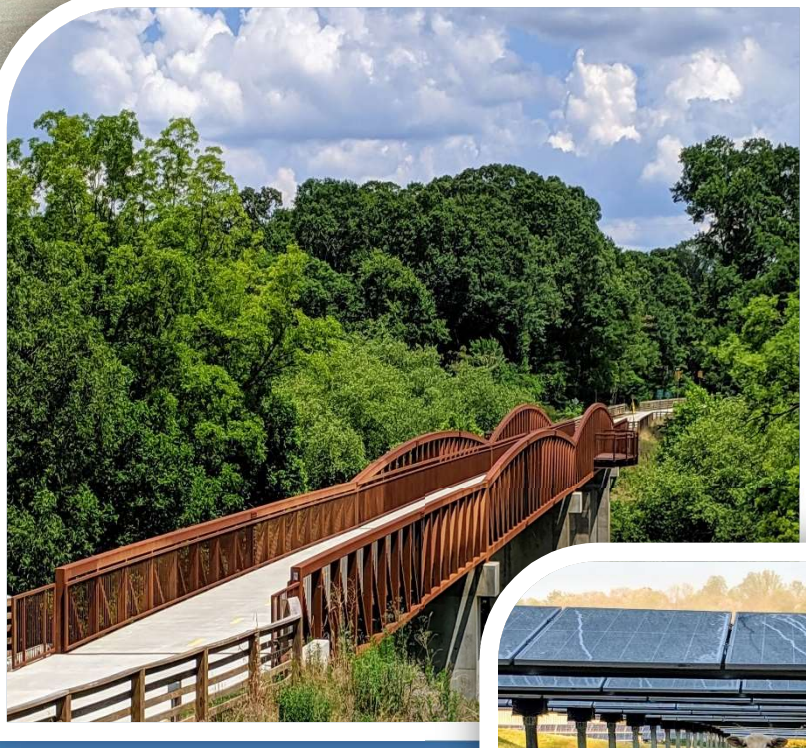
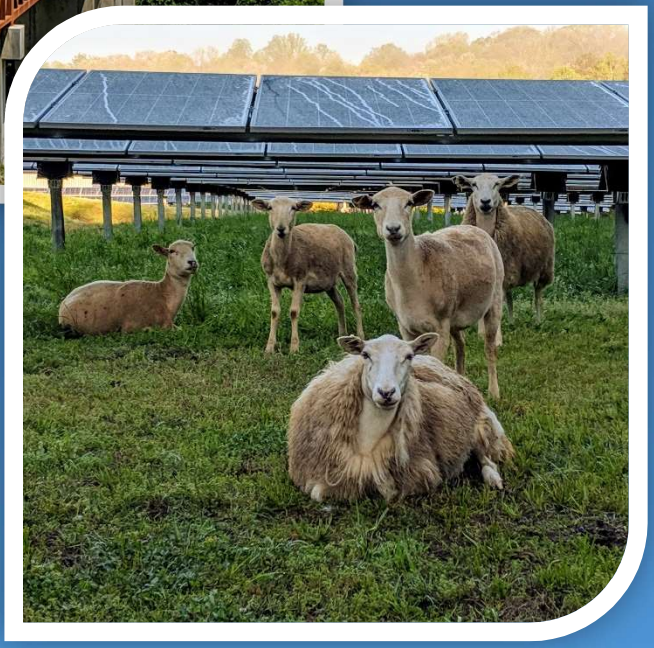
FY2020 Annual Operating & Capital Budget







The Unified Government of Athens – Clarke County

July 1, 2019 – June 30, 2020

ATHENS-CLARKE COUNTY
MISSION STATEMENT

Athens-Clarke County,
an open and responsive government,

facilitating a positive environment
for individuals to obtain a high quality of life and
local organizations to achieve success

by providing innovative, high quality services and responsible stewardship of the community's resources, to benefit current and future generations.

Adopted by the Mayor and Commission
November 4, 1997

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July 1, 2019

Dear Citizens and Commissioners of Athens-Clarke County:

As Mayor of the Unified Government of Athens-Clarke County, I am pleased to present to you the 2020 Fiscal Year Annual Operating and Capital Budget. In accordance with Georgia Law and the Charter of the Unified Government, the Mayor and Commission on June 4, 2019 adopted this budget.

This budget is balanced without reductions to current services and includes funding to support voter approved SPLOST facilities while maintaining the current millage rate of 13.95 for the seventh consecutive year.

Key Points in the FY 2020 Budget

- This Budget includes a total of ten new fulltime positions and eight fulltime positions converted from twelve part-time positions, bringing the authorized level of fulltime positions to 1,691. The authorized level of fulltime positions will remain below 14 per thousand of Athens-Clarke County population, as it has since 1991. These additional positions include:

  In the General Fund
  - a fulltime position for the new Inclusion Office in the Manager's Office
  - conversion of two part-time positions to a fulltime Elections Coordinator position for Board of Elections
  - conversion of a part-time position to a fulltime Medical Lab Assistant in Superior Court – Probation (Drug Testing Lab)
  - two additional Corrections Officers for Corrections
  - a fulltime Housing Coordinator position in Housing & Community Development for the final three months of FY20

  Outside the General Fund
  - four fulltime Transit Vehicle Operators (converted from seven part-time positions)
  - two Transit Facility Maintenance positions (converted from two part-time positions)
  - an Accounting Analyst for Public Utilities – Water Business Office
  - three fulltime positions in Public Utilities for the Phosphorus Discharge Project
  - a Public Works Inspector in Transportation & Public Works (funded from TSPLOST)

- The FY20 Budget includes several initiatives aimed at reducing poverty and increasing prosperity for citizens of Athens-Clarke County. The major initiatives are listed below.

  - $4,000,000 for a "Prosperity Package" to be invested in programs and partnerships with other agencies to reduce the poverty rate in Athens-Clarke County.
  - $150,000 to create a Workforce Investment Program in Economic Development that will partner with other agencies to create a training curriculum for targeted individuals that will help them gain employment.
  - $100,000 has been included for the third year of the Youth Build pilot program.

MAYOR KELLY GIRTZ
THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY, GEORGIA
301 College Avenue, Suite 300 • Athens, Georgia 30601 (706) 613-3010
www.accgov.com

- $94,000 in General Fund support for the Transit fund to provide fare free service to senior and disable citizens and to offer fare free service to employees of ACCGOV.
- $30,000 has been budgeted to partner with local agencies to increase outreach efforts to our homeless population.
- addition of a Housing Coordinator position to support increased creation of affordable housing throughout Athens.

- Another area of focus for the FY20 Budget was improvements to the local criminal justice systems. The budget includes funding for the following initiatives:
  - $150,000 to begin an offender incentive program to begin to support state inmates as they perform labor on behalf of ACCGOV.
  - $100,100 in the Police Department to continue the Mental Health Co-Responder unit that had been grant funded and to add an additional team.
  - support for Criminal Justice System enhancements, including for creation of a system-wide Data Dashboard and a Municipal Court notification system.
  - two additional Corrections Officer positions to increase supervision and safety support needed due to the increased number of housed offenders at the Diversion Center.
- The FY20 Budget includes funding in support of the Mayor and Commission goal to attract, retain, and reward talented employees. Across all funds, the Budget includes approximately $1.8 million ($1.3 million in the General Fund) for the resumption of the Performance Management Program (PMP) to encourage retention and reward active employees who meet the highest levels of performance. The $1.8 million total is equivalent to 2% of pay and related benefits and will be added to departmental budgets based on their proportional share of total salaries. Individual pay increases for employees will depend on performance.
- The Budget includes an increase in employee contributions to the Employee Health Insurance program beginning in January 2020. These increases are needed to keep pace with the cost of health insurance programs.
- In order to maintain current benefits, funding for Retiree Health Insurance and life insurance (Other Post-Employment Benefits – OPEB), will increase to almost $6.0 million per year, a $1.3 million increase ($1.0 from the General Fund) over the FY19 Budget. This increase is based on a growing number of retirees compared to this time last year, current trends in claims expenses and an increase in the monthly HRA contribution for some retirees 65 and older.

Strategic Commitments and Goals agreed to by the Mayor and Commission at their most recent annual retreat helped to guide the development of the FY20 Budget. Resources have been set aside for some objectives and others are already operational or will be achieved with resources established in this budget. Additional information on key points of the budget is included in the Budget Summary prepared by the staff of the Finance Department.

My work as Mayor affords me the unique opportunity to work with and meet people throughout the community, region, and state, where I routinely receive compliments for our community and our staff. This positive perception is something for which we can be proud, and is directly attributed to the commitment regularly exhibited by both citizens and staff as we work together for the Athena ideal: to leave our community better than we found it.

I wish to extend my personal thanks to several persons who provided many hours of assistance to me during the development of the FY20 Budget. Manager Blaine Williams along with his management team and the staff of the Finance and Human Resources Departments all played critical and supportive roles throughout the process. These individuals were also an invaluable part of the team during the Commission's budget deliberations.

Also, my thanks go to each member of the Commission for their thoroughness and thoughtful contributions during the development and adoption of the FY20 Budget. In addition, I want to recognize and express my gratitude to Mayor Pro Tempore and District 6 Commissioner, Jerry NeSmith, for his hard work and leadership during the Commission review of this budget. If you have any questions, please do not hesitate to contact me.

