian & Other Pacific Islander	11	0.1
Some Other Race	223	1.5

Sex and Age Hispanic or Latino	Population	Percent
Hispanic or Latino	413	2.8
Mexican	239	1.6
Puerto Rican	82	0.6
Cuban	14	0.1
Other Hispanic or Latino	78	0.5
Not Hispanic or Latino	14236	97.2

Source: U.S. Census Bureau

Table 6: Marital Status – Census 2000

Status	Number	Percent
Never married	3,020	24.9
Now married, except separated	5,356	44.2
Separated	620	5.1
Widowed	1,545	12.7
Divorced	1,587	13.1
Total	12,128	

Source: U.S. Census Bureau

Table 7: Industry – Census 2000

Industry	Number	Percent
Agriculture, forestry, fishing and hunting	92	1.7
Construction	277	5.0
Manufacturing	1,067	19.4
Retail trade	612	11.1
Transportation and warehousing, and utilities	318	5.8
Information	70	1.3
Finance, insurance, real estate, and rental	118	2.1
Professional, scientific, management, administrative, waste management services	301	5.5
Educational, health, social services	1,310	23.9
Arts, entertainment, recreation, accommodation and food services	530	9.7
Other services	268	4.9
Public administration	413	7.5

Source: U.S. Census Bureau

Table 8: Top Five Employers in Ware County - 2010

Top Five Employers
Baptist Village
Concerted Services Inc.
Satilla Regional Medical
Wal-Mart Associates, Inc
GA Dept of Corrections

Source: Georgia Department of Labor

Table 9: Ten Largest Employers within surrounding counties - 2010

Employers	County
Bacon County Health Serv	Bacon
Wal-Mart Associates	Coffee
Wal-Mart Associates	Ware
Bway Corp	Clinch
Coffee Regional Medical Center	Coffee
PCC Airfoils Inc	Coffee
Brooks Auto Parts Inc	Coffee
Elixir Industries	Coffee
Satilla Regional Medical	Ware
Ware County State Prison	Ware

Source: Georgia Department of Labor

Miscellaneous Statistics

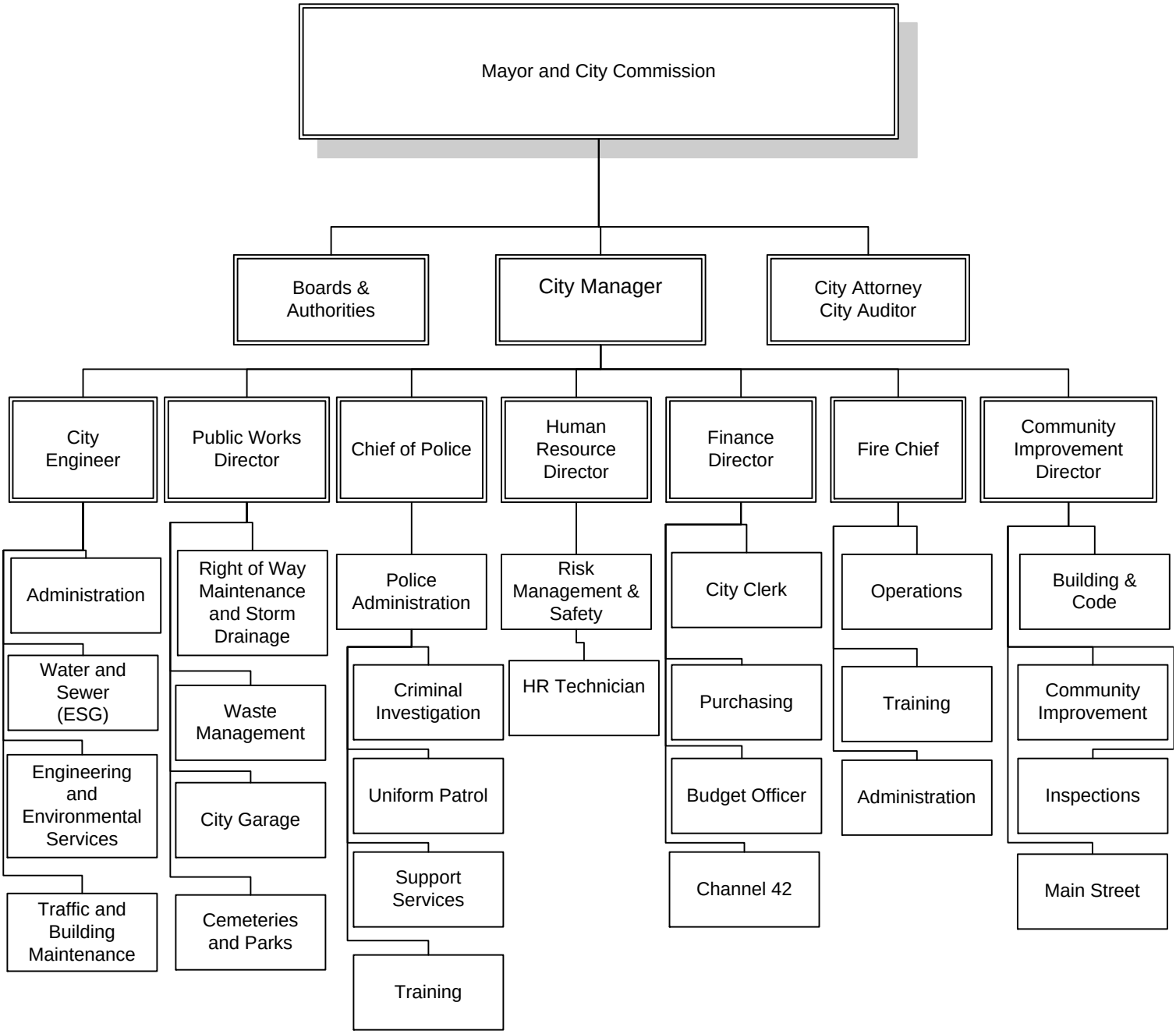
Date of Incorporation	November 1, 1874
Form of Government	Manager
Number of Employees (Excluding Police& Fire)	87
Area in Square Miles	11.69
Population:	
City	14,649
County	36,312
City of Waycross Facilities and Services	
Miles of Street	178
Number of Street Lights	2,053
Number of Traffic Lights	21
Culture and Recreation	
Community Centers	1
Parks	24
Park Acreage	113.34
Cemeteries	3
Cemetery Acreage	140
Fire Protection	
Number of Stations	3
Number of Fire Personnel	54
Number of Calls Answered	1101
Number of Inspections (Business & Beverage Lic & Consultations and Plan Review)	618
Number of Pre Plans Conducted	1064
Police Protection	
Number of Stations	1
Number of Police Personnel and Officers	68
Number of Patrol Units	42
Number of Law Violations:	

Physical Arrests	1,902
Traffic Violations	4,015
Sewerage System	
Miles of Sanitary Sewers	120
Miles of Storm Sewers	60
Number of Treatment Plants	1
Number of Service Connections	6,912
Daily Average Treatment in Gallons	3,000,000
Maximum Daily Capacity - Treatment in Gallons	12,000,000
Water System	
Miles of Water Mains	145
Number of Service Connections	7,452
Number of Fire Hydrants	999
Daily Average Consumption in Gallons	2,300,000
Maximum Daily Capacity of Plant in Gallons	3,400,000
Daytime Population	45,000
Facilities and Services Not Included in the Reporting Entity	
Hospitals	1
Number of Beds	231

Local Government

The City operates under a Council/Manager form of government. The City provides the following services: public safety, highways and streets, public improvements, and general and administrative services. In addition, the City operates enterprise funds (water and sewer and waste management) for the incorporated and immediate surrounding areas. Under the Council/Manager form of government, citizens elect their representatives, the Mayor and City Council, who determine policy for the City. The Council selects and appoints the City Manager, who is responsible for administering the Council's policies, advising the Council, and conducting the day-to-day operations of the City. The City Manager is responsible for hiring the directors who run each department.

Organizational Chart



Component Units of the City of Waycross

Component units are legally created public organizations which function "separate" from the City, yet elected officials of the City of Waycross remain financial accountable. At this time the City of Waycross has no component units; however, the City does have joint venture related organizations.

- Southeast Georgia Regional Development Center
- City of Waycross Housing Authority
- Downtown Development Authority
- Waycross-Ware County Development Authority

The development authorities were established to improve, refurbish and renovate established buildings and to preserve the local heritage.

Recreation

The City has twenty-four parks within the city limits. Most of these parks have playground equipment while other parks feature beautiful landscaped settings to escape from the stresses of day-to-day life. The Waycross-Ware County Recreation Department offers different activities throughout the year. These programs include cheerleading, football, basketball, baseball, and softball. The Recreation Department is funded by the Ware County government.

Education

Education for preschool through high school is provided by the Ware County Board of Education. There are ten schools within the county. Higher education is provided by Waycross College, a two-year unit of the University System of Georgia, and Okefenokee Technical College (OTC). OTC provides high quality technical and adult education and training services to meet the needs of citizens and employers.

Health Services

The Satilla Regional Medical Center is our primary hospital in Waycross. In 2003, the facility was expanded to include a new main entrance, surgery center, heart center, critical care center, and birthing center. This $30.8 million expansion was the largest building project in its history.

FINANCIAL POLICIES

The following are financial policies that the City follows in managing its financial and budgetary procedures. These policies enable the City to maintain financial stability.

Revenue Policies

- The City will maintain a diversified and stable revenue system that will equally allocate the burden of supporting all City services and protect the City from short-term fluctuations in any one revenue source.
- The City will project revenues on a conservative basis so that actual revenues will consistently meet or exceed budgeted revenues.
- The City will maintain appropriate collection systems and implement necessary enforcement strategies to collect revenues.
- The City will consider current standards and market rates in establishing fees, taxes, and charges, and review these annually to keep pace with the cost of providing government services.

Debt Policies

- Long – term debt will be used for capital improvements.
- Two to five year debt will be used for equipment replacement purposes, and smaller capital improvement projects.
- The City will use general obligation debt to fund general – purpose public improvements that cannot be funded by current revenues, and will not use general obligation debt for enterprise activities.
- The City will maintain reserves according to the covenants of bond issues and in accordance with good accounting practices.
- The City will attempt to secure the lowest net interest cost for all debts.
- The City will maintain good communications with bond rating companies about its' financial condition, and will make full disclosure on every financial report and bond prospectus.
- The medium – term and long –term debt obligations will be incorporated into the City's capital improvement program.

Banking and Investment Policies

- The City will issue request for proposals from local banks every five years to award a city depository status to the best bidder. The award shall be based on the best package presented for the overall lowest rate on debt and highest yield on deposits.
- The City will manage its monies to allow for a combination of adequate cash flow and maximum investments returns.
- Investments will be FDIC insured accounts, or a pledge of assets (110%) above insured amounts will be secured.
- Proper and adequate security of cash will be a priority and standard procedure.

Audit Policies

- An independent certified public accounting firm will be used to issue an opinion on the annual financial statements along with a management letter detailing areas that need improvement.
- The government will establish and maintain a high standard of accounting practices and they will conform to generally accepted accounting principles promulgated by the Government Accounting Standards Board. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
- Every five years, the government will issue a request for proposal to choose an auditor from local firms for a period of three years with annual renewal options.

Purchasing Policies

- The City uses purchasing and distribution practices which promote maximum practicable competition which insures the lowest price policy and the highest possible quality for equipment, supplies and services best suited for the city's operations at the lowest possible cost and ensuring the best possible value for the City of Waycross.
- All purchases over $5,000 dollars shall be done by formal Request for Bid or Request of Proposal. All other items shall have phone, fax, or written quotes. All purchases over $150 are approved by the City Manager.

Five Year Capital Improvement Program

- Each department is required to develop and annually update a capital improvement plan.
- The Capital Improvement Plan will be a guide to identify long-range capital projects and heavy equipment replacement purchases. The first year CIP (Capital Improvement Plan) is incorporated into the annual budget. The subsequent outlying years are updated and revised each year to reflect the changing needs and priorities of the department heads.

- If needed vehicles and heavy equipment will be either financed through local banks or the Georgia Municipal Association Direct Lease program.

Fixed Assets Policies

- Assets capitalized, not including infrastructure assets, have an original cost of $5,000, or more and over three years of useful life.
- Useful Lives for infrastructure are estimated based on the City's historical records of necessary improvements and replacement.
- All reported capital assets are depreciated except for land and construction in progress.
- Depreciation has been calculated on each class of depreciable property using the straight-line method. The estimated useful lives are as follows:

Buildings	25-50 years
Water and Sewer System	30-50 years
Infrastructure	20-35 years
Machinery and Equipment	5-10 years
Improvements	20 years

Basis of Accounting & Budgeting

The basis of budgeting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. The City uses the modified accrual basis of accounting for all Governmental Fund types. Under the modified accrual basis of accounting, revenues are recognized when they both become measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The expenditures utilize a budgetary basis, which employs encumbrance accounting. If items or services are ordered but not received by June 30, the amount of purchase is encumbered and carried forward into the next fiscal year. The modified accrual basis of accounting method is used in the audited financial statements for all governmental funds types.

For all Proprietary Fund types, the City utilizes the accrual basis of accounting and this method is used in the audited financial statements. The accrual basis of accounting recognizes transactions when the economic event occurs, regardless of the timing of cash flows. Revenues are recognized when earned and measurable, and expenses are recognized when incurred.

Budgeting

Each fiscal year a budget is legally adopted for the General Fund, Special Funds, Internal Services Fund, and Enterprise Funds. This budget is balanced in accordance to Georgia law (OCGA 36-81-3(B)(3)) that states, "a budget ordinance or resolution is balanced when the sum of estimated revenues and

appropriated fund balances is equal to appropriation." Department and division expenditures are summarized as personal services, operating expenses, and capital outlay.

Budget Policies

1. The City of Waycross will prepare and adopt balanced budgets annually for all funds, before the beginning of the fiscal year. A balanced budget is defined as the estimated current expenditures are equal to or less than the estimated current revenues. The City's fiscal year begins on July 1, and ends on June 30.
2. It is the City's policy that the budgets be prepared according to Generally Accepted Accounting Principles. All revenues and expenditures are based on accurate estimates and consider actual history as well as anticipated needs.
3. Equitable replacement and capital improvement budgets are to consider past and future maintenance requirements. Operating budgets will provide sufficient resources for regular maintenance and repair of all assets.
4. The City shall use a decentralized budget process with all departments given an opportunity to participate by their request for personnel, supplies, capital items and services needed to carry on its responsibilities in an exemplary manner.
5. Capital requests are to be included in the annual budget process and a five-year projection of anticipated needs will be included.
6. Enterprise funds shall be self-supporting with current revenues enough to cover current expenditures including debt service and capital improvements.
7. The City will strive to make Special Revenue Funds as self-supporting as possible.
8. Insurance and pension funds shall be maintained with allocations to provide for the level of coverage required and maintain prudent reserves.
9. The City will maintain a budget control system to ensure adherence to the budget and will prepare timely, monthly financial reports, comparing actual revenues, expenditure and encumbrances with budgeted amounts.

Budget and Expenditure Control

- Each department is responsible for controlling expenditures and expending funds only for items that were budgeted.
- Expenditures shall not exceed the appropriation budget amount.
- No increase in the overall budget for any one department is allowed, unless approval is granted by the City Council.

- Operational control of departmental budgets is maintained by the City's fund management system, which prohibits over spending within a budgetary line item.
- Encumbrances are established on the basis of the issuance of purchase orders.
- Each department has access to the fund management program to monitor and produce reports for their departmental budget line items daily.

Budget Process

Each January each department must submit their yearend projections for the current fiscal year. This information is accumulated to help management forecast the City's financial status for year end. A department head retreat was held with the City manager and the City's department heads. This retreat included a review of goals made for the current fiscal year, programs and projects. They create objectives to be examined by the Mayor and City Commission. The Mayor and City Commission met for an annual retreat. The Mayor and City Commission decided on goals they would like the City employees to accomplish over the next year or two. The department heads' goals, projects and programs were review and discussed. In February, each department can download all budget forms and instructions from the City's Intranet. Once all information has been submitted from each department, the City Manager, Finance Director, and Budget Officer will begin budget review meetings with each division director. After the final budget numbers are calculated, a second meeting is held with the directors to review their edited budgets. Next the Mayor and Commissioners receive a copy of the recommend budget for review. A budget work session is held with the department head, Mayor and Commissioners to discuss the proposed budget. A public hearing is held a week prior to the adoption of the proposed fiscal year budget. After the budget has been approved, the Budget Officer distributes copies to all departments. The following pages show the Strategic Planning Sessions topics and goals that were discussed.

Strategic Planning Sessions

City Commission Planning Retreat

The Mayor and City Commission met for the 2011 strategic planning session on February 25 - 27, 2011. The purpose of this retreat was to set the overall objectives for the City and to prioritize the actions to be taken in the upcoming year.

The Mayor and Commission prioritized the issues they had indentified and spent time discussing them and developing action items. They also identified action items from the previous year that had not been completed. Below are the prioritized issues.

1. LOST Negotiations
2. Animal Control
3. Economic Development Recruitment Strategy
4. Properties in Total Disrepair
5. Create a Vision for the future
6. Development Authority Funding
7. Maintain Fund Balance
8. Employee Raises
9. National Guard Armory
10. Business Travel Funding
11. Code Enforcement

The retreat included discussions of the Mayor and Commission's long term non-financial goals such as, their expectations of one another and of staff, and staff's expectations of the elected officials. These agreed upon goals are listed below:

Mayor and Commission's Expectations of Manager and Staff

- Offer thorough assessments of situations, issues and concerns and offer best recommendation.
- Always keep an open line of communication; keep commissioners informed about concerns and significant issues.
- Be honest and above board.
- See our vision for the community.
- Be more responsive and addressing issues.
- Be committed to the good of city; not just a job.
- Delivery city services in a fair and balanced way, working equally for all tax payers.

Manager's Expectations of Mayor and Commissioners

- Be willing to address old standing issues quickly.
- Be willing to make bold decisions.
- Support manager's actions once commission's decisions have been made.
- Support manager's recommendations or contribute your own recommendations.
- Be forward-thinking economically as we now live in a global society.
- Develop our own information/marketing factory to address those who are watching and interested.
- Continue to be responsive to citizen concerns.

Division Head Retreat

March 29, 2011

The division head and managers met for the 2011 staff strategic planning session on March 29, 2011. The purpose of this retreat was to identify key areas that may need to be addressed in the budget process and to provide the Commission with staff's view of the critical issues facing the City. The staff discussed the strengths, challenges, and opportunities that would affect the FY 2012 Budget. Our discussions incorporated a review of those topics, as well as a polling of the participants for any additional items of consideration.

The meeting began at 8:30 AM on Tuesday with a review of the positive actions that had occurred in Waycross over the past year. There were many accomplishments, and there is much to be proud of for the city. We began our discussion of the upcoming challenges the city will be endure during the FY 2012. Again the main concern of the staff is budget restraints, and continuing implementing ways to cut cost without cutting services. Below you will find the Agenda.

Division Head Retreat
March 29, 2011
Agenda

Tuesday, March 29, 2011	Division Heads and Managers
8:30 a.m. to 9:00 a.m.	Breakfast
9:00 a.m. to 9:30 a.m.	Lessons Learned from this year – HR Dir
9:30 a.m. to 10:00 a.m.	Review of Fiscal Year 11 Goals - Staff
10:00 a.m. to 10:15 a.m.	Break
10:15 a.m. – 11:00 a.m.	Commission Retreat Summary – City Mgr
11:00 a.m. – 11:45 a.m.	Budget Overview – Finance Dir/City Mgr
11:45 a.m. – 12:00 p.m.	Break
12:00 p.m. – 1:00 p.m.	Lunch (w/Mayor and Commissioners) – Staff
1:00 p.m. – 2:00 p.m.	Division Head FY12 Goals – City Manager
2:00 p.m. – 3:00 p.m.	Discussion of Department Issues – Staff

3:00 p.m. – 4:00 p.m.	City Manager Issues/Concerns – City Mgr
4:00 p.m.	Summary – City Manager

Budget Calendar

Below is the Budget Calendar for Fiscal Year 2012.

Dates	Description
12/31/10	Mid-Year
01/24/11	FY2011 Projections forms posted on Intranet (COWnet)
01/31/11	Mail request for copy of Audit to various Organizations
02/04/11	FY2011 Projections Due (email to Budget Officer)
02/16/11	Issue 5 Year Capital Plan Forms
02/28/11	Deadline to complete 5 Year Capital Plan
Feb 25-27, 2011	Commission Budget Retreat
March 29, 2011	Strategic Planning Session with Staff
03/03/11	Memo to Division head regarding instructions from City Manager and Worksheets displayed on Intranet (COWnet) for FY2012 Budget
DEADLINE **03/31/11** Return all forms to the Budget Officer	Departmental Expenditures Due Personnel Reclassifications/Additions Overtime Justifications Goals, Long-Term Goals and Significant Prior Year Accomplishments, and Performance Measures
04/14/11	Manager and Division Head Conference Begins
04/15/11	Manager and Division Head Conference Ends
05/16/11	Manager submits Budget Workbooks to Commission
05/16/11	Proposed Budget Summary (Lobby at City Hall)
05/17/11 06/01/11	Commission Budget Work Session @ 4:00 pm
06/06/11	1. First advertisement of Budget Public Hearing

06/13/11	to appear in Waycross Journal Herald. 2. Second advertisement to appear in Waycross Journal Herald.
06/20/11	Budget Public Hearing @ 5:00 pm in Commission Chambers
06/21/11	**Commission considers and adopts Fiscal Year 2012 Budget**

Budget Adoption *(taken from the Charter of the City of Waycross)*

The commission shall administer the affairs of the city through a budget system. At the beginning of each fiscal year, the City Manager shall prepare and submit a balanced budget to the Commission for their approval, a budget of estimated expenses of each department, and the reasons therefore, and of the estimated resources of the city. The City of Waycross annual budget starts on July 1 and ends on June 30 each year. The commission shall make such changes as it deems necessary and proper in said budget, and then adopt same for the guidance of the City Manager and itself in the financial affairs of the city. The City Manager must present good and valid reason to the commission before exceeding the amount allotted to any department, and shall not exceed the allotment of any department without express consent and approval of the commission, with good reason shown therefore.

At least seven days prior to the approval of the budget by the Commission, the City Manager shall conduct a public hearing at City Hall on the proposed budget. Notice of the Public Hearing shall be published in the official organ of Ware County, Georgia, at least ten days prior to the hearing, and at least two separate times.

Budget Amendment Process

The legal level of budgetary control for the City of Waycross is at the departmental level. All division head personnel and supervisors have access to our Fund Management software so they can monitor and print reports as needed to keep a perceptive overview of their budgeted accounts.

Monthly the Accounting Department issues financial reports to the City Commission, City Manager and Finance Director. These reports are used as tools to summarize the financial position of the city. These reports include both expenditures and revenues for all budgets as they relate to the allocations on a month-to-month basis. The goal of 8.33% used each month from the normal operational expenditures is a guide for all departments. Also, a synopsis of the cash on hand for each fund (including all grants and capital improvement funds)

are included to show the financial status of the organization. The City Manager, Finance Director and department heads review these reports and take the necessary steps within their power to correct any deficiencies and, if necessary request budget amendments. The procedures for budget changes and amendment follows.

City of Waycross
Budget Amendment Request

Name _____ Position _____
Department _____ Date _____

Account Number	Account Name	$ From	$ To

Explanation

Department Head Approval _____

City Manager Approval _____

Finance/Accounting Copy

Purpose**:**

To establish a procedure for transfer of budgeted funds from originally planned accounts to other accounts as need arises during the fiscal year.

General*:*

Depending on circumstances during the fiscal year, a department or division head may have some budget accounts that have more funds than will be needed. On the other hand, he may also have other accounts that have required more funds than originally planned. This procedure shall provide the

avenue by which unused areas of departmental funds can be shifted to needed accounts.

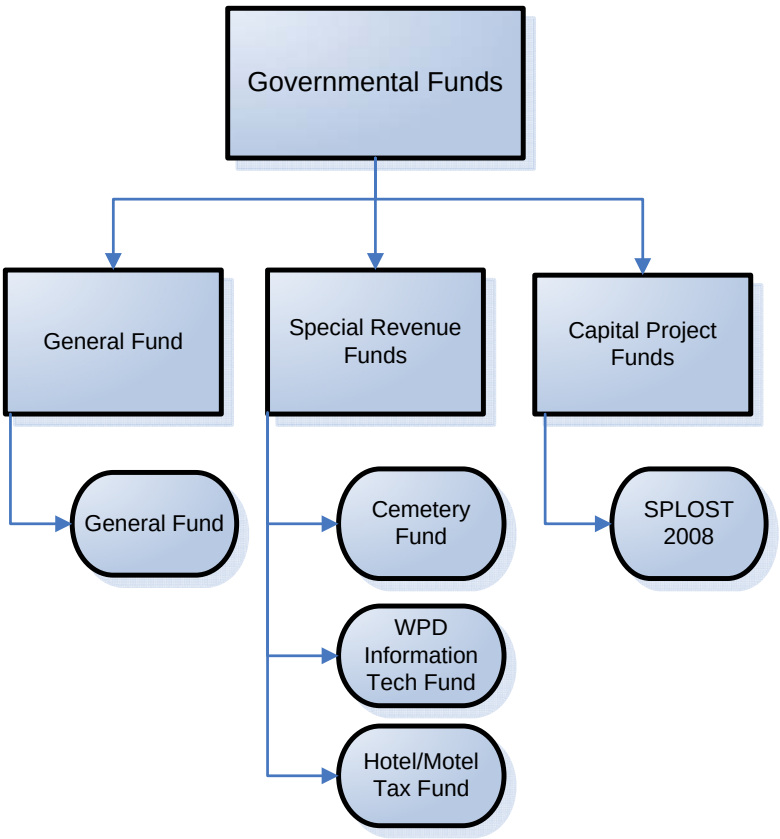
Procedures*:*

The department head shall fully explain the reason for the transfer and receive written approval from the division head. The City Manager is authorized to transfer budget amounts between line items within any department in conjunction with the department head; however, any revisions that alter the total appropriations of any department or fund must be approved by the City Commission. Therefore, the level of budgetary responsibility is by department-level appropriations.

FUNDS, DEBT SUMMARY, & FINANCIAL TRENDS

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that consist of assets, liabilities, fund equity, revenues, and expenditures, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. There are two kinds of fund structures: Governmental and Proprietary.

City of Waycross
FY 2012 Governmental Fund Structure



The City utilizes three (3) major governmental fund types: General Fund, Special Revenue, and Capital Project. The funds in this budget are grouped into generic fund types and two broad fund categories as follows:

Governmental Funds

General Fund – This fund is the main operating fund of the City. The fund is used to account for all financial resources not accounted for in other funds. All general tax revenues and other receipts that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges and capital improvement costs that are not paid through other funds are paid from the General Fund.

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The City of Waycross has three special revenue funds: Cemetery Fund, Waycross Police Department (WPD) Information Technology Fund, and Hotel/Motel Tax Fund.

> **Cemetery Fund** – The Cemetery Fund is used to account for the day to day operations of the three cemeteries that the city owns. All revenues are generated through charges that pertain to monument fees, internment fees, and grave location fees.
>
> **WPD IT Technology Fund** – This fund is used to account for proceeds of a specific revenue source that is collected from fines within the police department.
>
> **Hotel/Motel Tax Fund** – This fund is used to account for the Hotel/Motel taxes collected as required by general law.

Capital Project Funds – Used to account for the accumulation of resources for and the acquisition or construction of major capital facilities (other than those financed by proprietary funds). A Special Purpose Local Option Sales Tax of 1% was approved by the voters in February 2008.

Special Purpose Local Option Sales Tax (SPLOST) Fund 2008– This fund will be used to account for capital projects financed from SPLOST fund. This SPLOST revenue is dedicated to the following capital projects:

Pave dirt roads and resurface streets, sidewalk and traffic improvements, expand water/sewer mains, infrastructure improvements, purchase a fire pumper and 75 ft. aerial platform truck, build a remote fire station, building renovations, build a new Public Works facility.

On the following pages you will find reports for the following:

All Governmental Fund Types:
Combined Statement of Budgeted Revenues and Expenditures

(Note: In reference to the combined statement for governmental funds, the revenues are listed by major source and the expenditures are listed by major function and department. The operating transfers are listed as both "in" and "out").

General Fund:
General Fund Expenditure Summary
General Fund Revenue Summary
General Fund Summary of Revenues and Expenditures

Cemetery Fund:
Cemetery Fund Summary of Revenues and Expenditures

Hotel/Motel Tax Fund:
Hotel/Motel Tax Fund Summary of Revenues and Expenditures

WPD Information Technology Fund:
WPD Information Technology Fund Summary of Revenues and Expenditures

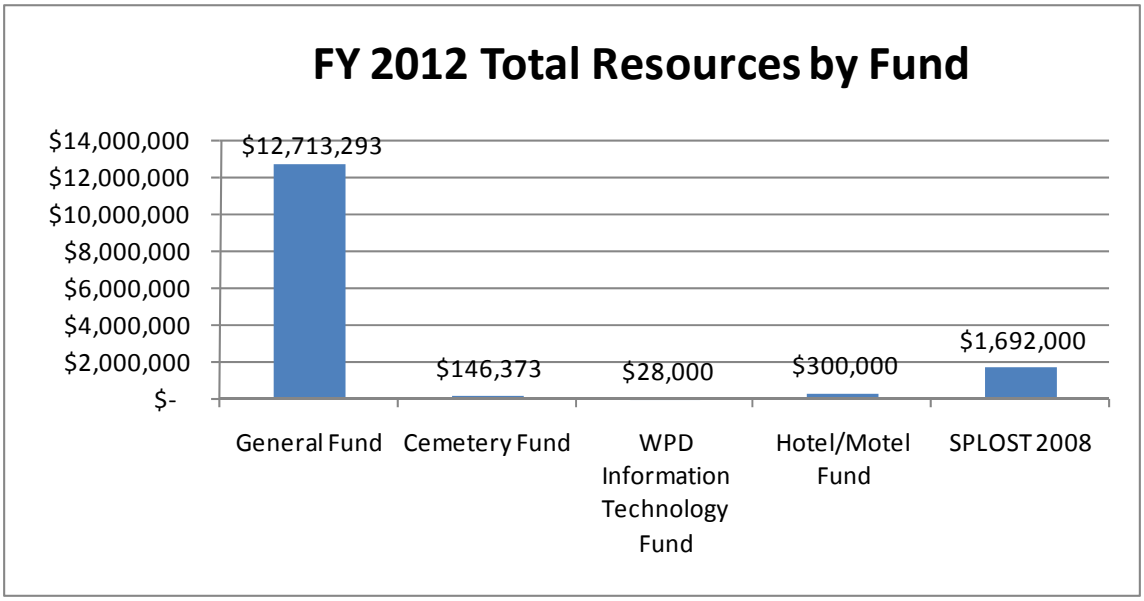
Special Purpose Local Option Sales Tax Fund 2008:
Special Purpose Local Option Sales Tax Fund 2008 Summary of Revenues and Expenditures

All Government Fund Types in FY 2012

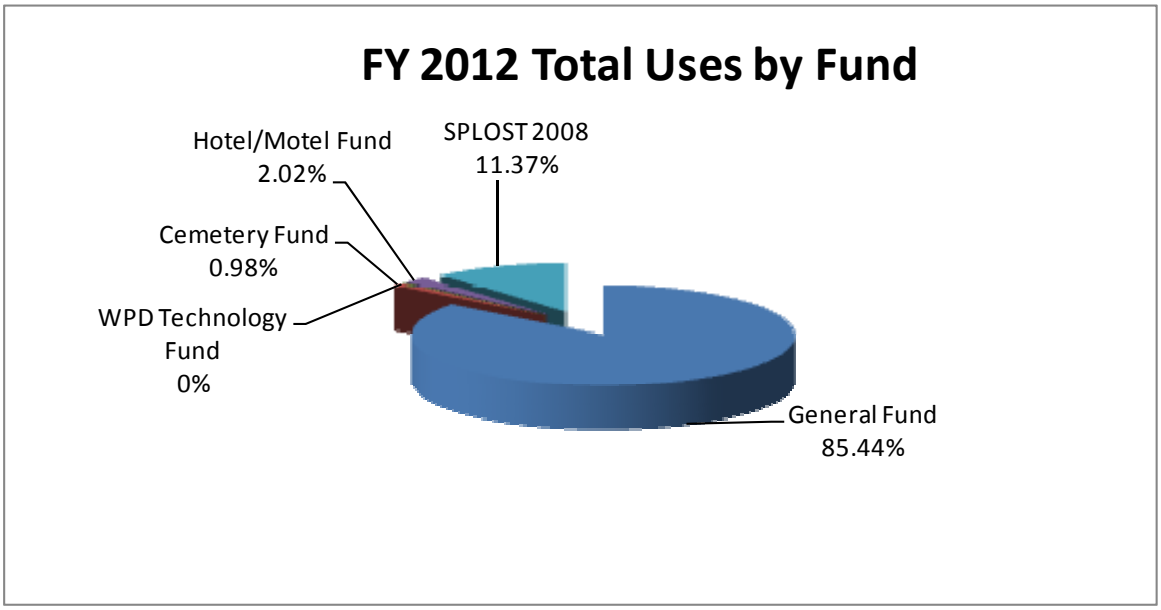
Combined Statement of Budgeted Revenues and Expenditures

	General	Cemetery Fund	WPD IT Fund	Hotel/Motel Tax Fund	SPLOST 2008
Resources					
Revenues					
Taxes	$ 9,270,700	$ -	$ -	$ 300,000	$ -
Licenses and Permits	1,074,361	-	-	-	-
Fines and Forfeitures	550,000	-	28,000	-	-
Charges for Services	175,400	125,000	-	-	-
Intergovernmental	30,000	-	-	-	1,692,000
Interest & Rents	5,000	-	-	-	-
Other	50,100	-	-	-	-
Total Revenues	$ 11,155,561	$ 125,000	$ 28,000	$ 300,000	$ 1,692,000
Operating Transfers In					
General Fund	-	21,373	-	-	-
Water & Sewer Fund	963,733	-	-	-	-
Special Purpose Sales Tax	250,000	-	-	-	-
Cemetery Fund	25,845	-	-	-	-
Waste Management Fund	222,218	-	-	-	-
Community Improvement Fd	55,000		-	-	-
Other/Fund Balance	40,936	-	-	-	-
Total Transfers In	$ 1,557,732	$ 21,373	$ -	$ -	$ -
TOTAL RESOURCES	$ 12,713,293	$ 146,373	$ 28,000	$ 300,000	$ 1,692,000
Uses					
Expenditures					
General Government	$ 1,507,841	$ -	$ -	$ 300,000	$ 15,000
Public Safety	7,752,086	-	28,000	-	150,000
Public Works	1,311,289	-	-	-	470,000
Cemetery	-	108,766	-	-	-
Community Improvement	416,880	-	-	-	75,000
Engineering	1,245,632		-		982,000
Capital Outlay	69,550	-	-	-	-
Reimbursements	-	-	-	-	-
	$ 12,303,278	$ 108,766	$ 28,000	$ 300,000	$ 1,692,000
Operating Transfers Out					
Data Processing	$ 69,712	$ -	$ -	$ -	$ -
Public Buildings	50,170	-	-	-	-
Waste Management	-	-	-	-	-
Cemetery	-	-	-	-	-
City Garage	290,132	11,762	-		-
General Fund	-	25,845	-	-	-
Total Transfers Out	$ 410,015	$ 37,607	$ -	$ -	$ -
TOTAL USES	$ 12,713,293	$ 146,373	$ 28,000	$ 300,000	$ 1,692,000
Net Resources	$ -	$ -	$ -	$ -	$ -
Beginning Fund Balance	$ 399,923	$ 113,246	$ 14,645	$ 3	$ 2,366,072
Ending Fund Balance	**$ 399,923**	**$ 113,246**	**$ 14,645**	**$ 3**	**$ 2,366,072**

The following bar graph illustrates the total FY 2012 budgeted revenues for all Governmental Funds.



The following pie graph illustrates the total FY 2012 budgeted expenditures for all Governmental Funds.



General Fund Expenditure Summary

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
General Government					
Mayor	$19,671	$19,618	$22,360	$21,993	$22,479
City Commissioners	87,456	73,942	86,670	84,282	92,000
Elections	124	11,805	2,276	161	18,200
City Attorney	58,315	59,664	60,356	59,951	60,356
City Auditor	47,500	47,500	47,500	47,500	47,500
Municipal Court Judge	73,837	75,252	73,600	71,998	73,600
City Manager	221,406	218,519	216,055	194,660	222,960
Channel 42	37,424	36,383	35,946	36,294	125,951
Finance	234,766	252,053	258,481	262,379	276,461
Purchasing	216,553	241,764	252,997	244,637	278,544
Human Resources	205,327	151,720	200,828	181,975	177,158
Non-Operating	71,269	87,566	127,532	138,604	121,033
Transfer to Data Processing	78,619	79,680	80,453	80,453	69,712
Transfer to Public Buildings	48,158	50,350	49,063	49,063	50,170
Transfer to Garage Fund	279,721	296,875	282,767	282,767	290,132
Transfer to Waste Management	30,000	0	0	0	0
Transfer to Cemetery Fund	70,734	0	0	0	0
Total General Government	$1,780,880	$1,702,691	$1,796,884	$1,756,717	$1,926,256
Public Safety					
Police Department	$4,044,650	$4,207,159	$4,209,053	$4,064,306	$4,441,257
Fire Department	3,046,055	3,083,892	3,237,987	3,171,737	3,318,479
Total Public Safety	$7,090,705	$7,291,051	$7,447,040	$7,236,043	$7,759,736
Public Works					
Administration	$123,441	$128,407	$131,914	$130,829	$136,256
Highways & Streets	1,068,617	1,070,150	1,124,513	1,126,746	1,175,033
Total Public Works	$1,192,058	$1,198,557	$1,256,427	$1,257,575	$1,311,289
Community Improvement					
Inspections/Code Enforcement	$160,707	$184,654	$160,894	$145,887	$164,742
Administration/Grants	233,551	198,547	196,268	176,915	254,138
Total Community Improvement	$394,258	$383,201	$357,162	$322,803	$418,880
Engineering					
Engineering	$410,156	$421,701	$449,033	$443,536	$493,023
Traffic Engineering	234,728	259,589	253,319	227,977	253,086
Streets/Walkways/Drainage Construct	189,802	172,613	192,314	170,113	201,022
Street Lights	304,972	307,930	305,588	336,343	350,000
Total Engineering	$1,139,660	$1,161,833	$1,200,255	$1,177,971	$1,297,132
Total General Fund	$11,597,561	$11,737,333	$12,057,768	$11,751,109	$12,713,293

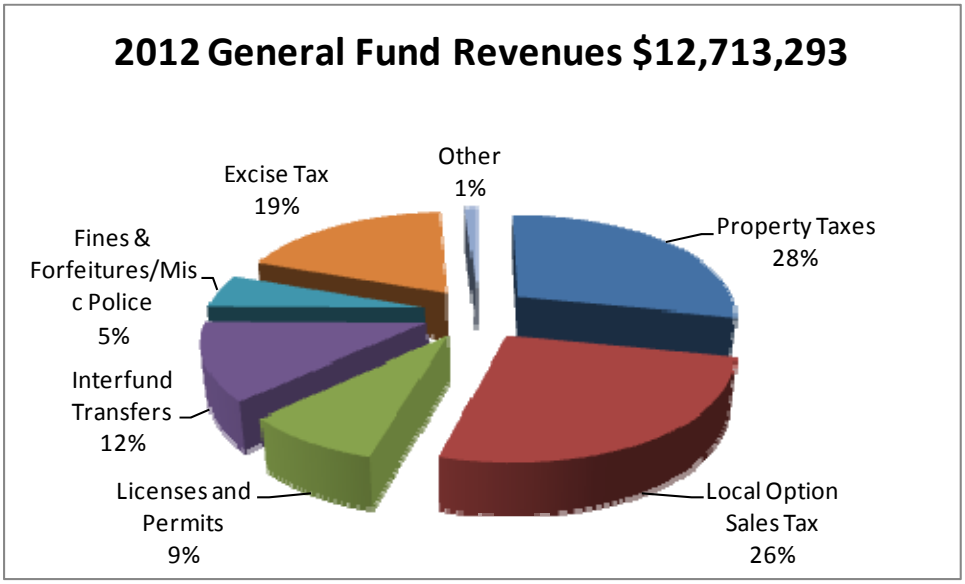
General Fund Revenue Summary

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Property Taxes					
Current Property Tax	$2,340,170	$2,673,027	$2,700,000	$2,870,421	$3,100,000
Timber Tax	0	151	0	470	0
Delinquent Tax	113,914	138,822	129,000	480,931	139,700
Motor Vehicle	239,642	208,920	243,000	242,940	243,000
Railroad Equip Tax	58,541	55,833	55,000	64,346	64,000
Real Estate-Intangible	21,207	14,973	25,000	13,377	15,000
Occupational Sales Tax	751,027	639,055	755,000	677,526	755,000
Interest & Penalties	32,218	25,157	24,000	187,063	24,000
Total Property Taxes	$3,556,719	$3,755,938	$3,931,000	$4,537,074	$4,340,700
Sales Tax					
Local Option Sales Tax	$3,275,595	$3,099,140	$3,300,000	$3,225,746	$3,340,000
Total Sales Tax	$3,275,595	$3,099,140	$3,300,000	$3,225,746	$3,340,000
Excise Tax					
Utility Franchise Tax	$1,242,201	$1,218,501	$1,280,000	$1,286,507	$1,300,000
Hotel/Motel Tax	146,478	142,578	135,000	181,605	180,000
Mixed Drink Tax	15,600	13,807	15,000	16,669	15,000
Insurance Tax	858,161	850,109	850,000	825,403	850,000
Total Excise Tax	$2,262,440	$2,224,995	$2,280,000	$2,310,184	$2,345,000
Alcohol Wholesale Tax					
Liquor & Wine Tax	$37,370	$31,732	$35,000	$36,988	$36,600
Beer Tax	213,579	222,470	220,772	223,469	219,261
Total Alcohol Wholesale Tax	$250,949	$254,202	$255,772	$260,457	$255,861
Permits					
Building Permits	$32,417	$48,488	$40,000	$50,996	$43,000
Fire Inspection Permits	1,030	858	1,300	246	1,300
Plumbing Permits	3,188	4,345	3,600	3,492	3,600
Electrical Permits	3,710	7,821	4,500	9,487	7,000
Mechanical Permits	2,434	4,299	3,200	6,734	6,000
Mobile Home Permits	800	200	1,500	598	1,000
County Inspection Fees	-1,452	0	0	0	0
House Moving Permits	225	75	300	75	300
Signs Permits	2,355	485	2,000	0	1,000
Miscellaneous Permits	200	0	300	0	300
Total Permits	$44,907	$66,571	$56,700	$71,628	$63,500
Intergovernmental Revenue					
Housing Authority Taxes	$27,672	$25,818	$27,000	$29,710	$30,000
Total Intergovernmental	$27,672	$25,818	$27,000	$29,710	$30,000
Miscellaneous Fees					
Planning & Development	$3,000	$800	$4,000	$0	$1,000
Variance Fees	1,280	2,105	1,300	360	1,300
Special Exception Fees	0	0	500	0	500
Rezoning Fees	200	450	500	1,062	500
Administrative Review	0	0	0	0	0
Sub-Division Fees	54	0	100	0	100

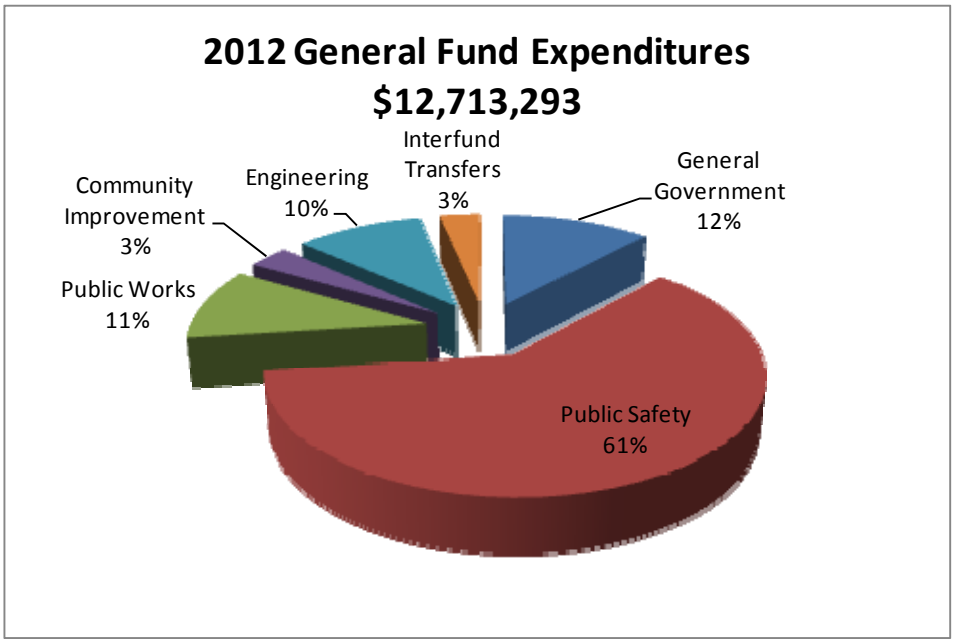
General Fund Revenue Summary (cont'd)

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Miscellaneous Fees	2,892	4,380	3,500	3,313	3,500
Demolition Fees	675	625	2,500	1,275	2,500
Vacancy Inspection Fee	3,195	3,620	3,500	4,180	3,500
Misc Reports/Code/Zoning	138	136	500	170	500
Election Qualifying Fee	0	720	0	0	0
Driveways & Culverts Revenue	2,000	1,939	3,000	461	3,000
Total Miscellaneous Fees	$13,434	$14,775	$19,400	$10,821	$16,400
Miscellaneous Police Fees					
Reimb: Housing Authority	$56,906	$62,207	$60,000	$13,840	$0
Reimb: Board of Ed-SRO	162,814	153,255	140,000	117,545	110,000
Fire & Burglar Alarm Fees	280	-140	0	0	0
Misc Police Fees	30,041	32,842	30,000	31,110	30,000
Total Miscellaneous Police Fees	$250,041	$248,164	$230,000	$162,494	$140,000
Channel 42					
Channel 42 City Revenue	$19,356	$19,188	$15,000	$20,688	$18,000
Split Fees	0	42	1,000	30	1,000
Total Channel 42 Fees	$19,356	$19,230	$16,000	$20,718	$19,000
Fines & Forfeiture					
Court Fines & Forfeitures	$530,453	$541,378	$520,000	$423,752	$520,000
Court Probationary Fees	9,839	9,114	10,000	8,554	10,000
Municipal Court Attorney Fees		1,722	40,000	19,414	20,000
Total Fines & Forfeiture Revenue	$540,292	$552,214	$570,000	$451,720	$550,000
Interest Income					
Cash in Bank Interest	$0	$0	$0	$586	$0
Bond Deposit Interest	1,163	796	1,000	552	1,000
Public Funds Interest	17,336	4,458	4,000	2,216	4,000
Total Interest & Income	$18,499	$5,254	$5,000	$3,354	$5,000
Miscellaneous Revenue					
Rental Income		13	100	0	100
Miscellaneous Receipts	$7,482	$9,609	$10,000	$654	$10,000
Misc. GEMA Reimbursements	280,950	0	0	0	0
Surplus Property Sales	54,193	24,102	40,000	30,358	40,000
Total Miscellaneous Revenue	$342,625	$33,724	$50,100	$31,012	$50,100
Other Financing Sources					
Water & Sewer Fund	$747,876	$871,822	$863,733	$863,733	$963,733
SPLOST	0	106,120	200,000	84,111	250,000
Cemetery Fund	24,352	25,845	25,845	25,845	25,845
Waste Management	178,194	197,218	197,218	197,218	222,218
Community Improvement	0	46,618	30,000	0	55,000
Fund Balance	0	0	0	0	40,936
Total Other Financing Sources	$950,422	$1,247,623	$1,316,796	$1,170,907	$1,557,732
Total General Fund Revenue	$11,552,951	$11,547,648	$12,057,768	$12,285,825	$12,713,293

The graph below illustrates the major categories of the General Fund revenue anticipated by the City for FY 2012. Property taxes and Sales taxes are the largest source of revenue followed by Excise taxes. These sources make up 73% of the General Fund. The remaining revenues include Licenses and Permits, Fines & Forfeitures, Interfund Transfers, and Other.



