CITY OF ST. MARYS, GEORGIA
June 18, 2012

FY13 BUDGET WORKSHOP
4:30 - 6:00 p.m.

AGENDA

I. CALL TO ORDER

II. BUSINESS:

A. BUDGET CONSIDERATIONS……TAB "A"

B. PERFORMANCE MEASURES & GOALS……TAB "B"

II. ADJOURNMENT:

MEMORANDUM

TO: MAYOR AND COUNCIL

THRU: STEVEN S. CROWELL, JR., CITY MANAGER

SUBJECT: BUDGET CONSIDERATIONS

DATE: 6/13/2012

FROM: JENNIFER BROWN, FINANCE DIRECTOR JB

A preliminary digest was received from the County and it appears the digest is down approximately 8% or a reduction of approximately $202,600 in tax revenue. Please remember these are VERY preliminary figures and are subject to many changes.

On June 7, 2012 we received notification that the US Department of Homeland Security extended the SAFER grant until March 12, 2013. If it is the desire of Council to maintain these positions until June 30, 2013, in the amount of $63,000, this can be accomplished by applying the below noted saving. The cost is NOT the original amount of $161,000 stated in the previous memo.

The total of the SAFER positions ($63,000) and the digest reduction ($202,600) the City would need to cover approximately $265,600.

Items A-C are changes to the current proposed budget which decreases the gap in the budget.

A. Partial reimbursement funding for the School Resource Officer $44,579.

B. Previously approved changes within the Police Department (attached #1), this is a savings of $65,345.

C. Decrease in utility expense on the building housed by Georgia Department of Labor $3,600.

Items A-C (increased revenue $44,579 and decreased expenses $68,945), if desired by Council, will cover the SAFER employees through June 2013. To cover the digest decrease ($202,600), it is recommended to offset the amount with the savings above of $50,524 leaving $152,076 to cover. The recommendation is to implement the roll forward rate estimated at 5.8 mills (only an estimate - see attached calculation exhibit A).

Other options below, not necessary recommendations of staff, are previously identified adjustments (discussed with Council at a previous workshop) and a few new adjustments for consideration:

Revenue Adjustment

1. Review the budget after 6 months of revenue collections to evaluate for excess revenue to cover decrease in the digest.

2. Implement the Liquor by the drink tax estimated revenue of $25,000.

3. Increase planning and building fees. The amount of fee revenue would depend on Councils direction on the per fee adjustment.

Expense Adjustments

4. Use of fund equity to cover one-time expenditures of $116,468: contingencies, computer equipment and debt service.

Contingency	$	100,000
Equipment	$	40,000
Debt Service	$	52,942
Total Expense	$	192,942
Less proposed budget Fund Equity * original budget	$	(76,474)
Proposed total additional use of FE	$	116,468

5. Additional deductions within departments of $27,150 (see attached breakdown # 5)

6. Eliminate the employee wellness program of $13,500.

7. Eliminate employee sale of leave $69,887 or eliminate sale of leave for future employees (not a savings for FY2013).

8. Eliminate the employee retirement match of $80,000.

9. Eliminate the employee compensation component (in contingency) of $110,000 (although as stated previously, this amount may not be sufficient for the employee adjustments).

10. Increase employee's portion of insurance premium. As was discussed in the budget workshops, if the portion of the health/dental insurance premium increase for employees were shifted to employees in order to maintain the current (approximately) 19% ratio, the budget could be reduced by approximately $76,500. Consistent with Council direction at the budget workshop, staff proceeded with open enrollment for benefits. Making a change now would be problematic, but still possible.

11. Adjust the hours at the Library by closing on Monday and reducing the part-time hours from 40 per week to 20 per week. This is a yearly savings of $11,643.

12. Though it is not recommended, elimination of 3 police positions in the amount of $141,303.96. (see memo attached of impact to the City)

Any combination of the above items could make up the short fall.

Attached:

1. Memo SAFER positions and recommendations from 5-10-12.

2. Memo from Police Chief on impact in reduction in force.

3. Memo Tax Collections by the County.

4. Agenda Item Fiscal Year Change – Answer to question from 6-4 council meeting - additional audit charge $14,000/software cost up to $5,300.

5. Additional deductions with departments of $27,150.

Exhibit A

General Fund

Summary of Revenues	Advertised FY2013 Proposed Budget	FY2013 Proposed Budget	Difference in Advertised and FY2013 Proposed Budget
Property and Other Taxes	7,074,250	7,074,250	-
Licenses & Permits	321,000	321,000	-
Sales/Interest/Other Charges	533,720	533,720	-
Grants and Reimbursements	222,850	159,850	(63,000)
Miscellaneous Revenues	427,100	471,679	44,579
Fund Equity	76,474	25,950	(50,524)
Total Revenues	**$ 8,655,394**	**8,586,449**	**(68,945)**

Summary of Expenditures	Advertised FY2013 Proposed Budget	FY2013 Proposed Budget	Difference in Advertised and FY2013 Proposed Budget
Legislative	180,207	180,207	-
Executive	258,817	258,817	-
Finance	777,399	777,399	-
Information Technology	206,349	206,349	-
Human Resources	106,159	106,159	-
Municipal Court	220,760	220,760	-
Police	2,311,445	2,246,100	(65,345)
Fire	1,715,964	1,715,964	-
Public Works - Admin	1,199,180	1,199,180	-
General Government Buildings	155,626	152,026	(3,600)
Parks	47,320	47,320	-
Highways and Streets	315,000	315,000	-
Library	299,855	299,855	-
Planning & Zoning	157,987	157,987	-
Building	121,669	121,669	-
Cemetery	71,658	71,658	-
Senior Citizens Center	117,220	117,220	-
Airport	5,000	5,000	-
Economic Development	151,517	151,517	-
Special Facilities	25,762	25,762	-
Contingency	210,500	210,500	-
Total Expenditures	**$ 8,655,394**	**8,586,449**	**(68,945)**

Revenue	
SAFER Grant	$ (63,000)
School Resource Officer	$ 44,579
Fund Equity	$ (50,524)
Increase(reduction) in Revenue	$ (68,945)

Expenses	
Police Department adjustment	$ (65,345)
Utilities Gen. Govt Bldg	$ (3,600)
Increase(reduction) in Expenses	$ (68,945)

Millage rate Calculation

	Actual 2011	Estimated 8% Decrease	Estimated 8% Decrease
Real and Personal	**608,344,716**	**559,677,139**	**559,677,139**
Motor Vehicles	32,560,440		
Mobile Homes	1,127,433		
Gross Digest	642,032,589	559,677,139	559,677,139
Less M&O Exemptions	(14,262,182)	(14,262,182)	(14,262,182)
Net M&O Digest	627,770,407	545,414,957	545,414,957
Gross M&O Millage	8.341		
Less Rollbacks	2.990		
Net M&O Millage	**5.351**	**5.351**	**5.8**
Net Taxes Levied	3,359,199	$ 2,918,515	$ 3,163,407
Real and Personal	608,344,716	559,677,139	559,677,139
Exemptions	(14,262,182)	(14,262,182)	(14,262,182)
Real/Personal less Exempt	594,082,534	545,414,957	545,414,957
Real and Personal Tax based on above Millage rate	**$ 3,178,935.64**	**$ 2,918,515.43**	**$ 3,163,406.75**
	Collected FY2012	**5.351 Millage**	**Budgeted FY 2013**
	$ 2,845,000.00	**$ 2,597,478.74**	**$ 2,800,000.00**
percentage of collections on real and personal property	**89%**	**89%**	**89%**

**** This is only an estimate. It is subject to change depending on actual digest (assessments) of Real/Personal property, Motor Vehicle and Mobile homes.**

$ 2,800,000.00	**Budget FY 2013**
$ 2,597,478.74	**8% Decrease at 5.351 Mills**
$ 202,521.26	**Revenue Loss**

#1

MEMORANDUM

TO: MAYOR AND COUNCIL

FROM: STEVEN S. CROWELL, JR, CITY MANAGER

SUBJECT: SAFER GRANT EMPLOYEES IN FIRE DEPARTMENT

DATE: 5/10/2012

CC: DEPARTMENT DIRECTORS

JB

As you are aware, FEMA was unable to fund the SAFER grant request to maintain the three full time personnel and the three job share positions with the part timers in the Fire Department. This would be a short fall in revenues of approximately $161,000 in the FY2013 budget. Below are options to be considered to determine the future of these positions. These options could also be considered if needed to adjust expenditures if the digest projections are less than budgeted. Also enclosed in your packet are some very broad performance measures which may merit discussion (staff is still finalizing some of the numbers and the format).