Sincerely,



Kelly Girtz
Mayor

Mayor and Commission



Kelly Girtz
Mayor



Patrick Davenport
District 1
Commissioner



Mariah Parker
District 2
Commissioner



Melissa Link
District 3
Commissioner



Allison Wright
District 4
Commissioner



Tim Denson
District 5
Commissioner



Jerry NeSmith
District 6
Commissioner



Russell Edwards
District 7
Commissioner



Andy Herod
District 8
Commissioner



Ovita Thornton
District 9
Commissioner



Mike Hamby
District 10
Commissioner

Principal Officials

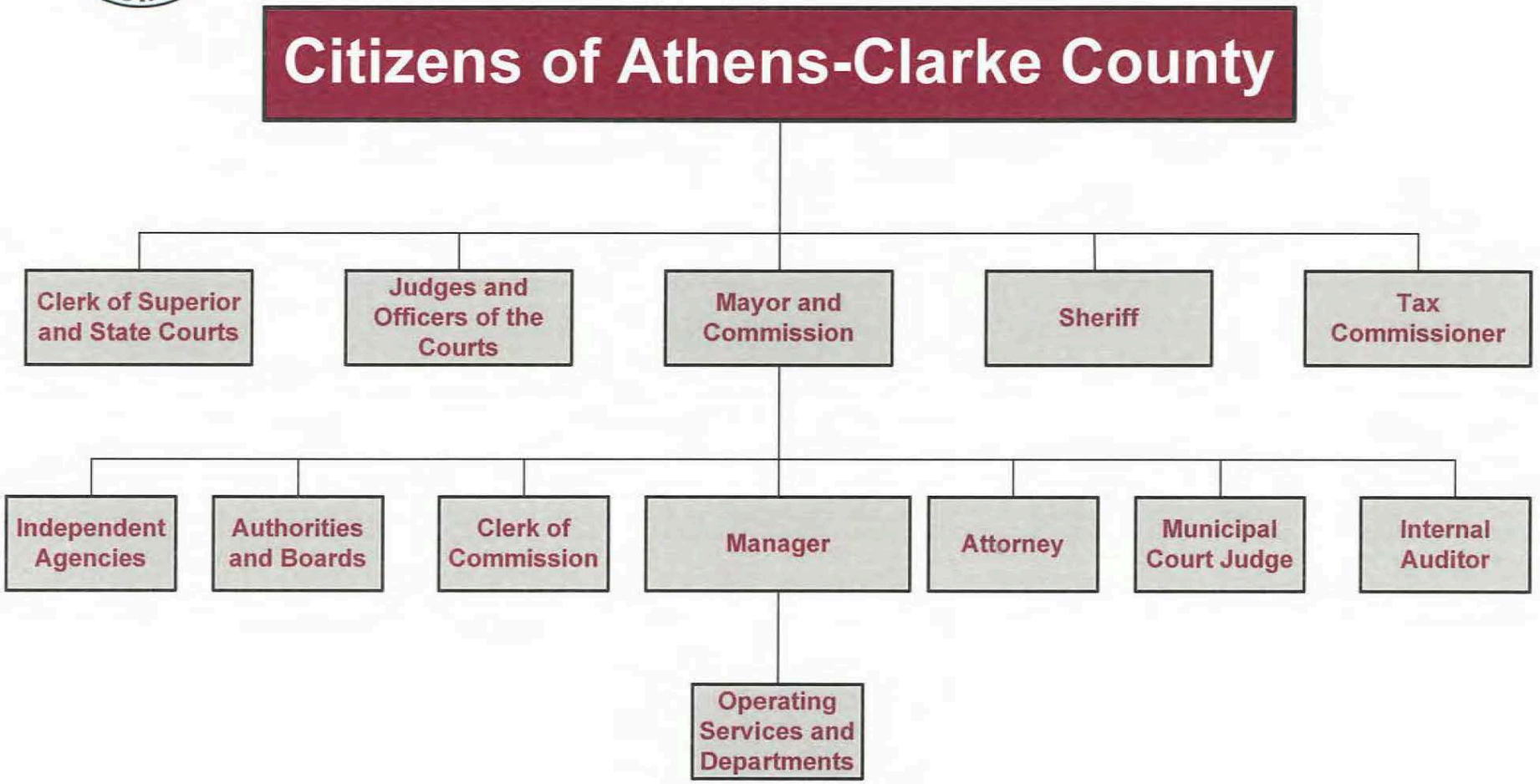
Elected Officials

Clerk of Courts	Beverly Logan	**State Court Chief Judge**	Ethelyn Simpson
Coroner	Sonny Wilson	**State Court Judge**	Charles Auslander
District Attorney	Ken Mauldin	**Superior Court Chief Judge**	H. Patrick Haggard
Magistrate Court Chief Judge	Patricia Barron	**Superior Court Judge**	Lawton Stephens
Probate Court Judge	Susan Tate	**Superior Court Judge**	Eric Norris
Sheriff	Ira Edwards	**Superior Court Judge**	Lisa Lott
Solicitor General	C.R. Chisholm	**Tax Commissioner**	Toni Meadow

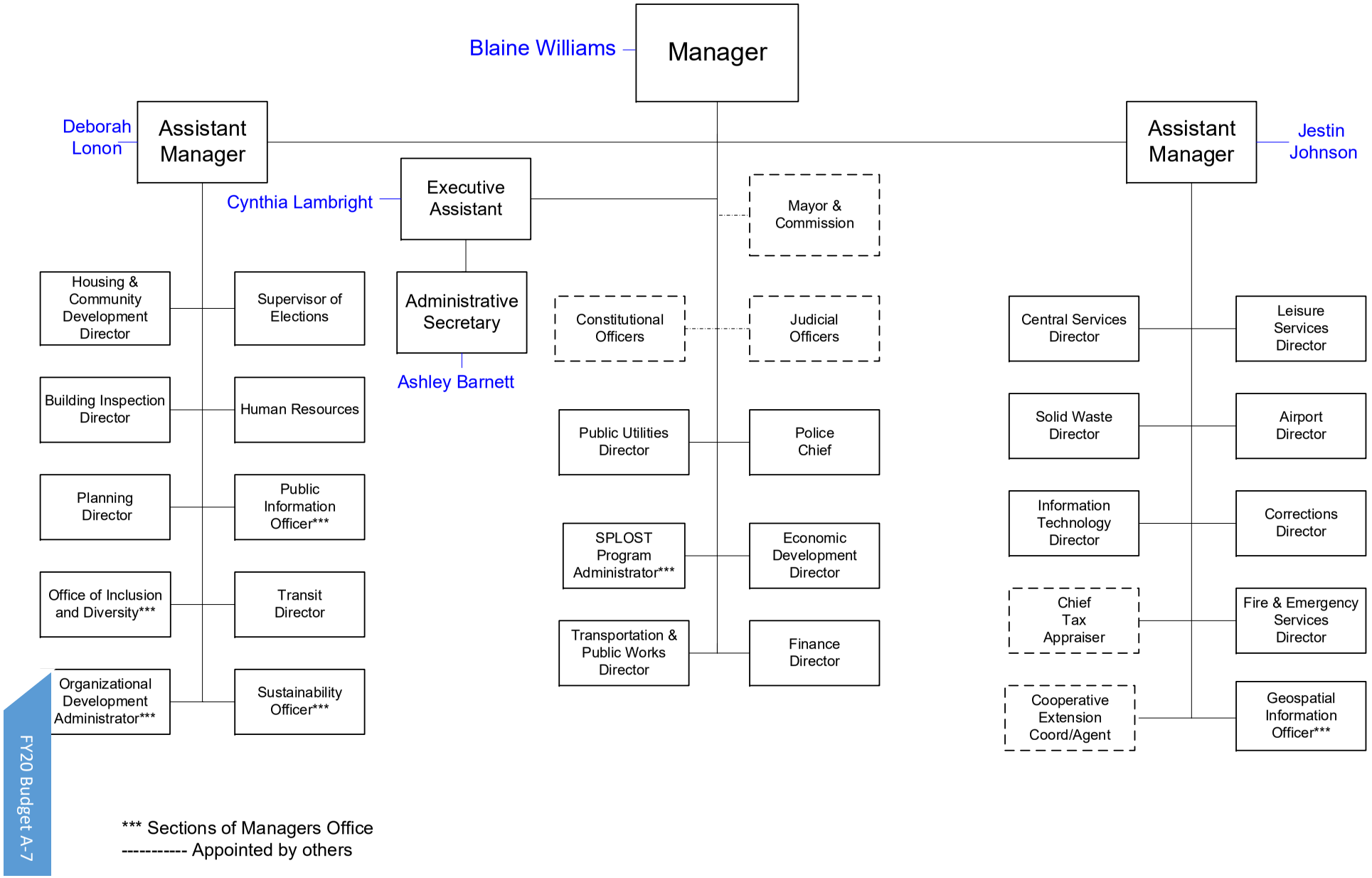
Appointed Officials

Manager	Blaine H. Williams	**Finance Director**	David Boyd
Assistant Manager	Jestin Johnson	**Housing & Community Development Director**	Hayley Banerjee (Interim)
Assistant Manager	Deborah Lonon	**Human Resources Director**	Jeff Hale
Attorney	Bill Berryman	**Information Technology Director**	Steve Davis
Internal Auditor	Stephanie Maddox	**Juvenile Court Judge**	Robin Shearer
Airport Director	Mike Mathews	**Leisure Services Director**	Kent Kilpatrick
Building Inspection Director	Doug Hansford	**Municipal Court Judge**	Ryan Hope
Central Services Director	David Fluck	**Planning & Zoning Director**	Brad Griffen
Chief of Fire & Emergency Services	Jeff Scarbrough	**Public Information Officer**	Jeff Montgomery
Chief of Police	Cleveland Spruill	**Public Transit Director**	Butch McDuffie
Chief Tax Appraiser	Kirk Dunagan	**Public Utilities Director**	Frank Stephens
Clerk of Commission	Jean Spratlin	**Solid Waste Director**	Suki Janssen
Corrections Warden	Ray Covington	**Supervisor of Elections & Voter Registration**	Charlotte Sosebee
County Extension Coordinator	Amanda Tedrow	**Transportation & Public Works Director**	Drew Raessler
Economic Development Director	Michelle Nguyen		