The graph below illustrates the major categories of General Fund expenditures by function. The Public Safety function, which includes the Police and Fire Departments accounts for the largest appropriation in the General Fund at 61%. Interfund Transfers are allocations for the Internal Service Funds and Cemetery Fund.



Cemetery Fund Summary

This department is under the Public Works Director's supervision. Responsibilities include maintaining the three cemeteries within the City. The sale of cemetery lots as well as issuing monument and burial permits is handled by this department.

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
RESOURCES					
Revenue					
Cemetery Lots	$69,342	$42,450	$65,000	$37,250	$50,000
Interment Fees	$66,715	$60,650	$66,455	$64,892	$65,000
Monument & Transfer Fee	$13,860	$9,163	$10,000	$8,937	$10,000
Miscellaneous Revenue	259	236	0	0	0
Total Revenues	$150,176	$112,499	$141,455	$111,079	$125,000
Operating Transfers In					
General Fund	$71,517	$0	$0	$0	$0
Cemetery Trust Fund	$0	$0	$0	$0	$21,373
Total Transfers In	$71,517	$0	$0	$0	$21,373
Total Resources	$221,693	$112,499	$141,455	$111,079	$146,373
Uses					
Expenditures					
Personal Service	$97,901	$37,000	$37,462	$37,405	$39,810
Contractual Services	29,954	20,204	40,000	34,079	40,000
Travel & Training	0	0	0	0	0
Other Operating Expenses	57,967	57,461	52,293	52,685	54,801
Capital Outlay	0	0	0	0	0
Total Expenditures	$185,822	$114,665	$129,755	$124,169	$134,611
Operating Transfers Out					
Operating Transfers	$11,628	$12,035	$11,700	$11,700	$11,762
Total Transfers Out	$11,628	$12,035	$11,700	$11,700	$11,762
Total Uses	$197,450	$126,700	$141,455	$135,869	$146,373

WPD Information Technology Fund Summary

This fund created by state law in 2005 is used to account for proceeds of a specific revenue source that is collected from fines within the police department. The police chief must approve the spending of these revenues.

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
RESOURCES					
Revenue					
IT Revenue Fees	$31,747	$26,384	$28,800	$21,973	$28,000
Total Revenues	$31,747	$26,384	$28,800	$21,973	$28,000
Operating Transfers In					
Operating Transfers					
Total Transfers In	$0	$0	$0	$0	$0
Total Resources	$31,747	$26,384	$28,800	$21,973	$28,000
Uses					
Expenditures					
Computers/Equipment	$33,191	$22,883	$28,800	$24,736	$28,000
Total Expenditures	$33,191	$22,883	$28,800	$24,736	$28,000
Operating Transfers Out					
Operating Transfers	$0	$0	$0	$0	$0
Total Transfers Out	$0	$0	$0	$0	$0
Total Uses	$33,191	$22,883	$28,800	$24,736	$28,000

Hotel/Motel Tax Fund Summary

This fund is for Hotel/Motel taxes collected to support tourism. Forty percent of the taxes collected are paid to the Tourism Bureau of the Waycross/Ware County Chamber of Commerce which is represented below. The remainder of the collections are available for General Fund use. Prior to 2008, these funds were included in the General Fund.

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
RESOURCES					
Revenue					
Hotel/Motel Tax Revenue	$185,765	$237,631	$225,000	$305,442	$300,000
Interest	$0	$0	$0	$0	$0
Total Revenues	$185,765	$237,631	$225,000	$305,442	$300,000
Operating Transfers In					
Transfers Ins	$0	$0	$0	$0	$0
Total Transfers In	$0	$0	$0	$0	$0
Total Resources	$185,765	$237,631	$225,000	$305,442	$300,000
Uses					
Expenditures					
Chamber of Comm T&C Bureau	$100,319	$94,916	$90,000	$121,070	$120,000
Total Expenditures	$100,319	$94,916	$90,000	$121,070	$120,000
Operating Transfers Out					
Operating Transfers	$85,443	$142,578	$135,000	$181,605	$180,000
Total Transfers Out	$85,443	$142,578	$135,000	$181,605	$180,000
Total Uses	$185,762	$237,495	$225,000	$302,675	$300,000

SPLOST 2008 Fund Summary

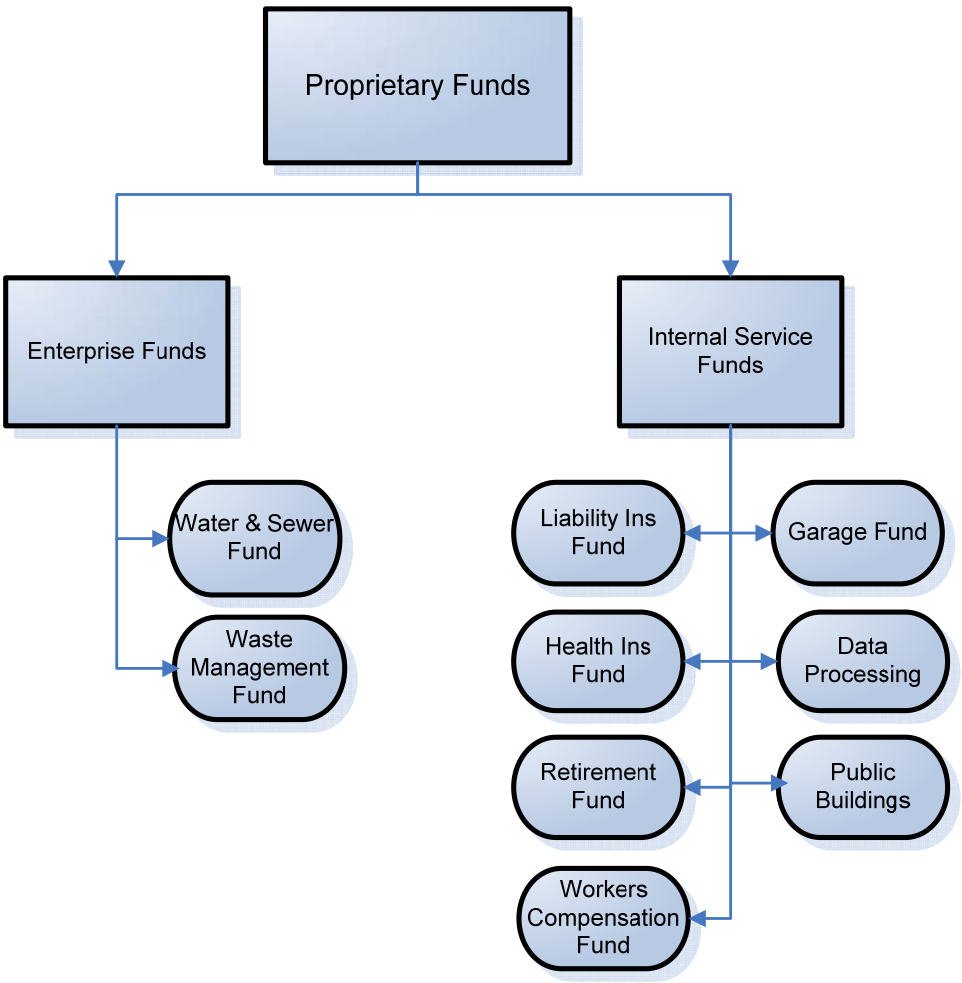
In 2008 voters approved a Special Purpose Local Option Sales Tax to fund a list of specifically identified capital projects. This sales tax will begin to be collected in October, 2008 and is split between the County and City based upon an agreed formula.

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
RESOURCES					
Revenue					
SPLOST Revenue	$1,412,306	$1,641,776	$1,600,000	$1,916,059	$1,692,000
Interest	$0	$3,709	$0	$5,129	$0
Total Revenues	$1,412,306	$1,645,485	$1,600,000	$1,921,188	$1,692,000
Operating Transfers In					
Transfers Ins	$0	$0	$0	$0	$0
Total Transfers In	$0	$0	$0	$0	$0
Total Resources	$1,412,306	$1,645,485	$1,600,000	$1,921,188	$1,692,000
Uses					
Expenditures					
Engineering Projects	$0	$241,599	$768,000	$972,987	$782,000
Public Buildings	0	13,168	350,000	607,361	150,000
Fire Dept Projects	665,211	0	250,000	28,541	0
Property Acq & Demolition			75,000	0	75,000
Water/Sewer Rehab & Expan				30,483	200,000
Information Technology		50,142	25,000	2,480	15,000
DDA Projects			132,000		0
Public Works Facility/Armory					470,000
Rehab City Auditorium		19,500		124,478	
Total Expenditures	$665,211	$324,409	$1,600,000	$1,766,330	$1,692,000
Operating Transfers Out					
Operating Transfers	$0	$0	$0	$0	$0
Total Transfers Out	$0	$0	$0	$0	$0
Total Uses	$665,211	$324,409	$1,600,000	$1,766,330	$1,692,000

As stated earlier the accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The Governmental Fund structure was presented. Proprietary funds account for all assets, liabilities, equities, revenues and expenses and transfers relating to the government's business type activities, where net income and capital maintenance are measured. In addition to the Governmental Funds, the City of Waycross utilizes two (2) proprietary fund types: Enterprise Funds and Internal Service Funds.

City of Waycross

FY 2012 Proprietary Fund Structure



Proprietary Funds

Enterprise Funds - These funds are used to report any activity for which a fee is charged to external users for goods or services. These activities are required to be reported as enterprise funds.

> **Water and Sewer Fund** - This fund is used to account for the provision of water and sewer services to the residents of the City. Activities of the fund include administration, operations and maintenance of the water and sewer system and billing and collection activities. The fund also accounts for the accumulation of resources for, and the payment of, long-term debt principal and interest for water and sewer debt. All costs are financed through charges to utility customers with rates review regularly and adjusted if necessary to insure integrity of the funds.
>
> **Waste Management Fund** – This fund is used to account for operations of solid waste collection and disposal services. All costs are financed through charges to sanitation customers.

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

On the following pages you will find reports for the following:

All Proprietary Fund Types
Combined Statement of Budgeted Revenues and Expenditures

Water and Sewer Fund:
Water and Sewer Fund Summary of Revenue and Expenditures

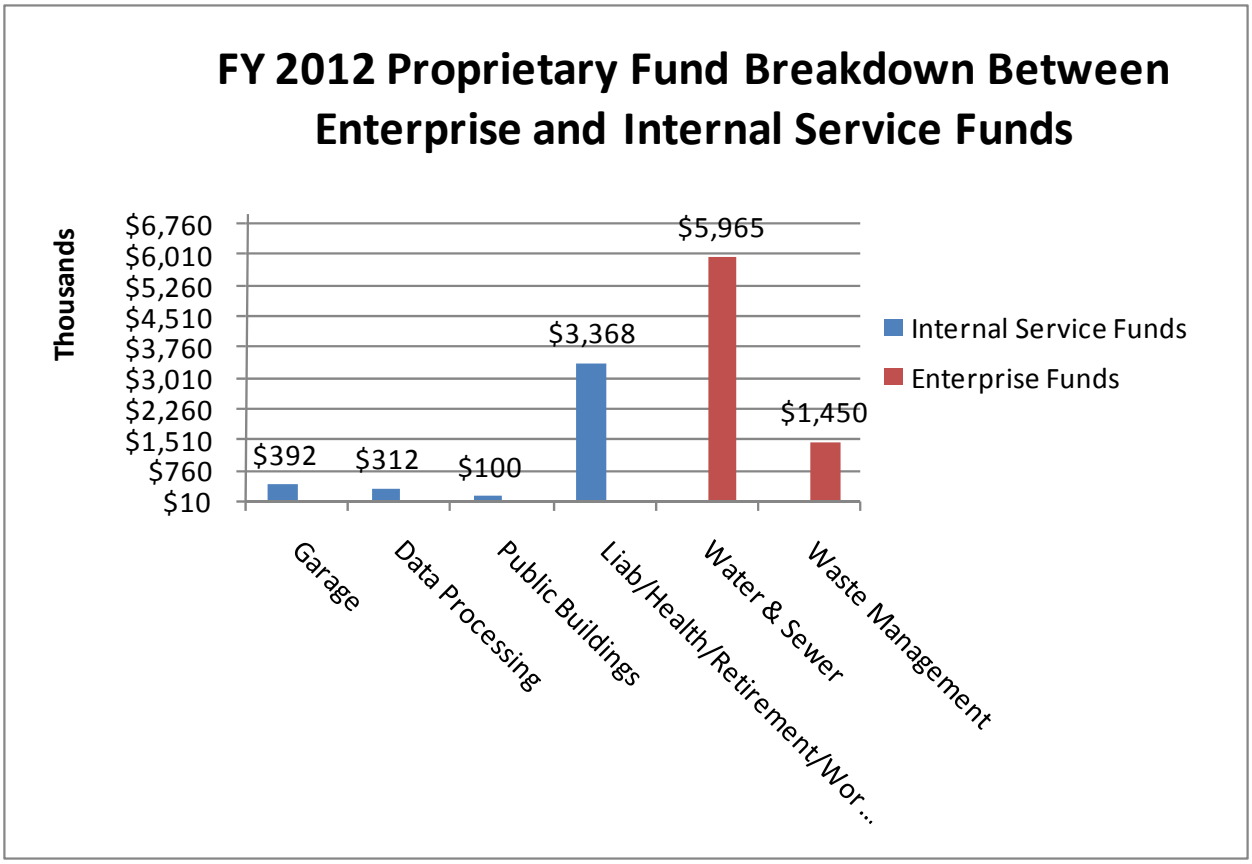
Waste Management Fund:
Waste Management Summary of Revenue and Expenditures

All Proprietary Fund Types in FY 2012

Combined Statement of Budgeted Revenues and Expenditures

			(Internal Service Funds)		
	Water & Sewer Fund	Waste Management	Garage Data Process Public Bldgs	Liab/Health Retirement Workers Comp	Total
Operating Revenues:					
Charges for Services	$5,271,300	$1,449,901	$0	$0	$6,721,201
Miscellaneous Revenue	693,600	0	0	0	693,600
Total Revenues	$5,964,900	$1,449,901	$0	$0	$7,414,801
Transfers In					
Transfers In	$0	$0	$804,378	$3,367,561	$4,171,939
Total Transfers In	$0	$0	$804,378	$3,367,561	$4,171,939
Total Revenues	$5,964,900	$1,449,901	$804,378	$3,367,561	$11,586,740
Operating Expenditures:					
Personal Services	$0	$296,992	$621,544	$0	$918,536
Contractual Services	2,474,220	728,112	0	0	$3,202,332
Travel & Training	0	0	4,060	0	$4,060
Other Operating Exp	535,852	156,213	166,893	3,367,561	$4,226,519
Capital Outlay	573,913	15,000	6,000	0	$594,913
Debt Service	1,104,947	0	0	0	$1,104,947
	$4,688,932	$1,196,317	$798,497	$3,367,561	$10,051,307
Transfers Out					
Garage Fund	$52,929	$31,366	$5,881	$0	$90,176
Data Processing	209,136	0	0	0	$209,136
Public Buildings	50,170	0	0	0	$50,170
General Fund	963,733	222,218	0	0	$1,185,951
Total Transfers Out	$1,275,968	$253,584	$5,881	$0	$1,535,433
Total Expenditures	$5,964,900	$1,449,901	$804,378	$3,367,561	$11,586,740

The following graph illustrates a breakdown of the total amount of Proprietary Funds $11,586,740, between Internal Service and Enterprise Funds.



Enterprise Funds

Water & Sewer Fund Summary

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Operating Revenues					
Utility Service Fees	$5,195,972	$5,141,730	$5,271,300	$5,168,372	$5,271,300
Water/Sewer Taps	$18,727	$22,228	$32,000	$13,201	$15,000
Loads to Disposal	$56,285	$201,472	$105,100	$183,903	$130,000
Miscellaneous Revenue	459,504	545,160	489,100	595,342	548,600
Total Operating Revenues	$5,730,488	$5,910,590	$5,897,500	$5,960,818	$5,964,900
Operating Transfers In					
Interfund Transfers	$0	$0	$0	$0	$0
Total Transfers In	$0	$0	$0	$0	$0
Total Resources	$5,730,488	$5,910,590	$5,897,500	$5,960,818	$5,964,900
Operating Expenditures					
Water & Sewer Operations	$3,633,755	$3,386,915	$3,583,166	$3,253,816	$3,582,485
Water & Sewer Construction	0	0	0	0	0
Laboratory	0	0	0	0	0
Meter Readers	0	0	0	0	0
Wastewater Treatment Plant	0	0	0	0	0
Non-Operating	1,099,711	1,101,820	1,107,530	1,105,457	1,106,447
Total Operating Expenditures	$4,733,466	$4,488,735	$4,690,696	$4,359,273	$4,688,932
Other Financing Uses:					
Interfund Transfers	1,089,010	1,228,668	1,206,804	1,206,804	1,275,968
Total Other Financing Uses:	$1,089,010	$1,228,668	$1,206,804	$1,206,804	$1,275,968
Total Expenditures	$5,822,476	$5,717,403	$5,897,500	$5,566,077	$5,964,900

Waste Management Fund Summary

Waste Management
Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Operating Revenues					
Residential Garbage Fees	$880,857	$885,039	$879,795	$872,883	$878,736
Trash Collection Fees	507,078	506,358	506,124	499,013	505,065
Reinstatement Fees	36,325	35,797	31,000	37,492	37,000
Miscellaneous Revenue	482	735	200	0	100
Container Deposits	5,150	3,835	4,000	4,600	4,000
Special Collections	8,100	5,745	4,500	6,385	5,000
Disconnect Fee	16,325	21,210	20,000	21,026	20,000
Misc Trailer Rentals	0	0	0	0	0
Total Operating Revenues	$1,454,317	$1,458,719	$1,445,619	$1,441,399	$1,449,901
Operating Transfers In					
Interfund Transfers	$30,000	$0	$0	$0	$0
Total Transfers In	$30,000	$0	$0	$0	$0
Total Resources	$1,484,317	$1,458,719	$1,445,619	$1,441,399	$1,449,901
Operating Expenditures					
Garbage/Yard Trash Collections	$1,433,589	$1,302,888	$1,355,994	$1,307,529	$1,384,535
Brown/White Goods	8,307	7,212	10,000	4,929	10,000
Recyclable Collection	0	0	0	0	0
Landfill Closure	12,205	18,455	24,000	14,925	24,000
Total Operating Expenditures	$1,454,101	$1,328,555	$1,389,994	$1,327,383	$1,418,535
Other Financing Uses:					
Interfund Transfers	31,009	32,095	55,625	31,199	31,366
Total Other Financing Uses:	$31,009	$32,095	$55,625	$31,199	$31,366
Total Expenditures	$1,485,110	$1,360,650	$1,445,619	$1,358,582	$1,449,901

Debt Summary

Georgia Environmental Facilities Authority Loans

In 2000 in anticipation of a major industrial concern beginning operations in Waycross, a substantial upgrade of the waste water treatment began. This upgrade increased the capacity at the plant from a maximum of 6,700,000 gallons per day to 12,000,000 gallons per day. Also the treatment process was upgraded to include an improved activated sludge system and filter system. Below is a summary of the Georgia Environmental Facilities Authority future debt service related to this project. The total amount borrowed was $16,881,615.00. In December 2010, the city entered into a loan with GEFA for the construction of a Bar Screen (Litter Trap) on the Main City canal. The table below is the total amount due to GEFA for the next 16 years.

	Principal	Interest	Total
2012	$876,542	$228,405	$1,104,947
2013	$834,319	$207,132	$1,041,451
2014	$790,744	$187,208	$977,952
2015	$810,730	$167,221	$977,951
2016	$831,273	$146,680	$977,953
2017	$852,388	$125,565	$977,953
2018	$874,089	$103,864	$977,953
2019	$896,399	$81,554	$977,953
2020	$919,333	$58,617	$977,950
2021	$786,711	$37,429	$824,140
2022	$442,205	$21,200	$463,405
2023	$122,472	$15,033	$137,505
2024	$126,187	$11,318	$137,505
2025	$130,016	$7,489	$137,505
2026	$133,960	$3,545	$137,505
2027	$34,119	$256	$34,375
	$9,461,488	$1,402,517	$10,864,005

Below is a narrative of each Georgia Environmental Facility Authority loan and the accumulative balances for the current and upcoming years.

Loan #CW13088301

In March 1989, the City entered into a loan program (CW13088301) with the Georgia Department of Natural Resources and the Georgia Environmental Facilities Authority for certain sewer improvements in the total amount of $2,099,580. Repayment is over eighty (80) quarterly payments beginning April 1, 1993 at 2 percent interest. The quarterly payments are $31,749.

Year End June 30	Principal	Interest	Total
2012	$124,178	$2,817	$126,995
2013	$63,025	$473	$63,498
	$187,203	$3,290	$190,492

Loan #98-L68WJ

In October 1998, the City entered into a loan agreement (98-L68WJ) with the Georgia Environmental Facilities Authority for certain water and sewer projects for a total amount of $2,000,000. Repayment is over eighty (80) quarterly payments beginning September 1, 2001 at 4.1 percent interest. The quarterly payments are $38,616.

Year End June 30	Principal	Interest	Total
2012	$108,658	$45,806	$154,464
2013	$113,182	$41,283	$154,464
2014	$117,894	$36,570	$154,464
2015	$122,802	$31,662	$154,464
2016	$127,915	$26,549	$154,464
2017	$133,241	$21,223	$154,464
2018	$138,788	$15,676	$154,464
2019	$144,567	$9,897	$154,464
2020	$150,585	$3,878	$154,464
	$1,157,632	$232,545	$1,390,177

Loan #2000-L36WJ

In September 2000, the City entered into a loan agreement (2000-L36WJ) with the Georgia Environmental Facilities Authority for sewer improvements for a total amount of $9,815,000. The repayment is over eighty (80) quarterly payments beginning in October 1, 2002 at 2 percent interest. The quarterly payments are $154,017.75. This loan is to be repaid from revenues of the Water and Sewer System; however the obligation to repay this loan is a general obligation of the City.

Year End June 30	Principal	Interest	Total
2012	$503,108	$112,963	$616,071
2013	$513,246	$102,825	$616,071
2014	$523,588	$92,483	$616,071
2015	$534,138	$81,932	$616,071
2016	$544,901	$71,169	$616,071
2017	$555,882	$60,189	$616,071
2018	$567,083	$48,988	$616,071
2019	$578,510	$37,561	$616,071
2020	$590,167	$25,903	$616,071
2021	$602,059	$14,011	$616,071
2022	$323,340	$2,560	$325,901
	$5,836,022	$650,584	$6,486,606

Loan #CW00-001

In August 2000, the City entered into a loan program (SWSRF 00-001) with the Georgia Department of Natural Resources and the Georgia Environmental Facilities Authority for certain sewer improvements for a total amount of $935,467. Repayment is over seventy-eight (78) quarterly payments at 3 percent beginning September 1, 2002. The quarterly payments are $16,124. This loan is to be repaid from revenues of the Water and Sewer System; however, the obligation to repay this loan is a general obligation of the City to which it has dedicated its general power of taxation.

Year End June 30	Principal	Interest	Total
2012	$48,374	$16,122	$64,496
2013	$49,842	$14,654	$64,496
2014	$51,354	$13,142	$64,496
2015	$52,912	$11,584	$64,496
2016	$54,518	$9,979	$64,496
2017	$56,172	$8,325	$64,496
2018	$57,876	$6,621	$64,496
2019	$59,632	$4,865	$64,496
2020	$61,441	$3,055	$64,496
2021	$63,305	$1,191	$64,496
	$555,426	$89,538	$644,964

Loan #CWSRF-00-020

In June 2003, the City entered into a loan agreements (CWSRF-00-020) with the Georgia Environmental Facilities Authority for certain water and sewer projects. As June 30, 2006 $2,031,568 had been drawn down. Quarterly installments of $34,376.25 will be made over eighty (80) payments. The approval for the construction was approved by the EPA. The first installment payments begin on April 1, 2007.

Year End June 30	Principal	Interest	Total
2012	$88,156	$49,349	$137,505
2013	$90,831	$46,674	$137,505
2014	$93,587	$43,918	$137,505
2015	$96,426	$41,079	$137,505
2016	$99,351	$38,154	$137,505
2017	$102,366	$35,139	$137,505
2018	$105,471	$32,034	$137,505
2019	$108,671	$28,834	$137,505
2020	$111,968	$25,537	$137,505
2021	$115,365	$22,140	$137,505
2022	$118,865	$18,640	$137,505
2023	$122,472	$15,033	$137,505
2024	$126,187	$11,318	$137,505
2025	$130,016	$7,489	$137,505
2026	$133,960	$3,545	$137,505
2027	$34,119	$256	$34,375
	$1,677,812	$419,138	$2,096,950

Loan #CW09071

In December 2010, the City entered into a loan agreement (CW09071) with the Georgia Environmental Facilities Authority for construction of a Bar Screen on the Main City canal. This project was associated with the 2009 Clean Water State Revolving Fund and eligible for partial funding under the American Recovery and Reinvestment Act. The total project cost was $134,283. This loan being under the ARRA the actual loan amount was $47,393.01. Monthly payments are $451.35 and due on the 1st of each month. The interest rate is at 3.0% and is financed for 120 months.

Year End December	Principal	Interest	Total
2011	$4,068	$1,348	$5,416
2012	$4,193	$1,223	$5,416
2013	$4,321	$1,095	$5,416
2014	$4,452	$964	$5,416
2015	$4,588	$829	$5,416
2016	$4,727	$689	$5,416
2017	$4,871	$545	$5,416
2018	$5,019	$397	$5,416
2019	$5,172	$244	$5,416
2020	$5,982	$87	$6,069
	$47,393	$7,422	$54,815

Other Debt

The City has various lease agreements as lessee to finance equipment. These leases qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. The following is a summary of equipment leased under capital lease agreements by the City as of June 30, 2011. The lease agreements range from three to seven years.

FY2012 Year	Department	Description	Original Loan Amount	Annual Payments	Loan Balance as of 6/30	Maturity Date
2007	Fire	(1) 2007 Fire Pumper 1500 GPM	$211,940	$30,277	$85,785	Apr-14
2007	Public Works	(1) 2007 Tymco St Sweeper	$142,028	$20,290	$78,438	Apr-14
2008	Highways/Streets	(1) 2008 Track Hoe Excavator	$159,807	$22,830	$83,710	Feb-15
2008	Water/Sewer	(1) Sewer Jet Truck	$250,980	$35,854	$119,201	Feb-15
2007	Waste Management	(1) 2006 Knuckle Boom Loader	$107,957	$15,423	$43,699	Apr-14
2009	Waste Management	(1) 2009 Knuckle Boom Loader	$103,960	$23,335	$71,001	Sep-13
2009	CIU/Patrol	(6) 2009 Chevy Impala's	$155,998	$54,974	$50,977	Jun-12
2009	Public Works	(1) 2009 1/2 Ton Truck	$14,341	$3,137	$8,067	Jun-14
2009	Infrastructure Constr	(1) Backhoe	$69,500	$15,228	$39,044	Jun-14
2010	Patrol	(5) Impala's	$120,824	$3,521	$98,148	Nov-13
			$1,337,336	$224,868	$678,070	

Total Debt Summary

TOTAL DEBT SUMMARY

	Governmental Activities			Business-type Activities			
	General Fund	Cemetery Fund	WPD Information Technology Fund	Water & Sewer Fund	Waste Management Fund	ISF Funds	Total
Capital Leases	$444,169	$ -	$ -	$ 119,201	$ 121,978	$ -	$ 685,348
Georgia Environmental Facilities Authority Note	-	-	-	$10,864,005	-	-	$10,864,005
Revenue Bonds	-	-	-	$ -	-	-	$ -
Total	$444,169	$ -	$ -	$10,983,206	$ 121,978	$ -	$11,549,353

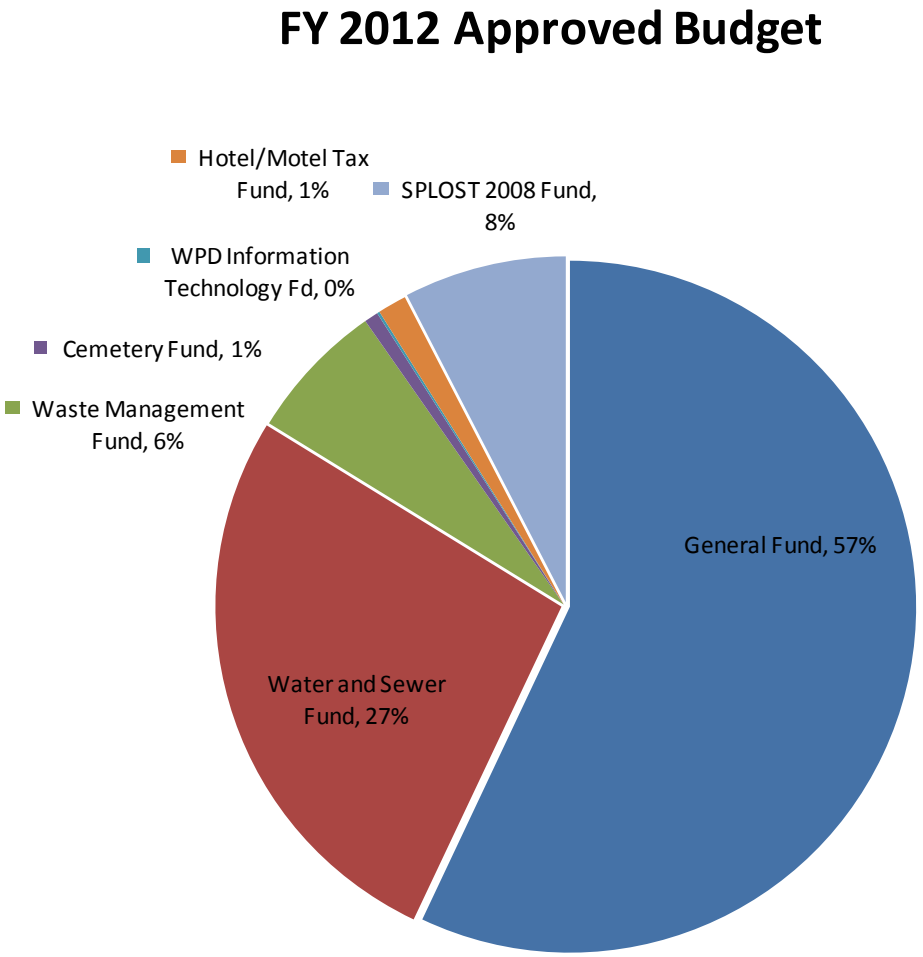
Legal Debit Margin

Under state law, the amount of debt is limited to 10% of the assessed value of all taxable property within the City. As of June 30, 2011 the assessed value was $272,155,064 resulting in a legal debt limit of $27,215,506. With general obligations indebtedness outstanding of $11,549,353, the resulting debt margin is $15,666,153.

Financial Trend

Within the next several pages, a four year history of fund balance and net assets for each of the City's budgeted funds will be shown. The fund balances and net assets are carried forward from the previous fiscal year. For the fiscal year 2012, the fund balance and net assets amounts are unaudited at this time. A positive Fund Balance provides the cushion to withstand unexpected economic downturns.

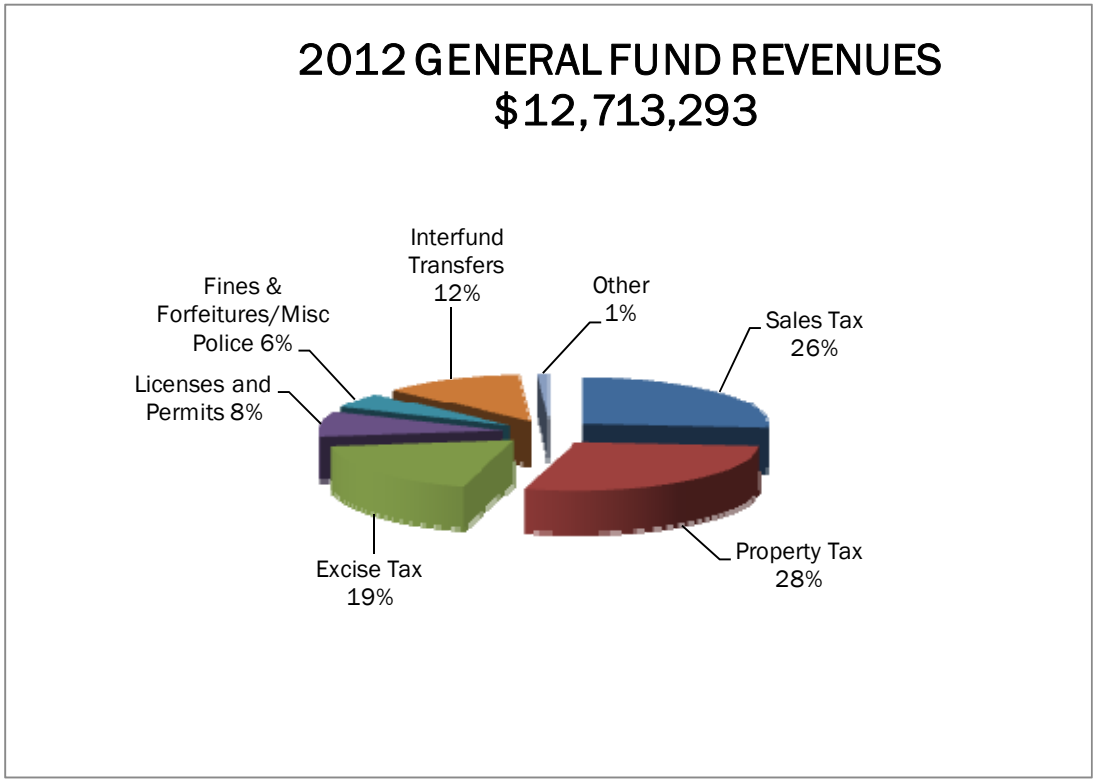
FY 2012 BUDGET TOTAL AND FINANCIAL CONDITION



Budget Total $22,294,467

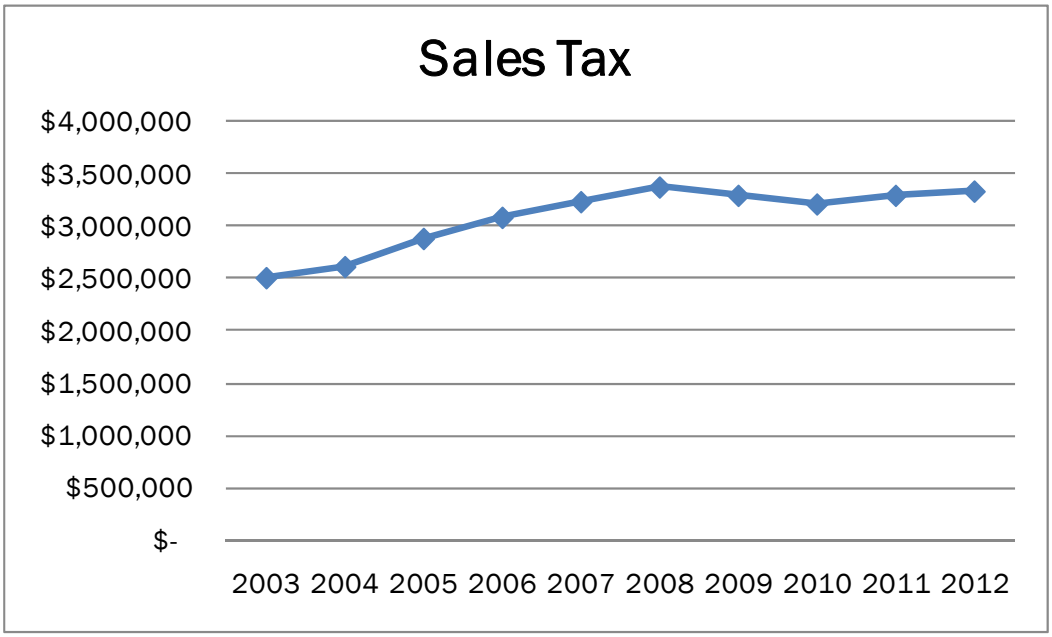
General Fund Summary

The graph below illustrates the major categories of the General Fund revenue anticipated by the City for FY 2012. Sales taxes are the largest source of revenue followed by Property taxes, Excise taxes. These sources make up 73% of the General Fund. The remaining revenues include Licenses and Permits, Fines & Forfeitures, Interfund Transfers, and Other.



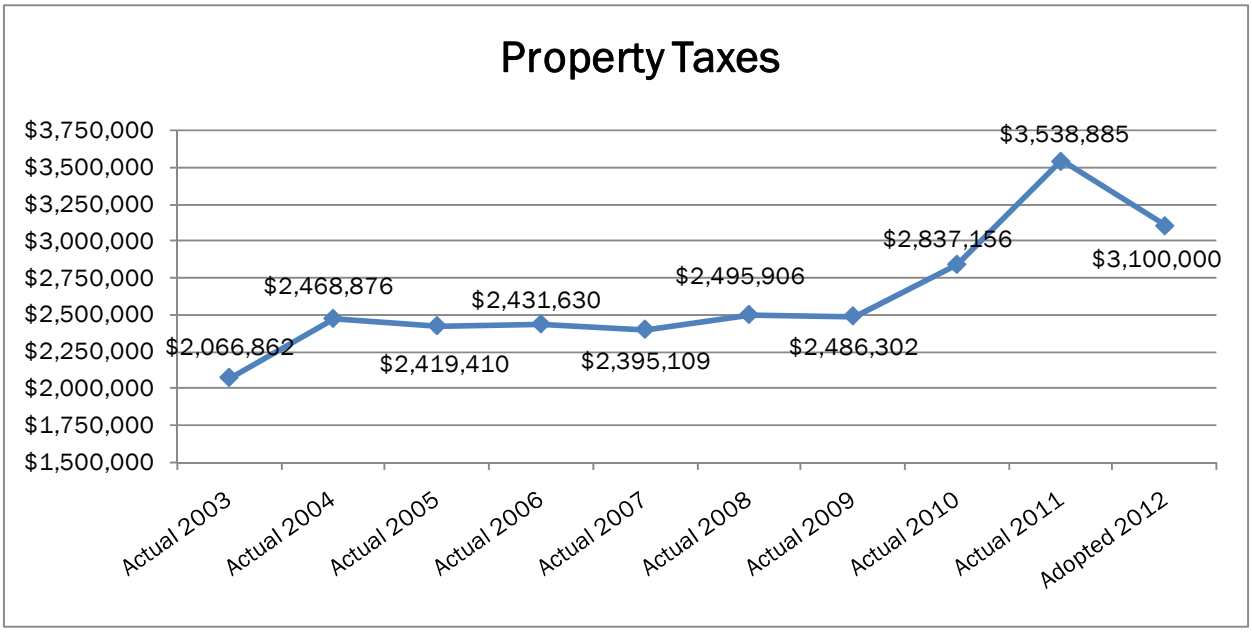
<u>Sales Tax</u>

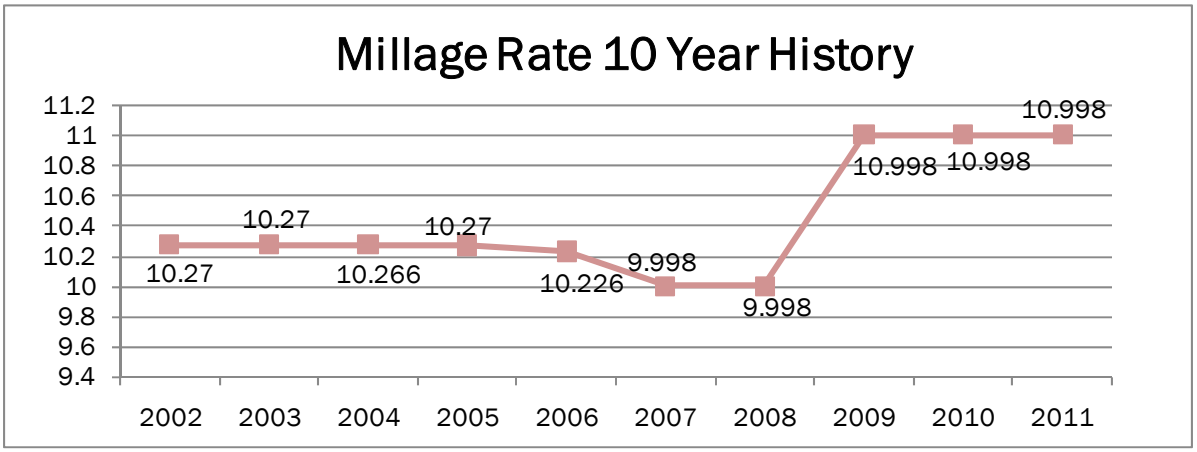
Sales taxes are budgeted to increase by $40,000. The FY 2012 budgeted amount was projected on the current economic trend. The city was extremely conservative on estimating the Sales Tax budget amount. However, the trend in sales tax revenues continues to be positive. The chart below indicates an increase in revenue until FY 2008. This is a result of the increase in retail businesses as our City continues to grow as a regional shopping center for the eight county areas. Currently the growth has slowed down due to the economic down turn.



