



City Manager's  
**PROPOSED**  
**BUDGET**  
**IN BRIEF**  
Fiscal Year 2019





# CONTENT

**VISION & MISSION**

**3**



**MEET THE BOARD**

**4**

**CITY MANAGER**

**5**

**CITY SNAPSHOT**

**6**

**CITYWIDE BUDGET**

**7**

**GENERAL FUND**

**8**

**DOLLARS AT WORK**

**9**



**SPECIAL REVENUES**

**10**

**UTILITY FUND**

**11**

**CAPITAL IMPROVEMENT**

**13**

**NEW INITIATIVES**

**14**





# VISION & MISSION

# THE BOARD OF COMMISSIONERS

## VISION

**The City of Albany** is a collaborative regional leader delivering exceptional services and enhancing quality of life, while fostering an atmosphere where citizens and businesses can thrive.



**Mayor Dorothy Hubbard**

Jon Howard- **Ward I**

Matt Fuller- **Ward II**

BJ Fletcher- **Ward III**

Mayor Pro Tem, Robert Langstaff- **Ward V**

Roger Marietta- **Ward IV**

Tommie Postell- **Ward VI**

## MISSION

**The City of Albany** delivers fiscally responsible, highly dependable services to citizens in the community and the region with integrity and professionalism.

## STRATEGIC PRIORITIES

-  Safe, sustainable, and business-friendly
-  Economic development and jobs
-  Infrastructure and asset management
-  Promotion of the City as a great place to live, work and play
-  Effective and excellent service delivery
-  Fiscal Responsibility



# CITY MANAGER

## SHARON D. SUBADAN

### Hon. Mayor & Board of City Commissioners,

Presented for your consideration is the proposed operating budget for the fiscal year 2019 (July 1, 2018 through June 30, 2019) totaling \$272.9 Million. The budget is balanced without the use of the MEAG Credits, which is a temporary revenue stream set to expire December 31, 2018. A roll-back to the millage rate is proposed for another year reducing it from 9.804 to 9.800. There is an overall net decrease in head count due to the outsourcing of Development Services and the management of the Civic Center.

We are pleased to announce that this budget does not include any proposed rate increases. Overall, the Utility Funds are budgeted in the "black", but the Storm Water Fund isn't self-sufficient with its current rates. This will need to be addressed within the next two budget years.

The highlight for the upcoming budget is the number of new initiatives that are included. Each one can be tied to a strategic priority in the City's Strategic Plan 2023. The overwhelming majority of them will be for the direct benefit of our citizens. From new Police Safety Officers to enhanced Property Management, we have our citizens covered. Or, perhaps, everyone's favorite will be "Benny the Penny", who brings awareness to all of our SPLOST projects. Our employees are covered with new initiatives too, which will include updated Crew Quarters for Public Works and incentives via the Wellness Program.

Another outstanding feature of the FY19 budget is the incorporation of funding for employees to receive merit increases based on performance. We recognize the tremendous value that our employees contribute to the organization and have included a mechanism to demonstrate our appreciation for employees performing at the highest levels.

With a new strategic plan adopted and a synergy throughout the organization, the City of Albany is poised to do great things in the upcoming years. With a third year of new initiatives planned, it is truly an exciting time to be part of the City of Albany. Whether it's our citizens or our employees, "We got you covered!"

Sincerely,  
Sharon D. Subadan



# 2019 TOTAL FISCAL YEAR BUDGET

## \$ 272,938,742

Number of budgeted employees **1,166**  
Millage rate **9.800**

### CITY DESCRIPTION

Population **73,801**  
Square Miles in the City **55.13**

### MAJOR EMPLOYERS

Phoebe Putney Health System **4,367**  
Marine Corps Logistics Base **4,300**  
Dougherty County Board of Education **2,675**  
City of Albany **1,166**  
Albany State University **1,144**  
Procter & Gamble **996**  
MillerCoors **575**  
Teleperformance USA **529**  
Thrush Aircraft **288**