Athens-Clarke County Unified Government Organizational Chart Overview

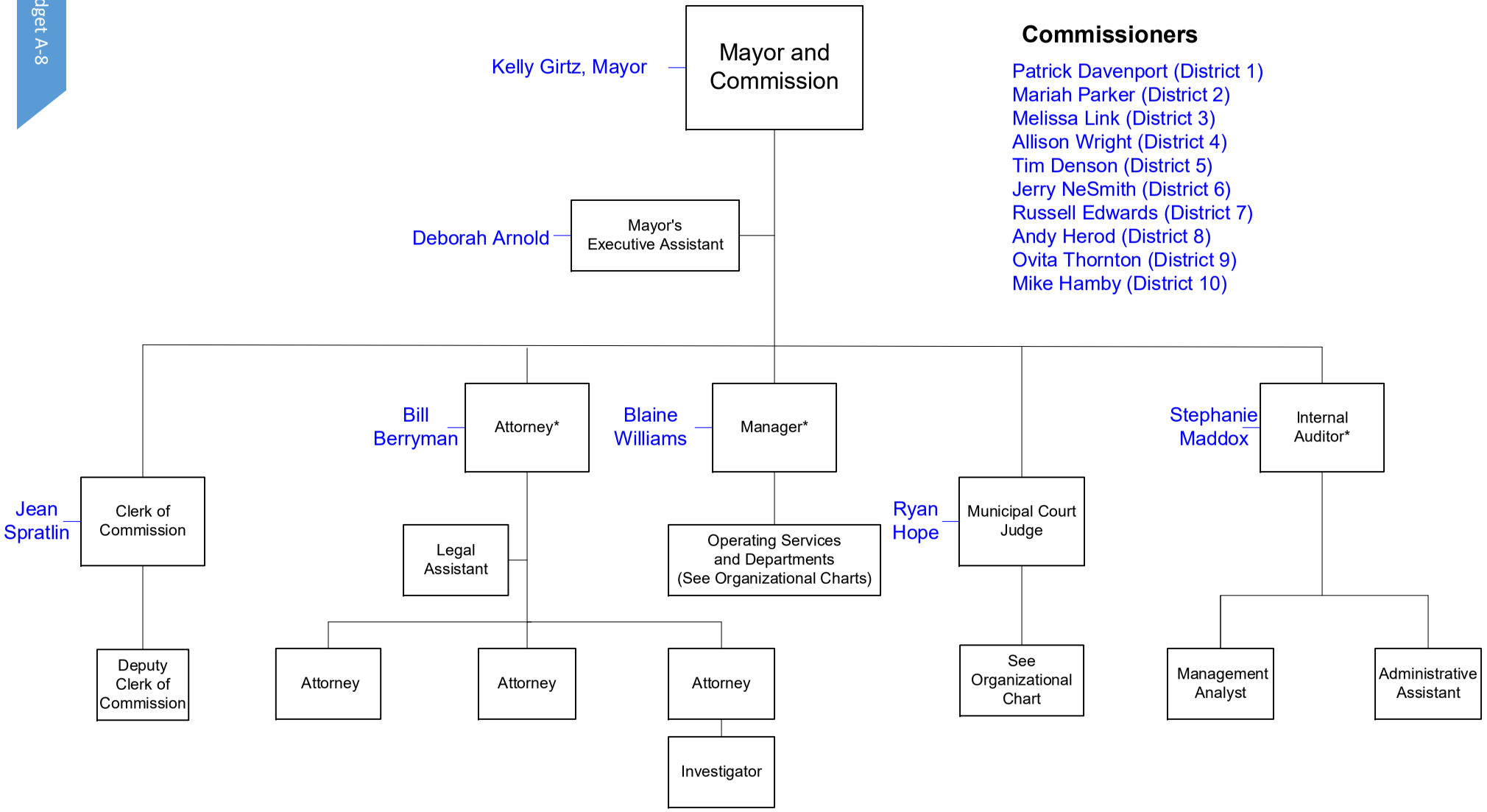


Manager's Office



*** Sections of Managers Office
---------- Appointed by others

Mayor and Commission



Commissioners

Patrick Davenport (District 1)
Mariah Parker (District 2)
Melissa Link (District 3)
Allison Wright (District 4)
Tim Denson (District 5)
Jerry NeSmith (District 6)
Russell Edwards (District 7)
Andy Herod (District 8)
Ovita Thornton (District 9)
Mike Hamby (District 10)

*Charter Officers

FY20 Budget Summary

Executive Summary

Overall Budget

This Budget includes a General Fund Operating Budget of $140.2 million for FY20, $5.9 million or 4.4% above the FY19 Budget. The Operating Budget for All Funds totals $213.8 million. The Capital Budget for all funds is $35.2 million. In total, the Operating and Capital Budget for FY20, $249.0 million, is $6.4 million more than the FY19 Original Budget.

Millage Rate

The millage rate for FY20 (property tax year 2019) is 13.95 mills, the same level as FY19. Property Tax information for FY20 is included on page B-6 of this section.

Use of Fund Balance

The FY20 budget for the General Fund includes $4,000,000 for a "Prosperity Package" to be invested in programs and partnerships with other agencies to reduce the poverty rate in Athens-Clarke County. Funding for this initiative is budgeted to come from fund balance.

Department Requests

ACCGOV Departments requested $3.1 million in FY20 (2.4 million in the General Fund) for operating expenditures for new initiatives, new programming, additional positions and SPLOST/TSPLOST operating budget impacts. This budget includes roughly $1.7 million for these additional expenses ($1.2 in the General Fund). See pages B-13 to 16 for information on these increases to departmental budgets.

Additional Positions

The FY20 Budget includes ten new fulltime authorized positions across all funds and eight fulltime positions converted from twelve part-time positions, bringing the authorized level of positions to 1,691. See page B-15 in this section for a list of additional positions.

Pay Adjustment

This Budget includes $1.8 million across all funds ($1.3 million of in General Fund) for employee pay adjustments. The funding represents the resumption of the Performance Management Program (PMP) to encourage retention and reward active employees who meet the highest levels of performance. The $1.8 million total is equivalent to 2% of pay and related benefits and will be added to departmental budgets based on their proportional share of total salaries.

Water & Sewer Rates

FY20 revenues for the Public Utilities Department reflect the planned rate increases included in the 2015 Public Utilities Service Delivery Plan approved by the Mayor and Commission on May 2, 2016. The FY20 budgeted revenues will continue to fund operations, fully fund all annual debt service expenses and meets all bond debt service coverage ratio requirements. A typical customer receiving both water and sewer service will experience a 3.8% increase in their bill for the same usage as FY19. At 3,000 gallons of consumption per month, the rate increase equals a water and sewer bill increase of $2.01 per month.

FY20 Mayor and Commission Strategic Commitments and Goals

Listed below are the Mayor and Commission's six Strategic Commitments and Goals as approved on April 2, 2019. These Strategic Commitments and Goals have been used to guide the development of budget initiatives.

Healthy, Livable, Sustainable Athens-Clarke County

1. Invest in human infrastructure by collaborating with stakeholders in education, health and economic development to increase upward economic mobility for all.
2. Create Mixed Income, Mixed Use neighborhoods, while transforming the most challenged neighborhoods.
3. ACCGOV to aim for 100% clean and renewable energy by 2035 and develop and implement equitable strategies to do so by April 2020.
4. Manage environmentally damaging septic tanks and attention to targeting areas of need.
5. Create a welcoming, inclusive, and prosperous downtown.

Transportation Mobility and Connectivity

1. Air Service Incentive Plan - Encourage new nonstop air service and competition by providing temporary assistance to an airline beginning new nonstop service to an approved destination.
2. Fare Free Transit - Moving in a tiered fashion towards Fare-Free Transit System as we approach the end of life cycle for our fare box system.
3. Enhanced Mobility Corridor Aesthetics - Easy connections between residential and commercial, county-wide. Start this theme in redevelopment areas and then expand outward.

Shared Prosperity

1. Corridor Redevelopment
2. Develop Economic Development Strategy & Framework - Assess economic conditions, consider trends and research, evaluate SWOTs, address weakness and opportunities, determine focus. Filter this all through lens of equity and diversity.
3. Municipal Mobile Network - Ensure wireless high speed broadband access for all parts of the county, stimulate economic development, enhance educational experience, improve services provided by ACCGOV through higher bandwidths.

Safe and Prepared Community

1. Criminal Justice initiatives:
   a) Explore avenues to decriminalize marijuana.
   b) Foster a criminal justice system focused on rehabilitation and prevention, both in collaboration with community partners, rather than incarceration. This could involve changing policy around arrests for low-level crime, eliminating cash bail, phasing out inmate labor-for-free program, expanding accountability courts, and matching funding (from grants) to programs serving youth and people with behavior disorders.
   c) Criminal Justice Outcomes Enhancement: reduction of recidivism, enhanced public safety, reduce jail-nights and greater support for paths away from criminality.
2. Justice and Mental Health Collaborative Grant - Identify programs to improve outcomes and coordinate service delivery amongst community partners involved with mental health and substance abuse
3. Rehabilitation of Offenders - Promote education, work skills, improved social and life skills under strict supervision to promote a positive transition for offenders back into the community.
4. Transparency Initiative - Develop and enhance the Transparency in Policing link on the ACCPD website which includes information on Departmental demographics, complaints, use of force, discipline, etc.
5. Improving water supply resiliency and reliability

Informed and Engaged Citizens

1. Directly engaging citizens on the front end of ACCGOV processes. Developing ownership in "their" County Government, through new and varied forms of public input (written input on agendas, regular town halls)
2. Law Enforcement Advisory Panel - to advise the Chief of Police in matters of community issues, review potential policies and procedures, and provide guidance to the chief on service and police related issues.