Property Tax

Property taxes are the second largest source of revenue for the city's General Fund. The total amount budgeted for FY 2012 is $3,100,000 which is 28% for the total General Fund budget. The FY 2012 budgeted amount was increased due to a result of major utility company's valuation of appeal. The Digest has remained the same.



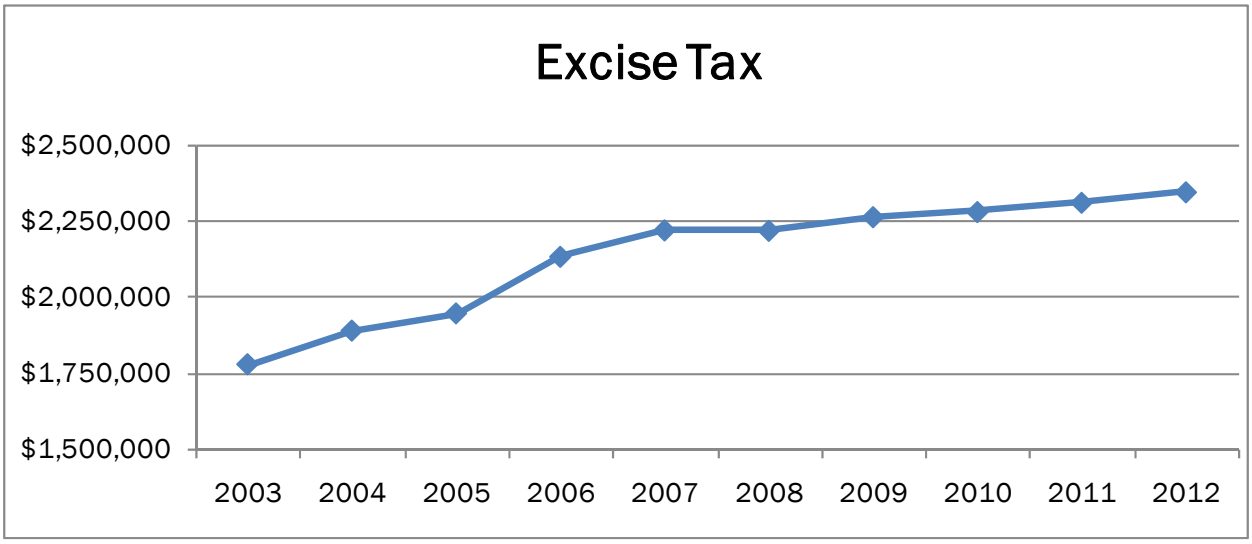


Principle Taxpayers
For The Year Ended June 30, 2010

	Assessed Value	Tax Levied
CSX Corporation	27,521,668	124,413
Georgia Power Company	12,088,931	40,632
Bellsouth Telecom/AT&T	5,423,274	31,921
Walmart Store, Inc	3,686,852	40,548
Walmart Stores East LP	3,457,303	38,023
Lowe's Home Centers, Inc	3,263,893	35,896
Kolb & Wheeler & Walters	2,821,778	31,034
Lowe's Home Centers, Inc	1,967,934	21,643
The Kroger Company	1,876,555	20,638
Sears Roebuck & Co.	1,625,323	17,875
Total	63,733,511	402,623

Excise Tax

Excise taxes are budgeted to increase $65,000 or 1% over FY 2011 actual. These taxes will increase as the underlying revenue upon which they are based increase. In the case an assumed inflation rate was applied.

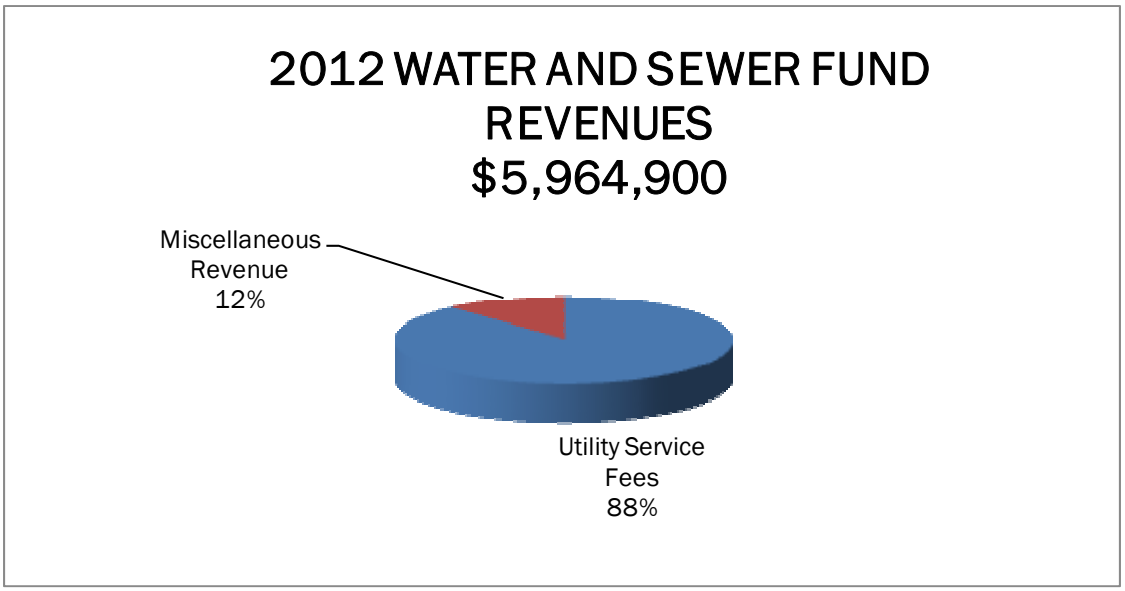


SUMMARY

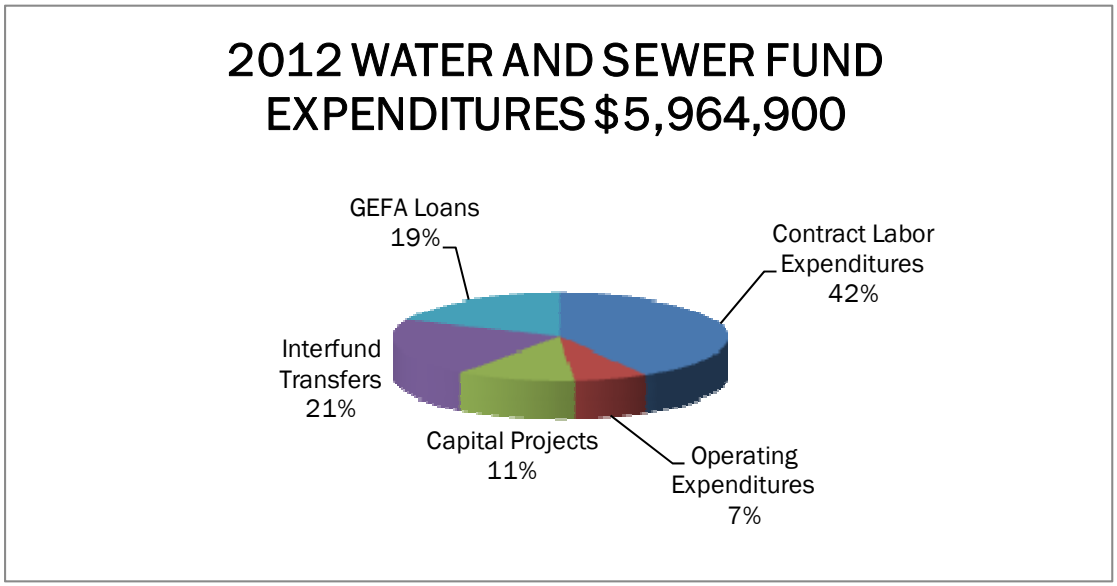
General Fund Expenditures	2011 Budget	2012 Budget	Difference	%
Mayor	$22,360	$22,479	$119	0.5%
Commission	$86,670	$92,000	$5,330	6.1%
City Elections	$45	$18,200	$18,155	100.0%
City Attorney	$60,356	$60,356	$0	0.0%
City Auditor	$47,500	$47,500	$0	0.0%
Municipal Court Judge	$73,600	$73,600	$0	0.0%
City Manager	$216,055	$222,960	$6,905	3.2%
Channel 42	$35,946	$125,951	$90,005	250.4%
Finance Administration	$258,481	$276,461	$17,980	7.0%
Purchasing /Warehouse/City Ha	$252,997	$278,544	$25,547	10.1%
Human Resource	$200,828	$177,158	-$23,670	-11.8%
Police Administrative	$550,493	$570,515	$20,022	3.6%
Criminal Investigation	$583,804	$645,780	$61,976	10.6%
Uniform Patrol	$2,268,670	$2,427,623	$158,953	7.0%
Support Service	$418,525	$469,314	$50,789	12.1%
Training/Personnel	$106,161	$116,902	$10,741	10.1%
SWAT	$36,969	$42,271	$5,302	14.3%
School Resource Officer	$244,430	$168,853	-$75,577	-30.9%
Fire	$3,237,987	$3,318,479	$80,492	2.5%
Public Works Office	$131,914	$136,256	$4,342	3.3%
Highway & Streets	$1,126,744	$1,175,033	$48,289	4.3%
Community Improvement	$357,162	$418,880	$61,719	17.3%
Engineering	$447,434	$493,023	$45,589	10.2%
Infrastructure Construction	$254,319	$253,086	-$1,233	-0.5%
Traffic Engineering	$192,914	$201,022	$8,108	4.2%
Street Lights	$305,588	$350,000	$44,412	14.5%
Interfund Transfer	$412,283	$410,014	-$2,269	-0.6%
Other Cost	$127,533	$121,032	-$6,501	-5.1%
Total	**$ 12,057,768**	**$ 12,713,293**	**$ 655,525**	5.4%

Water and Sewer Fund

The Water and Sewer fund is the second largest budgeted fund of the City of Waycross. This fund is used to account for the daily operations of supplying potable water and treating waste water. The FY 2012 budget is 1.14% greater than the FY 2011 budget that was $5,897,500. There are no major changes for FY 2012; however a utility rate study has been completed and will be implemented during this fiscal year.



The City of Waycross outsources the daily operation of the Water and Sewer Plant with ESG, Inc. These costs consist of 42% of the budget.



SUMMARY

Water & Sewer Revenues	2011 Budget	2012 Budget	Difference	%
Water Service Fees	$ 2,459,000	$ 2,459,000	$ -	0.0%
Sewer Service Fees	$ 2,460,300	$ 2,460,300	$ -	0.0%
Surcharge WWTP Fee	$ 352,000	$ 352,000	$ -	0.0%
Water/Sewer Taps	$ 32,000	$ 15,000	$ (17,000)	-53.1%
Reinstatment Charges	$ 98,000	$ 110,000	$ 12,000	12.2%
Loads to Disposal	$ 105,100	$ 130,000	$ 24,900	23.7%
Account Set Up Fee	$ 21,000	$ 20,000	$ (1,000)	-4.8%
Sewer Fees-Satilla W/S Authority	$ 240,000	$ 275,000	$ 35,000	14.6%
Return Check Fees	$ 6,000	$ 6,000	$ -	0.0%
Utility Site Rental Fees	$ 63,000	$ 75,000	$ 12,000	19.0%
Disconnect Fee	$ 53,000	$ 55,000	$ 2,000	0.0%
Miscellaneous Revenues	$ 8,100	$ 7,600	$ (500)	-6.2%
Reimbursements	$ -	$ -	$ -	
Total	**$ 5,897,500**	**$ 5,964,900**	**$ 67,400**	**1.1%**

Expenditures

Water & Sewer Expenditures	2011 Budget	2012 Budget	Difference	%
Water Plant	$ 3,583,166	$ 3,582,485	$ (681)	0.0%
Non-Operating	$ 2,314,334	$ 2,382,415	$ 68,081	2.9%
Total	**$ 5,897,500**	**$ 5,964,900**	**$ 67,400**	**1.1%**

Waste Management Fund

The garbage collection is still being outsourced with Southland Waste Company. There will be no rate increase for the Garbage or Yard Trash fees. This department will continue with the weekly yard trash pickup.

SUMMARY

Waste Management Revenues	2011 Budget	2012 Budget	Difference	%
Residential Garbage Fees	$ 879,795	$ 878,736	$ (1,059)	-0.1%
Trash Collections Fees	$ 506,124	$ 505,065	$ (1,059)	-0.2%
Reinstatment Charges	$ 31,000	$ 37,000	$ 6,000	19.4%
Garbage Container Violation	$ 200	$ 100	$ (100)	0.0%
Cash In Bank Interest	$ -	$ -		
Container Deposit	$ 4,000	$ 4,000	$ -	0.0%
Special Collections	$ 4,500	$ 5,000	$ 500	11.1%
Disconnect/Connect Fee	$ 20,000	$ 20,000	$ -	100.0%
Reimbursement to General Fund	$ -	$ -	$ -	0.0%
Total	**$ 1,445,619**	**$ 1,449,901**	**$ 4,282**	**0.3%**

Expenditures

Waste Management Expenditures	2011 Budget	2012 Budget	Difference	%
Garbage & Yard Trash Collection	$ 1,331,731	$ 1,384,535	$ 52,804	4.0%
Brown/White Goods	$ 10,000	$ 10,000	$ -	0.0%
Recyclable Collections	$ -	$ -	$ -	100.0%
Landfill Closure	$ 24,000	$ 24,000	$ -	0.0%
Non-Operating	$ 79,888	$ 31,366	$ (48,522)	-60.7%
Total	**$ 1,445,619**	**$ 1,449,901**	**$ 4,282**	**0.3%**

Cemetery Fund

Due to the economic downturn for the past several years, the Cemetery Fund has had a significant decrease in revenue. During FY 2012 budget year, a contribution from the Cemetery Trust Fund will be needed. In FY 2008 the City completed the site work necessary to open the remaining ten acres at Oakland Cemetery. The actual gave sites will continue to provide funding of the cemetery for the many years to come, however currently the sales of cemetery lots have declined due to the economy.

SUMMARY

Cemetery Fund Revenues	2011 Budget	2012 Budget	Difference	%
Sales: Cemetery Lots	$ 65,000	$ 50,000	$ (15,000)	-23.1%
Interment Fees	$ 66,455	$ 65,000	$ (1,455)	-2.2%
Monument & Transfer Fee	$ 10,000	$ 10,000	$ -	0.0%
Remib: General Fund	$ -	$ -	$ -	0.0%
Cash In Bank Interest	$ -	$ -	$ -	0.0%
Reimb: Cemetery Trust	$ -	$ 21,373	$ 21,373	0.0%
Total	**$ 141,455**	**$ 146,373**	**$ 4,918**	**3.5%**

Cemetery Fund Expenditures	2011 Budget	2012 Budget	Difference	%
Personal Services	$ 37,462	$ 39,810	$ 2,348	6.3%
General Operating	$ 103,993	$ 106,564	$ 2,571	2.5%
Capital Outlay	$ -	$ -	$ -	0.0%
Total	**$ 141,455**	**$ 146,373**	**$ 4,918**	**3.5%**

WPD Information Technology Fund

This fund had no significant changes.

WPD Information Technology FD	2011 Budget	2012 Budget	Difference	%
IT Revenue Fee	$ 28,800	$ 28,000	$ (800)	-2.8%
Total	**$ 28,800**	**$ 28,000**	**$ (800)**	-2.8%

Expenditures

WPD Information Technology FD	2011 Budget	2012 Budget	Difference	%
Computer/Equipment	$ 28,800	$ 28,000	$ (800)	-2.8%
Total	**$ 28,800**	**$ 28,000**	**$ (800)**	**-2.8%**

Hotel/Motel Tax Fund

This fund was established to concur with the Uniform Chart of Accounts.

Hotel/Motel Tax Fund	2011 Budget	2012 Budget	Difference	%
Hotel/Motel Tax Revenue	$ 225,000	$ 300,000	$ 75,000	33.3%
Total	**$ 225,000**	**$ 300,000**	**$ 75,000**	**33.3%**

Expenditures

Hotel/Motel Tax Fund	2011 Budget	2012 Budget	Difference	%
Chamber of Comm T & C Bureau	$ 90,000	$ 120,000	$ 30,000	33.3%
Reimburse General Fund	$ 135,000	$ 180,000	$ 45,000	33.3%
Total	**$ 225,000**	**$ 300,000**	**$ 75,000**	**33.3%**

SPLOST Fund 2008

In February 2008 a 1 % Special Purpose Local Option Sales Tax was approved by the voters. The City began receiving revenue during FY 2009. The SPLOST will fund significant capital projects over the next six years which include major repairs to public buildings, purchase of a ladder truck and infrastructure improvements to streets.

SUMMARY

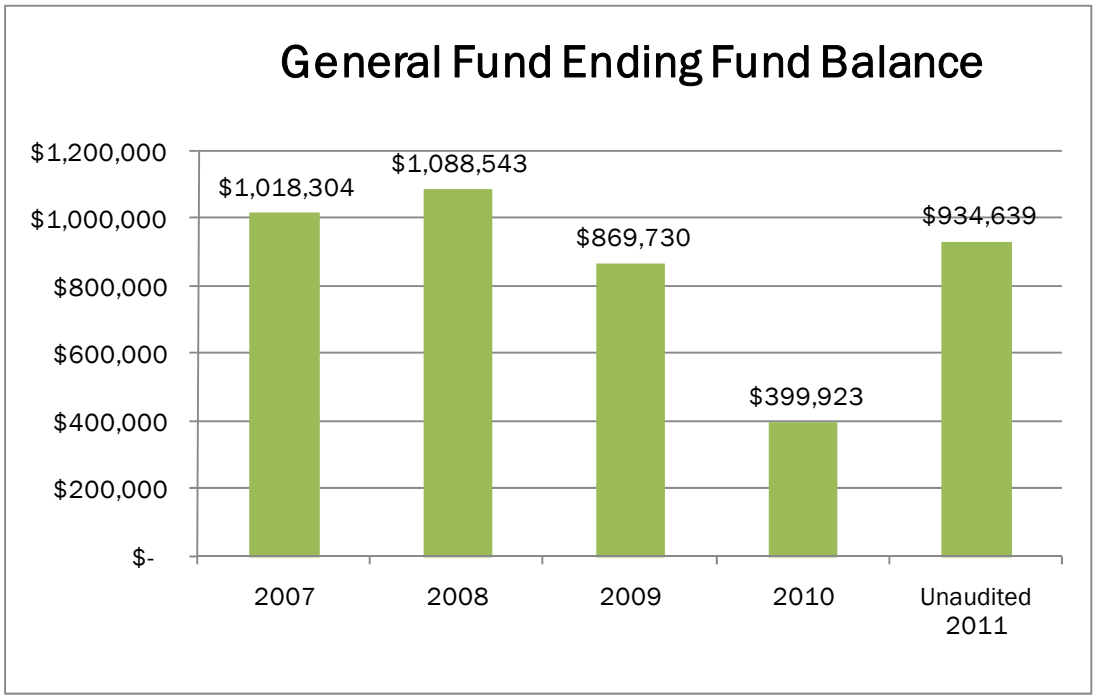
SPLOST Fund 2008-2013	2011 Budget	2012 Budget	Difference	%
Special Purpose Sales Tax Revenue	$ 1,600,000	$ 1,692,000	$ 92,000	5.8%
Interest Earned	$ -	$ -	$ -	0.0%
Total	**$ 1,600,000**	**$ 1,692,000**	**$ 92,000**	5.8%

Expenditures

SPLOST Fund 2008-2013	2011 Budget	2012 Budget	Difference	%
Engineering Projects	$ 768,000	$ 782,000	$ 14,000	1.8%
Police Department Project	$ 350,000	$ 150,000	$ (200,000)	-57.1%
Fire Department Projects	$ 250,000	$ -	$ (250,000)	-100.0%
Property Acq & Demolition	$ 75,000	$ 75,000	$ -	0.0%
Water/Sewer Rehab & Expansion	$ -	$ 200,000	$ -	100.0%
Information Technology	$ 25,000	$ 15,000	$ (10,000)	-40.0%
DWDA Projects	$ 132,000	$ -	$ (132,000)	0.0%
Public Works Facility/Armory	$ -	$ 470,000	$ -	100.0%
Rehab City Auditorium	$ -	$ -	$ -	0.0%
Total	**$ 1,600,000**	**$ 1,692,000**	**$ 92,000**	5.8%

Fund Balance

The General Fund's Fund Balance is estimated at $934,639 for fiscal year ending 2011. The Fund Balance and Equities are the liquid net worth of the City. A positive Fund Balance number ensures an adequate cash flow to fulfill contracts, payroll obligations, and payment of all expenditures.



Individual Fund Status Report

General Fund
Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Beginning Fund Balance (Deficit)	$1,088,543	$869,730	$399,923	$399,923	$934,639
RESOURCES					
Revenues	$9,163,109	$8,886,010	$10,740,972	$11,114,918	$10,740,972
Operating Transfers In	$950,422	$1,247,623	$1,316,796	$1,170,907	$1,316,796
Total Resources	$10,113,531	$10,133,633	$12,057,768	$12,285,825	$12,057,768
USES					
Total Expenditures	$9,798,831	$10,489,185	$11,645,485	$11,338,826	$11,645,485
Other Financing Uses:	$533,513	$114,255	$412,283	$412,283	$412,283
Total Uses	$10,332,344	$10,603,440	$12,057,768	$11,751,109	$12,057,768
Excess(deficiency) of revenues and other sources over expenditures and other uses	($218,813)	($469,807)	$0	$534,716	$0
Ending Fund Balance	$869,730	$399,923	$399,923	$934,639	$934,639

SPLOST 2008 - 2013
Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Beginning Fund Balance (Deficit)	$0	$1,017,019	$2,366,072	$2,366,072	$2,520,931
RESOURCES					
Total Revenues	$1,682,231	$1,673,463	$1,600,000	$1,921,188	$1,692,000
Operating Transfers In	$0	$0	$0	$0	$0
Total Resources	$1,682,231	$1,673,463	$1,600,000	$1,921,188	$1,692,000
USES					
Total Expenditures	$665,212	$324,410	$1,600,000	$1,766,329	$1,692,000
Other Financing Uses:	$0	$0	$0	$0	$0
Total Uses	$665,212	$324,410	$1,600,000	$1,766,329	$1,692,000
Excess(deficiency) of revenues and other sources over expenditures and other uses	$1,017,019	$1,349,053	$0	$154,859	$0
Ending Fund Balance	$1,017,019	$2,366,072	$2,366,072	$2,520,931	$2,520,931

Water & Sewer Fund
Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Beginning Net Assets	$23,036,014	$23,394,264	$23,596,025	$23,596,025	$23,990,768
RESOURCES					
Total Revenues	$5,724,891	$5,892,904	$5,897,500	$5,960,819	$5,964,900
Operating Transfers In	$0	$0	$0	$0	$0
Total Resources	$5,724,891	$5,892,904	$5,897,500	$5,960,819	$5,964,900
USES					
Total Expenditures	$4,035,385	$4,142,252	$4,690,696	$4,461,401	$4,859,953
Other Financing Uses:	$1,331,256	$1,548,891	$1,206,804	$1,104,675	$1,104,947
Total Uses	$5,366,641	$5,691,143	$5,897,500	$5,566,076	$5,964,900
Excess(deficiency) of revenues and other sources over expenditures and other uses	$358,250	$201,761	$0	$394,743	$0
Net Assets	$23,394,264	$23,596,025	$23,596,025	$23,990,768	$23,990,768

Waste Management Fund
Summary of Revenues and Expenditures

	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
Beginning Net Assets	$409,011	$346,636	$375,168	$375,168	$427,984
RESOURCES					
Total Revenues	$1,433,144	$1,441,465	$1,445,619	$1,411,399	$1,449,901
Operating Transfers In	$0	$0	$0	$0	$0
Total Resources	$1,433,144	$1,441,465	$1,445,619	$1,411,399	$1,449,901
USES					
Total Expenditures	$1,495,519	$1,412,933	$1,445,619	$1,358,583	$1,449,901
Other Financing Uses:	$0	$0	$0	$0	$0
Total Uses	$1,495,519	$1,412,933	$1,445,619	$1,358,583	$1,449,901
Excess(deficiency) of revenues and other sources over expenditures and other uses	($62,375)	$28,532	$0	$52,816	$0
Net Assets	$346,636	$375,168	$375,168	$427,984	$427,984

PERSONNEL SUMMARY

The City of Waycross is committed to a level of excellence in the quality and delivery of all programs and services. The City has a dedicated work force, which consist of 211 positions. There are 206 full-time positions and 5 part-time positions. Through these dedicated employees, the City provides a wide range of quality services to all citizens in our community.

Personnel Changes

Overall the reports below show an increase of four employees for this budget year. Within the Channel 42 department we have added a Production/Technology Coordinator position to revitalize Channel 42 and to perform network assistance city wide. In the Community Development division an Animal Control Officer position was added. The Community Development Specialist position was changed to a Grant Writer position. Within the Police department there were changes through promotional evaluations and some of the previous year vacant positions were reinstated.

Personnel Authorization Summary

PERSONNEL AUTHORIZATION SUMMARY		
DEPT	*DEPARTMENT*	*POSITIONS*
30	MAYOR	1
31	COMMISSION	5
32	CITY MANAGER'S	2
33	CHANNEL 42	2
34	CITY CLERK/FINANCE	4
36	HUMAN RESOURCES	3
38	POLICE ADMINISTRATION	7
39	CRIMINAL INVESTIGATION	10
40	UNIFORM PATROL	39
41	SUPPORT SERVICES	10
42	TRAINING	1
47	SRO	3
48	FIRE DEPT	54
49	PURCHASING/WAREHOUSE	4
51	PUBLIC WORKS	2
52	HIGHWAYS/STREETS	22
53	INFRASTRUCTURE CONSTRUCT	4
54	TRAFFIC ENGINEERING	3
57	COMMUNITY IMPROVEMENT	7
58	ENGINEERING	7
65	GARBAGE/TRASH COLLECTION	7
66	CEMETERY	1
67	DATA PROCESSING	4
68	GARAGE	7
71	PUBLIC BUILDINGS	2
	TOTAL	211

2010 – 2012 Personal Positions by Department

DEPARTMENT NUMBER	DEPARTMENT DESCRIPTION &	2010 BUDGETED POSITIONS	2011 BUDGETED POSITIONS	2012 BUDGETED POSITIONS	JOB TITLE
30	MAYOR	1	1	1	MAYOR
		1	***1***	***1***	
31	COMMISSION	5	5	5	COMMISSIONER
		5	***5***	***5***	
32	CITY MANAGER	1	1	1	ASSISTANT TO THE CITY MANAGER
		1	1	1	CITY MANAGER
		2	***2***	***2***	
33	CHANNEL 42	0	0	1	PRODUCTION/TECHNOLOGY COOR
		1	1	1	CAMERA OPERRATOR (PART-TIME)
		1	***1***	***2***	
34	FINANCE	2	2	2	ADMINISTRATIVE CLERK
		1	1	1	CITY CLERK
		1	1	1	FINANCE DIRECTOR
		4	***4***	***4***	
36	HUMAN RESOURCES				
		0	1	1	ADMINISTRATIVE CLERK
		1	1	1	HUMAN RESOURCE DIRECTOR
		1	1	1	HR/RISK MGT. COORD.
		2	***3***	***3***	
38	POLICE ADMINISTRATION	2	2	2	CAPTAIN/ ADMINIST
		1	1	1	CLERK OF MUNICIPAL COURT
		1	1	1	LIEUTENANT ADMIN
		1	1	1	OFFICER
		1	1	1	POLICE CHIEF
		1	1	1	SERGEANT
		7	***7***	***7***	
39	CRIMINAL INVESTIGATION	1	1	1	ADMINISTRATIVE CLERK
		5	5	6	DETECTIVE
		1	1	1	LIEUTENANT CID
		2	2	2	SERGEANT
		9	***9***	***10***	
40	UNIFORM PATROL	1	1	1	LIEUTENANT POLICE
		31	31	31	OFFICER
		7	6	7	SERGEANT
		39	***38***	***39***	

DEPARTMENT NUMBER	DEPARTMENT DESCRIPTION & # OF POSITIONS	2010 BUDGETED POSITIONS	2011 BUDGETED POSITIONS	2012 BUDGETED POSITIONS	JOB TITLE
41	SUPPORT SERVICES	1	1	1	ADMINISTRATIVE ASSISTANT
		1	1	1	CUSTODIAN - PART TIME
		1	1	1	EVIDENCE CLERK
		1	1	1	POLICE SYSTEMS INFORMATION
		6	5	6	RECORDS TECHNICIAN
		10	***9***	***10***	
42	POLICE PERSONNEL TRAINING	1	1	1	LIEUTENANT
		1	***1***	***1***	
47	SCHOOL RESOURCE OFFICERS	4	4	3	SRO POLICE OFFICE
		4	***4***	***3***	
48	FIRE DEPARTMENT	1	1	1	ADMINISTRATIVE ASSISTANT
		3	3	3	BATTALION CHIEF
		3	3	3	CAPTAIN
		14	18	18	FIRE DRIVER/ENGNR
		1	1	1	FIRE CHIEF
		23	18	18	FIREFIGHTER
		1	1	1	FIRE SAFETY & TRAINING OFFICE
		1	1	1	FIRE MARSHALL
		8	9	9	LIEUTENANT FIRE D
		54	***54***	***54***	
49	PURCHASING/ WAREHOUSE	1	1	1	BUILD MAINT WORKER
		1	1	1	PURCHASING DIRECTOR
		1	1	1	PURCHASING TECHNICIAN
		1	1	1	WAREHOUSE CLERK
		4	***4***	***4***	
51	PUBLIC WORKS ADMINISTRATION	1	1	1	ADMINISTRATIVE ASSISTANT
		1	1	1	PUBLIC WORKS DIRECTOR
		2	***2***	***2***	
52	HIGHWAYS & STREETS	4	4	4	HEAVY EQUIPMENT OPERATOR
		3	3	3	LIGHT EQUIPMENT OPERATOR
		4	5	5	LABORER 1
		1	1	1	LABORER SUPV 1
		1	1	1	LABOR CREW LEADER
		2	2	2	PART TIME MOSQUITO SPRAYER
		2	2	2	PARKS MAINT WKR
		1	1	1	STREET/DRAIN MAIN
		1	1	1	STREET SUPT
		2	2	2	TRUCK DRIVER
		21	***22***	***22***	

DEPARTMENT NUMBER	DEPARTMENT DESCRIPTION & # OF POSITIONS	2010 BUDGETED POSITIONS	2011 BUDGETED POSITIONS	2012 BUDGETED POSITIONS	JOB TITLE
53	INFRASTRUCTURE CONSTRUCTION	1	1	1	CONCRETE FINISHER
		1	1	1	HEAVY EQUIPMENT OPERATOR
		1	1	1	LABORER I
		1	1	1	STREET/MAIN CREW SUPERVISOR
		4	***4***	***4***	
54	TRAFFIC ENGINEERING	1	1	1	TRAFFIC ENG SUPERVISOR
		2	2	2	TRAFFIC ENGINEER
		3	***3***	***3***	
57	COMMUNITY IMPROVEMENT	1	1	1	ADMINISTRATIVE ASSISTANT
		0	0	1	ANIMAL CONTROL OFFICER
		1	1	0	COMM DEV SPECIALIST
		1	1	1	CODE INSPECTOR
		2	2	2	CODE ENFORCEMENT OFFICER
		1	0	0	CI DIRECTOR
		1	0	1	GRANT WRITER
		1	1	1	MAINSTREET DIRECTOR
		1	0	0	CITY MARSHAL & FIRE MARSHAL
		9	***6***	***7***	
58	ENGINEERING	1	1	1	ADMIN ASSISTANT ENGINEERING
		1	1	1	PROJECT MANAGER/ENGINEER
		1	1	1	CITY ENGINEER DIRECTOR
		2	2	2	ENGINEERING AIDE
		1	1	1	ENGINEERING SUPT
		0	1	1	INTERN (SUMMER)
		0	0	0	PERMIT & PLAN COORDINATOR
		6	***7***	***7***	
GENERAL FUND TOTAL		***188***	***186***	***190***	

DEPARTMENT NUMBER	DEPARTMENT DESCRIPTION & # OF POSITIONS	2010 BUDGETED POSITIONS	2011 BUDGETED POSITIONS	2012 BUDGETED POSITIONS	JOB TITLE
65	GARBAGE & TRASH COLLECTION	2	1	1	LEAF/LIMB COLLECT
		4	4	4	LEAF/LIMB COLLECTOR DRIVER
		1	0	0	SOLID WASTE SUPERVISOR
		0	1	1	LIMB COLLECTOR CREW LEADER
		0	0	0	WASTE MGMT SUPT
		1	1	1	REFUGE DEPT FOREMAN/WELDER
WASTE MANAGEMENT FUND TOTAL		***8***	***7***	***7***	
66	CEMETERY	0	0	0	CEMETERY SUPT
		1	1	1	HEAVY EQUIP OPERATOR
		0	0	0	LIGHT EQUIPMENT O
CEMETERY FUND TOTAL		***1***	***1***	***1***	
67	DATA PROCESSING	1	0	0	NETWORK ADMINISTRATOR
		1	1	1	BUDGET OFFICER
		1	1	1	UTILITY BILLING/COLLECTION CLERK
		1	1	1	CUSTOMER SERVICE
		1	1	1	ACCOUNTING CLERK
DATA PROCESSING FUND TOTAL		***5***	***4***	***4***	
68	GARAGE	1	1	1	AUTOMOTIVE BODY MECHANIC
			1	1	CEMETERY FOREMAN
		1	1	1	GARAGE SUPT
		1	1	1	GARAGE SUPERVISOR
		4	3	3	MECHANIC
GARAGE FUND TOTAL		***7***	***7***	***7***	
71	PUBLIC BUILDINGS	1	1	1	MAINT/TRAFFIC SUPERVISOR
		1	1	1	BUILDING MAINT HELPER
PUBLIC BUILDINGS TOTAL		***2***	***2***	***2***	
GRAND TOTAL OF ALL EMPLOYEES		**211**	**207**	**211**	

DEPARTMENTAL SUMMARY, & GOALS

For the next several pages you will find each type of fund in order by the Division that supervises each of these departments. You will find their budget summaries and goals for each division.

Governmental Fund
General Fund
Executive Division
Finance Division
Human Resources Division
Police Division
Fire Division
Public Works Division
Community Improvement Division
Engineering Division
General Fund Non-Operating

Enterprise Funds
Water and Sewer Fund
Waste Management Fund

Special Revenue Funds
Cemetery Fund
WPD Information Technology Fund
Hotel/Motel Fund

Capital Project Fund
Special Purpose Local Option Sales Tax Fund 2008

Internal Service Funds
Garage Fund
Data Processing Fund
Public Buildings Fund
Liability Fund
Health Insurance Fund
Retirement Fund
Worker's Compensation Fund

General Fund Summary

General Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
City Taxes	9,094,754	9,080,073	9,511,000	10,073,004	10,025,700
Alcohol Wholesale Tax	250,949	254,202	255,772	260,457	255,861
Code Enforcement	44,907	66,571	56,700	71,629	63,500
Intragovernmental	27,672	25,818	27,000	29,710	30,000
Miscellaneous Fees	13,433	14,775	19,400	10,820	16,400
Police Miscellaneous	250,041	248,164	230,000	162,495	140,000
Channel 42	19,356	19,230	16,000	20,718	19,000
Fines & Forfeiture	540,292	552,214	570,000	451,719	550,000
Interest Income	18,499	5,254	5,000	3,354	5,000
Miscellaneous Revenue	342,625	33,724	50,100	31,011	50,100
Total Revenues	**$10,602,529**	**$10,300,025**	**$10,740,972**	**$11,114,918**	**$11,155,561**
Reimb from Other Departments	950,422	1,247,623	1,316,796	1,170,907	1,557,732
Net Revenues	**$11,552,951**	**$11,547,648**	**$12,057,768**	**$12,285,825**	**$12,713,293**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Executive	508,310	506,300	508,816	480,546	537,095
Finance	488,743	530,199	547,424	543,310	680,955
Human Resource	205,327	151,720	200,828	181,975	177,158
Police	4,044,650	4,207,159	4,209,053	4,064,306	4,441,257
Fire	3,046,055	3,083,892	3,237,987	3,171,737	3,318,479
Public Works	1,192,058	1,198,557	1,256,427	1,257,574	1,311,289
Community Improvement	394,258	383,200	357,162	322,803	418,880
Engineer	1,139,659	1,161,833	1,200,255	1,177,970	1,297,132
Non-Operating	71,269	87,567	127,533	138,605	121,033
Total Expenditures	**$11,090,329**	**$11,310,428**	**$11,645,485**	**$11,338,825**	**$12,303,279**
Charges to Other Departments	507,232	426,905	412,283	412,283	410,014
Net Expenditures	**$11,597,561**	**$11,737,333**	**$12,057,768**	**$11,751,109**	**$12,713,293**
Positions					
Full Time	189	184	181	181	185
Temporary (Part-time)	6	4	5	5	5
Total Positions	**195**	**188**	**186**	**186**	**190**

Executive Division

Executive

Division Summary

The Executive Division includes the Mayor, City Commission, Elections, City Attorney, Auditor, Municipal Court Judge, and City Manager's expenditures. The City of Waycross maintains a Commission/Manager form of government. The Mayor and City Commission establish local law and policy by approving ordinances and resolutions, and work with citizen groups and individuals through public hearings and public contacts. They strive to establish and maintain good working relationships with Local, State and Federal Government officials and to promote the economic and social development of the City of Waycross. The City Manager provides professional management efforts and techniques, and works with division heads and city employees to establish and maintain a system for obtaining results within the City Commission policy. The City Manager reports to the City Commission and is responsible for appointing all department heads, supervising all departments, preparing an annual budget and advising the Commission of financial condition and needs of the City.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	249,606	258,721	249,526	235,153	255,113
Contractual Services	179,776	194,221	183,732	179,611	199,656
Travel & Training	33,392	22,194	32,000	30,489	37,500
Other Operating Expenses	45,536	31,164	43,558	35,293	44,826
Capital Outlay	0	0	0	0	0
Total Expenditures	**$508,310**	**$506,300**	**$508,816**	**$480,546**	**$537,095**
Charges to Other Departments	0	0	0	0	0
Net Expenditures	**$508,310**	**$506,300**	**$508,816**	**$480,546**	**$537,095**
Positions					
Full Time	8	8	8	8	8
Temporary	1	0	0	0	0
Total Positions	**9**	**8**	**8**	**8**	**8**

Mayor/Commissioner Goals:

1. Develop a plan for Animal Control.
2. Develop a Economic Development Recruitment Strategy.
3. Implement a stragetic approach for properties in total despair (rental properties).
4. Create a Vision for the future.
5. Maintain Fund Balance.
6. Provide Affordable Housing in City Limits.
7. Revitalize Downtown.
8. Implement a Business Appreciation Strategy.
9. Explore green utilities/green companies through Enterprise Fund Ventures.
10. LOST Negotiations with county.

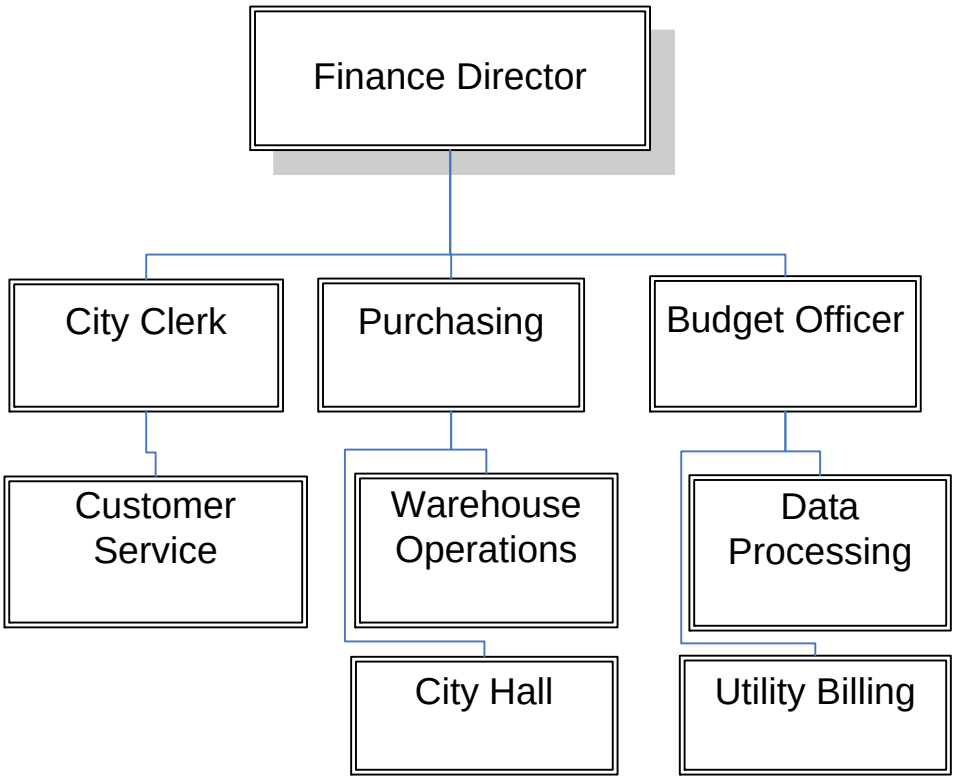
Mayor/Commissioner Goals continued

2011 GOALS

1. Improve City's image by use of surverys, social networking, improved web site and town hall meetings. - **Ongoing**
2. Form committee to implement rate study and inform public of the impact of the new rates. - **Completed**
3. Develop list of people willing and interested on serving on the various boards and authorities. - **Completed**
4. Take steps to insure the City has effective animal control by working with the County Humane Society. - **Ongoing**
5. Develop and implement programs to "Hire Local" and "Shop Local". - **Ongoing**
6. Adopt a blight tax. - **Ongoing**
7. Work toward becoming a "Retirement City" - **Ongoing**
8. Improve E. E. Moore Park. - **Ongoing**
7. MOST Tax-Determine status and contact Ways and Means Committee. - **Ongoing**
8. Downtown streetscape; downtown residential opportunities. - **Ongoing**
9. Rental property and how it affects our community and budget. - **Ongoing**

Finance

FINANCE



Finance

Division Summary

The Finance Division is responsible for cash receipts, city clerk functions, accounting, data processing, Channel 42, purchasing and budgeting. This division strives to provide accurate financial reporting and excellent customer service for all internal and external customers, while developing innovative and cost-effective ways of financing city services and facilities.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	382,902	406,678	411,706	419,069	526,660
Contractual Services	29,568	29,568	29,568	29,331	6,861
Travel & Training	3,605	4,531	5,325	4,564	7,500
Other Operating Expenses	70,489	89,382	99,625	89,227	131,534
Capital Outlay	2,179	40	1,200	1,119	8,400
Total Expenditures	**$488,743**	**$530,199**	**$547,424**	**$543,310**	**$680,955**
Charges to Other Departments					
Net Expenditures	**$488,743**	**$530,199**	**$547,424**	**$543,310**	**$680,955**
Positions					
Full Time	8	8	8	8	9
Temporary	1	1	1	1	1
Total Positions	**9**	**9**	**9**	**9**	**10**

Department Goals:

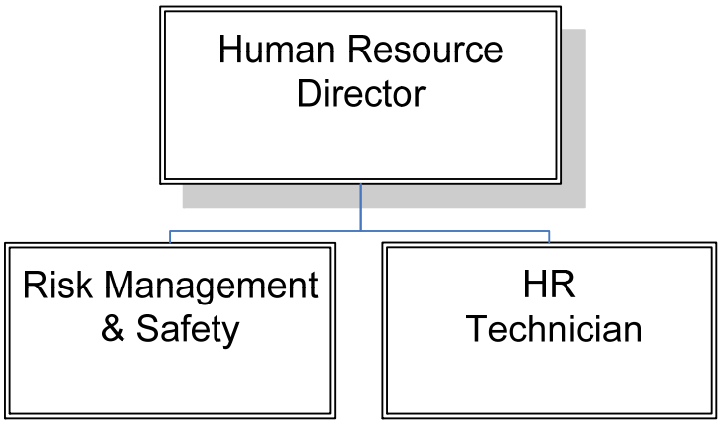
1. Implement system to bar code utility billing advices and purchase hardware to increase accuracy and efficiency in recording cash receipts.
2. Investigate the possibility of offering discounts to customers receiving electronic statements and paying bill by automatic debits to their checking accounts. This will result in reductions in postage and the time required to process checks.