1. We have asked for an extension of the SAFER Grant to use the funds that were not consumed during our period of performance. If allowed, the funds will carry the funding for the personnel through the month of March 2013. This would leave $52,300 in Salaries and $15,690 in Benefits that would need to be budgeted.

2. A reduction of force of the three full time positions and the three part time positions for a cost of $161,000. This will have an impact on the level of service provided to the citizens of St. Marys. The following are not an all-inclusive list, but do identify the critical points. Chief Horton notes the following:

    - The reduction would leave the Department with three personnel at Station 2 (Dandy St.) and two people at Station 9 (Colerain St.). When there is a structure fire in either of St. 2 or St. 7 district they will not be able to make entry into a structure until another apparatus arrives increasing the time to control the fire and putting anyone that may still be inside at a greater risk.

        - The National Fire Protection Association, National Institute of Standards and Technology, and Occupational Health and Safety Association have stated that before entrance into a structure that there should be a minimum of four people, preferably, five before entrance can be made. We have run with three people because with our Volunteer response and the location of our Chief Officers, has allowed us to meet these guidelines in the past.

        - The reduction will affect our Insurance Service Office (ISO) credit for staffing levels as well as our credit for distribution.

3. Use of General Fund equity to cover one-time expenditures of $141,468: contingencies, computer equipment and debt service. This would the bring use of fund equity to $217,942.

4. Based on the 2011 digest, an increase of .25 mills will provide approximately $162,500 in revenue which will cover the shortfall in the SAFER Grant

5. Police department reorganization and additional cuts savings $65,345. With the $65,345 PD cuts, these funds would cover the employee expense until November. At which time, we would have 3 months of revenue collections and the digest in place to evaluate the remaining 7 months.

6. Eliminate employee sale of leave $69,887.

7. Increase employee's portion of insurance premium. As was discussed in the budget workshops, if the portion of the health/dental insurance premium increase for employees were shifted to employees in order to maintain the current (approximately) 19% ratio, the budget could be reduced by approximately $76,500. Consistent with Council direction at the budget workshop, staff proceeded with open enrollment for benefits. Making a change now would be problematic, but still possible.

8. Eliminate the employee compensation component (in contingency) of $110,000 (although as stated previously, this amount may not be sufficient for the employee adjustments). Additionally, Council previously approved a Compensation and Benefit analysis in THIS year's budget, in the amount of $25,000 which could be saved if we are not going to proceed with the Study.

9. Eliminate the employee retirement match of $80,000.

10. Eliminate the employee wellness program of $13,500.

Any combination of the above items could make up the short fall.

Suggested Budget Modifications to Meet Unanticipated Shortfalls:

Suggestion #1: Proposed Position Reclassification and Reorganization.

With the resignation of Major Wooten and the need to designate a replacement Division Commander, I am suggesting that the Major's position be reclassified to that of a Lieutenant. This will require that a Sergeant is promoted to the rank of Lieutenant. Based upon the fact that the promotional test has already been given and Sgt. Brock is the top candidate for promotion on that list, he will be promoted to Lieutenant. By performing this relcassificiation, the City will realize an annual saving of: $ 18,121.17

Additionally, the position previously held by Sgt. Brock as Training Sergeant will be removed from the departmental organization and the duties relating to the Training function will be assigned to the Administrative Division Commander, as was being done from 2004 to 2007. By removing this position from the departmental organization, the City will realize an annual saving of: $ 44,224.37

By making the promotion to Lieutenant for Sergeant Brock, he will receive a $2,000 increase in pay. The proposed total savings due to departmental reorganization annually is: $ 60,345.54

WOOTEN, RODGER L	Salaries - FICA - VALIC	$	54,828.80
	Retirement	$	3,838.02
	Health/Dental	$	81.81
	Life Insurance	$	2.25
	Worker's Comp	$	1,485.86
	Sale of Leave	$	2,108.80
	Total	**$**	**62,345.54**
BROCK, SHANNON	Salaries - FICA - VALIC	$	38,001.60
	Retirement	$	2,660.11
	Health/Dental	$	998.16
	Life Insurance	$	2.25
	Worker's Comp	$	1,100.65
	Sale of Leave	$	1,461.60
	Total	**$**	**44,224.37**
	Lt.'s 5% Raise:	$	2,000.00

Suggestion #2: Miscellaneous Budget Adjustments.

52.2221 Building repairs

Remove the line item relating to replacing our water heater. This was added as a consideration for something that would need to be done in the near future, but it is still working and can be replaced from contingency funds if it goes out.

Saving: $ 5,000.00

Combined total saving from all proposed actions: **$ 65,345.54**

Conclusion:

The proposals outlined above represent the cuts that can be made to the Police Department's 2013 budget without making a significant adverse impact to the needs of the department or the service level that we provide to the community. Due to the fact that we have already made significant cuts leading up to this budget process and we are now proposing an additional cut of nearly $65,346, I do not feel that I can recommend any additional cuts to the Police Department without impacting our operational capabilities or our service provision.

St. Marys Police Department

#2

563 Point Peter Road
St. Marys, Georgia 31558
912-882-4488

Timothy P. Hatch
Chief of Police

Manpower Reduction Estimation and Impact

Purpose:

In anticipation of the projected shortfall of the 2013 Tax Digest, the City Manager has directed the completion of a report detailing the impact to the Police Department and the City given the reduction in force of three enforcement positions.

Current Staffing:

The Police Department is staffed with 32 allocated sworn positions. Of the certified positions, the majority (24) are assigned to the Patrol Division. Four positions are assigned to Investigations, and the remaining four positions are tasked with the administration of the department.

Our current staffing level is 10 positions less than our highest previous staffing level. The staffing reductions that we have performed to date have involved vacant positions (no lay-offs) that have had a variety of assignments within the department. We have re-designated the Major's position to a Lieutenant's position. In all, we have removed one Lieutenant's position, one Sergeant's position, and eight officer's positions from the department.

Positive Impact:

In preparing this document, effort was made to try to anticipate potential positive impacts to the City that would result from a reduction in force of three positions. These positive impacts could include:

1 – Salary and Benefits.

For the purpose of providing a baseline, the St. Marys Finance Director was asked to provide the annual estimated cost for one entry level Officer's position. The figure that was provided came to $47,101.32. The immediate impact to the City budget by removing three positions would be a revenue savings of approximately $141,303.96 in salary and benefits funds (assuming family medical benefits apply).

NOTE: This calculation does not consider specific positions of any officers in particular, and is an estimation of entry level positions only. This figure will be affected by the various individual insurance and benefits decisions that each employee makes.

2 – Reduction in fuel consumption.

For the purpose of planning the FY 2013 budget, our estimation is that each Patrol Officer will require approximately $4,095 for fuel during the course of the year. The combined savings to the City in fuel costs by reducing three positions would be $12,285.

3 – Uniforms.

The FY 2013 budget considers that each Patrol Officer will need $300 for replacement uniform items. Total cost savings to the City after removing three Patrol Officer positions is $900.

4 – Vehicles.

Although there is no plan to purchase any vehicles in the FY 2013 budget, there are already vehicles that are set aside for our personnel to operate. By performing this reduction in force, three of these vehicles will no longer be assigned to daily use. Although this saving is difficult to project, it will be seen in reduced repair and maintenance costs, and potentially, in revenue to the City if we opt to sell three vehicles at public auction.

5 – Mutual Aid.

Although the sheriff's Department is available and ready to assist in incidents of Mutual Aid, this is an issue that remains difficult to plan for or rely on. Frankly, the Sheriff's Department has their own problems, and any mutual aid agreement that will require increased services from the Sheriff's Department to St. Marys is difficult to anticipate. Basically, we are currently unable to calculate if there will be a revenue saving vs. a revenue expense for this kind of an agreement. However, the potential does exist for a discussion with the Sheriff about this issue.