Accountable and Responsive Government

1. Re-examine Athens Clarke County pay plan
2. Film Guide & Updated Film Procedures - Develop a guide to filming in Athens-Clarke County and update related filming procedures

Summary FY20 Annual Operating and Capital Budget
Commission Approved

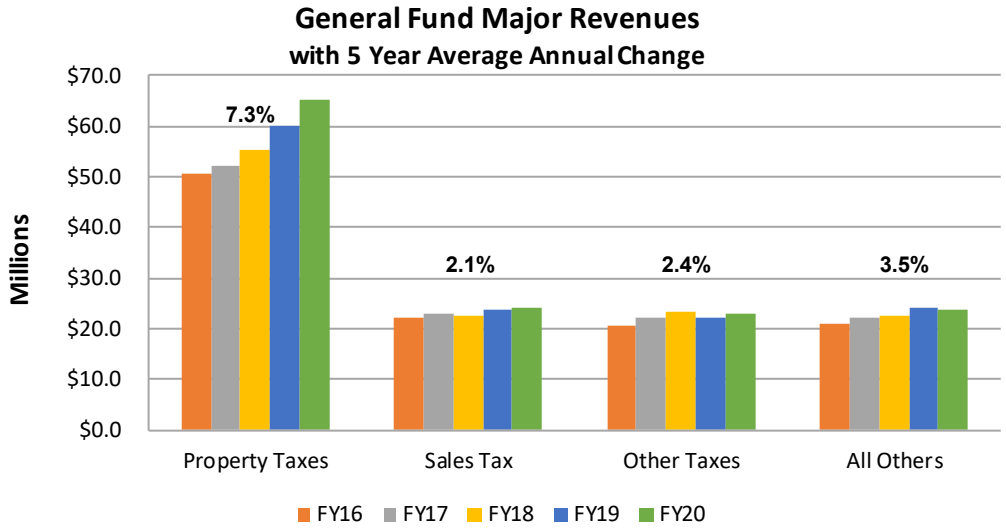
	FY19 Approved Budget	FY20 Approved Budget	$▲	%▲
Revenues:				
Property Taxes	59,926,533	65,206,378	5,279,845	8.8%
Sales Tax	23,700,000	24,233,425	533,425	2.3%
Other Taxes	22,328,889	22,779,134	450,245	2.0%
Licenses & Permits	1,759,454	1,590,300	(169,154)	-9.6%
Intergovernmental Revenues	1,189,663	1,183,303	(6,360)	-0.5%
Charges for Services	13,071,260	12,954,290	(116,970)	-0.9%
Fines & Forfeitures	3,389,770	3,246,382	(143,388)	-4.2%
Other Revenues	1,086,123	1,118,206	32,083	3.0%
Other Financing Sources	3,520,086	3,881,612	361,526	10.3%
Total Revenues	**$129,971,778**	**$136,193,030**	**$6,221,252**	**4.8%**
Prior Year Fund Balance - Oper	871,444	4,000,000	3,128,556	359.0%
Prior Year Fund Balance - Capital	3,451,600	0	(3,451,600)	-100.0%
Total Revenues & Other Sources	**$134,294,822**	**$140,193,030**	**$5,898,208**	**4.4%**
Expenditures:				
General Government	25,269,414	31,188,100	5,918,686	23.4%
Judicial	28,230,295	28,750,525	520,230	1.8%
Public Safety	40,665,626	40,124,700	(540,926)	-1.3%
Public Works	15,592,744	16,043,757	451,013	2.9%
Cultural & Recreation	7,902,488	8,060,667	158,179	2.0%
Housing & Development	3,175,557	3,299,505	123,948	3.9%
Independent Agencies	5,497,269	5,574,443	77,174	1.4%
Debt Service	1,052,561	1,057,855	5,294	0.5%
Total Operating Expenditures	**$127,385,954**	**$134,099,552**	**$6,713,598**	**5.3%**
Other Financing Uses - Oper.	3,457,268	3,848,478	391,210	11.3%
Total Operating Expenditures & Other Financing Uses	**$130,843,222**	**$137,948,030**	**$7,104,808**	**5.4%**
Other Financing Uses - Capital	3,451,600	2,245,000	(1,206,600)	-35.0%
Total Operating & Capital Expenditures	**$134,294,822**	**$140,193,030**	**$5,898,208**	**4.4%**

Summary FY20 Annual Operating and Capital Budget
Commission Approved

	FY20 Operating Budget	FY20 Capital Budget	FY20 Total Budget
Revenues:			
Property Taxes	62,961,378	2,245,000	65,206,378
Sales Tax	24,233,425		24,233,425
Other Taxes	26,529,134		26,529,134
Licenses & Permits	2,690,300	0	2,690,300
Intergovernmental Revenues	7,210,231		7,210,231
Charges for Services	99,715,462	12,325,943	112,041,405
Fines & Forfeitures	4,109,982		4,109,982
Other Revenues	1,642,732		1,642,732
Other Financing Sources	7,865,090	2,245,000	10,110,090
Total Revenues	**$236,957,734**	**$16,815,943**	**$253,773,677**
Prior Year Fund Balance	4,390,582	209,500	4,600,082
Use of Unrestricted Net Position	2,207,184	20,427,857	22,635,041
Total Revenues & Other Sources	**$243,555,500**	**$37,453,300**	**$281,008,800**
Less Interfund Transfers & Charges	(29,760,982)	(2,245,000)	(32,005,982)
Total Revenues	**$213,794,518**	**$35,208,300**	**$249,002,818**
Expenditures:			
General Government	67,834,227	852,500	68,686,727
Judicial	30,235,974	68,000	30,303,974
Public Safety	43,615,759	518,000	44,133,759
Public Works	58,017,447	33,604,800	91,622,247
Cultural & Recreation	8,095,667	160,000	8,255,667
Housing & Development	7,152,170	45,000	7,197,170
Independent Agencies	8,814,568		8,814,568
Debt Service	11,530,492		11,530,492
Total Operating Expenditures	**$235,296,304**	**$35,248,300**	**$270,544,604**
Other Financing Uses	7,731,832	2,245,000	9,976,832
Total Expenditures & Other Financing Uses	**$243,028,136**	**$37,493,300**	**$280,521,436**
Less Interfund Transfers & Charges	(29,760,982)	(2,245,000)	(32,005,982)
Total Expenditures	**$213,267,154**	**$35,248,300**	**$248,515,454**
Designated for Future Capital Improvements & Debt Service Requirements	527,364	(40,000)	487,364
Total Expenditures & Designations	**$213,794,518**	**$35,208,300**	**$249,002,818**

General Fund Revenues

Total General Fund Operating Revenue is projected to be $136.1 million in FY20, approximately $6.2 million or 4.8% more than the FY19 Budget.



Property Taxes
Total General Fund Property Taxes are projected to be $65.2 million, approximately $5.3 million more than originally estimated for FY19. The budget estimate for property taxes is based on the current millage rate of 13.95 mills. Based on current estimates from the Board of Tax Assessors and the Tax Commissioner, the 2019 net Tax Digest is $4.3 billion, a net increase approximately 8.6% over the 2018 Tax Digest. Property tax revenues include real property, motor vehicle (prior to March 2013), TAVT (motor vehicle after March 2013), real estate transfer and intangible recording taxes.

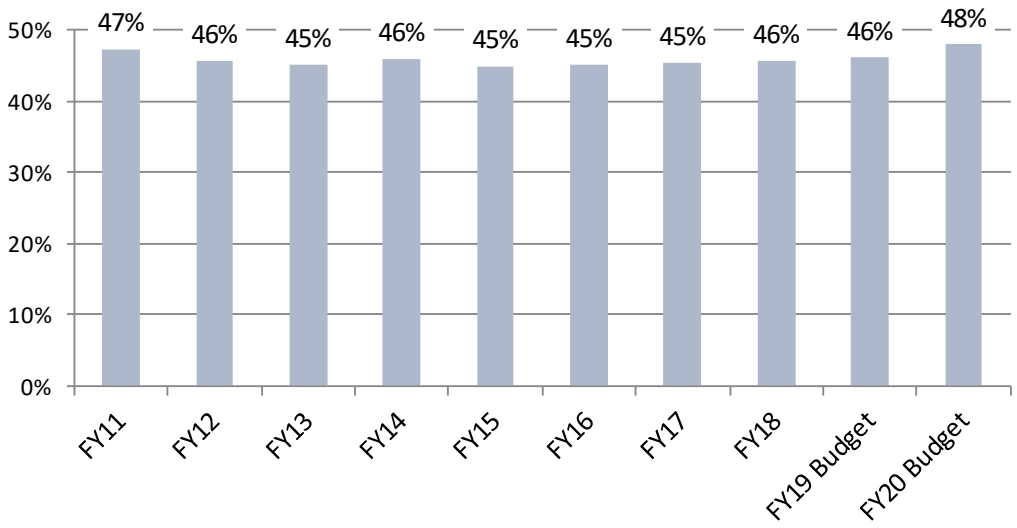
- The property tax revenue estimates included in this Budget are based on a collection rate of 99%, similar to collection rates in previous years.

- Based on current local share percentages, ACCGOV's Title Ad Valorem Tax (TAVT) and Motor Vehicle Taxes are estimated to be $5.0 million in FY20, an increase of $1.1 million over FY19 Budget. The TAVT estimate for FY20 is based on the current 7% tax rate and allocation percentages approved in 2018 by the State Legislature (HB329) which reduced the State's share of this tax and increased the local share.

- Real estate Transfer and Intangible Recording Taxes are estimated to generate $1.3 million, a $54,000 increase over FY19.

In FY20, Property Tax Revenue is projected to be 48% of the General Fund Operating Budget. The following graph shows that property taxes as a percentage of General Fund Revenues have ranged from 44% to 48% since FY11. The FY20 Budget continues the careful balance of General Fund Revenues from Property Taxes (48%), Sales Taxes (18%), and other General Fund sources (34%).

PROPERTY TAXES AS % OF THE GENERAL FUND
(FY11-FY20)



Athens-Clarke County, Georgia
Property Tax Rates
(Per $1,000 of Assessed Value)
Last Ten Years (2010-2019)

Calendar Year	State of Georgia	County School District			Athens-Clarke County					Total Tax Rates
		General	Debt Service	Total	General Gross Rate	Sales Tax Reduction (1)	General Net Rate	Debt Service	Total	
2010	0.25	20.00	---	20.00	18.90	-5.20	13.70	---	13.70	33.95
2011	0.25	20.00	---	20.00	19.51	-5.81	13.70	---	13.70	33.95
2012	0.20	20.00	---	20.00	19.56	-5.86	13.70	---	13.70	33.90
2013	0.15	20.00	---	20.00	20.08	-6.13	13.95	---	13.95	34.10
2014	0.10	20.00	---	20.00	19.94	-5.99	13.95	---	13.95	34.05
2015	0.05	20.00	---	20.00	20.13	-6.18	13.95	---	13.95	34.00
2016	0.00	20.00	---	20.00	20.07	-6.12	13.95	---	13.95	33.95
2017	0.00	20.00	---	20.00	19.70	-5.75	13.95	---	13.95	33.95
2018	0.00	20.00	---	20.00	19.70	-5.75	13.95	---	13.95	33.95
2019	0.00	20.00	---	20.00	19.37	-5.42	13.95	---	13.95	33.95

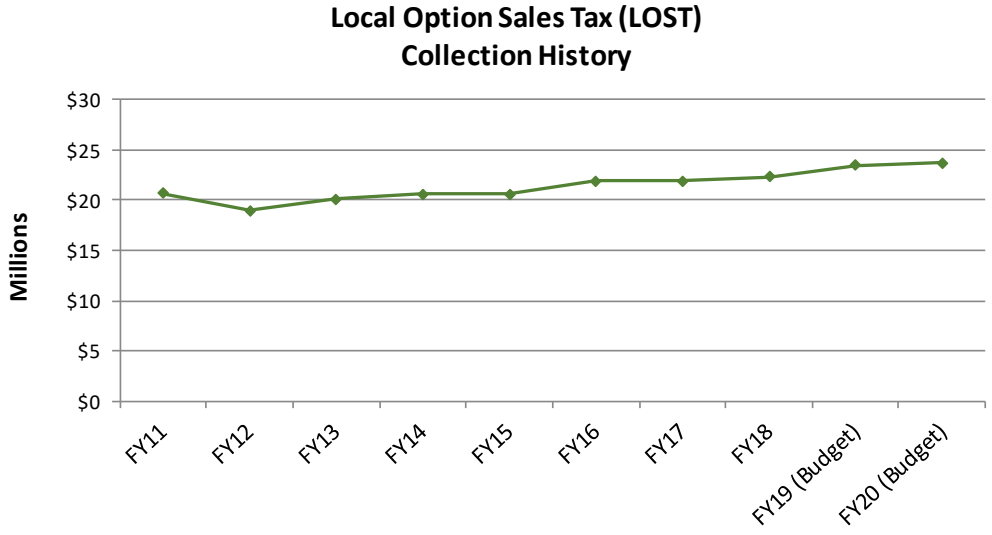
Note: In 1978 the City and County implemented a rollback of property taxes based on the receipt of local option sales tax revenues as required by Georgia Law.