2011 GOALS

1. Continue to upgrade hardware and software to improve security, record retention, and productivity. Focus on 2011 will be on completing hardware upgrades and implementing available software to improve security. - **Complete in FY2012**
2. Implement portions of purchasing card system that will be productive. - **Goal Deferred. System System provided by SunTrust would increase administrative burden and require substantial time for implementation.**
3. Implement system to bar code utility billing advices and purchase hardware to increase accuracy and efficiency in recording cash receipts. - **Ongoing**
4. Investigate the possibility of offering discounts to customers receiving electronic statements and paying bill by automatic debits to their checking accounts. This will result in reductions in postage and the time required to process checks. - **Ongoing**

Human Resources

HUMAN RESOURCES



Human Resources

Division Summary

The H.R. Division is responsible for all H.R. functions for all City Departments, including but not limited to: Recruitment, Selection, Placement, Orientations and Training of Employees, Benefit Administration (Health, Wellness, Insurance Coverage), Compensation/Payroll Development of Personnel Policies and Procedures, Risk Management, Safety Training, Worker's Compensation and Liability, City Wide Public Relations, and Employee Relations and Incentives.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	166,808	129,847	165,819	149,128	145,417
Contractual Services					
Travel & Training	4,171	1,980	5,500	6,134	4,500
Other Operating Expenses	30,889	19,893	29,509	26,713	27,241
Capital Outlay	3,460	0	0	0	0
Total Expenditures	**$205,327**	**$151,720**	**$200,828**	**$181,975**	**$177,158**
Charges to Other Departments					
Net Expenditures	**$205,327**	**$151,720**	**$200,828**	**$181,975**	**$177,158**
Positions					
Full Time	2	2	3	3	3
Part-Time	1				
Total Positions	**3**	**2**	**3**	**3**	**3**

Department Goals:

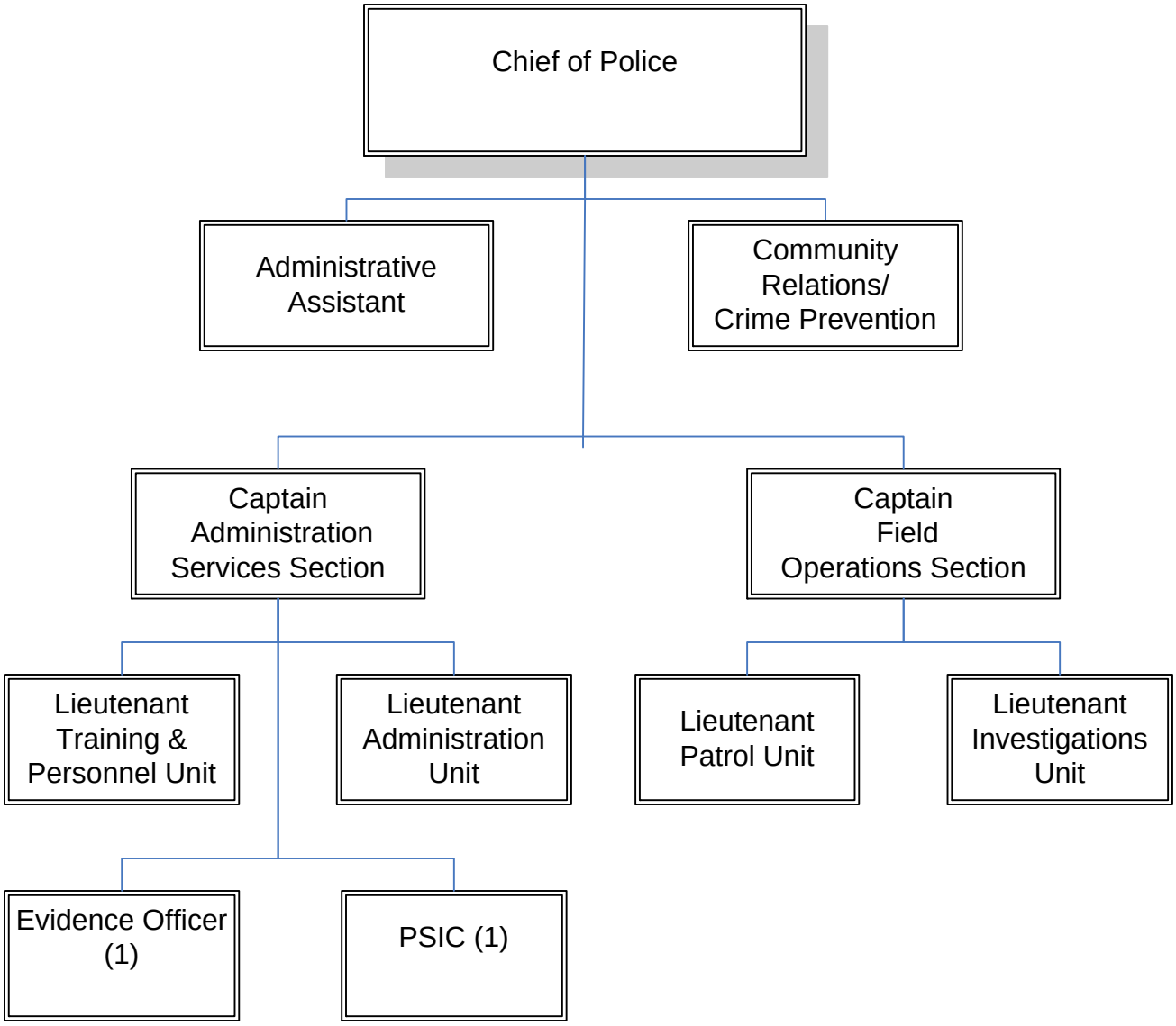
1. Update fields in Payroll and Human Resource computer program.
   Then you can pull reports instead of creating spreadsheets which will be more accurate.
2. Ensure all City employee's are properly trained in all safety issues.

2011 Goals

1. Continuous quality improvement and excellent and seamless customer service.
   Objective: Human Resources will undertake review and enhancement of Human Resource systems, processes, procedures and policies. - **Ongoing**
2. Complete a review of the staffing in all departments.
   Objective: Ensuring the City of Waycross having the proper manning. - **Ongoing**
3. Maintain a diverse, highly skilled, productive, healthy and efficient workforce.
   Objective: Treat every employment decision as an opportunity to hire, train promote, and retain individuals from diverse groups. - **Ongoing**
4. Operational excellence in the delivery of all Human Resources services and functions.
   Objective: Ensuring that the City Policy and Procedures are followed equally. - **Ongoing**
5. Operational excellence in the delivery of all Human Resourc services and functions.
6. Manadatory Training. - **Ongoing**
7. Update all Job Descriptons. - **Ongoing**
8. Audit all personnel records 100%. - **Ongoing**

Police Department

POLICE DEPARTMENT



Police Department

Division Summary

The Police Department preserves and protects the lives and property of all persons living, working or visiting our City. To perform these tasks, this department is composed of the following functional units: Uniform Patrol, Criminal Investigations, Support Services, Municipal Court Service, Training & Personnel, S.W.A.T., Administration, and School Resource Officers.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	3,429,780	3,535,412	3,523,008	3,452,831	3,659,944
Contractual Services					
Travel & Training	51,065	39,233	61,500	49,512	69,327
Other Operating Expenses	563,805	632,514	624,545	561,962	711,987
Capital Outlay	0	0	0	0	0
Total Expenditures	**$4,044,650**	**$4,207,159**	**$4,209,053**	**$4,064,306**	**$4,441,257**
Charges to Other Departments					
Net Expenditures	**$4,044,650**	**$4,207,159**	**$4,209,053**	**$4,064,306**	**$4,441,257**
Positions					
Full Time	70	69	67	67	69
Temporary	1	1	1	1	1
Total Positions	**71**	**70**	**68**	**68**	**70**

Department Goals:

Administration

1. To maintain a professional and courteous bearing while dealing with customers and other employees.
2. To perform all GCIC/NCIC functions with 100% accuracy.
3. Keep the department stocked with necessary supplies to sustain normal operations.
4. To account for and document all incomes of the department including posting bonds, fine payments and any miscellaneous incomes.
5. Ensure all employees are trained, certified and re-certified as needed for their job assignments.
6. To achieve 100% accuracy in the reporting, documenting and distribution of reports.

Criminal Investigations Unit

1. Work toward a comprehensive Citywide community policing strategy.
2. To provide a timely and effective response to emergency situations and calls for service.
3. To attain open lines of communication and data services between all Sections, Units and functions of the department.
4. To ensure that all fiscal, administrative and operational functions are performed to the highest level of accuracy and professional conduct.

Police Department Goals continued

Uniform Patrol

1. Maintain the flow of information between the Uniform Patrol Unit and the Criminal Investigation Unit.
2. Increase the number of arrest of street level drug dealer by increased proactive patrol activity in known drug sale areas.
3. Increase the level of specialized training in all areas of patrol work by sending officers to school for the training and have them return to implement the strategies and techniques learned by sharing the information with other officers.
4. Increase the public's awareness of the laws and statistics of seat belt safety and general traffic safety.
5. Maintain or decrease the number of Alcohol related traffic collisions in the City of Waycross

Support Services

1. To stay professional and courteous while dealing with customers and other employees.
2. Maintain CALEA accreditation files and State Certification files in an organized manner ready for review.
3. To perform all GCIC/NCIC functions with 100% accuracy.
4. To dispose of unnecessary property in the evidence room to create more space to keep the room organized and clean.

Training & Personnel

1. Keep current in all needed areas as an instructor.
2. Recruit more qualified protected class applicants.
3. Utilize all Waycross Police Department instructors a minimum of four times.
4. Provide at least 20 hours of updated training to all employees.
5. Indentify training needs by reviewing employees evaluations.

SWAT

1. Maintain and improve quality of service delivered to the community, providing for their safety during extremely dangerous situations, through the use of S.W.A.T. Team.
2. Maintain a state of rediness for GEMA Area 8 concerning chemical, biological, radiological, nuclear, and explosive incidents that result from a criminal intent.

School Resource Officers

1. Maintain a safe environment for the children of our community to learn in so that each child may attend school without fear or harm threat or intimidation from others, students and otherwise.
2. Establish an open line of communication with the student body so that the school children feel confident that they may speak freely with the SRO on police related matters or on personal issues that they feel they need to speak with someone about.
3. Educate the student body on legal issue, personal safety issues, the dangers associated with driving a vehicle and gang involvement by conducting no less than 2 speeches each semester to various school classes or clubs.

Police Department Goals continued

2011 Goals

Administration

1. Revitalize the Neighborhood Watch Program. Organize at least 2 new neighborhood watch groups and attend one meeting a month of existing watch groups.
2. Start the 911 cell phone bank program to refurbish used cell phones to provide to Senior citizens and victims of abuse for emergency situations.
3. Teach S.A.F.E. (Safe Awareness Familiazation Exchange) in communities. Speak to various community groups upon request and offer home security surveys upon request.
4. Ensure each court session is properly scheduled to include having witness and necessary court staff present.
5. Ensure courtroom security is kept at a high level.
6. Process all probation fees as scheduled to allow more precise budget monitoring throughout the year.

Criminal Investigations Unit

1. Work toward a comprehensive Citywide community policing strategy. Have investigators assigned to each patrol section attend at least two community meetings for their section and for all investigators attend at least two city wide community functions.
2. To provide a timely and effective response to emergency situations and calls for service. Maintain all fleet vehicles/equipment to provide a timely response to all emergency situations and ensure that all investigative personnel attend required certification classes to improve their skills and competency.
3. To attain open lines of communication and data services between all sections, units and functions of the department. Meet at briefing with each of the patrol shifts to gain and input knowledge.
4. Ensure that all fiscal, administrative and operational functions are performed to the highest level of accuracy and professional conduct.

Uniform Patrol

1. Increase the flow of information between the Uniform Patrol Unit and the Criminal Investigation Unit. The objective is to hold meetings between the departments. These meetings will serve as an avenue for the exchange of information concerning wanted persons, suspects of criminal investigations, suspicious activity.
2. Increase the number of arrest of street level drug dealer by increased proactive patrol activity in known drug sale areas.
3. Increase the level of specialized training in all areas of patrol work by sending officers to school for the training and have them return to implement the strategies and techniques learned by sharing the information with other officers.
4. Increase the public's awareness of the laws and statistics of seat belt safety and usage by attending monthly Coastal Area Traffic Enforcement Network meetings and educating motorist through programs sponsored through the Governor's Office of Highway Safety.
5. Maintain or decrease the number of Alcohol related traffic collisions in the City by increasing the number of Multi-Agency roadside sobriety checkpoints to a minimum of 4 per year and drivers license checkpoints to a minimum of 36 per year.

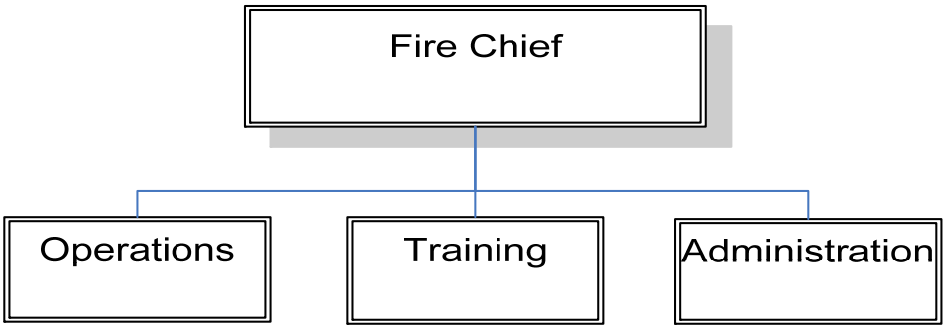
Police Department Goals continued

Support Services

1. Maintain CALEA accreditation files and State Certification files in an organized manner.
2. Perform all GCIC/NCIC functions with 100% accuracy. Ensure the GCIC terminal agency coordinator is reviewing all operations daily and correcting any mistakes and reporting the mistakes to the supervisor.
3. To dispose of unnecessary property in the evidence room to create more space to keep the room organized and clean. The objective to ensure that items stored in the evidence room that have been retained for the full required retention schedule are documented, processed and disposed.

Fire Department

FIRE DEPARTMENT



Fire Department

Division Summary

The Waycross Fire Department provides protection for the lives and property of those within the City of Waycross, Georgia 24 hours a day 7 days a week. This is accomplished through fire prevention and public education, on-going employee training and education, business inspections and pre-fire planning. In the event of an emergency situation, whether man-made or natural disaster, the Waycross Fire Department will respond promptly in order to provide the necessary services or assistance for the mitigation of the emergency.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	2,791,310	2,847,183	2,954,500	2,914,246	3,041,637
Contractual Services					
Travel & Training	6,745	8,533	11,000	10,926	11,000
Other Operating Expenses	229,413	223,657	257,737	240,930	258,192
Capital Outlay	18,588	4,519	14,750	5,636	7,650
Total Expenditures	**$3,046,055**	**$3,083,892**	**$3,237,987**	**$3,171,737**	**$3,318,479**
Charges to Other Departments					
Net Expenditures	**$3,046,055**	**$3,083,892**	**$3,237,987**	**$3,171,737**	**$3,318,479**
Positions					
Full Time	57	54	54	54	54
Temporary					
Total Positions	**57**	**54**	**54**	**54**	**54**

Department Goals:

1. Reinstitute the education incentive pay program for employees.
2. Establish a pre-requisite education promotion program.
3. Develop a fire officer training program for current and future fire department officers.
4. Update and distribute fire department rule and regulations, policies and standard operating procedures.
5. Update department page on City's website.

2011 Goals

1. Implement a relief driver testing system. - **Implemented**
2. Implement Officer Development training. - **Will start in a few months**
3. Improve overall training opportunities for the entire department. - **Ongoing**

Fire Department

Division Summary

The Waycross Fire Department provides protection for the lives and property of those within the City of Waycross, Georgia 24 hours a day 7 days a week. This is accomplished through fire prevention and public education, on-going employee training and education, business inspections and pre-fire planning. In the event of an emergency situation, whether man-made or natural disaster, the Waycross Fire Department will respond promptly in order to provide the necessary services or assistance for the mitigation of the emergency.

Expenditure Summary:

Categories of Expenditures	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 Actual	FY 2011 Budget
Personal Services	2,614,706	2,791,310	2,900,083	2,847,183	2,954,500
Contractual Services					
Travel & Training	10,956	6,745	11,000	8,533	11,000
Other Operating Expenses	269,759	229,413	256,864	223,657	257,737
Capital Outlay	34,944	18,588	17,000	4,519	14,750
Total Expenditures	**$2,930,365**	**$3,046,055**	**$3,184,947**	**$3,083,892**	**$3,237,987**
Charges to Other Departments					
Net Expenditures	**$2,930,365**	**$3,046,055**	**$3,184,947**	**$3,083,892**	**$3,237,987**
Positions					
Full Time	55	57	54	54	54
Temporary					
Total Positions	**55**	**57**	**54**	**54**	**54**

Department Goals:

1. Implement a relief driver testing system.

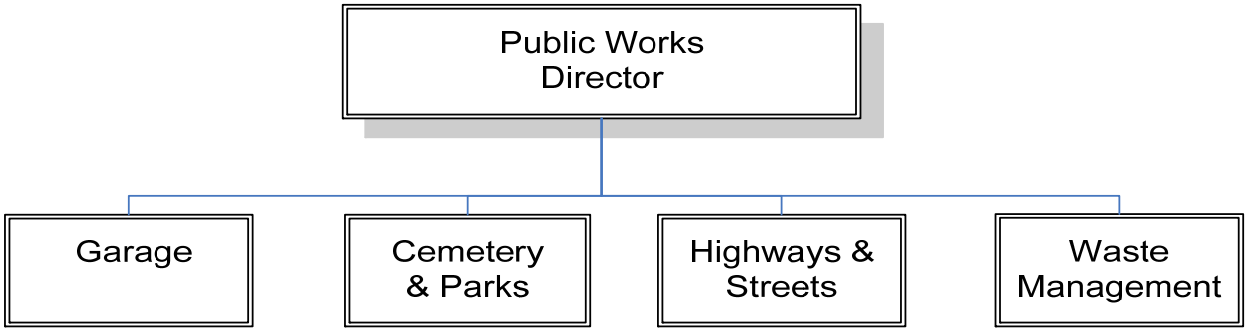
   Objective: Previously time on the job, the ability to put the fire pump in service and drive the truck was all that was required to fill in as a relief driver in the absence of the regular driver. By implementing a relief driver testing system those successful in passing the battery of test will meet the minimum standards recognized by the fire service. The test would include a) practical pumping operations b) street knowledge c) practical driving exercise d) written job knowledge test.

2. Implement Officer Development training.

   Objective: An Officers training program will be implemented to enhance the skills of officers already in the positions as well as training upcoming members of the department as part of succession training. The program will emphasize rules and regulations, interpersonal relation, supervisory skills, scene command and control and leadership. The objectives will also be used for any future promotions of any officer rank.

Public Works

PUBLIC WORKS



Public Works

Division Summary

The Public Works Department is responsible for maintaining the streets, sidewalks and parks of the City. Public Works is also responsible for the administrative functions of the Waste Management , Cemetery, and City Garage departments. Below is the summary of the Administrative and Highways & Streets departments of the Public Works Division.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	763,904	812,260	842,987	837,322	880,427
Contractual Services	79,000	72,417	80,000	79,000	80,000
Travel & Training	3,404	2,704	3,800	3,399	3,700
Other Operating Expenses	345,750	303,096	320,141	328,354	347,162
Capital Outlay	0	8,081	9,499	9,499	0
Total Expenditures	**$1,192,058**	**$1,198,557**	**$1,256,427**	**$1,257,574**	**$1,311,289**
Charges to Other Departments					
Net Expenditures	**$1,192,058**	**$1,198,557**	**$1,256,427**	**$1,257,574**	**$1,311,289**
Positions					
Full Time	22	21	22	22	22
Temporary	2	2	2	2	2
Total Positions	**24**	**23**	**24**	**24**	**24**

Department Goals:

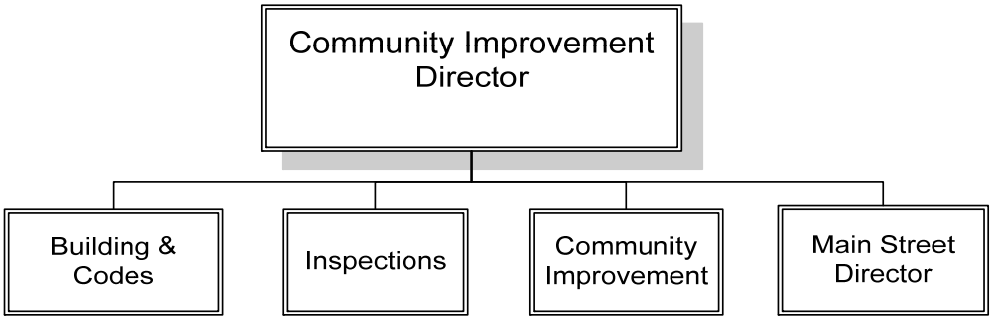
1. Formulate a ordinance to address abandon grocery carts.
2. Secure funding for yearly "Spring & Fall" neighborhood special collection cleanup.
3. Address the needs at the Inert Landfill.
4. Formulate an ordinance to address vacant lot cleanup.
5. Expand recycling endeavors to include plastic & glass.
6. Work with code department to increase special collections to help reduce illegal dumping.
7. Explore ways to increase efficiency in yard trash pickup.

2011 Goals

1. Organize the Adopt a Mile Program. - **Completed**
2. Develop a plan for vacant lot cleanup. - **Ongoing**
3. Devise a plan for yearly neighborhood cleanup. - **Ongoing, Scheduled**
4. Expand recycling program. - **Ongoing**
5. Explore possibilities for tire disposal. - **Completed**
6. Reduce illegal dumping. - **Ongoing**

Community Development

COMMUNITY DEVELOPMENT



Community Improvement

Division Summary

The Department of Community Improvement consists of two divisions: Inspections and Administration. The Inspections division consist of a building and code inspector, city marshal/city planner, and two code enforcement officers. Within the Administration division, all grant procedures for the City of Waycross are handled, as well as all the housing programs for the City, including the CHIP Program. Within the DCI all inspections, planning and zoning, permits, code enforcement, grants, business licensing and housing programs for the City takes place on a daily basis.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	314,121	314,604	301,852	283,857	355,601
Contractual Services					
Travel & Training	11,754	4,801	11,500	7,033	11,500
Other Operating Expenses	67,618	63,090	38,709	27,180	49,779
Capital Outlay	765	705	5,100	4,733	2,000
Total Expenditures	**$394,258**	**$383,200**	**$357,162**	**$322,803**	**$418,880**
Charges to Other Departments					
Net Expenditures	**$394,258**	**$383,200**	**$357,162**	**$322,803**	**$418,880**
Positions					
Full Time	9	9	6	6	7
Part-Time					
Total Positions	**9**	**9**	**6**	**6**	**7**

Department Goals:

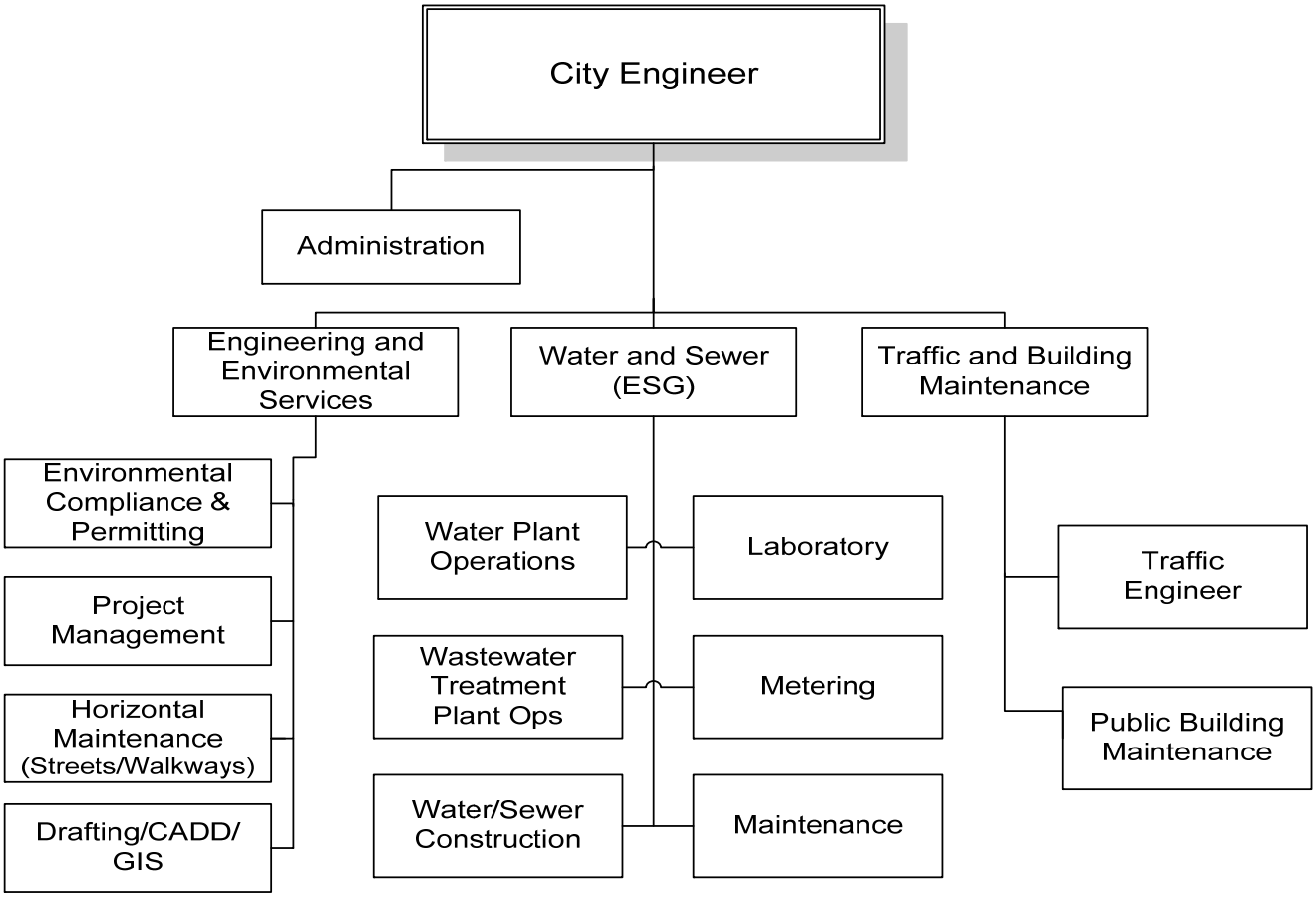
1. Have Code Department certified in respected areas.
2. Work with other departments on making plan reviews for Commercial Structures easier and faster.
3. To get more up to date training on the CDBG and CHIP Programs.
4. Establish a list of the 100 worst Homes and work that list.
5. To find and indentify all grant funding.
6. Need to do more extensive research to find more grants for housing and public facilities in the area.

2011 Goals

1. Work toward having Code Department certified in respected areas. - **Ongoing**
2. Work with other departments on making plan review for Commercial Structures easier and faster. - **Ongoing**
3. Demolish 50 houses. - **Ongoing**
4. Continue to improve Customer Service. - **Ongoing**
5. To find and indentify all grant funding. - **Ongoing**
6. Training in the development area and in grant administration. - **Ongoing**

Engineering

ENGINEERING DEPARTMENT



Engineering

Division Summary

This division is responsible for construction inspections of water and sewer improvements and street and drainage improvements. They also handle permitting for soil erosion, storm drainage, industrial pretreatment and storm water management. Engineering is also responsible for the administrative functions of the Water and Sewer operations, Building Maintenance and Traffic Engineering.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	624,828	667,373	688,962	657,456	723,320
Contractual Services					
Travel & Training	4,173	2,228	4,600	1,962	5,300
Other Operating Expenses	424,664	421,516	446,792	461,149	517,012
Capital Outlay	85,993	70,718	59,900	57,404	51,500
Total Expenditures	**$1,139,659**	**$1,161,833**	**$1,200,255**	**$1,177,970**	**$1,297,132**
Charges to Other Departments					
Net Expenditures	**$1,139,659**	**$1,161,833**	**$1,200,255**	**$1,177,970**	**$1,297,132**
Positions					
Full Time	13	13	13	13	13
Temporary	1		1	1	1
Total Positions	**14**	**13**	**14**	**14**	**14**

Department Goals:

1. Achieve progressive improvement of City infrastructure.
   Develop Robust Capital Improvements Program
   Secure fund options and execute programmed capital projects
2. Improve City traffic flow and minimize traffic and pedestrian safety hazards.
   Objective: Continue to pursue sign, signal and lane improvements.
   Continue aggressive sign and signal upgrade program.
   Support development and deployment of Traffic Calming Program. Achieve progressive improvement in street lighting coveragte where warranted.
3. Promote City growth and Economic Development.
   Objective: Continue to support local development authority industrial recruitment efforts.
   Leverage wastewater treatment capacity to posture city as provider of choice for surrounding community. Complete/refine developer's package to help citizens negotiate city permitting process.
   Improve/modernize Policy, Procedures & Ordinances relating to primary city infrastructure.
4. Maintain sound environmental stewardship.
   Implement NPDES and drinking water permit requirements
   Prepare for imminent Phase II NPDES Storm water Permit coverage. Review and update ordinances to balance compliance costs with environmental risk. Sustain on-going partnership with Satilla Riverkeeper.

Engineering Department Goals continued

5. Maximize division productivity.
   Continue to promote staff professional development. Matrix existing staff talent to build contract/project inspection pool. Put project management tools in hands of traffic and street/drainage staff. Evaluate project management software to track/manage work and project requirements. Continue to scan & archive city maps, plats, as built drawings. Continue to develop/refine GIS mapping and CADD technology and exploit new applications.

2011 Goals

1. Achieve progressive improvement of City infrastructure.
   Objective: Develop Robust Capital Improvements Program. Secure funding options and execute programmed capital projects. - **Ongoing**
2. Improve City traffic flow and minimize traffic and pedestrian safety hazards.
   Objective: Continue to pursue sign, signal and lane improvements. Continue support of follow-on rail expansion related projects. Continue aggressive sign and signal upgrade program. Support development and deployment of Traffic Calming Program. Achieve progressive improvement in street lighting coveragte where warranted. - **Ongoing**
3. Promote City growth and Economic Development.
   Objective: Continue to support local development authority industrial recruitment efforts. Leverage wastewater treatment capacity to posture city as provider of choice for surrounding community. Complete/refine developer's package to help citizens negotiate city permitting process. - **Ongoing**
4. Maintain sound environmental stewardship.
   Objective: Prepare for impending NPDES permit renewal and drinking water permit requirements. Prepare for imminent Phase II NPDES Storm water Permit coverage. Review and update ordinances to balance compliance costs with environmental risk. Sustain on-going partnership with Satilla Riverkeeper. - **Ongoing**
5. Maximize division productivity.
   Objective: Continue to promote staff professional development. Matrix existing staff talent to build contract/project inspection pool. Put project management tools in hands of traffic and street/drainage staff. Evaluate project management software to track/manage work and project requirements. Continue to scan & archive city maps, plats, as built drawings. Continue to develop/refine GIS mapping and CADD technology and exploit new applications. - **Ongoing**

General Fund Non-Operating

Non-Operating

Department Summary

The Non-Operating summary includes Non-Departmental and Inter Governmental Expenditures.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services					
Contractual Services					
Travel & Training					
Other Operating Expenses	71,269	87,567	127,533	138,605	121,033
Capital Outlay					
Total Expenditures	**$71,269**	**$87,567**	**$127,533**	**$138,605**	**$121,033**
Charges to Other Departments	507,232	507,232	426,905	412,283	410,014
Net Expenditures	**$578,501**	**$594,799**	**$554,438**	**$550,888**	**$531,047**
Positions					
Full Time					
Temporary					
Total Positions	**0**	**0**	**0**	**0**	**0**

Enterprise Funds

Water and Sewer Fund Summary

Water & Sewer Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Utility Service Fees	5,195,972	5,141,730	5,271,300	5,168,372	5,271,300
Water/Sewer Taps	18,727	22,228	32,000	13,201	15,000
Reinstatement Charges	98,258	117,721	98,000	121,860	110,000
Loads to Disposal	56,285	201,472	105,100	183,903	130,000
Account Set Up Fee	20,340	19,995	21,000	20,025	20,000
Disconnect Fee	48,974	63,630	53,000	63,009	55,000
Sewer Fees-Satilla W/S Authority	214,923	250,870	240,000	258,371	275,000
Utility Site Rental Fees	60,865	73,251	63,000	75,567	75,000
Miscellaneous Revenue	16,144	19,693	14,100	56,511	13,600
Total Revenues	**$5,730,488**	**$5,910,590**	**$5,897,500**	**$5,960,819**	**$5,964,900**
Reimb from Other Departments	0	0	0	0	0
Net Revenues	**$5,730,488**	**$5,910,590**	**$5,897,500**	**$5,960,819**	**$5,964,900**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Water & Sewer Operations	3,633,755	3,386,915	3,583,166	3,253,816	3,582,485
Non-Operating	1,099,711	1,101,820	1,107,530	1,105,457	1,106,447
Total Expenditures	**$4,733,466**	**$4,488,735**	**$4,690,696**	**$4,359,273**	**$4,688,932**
Charges to Other Departments	1,089,010	1,228,668	1,206,804	1,206,804	1,275,968
Net Expenditures	**$5,822,476**	**$5,717,403**	**$5,897,500**	**$5,566,077**	**$5,964,900**
Positions					
Full Time	0	0	0	0	0
Temporary					
Total Positions	**0**	**0**	**0**	**0**	**0**

Water and Sewer Operations

Water and Sewer Operations

Department Summary

ESG Operations, Inc.operates the Water Plant and the Wastewater Treatment Plant under an annual contract.This contractual service is monitored directly by the City Engineer. The Water Plant is responsible for supplying the citizens and guests of the City of Waycross with an adequate supply of safe drinking water. The Wastewater Treatment Plant treats residential, commercial and industrial wastewater in accordance with state and federal regulations. Other activities of this fund include the Laboratory which performs weekly tests throughout the City to ensure the safety of the water supply and performing tests on the Treatment Plant effluent to determine the quality of the wastewater being discharged into the Satilla Rivers basin. Two more activities include the reading of all water meters billed by the City and the maintenance of the water and sewer infrastructure.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	0	0	0	0	0
Contractual Services	2,355,242	2,366,299	2,427,780	2,427,780	2,474,220
Travel & Training	0	0	0	0	0
Other Operating Expenses	399,031	405,698	494,282	392,664	428,332
Capital Outlay	879,482	614,918	661,105	433,372	679,933
Total Expenditures	**$3,633,755**	**$3,386,915**	**$3,583,166**	**$3,253,816**	**$3,582,485**
Charges to Other Departments					
Net Expenditures	**$3,633,755**	**$3,386,915**	**$3,583,166**	**$3,253,816**	**$3,582,485**
Positions					
Full Time	0	0	0	0	0
Temporary					
Total Positions	**0**	**0**	**0**	**0**	**0**

Water and Sewer Non-Operating

Non-Operating

Department Summary

The Non-Operating summary includes Non-Department and Inter Governmental Expenditures.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services					
Contractual Services					
Travel & Training					
Other Operating Expenses	1,099,711	1,101,820	1,107,530	1,105,457	1,106,447
Capital Outlay					
Total Expenditures	**$1,099,711**	**$1,101,820**	**$1,107,530**	**$1,105,457**	**$1,106,447**
Charges to Other Departments	1,089,010	1,228,668	1,206,804	1,206,804	1,275,968
Net Expenditures	**$2,188,721**	**$2,330,488**	**$2,314,334**	**$2,312,261**	**$2,382,415**
Positions					
Full Time					
Temporary					
Total Positions					

Waste Management Fund Summary

Waste Management Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Residential Garbage Fees	880,857	885,039	879,795	872,883	878,736
Trash Collection Fees	507,078	506,358	506,124	499,013	505,065
Reinstatement Fees	36,325	35,797	31,000	37,492	37,000
Miscellaneous Revenue	482	571	0	0	0
Garbage Container Violation	0	165	200	0	100
Container Deposits	5,150	3,835	4,000	4,600	4,000
Special Collections	8,100	5,745	4,500	6,385	5,000
Disconnect Fee	16,325	21,210	20,000	21,026	20,000
Misc Trailer Rentals	0	0	0	0	0
Reimb: General Fund	30,000	0	0	0	0
Total Revenues	**$1,484,317**	**$1,458,719**	**$1,445,619**	**$1,441,399**	**$1,449,901**
Reimb from Other Departments					
Net Revenues	**$1,484,317**	**$1,458,719**	**$1,445,619**	**$1,441,399**	**$1,449,901**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Garbage/Yard Trash Collection	1,433,589	1,302,888	1,355,994	1,307,529	1,384,535
Brown/White Goods	8,307	7,212	10,000	4,929	10,000
Recyclable Collection	0	0	0	0	0
Landfill Closure	12,205	18,455	24,000	14,925	24,000
Non-Operating	0	0	0	0	0
Total Expenditures	**$1,454,102**	**$1,328,555**	**$1,389,994**	**$1,327,383**	**$1,418,535**
Charges to Other Departments	31,009	32,095	55,625	31,199	31,366
Net Expenditures	**$1,485,110**	**$1,360,650**	**$1,445,619**	**$1,358,583**	**$1,449,901**
Positions					
Full Time	10	8	7	7	7
Temporary					
Total Positions	**10**	**8**	**7**	**7**	**7**

Garbage & Trash Collection

Garbage & Trash Collection

Department Summary

The Waste Management Fund is under the supervision of the Public Works Director. Collection and disposal of residential and commercial garbage is handled under a contract with Southland Waste. Yard trash is collected bi-weekly by city employees.

Expenditure Summary:

Categories of Expenditures	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	410,231	274,200	286,334	269,147	296,992
Contractual Services	713,844	713,844	713,844	714,025	728,112
Travel & Training	46	0	0	0	0
Other Operating Expenses	347,494	369,836	430,441	371,031	409,797
Capital Outlay	13,496	2,770	15,000	4,380	15,000
Total Expenditures	**$1,485,110**	**$1,360,650**	**$1,445,619**	**$1,358,583**	**$1,449,901**
Charges to Other Departments					
Net Expenditures	**$1,485,110**	**$1,360,650**	**$1,445,619**	**$1,358,583**	**$1,449,901**
Positions					
Full Time	10	8	7	7	7
Temporary					
Total Positions	**10**	**8**	**7**	**7**	**7**

Special Revenue Funds

Cemetery Fund Summary

Cemetery Fund

This department is under the Public Works Director's supervision. Responsibilities include maintaining all cemeteries within the city. The sale of cemetery lots as well as issuing monument and burial permits is handled by this department.

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Sales: Cemetery Lots	69,342	42,450	65,000	37,250	50,000
Interment Fees	66,715	60,650	66,455	64,892	65,000
Monument & Transfer Fees	13,860	9,163	10,000	8,937	10,000
Reimb: General Fund	71,517	0	0	0	0
Miscellaneous Revenue	259	236	0	0	0
Reimb Cemetery Trust Fund	0	0	0	0	21,373
Total Revenues	**$221,693**	**$112,499**	**$141,455**	**$111,079**	**$146,373**
Reimb from Other Departments					
Net Revenues	**$221,693**	**$112,499**	**$141,455**	**$111,079**	**$146,373**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	97,901	37,000	37,462	37,405	39,810
Contractual Services	29,954	20,204	40,000	34,079	40,000
Travel & Training	0	0	0	0	0
Other Operating Expenses	57,967	57,461	52,293	52,685	54,802
Capital Outlay	0	0	0	0	0
Total Expenditures	**$185,822**	**$114,665**	**$129,755**	**$124,169**	**$134,611**
Charges to Other Departments	11,628	12,035	11,700	11,700	11,762
Net Expenditures	**$197,450**	**$126,700**	**$141,455**	**$135,869**	**$146,373**
Positions					
Full Time	2	1	1	1	1
Temporary					
Total Positions	**2**	**1**	**1**	**1**	**1**

WPD Information Technology Fund Summary

WPD Information Technology Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
All Funds Contributions	31,747	26,384	28,800	21,973	28,000
Total Revenues	**$31,747**	**$26,384**	**$28,800**	**$21,973**	**$28,000**
Reimb from Other Departments					
Net Revenues	**$31,747**	**$26,384**	**$28,800**	**$21,973**	**$28,000**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Computers/Equipment	33,191	22,883	28,800	24,736	28,000
Total Expenditures	**$33,191**	**$22,883**	**$28,800**	**$24,736**	**$28,000**
Charges to Other Departments					
Net Expenditures	**$33,191**	**$22,883**	**$28,800**	**$24,736**	**$28,000**
Positions					
Full Time					
Temporary					
Total Positions					

Hotel/Motel Fund Summary

Hotel/Motel Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Hotel/Motel Revenues	185,765	237,631	225,000	305,442	300,000
Total Revenues	**$185,765**	**$237,631**	**$225,000**	**$305,442**	**$300,000**
Reimb from Other Departments					
Net Revenues	**$185,765**	**$237,631**	**$225,000**	**$305,442**	**$300,000**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Hotel/Motel Expenditures	185,762	237,495	225,000	302,675	300,000
Total Expenditures	**$185,762**	**$237,495**	**$225,000**	**$302,675**	**$300,000**
Charges to Other Departments					
Net Expenditures	**$185,762**	**$237,495**	**$225,000**	**$302,675**	**$300,000**
Positions					
Full Time					
Temporary					
Total Positions					

Special Purpose Local Option Sales Tax 2008

SPLOST 2008

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
SPLOST Revenues	1,412,306	1,645,485	1,600,000	1,921,188	1,692,000
Total Revenues	**$1,412,306**	**$1,645,485**	**$1,600,000**	**$1,921,188**	**$1,692,000**
Reimb from Other Departments					
Net Revenues	**$1,412,306**	**$1,645,485**	**$1,600,000**	**$1,921,188**	**$1,692,000**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Engineering Roads and Streets	0	241,599	1,102,000	972,987	782,000
Police Department Project	0	13,168	684,000	607,361	150,000
Fire and Special Purpose Vehicles	665,211	0	29,000	28,541	0
Property Acquisition & Demolition		0	0	0	75,000
Water/Sewer Rehab & Expansion		0	50,000	30,483	200,000
Information Technology		50,142	3,000	2,480	15,000
DWDA Projects			0	0	0
Public Works Facility/Armory					470,000
Rehab City Auditorium		19,500	128,000	124,478	0
Total Expenditures	**$665,211**	**$324,410**	**$1,996,000**	**$1,766,329**	**$1,692,000**
Charges to Other Departments					
Net Expenditures	**$665,211**	**$324,410**	**$1,996,000**	**$1,766,329**	**$1,692,000**
Positions					
Full Time					
Temporary					
Total Positions					

Internal Service Funds

Garage Fund Summary

Garage Fund

The Garage Fund is under the supervision of the Public Works Director. The mission of the garage is to service and repair all vehicles and equipment owned or contractually supported by the city of Waycross. To perform preventive maintenance and to uphold the fleet program is another responsibility of the City Garage.

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
All Funds Contributions	380,912	401,183	384,164	384,164	392,070
Miscellaneous Revenue					
Total Revenues	**$380,912**	**$401,183**	**$384,164**	**$384,164**	**$392,070**
Reimb from Other Departments					
Net Revenues	**$380,912**	**$401,183**	**$384,164**	**$384,164**	**$392,070**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	297,674	318,483	325,550	317,631	339,594
Contractual Services					
Travel & Training	1,123	931	2,500	115	1,500
Other Operating Expenses	56,824	68,000	56,114	39,500	50,976
Capital Outlay	6,795	9,499	0	0	0
Total Expenditures	**$362,415**	**$396,913**	**$384,164**	**$357,246**	**$392,070**
Charges to Other Departments					
Net Expenditures	**$362,415**	**$396,913**	**$384,164**	**$357,246**	**$392,070**
Positions					
Full Time	7	7	7	7	7
Temporary	0	0	0	0	0
Total Positions	**7**	**7**	**7**	**7**	**7**

Data Processing Fund Summary

Data Processing Fund

The Data Processing Fund is supervised by the Finance Director. The responsibility of this department is to carry out all accounting and general ledger entries, balancing bank statements, utility billing functions, and fixed asset requirements. This department is responsible for the maintenance of city wide computers and network systems, which includes the daily maintenance of the Web Page.