### PUBLIC SAFETY

Police Citations Issued **18,969**  
Fire Incident Responses **4,704**  
Fire Public Safety Events **191**

### INFRASTRUCTURE

Miles of Streets **571**  
Street Lights **11,295**  
Wastewater Treated **13,856 g/day**  
Miles of Electrical Lines **747**  
Natural Gas Stations **32**  
Number of Water Wells **28**  
Parks **75**  
Acres of Parks **400**

### CUSTOMERS

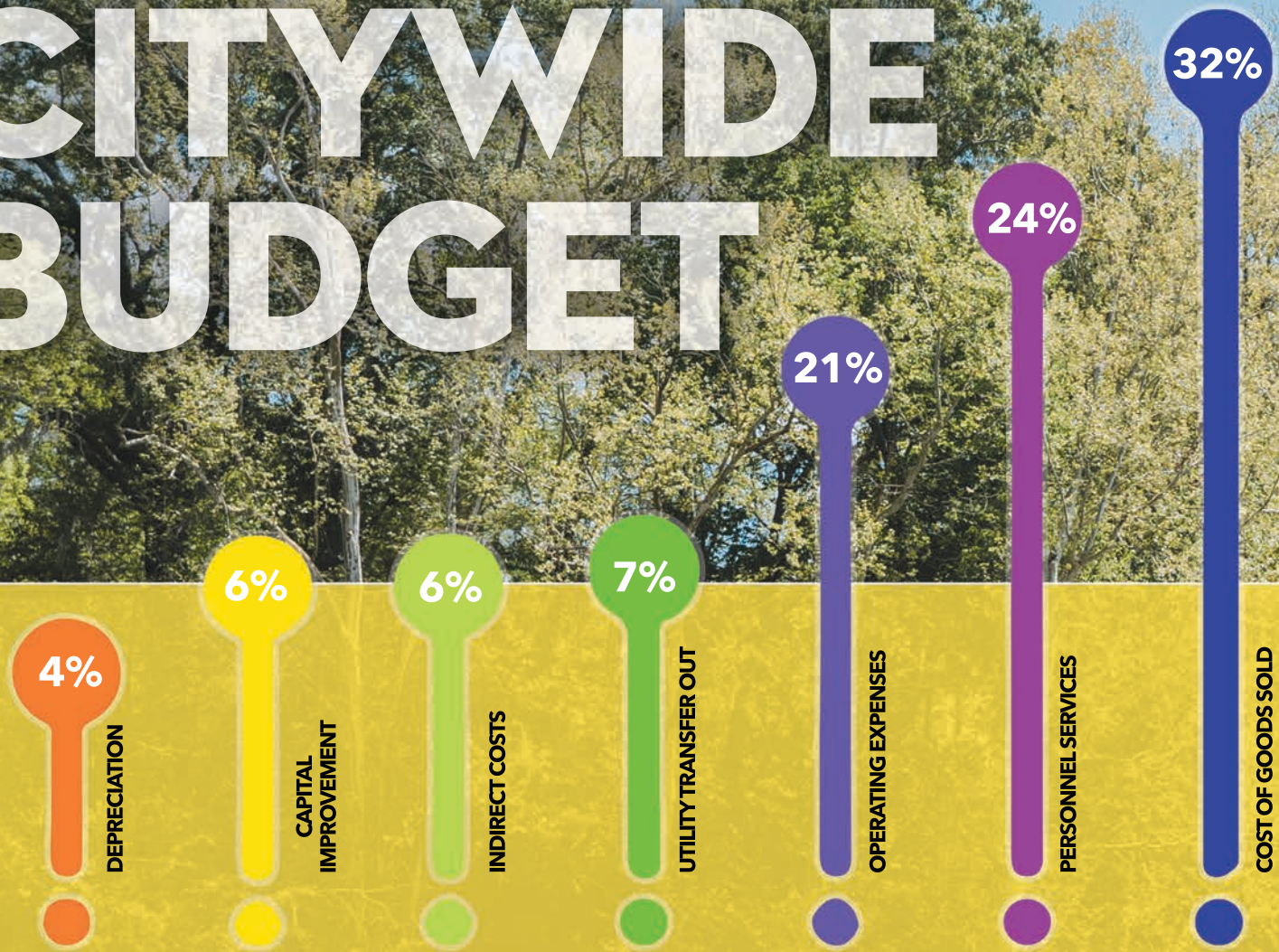
Utility Customers **35,214**  
Deplaned Passengers **36,983**  
Telecom Services **799**