The total revenue savings to the City that can be calculated at this time, given the above listed positive impacts that can be measured, comes to a minimum of $154,488.96.

Negative Impact:

Any reduction in force will result in an impact to the service provision of the Police Department. Currently, we staff the four Patrol Shifts with about five officers per shift. A reduction of three officers, plus the loss of a fourth officer who is being assigned to the Narcotics Task Force, will impact Patrol by one officer per shift. By operating with shifts of four officers, some of the impacts we will feel will likely include:

1 – Stopping non-essential services.

The police department provides a number of courtesy services to the community which will likely be impacted as the Patrol shifts are reduced. Since call response is a priority, some of these courtesy services may not be offered as much, or at all, depending on a number of issues. Such things as funeral escorts, property standbys, custody standbys, vehicle lock-outs, school crossings, VIN verifications, non-life threatening EMS calls, etc. are not required for us to perform, but we do so in support of our mission statement.

2 – Proactive enforcement measures.

As the workforce is reduced, there will be fewer personnel available to perform tasks that are considered proactive in between calls for service. Functions such as traffic stops, foot patrols, traffic/safety check points, security checks, checks of suspicious persons, etc. will decline since fewer officers will be handling the same call volume that we are now seeing.

3 – Increase in overtime.

Any time that fewer persons are called on to perform the work that was done by a larger group, the possibility exists that there will be an increase in overtime expenses to the organization. This is a cost that cannot be anticipated at this time, however; there is high likelihood that the departmental overtime expenditures could increase with a reduction in force of three personnel.

4 – Increase in Response Times.

As fewer officers are required to respond to the same amount of calls that we now respond to, we will be forced into a situation where call prioritization will become more prevalent. This is a process where our response is driven by which calls take priority over less important calls. For instance, a domestic dispute is more important that responding to a house for a burglary report when the burglary has already occurred. Often, officers are already required to respond to multiple calls before responding to a call that has been on hold for some time. This practice will result in citizens having to endure extended waits for police service during times of high call volume more frequently than they are now.

5 – Field Investigations.

Our standard practice is to encourage Patrol Officers to do as much investigating as they can for the incidents that they respond to. We do not just respond to a call, write a report, and then turn the report over to detectives for follow-up investigation. By doing a more comprehensive field investigation, we are able to get statements from involved parties before they change their minds, or to improve our chances at recovering stolen property, etc. by responding more quickly to the needs of the situations we face. With fewer Patrol personnel, we will likely have to limit or stop performing field investigations in order to respond to calls for service that are holding.

6 – Report Completion Time.

Currently, our officers are required to have their reports turned in and ready for dissemination to the public within three days. As a fewer number of officers are required to respond to the same number of calls, each officer will have to handle more reports. This will likely cause an increase in overtime expense to the department as we strive to meet the three day deadline for completing reports. The last time a comparison was done, each of our officers were already handling about 100 more service calls per year on average than the officers in Kingsland. By reducing our staffing level, we will likely continue to see an increase in the individual workload of our officers.

7 – Increase in Traffic Violations/Accidents.

Unlike other agencies, we do not have a unit that is designated to perform traffic enforcement functions. (For instance, Kingsland Police Department is a department of 45 sworn with their

own traffic enforcement unit.) Currently, our officers address traffic concerns when they are able, or during infrequent traffic enforcement initiatives. Over the past few years, we have seen a general decline in citations that we issue, and there has been a general increase in accidents and injuries on our roads. If the Patrol shifts are further reduced, there will likely be a continued negative impact in these areas.

8 – Officer Safety/Liability to the City.

As the number of officers on the road is reduced, one end result is that there is eventually a point where it becomes less safe, or even unsafe, for an officer to do their job. Many of the calls that we handle require two officers to be present. These calls require multiple officers because they are inherently dangerous. As the shift size declines, but we still have to deal with the same call volume, transports to Woodbine, scheduling issues, etc., we are entering into a situation where officers who are available to respond to a call may not have any back-up officers available to them. If a priority call comes out and only one officer is available, we cannot always wait for a second officer; we have to respond. If the City continues to reduce the size of the Police Department for mere cost savings, the City could potentially create unsafe conditions that may generate liability to the City if officers are injured or killed for lack of proper back-up.

9 – Filling in for Absent Personnel.

Currently, when a shift of five officers has one that calls in sick, or who is in class or on vacation, we can absorb the temporary absence and work with four officers. However, as the shifts get smaller, when these absences come up, we will have to start calling in off-duty personnel to work in the vacant positions. This will generate overtime for the department. Additionally, as personnel leave the employment of the City and the department has to handle the vacancies until another officer can be hired and trained, this problem will be further compounded, and long-term vacant positions will impact how we handle these short-term vacancies even further.

Conclusion:

In conclusion, the reduction in force of three enforcement personnel will only result in the minimum projected savings of $154,488.96 annually. However, if the decision is made to perform a reduction in force within the Police Department, the preferred approach to this task would be to remove these positions as they become vacant due to normal departmental attrition.

As a result of this reduction, a significant amount of impact to the police department and the community will be felt. Furthermore, if the final decision to perform this reduction in force is made, there will likely be other negative impacts that are felt that have not been anticipated in this brief document. Any decision to perform this reduction should be made only after careful and informed deliberation. The potential exists for this decision to have a lasting and significant impact upon the City of St. Marys and our citizens.

Timothy P. Hatch 6 / 7 / 2012

Timothy P. Hatch

#3

Memorandum

To: Steve Crowell, City Manager

From: Jennifer Brown, Finance Department

Date: 6/12/2012

Re: Property Tax Collection by Camden County Commissioner

To follow up on previous discussion of the county billing and collecting property taxes, I spoke with Tax Commissioner Beth Soles to obtain updated fees for them to collect our taxes. She was able to provide some updated information.

The city would retain prior year taxes and continue to collect them in house. The cost for the county to bill and collect our taxes will be $2.00 per parcel. On the 2011 consolidation & evaluation of digest, the gross parcels were 10,205. The charge at $2.00 per parcel would be $20,410. The initial set up fee is $4,000 with a yearly fee of $1,000. I am waiting to see if a fifa (lien) fee will be assessed to the City. Also per Beth, a bill was passed that states the County can be involved with negotiations for a commission, which she believes will go into effect on July 1, 2012.

The City would lose its fifa (lien) revenue. This equates to approximately $14,750 (fifa (lien) fee of $15 less $10.00 filing and removing fifa (lien) fee) based on 2011 fees assessed.

Note: If the Board of Commissioners makes an adjustment on a county tax bill, it will affect the city bill even if the assessed value does not change. Also, any interest earned while in the county's checking account before the funds are disbursed to the city will be retained by the county. I feel certain that we would receive payments 2 times monthly as we do other taxes collected by the county. This could create a cash flow problem for the City.

	County
Fee for Collections	$ 20,410.00
Set -up fee	$ 4,000.00
Loss of Fifa (lien) Revenue	$ 14,750.00
Cost for County +	**$ 39,160.00**
Yearly fee	$ 1,000.00
Fifa Fee cost	?????
Commission	?????

	St. Marys
Billing/Fifa Fee/Postage(budgeted)	$ 23,000.00
Less Fifa (lien) Revenue	$(14,750.00)
Software Cost	$ 4,589.71
Staff time	$ 11,463.20
Cost for St. Marys	**$ 24,302.91**
Staff Time	
Billing 6 hours	$ 1,815.00
Assting w/ Questions 380 hours	$ 9,648.20
	$ 11,463.20

Including the loss of fifa (lien) revenue to the City, it would cost the County $39,160+ for the first year and $36,160+ for the following years to bill and collect the City taxes. The net cost to the City is $24,302.91 (which includes 386 staff hours) for billing and collecting property taxes. Taxes are billed and collected in a 60 day time frame, with some follow-up delinquent notices, lien filing, and assisting customers.

#4

CITY COUNCIL MEETING
June 4, 2012

TITLE: FISCAL YEAR CHANGE DISCUSSION

PURPOSE: Consideration to Change Fiscal Year

RECOMMENDATION: Discussion.