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
All Funds Contributions	318,096	332,017	321,814	321,814	278,848
All Funds Reimb-IT Exp	28,500	33,073	33,073	33,073	33,120
Miscellaneous Revenue					
Total Revenues	**$346,596**	**$365,090**	**$354,887**	**$354,887**	**$311,968**
Reimb from Other Departments					
Net Revenues	**$346,596**	**$365,090**	**$354,887**	**$354,887**	**$311,968**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	225,230	219,980	193,625	191,340	200,737
Contractual Services			45,000	36,943	0
Travel & Training	1,070	2,152	4,500	1,797	2,000
Other Operating Expenses	96,808	106,750	101,762	100,173	103,231
Capital Outlay	448	8,659	10,000	4,466	6,000
Total Expenditures	**$323,555**	**$337,541**	**$354,887**	**$334,720**	**$311,968**
Charges to Other Departments					
Net Expenditures	**$323,555**	**$337,541**	**$354,887**	**$334,720**	**$311,968**
Positions					
Full Time	5	5	4	4	4
Temporary	0	0	0	0	0
Total Positions	**5**	**5**	**4**	**4**	**4**

Public Buildings Fund Summary

Public Buildings Fund

The Public Buildings Fund is supervised by the City Engineer. The responsibility of this department is to maintain and upkeep of all buildings and facilities used by the City. This department also assist the Traffic Engineering Department when needed to block roads or assist with unexpected circumstances.

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Acutal	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
All Funds Contributions	97,076	100,699	98,125	98,125	100,340
Miscellaneous Revenue					
Total Revenues	**$97,076**	**$100,699**	**$98,125**	**$98,125**	**$100,340**
Reimb from Other Departments					
Net Revenues	**$97,076**	**$100,699**	**$98,125**	**$98,125**	**$100,340**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Acutal	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Personal Services	69,666	70,899	78,021	71,217	81,213
Contractual Services					
Travel & Training	20	358	560	60	560
Other Operating Expenses	12,008	14,884	19,544	16,773	18,567
Capital Outlay	0	0	0	0	0
Total Expenditures	**$81,694**	**$86,142**	**$98,125**	**$88,050**	**$100,340**
Charges to Other Departments					
Net Expenditures	**$81,694**	**$86,142**	**$98,125**	**$88,050**	**$100,340**
Positions					
Full Time	2	2	2	2	2
Temporary					
Total Positions	**2**	**2**	**2**	**2**	**2**

Liability Insurance Fund Summary

Liability Insurance Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
All Funds Contributions	242,453	237,441	205,000	204,998	205,000
Miscellaneous Revenue	0	0	0	0	0
Total Revenues	**$242,453**	**$237,441**	**$205,000**	**$204,998**	**$205,000**
Reimb from Other Departments					
Net Revenues	**$242,453**	**$237,441**	**$205,000**	**$204,998**	**$205,000**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Premium Auto	42,871	41,994	45,000	40,468	45,000
Premium Liability	93,236	97,546	100,000	96,197	100,000
Premium Property	15,178	15,067	20,000	16,799	20,000
Claims Payment	10,205	4,699	40,000	38,584	40,000
Reserve					
Total Expenditures	**$161,490**	**$159,306**	**$205,000**	**$192,048**	**$205,000**
Charges to Other Departments					
Net Expenditures	**$161,490**	**$159,306**	**$205,000**	**$192,048**	**$205,000**
Positions					
Full Time					
Temporary					
Total Positions					

Health Insurance Fund Summary

Health Insurance Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
City Premium	1,052,880	1,078,983	1,050,878	1,050,878	1,313,886
Interest	1,475	738	0	0	0
Miscellaneous Revenue	74	113	0	274	0
Employee Premiums	383,947	408,860	388,938	401,864	390,000
Retired Premiums	15,862	19,138	17,208	19,293	21,180
Group Life	19,056	18,541	18,753	19,773	19,286
Reserve for Claims					
Total Revenues	**$1,473,295**	**$1,526,374**	**$1,475,777**	**$1,492,081**	**$1,744,352**
Reimb from Other Departments					
Net Revenues	**$1,473,295**	**$1,526,374**	**$1,475,777**	**$1,492,081**	**$1,744,352**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Health Claims	1,198,032	1,561,420	1,168,714	1,456,594	1,425,289
Administration Fees	259,322	265,341	288,000	282,700	300,000
Life Insurance	18,511	18,542	19,063	20,318	19,063
Total Expenditures	**$1,475,866**	**$1,845,303**	**$1,475,777**	**$1,759,612**	**$1,744,352**
Charges to Other Departments					
Net Expenditures	**$1,475,866**	**$1,845,303**	**$1,475,777**	**$1,759,612**	**$1,744,352**
Positions					
Full Time					
Temporary					
Total Positions					

Retirement Fund Summary

Retirement Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Interest					
Retirement Contribution	611,795	859,614	924,059	924,059	1,123,227
Miscellaneous Revenue					
Total Revenues	**$611,795**	**$859,614**	**$924,059**	**$924,059**	**$1,123,227**
Reimb from Other Departments					
Net Revenues	**$611,795**	**$859,614**	**$924,059**	**$924,059**	**$1,123,227**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Retirement Payments	616,089	859,337	924,059	881,932	1,123,227
Fund Balance					
Total Expenditures	**$616,089**	**$859,337**	**$924,059**	**$881,932**	**$1,123,227**
Charges to Other Departments					
Net Expenditures	**$616,089**	**$859,337**	**$924,059**	**$881,932**	**$1,123,227**
Positions					
Full Time					
Temporary					
Total Positions					

Worker's Compensation Fund Summary

Worker's Compensation Fund

Revenues

Revenue Summary:

Categories of Revenues	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
All Funds Contributions	529,705	357,695	349,768	458,091	294,982
Miscellaneous Revenue					
Total Revenues	**$529,705**	**$357,695**	**$349,768**	**$458,091**	**$294,982**
Reimb from Other Departments					
Net Revenues	**$529,705**	**$357,695**	**$349,768**	**$458,091**	**$294,982**

Expenditures

Expenditure Summary:

Categories of Divisions	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget
Expenditure for Claims	172,008	185,828	214,768	349,398	209,982
Administration Cost	73,411	74,273	85,000	56,463	85,000
Reserve for Claims	0	0	50,000	0	0
Total Expenditures	**$245,419**	**$260,101**	**$349,768**	**$405,861**	**$294,982**
Charges to Other Departments					
Net Expenditures	**$245,419**	**$260,101**	**$349,768**	**$405,861**	**$294,982**
Positions					
Full Time					
Temporary					
Total Positions					

DETAIL BY LINE ITEM, DEPARTMENT DUTIES & PEFORMANCE MEASURES

General Fund Revenue

GENERAL FUND - REVENUES

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-31-1100	Current Year Adv Tax	2,340,170	2,673,027	2,700,000	2,870,421	3,100,000
100-31-1120	Timber Tax	0	151	0	470	0
100-31-1200	Prior Year Adv Tax (1)	102,370	97,242	113,000	189,884	113,000
100-31-1201	Prior Year Adv Tax (2)	6,727	12,846	10,000	37,272	15,000
100-31-1202	Prior Year Adv Tax (3)	2,097	5,174	3,500	11,892	5,000
100-31-1203	Prior Year Adv Tax (4)	513	1,203	1,000	14,620	5,000
100-31-1204	Prior Year Adv Tax (5)	1,575	1,134	1,000	227,263	1,200
100-31-1205	All Prior Year Taxes	632	21,222	500	0	500
100-31-1310	Motor Vehicle/Mobile Homes	239,642	208,920	243,000	242,940	243,000
100-31-1350	Railroad Equipment Tax	58,541	55,833	55,000	64,346	64,000
100-31-1600	Real Estate Tax-Intangible	21,207	14,973	25,000	13,377	15,000
100-31-1700	Utility Franchise Tax	1,242,201	1,218,501	1,280,000	1,286,507	1,300,000
100-31-3100	Local Option Sales Tax	3,275,595	3,099,140	3,300,000	3,225,746	3,340,000
100-31-4100	Hotel/Motel Tax	146,478	142,578	135,000	181,605	180,000
100-31-4300	Mixed Drink Tax	15,600	13,807	15,000	16,669	15,000
100-31-6100	Business License	751,027	639,055	755,000	677,526	755,000
100-31-6200	Insurance Tax	858,161	850,109	850,000	825,403	850,000
100-31-9100	Current Year Adv Tax Interest	32,218	25,157	24,000	187,063	24,000
	Total City Taxes	**9,094,754**	**9,080,073**	**9,511,000**	**10,073,004**	**10,025,700**
100-32-1100	Liquor & Wine Tax	37,370	31,732	35,000	36,988	36,600
100-32-1110	Beer Tax	213,579	222,470	220,772	223,469	219,261
	Alcohol Wbolesale Tax	**250,949**	**254,202**	**255,772**	**260,457**	**255,861**
100-32-2120	Building Permits	32,417	48,488	40,000	50,996	43,000
100-32-2125	Fire Inspections Permits	1,030	858	1,300	246	1,300
100-32-2130	Plumbing Permits	3,188	4,345	3,600	3,492	3,600
100-32-2140	Electrical Permits	3,710	7,821	4,500	9,487	7,000
100-32-2160	Mechanical Permits	2,434	4,299	3,200	6,734	6,000
100-32-2175	Manufactured Home Permit	800	200	1,500	598	1,000
100-32-2190	County Inspection Fees	-1,452	0	0	0	0
100-32-2220	House Moving Permits	225	75	300	75	300
100-32-2230	Signs Permits	2,355	485	2,000	0	1,000
100-32-2990	Miscellaneous Permits	200	0	300	0	300
	Total Code Enforcement	**44,907**	**66,571**	**56,700**	**71,629**	**63,500**
100-33-3000	Housing Authority in Lieu of Taxes	27,672	25,818	27,000	29,710	30,000
	Total Intragovernmental	**27,672**	**25,818**	**27,000**	**29,710**	**30,000**

GENERAL FUND - REVENUES

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-34-1300	Planning & Development	3,000	800	4,000	0	1,000
100-34-1390	Variance Fees	1,280	2,105	1,300	360	1,300
100-34-1391	Special Exception Fees	0	0	500	0	500
100-34-1392	Rezoning Fees	200	450	500	1,062	500
100-34-1393	Administrative Review Fee	0	0	0	0	0
100-34-1395	Sub-Division Fees	54	0	100	0	100
100-34-1396	Miscellaneous Permits & Fees	2,892	4,380	3,500	3,313	3,500
100-34-1397	Demolition Permits	675	625	2,500	1,275	2,500
100-34-1398	Vacancy Inspection Fees	3,195	3,620	3,500	4,180	3,500
100-34-1400	Printing/Duplication Code, Zoning, et	138	136	500	170	500
100-34-1910	Election Qualifying Fee	0	720	0	0	0
100-34-3110	Driveways & Culverts Revenue	2,000	1,939	3,000	461	3,000
	Total Miscellaneous Fees	**13,433**	**14,775**	**19,400**	**10,820**	**16,400**
100-34-2000	Reimb: Housing Authority	56,906	62,207	60,000	13,840	0
100-34-2101	Reimb: Board of Education SRO	162,814	153,255	140,000	117,545	110,000
100-34-2102	Fire and Burglar Alarms Fees	280	-140	0	0	0
100-34-2901	Miscellaneous Police Fees	30,041	32,842	30,000	31,110	30,000
	Total Miscellaneous Police Revenue	**250,041**	**248,164**	**230,000**	**162,495**	**140,000**
100-34-9901	Channel 42 Broadcasting Fees	384	606	0	389	0
100-34-9902	Channel 42 City Revenue	18,972	18,552	15,000	20,299	18,000
100-34-9903	Channel 42 Split Revenue	0	42	1,000	30	1,000
100-34-9906	Channel 42 Video Tape Copies	0	30	0	0	0
	Total Channel 42 Revenue	**19,356**	**19,230**	**16,000**	**20,718**	**19,000**
100-35-1170	Municipal Court Fines & Forfeitures	530,453	541,378	520,000	423,752	520,000
100-35-1171	Municipal Court Probationary Fees	9,839	9,114	10,000	8,554	10,000
100-35-1172	Municipal Court Attorney Fees		1,722	40,000	19,414	20,000
	Total Fines & Forfeiture Revenue	**540,292**	**552,214**	**570,000**	**451,719**	**550,000**
100-36-1000	Cash-in-Bank Interest Earned	0	0	0	586	0
100-36-1011	Bond Deposit Interest	1,163	796	1,000	552	1,000
100-36-1500	Interest Public Funds	17,336	4,458	4,000	2,216	4,000
	Total Interest Income	**18,499**	**5,254**	**5,000**	**3,354**	**5,000**
100-38-1000	Rental Income	0	13	100	0	100
100-38-9000	Miscellaneous Receipts	7,482	9,609	10,000	654	10,000
100-38-9010	Misc. GEMA Reimbursements	280,950	0	0	0	0
100-38-9900	Surplus Property Sales	54,193	24,102	40,000	30,358	40,000
	Total Miscellaneous Revenue	**342,625**	**33,724**	**50,100**	**31,011**	**50,100**
100-39-1200	Reimb: Water & Sewer Fund	747,876	871,822	863,733	863,733	963,733
100-39-1201	Reimb: Special Purpose Sales Tax Fc	0	106,120	200,000	84,111	250,000
100-39-1202	Reimb: Cemetery Fund	24,352	25,845	25,845	25,845	25,845
100-39-1207	Reimb: Waste Management	178,194	197,218	197,218	197,218	222,218
100-39-1209	Reimb: Community Improvement	0	46,618	30,000	0	55,000
100-39-1210	Fund Balance		0	0	0	40,936
	Total Reimbursements	**950,422**	**1,247,623**	**1,316,796**	**1,170,907**	**1,557,732**
TOTAL GENERAL FUND REVENUES		**11,552,951**	**11,547,648**	**12,057,768**	**12,285,825**	**12,713,293**

General Fund Expenditures

Executive Division

Mayor

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-310-30-1100	Salaries	8,102	8,102	8,102	8,102	8,102
100-51-1-310-30-2200	Social Security	620	620	620	620	620
100-51-1-310-30-2400	Retirement	533	988	1,092	1,092	1,305
100-51-1-310-30-2700	Worker's Comp	1,715	1,690	1,690	1,690	1,398
	Personal Services	**10,969**	**11,399**	**11,503**	**11,503**	**11,425**
100-52-1-310-30-3100	Liability Insurance	1,196	1,233	1,107	1,107	1,104
100-52-1-310-30-3200	Communication	764	659	480	337	480
100-52-1-310-30-3500	Business Travel	3,277	3,000	3,500	4,068	3,500
100-52-1-310-30-3600	Dues & Subscription	0	30	500	713	700
100-52-1-310-30-3700	Business Training	2,170	1,131	2,500	1,935	2,500
100-53-1-310-30-1100	General Operating	487	1,010	1,770	1,940	1,770
100-53-1-310-30-1270	Gas	600	500	0	0	0
100-57-1-310-30-9000	Contingency	208	657	1,000	391	1,000
	Operating Expenses	**8,702**	**8,219**	**10,857**	**10,490**	**11,054**
TOTAL MAYOR		**19,671**	**19,618**	**22,360**	**21,993**	**22,479**

Commissioners

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-110-31-1100	Salaries	30,066	30,066	30,000	30,066	30,000
100-51-1-110-31-2200	Social Security	2,300	2,300	2,295	2,300	2,295
100-51-1-110-31-2400	Retirement	1,973	3,657	4,044	4,044	4,833
100-51-1-110-31-2700	Worker's Comp	8,575	8,448	8,449	8,448	6,990
	Personal Services	**42,915**	**44,472**	**44,788**	**44,859**	**44,118**
100-52-1-110-31-3100	Liability Insurance	3,705	3,860	3,382	3,382	3,382
100-52-1-110-31-3200	Communication	2,128	1,750	0	0	0
100-52-1-110-31-3300	Advertisement	681	0	500	0	0
100-52-1-110-31-3500	Business Travel	13,918	6,746	11,500	9,114	0
100-52-1-110-31-3510	Travel/Train Dist#1					5,000
100-52-1-110-31-3520	Travel/Train Dist#2					5,000
100-52-1-110-31-3530	Travel/Train Dist#3					5,000
100-52-1-110-31-3540	Travel/Train Dist#4					5,000
100-52-1-110-31-3550	Travel/Train Dist#5					5,000
100-52-1-110-31-3600	Dues & Subscription	4,000	2,532	3,000	4,064	4,000
100-52-1-110-31-3700	Business Training	5,667	6,417	8,000	10,298	0
100-53-1-110-31-1100	General Operating	5,529	4,804	10,500	10,228	10,500
100-53-1-110-31-1270	Gas	3,000	2,500	0	0	0
100-57-1-110-31-9000	Contingency	5,913	860	5,000	2,337	5,000
	Operating Expenses	**44,542**	**29,470**	**41,882**	**39,423**	**47,882**
TOTAL COMMISSIONERS		**87,456**	**73,942**	**86,670**	**84,282**	**92,000**

Elections

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-52-1-530-73-1200	Professional Services	0	11,730	2,231	161	18,000
100-53-1-530-73-1100	General Operating	124	75	45	0	200
TOTAL ELECTIONS		**124**	**11,805**	**2,276**	**161**	**18,200**

City Attorney

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-52-1-530-74-1200	Professional Services	58,315	59,664	60,356	59,951	60,356
100-52-1-530-74-3500	Business Travel	0	0	0	0	0
TOTAL CITY ATTORNEY		**58,315**	**59,664**	**60,356**	**59,951**	**60,356**

City Auditor

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-52-1-560-75-1200	Professional Services	47,500	47,500	47,500	47,500	47,500
TOTAL CITY AUDITOR		**47,500**	**47,500**	**47,500**	**47,500**	**47,500**

Municipal Court Judge

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-52-2-650-76-1200	Professional Services	73,837	75,252	73,600	71,998	73,600
TOTAL MUNICIPAL COURT JUDGE		**73,837**	**75,252**	**73,600**	**71,998**	**73,600**

City Manager

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-320-32-1100	Salaries	154,071	156,292	147,549	134,878	148,048
100-51-1-320-32-2100	Health Insurance	9,840	12,023	10,723	10,723	13,139
100-51-1-320-32-2101	Life Insurance	406	415	407	407	411
100-51-1-320-32-2200	Social Security	11,412	11,580	11,287	9,514	11,326
100-51-1-320-32-2400	Retirement	14,848	19,161	19,890	19,889	23,851
100-51-1-320-32-2700	Workers' Comp. Ins.	5,145	3,379	3,379	3,379	2,796
	Personal Services	**195,722**	**202,850**	**193,236**	**178,790**	**199,570**
100-52-1-320-32-1200	Professional Services	750	0	3,000	67	3,000
100-52-1-320-32-1300	Maint./Tech. Service	270	198	250	0	250
100-52-1-320-32-2320	Lease Purchase					1,125
100-52-1-320-32-3100	Liability Insurance	2,223	1,544	1,353	1,353	1,353
100-52-1-320-32-3200	Communication	3,254	2,776	3,500	2,257	3,000
100-52-1-320-32-3500	Business Travel	4,865	550	3,000	2,738	3,000
100-52-1-320-32-3600	Dues & Subscriptions	1,534	540	1,000	1,384	1,000
100-52-1-320-32-3700	Business Training	3,495	4,350	3,500	2,337	3,500
100-53-1-320-32-1100	General Operating	3,714	2,480	2,500	2,673	2,500
100-53-1-320-32-1270	Gas	0	0	0	0	0
100-53-1-320-32-1300	Employee Appreciation	968	0	0	0	0
100-53-1-320-32-1600	Small Equipment	0	0	0	0	0
100-55-1-320-32-1200	Reimb: DP IT Expense	600	2,516	716	716	662
100-57-1-320-32-9000	Contingency	4,011	716	4,000	2,346	4,000
	Operating Expenses	**25,684**	**15,670**	**22,819**	**15,870**	**23,390**
TOTAL CITY MANAGER		**221,406**	**218,519**	**216,055**	**194,660**	**222,960**
TOTAL EXECUTIVE DIVISION		**508,310**	**506,300**	**508,816**	**480,546**	**537,095**

NOTES: FY 2012

100-52-1-320-32-2320 Lease Purchase

Purchase Network copier/printer/scanner to replace current machines (Will be splist between Purchasing, Public Works, Human Resources and City Manager Department)

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Council Agendas Prepared	n/a	n/a	72	72
Number of Staff Reports Reviewed for Agendas	n/a	n/a	72	72
Number of Council Directives Processed	n/a	n/a	312	312
Number of Council Requests Processed	n/a	n/a	312	312
Number of Citizen Requests/Complaints Received	n/a	n/a	2610	2500
Budget Impact				
FTE's per 1,000 Citizens	0.521	0.521	0.546	0.546
Net Cost of Services per Citizen	$33	$33	$35	$37
Effectiveness & Strategic Plan				

Finance

Channel 42

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-570-33-1100	Salaries	2,309	2,091	1,600	3,035	68,016
100-51-1-570-33-1300	Overtime					0
100-51-1-570-33-2100	Health Insurance					6,569
100-51-1-570-33-2101	Life Insurance					164
100-51-1-570-33-2200	Social Security	174	160	150	231	5,203
100-51-1-570-33-2400	Retirement					9,597
100-51-1-570-33-2700	Workers' Comp. Ins.	1,715	1,690	1,690	1,690	2,796
	Personal Services	**4,199**	**3,940**	**3,440**	**4,956**	**92,346**
100-52-1-570-33-1300	Maint./Tech. Service					1,000
100-52-1-570-33-2200	Repairs/Maint. Bldg.					0
100-52-1-570-33-2320	Lease Payments					7,912
100-52-1-570-33-3100	Liability Insurance	1,196	1,233	430	430	1,200
100-52-1-570-33-3200	Communication	1,028	937	1,100	1,018	1,100
100-52-1-570-33-3500	Business Travel					1,000
100-52-1-570-33-3600	Dues & Subscriptions					500
100-52-1-570-33-3700	Business Training					1,000
100-52-1-570-33-3850	Contract Labor	29,568	29,568	29,568	29,331	6,861
100-53-1-570-33-1100	General Operating	249	169	300	56	2,500
100-53-1-570-33-1270	Gas					1,000
100-53-1-570-33-1600	Small Equipment	885	178	750	145	1,000
100-55-1-570-33-1200	Reimb: DP IT Expense	300	358	358	358	331
100-55-1-570-33-1300	Garage M & R					1,000
100-57-1-570-33-9000	Contingency					1,000
	Operating Expense	**33,225**	**32,443**	**32,506**	**31,338**	**27,405**
100-54-1-570-33-2200	Vehicle Purchase	0				0
100-54-1-570-33-2400	Computers/Printers	0				1,200
100-54-1-570-33-2500	Equipment	0				5,000
	Capital Outlay	**0**	**0**	**0**	**0**	**6,200**
TOTAL CHANNEL 42 OPERATIONS		**37,424**	**36,383**	**35,946**	**36,294**	**125,951**

100-52-1-50-33-3850 Contract Labor - Monthly Contract $1,232 x 2 = $2,464 x 12 = $29,568

Notes:

100-51-1-570-33-1100	Salaries
	(1) Full Time Production Supervisor/Multi Media Coordinator
	(1) Part-Time Camera Operator
100-52-1-570-33-2320	Lease Payments
	Vehicle will be needed for this department $22,000
	Monthly Payment est. @ 5% = $659.36 x 12 = $7,912.32

Finance Administration

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-515-34-1100	Salaries	166,335	169,610	170,086	176,649	178,489
100-51-1-515-34-1300	Overtime	682	205	300	348	300
100-51-1-515-34-2100	Health Insurance	19,680	21,446	21,446	21,447	26,278
100-51-1-515-34-2101	Life Insurance	435	448	469	469	500
100-51-1-515-34-2200	Social Security	12,307	12,443	13,035	12,950	13,677
100-51-1-515-34-2400	Retirement	10,832	20,690	22,928	22,928	28,755
100-51-1-515-34-2700	Worker's Comp. Ins.	6,860	6,759	6,759	6,759	5,592
	Personal Services	**217,130**	**231,600**	**235,022**	**241,549**	**253,590**
100-52-1-515-34-1300	Maint./Tech. Service	0	0	500	0	500
100-52-1-515-34-2320	Lease Purchase	1,658	1,403	2,000	1,530	510
100-52-1-515-34-3100	Liability Insurance	2,964	3,088	2,705	2,705	2,705
100-52-1-515-34-3200	Communication	2,927	2,662	3,000	2,607	3,000
100-52-1-515-34-3400	Municipal Code Supp.	2,182	4,479	5,000	4,999	5,000
100-52-1-515-34-3500	Business Travel	528	1,000	1,810	1,397	2,000
100-52-1-515-34-3600	Dues & Subscriptions	406	192	750	418	750
100-52-1-515-34-3700	Business Training	825	1,136	640	310	1,000
100-53-1-515-34-1100	General Operating	2,786	2,489	2,750	2,859	2,750
100-53-1-515-34-1600	Small Equipment	0	0	0	0	0
100-53-1-580-34-1100	Record Management	250	1,500	1,500	1,500	1,500
100-55-1-515-34-1200	Reimb:DP IT Expense	2,100	2,504	2,504	2,504	1,656
100-57-1-515-34-9000	Contingency	25	0	300	0	300
	Operating Expenses	**16,651**	**20,453**	**23,459**	**20,829**	**21,671**
100-54-1-515-34-2300	Furniture & Equipment	0		0	0	0
100-54-1-515-34-2400	Computer/Printers	985		0	0	1,200
100-54-1-515-34-2500	Equipment	0		0	0	0
	Capital Outlay	**985**	**0**	**0**	**0**	**1,200**
TOTAL ADMINISTRATION		**234,766**	**252,053**	**258,481**	**262,379**	**276,461**

100-52-1-515-34-2320 Lease Purchase - Copier/Printer $127.50 x 4 = $510.00 (Pd in Full 10/2011)

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Council Meetings Recorded	24	24	24	24
Number of Resolutions Processed	72	72	13	20
Number of Ordinances Processed	9	8	11	10
Number of Employee's Retired	9	12	4	8
Number of New Business License Issued	42	55	29	25
Number of Budget Amendments	18	17	6	10
Budget Impact				
FTE's per 1,000 Citizens	0.260	0.260	0.273	0.273
Net Cost of Services per Citizen	$15	$16	$18	$19
Effectiveness & Strategic Plan				
Number of Findings from External Auditors	0	0	0	0
Points out of 324 GFOA Distingushed Budget Award	269	263	261	270

Purchasing

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-517-49-1100	Salaries	115,524	119,423	119,288	119,235	119,829
100-51-1-517-49-1300	Overtime	170	129	200	171	200
100-51-1-517-49-2100	Health Insurance	19,680	21,446	21,446	21,447	26,278
100-51-1-517-49-2101	Life Insurance	315	315	329	329	339
100-51-1-517-49-2200	Social Security	8,167	8,524	9,141	8,543	9,182
100-51-1-517-49-2400	Retirement	10,857	14,543	16,080	16,080	19,304
100-51-1-517-49-2700	Workers' Comp. Ins.	6,860	6,759	6,759	6,759	5,592
	Personal Services	**161,573**	**171,139**	**173,243**	**172,563**	**180,725**
100-52-1-517-49-1300	Maint./Tech. Service	200	0	250	0	0
100-52-1-517-49-2200	Repairs/Maint. Bldg.	-12,599	10,127	15,000	11,176	28,000
100-52-1-517-49-2320	Lease Purchase	1,889	1,700	1,700	1,946	3,020
100-52-1-517-49-3100	Liability Insurance	2,964	3,088	2,705	2,705	2,705
100-52-1-517-49-3200	Communication	20,758	16,319	15,000	10,463	14,000
100-52-1-517-49-3300	Advertising	1,118	901	750	621	500
100-52-1-517-49-3500	Business Travels	1,585	1,919	2,000	1,982	3,000
100-52-1-517-49-3600	Dues & Subscriptions	618	610	650	548	650
100-52-1-517-49-3700	Business Training	667	476	875	875	1,500
100-53-1-517-49-1100	General Operating	2,526	2,632	2,500	2,061	2,000
100-53-1-517-49-1120	General Op-City Hall	2,674	2,022	2,000	2,019	2,000
100-53-1-517-49-1230	Utilities	29,025	29,164	32,000	34,946	37,000
100-53-1-517-49-1270	Gas	255	146	200	130	200
100-53-1-517-49-1600	Small Equipment	29	22	50	0	50
100-53-1-517-49-1700	Uniforms	141	127	200	143	200
100-55-1-517-49-1200	Reimb: DP IT Expenses	900	1,073	1,073	1,073	994
100-55-1-517-49-1300	Garage M & R	410	0	1,000	77	1,000
100-57-1-517-49-9000	Contingency	625	257	600	190	0
	Operating Expenses	**53,786**	**70,585**	**78,553**	**70,955**	**96,819**
100-54-1-517-49-2300	Furniture/Fixtures	0	0	0		
100-54-1-517-49-2400	Computer/Printer	1,194	40	1,200	1,119	1,000
100-54-1-517-49-2500	Equipment	0	0	0		
	Capital Outlay	**1,194**	**40**	**1,200**	**1,119**	**1,000**
TOTAL PURCHASING		**216,553**	**241,764**	**252,997**	**244,637**	**278,544**
TOTAL FINANCE		**488,743**	**530,199**	**547,424**	**543,310**	**680,955**

Notes:

100-52-1-517-49-2200	Repairs/Maint Bldg
	Maintenance & Repairs to include replacing seals on the elevator
100-52-1-517-49-2320	Lease Payment
	New Copier to be split with H/R, City Manager, and Public Works
100-53-1-517-49-1230	Utilities
	Estimated 10% increase in Utilities

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Purchasing/City Hall

The Purchasing Department provides a centralized Purchasing Department, Warehouse, Accounts Payable, Surplus Property Control and Custodian/Mail Clerk.

The Centralized Purchasing Department provides all equipment, supplies, goods and services necessary to operate the City, including the disposal of Surplus Property.

The Purchasing Warehouse supplies all departments with office products, janitorial products, hardware and water/sewer repair materials.

Accounts Payable processes all requisitions, purchase orders, invoices and all monthly bills for payment.

City Hall Building includes the Custodian/Mail Clerk whose duties include keeping City Hall clean, picking up and delivering mail to post office daily and processing mail and UPS in-house.

City Hall building responsibilities include: maintenance, elevator, phone system, copy machines, postage and postage machines.

PERFORMANCE MEASURES

Workload				
	Actual		*YTD thru 6/30*	*Budget (Estimates)*
Measure	**FY-09**	**FY-10**	**FY-11**	**FY-12**
Number of Purchase Orders Issued	2,604	2,700	2,892	2,900
Number of Formal Bids/Proposals Solicited	30	26	17	20
Number of Work Orders Issued	2,300	2,700	1,800	1,800
Surplus Property Sold (Exclude PD)	71,640	30,000	35,000	30,000
Budget Impact				
FTE's per 1,000 Citizens	0.260	0.260	0.273	0.273
Net Cost of Services per Citizen	$14	$35	$17	$19
Effectiveness & Strategic Plan				
Inventory Accuracy Rate	99.16%	99.37%	99.47%	99.30%
% of PO's Created within 3 Days of Requistion	No Data	No Data	98%	99%

Human Resources

Administration

GENERAL FUND - HUMAN RESOURCES

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-540-36-1100	Salaries	107,732	86,439	108,436	92,473	89,484
100-51-1-540-36-2100	Health Insurance	14,760	10,723	13,404	13,404	16,424
100-51-1-540-36-2101	Life Insurance	329	261	207	207	254
100-51-1-540-36-2200	Social Security	7,941	6,333	8,295	6,935	6,846
100-51-1-540-36-2400	Retirement	16,066	12,053	12,535	12,535	14,416
100-51-1-540-36-2700	Worker's Comp. Ins.	5,145	3,379	4,224	4,224	3,495
100-51-1-540-36-2910	Wellness Program	12,519	7,778	14,217	15,099	10,000
100-51-1-540-36-2920	Employee Incentive	1,616	2,381	4,000	3,752	4,000
100-51-1-540-36-2930	Stay In School Program	700	500	500	500	500
	Personal Services	**166,808**	**129,847**	**165,819**	**149,128**	**145,417**
100-52-1-540-36-1200	Professional Services	3,899	2,592	1,500	1,320	4,000
100-52-1-540-36-1300	Maint./Tech. Service	59	0	1,500	982	2,400
100-52-1-540-36-2320	Lease Payments	4,559	173	1,000	328	1,225
100-52-1-540-36-3100	Liability Insurance	2,223	2,316	1,353	1,353	1,691
100-52-1-540-36-3200	Communication	2,698	2,194	3,500	2,641	3,300
100-52-1-540-36-3300	Advertising	1,818	846	3,000	3,000	3,500
100-52-1-540-36-3500	Business Travel	2,356	1,320	2,000	2,000	2,000
100-52-1-540-36-3600	Dues & Subscriptions	1,601	550	800	778	800
100-52-1-540-36-3700	Business Training	1,815	660	3,500	4,134	2,500
100-53-1-540-36-1100	General Operating	3,027	3,351	4,500	4,352	3,500
100-53-1-540-36-1120	General Op-Public Rel	2,881	2,232	2,500	2,087	2,000
100-53-1-540-36-1600	Small Equipment	0	0	0	0	0
100-55-1-540-36-1200	Reimb: DP IT Expense	900	1,073	1,073	1,073	1,325
100-57-1-540-36-9000	Contingency	7,223	4,567	8,783	8,800	3,500
	Operating Expenses	**35,060**	**21,874**	**35,009**	**32,847**	**31,741**
100-54-1-540-36-2300	Furniture/Fixtures	1,500	0	0	0	0
100-54-1-540-36-2400	Computer/Printers	1,960	0	0	0	0
100-54-1-540-36-2500	Equipment	0	0	0	0	0
	Capital Outlay	**3,460**	**0**	**0**	**0**	**0**
TOTAL HUMAN RESOURCES		**205,327**	**151,720**	**200,828**	**181,975**	**177,158**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit:

The Human Resources Department is responsible for all human resources functions for all City Departments, including but not limited to:

Recruitment, Selection, Placement, Orientation and Training of Employees

Benefit Administration (Health, Wellnes, Insurance Coverage)

Compensation/Payroll

Revision of Personnel Policies and Procedures

Risk Management, Safety Training, Worker's Compensation and Liability

City Wide Public Relations

Employee Relations and Incentives

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Employment Applications Processed	n/a	n/a	643	700
Number of New Hires Processed	n/a	n/a	20	20
Number of Employees Complaints Received	n/a	n/a	3	2
Number of Grievances Processed	n/a	n/a	2	1
Number of Employee Newsletters Prepared	n/a	n/a	4	4
Number of Safety Classes Held	n/a	n/a	3	6
Number of Employee Accidents With Injuries	n/a	n/a	8	5
Number of Worker's Comp Claims Processed	n/a	n/a	15	10
Number of Liability Claims Processed	n/a	n/a	13	10
Payroll Checks/Direct Deposit Processed	n/a	n/a	3,835	3,850
Budget Impact				
FTE's per 1,000 Citizens	0.163	0.163	0.204	0.204
Net Cost of Services per Citizen	$13	$10	$14	$12
Effectiveness & Strategic Plan				

Police Division

Administration

	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-210-38-1100	Salaries	361,889	369,276	364,998	363,540	368,434
100-51-3-210-38-1300	Overtime	1,325	1,446	4,000	1,383	4,000
100-51-3-210-38-2100	Health Insurance	34,440	37,531	37,531	37,531	45,986
100-51-3-210-38-2101	Life Insurance	946	968	1,007	1,007	1,027
100-51-3-210-38-2200	Social Security	26,576	26,927	28,228	26,355	28,491
100-51-3-210-38-2400	Retirement	24,543	44,708	49,202	49,202	59,355
100-51-3-210-38-2700	Workers' Comp. Ins.	12,005	11,828	11,828	11,828	9,786
	Personal Services	**461,724**	**492,683**	**496,794**	**490,846**	**517,078**
100-52-3-210-38-1200	Professional Services	11,758	8,269	10,830	8,545	4,830
100-52-3-210-38-1300	Maint./Tech. Service	78	437	2,380	563	1,588
100-52-3-210-38-2200	Repairs/Maint. Bldg.	3,492	4,013	5,000	2,686	5,000
100-52-3-210-38-2320	Lease Payments	0	0	0	0	0
100-52-3-210-38-3100	Liability Insurance	8,369	8,628	7,747	7,747	7,300
100-52-3-210-38-3200	Communication	3,030	3,295	3,295	2,618	2,800
100-52-3-210-38-3500	Business Travel	2,077	3,500	4,000	1,886	5,327
100-52-3-210-38-3600	Dues & Subscriptions	1,857	1,494	2,300	2,187	2,615
100-52-3-210-38-3700	Business Training	1,073	2,938	3,000	1,557	5,000
100-53-3-210-38-1100	General Operating	976	1,356	2,000	367	1,500
100-53-3-210-38-1110	Chemicals	0	0	0	0	0
100-53-3-210-38-1230	Utilities	0	0	0	0	0
100-53-3-210-38-1270	Gas	5,348	4,666	3,000	6,237	6,958
100-53-3-210-38-1600	Small Equipment	0	0	0	0	0
100-53-3-210-38-1700	Uniforms	2,873	1,987	2,000	1,876	2,200
100-55-3-210-38-1200	Reimb:DP IT Expense	1,800	2,147	2,147	2,147	2,318
100-55-3-210-38-1300	Garage M & R	2,878	3,545	4,000	3,977	4,000
100-57-3-210-38-9000	Contingency	685	503	2,000	902	2,000
	Operating Expenses	**46,294**	**46,778**	**53,699**	**43,293**	**53,436**
100-54-3-210-38-2200	Vehicle Purchase	0	0	0	0	0
100-54-3-210-38-2300	Furniture & Fixture	0	0	0	0	0
100-54-3-210-38-2400	Computers/Printers	0	0	0	0	0
100-54-3-210-38-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL ADMINISTRATION		**508,017**	**539,461**	**550,493**	**534,139**	**570,515**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Administration

The Waycross Police Department serves the citizens of Waycross as well as those visiting or working in our city. Employees of the Police Department work professionally as a team to keep our city safe. Our main duty is to serve and protect the lives and property of all people in our jurisdiction. The Police Department has specialized units to enusre these goals are met. The units are: Uniform Patrol, Criminal Investigations, Support Services, Municipal Court Services, Training & Personnel, S.W.A.T., Administration, and School Resource Officers.

PERFORMANCE MEASURES

Workload

	Actual		*YTD thru 6/30*	*Budget (Estimates)*
Measure	**FY-09**	**FY-10**	**FY-11**	**FY-12**
Number of High Priority Call Responses	3,231	3,058	611	3,200
Number of Medium/Low Priority Responses	49,123	41,388	38,993	44,000
Number of Arrests Made	2,132	2,161	1,201	2,150
Number of Traffic Citations Issued	5,958	4,968	2,584	5,463
Number of Accident Reports Written	985	961	645	973
Number of Offenses Cleared	3,295	3,126	1,944	3,210
Number of Investigations Completed	815	888	463	850
Number of Graduates from Citizens Police Academy	27	20	13	20
Neighborhood Watch Meetings	7	6	1	6
Number of SWAT Team Call Responses	1	1	2	2
Budget Impact				
FTE's per 1,000 Citizens	4.812	4.744	4.607	4.744
Sworn Officers per 1,000 Citizens	3.959	3.959	3.822	3.959
Net Cost of Services per Citizen	$264	$274	$275	$290
Effectiveness & Strategic Plan				
Avg Emergency Response Time (in minutes)	4:35	4:35	4:56	4:56

Criminal Investigation

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-221-39-1100	Salaries	326,137	326,277	359,839	359,392	382,153
100-51-3-221-39-1300	Overtime	7,642	8,655	4,000	4,697	5,000
100-51-3-221-39-2100	Health Insurance	44,280	48,255	48,255	48,255	65,594
100-51-3-221-39-2101	Life Insurance	944	943	993	993	1,065
100-51-3-221-39-2200	Social Security	24,544	24,701	27,834	26,593	29,617
100-51-3-221-39-2400	Retirement	35,173	43,526	48,506	48,506	61,565
100-51-3-221-39-2700	Workers' Comp. Ins.	15,435	15,207	15,207	15,207	13,980
	Personal Services	**454,155**	**467,565**	**504,634**	**503,643**	**558,975**
100-52-3-221-39-1200	Professional Services	2,852	2,984	3,000	2,998	4,000
100-52-3-221-39-1300	Maint./Tech. Service	3,516	3,651	3,500	3,500	4,500
100-52-3-221-39-2200	Repairs/Maint. Bldg.	0	811	1,500	211	1,500
100-52-3-221-39-2320	Lease Payments	6,011	16,404	6,499	6,499	10,543
100-52-3-221-39-3100	Liability Insurance	11,215	11,554	10,391	10,392	10,184
100-52-3-221-39-3200	Communication	9,613	8,334	8,500	8,764	9,000
100-52-3-221-39-3500	Business Travel	4,061	4,034	5,000	4,350	5,000
100-52-3-221-39-3600	Dues & Subscriptions	266	0	300	248	333
100-52-3-221-39-3700	Business Training	3,465	2,033	4,500	3,974	4,500
100-53-3-221-39-1100	General Operating	4,174	3,520	3,500	3,624	4,500
100-53-3-221-39-1110	Chemicals	67	989	1,000	420	1,000
100-53-3-221-39-1230	Utilities	4,522	4,869	5,800	5,344	6,000
100-53-3-221-39-1270	Gas	12,527	13,267	13,000	15,670	13,014
100-53-3-221-39-1600	Small Equipment	1,000	638	1,000	951	1,000
100-53-3-221-39-1700	Uniforms	4,420	2,160	2,500	2,500	2,750
100-55-3-221-39-1200	Reimb:DP IT Expense	2,700	591	3,180	729	2,981
100-55-3-221-39-1300	Garage M & R	3,705	3,220	4,000	3,180	4,000
100-57-3-221-39-9000	Contingency	13	5,086	2,000	3,852	2,000
	Operating Expenses	**74,127**	**84,145**	**79,170**	**77,205**	**86,805**
100-54-3-221-39-2200	Vehicle Purchase	0	0	0	0	0
100-54-3-221-39-2300	Furniture /Fixtures	0	0	0	0	0
100-54-3-221-39-2400	Computers/Printers	0	0	0	0	0
100-54-3-221-39-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL CRIMINAL INVESTIGATION		**528,282**	**551,710**	**583,804**	**580,848**	**645,780**

100-52-3-221-39-2320 Note: (1)Lease Payments - (1) 2009 Impala @ 19,490.98
Monthly Payment $541.55 x 12 = $6,498.60 @ 3.58% Paid in Full 6/2012 3 yrs.

Notes:

100-52-3-221-39-2320 Lease Purchase
Replace wrecked Impala est. $337 x 12= $4,044 ($19,000-7556 {Ins Reimb}= $11,44

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit:

The Criminal Investigations Unit of the Department is responsible for the investigation of crimes reported to the Department. CIU also engages in proactive operations aimed at preventing and deterring criminal activity. The investigators within the Unite are responsible for the identification and apprehension of perpetrators as well as the processing of crime scenes and evidence and the overall preparation of their cases for presentation before the courts of competent jurisdiction.

The Waycross/Ware Drug Squad is responsible for identification and prosecution of drug crime offenders within Waycross and Ware County, their apprehension and successful prosecution in courts of competent jurisdiction.

CIU Investigators provide a resource to the community in the form of expert advice in the areas of protection from crime, recognizing scams, target hardening and what to do when victimized. CIU also provides investigative resources to assist citizens in recognizing when criminal activities are being perpetrated against them.

CIU and Drug Squad Investigators actively assist all prosecutorial agencies, I.e. U.S. Attorney's' Office, District Attorney's Office, County Solicitor, Juvenile court, Magistrate court and Recorders court in preparation of cases for prosecution, preparations of evidentiary exhibits and location of witnesses.