# CITY SNAPSHOT





# CITYWIDE BUDGET



The proposed fiscal year 2019 budget totals **\$272.9 million**. The largest portion is made up of the cost of goods sold (32% , or \$88 million).

## REVENUE SOURCES

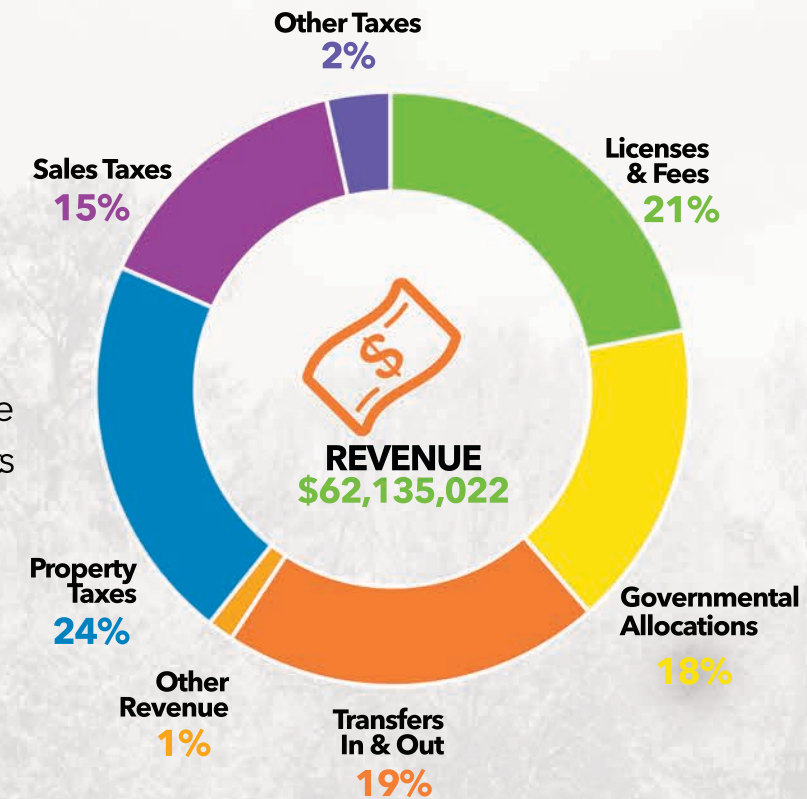
**THE GENERAL FUND** serves as the primary reporting vehicle for local government operations. The general fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. It accounts for the general operations of the City including Public Safety, Public Works, Municipal Court, Planning and Development, Engineering, and General Administrative Support services.

**ENTERPRISE FUNDS** are separated by function and reporting from the governmental operations of the City. These funds provide goods and services to the community via a fee for services rendered to the citizens. Under enterprise accounting, the revenues and expenses are separated in two separate funds in order to functionally operate a business or enterprise. The Utility funds and fees are the largest source of revenue for these type funds.

**SPECIAL REVENUE FUNDS** account for proceeds of specific revenue sources that are legally restricted to be expended for specific purposes.