HISTORY/ANALYSIS: As to changing the fiscal year, there would be no problem from the Auditor's stand point to change the fiscal year. We would not be required to notify the Department of Audits; Council's approval is all that is necessary. The fiscal year-end is whatever the City prefers. If Council does decide to change to a September or December year-end; we would go through year-end procedures and audit on June 30th; then have another audit for the period of July through September or December. Below are some of the advantages and disadvantages that were identified. For informational purposes, the year-end dates have been listed for the other municipalities in the county as well as the dates for the State and Federal governments.

Advantages to a September Year-end:

- Budget process would begin in May/June. Workshops would be held in August making it possible to make more accurate tax revenue forecast.
- Same year end as sister city – Kingsland. Make better comparisons.

Disadvantages of either year end:

- Extra work for staff in preparing 2 year ends in one year (one time).
- Additional audit costs – Current cost is $28,000 per year.
- Additional accounting software cost to change fiscal year (one time).
- Comparison reporting will be difficult for several years because of the short year.

Disadvantages of a December year end:

- Passing a budget during Thanksgiving and Christmas Holidays.
- It would be more difficult during budget process to forecast the tax digest a year out.

City of St. Marys Year Begins:	**July 1st**
Camden County Year Begins:	July 1st
Kingsland Year Begins:	October 1st
Woodbine Year Begins:	January 1st
State of Georgia Year Begins:	July 1st
Federal Government Year Begins:	October 1st

Department Director: Jenny Brown

City Manager:

#5

Proposed Deductions within departments

Department	Account #	Line Description	Current	Proposed	Difference
Public Works	53.1600	Sm. Equipment	$11,000	$10,500	$500
Public Works	53.1601	Sm. Equip. Supplies	$7,000	$6,500	$500
Public Works	53.1701	Safety Supplies	$5,000	$4,500	$500
Public Works	51.2600	Unemployment Ins.	$7,920	$0	$7,920
Gen. Gov't Buildings	52.2221	Bldg. Repairs	$12,000	$11,000	$1,000
Gen. Gov't Buildings	53.1721	Bldg. Repair Supplies	$15,000	$14,000	$1,000
Parks	53.1705	Grounds Maint.	$8,000	$7,000	$1,000
Parks	53.1721	Bldg. Repairs	$6,000	$5,500	$500
			Total Reductions =		**$12,920**
Legislative	52.3500	Travel	$10,000	$4,000	$6,000
	52.3700	Education & Train	$4,250	$750	$3,500
	53.1600	Sm. Equipment	$5,730	$2,000	$3,730
			Total Reductions =		**$13,230**
Finance	52.3500	Travel	$1,500	$1,000	$500
	52.3700	Education	$1,500	$1,000	$500
			Total Reductions =		**$1,000**
		Total			**$27,150**

MEMORANDUM

To: Mayor and City Council

From: Steven S. Crowell, Jr.

Date: May 10, 2012

CC:

Subject: Performance Measures and Goals

Please find enclosed broad proposed performance measures and goals. Additional information will be added and any typographical errors or changes corrected based on the workshop.

MEMORANDUM

TO: MAYOR AND COUNCIL

FROM: STEVEN S. CROWELL, JR, CITY MANAGER

SUBJECT: SAFER GRANT EMPLOYEES IN FIRE DEPARTMENT

DATE: 5/10/2012

CC: DEPARTMENT DIRECTORS

JB

As you are aware, FEMA was unable to fund the SAFER grant request to maintain the three full time personnel and the three job share positions with the part timers in the Fire Department. This would be a short fall in revenues of approximately $161,000 in the FY2013 budget. Below are options to be considered to determine the future of these positions. These options could also be considered if needed to adjust expenditures if the digest projections are less than budgeted. Also enclosed in your packet are some very broad performance measures which may merit discussion (staff is still finalizing some of the numbers and the format).

1. We have asked for an extension of the SAFER Grant to use the funds that were not consumed during our period of performance. If allowed, the funds will carry the funding for the personnel through the month of March 2013. This would leave $52,300 in Salaries and $15,690 in Benefits that would need to be budgeted.

2. A reduction of force of the three full time positions and the three part time positions for a cost of $161,000. This will have an impact on the level of service provided to the citizens of St. Marys. The following are not an all-inclusive list, but do identify the critical points. Chief Horton notes the following:

    - The reduction would leave the Department with three personnel at Station 2 (Dandy St.) and two people at Station 9 (Colerain St.). When there is a structure fire in either of St. 2 or St. 7 district they will not be able to make entry into a structure until another apparatus arrives increasing the time to control the fire and putting anyone that may still be inside at a greater risk.

        - The National Fire Protection Association, National Institute of Standards and Technology, and Occupational Health and Safety Association have stated that before entrance into a structure that there should be a minimum of four people, preferably, five before entrance can be made. We have run with three people because with our Volunteer response and the location of our Chief Officers, has allowed us to meet these guidelines in the past.

        - The reduction will affect our Insurance Service Office (ISO) credit for staffing levels as well as our credit for distribution.

3. Use of General Fund equity to cover one-time expenditures of $141,468: contingencies, computer equipment and debt service. This would the bring use of fund equity to $217,942.

4. Based on the 2011 digest, an increase of .25 mills will provide approximately $162,500 in revenue which will cover the shortfall in the SAFER Grant

5. Police department reorganization and additional cuts savings $65,345. With the $65,345 PD cuts, these funds would cover the employee expense until November. At which time, we would have 3 months of revenue collections and the digest in place to evaluate the remaining 7 months.

6. Eliminate employee sale of leave $69,887.

7. Increase employee's portion of insurance premium. As was discussed in the budget workshops, if the portion of the health/dental insurance premium increase for employees were shifted to employees in order to maintain the current (approximately) 19% ratio, the budget could be reduced by approximately $76,500. Consistent with Council direction at the budget workshop, staff proceeded with open enrollment for benefits. Making a change now would be problematic, but still possible.

8. Eliminate the employee compensation component (in contingency) of $110,000 (although as stated previously, this amount may not be sufficient for the employee adjustments). Additionally, Council previously approved a Compensation and Benefit analysis in THIS year's budget, in the amount of $25,000 which could be saved if we are not going to proceed with the Study.

9. Eliminate the employee retirement match of $80,000.

10. Eliminate the employee wellness program of $13,500.

Any combination of the above items could make up the short fall.

Suggested Budget Modifications to Meet Unanticipated Shortfalls:

Suggestion #1: Proposed Position Reclassification and Reorganization.

With the resignation of Major Wooten and the need to designate a replacement Division Commander, I am suggesting that the Major's position be reclassified to that of a Lieutenant. This will require that a Sergeant is promoted to the rank of Lieutenant. Based upon the fact that the promotional test has already been given and Sgt. Brock is the top candidate for promotion on that list, he will be promoted to Lieutenant. By performing this relcassificiation, the City will realize an annual saving of: $18,121.17

Additionally, the position previously held by Sgt. Brock as Training Sergeant will be removed from the departmental organization and the duties relating to the Training function will be assigned to the Administrative Division Commander, as was being done from 2004 to 2007. By removing this position from the departmental organization, the City will realize an annual saving of: $44,224.37

By making the promotion to Lieutenant for Sergeant Brock, he will receive a $2,000 increase in pay. The proposed total savings due to departmental reorganization annually is: $60,345.54

WOOTEN, RODGER L	Salaries - FICA - VALIC	$	54,828.80
	Retirement	$	3,838.02
	Health/Dental	$	81.81
	Life Insurance	$	2.25
	Worker's Comp	$	1,485.86
	Sale of Leave	$	2,108.80
	Total	**$**	**62,345.54**
BROCK, SHANNON	Salaries - FICA - VALIC	$	38,001.60
	Retirement	$	2,660.11
	Health/Dental	$	998.16
	Life Insurance	$	2.25
	Worker's Comp	$	1,100.65
	Sale of Leave	$	1,461.60
	Total	**$**	**44,224.37**
	Lt.'s 5% Raise:	$	2,000.00

Suggestion #2: Miscellaneous Budget Adjustments.

52.2221 Building repairs

Remove the line item relating to replacing our water heater. This was added as a consideration for something that would need to be done in the near future, but it is still working and can be replaced from contingency funds if it goes out.