Uniform Patrol

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-223-40-1100	Salaries	1,277,340	1,312,433	1,233,387	1,256,166	1,269,466
100-51-3-223-40-1300	Overtime	71,415	64,857	80,000	66,774	80,000
100-51-3-223-40-1350	Overtime-Housing Auth	41,701	35,343	40,000	9,311	0
100-51-3-223-40-2100	Health Insurance	191,880	209,103	203,742	203,742	256,208
100-51-3-223-40-2101	Life Insurance	3,374	3,401	3,404	3,404	3,549
100-51-3-223-40-2200	Social Security	101,607	102,282	100,474	96,365	103,234
100-51-3-223-40-2400	Retirement	97,537	157,057	166,261	166,261	204,511
100-51-3-223-40-2700	Workers' Comp. Ins.	66,883	65,898	64,209	64,209	54,523
	Personal Services	**1,851,737**	**1,950,374**	**1,891,476**	**1,866,231**	**1,971,491**
100-52-3-223-40-1200	Professional Services	4,164	4,045	5,000	3,625	5,000
100-52-3-223-40-1300	Maint./Tech. Service	7,598	3,700	5,000	3,717	5,000
100-52-3-223-40-2320	Lease Payments	86,209	151,169	129,370	79,193	168,622
100-52-3-223-40-3100	Liability Insurance	52,538	52,677	47,469	47,469	49,469
100-52-3-223-40-3200	Communication	2,434	2,028	2,500	2,260	2,500
100-52-3-223-40-3500	Business Travel	3,666	2,747	4,500	1,912	5,000
100-52-3-223-40-3600	Dues & Subscriptions	113	40	255	246	255
100-52-3-223-40-3700	Business Training	4,235	1,450	4,500	3,718	5,000
100-53-3-223-40-1100	General Operating	5,183	6,002	4,000	4,000	5,000
100-53-3-223-40-1110	Chemicals	517	2,307	3,000	786	3,500
100-53-3-223-40-1270	Gas	95,082	101,473	100,000	119,938	133,168
100-53-3-223-40-1600	Small Equipment	5,477	2,770	5,000	4,318	5,000
100-53-3-223-40-1700	Uniforms	25,000	13,734	20,000	20,000	21,000
100-55-3-223-40-1200	Reimb:DP IT Expense	7,020	6,600	6,600	6,600	7,618
100-55-3-223-40-1300	Garage M & R	34,572	46,336	40,000	38,838	40,000
100-57-3-223-40-9000	Contingency	0	0	0	0	0
	Operating Expenses	**333,809**	**397,079**	**377,194**	**336,620**	**456,131**
100-54-3-223-40-2200	Vehicle Purchase	0	0	0	0	0
100-54-3-223-40-2400	Computers/Printers	0	0	0	0	0
100-54-3-223-40-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL UNIFORM PATROL		**2,185,546**	**2,347,453**	**2,268,670**	**2,202,851**	**2,427,623**

100-52-3-223-40-2320 Note: (1) Motorcycle Leases 2 @ $274.97 x 2 x 12 (Yearly $6,599.28)
Note: (2) 2009 (5) Impala's @ $136,507.50 including equipment
Monthly Pmnt $4,039.60 @ 3.58% x 12 = $48,475.20 Paid in Full 6/2012 3 yrs.
Note: (3) 2010 (5) Impala's @ $12 equip = $120,824.35
Monhtly Pmnt $3,508.93 @ 2.91% x 12 =$42,107.16 Paid in Full 11/2013 3yrs.
Note: (4) 2011 (5) Impala's @ $98,089.15 + $11,000 equip = $109,089.15
Monhtly Pmnt $3,968.93 @ 4.42% x 12 =$47,627.16 Paid in Full 9/2014 3yrs.

NOTES: FY 2012

100-54-3-223-40-2200 Vehicle Purchase
(5) 2012 Impala's and Equipment $115,000
Monthly Pmnt $3,968 x 6 months @ 4.42% = 23,813

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit:

The Uniform Patrol Unit is the most visible of all the units of the police department. This Unit's primary responsibility is to provide police protection to the citizen's of Waycross and visitors to our City. This comes in the forms for first responder service to all calls for service through the 911 communications center as well as personal contact with the individual police officers themselves. They are assigned to geographical patrol zones within the city limits to detect and deter criminal activity and traffic violations. The officers conduct preliminary investigations into all incidents and accidents, apprehend, arrest, and process offenders and fugitives from the law. They give aide to other law enforcement agencies within our boundaries. They provide emergency first aide and CPR to victims, direct traffic for funerals, schools, ball games, and special events such as parades, etc. They assist stranded and lost motorist, homeless, and the needy. The officers transport inmates, testify in both civil and criminal proceedings and trials. They complete forms, tickets, reports, as well as prepare, secure, and serve arrest warrants. The officers are responsible for knowing and applying Federal, State and Local laws and ordinances. They must be able to use a variety of both lethal and non-lethal force weapons and options to bring violent and nonviolent suspects into lawful custody without physical harm when possible. They are required to complete 11 weeks of basic mandate of P.O.S.T. updated training annually as well as qualifying quarterly with their issued firearms and completing a physical agility course.

Support Services

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-224-41-1100	Salaries	228,787	218,622	210,288	212,329	232,461
100-51-3-224-41-1300	Overtime	7,708	6,093	6,000	6,826	6,055
100-51-3-224-41-2100	Health Insurance	49,200	48,255	42,893	42,893	59,125
100-51-3-224-41-2101	Life Insurance	638	630	580	580	632
100-51-3-224-41-2200	Social Security	17,324	16,478	16,546	16,089	18,246
100-51-3-224-41-2400	Retirement	19,592	29,115	28,347	28,347	36,089
100-51-3-224-41-2700	Workers' Comp. Ins.	17,150	16,897	15,207	15,207	13,980
	Personal Services	**340,399**	**336,090**	**319,862**	**322,271**	**366,588**
100-52-3-224-41-1200	Professional Services	4,776	4,928	6,000	5,251	5,000
100-52-3-224-41-1300	Maint./Tech. Service	6,003	6,189	6,078	5,813	6,078
100-52-3-224-41-2200	Repairs/Maint. Bldg.	0	0	0	0	0
100-52-3-224-41-2320	Lease Payments	761	5,030	3,500	2,707	3,500
100-52-3-224-41-3100	Liability Insurance	7,518	7,721	6,763	6,763	6,763
100-52-3-224-41-3200	Communication	15,118	14,826	15,000	15,354	15,000
100-52-3-224-41-3500	Business Travel	0	0	0	0	0
100-52-3-224-41-3600	Dues & Subscriptions	141	110	275	35	310
100-52-3-224-41-3700	Business Training	1,021	1,471	1,500	1,460	2,000
100-53-3-224-41-1100	General Operating	18,951	20,000	20,000	20,261	20,000
100-53-3-224-41-1110	Chemicals	0	0	0	0	0
100-53-3-224-41-1230	Utilities	32,180	32,891	34,000	36,375	34,000
100-53-3-224-41-1270	Gas	0	0	0	0	0
100-53-3-224-41-1600	Small Equipment	0	565	1,400	1,400	6,256
100-53-3-224-41-1700	Uniforms	2,198	1,086	1,000	931	1,500
100-55-3-224-41-1200	Reimb:DP IT Expense	1,800	2,147	2,147	2,147	2,318
100-55-3-224-41-1300	Garage M & R	0	0	0	0	0
100-57-3-224-41-9000	Contingency	1,478	946	1,000	0	0
	Operating Expenses	**91,946**	**97,910**	**98,663**	**98,497**	**102,726**
100-54-3-224-41-2200	Vehicle Purchase	0	0	0	0	0
100-54-3-224-41-2300	Furniture /Fixtures	0	0	0	0	0
100-54-3-224-41-2400	Computers/Printers	0	0	0	0	0
100-54-3-224-41-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL SUPPORT SERVICES		**432,345**	**433,999**	**418,525**	**420,769**	**469,314**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Police / Support Services

The Support Services Unit of the Waycross Police Department provides administrative support to the Field Operations Section of the department. This unit manages the flow of paperwork generated by the other units of the department. This unit keeps current on laws, rules, and policies for records retention. This unit maintains the accuracy of all citations, reports, and other paperwork on all cases handled by the department. The ordering of supplies, uniforms, and any other items needed by the department are handled by this unit. This unit handles payroll information for employees of this department. This unit handles all GCIC/NCIC entries and removals as needed. This includes wanted persons entries as well as stolen property entries.

Training & Personnel

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-240-42-1100	Salaries	57,042	25,331	46,950	52,635	52,907
100-51-3-240-42-2100	Health Insurance	4,920	5,362	5,362	5,362	6,569
100-51-3-240-42-2101	Life Insurance	149	149	130	130	146
100-51-3-240-42-2200	Social Security	4,148	1,690	3,592	3,927	4,047
100-51-3-240-42-2400	Retirement	3,995	6,874	6,329	6,329	8,523
100-51-3-240-42-2700	Workers' Comp. Ins.	1,715	1,690	1,690	1,690	1,398
	Personal Services	**71,970**	**41,096**	**64,051**	**70,072**	**73,592**
100-52-3-240-42-1200	Professional Services	2,246	4,999	5,000	122	4,000
100-52-3-240-42-1300	Maint./Tech. Service	61	69	200	0	200
100-52-3-240-42-2200	Repairs/Bldg Maint.	0	0	0	0	0
100-52-3-240-42-2320	Lease Payments	0	0	0	0	0
100-52-3-240-42-3100	Liability Insurance	1,196	1,233	1,107	1,107	1,104
100-52-3-240-42-3200	Communication	1,301	1,003	1,945	934	1,945
100-52-3-240-42-3500	Business Travel	9,365	8,227	10,000	9,998	12,000
100-52-3-240-42-3600	Dues & Subscriptions	75	39	0	0	0
100-52-3-240-42-3700	Business Training	13,799	8,095	15,000	14,914	15,500
100-53-3-240-42-1100	General Operating	8,251	3,000	3,000	2,912	3,000
100-53-3-240-42-1110	Chemicals	0	388	1,000	1,000	384
100-53-3-240-42-1270	Gas	1,333	937	2,000	1,376	1,446
100-53-3-240-42-1600	Small Equipment	672	84	1,000	782	1,500
100-53-3-240-42-1700	Uniforms	500	135	500	345	500
100-55-3-240-42-1200	Reimb:DP IT Expense	300	358	358	358	331
100-55-3-240-42-1300	Garage M & R	100	37	1,000	29	1,400
	Operating Expenses	**39,197**	**28,603**	**42,110**	**33,875**	**43,310**
100-54-3-240-42-2200	Vehicle Purchase	0	0	0	0	0
100-54-3-240-42-2400	Computers & Printers	0	0	0	0	0
100-54-3-240-42-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL TRAINING & PERSONNEL		**111,167**	**69,699**	**106,161**	**103,948**	**116,902**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Police/Personnel & Training

The Personnel and Training Unit has the duties of seeing the Waycross Police Department recruits qualified applicants and places them in a timely manner. The unit is also charged to see all departmental personnel are trained: Both new personnel and in-service personnel. The training received has to meet the needs of the city and follow the guidelines set by the Police Operations Manual. The training unit works in a way to see it is a help to Field Operations and Administrative Services.

The recruitment duties are focused on seeing the department's needs for placement of qualified and protected class applicants are meet. Training is geared to see that personnel receive the updates needed to do a good job and follow guidelines set by currently law. The training and personnel unit works to see that expense is kept in line to receive quality without over spending.

S.W.A.T.

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-229-46-1100	Salaries					
100-51-3-229-46-1300	Overtime	10,146	9,852	10,000	9,521	10,000
100-51-3-229-46-2100	Health Insurance					
100-51-3-229-46-2101	Life Insurance					
100-51-3-229-46-2200	Social Security	0	0	765	0	765
100-51-3-229-46-2400	Retirement					
100-51-3-229-46-2700	Workers' Comp. Ins.					
	Personal Services	**10,146**	**9,852**	**10,765**	**9,521**	**10,765**
100-52-3-229-46-1300	Maint./Tech. Service	6,021	397	4,800	4,040	4,800
100-52-3-229-46-3100	Liability Insurance	909	2,303	2,152	2,152	2,138
100-52-3-229-46-3200	Communication	2,115	1,537	2,477	2,243	2,477
100-52-3-229-46-3500	Business Travel	3,964	1,807	3,500	3,066	4,000
100-52-3-229-46-3600	Dues & Subscriptions	150	300	375	375	400
100-52-3-229-46-3700	Business Training	1,660	2,025	3,000	1,089	3,500
100-53-3-229-46-1100	General Operating	349	256	1,500	1,269	3,000
100-53-3-229-46-1110	Chemicals	0	0	1,000	0	1,000
100-53-3-229-46-1270	Gas	902	796	1,200	718	3,691
100-53-3-229-46-1600	Small Equipment	52	115	1,000	799	1,500
100-53-3-229-46-1700	Uniforms	1,600	0	1,200	575	1,000
100-55-3-229-46-1300	Garage M & R	1,192	1,642	4,000	380	4,000
	Operating Expenses	**18,914**	**11,177**	**26,204**	**16,708**	**31,506**
100-54-3-229-46-2200	Vehicle Purchase	0	0	0	0	0
100-54-3-229-46-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL S.W.A.T.		**29,060**	**21,029**	**36,969**	**26,228**	**42,271**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Police / SWAT

To see that the citizens of Waycross through the Waycross Police Department, has a specialized unit trained and equipped to deal with unusual occurrences which may arise and where there is great danger to the citizens of Waycross.

School Resource Officers (SRO)

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-291-47-1100	Salaries	155,397	153,273	145,807	129,295	102,214
100-51-3-291-47-1300	Overtime	22,340	25,093	28,056	3,022	10,000
100-51-3-291-47-2100	Health Insurance	24,600	21,446	21,446	21,447	19,708
100-51-3-291-47-2101	Life Insurance	452	383	402	402	287
100-51-3-291-47-2200	Social Security	13,443	13,097	13,300	9,667	8,584
100-51-3-291-47-2400	Retirement	14,844	17,702	19,655	19,655	16,467
100-51-3-291-47-2700	Workers' Comp. Ins.	8,575	6,759	6,759	6,759	4,194
	Personal Services	**239,651**	**237,752**	**235,425**	**190,247**	**161,454**
100-52-3-291-47-1200	Professional Services	425	325	400	325	300
100-52-3-291-47-1300	Maint./Tech. Service	962	0	400	0	300
100-52-3-291-47-3100	Liability Insurance	3,705	3,860	2,705	2,705	2,029
100-53-3-291-47-3200	Communication	319	0	0	0	270
100-52-3-291-47-3500	Business Travel	959	304	1,000	210	1,000
100-52-3-291-47-3700	Business Training	1,720	600	2,000	1,379	1,500
100-53-3-291-47-1100	General Operating	128	304	500	0	500
100-53-3-291-47-1270	Gas	0	0	0	0	0
100-53-3-291-47-1600	Small Equipment	0	0	0	0	0
100-53-3-291-47-1700	Uniforms	2,364	661	2,000	658	1,500
100-55-3-291-47-1300	Garage M & R	0	0	0	0	0
100-57-3-291-47-9000	Contingency	0	0	0	0	0
	Operating Expenses	**10,583**	**6,055**	**9,005**	**5,277**	**7,399**
100-54-3-291-47-2200	Vehicle Purchase	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL SCHOOL RESOURCE OFFICER		**250,234**	**243,807**	**244,430**	**195,524**	**168,853**
TOTAL POLICE DEPARTMENT		**4,044,650**	**4,207,159**	**4,209,053**	**4,064,306**	**4,441,257**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit:	**Police / School Resource Officers**

The purpose for the School Resource Officer is to provide police protection to the students, faculty, and staff members of the Ware County Schools. The officers provide on campus police presence to the Ware County High School, Waycross Middle School, and Ware County Middle School. Additionally they handle all of the Elementary Schools for the Ware County School Board. The SRO officer is instrumental in establishing an open line of communication with the students so they can establish a feeling of confidence to communicate to the SRO Officer any perceived threats, gang affiliation, criminal acts (past and future), or relate any social concerns they may have about themselves. The SRO officers act as a liaison between the school administration and the police department in concerning law enforcement activity such as searches, arrest, detention of suspects, wanted individuals of school age, interviews, and all other aspects of law enforcement nature in the school settings. The SRO officers also use the presence in the educational setting to instruct the children in various fields of concern from teen driving dangers, safe streets, to role models for those interested in a career in the occupational fields of the criminal justice system.

Fire Division

Fire

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-3-500-48-1100	Salaries	2,001,782	1,993,895	2,053,422	2,001,020	2,036,311
100-51-3-500-48-1300	Overtime	82,706	72,266	75,000	99,336	79,500
100-51-3-500-48-2100	Health Insurance	282,900	289,527	289,527	289,527	354,749
100-51-3-500-48-2101	Life Insurance	5,415	5,348	5,681	5,681	5,675
100-51-3-500-48-2200	Social Security	150,433	147,921	162,824	149,956	161,860
100-51-3-500-48-2400	Retirement	168,607	246,982	276,801	277,481	328,050
100-51-3-500-48-2700	Workers' Comp. Ins.	99,467	91,244	91,244	91,244	75,493
	Personal Services	**2,791,310**	**2,847,183**	**2,954,500**	**2,914,246**	**3,041,637**
100-52-3-500-48-1200	Professional Services	11,010	2,078	3,000	1,599	3,000
100-52-3-500-48-1300	Maint./Tech. Service	5,968	4,367	14,000	8,411	14,000
100-52-3-500-48-2200	Repairs/Maint. Bldg.	7,863	10,042	20,000	10,329	10,000
100-52-3-500-48-2320	Lease Purchase	32,713	32,713	34,035	30,480	35,982
100-52-3-500-48-3100	Liability Insurance	47,409	47,829	43,409	43,409	42,936
100-53-3-500-48-3200	Communication	10,726	10,723	12,000	12,293	12,000
100-52-3-500-48-3500	Business Travels	620	1,389	2,500	2,426	2,500
100-52-3-500-48-3600	Dues & Subscriptions	2,758	1,931	3,000	2,829	3,000
100-52-3-500-48-3700	Business Training	6,124	7,144	8,500	8,500	8,500
100-53-3-500-48-1000	Gen Oper-Fire Preventi	679	2,311	3,000	2,864	3,000
100-53-3-500-48-1100	General Operating	13,083	11,677	13,500	13,697	13,500
100-53-3-500-48-1110	Chemicals	975	0	100	0	1,000
100-53-3-500-48-1230	Utilities	37,110	40,235	41,000	41,436	47,000
100-53-3-500-48-1270	Gas	19,818	18,644	25,000	23,926	30,000
100-53-3-500-48-1300	Food	293	40	500	628	800
100-53-3-500-48-1600	Small Equipment	7,161	7,644	8,000	8,005	6,000
100-53-3-500-48-1700	Uniforms	18,321	14,526	17,400	17,400	16,500
100-55-3-500-48-1200	Reimb: DP IT Expense	2,700	4,293	4,293	4,293	3,974
100-55-3-500-48-1300	Garage M & R	10,516	14,604	15,000	19,329	15,000
100-57-3-500-48-9000	Contingency	308	0	500	0	500
	Operating Expense	**236,157**	**232,190**	**268,737**	**251,856**	**269,192**
100-54-3-500-48-2300	Furniture & Fixtures	2,848	1,599	3,000	2,194	2,000
100-54-3-500-48-2400	Computer/Printer	7,120	1,526	3,000	2,630	2,000
100-54-3-500-48-2500	Equipment	8,619	0	0	0	0
100-54-3-500-48-2510	Equip-Homeland Grant	0	1,394	8,750	812	3,650
	Capital Outlay	**18,588**	**4,519**	**14,750**	**5,636**	**7,650**
TOTAL FIRE DEPARTMENT		**3,046,055**	**3,083,892**	**3,237,987**	**3,171,737**	**3,318,479**

100-52-3-500-48-2320 Lease Purchase

Note: (1) 2007 Fire Pumper 1500 GPM $185,030 @ 4.70% for 7 yrs
Monthly pmnt = $2,523.10 (Yearly $30,277.20)

Note: (2) Truck 2010/2011 $16,000 Finance 3yrs @ 4.42
Monthly pmnt = $475.37 (Yearly $5,704.44)

NOTES: FY 2012

100-54-3-500-48-2510	Equip-Homeland Grant	City's Match for Library Grant	$1,250
		City's Match for Fire Safety Grant	$2,400
			$3,650

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Fire

The Waycross Fire Department provides protection for the lives and property of those within the City of Waycross, Georgia 24 hours a day 7 days a week. This is accomplished through fire prevention and public education, on-going employee training and education, business inspections and pre-fire planning. In the event of an emergency situation, whether man-made or natural disaster, the Waycross Fire Department will respond promptly in order to provide the necessary services or assistance for the mitigation of the emergency.

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Fire Calls Received	120	132	103	160
Number of Other Calls Received	915	969	729	1,000
Number of Commercial Structure Inspections	234	397	526	950
Number of Other Inspections(Fire Alarm,Sprinkler)	3	10	18	40
Number of Fire Hydrants Inspections	1,948	1,948	1,948	1,948
Budget Impact				
FTE's per 1,000 Citizens	3.717	3.521	3.686	3.686
Firefighters per 1,000 Citizens	3.652	3.456	3.617	3.617
Net Cost of Services per Citizen	$199	$201	$221	$227
Effectiveness & Strategic Plan				
Fire Response Time (minutes)	3:50	4:18	4:22	4:22

Public Works Division

Public Works Administration

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-4-100-51-1100	Salaries	84,687	87,541	89,340	89,350	89,340
100-51-4-100-51-1300	Overtime	164	166	260	173	200
100-51-4-100-51-2100	Health Insurance	9,840	10,723	10,723	10,723	13,139
100-51-4-100-51-2101	Life Insurance	222	236	247	247	248
100-51-4-100-51-2200	Social Security	6,116	6,287	6,846	6,395	6,850
100-51-4-100-51-2400	Retirement	5,529	10,892	12,043	12,043	14,393
100-51-4-100-51-2700	Workers' Comp. Ins.	3,430	3,379	3,379	3,379	2,796
	Personal Services	**109,988**	**119,225**	**122,838**	**122,310**	**126,966**
100-52-4-100-51-1200	Professional Services	4,776	0	0	0	0
100-52-4-100-51-1300	Maint./Tech. Service	0	0	0	0	0
100-52-4-100-51-2320	Lease Purchase	0	0	0	0	1,125
100-52-4-100-51-3100	Liability Insurance	1,482	1,544	1,353	1,353	1,353
100-52-4-100-51-3200	Communication	2,477	2,172	2,400	2,339	2,600
100-52-4-100-51-3500	Business Travels	704	495	800	766	700
100-52-4-100-51-3600	Dues & Subscriptions	0	248	250	191	0
100-52-4-100-51-3700	Business Training	1,113	755	1,000	960	1,000
100-53-4-100-51-1100	General Operating	1,751	1,470	1,850	1,605	1,500
100-53-4-100-51-1270	Gas	0	0	0	0	
100-53-4-100-51-1600	Small Equipment	0	0	0	0	
100-53-4-100-51-1700	Uniforms	0	0	100	0	100
100-55-4-100-51-1200	Reimb: DP IT Expense	900	1,073	1,073	1,073	662
100-57-4-100-51-9000	Contingency	250	244	250	231	250
	Operating Expenses	**13,453**	**8,000**	**9,076**	**8,518**	**9,290**
100-54-4-100-51-2300	Furniture/Fixtures	0	0	0	0	0
100-54-4-100-51-2400	Computer/Printer	0	1,182	0	0	0
100-54-4-100-51-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**1,182**	**0**	**0**	**0**
TOTAL PUBLIC WORKS OFFICE		**123,441**	**128,407**	**131,914**	**130,829**	**136,256**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Public Work / Administration

Responsibilities: To insure proper billing and records for the Public Work Division
Duties: Maintain Cemetery records, Maintain Roll out container records, Maintain and report to Southland Waste handicap designees, Send letters of violations for roll outs, special collections, tree removal letters.

PERFORMANCE MEASURES

Workload

	Actual		*YTD thru 6/30*	*Budget (Estimates)*
Measure	**FY-09**	**FY-10**	**FY-11**	**FY-12**
Violation Letters	16	21	26	25
Cut off list removal of can	112	103	135	130
Bags dispinsed to downtown customers	813	779	1,038	1,000
Special Collections	89	109	170	160
Customer request 2nd can	n/a	67	76	75
Budget Impact				
FTE's per 1,000 Citizens	0.130	0.130	0.136	0.136
Net Cost of Services per Citizen	$8	$8	$9	$9
Effectiveness & Strategic Plan				

Highways & Streets

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-4-200-52-1100	Salaries	453,751	466,841	473,266	470,780	475,915
100-51-4-200-52-1300	Overtime	4,713	764	2,000	2,135	2,000
100-51-4-200-52-2100	Health Insurance	93,480	101,871	107,232	107,232	131,389
100-51-4-200-52-2101	Life Insurance	1,164	1,188	1,286	1,287	1,322
100-51-4-200-52-2200	Social Security	32,265	32,902	36,358	33,571	36,561
100-51-4-200-52-2400	Retirement	32,529	53,985	62,833	62,833	75,519
100-51-4-200-52-2700	Workers' Comp. Ins.	36,014	35,484	37,173	37,173	30,756
	Personal Services	**653,916**	**693,035**	**720,149**	**715,011**	**753,462**
100-52-4-200-52-1200	Professional Services	5,000	0	0	0	0
100-52-4-200-52-1300	Maint./Tech. Service	940	98	250	101	125
100-52-4-200-52-2200	Repairs/Maint. Bldg.	0	0	500	492	500
100-52-4-200-52-2320	Lease Purchase	43,622	46,262	55,827	46,262	75,537
100-52-4-200-52-3100	Liability Insurance	24,199	25,424	23,488	23,488	23,859
100-52-4-200-52-3200	Communication	1,295	1,777	2,000	1,935	3,125
100-52-4-200-52-3500	Business Travels	252	655	1,000	718	1,000
100-52-4-200-52-3600	Dues & Subscriptions	0	110	50	50	0
100-52-4-200-52-3700	Business Training	1,336	799	1,000	955	1,000
100-52-4-200-52-3850	Contract Labor	79,000	72,417	80,000	79,000	80,000
100-53-4-200-52-1100	General Operating	22,357	15,936	23,000	18,027	20,000
100-53-4-200-52-1110	Chemicals	25,749	2,065	4,000	1,389	4,000
100-53-4-200-52-1120	Chemicals-Mosquito		15,000	15,000	14,966	15,000
100-53-4-200-52-1230	Utilities	9,165	8,160	10,000	10,767	8,000
100-53-4-200-52-1270	Gas	86,905	78,270	80,000	95,536	90,000
100-53-4-200-52-1600	Small Equipment	9,700	1,937	5,000	4,490	5,000
100-53-4-200-52-1700	Uniforms	2,470	2,820	3,500	2,977	3,000
100-55-4-200-52-1200	Reimb: DP IT Expense					1,325
100-55-4-200-52-1300	Garage M & R	102,216	98,452	90,000	100,858	90,000
100-57-4-200-52-9000	Contingency	495	35	250	226	100
	Operating Expenses	**414,701**	**370,216**	**394,865**	**402,235**	**421,572**
100-54-4-200-52-2500	Equipment	0	6,899	9,499	9,499	0
	Capital Outlay	**0**	**6,899**	**9,499**	**9,499**	**0**
TOTAL HIGHWAYS & STREETS		**1,068,617**	**1,070,150**	**1,124,513**	**1,126,746**	**1,175,033**
TOTAL PUBLIC WORKS DIVISION		**1,192,058**	**1,198,557**	**1,256,427**	**1,257,574**	**1,311,289**

100-52-4-200-52-2320 Note: (1) Lease Purchase (1) 2007 St Sweeper $123,995 7 yrs @ 3.929%
Monthly pmnt of $1,690.81 x 12 = $20,289.72 Paid in full 4/2014
Note: (2) 2008 Track Hoe Excavator @ $142,760
Monthly pmnt $1,902.46 x 12 = $22,829.52 @ 3.25% Paid in Full 2/2015
Note: (3) 2009 1/2 Ton Truck est. @ $14,341
Monthly pmnt $261.86 x 12 = $3,142.32 @ 3.58% Paid in Full 6/2014 5yrs.
Note: (4) 2011 Dump Truck $115,000 7 yrs @ 4.42% Paid in Full 6/2018

NOTES: FY 2012

100-52-4-200-52-2320 Lease Purchase
(1) 2012 St Sweeper $165,000
Monthly Pmnt est. $1,691 x 6 mon = $10,145

DEPARTMENTAL RESPONSIBILITIES AND DUTIES
Departmental Budget Overview: To be completed for all departments or units within you division
Division and Department / Unit: Public Works / Highways & Streets
This department is responsible for the following responsibilities:
Maintaining all City Right-of-ways within the City of Waycross
Maintenance of canel system
Maintaining all remaining dirt roads
Maintain flower beds
Trim Bushes and flower beds
Maintain fountains and parks
Repair playground equipment
Sweep all City Streets
Edge Curbs and remove dirt
Maintain City Parks
Pickup trash and litter
Mow overgrowth with side are mower
Dig pits to suppy City dirt needs
Haul sand from sand pit to town
Spray for Mosquitos

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Dirt Drive ways repaired	n/a	168	230	200
Miles Sweeping City Streets	12,156	12,354	12,146	12,000
Hours of Maintaining City Parks	2,053	2,041	2,064	2,000
Stumps Removed	n/a	n/a	43	40
Trees Removed	n/a	n/a	144	100
Hours Litter P/U Downtown	n/a	154	142	150
Hours maintaing canals	52	68	55	50
Prisioners P/U litter (hours)	287	304	299	300
Prisioners edging curbs (hours)	901	872	870	900
Keep Wayx/Ware Beautiful clean up days	n/a	3	4	4
Budget Impact				
FTE's per 1,000 Citizens	1.630	1.630	1.500	1.500
Net Cost of Services per Citizen	$78	$78	$86	$90
Effectiveness & Strategic Plan				
% of Paved Roads in Good Working Condition	n/a	n/a	n/a	94.60%

Community Improvement Division

Inspections Department

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-7-210-57-1100	Salaries	87,251	90,254	91,645	86,597	91,645
100-51-7-210-57-1300	Overtime	520	981	1,000	836	1,000
100-51-7-210-57-2100	Health Insurance	17,220	21,446	16,085	16,085	19,708
100-51-7-210-57-2101	Life Insurance	263	364	253	253	257
100-51-7-210-57-2200	Social Security	6,227	6,482	7,087	6,213	7,087
100-51-7-210-57-2400	Retirement	6,557	16,820	12,354	12,354	14,764
100-51-7-210-57-2700	Workers' Comp. Ins.	6,860	6,759	5,069	5,069	4,194
	Personal Services	**124,898**	**143,106**	**133,493**	**127,407**	**138,655**
100-52-7-210-57-1200	Professional Services	0	330	1,000	884	1,000
100-52-7-210-57-1300	Maint./Tech. Service	0	0	1,500	0	0
100-52-7-210-57-2320	Lease Purchase	13,513	22,410	0	0	0
100-52-7-210-57-3100	Liability Insurance	3,873	4,470	3,320	3,320	3,312
100-53-7-210-57-3200	Communication	2,803	1,984	2,000	2,249	2,000
100-52-7-210-57-3300	Advertisement	2,234	943	1,100	431	4,000
100-52-7-210-57-3500	Business Travels	2,104	1,385	3,000	2,107	3,000
100-52-7-210-57-3600	Dues & Subscriptions	624	872	1,000	274	1,000
100-52-7-210-57-3700	Business Training	3,370	1,752	3,000	1,809	3,000
100-53-7-210-57-1100	General Operating	2,679	1,743	2,000	1,354	2,000
100-53-7-210-57-1270	Gas	2,387	2,462	2,500	2,326	2,500
100-53-7-210-57-1600	Small Equipment	0	84	250	40	250
100-53-7-210-57-1700	Uniforms	0	829	1,000	0	1,000
100-55-7-210-57-1200	Reimb: DP IT Expense	1,200	1,431	1,431	1,431	1,325
100-55-7-210-57-1300	Garage M & R	172	128	1,500	195	1,500
100-57-7-210-57-9000	Contingency	0	0	500	0	0
100-57-7-210-57-9030	Permit Refund	200	20	200	20	200
	Operating Expenses	**35,159**	**40,843**	**25,301**	**16,440**	**26,087**
100-54-7-210-57-2200	Vehicle Purchase	0	0	0	0	0
100-54-7-210-57-2300	Furniture/Fixtures	650	630	0	0	0
100-54-7-210-57-2400	Computer/Printer	0	75	2,100	2,041	0
100-54-7-210-57-2500	Equipment	0	0	0	0	0
	Capital Expenditure	**650**	**705**	**2,100**	**2,041**	**0**
TOTAL INSPECTIONS DEPARTMENT		**160,707**	**184,654**	**160,894**	**145,887**	**164,742**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Community Improvement

The Department of Community Improvement consists of two divisions: Inspections and Administration. The Inspections division consist of a building and code inspector, city marshall/city planner, and two code enforcement officers. Within in the Administration division, all grant procedures for the City of Waycross are handled, as well as all the housing programs for the City, including the CHIP program, and Main Street responsibilities. Within the DCI all inspections, planning and zoning, permits, code enforcement, grants, Main Street activities, business licensing and housing programs for the City of Wycross take place on a daily basis.

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Building Inspections Issued	505	761	157	400
Number of Plumbing Inspections Issued	460	802	158	300
Number of Electrical Inspections Issued	457	922	201	350
Number of Mechanical Inspections Issued	410	676	134	400
Number of Mobile Home Inspections Issued	0	4	3	5
Number of Public Hearing/Notice Signs Posted	17	17	83	60
Total Number of Code Enforcement Cases	1,849	3,182	736	1,515
Budget Impact				
FTE's per 1,000 Citizens	0.260	0.260	0.204	0.204
Net Cost of Services per Citizen	$10	$12	$11	$11
Effectiveness & Strategic Plan				
Avg. Permit Issuance Time (days)			1-2 Days	1-2 Days
Avg. Residential Plan Review Time (days)			7 Days	7 Days
Avg Commercial Plan Review Time (days)			14 Days	14 Days
% of Code Violations Complaints Resolved			80%	80%
Avg. Days to Abate Code Violations (days)			30-45 Days	30-45 Days

Administration/Grants

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-7-310-57-1100	Salaries	127,392	105,498	119,654	109,042	145,560
100-51-7-310-57-1300	Overtime	158	388	500	272	500
100-51-7-310-57-2100	Health Insurance	19,680	26,808	18,766	18,766	29,562
100-51-7-310-57-2101	Life Insurance	389	478	288	288	408
100-51-7-310-57-2200	Social Security	9,372	7,788	9,192	8,122	11,174
100-51-7-310-57-2400	Retirement	25,372	22,090	14,047	14,047	23,450
100-51-7-310-57-2700	Workers' Comp. Ins.	6,860	8,448	5,914	5,914	6,291
	Personal Services	**189,223**	**171,498**	**168,360**	**156,450**	**216,946**
100-52-7-310-57-1200	Professional Services	2,523	0	0	0	0
100-52-7-310-57-1300	Maint./Tech. Service	0	0	500	0	1,998
100-52-7-310-57-2320	Lease Purchase	2,988	2,988	1,998	249	7,553
100-52-7-310-57-3100	Liability Insurance	3,873	3,860	2,029	2,053	2,367
100-52-7-310-57-3200	Communication	1,443	1,800	1,500	1,467	1,500
100-52-7-310-57-3300	Advertisement	2,872	640	4,000	3,940	4,000
100-52-7-310-57-3500	Business Travels	3,622	845	3,000	1,454	3,000
100-52-7-310-57-3600	Dues & Subscriptions	1,065	525	1,200	493	1,200
100-52-7-310-57-3700	Business Training	2,658	818	2,500	1,663	2,500
100-52-7-310-57-3850	Demolitions	17,105	11,301	0	0	0
100-53-7-310-57-1100	General Operating	4,297	2,584	4,000	4,053	4,000
100-53-7-310-57-1270	Gas	541	0	750	-89	3,750
100-53-7-310-57-1600	Small Equipment	0	0	500	478	500
100-53-7-310-57-1700	Uniforms	0	256	500	82	500
100-55-7-310-57-1200	Reimb: DP IT Expenses	1,200	1,431	1,431	1,431	1,325
100-57-7-310-57-9000	Contingency	25	0	1,000	499	1,000
	Operating Expenses	**44,213**	**27,048**	**24,908**	**17,773**	**35,193**
100-54-7-310-57-2400	Computer/Printer	115	0	3,000	2,692	0
100-54-7-310-57-2500	Equipment	0	0	0	0	2,000
	Capital Expenditure	**115**	**0**	**3,000**	**2,692**	**2,000**
TOTAL ADMINISTRATION		**233,551**	**198,547**	**196,268**	**176,915**	**254,138**
TOTAL COMMUNITY IMPROVEMENT		**394,258**	**383,200**	**357,162**	**322,803**	**418,880**

100-52-7-310-57-1300 Maint/Tech Service

Monthly Maintenance on Copier $166.50 x 12 = $1,998

NOTES: FY 2012

100-51-7-310-57-1100	Salaries	
	Adding (1) Animal Control Officer Position	
	Reclassified Comm Devlp SP position to Grant Writer	
100-53-7-310-57-1270	Gas increased for Animal Control Officer	$3,000
100-52-7-310-57-2320	Vehicle Purchase	
	Truck for Animal Control Officer est. $21,000	
	Monthly Payment $629.39 x 12 = $7,552.68 @ 5%	$7,553
100-54-7-310-57-2500	Equipment	
	Equipment needed for Animal Control Officer	$2,000

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Grants Awarded	1	0	0	4
Number of Grants Completed	n/a	1	2	4
Number of Homes Rehabilitated with CHIP Funds	n/a	0	5	5
Number of Main Street Special Events Held	n/a	5	7	12
Number of Down Payment assistance CHIP	n/a	0	4	5
Budget Impact				
FTE's per 1,000 Citizens	0.326	0.326	0.204	0.273
Net Cost of Services per Citizen	$15	$25	$13	$17
Effectiveness & Strategic Plan				
% of Citizen Applications Able to be Funded	n/a	n/a	98%	98%
% of Grant Funding Spent in Year Received	n/a	n/a	96%	98%

Engineering Division

Administration

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-1-575-58-1100	Salaries	283,021	284,989	290,636	289,382	292,030
100-51-1-575-58-1300	Overtime	739	644	460	427	900
100-51-1-575-58-2100	Health Insurance	29,520	32,170	32,170	32,170	39,417
100-51-1-575-58-2101	Life Insurance	772	747	790	790	800
100-51-1-575-58-2200	Social Security	21,102	21,235	22,307	21,643	22,409
100-51-1-575-58-2400	Retirement	21,734	34,492	39,178	39,178	46,350
100-51-1-575-58-2700	Workers' Comp. Ins.	10,290	10,138	11,828	11,828	9,786
	Personal Services	**367,179**	**384,416**	**397,369**	**395,418**	**411,692**
100-52-1-575-58-1200	Professional Services	4,390	5,554	20,500	20,405	50,000
100-52-1-575-58-1300	Maint./Tech. Service	3,559	3,921	5,000	4,580	4,500
100-52-1-575-58-2320	Lease Purchase	9,684	8,010	500	249	0
100-52-1-575-58-3100	Liability Insurance	6,551	5,554	4,919	4,919	4,913
100-52-1-575-58-3200	Communication	3,877	3,739	4,000	3,747	4,500
100-52-1-575-58-3500	Business Travels	2,187	13	500	455	2,000
100-52-1-575-58-3600	Dues & Subscriptions	1,200	1,067	1,500	1,642	1,500
100-52-1-575-58-3700	Business Training	1,121	1,223	1,600	860	2,000
100-53-1-575-58-1100	General Operating	3,623	3,686	4,000	3,800	4,100
100-53-1-575-58-1270	Gas	2,354	1,573	2,500	2,145	3,000
100-53-1-575-58-1600	Small Equipment	184	0	100	7	0
100-53-1-575-58-1700	Uniforms	210	96	500	0	0
100-55-1-575-58-1200	Reimb: DP IT Expenses	1,800	2,146	2,146	2,146	2,318
100-55-1-575-58-1300	Garage M & R	290	704	1,000	726	1,000
100-57-1-575-58-9000	Contingency	191	0	500	0	0
	Operating Expenses	**41,222**	**37,286**	**49,265**	**45,680**	**79,832**
100-54-1-575-58-2200	Vehicle Purchase	0	0	0	0	0
100-54-1-575-58-2300	Furniture/Fixtures	0	0	0	0	0
100-54-1-575-58-2400	Computers & Printers	1,756	0	2,400	2,438	1,500
100-54-1-575-58-2500	Equipment	0	0	0	0	0
	Capital Outlay	**1,756**	**0**	**2,400**	**2,438**	**1,500**
TOTAL ENGINEER		**410,156**	**421,701**	**449,033**	**443,536**	**493,023**

NOTES: FY 2012

100-52-1-575-58-1300 Maint./Tech. Service

Note: (1) Plotter Maint Contract/Ashley's Office World ($500)
Note: (2) ARCEDITOR Concurent Uses/ESRI, Inc ($1,500)
Note: (3) ARCPAD Maint/ESRI, Inc ($250)
Note: (4) AUTO CAD Subscription + Gold Support ($,1710)
Note: (5) Division Share of Copier Maint + Overages ($225/mo)

100-52-1-575-58-1200 Professional Services

Note: (1) Multiuse Trail & Trailhead Design (estimate approx $6.5K expensed in FY12
Note: (2) TE Grant for Streetscape (approx $20K for preliminary engineering)
Note: (3) TE Grant for Streetscape (approx $13.5K for design expensed in FY12
Note: (4) Stormwater Ordinance Review & Update (approx $50K expensed in FY12)
Note: (5) Hicks St. Box Culvert Design (Est $15K --can expense w/ SPLOST if resurfac
Note: (6) Traffic Studies: Est $20K for commissioner directed signal warrant analyses
Note: (7) Misc Design/Survey ($10K place-holder for unspecified professional services)

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Engineering Division

Engineering Division is responsible for programming, design, construction, operations and maintenance of the city's primary infrastructure including but not limited to city pavements and sidewalks, storm drainage, water production and distribution, wastewater collection and treatment, traffic signals, signage and public buildings. The Engineering Division also provides technical support to other city departments and citizens to include environmental permitting, traffic engineering, street lighting, street/alley closings, annexations, computer-aided drafting, mapping and geographical information system development. Engineering Division Consists of 3 departments: Engineering and Environmental Management; Water and Sewer; Traffic and Building Maintenance

Division and Department / Unit: Engineering & Environmental Management

Engineering and Environmental Management Department is responsible for planning, oversight and inspection of construction, improvement and development projects; maintenance of streets, sidewalks and drainage structures, local environmental permitting and enforcement; computer-aided drafting, database and mapping work related to development and maintenance of city's Geographical Information System; and a variety of related field and technical engineering services for the City of Waycross

Division and Department / Unit: Water & Sewer Department

Water and Sewer Department is responsible for production and distribution of drinking water and the collection and treatment wastewater for the City of Waycross. Water distribution responsibility includes maintenance and repair of all water mains, service lines, valves and fire hydrants within the City limits. Wastewater collection and treatment responsibility includes operation and maintenance of sewer mains, service lines, manholes, pumping stations and treatment facilities. Department also implements city's industrial pretreatment program and supports comprehensive planning for future needs.

Division and Department / Unit: Traffic and Building Maintenance

Traffic and Building Maintenance Department is responsible for safe and efficient movement of traffic including installation and maintenance of traffic signs and signals. This department is also responsible for maintenance and repair of city public buildings.