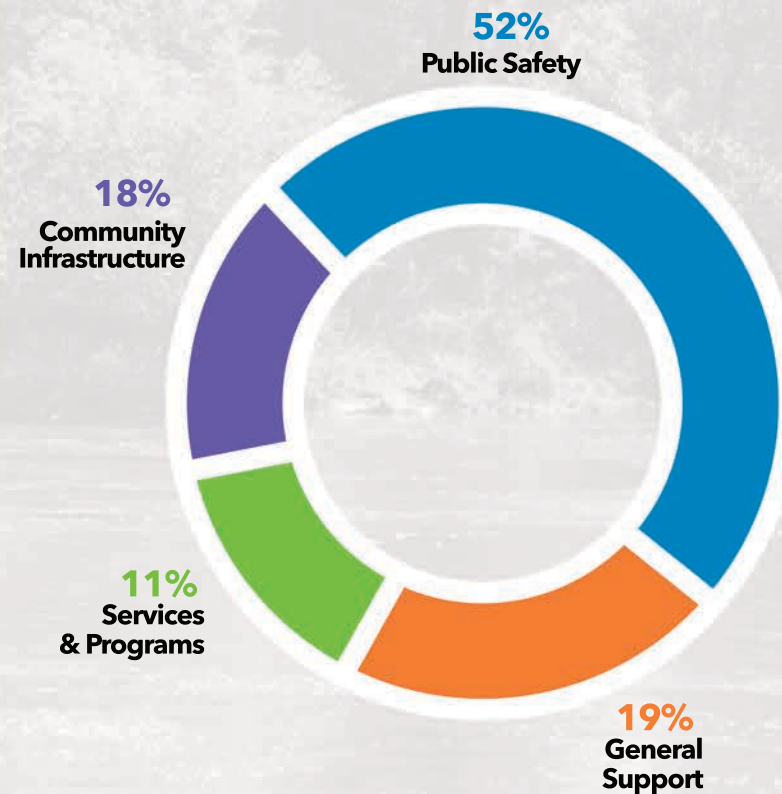
## GENERAL FUND REVENUE

The **General Fund** dollars are generated through the categories in the graph to the right. These dollar amounts are used to provide basic governmental services. Forecasts are based on five-year revenue trends.



## GENERAL FUND EXPENDITURES

**General Fund** dollars are used to pay for basic governmental services and operational functions. The largest portion of the expenditures are used for public safety.





# YOUR DOLLARS AT WORK.

Property taxes make up **22%** of the overall general fund revenues. The transfer from the utility funds makes up approximately **27%**. The information below details the proportion assigned to the city departments to provide the following services.