Athens-Clarke County, Georgia
Current 2019 Tax Digest and Five Year
History of Levy for Maintenance & Operations (M&O)

TAX YEAR	2014	2015	2016	2017	2018	Estimated 2019
FISCAL PERIOD	(FY15)	(FY16)	(FY17)	(FY18)	(FY19)	(FY20)
M&O DIGEST (in $1,000's)						
Real & Personal Property	$3,482,607	$3,600,176	$3,772,214	$3,975,174	$4,216,603	$4,627,713
Motor Vehicles	$146,025	$106,434	$78,704	$57,786	$42,765	$34,528
Mobile Homes	$5,637	$5,277	$5,026	$5,037	$5,082	$5,056
Public Utilities	$89,750	$89,708	$89,712	$84,704	$84,383	$88,679
Timber-100%	$132	$94	$0	$155	$87	$31
Heavy Equipment	$15	$40	$52	$60	$38	$89
Total Gross M&O Digest	$3,724,167	$3,801,729	$3,945,708	$4,122,916	$4,348,958	$4,756,096
Less Exemptions	($323,581)	($337,580)	($356,853)	($335,373)	($365,567)	($383,331)
Net M&O Digest	$3,400,586	$3,464,149	$3,588,855	$3,787,544	$3,983,391	$4,372,765
Dollar Increase	$69,669	$63,563	$124,706	$198,688	$195,847	$389,374
Percentage Increase	2.1%	1.9%	3.6%	5.5%	5.2%	9.8%
TAX RATES (For $1,000 of Assessed Value)						
Gross M&O Rate	19.935	20.128	20.074	19.700	19.700	19.374
Less Sales Tax Reduction	(5.985)	(6.178)	(6.124)	(5.750)	(5.750)	(5.424)
Net M&O Rate	13.950	13.950	13.950	13.950	13.950	13.950
Millage Rate Increase	0.000	0.000	0.000	0.000	0.000	0.000
Percentage Increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TAX REVENUES (in $1,000's)						
General M&O Taxes	$47,438	$48,325	$50,065	$52,836	$55,568	$61,000
Hospital	$0	$0	$0	$0	$0	$0
TOTAL GENERAL SERVICE DISTRICT REVENUES	$47,438	$48,325	$50,065	$52,836	$55,568	$61,000
Dollar Increase	$972	$887	$1,740	$2,772	$2,732	$5,432
Percentage Increase	2.1%	1.9%	3.6%	5.5%	5.2%	9.8%

NOTES:
- 2019 amounts based on a Tax Digest Consolidation Report from the Tax Commissioner's Office dated April 25, 2019.

Local Option Sales Taxes (LOST)
An estimate of $24.2 million is included for FY20, a $533,000 (2%) increase over the FY19 Original Budget. LOST revenues for FY19 (through February) are up 1.7 % and sales taxes have averaged a 2.6% annual increase over the five fiscal years ending June 30, 2018.



Other Taxes
Other Taxes are projected to be $22.8 million in FY20, approximately $450,000 higher compared to the FY19 Budget. This estimate reflects current trends in revenues for franchise fees, business taxes, and alcohol and rental car excise taxes.

- Franchise Fees on electricity, gas, telephone and cable services are estimated to be $8.2 million in FY20 based on current trends and rates, an increase of roughly $400,000 over the current budget.

- The Insurance Premium Tax is the largest Other Tax and is estimated to generate $8.6 million based on current trends, a $400,000 increase over FY19. This tax is based on the value of insurance sold in the county, and is collected by the state and remitted annually to ACCGOV each October.

- Excise tax revenues are estimated at $3.3 million in FY20, similar to last year. Excise taxes on beer, wine, and liquor are estimated to generate $2.4 million, about $40,000 less than FY19. The excise tax on mixed drinks and rental motor vehicles are anticipated to generate $675,000 and $200,000 respectively in FY20.

- Based on current trends, revenues from annual Occupation Tax Certificates or Business Licenses are estimated to be $1.8 million in FY20, about $100,000 less than was budgeted for in FY19.

- Delinquent Tax Collections are estimated to be $400,000, similar to FY19.

Charges for Services
This budget includes an estimate of $13.0 million in FY20 for Charges for Services, slightly less than FY19.

- Downtown parking fee revenues, as managed by the Athens Downtown Development Authority (ADDA), are anticipated to generate $3.1 million in FY20, the same as estimated in FY19 (this amount does not include an estimated $950,000 from parking fine revenue in the downtown area). The ADDA managed parking program includes the revenue from the operations of the Washington Street Building, the College

Avenue Parking Deck, on-street metered parking spaces, and parking lots (note: 20% of the net revenue goes back to ADDA per contract).

- Based on the current cost allocation plan, total overhead charges for services provided by the General Fund to other funds will be $2.6 million, similar to last year. A cost allocation study was completed in FY19 that resulted in updated overhead amounts for the enterprise funds and a new overhead charge for the Building Inspection Fund ($155,500).

- Revenue from collection of taxes on behalf of other governmental entities by the Tax Commissioner's Office is estimated to be $2.0 million in FY20.

- Leisure Services is estimated to generate $1.2 million in FY20 and includes an increase to rental fees ($26,100) in accordance with the Pricing Police approved by the Mayor and Commission in December 2018.

- The FY20 Budget for Probation fees is $315,000, $15,000 greater than the FY19 Budget. In addition, the Budget includes $237,500 in revenue from the in-house drug-testing program and $160,000 in supervision fees for the pre-trial programs in State and Municipal Courts, $30,000 less than FY19.

- Fees and recording costs in FY20 for Superior Court ($515,000) and Magistrate Court ($310,000) are $100,000 ($30,000 and $70,000 respectively) lower than FY19 based on current revenue trends. Probate Court fees are budgeted at $153,000 for FY20, the same as last year.

- Resident fees from the Diversion Center are anticipated to generate $228,000 in FY20 based on an increase in State inmates participating in the Transitional Center and adjusted rates that are expected to result in an additional $3,000.

- Sheriff's Fees in FY20 are estimated to be similar to previous years at $235,000 and reflect the revenue collected under Georgia law and added revenue collected for housing inmates that have not been transferred to the State Correctional System.

- The FY20 Budget includes six months of "host fee" revenue estimated at $107,500 from the Landfill Fund to compensate ACCGOV for the impact of serving as the location of the landfill site. Oglethorpe County will receive this fee when landfill waste disposal is located in their jurisdiction.

- Planning and Zoning Permit fees are budgeted at $38,800 and include fee adjustments that are anticipated to generate an additional $17,600.

Fines & Forfeitures

Total revenues from fines are estimated to be $3.2 million in FY20, a decrease of $143,000 from the FY19 Budget.

- Revenue from the Municipal Court is projected to generate roughly $1.9 million in FY20, down $100,000 compared to the FY19 Budget. Fine revenues from the Superior, State, Magistrate, and Juvenile Courts are anticipated to generate $377,000 in total, down slightly from the FY19 Budget.

Other Financing Sources
The budget includes $31,000 collected by the Sheriff's Department for reporting information to the Social Security Administration during the year. The FY20 Budget includes an operating transfer of $190,000 from the hotel/motel tax fund, the same as FY19.

Also, the FY20 Budget reflects transfers of $3.6 million (a $316,000 increase) from Enterprise and Internal Service Funds to fund the annual cost for pension and other post-retirement benefits (OPEB) expenses of those funds. This transfer in does not increase the net cost or benefit to the General Fund, it only shifts where these expense and liabilities are recorded.

Use of Fund Balance for Operations
For FY20, there is no budgeted use of fund balance for current operating or capital programs. General Fund does include $4,000,000 for a "Prosperity Package" to be invested in programs and partnerships with other agencies to reduce the poverty rate in Athens-Clarke County. Funding for this initiative is budgeted to come from fund balance. The use of "one time" funding to support the budget is not consistent with the Fiscal Policies and is not sustainable for the long term. For FY19, the budget included the use of $871,400 for operations and $3.5 million for capital.

Enterprise Funds Major Revenue Changes

Airport Fund
Total revenue estimated by the Department for FY20 is $3.1 million. In FY19, Runway 9/27 was temporarily closed for two months due to scheduled renovations. FY20 reflects the runway being open for the full year, resulting in an increase in fuel sales. Gross sales from fuel will generate revenues of $2.4 million, up $581,600 compared to FY19. For FY20, the General Fund will provide a subsidy of $105,800, the same as FY19. There are no other significant changes for FY20.

Transit Fund
Total revenue of $5.7 million is projected for FY20, an increase of $169,000 from FY19 Budget. Federal funding is estimated to be $2.6 million in FY20, based on the current grant contract, a $70,000 increase above FY19 funding.