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Site Plan Reviews	5	6	10	10
Number of Flood Zone Inquiries	1	4	10	7
Number of Drawings Prepared	80	70	51	70
Number of Drawings Prepared for Other Departments	20+/-	17+	9+	15
Number of Requests to Annex Land	1	1	0	5
Number of Requests to Rezone Land	3	1	0	1
Budget Impact				
FTE's per 1,000 Citizens	0.42	0.42	0.44	0.44
Net Cost of Services per Citizen	$27	$28	$31	$34
Effectiveness & Strategic Plan				
% of Streets Accurately Included in GIS System	100%	100%	100%	100%
% of Water/Sewer Structures Accurately Inc/GIS System	n/a	n/a	n/a	n/a
% of Storm Drainage Accurately Included inc/GIS System	99%	99%	99%	99%
Avg. Site Plan Review Time (days)	n/a	n/a	3-4 days	3-4 days

Infrastructure Construction

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-4-220-53-1100	Salaries	86,376	107,688	109,179	92,461	110,323
100-51-4-220-53-1300	Overtime	1,684	1,910	500	264	1,400
100-51-4-220-53-2100	Health Insurance	19,680	21,446	21,446	21,447	26,278
100-51-4-220-53-2101	Life Insurance	283	284	301	301	312
100-51-4-220-53-2200	Social Security	6,464	7,757	8,352	6,574	8,547
100-51-4-220-53-2400	Retirement	14,393	13,127	14,717	14,717	17,773
100-51-4-220-53-2700	Workers' Comp. Ins.	6,860	6,759	6,759	6,759	5,592
	Personal Services	**135,739**	**158,972**	**161,255**	**142,523**	**170,225**
100-52-4-220-53-2320	Lease Purchase	0	15,228	15,228	15,228	15,228
100-52-4-220-53-3100	Liability Insurance	2,964	3,549	3,136	3,136	3,133
100-52-4-220-53-3200	Communication	214	182	250	207	250
100-52-4-220-53-3500	Business Travels	0	9	400	0	0
100-52-4-220-53-3600	Dues & Subscriptions	0	0	0	0	0
100-52-4-220-53-3700	Business Training	0	0	800	45	0
100-53-4-220-53-1100	General Operating	4,392	1,686	2,500	1,480	2,500
100-53-4-220-53-1230	Utilities	0	0	0	0	0
100-53-4-220-53-1270	Gas	4,355	6,861	8,100	8,052	8,500
100-53-4-220-53-1600	Small Equipment	730	431	1,900	879	1,000
100-53-4-220-53-1700	Uniforms	627	454	750	650	750
100-55-4-220-53-1300	Garage M & R	1,470	1,500	1,500	811	1,500
100-57-4-220-53-9000	Contingency	0	0	0	0	0
	Operating Expenses	**14,751**	**29,900**	**34,564**	**30,489**	**32,861**
100-54-4-220-53-1400	Infrastructure(Sidewalks)	48,171	35,069	29,000	24,802	20,000
100-54-4-220-53-1410	Infrastructure(Patching)	13,700	20,000	18,400	20,849	15,000
100-54-4-220-53-1420	Infrastructure(Culverts)	22,366	11,788	10,100	9,315	15,000
100-54-4-220-53-2200	Vehicle Purchase	0	0	0	0	0
100-54-4-220-53-2500	Equipment	0	3,860	0	0	0
	Capital Outlay	**84,237**	**70,718**	**57,500**	**54,966**	**50,000**
TOTAL INFRASTRUCTURE CONSTRUCTI		**234,728**	**259,589**	**253,319**	**227,977**	**253,086**

100-52-4-220-53-2320 Lease Purchase

Note: (1) 2009 Backhoe @ $69,500

Monthly Pmnt est. $1,269.2 x 12 = $15,228.24 @ 3.61% Paid in Full 6/2014 5 yrs

Traffic

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-51-4-270-54-1100	Salaries	74,150	82,673	87,298	77,472	91,478
100-51-4-270-54-1300	Overtime	5,533	3,231	3,200	3,217	4,000
100-51-4-270-54-2100	Health Insurance	14,760	16,085	16,085	16,085	19,708
100-51-4-270-54-2101	Life Insurance	245	232	241	241	257
100-51-4-270-54-2200	Social Security	5,623	5,990	6,678	5,664	7,029
100-51-4-270-54-2400	Retirement	16,455	10,706	11,768	11,768	14,737
100-51-4-270-54-2700	Workers' Comp. Ins.	5,145	5,069	5,069	5,069	4,194
	Personal Services	**121,911**	**123,985**	**130,338**	**119,515**	**141,403**
100-52-4-270-54-1300	Maint./Tech. Service	0	0	0	0	500
100-52-4-270-54-2200	Repairs/Maint. Bldg.	1,842	322	2,000	1,446	3,000
100-52-4-270-54-2320	Lease Purchase	0	0	0	0	0
100-52-4-270-54-3100	Liability Insurance	3,587	2,777	2,459	2,459	2,457
100-52-4-270-54-3200	Communication	1,805	1,500	1,700	1,672	1,700
100-52-4-270-54-3500	Business Travels	455	983	700	602	1,300
100-52-4-270-54-3600	Dues & Subscriptions	0	0	0	0	0
100-52-4-270-54-3700	Business Training	410	0	600	0	0
100-53-4-270-54-1100	General Operating	2,040	1,493	1,800	945	2,500
100-53-4-270-54-1230	Utilities	9,373	10,522	11,500	11,328	13,000
100-53-4-270-54-1270	Gas	4,992	4,002	5,500	4,907	5,500
100-53-4-270-54-1600	Small Equipment	1,577	1,342	6,500	5,987	1,500
100-53-4-270-54-1610	Signs & Markings	35,546	23,480	25,000	18,499	25,000
100-53-4-270-54-1700	Uniforms	357	191	500	299	500
100-55-4-270-54-1200	Reimb: DP IT Expense	900	716	716	716	662
100-55-4-270-54-1300	Garage M & R	5,008	1,300	3,000	1,739	2,000
100-57-4-270-54-9000	Contingency	0	0	0	0	0
	Operating Expenses	**67,892**	**48,628**	**61,975**	**50,598**	**59,619**
100-54-4-270-54-2200	Vehicle Purchase	0	0	0	0	0
100-54-4-270-54-2300	Furniture/Fixtures	0	0	0	0	0
100-54-4-270-54-2400	Computer/Printer	0	0	0	0	0
100-54-4-270-54-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL TRAFFIC ENGINEER		**189,802**	**172,613**	**192,314**	**170,113**	**201,022**
TOTAL ENGINEERING DIVISION		**834,686**	**853,903**	**894,667**	**841,627**	**947,132**

Street Lights

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-53-4-260-77-1230	Utilities	304,972	307,930	305,588	336,343	350,000
TOTAL STREET LIGHTS		**304,972**	**307,930**	**305,588**	**336,343**	**350,000**

General Fund Non-Operating

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-55-4-860-10-1110	Data Processing Oper.	78,619	79,680	80,453	80,453	69,712
100-55-4-860-10-1120	Public Buildings Oper.	48,158	50,350	49,063	49,063	50,170
100-55-4-860-10-1130	City Garage Oper.	279,721	296,875	282,767	282,767	290,132
100-55-4-860-10-1150	Waste Management Oper.	30,000				
100-55-4-900-10-1040	Reimburse Cemetery	70,734				
Total Non-Operating Internal Funds		**507,232**	**426,905**	**412,283**	**412,283**	**410,014**

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-57-4-900-10-2030	Drug Coordinator	15,000	15,000	15,000	15,000	15,000
100-57-4-900-10-2040	Heritage Center	4,500				5,000
100-57-4-900-10-2050	DAV	1,500				
100-57-4-900-10-2060	Magnolia House	2,500				
100-57-4-900-10-2070	CASA	2,500				
100-57-7-520-10-2000	WWC Dev Auth.	12,500	8,333	0	0	0
100-57-7-520-10-2005	OADA			25,000	25,000	25,000
100-57-7-520-10-2010	SE Area Planning Comm.	18,516	18,467	20,000	18,485	20,000
Total Non-Operating Contributions		**57,016**	**41,801**	**60,000**	**58,485**	**65,000**

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
100-52-3-920-10-3900	Region 8HazMat-City of Dougla	0	1,533	1,533	1,533	1,533
100-57-4-900-10-1050	Hotel/Motel Tax Prom.	6,000	2,500		3,000	2,500
100-57-7-520-10-1800	SGRC-Comprehensive Study			15,000	15,639	0
100-57-4-900-10-2600	Unemployment Comp.	2,030	26,162	15,000	18,228	10,000
100-57-4-900-10-2700	Reimburse Postage	-121	-173	0	-367	
100-57-4-900-10-2800	Retention Pond (BC Waycross)		7,500	30,000	30,000	30,000
100-61-9-030-10-8010	Misc Bank Stmt Charges	6,344	8,244	6,000	12,086	12,000
Total Non-Operating Other		**14,252**	**45,766**	**67,533**	**80,119**	**56,033**
TOTAL NON-OPERATING		**578,501**	**514,472**	**539,816**	**550,888**	**531,047**
TOTAL GENERAL FUND		**11,597,561**	**11,737,333**	**12,057,768**	**11,751,109**	**12,713,293**

Enterprise Funds

Water and Sewer Fund Revenues

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
505-34-4210	Water Service Fees	2,411,792	2,377,279	2,459,000	2,426,037	2,459,000
505-34-4230	Sewer Service Fees	2,431,655	2,412,765	2,460,300	2,394,334	2,460,300
505-34-4245	Surcharge WWTP Fee	352,525	351,687	352,000	348,001	352,000
	Total Utility Service Fees	**5,195,972**	**5,141,730**	**5,271,300**	**5,168,372**	**5,271,300**
505-34-4212	Water Taps	8,565	19,978	20,000	8,618	10,000
505-34-4240	Sewer Taps	10,162	2,250	12,000	4,584	5,000
	Total Water/Sewer Taps	**18,727**	**22,228**	**32,000**	**13,201**	**15,000**
505-34-4214	Contract Extensions	1,900	250	1,500	450	1,000
505-34-4215	Reinstatement Charges	98,258	117,721	98,000	121,860	110,000
505-34-4216	Miscellaneous Revenue	389	5,804	3,000	41,392	3,000
505-34-4217	Cash in Bank Interest	3,064	1,984	2,000	4,241	2,000
505-34-4218	Loads to Disposal	56,285	201,472	105,100	183,903	130,000
505-34-4219	Disconnect Fee	48,974	63,630	53,000	63,009	55,000
505-34-4220	Account Set Up Fee	20,340	19,995	21,000	20,025	20,000
505-34-4221	Laboratory Analysis Fee	0	0	100	50	100
505-34-4225	MBB Collections Revenue	2,880	5,040	1,500	4,259	1,500
505-34-4250	Sewer Fees-Satilla W/S Auth	214,923	250,870	240,000	258,371	275,000
505-34-9300	Returned Check Fees	7,910	6,615	6,000	6,120	6,000
505-38-1000	Utility Site Rental Fees	60,865	73,251	63,000	75,567	75,000
	Total Miscellaneous Revenue	**515,789**	**746,632**	**594,200**	**779,245**	**678,600**
505-39-1200	Reimb: Capital Project Fund	0	0	0	0	0
505-39-1300	Reimb: General Fund	0	0	0	0	0
	Total Reimbursements	**0**	**0**	**0**	**0**	**0**
TOTAL WATER & SEWER FUND		**5,730,488**	**5,910,590**	**5,897,500**	**5,960,819**	**5,964,900**

Water & Sewer Operations

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
505-52-4-430-59-1200	Professional Services	22,603	23,015	125,000	10,459	25,000
505-52-4-430-59-2200	Repairs & Maint. Building	692	0	0	0	
505-52-4-430-59-2320	Lease Purchase	35,854	35,854	35,855	35,854	35,855
505-52-4-430-59-3100	Liability Insurance	7,273	6,908	6,457	6,457	6,414
505-52-4-430-59-3850	Contract Labor	2,355,242	2,366,299	2,427,780	2,427,780	2,474,220
505-53-4-430-59-1100	General Operating	205	211	500	346	400
505-53-4-430-59-1230	Utilities	310,815	328,620	305,000	326,649	340,000
505-55-4-430-59-1200	Reimb: DP IT Expenses	1,500	1,431	1,470	1,470	662
505-55-4-430-59-1300	Garage M & R	11,283	15,692	20,000	12,261	20,000
505-55-4-430-59-1500	ESG Whse/Phone/Supplies	8,805	-6,033	0	-831	
	Operating Expenses	**2,754,273**	**2,771,997**	**2,922,062**	**2,820,444**	**2,902,552**
505-54-4-430-59-2540	Debt Service Capital Projects	721,184	456,620	551,105	327,353	573,913
505-54-4-430-59-2560	Tank Maintenance Program	158,298	158,298	110,000	106,020	106,020
	Capital Outlay	**879,482**	**614,918**	**661,105**	**433,372**	**679,933**
TOTAL WATER & SEWER OPERATIONS		**3,633,755**	**3,386,915**	**3,583,166**	**3,253,816**	**3,582,485**

505-52-4-430-59-2320 Lease Purchase Payments = (1) 2007 Vac-con Truck @ $224,208.00
Monthly pmnt $2,987.86 x 12 = $35,855 @ 3.25% Paid in full 2/2015

NOTES: FY2012

505-52-4-430-59-1200 Professional Services

- Professional services related to terms of new EPD discharge permit renewal - (e.g. watershed assessment, etc.).
  Est Cost: $125,000

505-52-4-430-59-3850 Contract Labor

- Proposed ESG contract price increase of $36,417 (1.5%) yielding total annual cost of $2,474,220 or $206,185 per month.
  Proposed increase compares favorably with 2.1% CPI change (Feb 10 to Feb 11) and accounts for the following:
  -- Add new backhoe, to be purchased by ESG. This backhoe will replace a retiring city-owned back-hoe yielding a capital purchase cost avoidance
  -- Add modest increase for labor/benefits and processing costs (principal cost drivers are health-insurance, fuel, sludge disposal and chemicals. Proposed increase does not off-set full magnitude of price escalation)
  -- Repairs Budget remains unchanged at $224,440

505-53-4-430-59-1230 Utilities

- Programmed 9% increase to account for GA Power rate escalation

505-55-4-430-59-1300 Garage M & R

- Programmed amount carried over from prior FY can be reduced to off-set retirement of city-owned back-hoe (depending upon how Garage expenses are allocated)

505-54-4-430-59-2560 Tank Maintenance Program

- City completed iniital 10-year contract tank rehab/maintenance term in 2010through 2012 through 2012
- After 2012 tank maintenance cost under existing contract can vary +/- 5% per year

Water and Sewer Non-Operating

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
505-55-4-400-10-1110	Data Processing Oper.	239,477	252,337	241,361	241,361	209,136
505-55-4-400-10-1120	Public Building Oper.	48,918	50,349	49,062	49,062	50,170
505-55-4-400-10-1130	City Garage Operations	52,739	54,160	52,648	52,648	52,929
505-55-4-400-10-1140	Reimb: General Fd. Opr.	747,876	871,822	863,733	863,733	963,733
505-57-4-400-10-9050	Refunds & Reimbursement	180	1,396	1,500	781	1,500
505-58-4-300-10-1300	GEFA Principle	137,771	143,015	148,462	148,462	152,718
505-58-4-300-10-2000	GEFA Interest	138,699	131,028	123,080	123,080	117,533
505-58-4-400-10-1325	GEFA CW00-020	588,486	82,423	84,923	84,923	87,500
505-58-4-400-10-1300	SRF Payments	79,996	600,344	612,442	612,526	624,783
505-58-4-400-10-1400	GEFA CW09071PF60-Bar Screen		893	6,500	5,145	4,131
505-58-4-400-10-2000	SRF Interest	154,579	142,721	130,623	130,539	118,282
505-61-4-400-10-1000	Revenue Bonds Sinking Fd.	0	0	0	0	0
TOTAL NON-OPERATING		**2,188,721**	**2,330,488**	**2,314,334**	**2,312,261**	**2,382,415**
TOTAL W&S FUND EXPENDITURES		**5,822,476**	**5,717,403**	**5,897,500**	**5,566,077**	**5,964,900**

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Water				
Millon Gallons of Water Pumped	850,393,000	897,962,000	1,007,733,000	918,696,000
Millon Gallons of Water Billed	738,038,136	808,385,292	797,089,744	781,171,057
Miles of Water Mains	145	145	145	145
Number of Water Connections	7,398	7,421	7,433	7,440
Daily Average Consumption in Gallons	2,300,000	2,300,000	2,300,000	2,300,000
Sewer				
Maximum Daily Capacity of Plant in Gallons	3,400,000	3,400,000	3,400,000	3,400,000
Miles of Sewer Main Maintained	120	120	120	120
Miles of Storm Sewers	60	60	60	60
Number of Sewer Connections	6,865	6,885	6,893	7,000
Daily Average Treatment in Gallons	3,000,000	3,000,000	3,000,000	3,000,000
Maximum Daily Capacity of Plant in Gallons	12,000,000	12,000,000	12,000,000	12,000,000
Budget Impact				
Cost of Providing Potable Water (per million gallons)	$2.10	$2.06	$2.12	$2.13
Cost of Sewer Collection (per million gallons)	$3.73	$3.66	$3.77	$3.84
Effectiveness & Strategic Plan				
% of Water Unbilled due to Testing/Leaks	13%	10%	24%	16%
% of Sewer Lines In Good Working Condition	n/a	n/a	n/a	n/a
% of Sewer Stop-Ups Cleared within 24 Hours	95%	95%	98%	99%

Waste Management Fund Revenues

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
540-34-4110	Residential Garbage Fees	880,857	885,039	879,795	872,883	878,736
540-34-4115	Trash Collection Fees	507,078	506,358	506,124	499,013	505,065
540-34-4190	Reinstatement Fees	36,325	35,797	31,000	37,492	37,000
540-34-4191	Garbage Container Violation	0	165	200	0	100
540-34-4192	Cash In Bank Interest	482	571	0	0	0
540-34-4193	Container Deposit	5,150	3,835	4,000	4,600	4,000
540-34-4195	Special Collections	8,100	5,745	4,500	6,385	5,000
540-34-4200	Disconnect/Connect Fee	16,325	21,210	20,000	21,026	20,000
540-39-1200	Reimb: General Fund	30,000	0	0		
TOTAL WASTE MANAGEMENT REVENU		**1,484,317**	**1,458,719**	**1,445,619**	**1,441,399**	**1,449,901**

Note: The Reinstatement Fees and Disconnection Fees are 25% of collected revenue received in the Water/Sewer Fc

Garbage & Yard Trash Collections

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
540-51-4-530-65-1100	Salaries	265,404	181,278	190,778	179,059	192,733
540-51-4-530-65-1300	Overtime	1,217	468	5,000	1,561	2,000
540-51-4-530-65-2100	Health Insurance	73,800	42,893	37,531	37,531	45,986
540-51-4-530-65-2101	Life Insurance	957	471	504	527	541
540-51-4-530-65-2200	Social Security	19,292	13,060	14,977	12,924	14,897
540-51-4-530-65-2400	Retirement	23,838	22,512	25,717	25,717	31,049
540-51-4-530-65-2700	Workers' Comp Ins.	25,724	13,518	11,828	11,828	9,786
	Personal Services	**410,231**	**274,200**	**286,334**	**269,147**	**296,992**
540-52-4-530-65-2320	Lease Purchase Pymts.	30,979	38,757	63,020	38,757	38,757
540-52-4-530-65-3100	Liability Insurance	17,025	12,326	8,178	8,178	8,155
540-52-4-530-65-3200	Communication	741	791	900	514	1,000
540-52-4-530-65-3500	Business Travel	46	0	0	0	0
540-52-4-530-65-3700	Business Training	0	0	0	0	0
540-52-4-530-65-3850	Contract Labor	713,844	713,844	713,844	714,025	728,112
540-53-4-530-65-1100	General Operating	6,681	4,685	5,800	5,775	5,000
540-53-4-530-65-1110	Chemicals	318	0	300	0	300
540-53-4-530-65-1230	Utilities	6,683	5,491	4,000	3,510	4,500
540-53-4-530-65-1270	Gas	32,778	31,623	30,000	40,880	37,000
540-53-4-530-65-1600	Small Equipment	500	90	400	0	500
540-53-4-530-65-1700	Uniforms	1,581	1,228	2,500	1,132	2,000
540-55-4-530-65-1000	Reimb:Gen. Fd. Opr.	178,194	197,218	197,218	197,218	222,218
540-55-4-530-65-1300	Garage M & R	20,423	19,865	28,500	24,012	25,000
540-57-4-530-65-9000	Contingency	71	0	0	0	0
	Operating Expenses	**1,009,862**	**1,025,918**	**1,054,660**	**1,034,002**	**1,072,543**
540-54-4-530-65-2200	Vehicles Purchase	0	0	0	0	0
540-54-4-530-65-2300	Furniture & Fixtures	0	0	0	0	0
540-54-4-530-65-2400	Computers & Printers	0	0	0	0	0
540-54-4-530-65-2500	Equipment	13,496	2,770	15,000	4,380	15,000
	Capital Outlay	**13,496**	**2,770**	**15,000**	**4,380**	**15,000**
TOTAL GARBAGE & TRASH COLLECTION		**1,433,589**	**1,302,888**	**1,355,994**	**1,307,529**	**1,384,535**

540-52-4-530-65-2320 Lease Purchase

Note: (1) Knuckle Boom Loader $94,250 @ 3.929% 7yrs

Monthly pmnt = $1,285.21 x 12 = $15,422.52 will be paid in full 4/2014

Note: (2) 2009 Knuckle Boom Loader $103,900 @ 3.920% 5yrs

Monthly pmnt = $1,944.58 x 12 = $23,334.96 will be paid in full 9/2013

NOTES: FY 2012

540-52-4-530-65-3850 Contract Labor

Southland Waste 2% CPI increase $60,676 per month

currently paying $59,487 monthly.

540-54-4-530-65-2500 Equipment

Roll Out Cans **$15,000**

Brown/White Goods

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
540-57-4-530-70-2000	Transfer Station Tipping	8,307	7,212	10,000	4,929	10,000
540-57-4-530-70-9000	Contingency					
TOTAL BROWN/WHITE GOODS		**8,307**	**7,212**	**10,000**	**4,929**	**10,000**

Recyclable Collections

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
540-52-4-540-71-2110	Collection & Delivery	0	0	0	0	0
TOTAL RECYCLABLE COLLECTION		**0**	**0**	**0**	**0**	**0**

Landfill Closure

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
540-52-4-560-72-1200	Professional Services	6,725	7,000	15,000	12,825	15,000
540-52-4-560-72-1300	Technical Services	5,480	11,455	9,000	2,100	9,000
540-55-4-560-72-1120	Reimburse: Water/Sewer					
TOTAL LANDFILL CLOSURE		**12,205**	**18,455**	**24,000**	**14,925**	**24,000**

Non-Operating

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
540-55-4-400-10-1130	City Garage Operations	31,009	32,095	31,199	31,199	31,366
540-61-9-000-10-5000	Fund Balance	0		24,426	0	0
TOTAL NON-OPERATING		**31,009**	**32,095**	**55,625**	**31,199**	**31,366**
TOTAL WASTE MGMT. EXPENDITURES		**1,485,110**	**1,360,650**	**1,445,619**	**1,358,583**	**1,449,901**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within your division

Division and Department / Unit: Public Works / Waste Management

Our responsibilities in Waste Management include: 1) removal of yard trash generated within the City Limits of Waycross 2) Scheduled special collections which include removal of mattresses, furniture, carpet, clothing, etc. these items are then transported to Southland Waste transfer station for disposal 3) Yearly Spring Cleanups 4) Delivery and pickup of roll out garbage cans 5) Removal and disposal of dead animals 6) Christmas Tree recycling

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Tons of Yard Trash Collected	3,120	2,674	2,424	2,500
Tons of White & Brown Goods Collected	114.73	174.63	155.14	160
Number of Garbage Container Repairs (Lids & Wheels)	n/a	568	700	750
Special Collections scheduled	89	109	170	160
Cans delivered to new / re-estabilished customers	n/a	1,038	1,672	1,600
Trash cans removed	698	930	1,460	1,200
Cans cleaned & washed	n/a	n/a	1,173	1,200
Picked up dead animals	n/a	202	218	200
Customer requested 2nd can	n/a	67	76	75
Budget Impact				
FTE's per 1,000 Citizens	0.652	0.521	0.477	0.477
Net Cost of Services per Citizen	$97	$89	$99	$99
Effectiveness & Strategic Plan				
% of Residential Collections Completed as Scheduled	100%	100%	100%	100%
% of Commercial Collections Completed as Scheduled	100%	100%	100%	100%

Special Revenue Funds

Cemetery Fund

Special Revenue Fund 203
Cemetery Fund Revenues

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
203-34-9100	Sales: Cemetery Lots	69,342	42,450	65,000	37,250	50,000
203-34-9101	Interment Fees	66,715	60,650	66,455	64,892	65,000
203-34-9102	Monument & Transfer Fee	13,860	9,163	10,000	8,937	10,000
203-34-9103	Reimb: General Funds	71,517	0		0	0
203-34-9104	Cash In Bank Interest	259	236		0	0
203-34-9105	Reimb: Cemetery Trust	0	0	0	0	21,373
Total Revenues		**221,693**	**112,499**	**141,455**	**111,079**	**146,373**

Cemetery Fund Expenditures

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
203-51-4-850-66-1100	Salaries	73,208	24,976	24,960	24,985	25,584
203-51-4-850-66-1300	Overtime	54	26	100	93	100
203-51-4-850-66-2100	Health Insurance	9,840	5,362	5,362	5,362	6,569
203-51-4-850-66-2101	Life Insurance	196	66	69	69	72
203-51-4-850-66-2200	Social Security	5,353	1,837	1,917	1,843	1,965
203-51-4-850-66-2400	Retirement	5,819	3,043	3,365	3,365	4,122
203-51-4-850-66-2700	Workers' Comp Insurance	3,430	1,690	1,690	1,690	1,398
	Personal Services	**97,901**	**37,000**	**37,462**	**37,405**	**39,810**
203-52-4-850-66-2200	Repairs & Maint. Building	2,154	942	520	417	520
203-52-4-850-66-2320	Lease Purchase Payments	0	0	0	0	0
203-52-4-850-66-3100	Liability Insurance	3,300	3,386	2,398	2,398	2,387
203-52-4-850-66-3200	Communication	886	900	1,000	779	1,000
203-52-4-850-66-3850	Contract Labor	29,954	20,204	40,000	34,079	40,000
203-53-4-850-66-1100	General Operating	4,052	3,315	5,230	4,019	5,000
203-53-4-850-66-1110	Chemicals	460	200	200	60	200
203-53-4-850-66-1230	Utilities	5,521	5,206	6,000	6,280	6,000
203-53-4-850-66-1270	Gas	5,843	5,316	5,000	6,286	7,000
203-53-4-850-66-1600	Small Equipment	550	941	500	289	500
203-53-4-850-66-1700	Uniforms	348	275	350	199	350
203-55-4-850-66-1000	Reimb: General Fund Opr.	24,352	25,845	25,845	25,845	25,845
203-55-4-850-66-1130	Reimb: Garage Operations	11,628	12,035	11,700	11,700	11,762
203-55-4-850-66-1300	Garage M & R	10,500	11,135	5,250	6,114	6,000
203-57-4-850-66-9000	Contingency	0	0	0	0	0
	Operating Expenses	**99,549**	**89,700**	**103,993**	**98,464**	**106,564**
203-54-4-850-66-2200	Vehicles	0	0	0	0	0
203-54-4-850-66-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
Total Expenditures		**197,450**	**126,700**	**141,455**	**135,869**	**146,373**

PERFORMANCE MEASURES				
Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Number of Vault Burials	n/a	101	96	100
Number of Cemetery Lot Sales	n/a	60	34	60
Contract Hours Mowing of Cemeteries	n/a	n/a	621	600
Budget Impact				
FTE's per 1,000 Citizens	0.065	0.065	0.068	0.068
Net Cost of Services per Citizen	$13	$8	$10	$10
Effectiveness & Strategic Plan				
Acres of Undeveloped Land	10	10	10	10

WPD Information Technology Fund

Account #	Revenue Source	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
205-38-1050	IT Revenue Fee	31,747	26,384	28,800	21,973	28,000
	TOTAL	**31,747**	**26,384**	**28,800**	**21,973**	**28,000**

WPD Information Technology Fund Expenditures

Account #	Account Number	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
205-53-9-034-80-2500	Computers/Equipment	33,191	22,883	28,800	24,736	28,000
	TOTAL	**33,191**	**22,883**	**28,800**	**24,736**	**28,000**

Hotel/Motel Fund

Account #	Revenue Source	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
275-31-4100	Hotel/Motel Revenue	185,765	237,631	225,000	305,442	300,000
	TOTAL	**185,765**	**237,631**	**225,000**	**305,442**	**300,000**

Hotel/Motel Fund Expenditures

Expenditures	Account Number	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
275-57-7-540-10-2000	Chamber of Comm T & C Bureau	100,319	94,916	90,000	121,070	120,000
275-57-7-540-10-9300	Reimburse General Fund	85,443	142,578	135,000	181,605	180,000
	TOTAL	**185,762**	**237,495**	**225,000**	**302,675**	**300,000**

Note:
General Fund will receive 60% and Tourism will receive 40%.

Special Purpose Local Option Sales Tax 2008 (SPLOST)

Account #	Revenue Source	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
435-33-7100	Special Purpose Sales Tax	1,410,551	1,641,776	1,600,000	1,916,059	1,692,000
435-36-1000	Interest Earned	1,755	3,709	0	5,129	0
	TOTAL	**1,412,306**	**1,645,485**	**1,600,000**	**1,921,188**	**1,692,000**

Special Purpose Local Option Sales Tax 2008 Expenditures

Expenditures	Account Number	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
435-55-9-033-17-1000	Engineering Roads and Streets		241,599	1,102,000	972,987	782,000
435-55-9-033-17-2000	Police Department Project		13,168	684,000	607,361	150,000
435-55-9-033-17-3000	Fire Dept Projects	665,211	0	29,000	28,541	0
435-55-9-033-17-4000	Property Acq & Demolition			0	0	75,000
435-55-9-033-17-5000	Water/Sewer Rehab & Expan			50,000	30,483	200,000
435-55-9-033-17-6000	Information Technology		50,142	3,000	2,480	15,000
435-55-9-033-17-7000	DWDA Projects			0		0
435-55-9-033-17-8000	Public Works Facility/Armory					470,000
435-55-9-033-17-9000	Rehab City Auditorium		19,500	128,000	124,478	0
	TOTAL	**665,211**	**324,410**	**1,996,000**	**1,766,329**	**1,692,000**

Internal Service Funds

Garage Fund

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
606-34-9200	All Funds Contributions	380,912	401,183	384,164	384,164	392,070
TOTAL CITY GARAGE		**380,912**	**401,183**	**384,164**	**384,164**	**392,070**

City Garage Fund Expenditures

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
606-51-4-800-68-1100	Salaries	219,311	224,442	226,054	219,790	227,510
606-51-4-800-68-1300	Overtime	557	913	1,500	1,492	1,500
606-51-4-800-68-2100	Health Insurance	34,440	37,531	37,646	37,531	45,986
606-51-4-800-68-2101	Life Insurance	580	587	624	624	640
606-51-4-800-68-2200	Social Security	15,465	16,084	17,408	15,876	17,519
606-51-4-800-68-2400	Retirement	15,316	27,098	30,489	30,489	36,652
606-51-4-800-68-2700	Workers' Comp Insurance	12,005	11,828	11,828	11,828	9,786
	Personal Services	**297,674**	**318,483**	**325,550**	**317,631**	**339,594**
606-52-4-800-68-1200	Professional Services	0	0	2,000	2,000	2,000
606-52-4-800-68-1300	Maint. & Technical Serv.	1,200	1,109	2,000	1,897	2,200
606-52-4-800-68-2200	Repairs/Maint. Building	61	379	900	62	1,000
606-52-4-800-68-2320	Lease Purchase Payments	8,733	14,443	0	0	0
606-52-4-800-68-3100	Liability Insurance	7,006	7,247	6,456	6,456	6,445
606-52-4-800-68-3200	Communication	1,185	1,134	1,300	1,099	1,300
606-52-4-800-68-3500	Business Travel	382	0	500	30	500
606-52-4-800-68-3600	Dues & Subscriptions	1,595	1,695	2,500	2,090	2,500
606-52-4-800-68-3700	Business Training	740	931	2,000	85	1,000
606-53-4-800-68-1100	General Operating	15,617	13,767	14,200	11,706	13,000
606-53-4-800-68-1110	Chemicals	1,315	890	1,500	1,449	1,500
606-53-4-800-68-1115	Fleet Cost-Warehouse	347	7,014	0	-11,868	0
606-53-4-800-68-1230	Utilities	11,379	11,466	11,000	12,510	9,500
606-53-4-800-68-1270	Gas	3,208	3,192	4,900	4,925	4,500
606-53-4-800-68-1600	Small Equipment	35	701	2,000	1,020	2,000
606-53-4-800-68-1700	Uniforms	2,958	3,292	3,500	3,097	2,000
606-55-4-800-68-1000	Reimb: General Fund Opr.	0	0	0	0	0
606-55-4-800-68-1200	Reimb: DP IT Expense	300	358	358	358	331
606-55-4-800-68-1300	Garage M & R	1,819	1,094	3,000	2,699	2,200
606-57-4-800-68-9000	Contingency	67	218	500	0	500
	Operating Expenses	**57,946**	**68,931**	**58,614**	**39,615**	**52,476**
606-54-4-800-68-2300	Furniture & Fixtures	0	0	0	0	0
606-54-4-800-68-2400	Computers & Printers	0	0	0	0	0
606-54-4-800-68-2500	Equipment	6,795	9,499	0	0	0
	Capital Outlay	**6,795**	**9,499**	**0**	**0**	**0**
TOTAL CITY GARAGE		**362,415**	**396,913**	**384,164**	**357,246**	**392,070**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Public Works / Garage

The Garage Responsibilities and duties include;
Provide timely vehicle repairs to all City Departments as they relates to their vehicles
Vehicle Repairs: Engine repairs, electrical repairs, brake repairs, diagnostic
Heavy Equipment: Hydraulic hoses, tires, tracks
Preventative Maintenance: Oil changes, tire repairs, grease and lubrication
Welding Repairs: Heavy equipment including excavators, tractors, fire trucks

PERFORMANCE MEASURES

Workload

	Actual		*YTD thru 6/30*	*Budget (Estimates)*
Measure	**FY-09**	**FY-10**	**FY-11**	**FY-12**
Preventive Maintatance	808	915	860	900
Engine Repairs	n/a	75	97	110
Transmission Repairs / service	n/a	54	49	50
Brake Repairs	n/a	118	105	110
Front Suspension	n/a	36	24	25
Electrical (wiring, breakers, cranking)	n/a	333	315	320
Tire Repair	n/a	118	98	110
Tires Replaced	n/a	292	281	300
Body Repairs and paint	n/a	100	84	100
Fuel System (filters, gas lines)	n/a	47	55	50
Air Conditioning	n/a	37	35	40
Wrecker Calls	n/a	77	52	55
Miss Repairs	n/a	228	221	200
Budget Impact				
FTE's per 1,000 Citizens	0.456	0.456	0.477	0.477
Net Cost of Services per Citizen	$24	$26	$26	$27
Effectiveness & Strategic Plan				

Data Processing Fund

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
607-34-9200	All Funds Contributions	318,096	332,017	321,814	321,814	278,848
607-34-9210	All Funds Contrib-IT Exp	28,500	33,073	33,073	33,073	33,120
TOTAL DATA PROCESSING		**346,596**	**365,090**	**354,887**	**354,887**	**311,968**

Data Processing Fund Expenditures

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
607-51-1-535-67-1100	Salaries	162,233	151,368	135,366	134,402	135,533
607-51-1-535-67-1300	Overtime	1,203	660	1,000	632	700
607-51-1-535-67-2100	Health Insurance	24,600	26,808	21,446	21,447	26,278
607-51-1-535-67-2101	Life Insurance	446	462	374	374	378
607-51-1-535-67-2200	Social Security	11,783	10,895	10,432	9,481	10,422
607-51-1-535-67-2400	Retirement	16,390	21,338	18,247	18,247	21,834
607-51-1-535-67-2700	Workers' Comp Insurance	8,575	8,448	6,759	6,759	5,592
	Personal Services	**225,230**	**219,980**	**193,625**	**191,340**	**200,737**
607-52-1-535-67-1200	Professional Services			45,000	36,943	0
607-52-1-535-67-1300	Maint, & Technical Serv.	52,487	64,679	53,000	52,345	56,086
607-52-1-535-67-2320	Lease Purchase Payments	1,658	1,491	1,530	1,690	0
607-52-1-535-67-3100	Liability Insurance	3,705	3,860	3,382	3,382	2,705
607-52-1-535-67-3200	Communication	27,720	23,733	29,500	29,033	30,440
607-52-1-535-67-3500	Business Travel	628	1,456	2,500	1,688	1,000
607-52-1-535-67-3600	Dues & Subscriptions	350	350	350	350	0
607-52-1-535-67-3700	Business Training	442	696	2,000	109	1,000
607-53-1-535-67-1100	General Operating	10,666	12,225	14,000	13,374	14,000
607-53-1-535-67-1270	Gas	85	113	0	0	0
607-53-1-535-67-1600	Small Equipment	124	297	0	0	0
607-57-1-535-67-9000	Contingency	13	0	0	0	0
	Operating Expenses	**97,877**	**108,902**	**151,262**	**138,913**	**105,231**
607-54-1-535-67-2400	Computers & Printers	-689	3,685	5,000	2,936	4,000
607-54-1-535-67-2500	Equipment	1,137	4,974	5,000	1,530	2,000
	Capital Outlay	**448**	**8,659**	**10,000**	**4,466**	**6,000**
TOTAL DATA PROCESSING		**323,555**	**337,541**	**354,887**	**334,720**	**311,968**

DEPARTMENTAL RESPONSIBILITIES AND DUTIES

Departmental Budget Overview: To be completed for all departments or units within you division

Division and Department / Unit: Finance / Data Processing

The Data Processing Department is responsible for several different functions:

Accounting Responsibilities: This department's responsibilities are updating and balancing the general ledger for each fund, which includes, accounts payable check runs, daily cash receipts, monthly reimbursements, accounting receivable billing, daily journal postings, updating payroll general ledger, collection of return checks, monthly and yearly reporting, and reconciling all bank statements, and assisting auditors with year end audit. Monitoring all Fixed Assets additions, deletions and depreciations.

Utility Billing Responsibilities: This department's responsibilities are mailing out the Utility Billing statements on a monthly basis, which includes all billings functions including loading and unloading handhelds, opening and closing of accounts, issuing daily maintenance work orders to meter department, posting adjustments, collections of delinquent accounts, handles customer inquiries and complaints.

Information Technology Responsibilities: This department's responsibilities are monitors and maintains computer networks to ensure smooth and uninterrupted service to city and connected systems, provides technical support and assistance to all network users, maintains network security and integrity, troubleshoots all computers connected to the city network and repairs damaged, disabled and malfunctioning systems, computer, software and related hardware, researches, tests and evaluates new technologies, systems, hardware for future integration. Another responsibility includes hosting and maintaining the City's own Website and Intranet (COWnet).

Budget Officer Responsibilities: This department's responsibilities are to distributes budget related forms and worksheets to city departments and enter responses into automated database, balance the city budget, prepares budget books for disbursement, distributes monthly financial and budget overview reports.

PERFORMANCE MEASURES

Workload				
	Actual		YTD thru 6/30	Budget (Estimates)
Measure	FY-09	FY-10	FY-11	FY-12
Hours Spent on User Assistance	N/A	N/A	1,668	1,740
Number of New or Replacement PC's Installed	33	21	12	10
Number of Hardware/Software Upgrades	27	16	22	22
Number of Accounts Payable Checks Processed	2,623	2,678	2,650	2,650
Number of Utility Bills Printed	78,484	77,800	74,736	74,700
Number of Work Orders Processed	14,838	14,135	12,905	13,000
Number of Meter Readings Performed Monthly	7,430	7,451	7,470	7,480
Average of Gallons Billed Monthly	61,503,178	67,365,441	67,671,654	67,700,500
Budget Impact				
FTE's per 1,000 Citizens	0.260	0.260	0.273	0.273
Net Cost of Services per Citizen	$21	$22	$24	$21
Effectiveness & Strategic Plan				
% of Meters Read Correctly on 1st Reading	99%	99%	99%	99%
% of Accounts Utilizing Direct Payment	0.91	0.91	0.90	1.50%
% of Current Year Amount Billed Written Off	0.99	0.99	0.99	0.99%
% of Current Year Amount Billed sent to Collection Agency	0.99	0.99	0.99	0.99%

Public Buildings Fund

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
608-34-9200	All Funds Contributions	97,076	100,699	98,125	98,125	100,340
TOTAL PUBLIC BUILDINGS		**97,076**	**100,699**	**98,125**	**98,125**	**100,340**

Public Buildings Fund Expenditures

Account #	Description	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
608-51-1-565-71-1100	Salaries	43,581	46,138	51,584	45,446	51,584
608-51-1-565-71-1300	Overtime	1,110	882	1,200	1,141	1,200
608-51-1-565-71-2100	Health Insurance	9,840	10,723	10,723	10,723	13,139
608-51-1-565-71-2101	Life Insurance	137	134	142	142	146
608-51-1-565-71-2200	Social Security	3,318	3,466	4,038	3,431	4,038
608-51-1-565-71-2400	Retirement	8,251	6,177	6,954	6,954	8,310
608-51-1-565-71-2700	Workers' Comp Insurance	3,429	3,379	3,379	3,379	2,796
	Personal Services	**69,666**	**70,899**	**78,021**	**71,217**	**81,213**
608-52-1-565-71-1300	Maint. & Technical Serv.	0	0	500	0	500
608-52-1-565-71-2200	Repairs & Maint. Building	235	0	1,000	602	1,000
608-52-1-565-71-2320	Lease Purchase Payments	0	0	0	0	0
608-52-1-565-71-3100	Liability Insurance	1,935	2,926	2,644	2,644	2,636
608-52-1-565-71-3200	Communication	1,004	832	1,150	915	1,150
608-52-1-565-71-3500	Business Travel	0	0	160	0	160
608-52-1-565-71-3600	Dues & Subscriptions	0	0	0	0	0
608-52-1-565-71-3700	Business Training	20	358	400	60	400
608-53-1-565-71-1100	General Operating	1,146	3,372	5,000	4,894	4,000
608-53-1-565-71-1270	Gas	1,052	712	1,500	1,579	2,000
608-53-1-565-71-1600	Small Equipment	268	324	500	0	500
608-53-1-565-71-1700	Uniforms	257	177	400	213	400
608-55-1-565-71-1130	Reimb: Garage Operat	5,815	6,018	5,850	5,850	5,881
608-55-1-565-71-1300	Garage M & R	296	523	500	75	500
608-57-1-565-71-9000	Contingency	0	0	500		0
	Operating Expenses	**12,028**	**15,242**	**20,104**	**16,833**	**19,127**
608-54-1-565-71-2200	Vehicles	0	0	0	0	0
608-54-1-565-71-2300	Furniture & Fixtures	0	0	0	0	0
608-54-1-565-71-2400	Computers & Printers	0	0	0	0	0
608-54-1-565-71-2500	Equipment	0	0	0	0	0
	Capital Outlay	**0**	**0**	**0**	**0**	**0**
TOTAL PUBLIC BUILDINGS		**81,694**	**86,142**	**98,125**	**88,050**	**100,340**

Liability Insurance Fund

Account #	Revenue Source	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
600-34-9200	All Funds Contribution	235,999	235,999	205,000	204,998	205,000
600-36-1000	CIB Interest	918	735	0	0	0
600-38-9000	Liability Misc Revenue	5,536	708	0	0	0
	TOTAL	**242,453**	**237,441**	**205,000**	**204,998**	**205,000**

Expenditures	Account Number	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
600-52-9-020-11-3100	Premium Auto	42,871	41,994	45,000	40,468	45,000
600-52-9-021-11-3100	Premium Liability	93,236	97,546	100,000	96,197	100,000
600-52-9-022-11-3100	Premium Property	15,178	15,067	20,000	16,799	20,000
600-52-9-023-11-3100	Claims Payment	10,205	4,699	40,000	38,584	40,000
	TOTAL	**161,490**	**159,306**	**205,000**	**192,048**	**205,000**

Health Insurance Fund

Account #	Revenue Source	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
601-36-1000	CIB Interest	1,380	682	0	0	0
601-36-1010	Reserve CIB Interest	95	57	0	0	0
601-38-9000	City Premium	1,052,880	1,078,983	1,050,878	1,050,878	1,313,886
601-38-9001	Miscellaneous Revenue	74	113	0	274	
601-38-9010	Employee Premiums	383,947	408,860	388,938	401,864	390,000
601-38-9020	Retired Premiums	15,862	19,138	17,208	19,293	21,180
601-38-9030	Group Life	19,056	18,541	18,753	19,773	19,286
	TOTAL	**1,473,295**	**1,526,374**	**1,475,777**	**1,492,081**	**1,744,352**

Expenditures	Account Number	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
601-52-9-024-12-1010	Group Resource Claims	1,198,032	1,561,420	1,168,714	1,456,594	1,425,289
601-52-9-024-12-1020	Administration Fees	259,322	265,341	288,000	282,700	300,000
601-52-9-025-12-3100	Ins - Miscellaneous	18,511	18,542	19,063	20,318	19,063
	TOTAL	**1,475,866**	**1,845,303**	**1,475,777**	**1,759,612**	**1,744,352**

Retirement Fund

Account #	Revenue Source	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
602-36-1000	CIB Interest	210	278	0	0	0
602-38-9000	Retirement Contribution	611,585	859,336	924,059	924,059	1,123,227
	TOTAL	**611,795**	**859,614**	**924,059**	**924,059**	**1,123,227**

Expenditures	Account Number	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
602-57-9-023-15-3000	Retirement Payments	616,089	859,337	924,059	881,932	1,123,227
602-61-9-000-15-5000	Fund Balance	0	0	0	0	0
	TOTAL	**616,089**	**859,337**	**924,059**	**881,932**	**1,123,227**

Worker's Compensation Fund

Account #	Revenue Source	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
603-36-1000	Workers Comp Int	1,817	1,168	0	0	0
603-38-9000	Miscellaneous Revenue	142,024	0	0	108,323	0
603-39-1000	General Fund Contrib	332,701	317,664	314,284	314,284	265,624
603-39-1020	Cemetery Fd Contrib	3,430	1,690	1,690	1,690	1,398
603-39-1030	Waste Manag Contrib	25,724	13,518	11,828	11,828	9,786
603-39-1070	City Garage Contrib	12,005	11,828	11,828	11,828	9,786
603-39-1080	Data Processing Contrib	8,575	8,448	6,759	6,759	5,592
603-39-1090	Public Buildings Contrib	3,429	3,379	3,379	3,379	2,796
	TOTAL	**529,705**	**357,695**	**349,768**	**458,091**	**294,982**

Expenditures	Account Number	2009 Actual	2010 Actual	2011 Budget	2011 Actual	2012 Budget
603-52-9-023-18-3100	Expend for all Claims	172,008	185,828	214,768	349,398	209,982
603-52-9-027-18-1100	Administration Cost	73,411	74,273	85,000	56,463	85,000
603-52-9-028-18-3100	Reserve for Claims	0	0	50,000	0	
	TOTAL	**245,419**	**260,101**	**349,768**	**405,861**	**294,982**

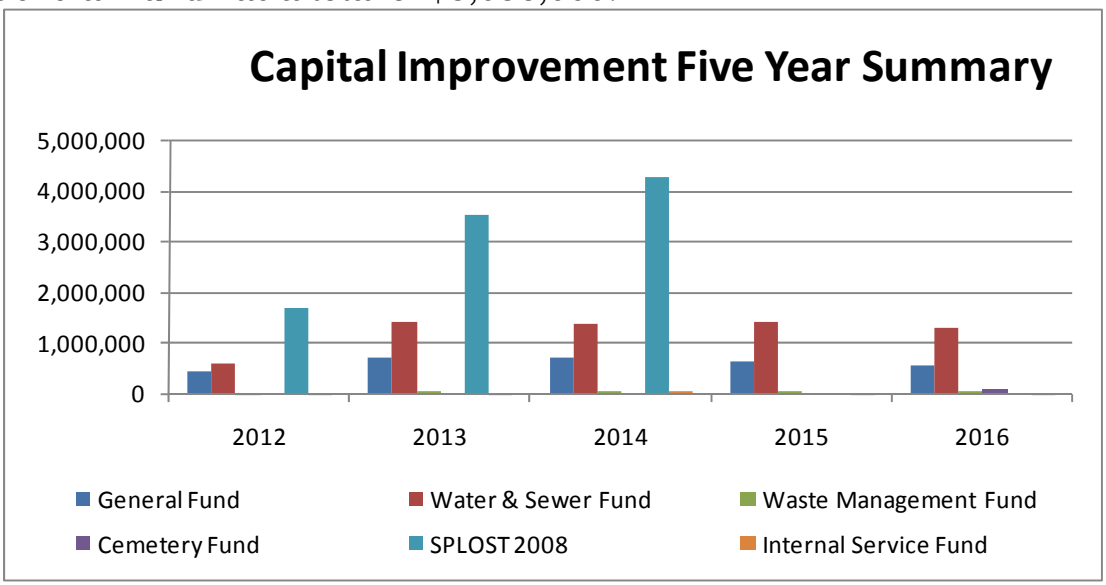
CAPITAL IMPROVEMENT PLAN

This plan is used as a tool in projecting and planning the city's needs for improvements within different areas of the city. These include infrastructure development and improvements, purchasing of software and various equipment to improve the quality of service, and upkeep and repairs on city buildings. A Special Purpose Local Option Sales Tax of 1% was approved by the voters in February 2008. This opportunity will allow the city to make many improvements and reach goals that will benefit not only the City of Waycross, but taxpayers as well.