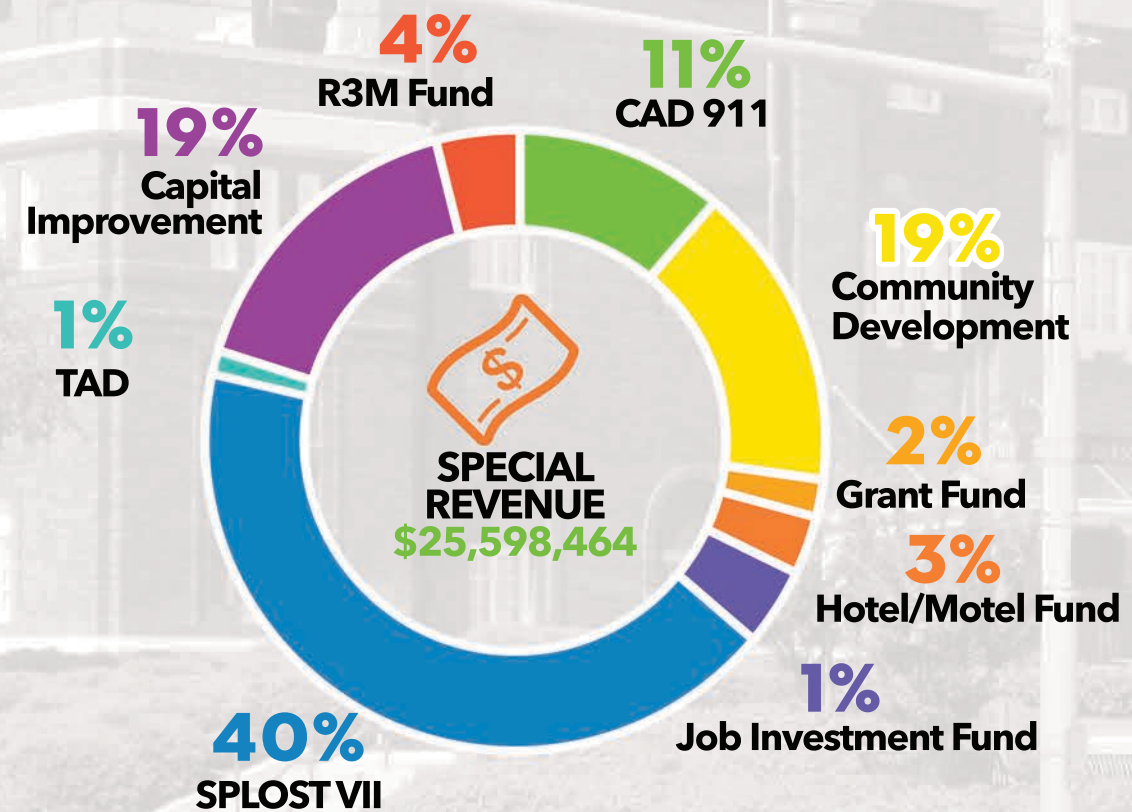
<b>POLICE DEPARTMENT</b>	<b>\$0.29</b>
<b>FIRE DEPARTMENT</b>	<b>\$0.23</b>
<b>GENERAL GOVERNMENT</b>	<b>\$0.19</b>
<b>PLANNING &amp; ENGINEERING</b>	<b>\$0.18</b>
<b>RECREATION &amp; COMMUNITY</b>	<b>\$0.11</b>



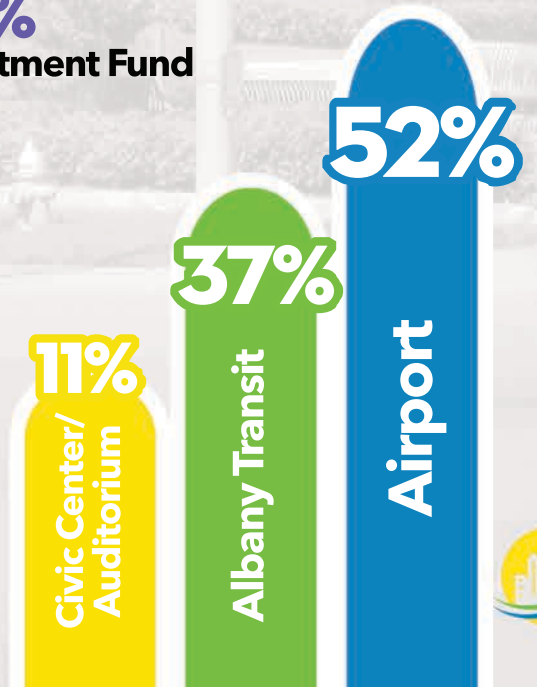
# SPECIAL REVENUE & SUPPLEMENTED FUNDS

**Special Revenue** funds account for the proceeds of specific revenue sources that are legally restricted to expend for specific purposes. This funding may include grants, hotel/motel taxes, SPLOST, etc.

**The Supplemented Funds** are a small portion of the Enterprise Funds. This funding provides operations, goods, and services for the Airport, Albany Transit, and the Civic Center/Municipal Auditorium.



**SUPPLEMENTED ENTERPRISE FUNDS**  
**\$20,226,652**





# UTILITY FUND REVENUES

## Proportion of Utility Revenue

Funding for Albany Utilities is derived from the fees paid by Albany Utility customers for services provided. Below you will find how much revenue is generated in each service area. Light Department funds are the largest revenue source and the largest expense for Albany Utilities.