Saving: $ 5,000.00

Combined total saving from all proposed actions: **$ 65,345.54**

Conclusion:

The proposals outlined above represent the cuts that can be made to the Police Department's 2013 budget without making a significant adverse impact to the needs of the department or the service level that we provide to the community. Due to the fact that we have already made significant cuts leading up to this budget process and we are now proposing an additional cut of nearly $65,346, I do not feel that I can recommend any additional cuts to the Police Department without impacting our operational capabilities or our service provision.

Executive Department

Purpose Statement: The Executive Department supports the quality of life of the City by providing organizational leadership and assures quality program outcomes.

Departmental Goals (including, but not limited to):

1. Improve the level of communication to City Council, and City Departments.
2. Implement City Council decisions and goals.
3. Implement directives from the Mayor and City Council, including identified capital projects and initiatives noted in the budget.
4. Continue to work with Department Directors and employees to review City operations for efficiencies and effectiveness.
5. Work with employees to increase dissemination of information about the City to citizens and employees.
6. Develop ways to increase and improve providing information to the public about the City.
7. Increase educational efforts for citizens regarding City operations and issues.
8. Improve customer service of the City in responsiveness to citizens.
9. Increase training opportunities for City employees.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of Management Team members rating the department as "good" or above and assisting them in accomplishing departmental goals.	N/A	88%/TBD	88%
2. Percent of City Council rating of City Manager performance as "good" or above.	N/A	86% /TBD	86%
3. Percent of budget performance expectations achieved by City departments.	N/A	90%/TBD	95%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of actual expenditures under budget.	N/A	TBD	100%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of full-time equivalent City employees (FTE's)	138	TBD	137
2. Number of City departments.	14	14	14
3. Number of identified outcome performance expectations.	N/A	N/A	64

Aquatic Center

Purpose Statement: The Aquatic Center supports the quality of life of the City by ensuring impartial due process.

Departmental Goals (including, but not limited to):

1. Improve use of social media for marketing.
2. Reduce use of Fund Balance or General Fund Subsidies for operations.
3. Increase overall operating revenues.
4. Increase overall park attendance.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Increase in the number of customers using the facility.	40,812	42,000	43,000
2. Percentage of respondents rating their overall satisfaction with the center as "good" or above (customer satisfaction).	N/A	N/A	N/A
3. Number of injuries in the center as a result of inadequate maintenance, design, or policies.	0	0	0
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percentage increase in revenues.	7%	2.50%	3%
2. Percentage increase in attendance.	-5%	5%	3%
3. Percent down time due to maintenance.	6%	6%	1%
4. Percentage of payroll to overall total revenues.	65%	59%	40%
5. Spend capture per attendee.	9%	8.72%	9%
6. Customer in center spending (retail/concession).	$101,539	$92,843	$102,000
7. Departmental expenditures per capita.	$24.21	$21.39	$21.86
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of full-time equivalent employees	20	26	26
2. Season attendance numbers.	40,812	42,000	43,000

3. Number of groups.	120	118	125
4. Gallons of water used.	2,032,900	2,897,100	1,588,000
5. Overall revenue.	$356,916	$366,309	$377,602

Building Department

Purpose Statement: The Building Department supports the quality of life of the City by ensuring safe and properly sited structures.

Departmental Goals (including, but not limited to):

1. Review building permitting approval procedures to ascertain if there are opportunities for improvements.
2. Conduct annual meeting with local area builders to discuss/review building permitting processes and regulations.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Total number of building permits.	240	200/9 mos.	220
2. Applicants rating of overall satisfaction with Building permitting process as "good" or above.	N/A	100%	90%
3. Percentage of builders at annual meeting rating the Building Department function as "good" or above.	N/A	N/A	90%
4. Number of serious injuries to occupants of a residence as a result of a deficient building inspection (personal injury rates).	0/0	0/0	0
5. Percentage of residential building fires resulting from faulty building permitting and/or inspection.	0/0	0/0	0%
6. Percentage of commercial building fires resulting from faulty building permitting and/or inspection.	0/0	0/0	0%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of inspections performed within 48 hours.	100%	100%	100%
2. Ratio of building inspections to number of building inspectors.	1:01	1:01	1:01
3. Percentage of building permits issued within seven days after a complete application is received.	98%	98%	100%
4. Departmental expenditures per capita.	TBD	$4.45	TBD
5. Departmental expenditures as a percent of the General Fund.	TBD	TBD	TBD
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Total number of building/plumbing/HVAC/Electrical/LV permits issued.	239	219	240
2. Number of inspections completed.	1900	1256	2000
4. Dollar amount of building permits approved.	$86,762.85	$287,395.00	$90,000.00
5 . Number of certificates of occupancy issued.	98	60	100
6. Number of estimated fees for Building Permits	25	TBD	25

Cemetery

Purpose Statement: The Cemetery supports the quality of life of the City by providing a place for the living to honor individuals and events of the past.

Departmental Goals (including, but not limited to):

1. Work to transition to Cemetery Authority.
2. Develop survey procedures and instruments.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of survey respondents rating satisfaction with cemetery maintenance as "good" or above.	TBD	TBD	95%
2. Percent of survey respondents rating satisfaction with cemetery appearance as "good" or above.	TBD	TBD	95%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of revenue per number of plots available.	TBD	TBD	TBD
2. Number of service requests responded to within one day.	12/day	12/day	12/day
3. Percentage of available plots to total plots in cemetery.	36%	32%	34%
4. Departmental expenditures per capita.	$0.18	$0.14	$0.20
5. Departmental expenditures as a percent of the General Fund.	TBD	TBD	TBD
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of employees.	1.5	1.5	1.5
2. Number of plot sales for the year.	31	*45	30
3. Number of burials during the year.	44	TBD	40
4. Overall revenue for the year.	$40,940	$40,703	$40,000
5. Response time for service requests.	4 hours	4 hours	< 8 hours
6. Number of tours of the cemetery for the year.	250	220	200
7. Number of acts of vandalism in the cemetery for the year.	6	TBD	0
8. Number of Monuments marked	75	45	75

*Includes 10 Plots Purchased under Payment Plan

Economic Development Department

Purpose Statement: The Economic Development Department supports the quality of life of the City by cultivating the economic growth of the community.

Departmental Goals (including, but not limited to):

1. Retain, recruit and expand businesses in St. Marys.
2. Facilitate coordination of, and eventual implementation of, marketing plan for the St. Marys Intracoastal Gateway Property.
3. Implement strategies from Downtown Development Authority strategic planning session.
4. Strengthen existing businesses through aggressive active programs.
5. Diversify the local economy by creating a business environment conducive of such organizations.
6. Develop survey to solicit Chamber of Commerce board member rating for Economic Development efforts.
7. Develop survey to solicit Downtown Development Authority member rating for Economic Development efforts.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Net increase in number of new business locating in St. Marys during the year.	N/A	TBD	12
2. Survey of Chamber of Commerce Board Members rating Economic Development efforts of the department as "good" or above.	N/A	N/A	95%
3. Increase in the number of new jobs in the City.	N/A	N/A	60
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percentage increase in number of new businesses locating in St. Marys.	N/A	TBD	20%
2. 33% increase in the number of out-of-town recruitment trips.	N/A	24	32
3. Increase in the number of out-of-town contacts.	N/A	N/A	25%
4. Departmental expenditures per capita.	$17.30	TBD	$11.46
5. Departmental expenditures as a percent of the General Fund.	0.84%	TBD	1.73%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**

1. Total number of business licenses (increase by 5%).	671	TBD	705
2. Total number of businesses (increase by 5%).	809	TBD	740
3. Total number of business licenses renewed (increase by 9%).	612	TBD	669
4. Number of small business seminars conducted.	2	TBD	6
5. Number of site visits completed.	N/A	14	24
6. Number of new contacts made.	N/A	TBD	36
7. Dollar amount of Facade Grant application money loaned.	N/A	0	$6,000

Finance Department

Purpose Statement: The Finance Department supports the quality of life of the City by ensuring the fiscal viability of the organization.