Fare box revenue ($531,000) and the contribution from UGA ($647,000) will provide $1.2 million. Fare box revenue is projected to decline by $94,000 in FY20 due to a proposal to provide fare free transit services to senior citizens, disabled passengers & ACCGOV employees. UGA fare box revenue will increase in FY20 by $119,000, based on the current contract for ridership and grant revenue sharing.

The General Fund contribution is $1.8 million, an increase of $103,500 above FY19 Budget, primarily due to support for a fare box revenue reduction and bus stop improvements. The FY20 Budget plans the use of $1.5 million of Available Unrestricted Net Position in the Transit Fund.

Water and Sewer Fund
- Based on estimates from the department, Water and Sewer operating revenues for FY20 will total $56.2 million, roughly 4% more than the FY19 Budget. These revenue estimates reflect six-year planned rate increases (through FY22) accepted by the Mayor and Commission in May 2016 and outlined in the Financial Element of the Public Utilities Department Service Delivery Plan. The budgeted revenues will continue to fund operations, annual debt service expenses, partially fund capital and meets all bond debt service coverage ratio requirements.

- A typical customer receiving both water and sewer service will experience a 3.8% increase in their bill for the same usage as FY19. At 3,000 gallons of consumption per month, the rate increase equals a water and sewer bill increase of $2.01 per month.

- The adjusted fees for water and sewer services will become effective on July 1, 2019.

Storm Water Utility Fund
For FY20 total revenue for this utility will be approximately $4.2 million. This revenue estimate includes user fee changes ranging from a $5 increase per permit to a $30 increase a construction plan review. These rate changes for the land development permit fee are projected to generate an additional $7,500 of revenue. Proceeds from Stormwater revenue will fund operating expenses of $4.2 million along with capital improvements to the storm water system.

Special Revenue Funds Major Revenue Changes

Hotel-Motel Special Revenue Fund
Receipts from this $0.07 tax are estimated to be $3.750 million in FY20, a $350,000 increase over the FY19 Budget.

Building Inspection Special Revenue Fund
The FY20 Budget estimates $1.1 million of revenue, a $100,000 (10%) increase over FY19. The FY20 Budget anticipates no General Fund support. FY20 anticipates the use of $264,100 of fund balance, which will leave the fund with a sufficient level of operating reserve.

Emergency Telephone System (E911) Special Revenue Fund
FY20 revenues from charges for services is projected to increase by $217,000 (12%) over FY19. This is due to the State increasing the prepaid wireless fee from $0.75 to $1.50, doubling the revenue for this item. The General Fund will transfer $82,100 more for FY20 (from $675,900 to $758,000) to fund an additional communications officer position and increases in benefit costs. The difference between the revenues and transfer from the General Fund and the projected expenditures, $147,000, will be funded with the balance in the E911 fund available from prior years' operations.

Affordable Housing Special Revenue Fund
The FY20 Budget includes the second year of the Affordable Housing Special Revenue Fund. FY19 shifted the annual Payment in Lieu of Taxes (PILOT) received from the Athens Housing Authority (AHA) from the General Fund to this new fund for dedicated programs related to affordable housing. This annual revenue, estimated at $135,000 in FY20, will fund a full-time Records Technician position and $100,000 payment to AHA for the first of a seven year commitment to improved affordable housing in Athens-Clarke County. The fund will also use $24,400 of fund balance that is available from extra revenues received during FY19 operations.

Internal Service Funds Major Revenue Changes

Internal Service Funds support operating departments. These services are copier, postage, printing, fleet maintenance, fleet replacement, and self-funded insurance programs. Revenues for Internal Service Funds are generated by allocating costs to operating departments for such services. The funding for these allocated costs is included in the departments' operating budget as indirect expenses. Revenues generated for each Internal Service Fund are designed to offset annual operating expenses rather than to accrue income.

FY20 Expenses

Maintaining Current Services

Each year, Departments and Offices are asked to develop budgets to deliver current services within a budget limit. For FY20, they were limited to a budget equal to the FY19 Budget (not including salary and benefits). Sixteen departments submitted budget requests over their limits totaling roughly $1.3 million with the remaining departments submitting requests at or below the limit. This Budget includes the following increases in the General Fund totaling $439,000:

- Central Services ($161,700) – to fund building maintenance contract increases and fleet cost increases
- Manager's Office-GIO ($50,000 net increase) – to fund government-wide license agreement for the GIS ESRI software
- Manager's Office-Sustainability - $40,000 for a clean energy plan
- Board of Elections ($40,000) – for additional polling locations and early voting days
- Fire ($30,500) – funding for training software, EMS certifications, and vehicle maintenance costs
- Leisure Services ($30,000) – for full-year cost of Grand Slam program
- Other Department and Offices ($86,800)

Fleet Replacement
Also, Fleet Replacement contributions for non-Public Safety vehicles have been increased by $165,200 for all funds, $60,800 for General Fund. FY20 is the third of a five year plan to increase annual funding to the Fleet Replacement Fund to gradually bring the annual amount to full funding. In FY05 and again in FY11, approved budgets included reductions or discounts in contributions to the Fleet Replacement Program totaling 35%. These past discounted contributions resulted in a shortfall in funding and a backlog of replacements. Beginning in FY18, approved budgets have included a phased increase in funding to gradually bring the fleet replacement contributions back to full funding.

- For FY20, Public Safety vehicle replacement is proposed to be funded from the next SPLOST program. Therefore, $1,157,000 of funding for vehicle replacement contributions from Sheriff, Police, Fire and Corrections has been eliminated.

Other Expenses
General Fund Contingency has increased from $800,000 in FY19 to $1,313,500 in FY20, a $513,500 increase. The Contingency remains less than 1% of the total General Fund operating budget.

Also, $200,000 has been budgeted in General Fund Other General Administration for Mayor and Commission adjustments as needed.

New Initiatives, Additional Positions, and SPLOST Impacts

Increases for New Initiatives and Additional Positions
ACCGOV departments requested a total of $2.8 million in FY20 for new initiatives and additional positions ($2.1 million in the General Fund). The FY20 Budget includes $5.5 million in the General Fund and nearly $2.0 million across all funds (listed below by associated Mayor & Commission Strategic Commitment). This includes $4 million for a Commission proposed "Prosperity Package." For more information on individual new initiatives, see the appropriate department page in Section C.

FY20 Expenses

Fund	Department	New Initiative/Additional Position	Amount
Transportation and Mobility			
General Fund	Transit/Transfers Out	Fare Free Transit for Sr. Citizens	85,000
	Transit/Transfers Out	Fare Free Transit for ACCGOV Employees	9,000
	Transit/Transfers Out	Bus Stop Improvement/Maintenance	9,500
Transit Fund	Transit	Convert 7 PT Vehicle Operators to 4 FT	51,000
Shared Prosperity			
General Fund	Other General Admin.	Prosperity Package	4,000,000
	Econ. Development	Workforce Investment Program	150,000
	Human Resources	Expand Great Promise Internships	13,400
Safe and Prepared Community			
General Fund	Corrections	Corrections Officer I (2 FT positions)	123,300
		Offender Incentives	150,000
	Fire	Medical Emergency Reporting Software	12,000
	Municipal Court	Municipal Court Notification System	15,000
	Police	Mental Health Co-Response Team	100,100
		Police Take Home Vehicle Program	70,000
		Additional Communications Officer	54,000
	Superior Court	Probation Lab Assistant (Net Cost)	11,300
Landfill Fund	Solid Waste	Hazardous Waste Tech - CHARM	16,300
Water & Sewer Fund	Public Utilities	Phosphorus Project- 3 FT positions	161,300
Informed and Engaged Citizens			
General Fund	HCD	Homeless Street Outreach	30,000
	Manager's Office	Establish an Office of Inclusion	170,000
Accountable and Responsive Government			
General Fund	Board of Elections	Poll Worker/Coordinator Pay Increase	91,100
		Elections Coordinator (2PT to 1FT)	14,600
	Fire	Payroll System	15,700
	HCD	Housing Coordinator Position (3 months)	18,000
	Human Resources	Employee Relations Investigator	22,600
	Leisure Services	CityWorks Related Expenses	25,800
	Manager's Office	Performance Management Dashboard	40,000
	Operational Analysis	Additional Office Storage System	14,200
	Superior Court	Felony Drug Ct to Gen Fund	149,800
		Courts Assessment (one-time)	40,000
	Tax Assessors	Mobile Assessor Appraisal System	27,200
Building Inspection Fund	Building Inspection	Reduce Funding for Current Position	(62,900)
	Planning	Renew funding for Bldg Insp Funded Position	84,500
Solid Waste Fund	Solid Waste	Part-time Janitorial Position (Net Cost)	0
Water & Sewer Fund	Public Utilities	Accounting Analyst Position	61,600

SPLOST Impacts

The FY20 Budget includes funding of $97,300 (of a requested $300,000) in additional operating support for SPLOST projects. This includes $46,700 in Central Services for additional maintenance support for the new Cooperative Extension and Fire State #2 buildings and $50,600 in Cooperative Extension for increased operating costs for the new larger building (janitorial, utilities, etc.).

Additional Positions and Other Personnel Changes

The FY20 Budget includes a total of ten new fulltime positions and eight fulltime positions converted from twelve part-time positions, bringing the authorized level of positions to 1,691.