**\$168,216,521**

**10% GAS**  
**9% SEWER**  
**8% WATER**  
**6% SOLID WASTE**  
**3% STORM WATER**  
**2% ((TELECOM))**

**LIGHT**  
**62%**

# UTILITY FUND EXPENSES

Albany Utilities is a utility distributor, which means that the majority of expenses are dictated by the energy provider of which the City is a member. The City participates in Municipal Electric Authority of Georgia for Light and Municipal Gas Authority of Georgia for gas. However, Albany Utilities maintains wells and the water treatment plant for the Water Fund that will also be included in the "Cost of Goods Sold" percentage shown below.

**Cost of Goods Sold 53%**  
**Transfers Out 11%**  
**Operating Expenses 11%**  
**Indirect Costs 10%**  
**Personnel Services 10%**  
**Depreciation Expense 5%**

**LIGHT FUND**  
**\$101,031,626**

\$76.6 Million in Cost of Goods Sold  
 \$10.8 Million Transfer to General Fund

**UTILITY FUND**  
**\$164,928,604**

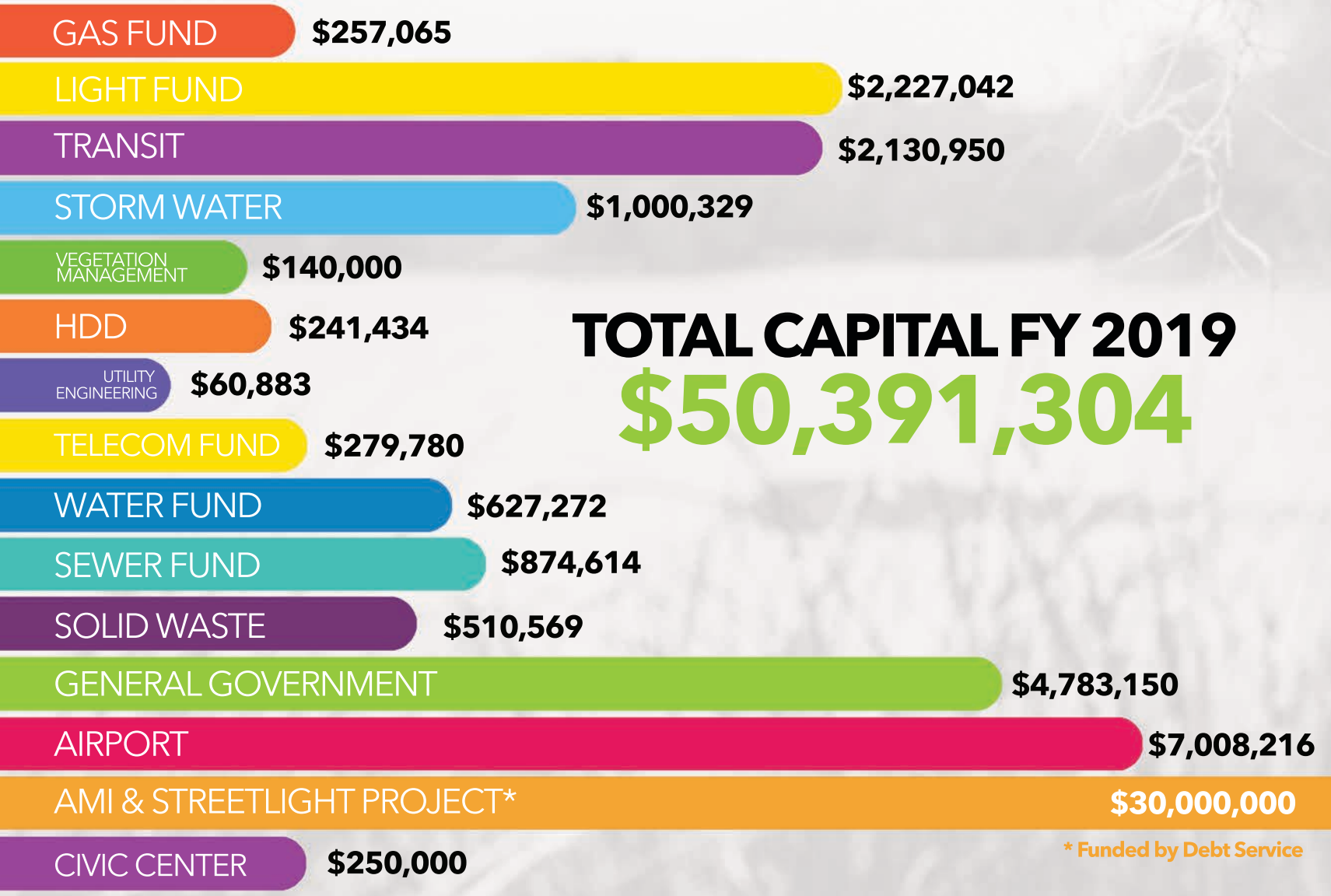
Solid Waste Water Sewer Gas Storm Water Light Telecom