Departmental Goals (including, but not limited to):

1. Ensure financial information is processed accurately and in a timely manner.
2. Develop strategies to partner with the community by affectively informing citizens of financial information.
3. Work with departments to develop improved financial reporting and operations.
4. Maintain or improve current financial position and bond rating.
5. Obtain Governmental Finance Officers Association Budget Award and GFOA Certificate of Achievement in financial reporting.
6. Obtain audit report with "unqualified opinion."
7. Develop strategies for City Council consideration, to address Water and Sewer Debt Service/rate challenges.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percentage of Management Team Rating, the Finance Department's achievement in contributing to the financial viability of their department as "good" or above.	N/A	N/A	88
2. The number of errors/corrections identified by external auditors during the previous financial years statement audit.	0	0	0
3. Receipt of audit report with unqualified opinion (Yes or No).	Yes/Yes	Yes/Yes	Yes
4. Independent auditor rating of overall financial reporting of "very good" or above (Yes or No).	Yes/Yes	Yes/Yes	Yes
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of General Funds revenues collected to total final budget.	100.87%	TBD	100%
2. Percent of property tax collected to projected.	100.76%	TBD	100%
3. Utility revenue bad debt as a percentage of revenue collected.	0.27%	TBD	0.10%
4. GFOA financial reporting standards met (Yes or No).	Yes/Yes	Yes/Yes	Yes
5. GFOA Budget Award received (Yes or No).	No	No	Yes

6. GFOA CFAR Award received (Yes or No).	No	No	Yes
7. Percent of utility adjustments made due to error as a total number of accounts.	N/A	N/A	0.97%
8. Departmental expenditures per capita.*	$15.76	$15.38	$15.63
9. Departmental expenditures as a percent of the General Fund.	2.29%	3.03%	3.12%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. City general obligation bond rating.	AA	TBD	AA
2. Utility bills processed.	78,419	TBD	78,750
3. Number of property tax notices sent.	9,749	10,042	10,350
4. Revenue collected through cash collections.	$17,277,502	TBD	$17,500,000
5. Accounts payable checks processed.	4,516	TBD	4,250
6. Payroll checks processed/direct deposits processed.	5,222	TBD	5,300

*excludes Contingencies, other cost, T/F to Tourism, CGRCDC & GMA Dues

St. Marys Fire Department

Purpose Statement: The Fire Department supports the quality of life of the City by ensuring the protection and preservation of life and property.

Departmental Goals (including, but not limited to):

1. Provide prompt emergency response to control fires and mitigate hazardous conditions throughout the City.
2. To provide property fire protection to reduce fire loss and to minimize the dollar amount of property value loss to fire damage in structures.
3. Provide timely review of fire related building plans.
4. Maintain or approve upon current Insurance Service Office (ISO) rating.
5. Increase fire prevention education and activities in the community.
6. Continue to provide existing level of service within the approved budget.
7. Continue to oversee the development of Supervisory Employee Development Program.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of respondents designating fire service as "good" or above within reporting period.	N/A	N/A	90%
2. Percentage of residential fires confined to room of origin.	N/A	N/A	90%
3. Property loss from fire as a percentage of the value of the property exposed.	19.60%	18% / TBD	18%
4. Percentage of return on investment (Fire Department Budget to property saved value).	111.86%	110% / TBD	110%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Average response time in minutes.	4:05	TBD	4:10
2. Insurance Service Office (ISO) Rating.	4/9	4/9	4/9
3. Annual volunteer pay if compensated at an entry level fire fighter rate.	$46,944.38	TBD	$45,000

4. Total fire incidents per 1,000 population.	5.4260	TBD	5.4
5. Total non-fire incident per 1,000 population.	102.29	TBD	105
6. Departmental expenditures per capita.	$100.81	TBD	TBD
7. Annual amount paid of Property Tax per person for Fire Service.	$32.35	TBD	TBD
8. Departmental expenditures as a percent of the General Fund.	14.60%	18.40%	TBD
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Calls for fires.	89	TBD	90
2. Rescue/EMS.	1,307	TBD	1,350
3. Calls for hazardous conditions.	154	TBD	161
4. Service calls.	56	TBD	56
5. Good intent calls.	65	TBD	70
6. False alarm calls.	96	TBD	70
7. Other (Svr. Weather/Disaster & Special) calls.	0	TBD	0
8. Total Calls for service.	1,767	TBD	1,797
9. Fire inspections conducted.	275	TBD	300
10. Fire prevention plan and review	33	TBD	30
11. Fire hydrant inspections.	810	TBD	1,500
12. Burn permits issued.	328	TBD	340

General Government Buildings

Purpose Statement: General Government Buildings supports the quality of life of the City by providing safe, secure and efficient facilities for City functions.

Departmental Goals (including, but not limited to):

1. Complete special projects on time and within budget.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of survey respondents that rate the condition of City facilities as "good" or above.	N/A	TBD	90%
2. Percent of employees that rate the condition of City facilities as "good" or above.	N/A	TBD	95%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Emergency service calls responded to within one hour.	N/A	92%	95%
2. Service calls completed without having to be called back.	N/A	89%	95%
3. Departmental expenditures per capita.	$11.77	$9.87	$9.00
4. Departmental expenditures as a percent of the General Fund.	1.71%	1.95%	1.79%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of electrical service calls.	118	79	100
2. Number of plumbing service calls.	44	34	40
3. Number of construction service calls.	210	90	150
4. Number of HVAC service calls.	46	21	30
5. Number of other service calls.	107	77	90

*Note: 2012 data is current from July 2011 through April 2012

Human Resources Department

Purpose Statement: The Human Resources Department supports the quality of life of the City by fostering the most valuable resources, our employees, in support of organizational goals and outcomes.

Departmental Goals (including, but not limited to):

1. Administer the recruitment, selection, and hiring processes of employees to assist departments in accomplishing their departmental goals.
2. Provide counsel to employees as requested.
3. Continue to develop strategies to adequately control health insurance costs.
4. Update and review personnel manual with input from employees.
5. Finalize recommendations from consultant in regard to Classification and Compensation System Analysis.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of Management Team rating overall satisfaction with the department as "good" or higher.	N/A	N/A	88%
2. Percent of respondents rating candidates recruited as meeting standards of the department.	N/A	N/A	88%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Total City full time equivalent (FTE's) per 1,000 residents.	8.69	8.12	8.12
2. Full-time employee turn over rate (excludes retirement).	14%	8%	8%
3. Percentage of employee performance evaluations completed to total required within thirty days of due date.	N/A	N/A	90%
4. Departmental expenditures per capita.	$5.74	$5.39	$6.15
5. Departmental expenditures as a percent of the General Fund.	0.83%	1.06%	1%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of full-time employees authorized in the budget.	139	138	138
2. Number of employment applications processed.	N/A	150	200
3. Number of employee and family member visits to Employee Health Clinic.	N/A	N/A	100

Information Technology

Purpose Statement: Information Technology supports the quality of life of the City by facilitating the flow of information in support of organizational goals and outcomes.

Departmental Goals (including, but not limited to):

1. Prepare Information Technology Strategic Plan focusing on improving the networks, infrastructure, services, and security (i.e. what to fix, when, how, and by whom).
2. Assess website capabilities and conduct a cost/benefit analysis on improvements to the site.
3. Develop a Customer Satisfaction Survey.
4. Develop at least one online application.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Overall satisfaction rating of "good" or above on work order customer feedback forms.	N/A	90%	95%
2. Overall Department Head satisfaction rating of "good" or above on survey.	N/A	88%	88%
3. Enterprise Network availability.	N/A	90%	95%
4. Enterprise Business System availability.	N/A	90%	95%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percentage of service requests successfully fulfilled within one day.	N/A	N/A	98%
2. Average response time for Information Technology service (hours).	N/A	TBD	12
3. Departmental expenditures per capita.	$10.17	$9.17	$11.95
4. Departmental expenditures as a percent of the General Fund.	1.03%	1.81%	2.38%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. City wide computer work stations maintained	N/A	138	167
2. Number of computers replaced annually (effective January).	N/A	TBD	20

3. Number of networks maintained.	11	12	12
4. Number of servers maintained.	23	24	23
5. Number of work orders processed.	N/A	TBD	651
6. Number of desktops maintained.	N/A	82	107
7. Number of laptops maintained.	N/A	48	60

Legislative Department

Purpose Statement: The Legislative Department supports the quality of life of the City by providing accurate information to the public.