In the General Fund these include six positions:

- a fulltime position for the new Office of Inclusion in the Manager's Office
- conversion of two part-time positions to a fulltime Elections Coordinator position for Board of Elections
- conversion of a part-time position to a fulltime Medical Lab Assistant in Superior Court – Probation (Drug Testing Lab)
- two additional Corrections Officers for Corrections
- one fulltime Housing Coordinator in HCD (3 months)

Outside the General Fund these include:

- one additional Communications Officer in the Police Department (in the Emergency Telephone Fund but funded from General Fund support)
- four fulltime Transit Vehicle Operators (conversion of seven part-time positions to four fulltime)
- two additional Transit Facility Service Workers (conversion of two part-time positions to fulltime)
- a Public Works Inspector for Pavement Management in Transportation & Public Works (funded from TSPLOST)
- an Accounting Analyst for Public Utilities – Water Business Office
- three fulltime positions in Public Utilities for the Phosphorus Discharge Project

Summary of FY20 Fulltime Authorized Position Changes
Commission Approved

GENERAL FUND

Department	Number	Fulltime Position	Type
Board of Elections	1	Elections Coordinator	New Initiative
Corrections - Diversion Center	2	Correctional Officer I	New Initiative
Housing & Community Development	1	Housing Coordinator (3 months)	New Initiative
Manager - Office of Inclusion	1	Inclusion Office Personnel	New Initiative
Superior Court - Probation Services	1	Medical Lab Assistant	New Initiative
Total General Fund	**6**		

OTHER FUNDS

Department	Number	Fulltime Position	Type
Emergency Telephone Fund			
Police - Central Communications	1	Communications Officer	New Initiative
Water & Sewer Fund			
Public Utilities - Plant Maintenance	1	Electrician I	New Initiative
Public Utilities - Plant Maintenance	1	Plant Maintenance Mechanic	New Initiative
Public Utilities - Water Business Office	1	Accounting Analyst	New Initiative
Public Utilities - WRF I	1	Water Reclamation Operator I	New Initiative
Subtotal Public Utilities	4		
Transit Fund			
Transit - Operations	2	Facility Service Worker	New Initiative
Transit - Operations	4	Transit Vehicle Operator	New Initiative
Subtotal Transit	6		
TSPLOST Fund			
Transportation & Public Works - Engineering	1	Public Works Inspector	New Initiative
Total Other Funds	**12**		
Total Additional Fulltime Positions All Funds	**18**		

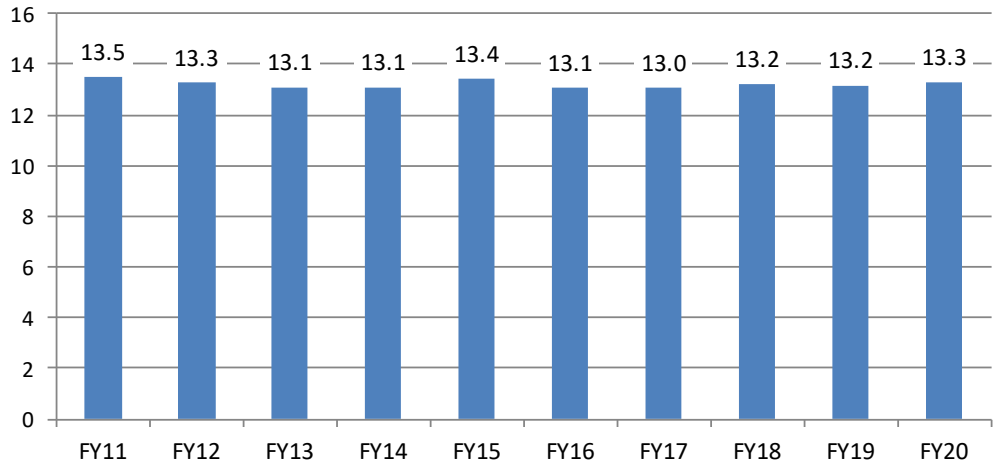
Authorized Positions FY15 to FY20

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Change
Department	**Authorizations**	**Authorizations**	**Authorizations**	**Authorizations**	**Authorizations**	**Approved**	**FY19 to FY20**
Legislative Group							
Attorney	6	6	6	6	6	6	0
Mayor and Commission	1	1	1	1	1	1	0
Clerk of Commission	2	2	2	2	2	2	0
Office of Operational Analysis	3	3	3	3	3	3	0
Total Legislative Group	**12**	**12**	**12**	**12**	**12**	**12**	0
Elected & Constitutional Group							
Courts							
Superior Court	30	32	33	34	34	35	1
State Court	8	7	7	7	7	7	0
Magistrate Court	11	11	11	11	11	11	0
Municipal Court	10	10	10	10	10	10	0
Probate Court	6	6	6	6	6	6	0
Juvenile Court	4	4	4	5	5	5	0
Courts Subtotal	**69**	**70**	**71**	**73**	**73**	**74**	1
Elected Officials							
District Attorney	20	21	26	28	28	28	0
Solicitor General	16	17	17	18	18	18	0
Clerk of Superior Court	19	19	19	21	21	21	0
Tax Commissioner	19	19	19	19	19	19	0
Sheriff	191	194	194	194	194	194	0
Elected Officials Subtotal	**265**	**270**	**275**	**280**	**280**	**280**	0
Total Elected & Constitutional Group	**334**	**340**	**346**	**353**	**353**	**354**	**1**
Manager Group							
Airport	7	7	7	7	7	7	0
Building Inspections & Permits	23	23	23	23	24	24	0
Central Services	88	91	102	102	103	103	0
Corrections	43	43	43	43	43	45	2
Economic Development	4	4	4	4	4	4	0
Finance	27	27	28	28	28	28	0
Fire & Emergency Services	186	186	186	187	187	187	0
Housing & Community Developmer	8	8	8	8	8	9	1
Human Resources	21	21	21	21	21	21	0
Information Technology	19	19	19	23	23	23	0
Leisure Services	73	73	73	73	73	73	0
Manager	5	5	5	5	5	5	0
Emergency Management	1	1	1	0	0	0	0
Office of Inclusion	0	0	0	0	0	1	1
Organizational Development	3	3	3	3	3	3	0
Public Information	2	2	3	3	3	3	0
Office of Sustainability	0	0	0	2	2	2	0
Geospatial Information Office	0	0	0	2	2	2	0
SPLOST	3	3	3	3	3	3	0
Planning	20	21	21	19	18	18	0
Police	309	309	309	318	319	320	1
Public Utilities	195	195	195	194	194	198	4
Solid Waste	68	60	61	61	62	62	0
Transit	60	61	66	68	71	77	6
Transportation & Public Works	92	92	81	87	88	89	1
Subtotal	**1,257**	**1,254**	**1,262**	**1,284**	**1,291**	**1,307**	**16**
Board of Elections	3	3	3	3	3	4	1
Cooperative Extension	1	1	1	1	1	1	0
Tax Assessor	13	13	13	13	13	13	0
Subtotal	**17**	**17**	**17**	**17**	**17**	**18**	1
Total Manager Group	**1,274**	**1,271**	**1,279**	**1,301**	**1,308**	**1,325**	**17**
Grand Total	**1,620**	**1,623**	**1,637**	**1,666**	**1,673**	**1,691**	**18**

FY20 Expenses

For FY20, the number of full-time employees compared to the Athens-Clarke County population (per thousand) will remain below 14 as shown in the graph below. This Budget is based on 1,691 full-time authorized positions, an increase of seightteen positions compared to the current level.

ACC FULL-TIME EMPLOYEES PER 1,000 RESIDENTS (FY11-FY20)



Compensation and Benefits for FY20

Changes to Employee Compensation

The FY20 budget includes $1.3 million in the General Fund ($1.8 million across all funds) for salary adjustments. The funding represents the resumption of the Performance Management Program (PMP) to encourage retention and reward active employees who meet the highest levels of performance. The $1.8 million total is equivalent to 2% of pay and related benefits and will be added to departmental budgets based on their proportional share of total salaries. Individual pay increases for employees will depend on performance. The budget also includes the full year funding of the pay plan which was implemented in January, 2019. Beginning in FY20, budgets for full-time positions in the General Fund will factor in estimated vacancy savings, reducing the General Fund compensation budget $1.5 million.

Employee Health

In FY20, funding to the Employee Health Insurance Fund for active employees allows continuation of the three existing health plans (Conventional POS, Consumer Healthy Solutions (CHS) Select with HSA and CHS Value with HSA). The FY20 Budget for the Employee Health Insurance Fund is estimated to be $15.3 million, down from the FY19 Budget of $16.1 million, based on current trends for claims expenses. Across all funds, the Employer contribution is estimated at $10.4 million ($7.5 million in the General Fund) and the Employee contribution estimated is at $5.0 million.

Retiree Health

In order to maintain current benefits, funding for Retiree Health Insurance and life insurance (Other Post-Employment Benefits – OPEB), will increase to almost $6.0 million per year, a $1.3 million increase over the FY19 Budget ($1.0 in the General Fund). This increase is based on a growing number of retirees compared to this time last year, current trends in claims expenses, and an increase in the monthly HRA contribution for some retirees 65 and older. All the funding for the estimated $6.0 million in expenses in FY20 will come from a current year revenues. This funding level will pay for Pre-65 retiree health claims and administration

expenses; provide for an increase in the monthly contribution to the Health Reimbursement Arrangement (HRA) accounts up to $228/month for retirees 65 and older hired prior to 7/1/2002 and maintains the current $195/month for those hired after that date; and fund the "doughnut hole" coverage for Post-65 retirees. Currently, 257 retirees are Pre-65 and 470 are Post-65.

Pension Program
The FY20 Budget plans a contribution of $10.4 million ($7.8 million from the General Fund) to the Pension Trust Fund, the same budgeted contribution as FY19. The Pension Board recently reviewed and approved updates to pension plan assumptions recommended by the plan actuaries. In addition, the Board approved a change to the assumed long term rate of return on pension assets from 8% to 7.75%. Even with a lower assumed rate of return and updated plan assumptions, the current level of funding is sufficient to meet the estimated actuarial determined contribution for FY20.

Summary of FY20 Capital Budget and CIP

In the General Capital Projects Fund, a total of $2.2 million is included for capital projects in FY20. Current Services (CS) projects for FY20 total $1.7 million. FY20 Additions & Improvement (A&I) projects total $487,500. Over the 5 year CIP period, a total of $15.5 million has been included in the General Capital Projects Fund. Government-wide, a total of $35.2 million has been included for capital projects in FY20.

More detailed information on the Capital Budget and CIP can be found in Section D of this document.

Major FY20 Capital Projects:

General Fund Projects:
- Information Technology – $400,000 to replace equipment and software throughout the government based on the Strategic Automation Plan. See project on D-47 for more information.

- Police Department – $250,000 is included to fund additional on-officer body cameras and requisite storage. See project on D-74 for more information.

- Manager's Office – $165,000 is included to fund a talent management software suite (D-61).

- Transportation & Public Works – $150,000 is appropriated to continue to upgrade overhead street name signs (D-128).

Projects in Other Funds:
- Public Utilities – The Water and Sewer Fund Capital Budget for FY20 includes $9,951,800 to rehabilitate and replace sewer lines (D-91), $5,300,000 for ongoing equipment and facilities replacement program (D-93), $3,500,000 to improve water supply reliability (D-97), $2,750,000 to rehabilitate and replace water lines (D-94), water transmission grid improvements for $2,000,000 (D-101), and $1,500,000 to manage and reuse residual solids (D-96).