**76% Cost of Goods Sold**  
**11% Transfers Out**  
**6% Indirect Costs**  
**3% Personnel Services**  
**2% Operating Expenses**  
**2% Depreciation Expense**



# CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program Seeks to provide funding for major renovations, construction, and infrastructure-related projects. The categories listed below have Capital Improvement Program dollars allocated for fiscal year 2019.



\* Funded by Debt Service

NEW INITIATIVES



### Community Safety Officers

Community safety officers will assist with downtown patrols and various special assignments. This is also an effort to grow and retain uniform officers.

### Cross-functional Drone Utilization

Public Safety, Facilities Management, and Engineering have agreed that there is a need for a drone and certified operator and the purchase would be of value to each department.



### City Tree Trimming Program

The Vegetation Management Department plans to expand services to include trimming not directly associated with line loss.

### Benny the Penny (SPLOST Education)

Benny the Penny will serve as a visual reminder to educate citizens of the value received from their SPLOST dollars at work.

### Health & Wellness Initiative

This voluntary program is designed to improve the health and well-being of all employees and enhance productivity.

### CHIP Award

DCED was awarded \$612,000 in order to administer the \$912,000 Community HOME Investment Program (CHIP). The CHIP program is funded with U.S. Department of Housing and Urban Development HOME Investment Partnership Program funds.



### New Passenger Boarding Bridge

Construction will increase passenger safety during boarding and provide better access to passengers with disabilities.



### Municipal Court Initiative

This initiative will expand management capability by expanding the role of the Judgeship and a Court Administrator role.

### Silver Line Re-Route Proposal

The Albany Transit System is proposing to re-route the existing Silver Line to provide safe transportation services to the Ledo Road corridor.



### Runway 4-22 Mill & Replace

Resurfacing of runway 4-22 will improve conditions and enhance safety of passengers flying into and out of Albany.

### Public Works Crew Quarters

The City will be upgrading and providing functioning crew quarters for the Public Works employees.

### GEFA Sewer Project Westside & Eastside Interceptor

The rehabilitation of the Eastside and Westside Interceptor Sewers is the preferred alternative to replacement since it will restore and maintain structural integrity, while preserving the current hydraulic capacity.

### Energy Control Facilities Upgrade

Energy Control is evaluating its infrastructure and monitoring station needs to assess opportunities for efficiencies. This evaluation process will determine the scope of the upgrades in the future.



### Outsourcing Rental Program

Potential property management agencies mutually agree that they can provide maintenance at a significantly decreased cost in comparison to what the City is currently paying.

### AMI LED Initiative

Advanced Metering Infrastructure (AMI) is an automated approach to 2-way communication with utility meters and streetlights. This initiative will provide customers new real-time monitoring of consumption to help conserve energy.

### Revenue & Cash Management Initiative

The Finance Department will be responsible for implementing a centralized and standardized approach to cash and revenue management in order to align with current policies, procedures, and best practices.