Departmental Goals (including, but not limited to):

1. Provide accurate information in a timely manner to customers.
2. Develop ways to increase use of website by people requesting information.
3. Consolidate archived hard copy, official record into electronic format to reduce storage and maintenance costs.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of City Council rating quality and accuracy provided as "good" or above.	N/A	100%	100%
2. Percent of Management Team rating quality and accuracy provided as "good" or above.	N/A	100%	100%
3. Percentage of open record requests resubmitted due to inaccurate or incomplete information provided.	0%	0%	0%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of open records requests accurately responded to within legal time frame.	100%	100%	100%
2. Percent of agenda packets provided to City Council on time.	100%	100%	100%
3. Percent of minutes prepared for City Council Meetings without errors of fact.	100%	100%	100%
4. Total number of employees per 1,000 residents.	0.16	0.17	0.17
5. Departmental expenditures per capita.	$10.76	$10.79	$10.68
6. Departmental expenditures as a percent of the General Fund.	2%	2%	2%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Total number of employees.	1	1	1
2. Number of City Council Meetings held.	18	23	24
3. Number of sets of minutes prepared.	18	23	24

4. Number of liquor licenses processed.	45	44	44
5. Dollar value of liquor license processed.	$78,450	$80,385	$79,151
6. Total number of open records processed for the year.	1,159	1,038	1,098

Library

Purpose Statement: The Library supports the quality of life of the City by providing access to informational resources.

Departmental Goals (including, but not limited to):

1. Increase opportunities for access to information at the library.
2. Increase circulation of books.
3. Develop survey instrument and process for obtaining patron satisfaction ratings on library services.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Number of questions answered divided by the number of visitors.	2	2/TBD	2
2. Percentage of visitors to total hours open annually.	35.33	TBD	37
3. Number of books circulated divided by the number of regular library card holders.	8.13	TBD	9
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of non-books circulated compared to total circulation.	37%	TBD	35%
2. Total department budget divided by total library users for the year.	4.04	TBD	3.34
3. Number of books acquired divided by the total budget.	N/A	TBD	TBD
4. Per capita circulation rate.	4.8	TBD	4.89
5. Departmental expenditures per capita.	$17.86	$17.32	$17.35
6. Departmental expenditures as a percent of the General Fund.	2.70%	TBD	3.46%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of library cards issued effective December.	9682*	10,121 **	10,500
2. Number of items circulated.	78,802	TBD	84,397
3. Number of computer users.	23,494	TBD	81,986

4. Number of hours open during the year.	2,143	TBD	2,143
5. Library attendance.	75,717	TBD	90,000
6. Number of questions answered.	26,501	TBD	30,000
7. Holds sent/received.	7,556	TBD	7,783

* December 2011
** April 2012

Municipal Court

Purpose Statement: The Municipal Court supports the quality of life of the City by ensuring impartial due process.

Departmental Goals (including, but not limited to):

1. Continue to provide fair efficient adjudication of all matters brought before the Court.
2. Integrate procedures to reduce procedural and information/data entry redundancy among departments.
3. Within compliance, develop and manage post judgment assistance, especially for pro se litigants.
4. Assist in developing an alternate court location or improving waiting circumstances for people using the court room
5. Research ways to reduce the necessity of defendants appearing in court.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Successful completion of intervention program.	92%	TBD	95%
2. Percent of cases resolved at first trial.	91%	TBD	98%
3. Percent of case files meeting established criteria for accuracy.	90%	TBD	100%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of processed citations adjudicated.	93%	TBD	TBD
2. Dispositions posted to DDS within ten days.	100%	88%	97%
3. Dispositions posted to CCH within thirty days.	100%	83%	96%
4. Departmental expenditures per capita.	$13.90	$13.23	$12.76
5. Departmental expenditures as a percent of the General Fund.	0.02%	0.03%	0.03%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of employees.	1.5	1	1
2. Number of citations processed per employee.	3,367	TBD	TBD
3. Number of citations processed.	3,367	TBD	TBD

4. Failure to appear warrants.	30	TBD	TBD
5. Number of defendants put on probation.	157	TBD	TBD

Parks

Purpose Statement: The Parks Division supports the quality of life of the City by providing a place for events and personal enjoyment.

Departmental Goals (including, but not limited to):

1. Continue to keep parks well maintained.
2. Continue to improve the conditions of the bathroom facilities.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of survey respondents that rate our parks as "good" or above.	N/A	TBD	95%
2. Percent of event sponsors that rated our parks as "good" or above in regards to meeting their needs.	N/A	TBD	95%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Number of park rentals.	36	TBD	35
2. Vandalism incidents responded to within one hour of notification.	N/A	90%	90%
3. Departmental expenditures per capita.	$3.30	$3.56	$2.74
4. Departmental expenditures as a percent of the General Fund.	0.48%	0.70%	0.55%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of hours spent mowing.	180	150	200
2. Number of hours spent weeding.	1050	880	1000
3. Number of hours spent picking up trash.	150	130	150
4. Number of hours spent cleaning fountain.	150	150	200
5. Number of vandalism incidents.	6	11	50

*Note: 2012 data is current from July 2011 through April 2012

Planning Department

Purpose Statement: The Planning Department supports the quality of life of the City by articulating the vision and values of the community.

Departmental Goals (including, but not limited to):

1. Complete and present to City Council a proposal for the establishment of a Maritime Heritage District.
2. Develop strategies to update/revise the Comprehensive Plan.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percentage of survey respondents rating planning a portion of development review process as "good" or above.	N/A	N/A	95%
2. Percentage of time planning staff recommendations were accepted by City Council as presented.	100%	100%	95%
3. Percentage of time planning staff recommendations were accepted by the Planning and Zoning Commission as presented.	100%	100%	95%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Number of plan reviews completed within fourteen days after receipt of a complete application.	100%	100%	100%
2. Departmental expenditures per capita.	$8.54	$6.63	$8.50
3. Departmental expenditures as a percent of the General Fund.	TBD	TBD	TBD
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of applications for review submitted to Planning Commission.	20	21	20
2. Number of written code enforcement violations issued/resolved.	N/A	53/38	10/10
3. Total number of dilapidated structures removed either by City or by Owner under orders from the City.	4	12	20
4. Number of building permits reviewed (Planning component).	239	93	240
5. Number of Occupation Tax licenses processed.	528	556	500
6. Number of historic Preservation Certificates of Appropriateness (COA) submitted to Historic Preservation Commission.	31	16	30
7. Number of historic Preservation Commission Certificates of Appropriateness (COA) appealed to Council.	1	1	0
8. Number of public and HPC trees reviewed/removed/replaced.	TBD	TBD	10

St. Marys Police Department

Purpose Statement: The Police Department supports the quality of life of the City by ensuring the safety and security of the community.

Departmental Goals (including, but not limited to):

1. Work to reduce the number of drug related incidents in the City by 20%.
2. Reduce the number of injury accidents on roads by 10%.
3. Develop ways to obtain victim/citizen/organizational input on quality of police services provided.
4. Improve internal communications with departmental personnel.
5. Develop strategies to reduce operational expenses without negatively impacting quality of service.
6. Develop strategies to improve departmental working relationships and reporting in neighborhoods.
7. Reduce crime against persons by 1%.
8. Reduce crime against property by 1%.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Reduction in the number of crimes against property.	1,308	1,295	1%
2. Reduction in the number of crimes against persons.	692	725	1%
3. Overall rating of school principals of "very good" or above on survey response.	N/A	TBD	90%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Investigation solve ratio.	19.82%	18.20%	
2. Average number of citations per Patrol Officer.	236/yr.	172/yr	
3. Average number of investigations per Investigative Officer.	84.5	103	
4. Average response time to priority one calls.	6:21	5:02	
5. Departmental expenditures per capita.	$151.45	$142.38	
6. Departmental expenditures as a percent of the General Fund.	21.97%	28.17%	

Workload/Service Level Indicators	Actual	Actual	Projected
1. Number of sworn Officers.	33	33	
2. Number of calls for Police Service.	47,662	37,551	
3. Number of arrests.	888	863	
4. Number of cases investigated.	338	413	
5. Number of cases solved.	67	75	
6. Number of citations issued.	5,193	3,794	
7. Total community presentations.	30	TBD	
8. Number of security checks.	19,464	12,377	
9. Total number of part one crimes against persons.	191	218	
10. Total number of part one crimes against property.	645	657	
11. Total number of accidents with injuries or fatalities.	64	83	
12. Number of incident reports.	2,614	2,483	

Public Works Department

Purpose Statement: The Public Works Department supports the quality of life of the City by preservation of to protect life and property.