The capital improvement plan is reviewed and updated annually in order to maintain a current and viable program of ongoing capital programs and activities.

The capital projects approved for the fiscal year 2012 are budgeted within each department's individual budget. These projects will be funded by each funds revenue source and/or grants. The city continues to search for grants to supplement the cost of all capital projects.

The graph below illustrates each fund's Capital Improvement expenditures for the next five years. The Special Purpose Local Option Sales Tax (SPLOST) capital plan for the next five years accumulates to $9,459,000. The Water and Sewer Fund has the next largest capital improvement cost of $6,064,485, and the General Fund has a total of $3,036,000.



MAJOR CAPITAL PROJECTS FOR FISCAL YEAR 2012

Following is a listing of major capital projects planned for the city. The projects are listed below on the following pages. Also shown, is the impact that the project will have on the operating funds once the project is completed. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of what might have an impact on the operating budget due to a capital project are new staff, maintenance, and daily operations (utilities, supplies).

Positive – The project will either generate some revenue to offset expenses or will actually reduce operating costs.

Negligible – The impact will be very small. It will generate less than $10,000 per year in increased operating expenditures.

Slight – The impact will be between $10,000 - $50,000 in increased operating expenditures.

Moderate – The impact will be between $50,001 - $100,000 in increased in operating expenditures.

High – This project will cause an increase in operating expenditures of $100,001 or more annually.

MAJOR CAPITAL PROJECT: **Replacing failing Sewer Main**

IMPACT ON OPERATING BUDGET: Positive

At the beginning of FY 2008, a Water/Sewer revenue bond was paid in full. Most of the water distribution (140 miles) and sewer collection (164 miles) infrastructure has never been replaced. Annual maintenance has been limited to stop gap repairs and in recent years the occurrence of catastrophic failures has increased. In FY 2008 the city begin replacing the failing sewer main and a total of $343,785 was spent on construction cost. This project will be on going for the next 10 years. The total estimated cost of this project will be $9,000,000.

Water and Sewer Fund FY 2012	
Engineering	$ 125,000
Construction	$ 573,913
TOTAL	$ 698,913

MAJOR CAPITAL PROJECT: **Resurfacing Streets**

IMPACT ON OPERATING BUDGET: Negligible < $10,000

This capital project will be funded by the Special Local Option Sales Tax (SPLOST) that was approved in February 2008. A total of $3,541,835 has been budgeted for roads and street improvements for the duration of 2009-2013.

SPLOST Fund FY 2012		
Engineering		$ 40,000
Construction		$ 722,000
	TOTAL	$ 762,000

MAJOR CAPITAL PROJECT: **New Public Works Facility**

IMPACT ON OPERATING BUDGET: Positive

This capital project will be funded by the Special Local Option Sales Tax (SPLOST) that was approved in February 2008. A total of $1,700,000 has been budgeted for a New Public Works Facility building. For this budget year the city will focus starting this major capital project.

SPLOST Fund FY 2012		
Engineering		$ 100,000
Construction		$ 470,000
	TOTAL	$ 570,000

MAJOR CAPITAL PROJECT: **Water and Sewer Expansion**

IMPACT ON OPERATING BUDGET: Positive

This capital project will be funded by the Special Purpose Local Options Sales Tax (SPLOST). The total budgeted amount for the water and sewer expansion $2,000,000. This project should generate more revenue in the future.

SPLOST Fund FY 2012		
Engineering		$ 45,000
Construction		$ 155,000
	TOTAL	$ 200,000

Capital Improvement 5 Year Summary

	FY2012	FY2013	FY2014	FY2015	FY2016
Finance					
Administration	$ -	$ -	$ -	$ -	$ -
Channel 42	$ 22,000	$ -	$ -	$ -	$ -
Puchasing	$ -	$ -	$ -	$ -	$ -
Data Processing	$ 6,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Total	**$ 28,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**
Human Resources					
Human Resources	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Police Department					
WPD IT Fund	$ -	$ -	$ -	$ -	$ -
Administration	$ -	$ 22,000	$ 22,000	$ 22,000	$ 22,000
CIU	$ 22,000	$ 22,000	$ 22,000	$ 22,000	$ 22,000
Uniform	$ 115,000	$ 255,500	$ 227,000	$ 198,500	$ 170,000
Support	$ -	$ 35,000	$ 5,000	$ 5,000	$ 5,000
Training	$ -	$ -	$ -	$ -	$ -
S.W.A.T.	$ -	$ -	$ -	$ -	$ -
SRO	$ -	$ -	$ -	$ -	$ -
Total	**$ 137,000**	**$ 334,500**	**$ 276,000**	**$ 247,500**	**$ 219,000**
Fire Department					
Fire	$ -			$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Public Works					
Administration	$ -	$ -	$ -	$ -	$ -
Highway & Streets	$ 165,000	$ 68,000	$ 175,000	$ 76,000	$ 30,000
Waste Management	$ 15,000	$ 35,000	$ 35,000	$ 40,000	$ 40,000
Cemetery	$ -	$ -	$ -	$ -	$ 60,000
Garage	$ -	$ -	$ 17,500	$ -	$ -
Total	**$ 180,000**	**$ 103,000**	**$ 227,500**	**$ 116,000**	**$ 130,000**
Community Improvement					
Inspections	$ -	$ -	$ -	$ -	$ -
Administration	$ 21,000	$ -	$ -	$ -	$ -
Total	**$ 21,000**	**$ -**	**$ -**	**$ -**	**$ -**

	FY2012	FY2013	FY2014	FY2015	FY2016
Engineering					
Administration	$ -	$ 5,000	$ -	$ -	$ -
Infrastructure Construction	$ 50,000	$ 265,000	$ 240,000	$ 280,000	$ 280,000
Traffic	$ 25,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Water/Sewer Operations	$ 573,913	$ 1,407,893	$ 1,375,893	$ 1,405,893	$ 1,300,893
Public Building	$ -	$ -	$ -	$ -	$ -
Total	**$ 648,913**	**$ 1,707,893**	**$ 1,645,893**	**$ 1,715,893**	**$ 1,610,893**
SPLOST					
SPLOST Projects	$ 1,692,000	$ 3,497,000	$ 4,270,000	$ -	$ -
Total	**$ 1,692,000**	**$ 3,497,000**	**$ 4,270,000**	**$ -**	**$ -**

Summary By Fund

General Fund	$ 420,000	$ 702,500	$ 721,000	$ 633,500	$ 559,000
Water & Sewer Fund	$ 573,913	$ 1,407,893	$ 1,375,893	$ 1,405,893	$ 1,300,893
Waste Management Fund	$ 15,000	$ 35,000	$ 35,000	$ 40,000	$ 40,000
Cemetery Fund	$ -	$ -	$ -	$ -	$ 60,000
SPLOST 2008-2013	$ 1,692,000	$ 3,497,000	$ 4,270,000	$ -	$ -
Total	**$ 2,700,913**	**$ 5,642,393**	**$ 6,401,893**	**$ 2,079,393**	**$ 1,959,893**
Internal Service Funds	$ 6,000	$ 10,000	$ 27,500	$ 10,000	$ 10,000
Total	**$ 6,000**	**$ 10,000**	**$ 27,500**	**$ 10,000**	**$ 10,000**
Grand Total	**$ 2,706,913**	**$ 5,652,393**	**$ 6,429,393**	**$ 2,089,393**	**$ 1,969,893**

Capital Vehicles and Equipment Listing

General Fund	Estimated Cost	Budgeted or Financing
Finance		
Channel 42		
(1) Van	$22,000	$7,912
	$22,000	$7,912
Police Department		
Criminal Investigation Unit		
(1) Chevy Impala Unmarked (Replacement)	$19,000	$4,044
Uniform Patrol		
(5) Chevy 2012 Impala's @ $23k	$115,000	$23,813
	$134,000	$27,857
Public Works		
Highways & Streets		
(1) 2012 St Sweeper	$165,000	$10,145
	$165,000	$10,145
Community Improvement		
Administration		
(1) Truck - Animal Control	$21,000	$7,553
	$21,000	$7,553
TOTAL GENERAL FUND	**$299,000**	**$38,002**

Waste Management Fund		
Garbage Cans (25)	$15,000	$15,000
TOTAL WASTE MANAGEMENT FUND	**$15,000**	**$15,000**

Grand Total	**$314,000**	**$53,002**

Note: Above amounts are included in each budget as lease payments reflecting the financing of most items for 6 months.

Capital Improvement Plan by Division

Finance Division

Channel 42

FUND: (100) General Fund	DIVISION: FINANCE				Department: Channel 42							
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Van (Ch42 Production)		$ 22,000									$ 22,000	Budget	$ 22,000
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ -		$ -		$ -		$ -		$ -	$ 22,000		$ 22,000

Notes:
This van is needed to assist the Channel 42 Production Manager.

Purchasing

FUND: (100) General Fund	DIVISION: FINANCE				Department: Purchasing/City Hall							
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Replace Seals on Elevator		$ 18,000									$ 18,000	Budget	$ 18,000
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ -		$ -		$ -		$ -		$ -	$ 18,000		$ 18,000

Notes:
Replace Seals on Elevator at City Hall.

Police Division

Administration

FUND: (100) General Fund	DIVISION: POLICE				Department: Administration											
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Police Vehicles	2	$ 44,000	1	$ 22,000	1	$ 22,000	1	$ 22,000	1	$ 22,000	$ 132,000	Budget	$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 44,000		$ 22,000		$ 22,000		$ 22,000		$ 22,000	$ 132,000		$ -

Notes:
Replaces a 1998 (5416) and 1999 (5427) Ford Crown Victoras

Criminal Investigations Unit

FUND: (100) General Fund	DIVISION: POLICE				Department: Crimminal Investigation Unit											
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Unmarked Police Vehicles	2	$ 44,000	1	$ 22,000	1	$ 22,000	1	$ 22,000			$110,000	Budget	$ 19,000
Building Renovations/Repair		$ 150,000									$150,000	SPLOST	$ -
AFIS Fingerprint System	1	$ 85,000									$ 85,000	Budget	$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 279,000		$ 22,000		$ 22,000		$ 22,000		$ -	$345,000		$ 19,000

Notes:
Unmarked Police Vehicles- Will replace 1 that was wrecked in FY11.

Uniform Patrol

EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
New Patrol Vehicles	5	$ 115,000	8	$ 184,000	7	$161,000	6	$ 138,000	5	$115,000	$ 713,000	Budget	$ 115,000
Patrol Vehicle Equipment	5	$ 27,600		$ 44,000		$ 38,500		$ 33,000		$ 27,500	$ 170,600	Budget	$ -
In Car Digital Camera	5	$ 27,500		$ 27,500		$ 27,500		$ 27,500		$ 27,500	$ 137,500	Budget	$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 170,100		$ 255,500		$227,000		$ 198,500		$170,000	$ 1,021,100		$ 115,000

Notes:

Replacement of 5 worn out patrol vehicles with purchase price of $23,000.

Patrol Vehicle Equipment will be needed to place in the new patrol vehicles.

In Car Digital Camera's will be replace the old VHS video camera systems.

Support Services

FUND: (100) General Fund DIVISION: POLICE Department: Support Services

EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Refurnish One Office		$ 5,000		$ 5,000		$ 5,000		$ 5,000		5000	$ 25,000	Budget	$ -
Resurface Parking Lot		$ 20,000									$ 20,000	Budget	$ -
Shelter for Impound Lot				$ 30,000							$ 30,000	Budget	$ -
Property Room/Armory Shelving		$ 42,000									$ 42,000	Budget	$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 67,000		$ 35,000		$ 5,000		$ 5,000		$ 5,000	$ 117,000		$ -

Notes:

Replace furniture for offices and repair floors where necessary.

Resurface the police department parking lot due to cracks and spots from old repairs.

FY2013 - Shelter for Impound Lot for half of the impund lot to provide protection for vehicles and other property from the weather.

Property Room/Armory Shelving for evidence storate in the new space gained through the rennovations currently ongoing.

Training & Personnel

FUND: (100) General Fund DIVISION: POLICE Department: Training & Personnel

EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Police SUV		$ 28,000									$ 28,000	Budget	$ -
Repairs to Training Center		$ 5,000									$ 5,000	Budget	$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 33,000		$ -		$ -		$ -		$ -	$ 33,000		$ -

Notes:

Police SUV will be a replacement for 1997 Ford Expendition with over 148,000 miles and to reduce monthly repairs.

Repairs at the Training Center will include range equipment, classroom ugrades, and turning targets at the J.E. Blackburn Public Safety Training Center.

S.W.A.T.

FUND: (100) General Fund	DIVISION: POLICE				Deparment: S.W.A.T.											
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Negotiator Throw Phone	1	$ 6,000									$ 6,000	Budget	$ -
Negotiator Van	1	$ 26,000									$ 26,000	Budget	$ -
Ar-15 Rifle	3	$ 5,400									$ 5,400	Budget	$ -
Motorola portable digital radio	6	$ 6,000									$ 6,000	Budget	$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 43,400		$ -		$ -		$ -		$ -	$ 43,400		$ -

Notes:

Negotiator Throw Phone is capable to record all conversation with suspect. Will replace old phone that is obsolete and can not be repaired due to the fact parts are no longer manufactured.

Negotiator Van will replace the worn out 1989 Model Chevrolet Van.

AR-15 Rifles will provide the S.W.A.T. Team with enough rifles to totally equip all S.W.A.T. team members which is used as a primary entry weapon. This price includes purchase of a a light source and a sighting system.

Motorola portable digital radios are needed for 4-S.W.A.T. negotiators, 1-S.W.A.T. Stand-by and 1-S.W.A.T. Medic.

School Resource Officers

FUND: (100) General Fund	DIVISION: POLICE				Department: School Resource Office											
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
None											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ -		$ -		$ -		$ -		$ -	$ -		$ -

Notes:

Fire Division

FUND: (100) General Fund	DIVISON: FIRE													
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
New Fire Engine			1	$ 250,000							$ 250,000	SPLOST	$ -
Build Fire Station #4						$ 395,000					$ 395,000	SPLOST	$ -
Training Library Books & DVD's		$ 25,000									$ 25,000	AFG Grant	$ -
City's Match 5%		$ 1,250									$ 1,250	Budget	$ 1,250
Fire Safety House		$ 48,000									$ 48,000	FP&S Grai	$ -
City's Match 5%		$ 2,400									$ 2,400	Budget	$ 2,400
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		**$ 76,650**		**$ 250,000**		**$ 395,000**		**$ -**		**$ -**	**$ 721,650**		**$ 3,650**

Notes:

New Fire Engine to replace 1994 E-One Engine. This is a SPLOST funded project however due to increases the costs may be more.

New Fire Station #4. This is a SPLOST funded project.

Develop a training library if AFG Grant is approved. The estimated cost is $25,000. The city would hava a 5% match for $1,250.

Apply for a Fire Prevention Grant to purchase a Fire Safety House to educate area children and adults about fire safety

Public Works Division

Highway & Streets

FUND: (100) General Fund	DIVISION: PUBLIC WORKS					Department: Highways & Streets										
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Side Arm Mower	1	$ 105,000									$ 105,000	Budget	$ -
Pickup Truck 1/2 Ton	1	$ 17,500									$ 17,500	Budget	$ -
Mosquito Sprayer	1	$ 12,000									$ 12,000	Budget	$ -
Backhoe	1	$ 80,000									$ 80,000	Budget	$ -
Rear Discharge Mower	1	$ 7,500	1	$ 8,000							$ 15,500	Budget	$ -
Street Sweeper	1	$ 165,000			1	$ 175,000					$ 340,000	Budget	$ 165,000
Chevy S-10 (Mosquito Truck)	1	$ 16,000					1	$ 16,000			$ 32,000	Budget	$ -
Ford F-600 Flat Bed Dump Truck			1	$ 60,000			1	$ 60,000			$ 120,000	Budget	$ -
TOTALS BY YEAR		**$ 403,000**		**$ 68,000**		**$ 175,000**		**$ 76,000**		**$ -**	**$ 722,000**		**$ 165,000**

Notes:

Side Arm Mower: Current 1997 tractor is in decent condition but side arm is worn out, tractor would replace a 1986 tractor with multiple issues, this tractor is completely worn out

Dodge P/U has a mulitiude of problems including leaking transmission and excessive motor oil usage

Mosquito Sprayer: will replace the existing 11 year old sprayer that blew up at the end of the 2010 season.

John Deere Backhoe: To replace existing 1987 John Deere backhoe. Transmission slips, hyd. System is very weak, engine compression is low

Mower replacement: Replace 1997 Dixie Chopper, currently has the 4th engine, remainder od mower is in poor condition

Mower replacement: Replace 2004 Gravley 44" mower with larger mower

Street Sweeper(s): Vacuum bodys are in poor condition due to excessive S. GA sand, Main vacuum heads are badly worn, Main blower needs replaceing, side are brooms need replacement

Mosquito Trucks: Both trucks are in poor condition due to constant contact with corrosive materials

F-600 Dump Trucks: Both trucks are 1990 models with various problems, these are flat bed dump trucks Milage #6209 - 107,612 # 6207 - 96,67

Waste Management

FUND: (540) WASTE MANAGEMENT	DIVISION: PUBLIC WORKS											
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Front End Loader		$ 155,000									$ 155,000	Budget	$ -
Tub Grinder		$ 600,000									$ 600,000	Budget	$ -
Pickup Truck		$ 17,500									$ 17,500	Budget	$ -
Roll Out Cans		$ 35,000		$ 35,000		$ 35,000		$ 40,000		$ 40,000	$ 185,000	Budget	$ 15,000
											$ -		$ -
TOTALS BY YEAR		**$ 807,500**		**$ 35,000**		**$ 35,000**		**$ 40,000**		**$ 40,000**	**$ 957,500**		**$ 15,000**

Notes:

Loader: Replace 1995 John Deere Loader, currently out of order, front wheel drive not working, repairs likely to exceed eqp.

Tub Grinder: Needed to reduce footprint at Inert lanfill to extend life, or to mulch for individual pickup.

Pickup: Replace truck with 196,825 miles, last truck purchased to pull garbage trains, need 1/2 vs. 3/4 ton. Truck is in poor condition.

Roll out cans: Yearly replacement, currently 5150 cans remain of the 1997 original purchase.

Garage

FUND: (606) GARAGE		DEPARTMENT: GARAGE													
EQUIPMENT		FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016		TOTAL	Source	FY 2012 Approved	
Truck Lift System		$ 26,000										$ 26,000	Budget	$	-
Service Truck						$ 17,500						$ 17,500	Budget	$	-
Paint Booth		$ 20,000										$ 20,000	Budget	$	-
												$ -		$	-
												$ -		$	-
TOTALS BY YEAR		$ 46,000		$ -		$ 17,500		$ -		$ -		$ 63,500		$	-

Notes:

Truck lift system is needed to lift large equipment such as fire trucks, dump trucks, pac-mac's, etc. for maintenance.

Service Truck would replace 19993 Ford Ranger, current mileage 116,237 uses oil and transmission slips.

Paint Booth needed due to EPD regulations under the clean air act, would include exhaust system.

Community Improvement

Administration

FUND: (100) General Fund		DIVISON: COMMUNITY IMPROVEMENT								Department: Administrations					
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016		TOTAL	Source	FY 2012 Approved	
Lektriever Electric Lateral File Sys		$ 30,000										$ 30,000	Budget	$	-
Truck		$ 21,000										$ 21,000	Budget	$	21,000
												$ -		$	-
												$ -		$	-
												$ -		$	-
												$ -		$	-
												$ -		$	-
												$ -		$	-
TOTALS BY YEAR		$ 51,000		$ -		$ -		$ -		$ -		$ 51,000		$	21,000

Notes:

The Electric Lateral File rotates and presents the item for picking to the operator at an ergoonomic work counter for easy usage.
This truck will be assigned to Animal Control Officer.

Engineering Division

Administration

FUND: (100) General Fund	DIVISON: ENGINEERING				Department: Administration							
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Total Station Theodolite				$ 5,000							$ 5,000	Budget	$ -
General Purpose Vehicle		$ 15,000									$ 15,000	Budget	$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 15,000		$ 5,000		$ -		$ -		$ -	$ 20,000		$ -

Notes:

Computerized transit to collect survey/elevation data efficiently.
General Purpose Vehicle small pick-up truck for construction management and field work by engineering staff.

Infrastructure Construction

FUND: (100) General Fund	DIVISION: ENGINEERING				Department: Infrastructure Construction							
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Infrastructure (Sidewalks)		$ 20,000		$ 30,000		$ 30,000		$ 30,000		$ 30,000	$ 140,000	Budget	$ 20,000
Infrastructure (Street Paving)		$ 20,000		$ 20,000		$ 20,000		$ 20,000		$ 20,000	$ 100,000	Budget	$ 15,000
Infrastructure (Culverts)		$ 160,000		$ 160,000		$160,000		$ 200,000		$ 200,000	$ 880,000	Budget	$ 15,000
Infrastructure (Equipment)		$ 40,000		$ 25,000							$ 65,000	Budget	$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 240,000		$ 235,000		$210,000		$ 250,000		$ 250,000	$1,185,000		$ 50,000

Notes:

Infrastructure (Sidewalks) for yearly repairs.
Infrastructure (Street Patching) for yearly repairs.
Infrastructure (Culverts): Requirement for contract replacement of failed drain pipe/concrete box-culverts. Current priority is culvert crossing at Hicks St. If this magnitude of capital project funding is not available in FY2012, recommend programming

Infrastructure (Equipment) FY2012 Flatbed Dump Truck; FY2013 Crew Truck Replacement

Traffic

FUND: (100) General Fund	DIVISION: ENGINEERING				Department: Traffic							
EQUIPMENT	#	FY 2012	#	FY 2013	#	FY 2014	#	FY 2015	#	FY 2016	TOTAL	Source	FY 2012 Approved
Programmed Sign Replacement		$ 30,000		$ 30,000		$ 30,000		$ 30,000		$ 30,000	$150,000	Budget	$ 25,000
Traffic Counter		$ 5,000									$ 5,000		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
											$ -		$ -
TOTALS BY YEAR		$ 35,000		$ 30,000		$ 30,000		$ 30,000		$ 30,000	$155,000		$ 25,000

Notes:

Sign Replacement required by the Federal Highway Administration (FHWA) regulations pertaining to the new Manual on Uniform Traffic Control Devices (MUTCD) standards.

Traffice Counter Replacement: Existing 7-year old counters reached economic lifespan. Can no longer hold charge or reliably post counts.

Water and Sewer

FUND: (505) WATER SEWER		DIVISION: ENGINEERING						
EQUIPMENT	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL	Source	FY 2012 Approved
Non-Operating & Other Capital								
Tank Maintenance Program (recurring)	$110,000	$110,000	$110,000	$110,000	$110,000	$ 550,000	Budget	$ 106,020
Water								$ 273,913
Phased Hydrant Replacement - Programmed replacement of unse	$20,000	$20,000	$20,000	$20,000	$20,000	$ 100,000	Budget	$ -
Design, Deep Well Water Supply	$75,000					$ 75,000	Budget	$ -
Deep Well Water Supply with Chemical Feed and Aeration		$450,000				$ 450,000	Budget	$ -
Well Inspection & Repair (main water plant well #2)		$75,000				$ 75,000	Budget	$ -
Well Inspection & Repair (main water plant well #3)			$75,000			$ 75,000	Budget	$ -
Clear Well Cleaning		$10,000				$ 10,000	Budget	$ -
Retrofit Industrial Park Well with Chlorine System		$20,000				$ 20,000	Budget	$ -
Abandon Well #1 - Required per EPD. Includes equipment removal, sealing, & certification			$100,000			$ 100,000	Budget	$ -
Abandon Alice Street Well					$100,000	$ 100,000	Budget	$ -
Design W&S 2012 Ph1 (water portion)	$5,000					$ 5,000	Budget	$ -
Jasmine Cir. Water Repl; Morningside to Camelia to Morningside	$50,000					$ 50,000	Budget	$ -
Design W&S 2012 Ph2 (water portion)	$14,000					$ 14,000	Budget	$ -
Roosevelt St Water Repl; 4" main, fire protection needs {W&S 2012, Ph2}	$50,000					$ 50,000	Budget	$ -
Izlar St Water Repl; .75" & 1.25" mains 19 services {W&S 2012, Ph2}	$40,000					$ 40,000	Budget	$ -
Owens St. Main, Brunswick Ave to Roosevelt St 1" main 9 services	$20,000					$ 20,000	Budget	$ -
Walker St. Main, Brunswick Ave to Roosevelt St 1.25" main 8 servic	$25,000					$ 25,000	Budget	$ -
Design W&S 2013 Program (water portion)		$7,000				$ 7,000	Budget	$ -
Morton Ave Water Repl; Howe to S Ga Pkwy 4" C.I. Crossing abandon {W&S 2013}		$35,000				$ 35,000	Budget	$ -
Sweat St Water Repl; Howe to S Ga Pkwy 4" C.I. Crossing abandon, 1.25" & 2" Main		$35,000				$ 35,000	Budget	$ -
Extend Mary St. Main (6"DI stub ~ 20ft)			$5,000			$ 5,000	Budget	$ -
Replace Alice St main from Preston to Riverside			$95,000			$ 95,000	Budget	$ -
Phased Water Main Replacement		$30,000		$100,000	$100,000	$ 230,000	Budget	$ -
ISO-related Improvements (i.e. Mitigate Water Supply Restrictions)		$50,000	$200,000	$200,000	$100,000	$ 550,000	Budget	$ -
Extend 10" Water Main, Gus Karle Pkwy					$200,000	$ 200,000	Budget	$ -
WATER SUBTOTAL	$299,000	$732,000	$495,000	$320,000	$520,000	$2,366,000		
Purple Pipe								
Design Water Re-Use Hydropneumatic distribution system		$25,000				$ 25,000	Budget	$ -
Water Re-Use distribution Pilot Project			$200,000			$ 200,000	Budget	$ -
Extend Purple Pipe distribution network					$275,000	$ 275,000	Budget	$ -
Sewer								$ 300,000
Lift Station/Pump Re-hab	$15,000	$15,000	$15,000	$15,000	$15,000	$ 75,000	Budget	$ -
Design W&S 2012, Ph1 (sewer portion)	$30,000					$ 30,000	Budget	$ -
Suwannee Dr. Sewer Repl Ph III; Seminole Tr to Cherokee Cir {W&	$92,000					$ 92,000	Budget	$ -
Plantation Dr. to Seminole Trail {W&S 2012, Ph1}	$45,000					$ 45,000	Budget	$ -
Cherokee Cir. Sewer Repl; Suwannee Dr to Satilla Blvd {W&S 2012	$90,000					$ 90,000	Budget	$ -
Jasmine Cir. Sewer Repl; Camelia Dr to Morningside Dr {W&S 2012	$80,000					$ 80,000	Budget	$ -
Design W&S 2012 Ph2 (sewer portion)	$26,000					$ 26,000	Budget	$ -
Roosevelt St Sewer Repl; Seaman to Nicholls {W&S 2012, Ph2}	$80,000					$ 80,000	Budget	$ -
Izlar St Sewer Repl; Brunswick Ave to Carswell Ave {W&S 2012, Ph2	$80,000					$ 80,000	Budget	$ -
Walker St Sewer Repl; Brunswick Ave to Roosevelt St. {W&S 2012	$50,000					$ 50,000	Budget	$ -
Owens St Sewer Repl; Brunswick Ave to Roosevelt St {W&S 2012,	$50,000					$ 50,000	Budget	$ -
Design W&S 2013 Program (sewer portion)		$45,000				$ 45,000	Budget	$ -
Morton Ave Sewer Repl; Marion St to S Ga Pkwy {W&S 2013 Ph1}		$95,000				$ 95,000	Budget	$ -
Morton Ave Sewer Repl; Virgil St to Congress St {W&S 2013 Ph1}		$80,000				$ 80,000	Budget	$ -
Howe St Sewer Repl; Morton Ave to Sweat St {W&S 2013 Ph1}		$25,000				$ 25,000	Budget	$ -
Sweat St Sewer Repl; Howe St to Miller St {W&S 2013 Ph1}		$130,000				$ 130,000	Budget	$ -
Miller St Sewer Repl: Clay St east across Canal to trunk line {W&S 2013 Ph1}		$75,000				$ 75,000	Budget	$ -
Mary St. from Garlington Ave to the dead end {W&S 2013 Ph2}		$85,000				$ 85,000	Budget	$ -
Ketterer St. from Garlington Ave to Crawford St {W&S 2013 Ph2}		$40,000				$ 40,000	Budget	$ -
Crawford St from Ketterer to Carswell Ave {W&S 2013 Ph2}		$70,000				$ 70,000	Budget	$ -
Albany Ave. from McDonald St to Nicholls St			$30,000			$ 30,000	Budget	$ -
Arnold McKinney Dr from McDonald St to Folks St			$40,000			$ 40,000	Budget	$ -
Lee Ave from Marion St. to trunk main			$20,000			$ 20,000	Budget	$ -
Hazzard St from Reynolds St to Wadley St			$40,000			$ 40,000	Budget	$ -
Wadley St. from Samuel St. to Blackwell St.			$35,000			$ 35,000	Budget	$ -
Senate St from Emerson St to Sweat St			$70,000			$ 70,000	Budget	$ -
Alice St from Bibb St to Pineview Dr			$95,000			$ 95,000	Budget	$ -
Alice St from Preston St to Quarterman St			$170,000			$ 170,000	Budget	$ -
Wastewater Treatment Plant Retrofit to meet possible future phosphorous limits				$50,000		$ 50,000	Budget	$ -
Tebeau St from Butler St to Jones St				$300,000		$ 300,000	Budget	$ -
Quarterman St. from Pendleton St to Plant Ave				$180,000		$ 180,000	Budget	$ -
Phased Sewer main rehab / replacement			$50,000	$250,000	$650,000	$ 950,000	Budget	$ -
WASTEWATER SUBTOTAL	$638,000	$685,000	$765,000	$795,000	$940,000	$3,823,000		
TOTALS BY YEAR (Water & Wastewater)	**$ 937,000**	**$1,417,000**	**$1,260,000**	**$1,115,000**	**$1,460,000**	**$6,189,000**		**$ 679,933**

Notes:

Backhoe ($18,000/year for 5 years) -Recommend amend FY12 ESG contract instead of		$18,000	$18,000	$18,000	$18,000	$ 72,000
W&S 2012 Ph1 Companion Paving SPLOST allocation	$125,000					$ 125,000
W&S 2012 Ph2 Companion Paving SPLOST allocation	$120,000					$ 120,000
W&S 2013 Companion Paving SPLOST allocation		$150,000				$ 150,000
Phased W&S main rehab/replacement Companion Paving SPLOST allocation			$200,000	$200,000	$200,000	$ 600,000
W&S Companion SPLOST Total	$245,000	$150,000	$200,000	$200,000	$200,000	$ 995,000

Interconnect Industrial Park and City Water Systems (20,000 LF, 12" main) (prog outyear @ $800K)
New Master Lift Station & Force Main - Pafford Lake Area (prog long-range > ~2025 @ $1M)

SPLOST 2008

FUND: SPLOST								
EQUIPMENT	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	TOTAL	Source	FY 2012 Approved
Engineering Projects								
Unpaved Streets	$ 397,000	$ 600,000	$ 500,000			**$ 1,497,000**	SPLOST	**$ 397,000**
Resurfacing	$ 325,000	$ 650,000	$ 800,000			**$ 1,775,000**	SPLOST	**$ 325,000**
Sidewalk Improvements	$ 60,000	$ -				**$ 60,000**	SPLOST	**$ 60,000**
Traffic Improvements		$ 100,000	$ 100,000			**$ 200,000**	SPLOST	**$ -**
Water and Sewer								**$ -**
Water and Sewer Expansion	$ 200,000	$ 750,000	$ 600,000			**$ 1,550,000**	SPLOST	**$ 200,000**
Infrastructure Improvements		$ 350,000	$ 350,000			**$ 700,000**	SPLOST	**$ -**
Fire Department								**$ -**
Purchase One Pumper Truck		$ 250,000				**$ 250,000**	SPLOST	**$ -**
75 Ft. Aerial Platform Truck						**$ -**	SPLOST	**$ -**
Remote Fire Station #4			$ 395,000			**$ 395,000**	SPLOST	**$ -**
Station Renovations	$ -	$ 65,000				**$ 65,000**	SPLOST	**$ -**
Police Department								
Building Renovations	$ 150,000					**$ 150,000**	SPLOST	**$ 150,000**
Training facility Improvements		$ 25,000	$ 25,000			**$ 50,000**	SPLOST	**$ -**
Public Works								
New Public Works Facility	$ 470,000	$ 475,000	$ 400,000			**$ 1,345,000**	SPLOST	**$ 470,000**
Administration								
Software and Hardware	$ 15,000					**$ 15,000**	SPLOST	**$ 15,000**
Community Improvement								
Demolition/land acquisition of of Public Buildings	$ 75,000	$ 100,000	$ 100,000			**$ 275,000**	SPLOST	**$ 75,000**
Auditorium Renovation			$ 800,000			**$ 800,000**	SPLOST	**$ -**
DownTown Development Au	$ -	$ 132,000	$ 200,000			**$ 332,000**	SPLOST	**$ -**
TOTALS BY YEAR	**$1,692,000**	**$3,497,000**	**$ 4,270,000**	**$ -**	**$ -**	**$ 9,459,000**		**$ 1,692,000**

GLOSSARY

Account Group	A self-balancing set of accounts which are not a fund or a fiscal entity. General Fixed Assts Account Group and General Long-Term Debt Account Group are such examples.
Accounting System	The total structure of records and procedures that identify, record, classify, summarize and report information on the financial position and results of operations of a governmental unit or any of its funds.
Accrual Basis Accounting	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
Ad Valorem Taxes	According to value; an assessment such as Taxes or insurance based on the value of the commodity (real or personal property) involved.
Appropriation	An authorization made by the City Commission that permits the city to set aside money or materials for a specific purpose.
Assessed Value	A determination of the estimated value of property as prescribed by the Ware County Tax Assessors office.
Assets	Probable future economic benefits obtained or controlled by a particular entity as a result of past transactions or events.
Balanced Budget	A budget in which the estimated current expenditures are equal to or less than the estimated current revenues.
Base Budget	The base budget consists of personal services only. Price and quantity changes are reflected in the base budget but only to the extent that they are in support of personal services. Program and/or capital improvements are not included in the base budget.
Beverage Tax	Taxes on alcoholic beverages (beer, wine, liquor) sold within the City.

Bond A written promise to pay a specified sum of money, called the per value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

Bonded Debt Payments on bonds sold by the city to spread over a long term.

Budget A financial plan for a specific period of time (fiscal year) that matches all planned revenues and expenditures with various city services.

Budget Adjustment A revision to the adopted budget that occurs during the affected fiscal year.

Budget Calendar The schedule of key dates or milestones that the City follows in the preparation, adoption, and administration of the budget.

Budget Message The instrument used by the City Manager in presenting a Comprehensive financial program to the City Commission and the Citizens of Waycross.

Budget Resolution The official enactment by the City Commission legally Authorizing the City Manager to obligate and spend resources.

Budget Transfer Intra Division Transfer: A transfer from one departmental account in a division to an account in a different division.

Budgetary Control The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenue.

Capital Expenditures Capital outlay of two thousand five hundred ($2,500) or more that has a useful life in excess of one year.

Capital Improvement Plan This is a multi-year planning instrument used by governments to identify needed capital projects and to coordinate the financial and timing of such improvements in a way that maximizes the return to the public.

Capital Project Fund
A fund used to account for financial resources used for the acquisition or construction of major capital equipment or facilities.

Capital Outlay
Expenditures that result in the acquisition of/or addition to fixed assets.

Debt Service
Expenditures for principle and interest payments on loans, notes and bonds.

Debt Service Requirements
The amount of money necessary for scheduled payment of outstanding debt, both principal and interest becoming due during the fiscal year, and contributions required to accumulate money for the future retirement of term bonds.

Department
Departments are the major functional sub-divisions and correspond roughly to functional hierarchy used by the City. Each department has been assigned to one of the functions according to the type of activity it performs.

Depreciation
(1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) The portion of the cost of a capital asset which is charged as an expense during a fiscal period.

Encumbrance
The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

Enterprise Fund
A governmental accounting fund in which the services provide are financed and operated similarity to those of a private business. The rate schedules for these services were established to insure that revenues are adequate to meet all necessary expenditures.

Equipment or Vehicle Purchase
Line items listed in the Capital Outlay expenditures within each individual department for equipment and vehicle replacement cost. If an amount is shown in these budgeted line items, no financing will be needed. All financed items will be accounted for under Lease Purchase Payments within each department.

Expenditures
This term refers to the outflow of funds paid, or to be paid for assets, goods, or services obtained regardless of when the expenses are actually paid.

Fiscal Year — A twelve (12) month period between settlements of financial accounts. This fiscal year for the City of Waycross begins July 1, and ends June 30, of each.

Fixed Assets — Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, improvements other than building, machinery, and equipment.

Franchise Tax — Fees levied on a corporation in return for granting a privilege sanctioning a monopoly or permitting the use of public property, usually subject to regulation set by the governing body.

Fund — A fiscal and accounting entity that is composed of a self balancing set of accounts that reflects all assets, liabilities, equity, revenue, and expenditures (or expenses) necessary to disclose position and the results of operations. Funds are established as individual records for purposes of legal compliance, difference natures of the activities performed, measurement of difference objectives, and to facilitate management control.

Fund Balance — Refer to the net of unrestricted money remaining in a fund after the year's expenditures and revenues are tallied, and is therefore also known as surplus funds.

Fund Equity — The excess of assets over liabilities. A portion of the equity may be reserved or designated; the remainder is Fund Balance.

GAAP — Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standards setting bodies.

General Fixed Assets Account Group — A self-balancing group of accounts set up to account for the general fixed assets of a governmental unit.

General Fund — This fund is used to account for all revenues and expenditures of the City of Waycross not accounted for in any other fund; and is an operating fund from which most of current operations of the city are financed.

Governmental Fund A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds. General fund, special revenue funds and capital projects funds are all examples of governmental fund types.

Grant A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function, activity or for the acquisition or construction of fixed assets.

Infrastructure The basic installations and facilities on which the continuance and growth of a community depend upon. Examples include water and sewer improvements, roads and street paving, and public buildings.

Insurance Tax Tax paid by insurance companies for premiums collected inside the city.

Interfund Reimbursement Transfer A planned movement of money between funds to offset expenses incurred in the receiving fund due to operation of the sending fund. This is also referred to as an overhead transfer.

Intergovernmental Revenue Revenue from other governments in the form of entitlements, grants, shared revenues or payments in lieu of taxes.

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

Lease Purchase Payments Expenditures for leasing or renting equipment or vehicles for both temporary and long-tem use by the government. These expenditures include bus and other vehicle rental when operated by local government, capital lease arrangements and other rental agreements.

Levy The assessment and collection of tax or other fees.

Line Item Budget A budget that lists each expenditure category (personnel services, supplies, travel, training, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Option Sales Tax	Sales tax collected from local businesses for the purpose of reducing property taxes and maintaining governmental operations. Ongoing after referendum.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Maintenance & Repair	Expenses resulting from the purchase of labor and materials for the repair or maintenance of city property by an outside vendor.
Millage Rate	The ad Valorem tax rate expressed in terms of the levy per thousand dollars of taxable assessed value.
Modified Accrual Basis	Governmental funds us the modified accrual basis of accounting. Revenues are cognized in the period in which they become both available and measurable. Expenditures are recognized at the time a liability is incurred.
Motor Vehicle & Mobile Home Tax	Taxes collected from license plate sales inside the city.
Operating Budget	The portion of the budget pertaining to daily operations and/or maintenance of city services, programs, facilities or fixed assets incurred in a fiscal year.
Operating Transfer	Legally authorized Interfund transfers from a fund receiving revenue to the fund that makes expenditures.
Paying Agent	The expenses incurred in the issuance and management of Bond Issues.
Personal Services	Expenditures directly attributable to the city employees, including salaries, overtime, and the city's contribution to social security, health insurance, workers' compensation insurance and retirement.
Professional Services	Expenditures incurred by the city to obtain the services of recognized license professionals such as doctors, lawyers, engineers, certified public accountants, and consultants.

Proprietary Fund — A fund that is used to account for business-type activities of a government. The basis of accounting for this type of fund is the accrual basis which means most transactions are measured when they occur, regardless of when cash his received or disbursed.

Real Estate Tax — Taxes collected by Ware County on real estate transfers (deed fees) within the city.

Reserve — An account used to indicate a portion of a fund balance legally restricted for a specific purpose and in therefore not available to general appropriations.

Retained Earnings — A fund equity account that reflects accumulated net earning or losses of proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

Revenue — Funds that the city receives as income. It includes such items as taxes, license, permits, fines, forfeitures, user fees, service charge, and grants.

Revenue Bonds — Revenue bonds are issued to finance industrial and commercial growth projects. Projects can include land acquisition, new-facility construction, improvements to existing facilities, and purchase and renovation of existing structures.

Small Tools — For purchase of small hand tools and small equipment and having a life expectancy or not more than three (3) years.

Special Revenue Fund — A fund established to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

State Revolving Loan (SRF) — State of Georgia loan pool for sewer improvements by local governments. This is a two (2) percentage loan rate, with twenty (20) year term.

Street Assessments — Street improvement cost assessed against landowner's property and due to the city.

Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Waycross are approved by the Commission and are within their limits determined by the State of Georgia.
Training	Expenditures incurred as a result of city approved instructional courses.
Travel	Expenditures incurred in the conduct of city business and/or schools. This includes subsistence, transportation, mileage (private vehicle), and hotel cost.
Unreserved Fund Balance	The amount remaining in a fund that is not designated for some future use and which is available for further appropriation or expenditure.
User Charges	The payment of a fee for direct receipt of a public service by the party benefiting from the service.
Utility Franchise Tax	Tax levied against utility companies doing business with the city (electricity, cable television, gas, telephones, etc.) for the use of city rights-of-way.