Departmental Goals (including, but not limited to):

1. Continue working to improve aesthetics of the City rights-of-way.
2. Continue implementation of storm water master plan to improve drainage.
3. Continue working to improve the overall quality of roads within the City.
4. Ensure the availability of current vehicles for intended use.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of roads that have pavement condition index of 25 or less.	N/A	82%	85%
2. Number of traffic accidents that were the result of inadequate roadway design or conditions.	0	0	0
3. Percent of survey respondents that rate the condition of streets as "good" or above.	N/A	N/A	90%
4. Objective City appearance rating by third party of "good" or above.	N/A	N/A	80%
5. Percent of respondent rating fleet services as "good" or above as measured by user survey during evaluation period.	N/A	N/A	$\geq$ 95%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percentage of road repairs/potholes requiring follow-up activities (second repair).	N/A	8%	5%
2. Percentage of pothole repairs lasting more than six months.	N/A	87%	90%
3. Number of traffic light repairs within two hours of notification.	N/A	98%	95%
4. Miles of rights-of-way mowed per employee.	162.5	163.3	175
5. Miles of ditches cleared per employee.	14.6	15.7	9
6. Departmental expenditures per capita.	$107.58	$82.56	$69.00

7. Departmental expenditures as a percent of the General Fund.	15.61%	16.29%	13.84%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of employees authorized in budget.	36	25/1	25/1
2. Lane miles of road in the City.	114	114	115
3. Number of potholes repaired.	26	29	35
4. Number of signs repaired/replaced.	236	174	200
5. Number of dead animals removed.	232	144	160
6. Number of sidewalk repairs.	11	21	25
7. Number of ditches cleaned.	80	47	27
8. Miles of rights-of-way mowed.	650	490	525
9. Lane miles swept.	220	180	200

*Note: 2012 data is current from July 2011 through April 2012

Senior Center

Purpose Statement: The Senior Center supports the quality of life of the City by enriching the lives of St. Marys seniors.

Departmental Goals (including, but not limited to):

1. To continue to have a thriving independent Senior Center for the seniors of St. Marys.
2. Improve senior attendance at the Senior Center.
3. Increase marketing efforts and recognition of the Senior Center.
4. Develop a Senior Center user satisfaction survey.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percent of seniors rating overall satisfaction with Senior Center services as "good" or above.	N/A	N/A	90%
2. Percent of participants rating individual Senior Center events as "good" or above.	N/A	N/A	90%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percentage increase in attendance from prior year (effective January).	N/A	TBD	2%
2. Senior Center annual attendance per capita (effective January).	40%	41%	42%
3. Departmental expenditures per capita.	$7.52	$6.92	$6.79
4. Departmental expenditures as a percent of the General Fund.	1.08%	1.37%	1.35%
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of full-time equivalent City employees (FTE) for the year.	1	1	2
2. Annual Senior Center attendance (effective January).	6841	7030	7219
3. Number of meals served annually.	4874	5164	5454
4. Number of educational programs provided annually.	760	780	800
5. Total number of seniors in St. Marys (effective January).	*3416	N/A	TBD

*Estimated amount per U.S. Census

*Education programs daily and include activities

Sewer Department

Purpose Statement: The Sewer Department supports the quality of life of the City by providing safe disposal of sanitary sewer.

Departmental Goals (including, but not limited to):

1. Continue to meet Environmental Protection Department (EPD) permit regulations.
2. Continue to reduce the amount of infiltration into the Sewer System.
3. Shut down and demolish the Weed Street Wastewater Treatment Plant.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Compliance rate with EPD mandated testing.	100%	100%	100%
2. Percent of survey respondents who rate the quality of the sanitary Sewer System as "good" or above.	N/A	N/A	90%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of sewer back-ups responded to within one hour of notification.	100%	100%	100%
2. Percent of sewer line breaks repaired within two hours after locates are completed.	95%	97%	95%
3. Percent of water samples tested which meet established EPD requirements.	100%	100%	100%
4. Number of properties damages as a result of Sewer System failures.	1	0	0
5. Percent of Sewer Systems cleaned every year.	5%	3%	5%
6. Departmental expenditures per capita.	$215.83	$210.59	$125.94
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Citizen inquiries/service requests completed.	121	108	115
2. Total number of employees.	12.5	12.5	12.5
3. Miles of main.	129	129	130
4. Locate requests completed.	2,059	1,206	1,440
5. Number of blockage/odor/break complaints received.	63	80	70

6. Total gallons treated.	529,057,000	392,200,000	532,000,000
7. Total tons of sludge disposed.	1,506	803	1,500
8. Total inches of rainfall.	33.7	32.3	33
9. Number of lift stations.	70	70	75
10. Number of lift station alarm calls received.	576	81	500

Note: 2012 data is current from July 2011 through April 2012

Solid Waste

Purpose Statement: The Solid Waste Division supports the quality of life of the City by providing accurate information to the public.

Departmental Goals (including, but not limited to):

1. Ensure the provision of reliable solid waste removal.
2. Continue to increase the percentage of solid waste recycled.
3. Provide for a smooth transfer to a new solid waste provided if the contract is awarded to a new provider.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Percentage of customer complaints resolved by contractor within one business day.	N/A	TBD	90%
2. Percentage of solid waste survey respondents rating the service by contractor as "good" or above.	N/A	TBD	90%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of solid waste recycled to total tons disposed.	5%	TBD	5%
2. Percent of new accounts processed.	25%	TBD	25%
3. Solid waste collection costs per capita.	$63.62	TBD	$61.30
4. Percent of solid waste per account.	$194.82	TBD	$187.75
5. Percent of recycling tonnage per account.	.068 tons	TBD	.072 tons
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Number of solid waste customers in September.	5,591	5,562	5,590
2. Total number of complaints within the year.	N/A	TBD	TBD
3. Total number of new accounts processed.	1,383	TBD	1,400

Water Department

Purpose Statement: The Water Department supports the quality of life of the City by ensuring the availability of safe, quality drinking water.

Departmental Goals (including, but not limited to):

1. Continue to meet Environmental Protection Department (EPD) permit regulations.
2. Continue to lesson the amount of unaccounted for water.
3. Improve efficiency of Water Plants by installing Chlorine Residual Analyzers.

Performance Measures

	2011	2012	2013
Outcome Measures	**Goal/Actual**	**Goal/Actual**	**Goal**
1. Compliance rate with EPD mandated testing.	99%	100%	100%
2. Water Audit Validity Score (out of 100).	N/A	71%	75%
3. Percent of survey respondents that rate the water quality as "good" or above.	N/A	TBD	90%
Efficiency/Effectiveness Indicators	**Actual**	**Actual**	**Projected**
1. Percent of fire hydrants repaired within five days.	N/A	80%	85%
2. Peak day water demand as a percentage of capacity.	22%	24%	25%
3. Departmental expenditures per capita.	$109.88	$79.12	$84.83
Workload/Service Level Indicators	**Actual**	**Actual**	**Projected**
1. Total number of employees.	5.5	5.5	5.5
2. Miles of water mains.	127	127	128
3. Number of water customer accounts.	6,549	6,635	6,650
4. Locate requests completed.	2,059	1,206	1,440
5. Number of fire hydrant repairs/inspections.	81	23	30
6. Number of low pressure/odor complaints received.	59	33	50

7. Total gallons pumped.	614,680,000	410,614,000	617,500,000
8. Total gallons billed.	507,763,313	328,189,154	510,600,000
9. Total gallons of unaccounted for water.	78,966,000	80,404,846	50,000,000

Note: 2012 data is current from July 2011 through April 2012