- Solid Waste – The Landfill Enterprise Fund Budget includes $300,000 to replace a bulldozer (D-108) and the Solid Waste Enterprise Fund Budget includes $200,000 for Automated Refuse/Recycling trucks (D-121).

- Fleet Replacement – $3,102,000 is included in the FY20 Capital Budget to work towards fully funding the replacement costs of vehicles. See D-40 for more information.

AN ORDINANCE TO PROVIDE FOR THE RAISING OF REVENUES AND THE APPROPRIATION OF FUNDS FOR ATHENS-CLARKE COUNTY, GEORGIA, FOR THE FISCAL YEAR 2020 BEGINNING JULY 1, 2019 AND ENDING JUNE 30, 2020 TO PROVIDE FOR THE OPERATIONS OF GOVERNMENT DEPARTMENTS, BOARDS, AGENCIES, ELECTED OFFICES, AND OTHER GOVERNMENTAL ACTIVITIES; TO PROVIDE FOR THE LEVEL OF PERSONNEL AUTHORIZED FOR THE VARIOUS DEPARTMENTS AND AGENCIES; TO PROVIDE FOR A CAPITAL BUDGET; TO ESTABLISH 2019 PROPERTY TAX RATES; TO ESTABLISH COMPENSATION FOR THE CHARTER OFFICERS; TO ESTABLISH RATES AND STRUCTURE OF FISCAL YEAR 2020 HEALTH INSURANCE PROGRAMS; TO REPEAL CONFLICTING ORDINANCES; TO PROVIDE EFFECTIVE DATES; AND FOR OTHER PURPOSES.

THE COMMISSION OF ATHENS-CLARKE COUNTY, GEORGIA, HEREBY ORDAINS AS FOLLOWS:

SECTION 1. Pursuant to Section 7-405 of the Charter, the sums of money as summarized in Exhibit A attached hereto and made a part of this Ordinance, shall be and are hereby adopted as the Operating Budget and the Capital Budget for Athens-Clarke County for Fiscal Year 2020 (FY20), beginning July 1, 2019 and ending June 30, 2020.

SECTION 2. The appropriation of funds for all departments and agencies shall be as provided for in Exhibit A and supporting schedules.

SECTION 3. Each of the Enterprise and Internal Service Funds shall be operated in accordance with Proprietary Fund accounting standards and procedures and shall not be governed by the Governmental Fund budgetary accounting principles; however, the budgetary estimates upon which such budgets are adopted shall be retained in memorandum form for budget control purposes and utilized in the preparation of comparative operating statements.

SECTION 4. The personnel levels provided for in the Personnel Authorization Schedule for all departments and agencies, as provided in the budget document entitled "FY2020 Annual Operating and Capital Budget: The Unified Government of Athens-Clarke County July 1, 2019–June 30, 2020" are hereby adopted as the maximum employment levels for such departments and agencies and shall not be increased without the approval of the Mayor and Commission.

SECTION 5. All financial operations shall be accounted for in accordance with Generally Accepted Accounting Principles and Standards.

SECTION 6. In accordance with the Official Code of Georgia Annotated Sections 33-8-8.1 and 33-8-8.2, the proceeds from the tax on insurance premiums, estimated to be $8,609,000 for FY20, shall be used for the provision of services to all residents of Athens-Clarke County.

SECTION 7. In accordance with the Official Code of Georgia Annotated Section 46-5-133, 46-5-134, and 46-5-134.2; the monthly "9-1-1 charge" of $1.50 per exchange access facility, the $1.50 per month “wireless enhanced 9-1-1 charge”, and the $1.50 per retail transaction for the “pre-paid wireless charge” are reaffirmed for the period July 1, 2019 – June 30, 2020.

SECTION 8. The Manager is further authorized to transfer sums up to $15,000 from the General Fund Contingency to meet unbudgeted obligations of the Government. The Manager is required to notify the Mayor and Commission of each of these transfers from Contingency at the next scheduled regular meeting under the provisions of Section 7-408 of the Charter of the Unified Government of Athens-Clarke County, Georgia.

SECTION 9. The Manager is further authorized to transfer sums within each fund's capital budget among projects and accounts up to $100,000 to meet project obligations of the government. The Manager is required to notify the Mayor and Commission of each of these transfers at the next scheduled regular meeting under the provisions of Section 7-408 of the Charter of the Unified Government of Athens-Clarke County, Georgia.

SECTION 10. The Manager is further authorized to approve the application for grants and accept grants on behalf of the government up to $50,000 and to amend the Operating or Capital Budget for the grants as needed. This authority is permitted if the grant meets all of the following conditions: (1) matching funds are appropriated or the grant does not require matching funds; (2) the government will not be required to otherwise commit resources or maintain any services after the end of the grant period; (3) no positions will be added with the grant; and (4) no vehicles will be added to the government's Fleet Replacement Program as a result of acceptance of the grant.

The Manager is required to notify the Mayor and Commission of approval or acceptance of each grant at the next scheduled regular meeting under the provisions of Section 7-400 of the Charter of the Unified Government of Athens-Clarke County, Georgia. The Manager and appropriate staff are authorized to execute all required documents associated with grants accepted under this provision.

SECTION 11. The budget document, entitled "FY2020 Annual Operating and Capital Budget: The Unified Government of Athens-Clarke County July 1, 2019–June 30, 2020" shall be maintained on file in the Office of the Clerk of Commission.

SECTION 12. The ad valorem tax rate for Athens-Clarke County is hereby levied for the year 2019 upon all real and personal property within the government not exempt from taxation under law as follows:

Maintenance and Operations (General Fund) 13.95 mills

SECTION 13. Under authority of the Act creating the Downtown Athens Development Authority, 1977 Ga. Laws 3533-3538, there is hereby levied and assessed for the year 2019 on the real property in the downtown Athens area (said downtown area most recently defined in House Bill No. 590, 2017 Ga. Laws 3900-3903), a tax of one (1) mill upon the value of said real estate as fixed by the Tax Digest of Athens-Clarke County.

SECTION 14. Pursuant to Sections 4-101, 4-103, and 4-104 of the Charter of the Unified Government of Athens-Clarke County, the annual compensation of the charter officers, as provided for by ordinance and contract for FY20, shall be $179,711 plus a $6,000 car allowance for the Manager, shall be up to $173,870 plus up to $4,800 car allowance for the Attorney and $85,420 plus a $4,200 car allowance for the Internal Auditor.

SECTION 15. Pursuant to Official Code of Georgia Annotated Section 48-13-93(a)-(2), the proceeds of the excise tax on the rental charge for motor vehicles, projected to be $200,000 during FY20, shall be used for promoting industry, trade, commerce, and tourism. The proceeds from this tax in FY20 shall be used to support the Athens-Clarke County Economic Development Department, with an estimated budget of $700,000.

SECTION 16. Pursuant to Section 1-9-19 of the Code of Ordinances of the Unified Government of Athens-Clarke County, the Benefits Summary of the Health Insurance and Health Benefits Program and the premiums or contributions for employees and retirees, as applicable, shall be as follows:

(a) Pursuant to Athens-Clarke County Code Section 1-9-19(a), the government shall provide as an option to employees the plans of health insurance coverage as described in the Summary Plan Document entitled "Consumer Healthy Solutions (CHS) Plan with a Health Savings Account (HSA) Medical Benefit Booklet for the Unified Government of Athens-Clarke County," effective July 1, 2018, and prepared by Anthem for the Unified Government of Athens-Clarke County. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia. Any plan changes effective January 1, 2020 may result in new summary plan documents, which will be available for public inspection in the office of the Clerk of Commission in or around October, 2019. This Section 16 shall be subject to amendment by the Commission to incorporate any such plan changes prior to the effective date of such changes.

(b) During the first open enrollment period, employees have the option to select from among the following health insurance coverage: the option described in the preceding paragraph or the plans of health insurance coverage as described in the Summary Plan Document entitled "BlueChoice Option Point of Service Open Access dated July 1, 2018 –Conventional Plan Benefit Booklet for the Unified Government of Athens-Clarke County," Administered by BlueCross BlueShield Healthcare Plan of Georgia, incorporated herein by reference. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia. Any plan changes effective January 1, 2020 may result in new summary plan documents, which will be available for public inspection in the office of the Clerk of Commission in or around October, 2019. This Section 16 shall be subject to amendment by the Commission to incorporate any such plan changes prior to the effective date of such changes.

(c) Pursuant to Athens-Clarke County Code Section 1-9-19(b), the Designated Plan for retirees not yet 65 years of age and the Designated Dependent Plan for spouses of retirees not yet 65 years of age, and eligible dependent children, shall be that plan described as the BlueChoice Point of Service (POS) Open Access Plan of health insurance coverage as further described in the Summary Plan Document entitled "BlueChoice Option Point of Service Open Access dated July 1, 2018 – Traditional Plan Benefit Booklet for the Unified Government of Athens-Clarke County," Administered by BlueCross BlueShield Healthcare Plan of Georgia, incorporated herein by reference. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia. The plan options for retirees and for retiree dependent coverage shall be any other health insurance coverage plans offered to employees in (a) and (b) above. Any plan changes effective January 1, 2020 may result in new summary plan documents, which will be available for public inspection in the office of the Clerk of Commission in or around October, 2019. This Section 16 shall be subject to amendment by the Commission to incorporate any such plan changes prior to the effective date of such changes.

(d) Those retirees not yet 65 years of age who are eligible for PPO shall be provided the plan of health insurance coverage as described in the Summary Plan Document entitled "Blue Choice PPO Benefit Booklet for the Unified Government of Athens-Clarke County," Administered by BlueCross Blue Shield of Georgia, dated July 1, 2018, incorporated herein by reference. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia. Any plan changes effective January 1, 2020 may result in new summary plan documents, which will be available for public inspection in the office of the Clerk of Commission in or around October, 2019. This Section 16 shall be subject to amendment by the Commission to incorporate any such

plan changes prior to the effective date of such changes.

(e) The premiums to be paid for the programs of health insurance for employees are set forth in the document entitled "The Unified Government of Athens-Clarke County Rate Sheet – July 1, 2019," incorporated herein by reference and on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia. The premiums to be paid for plans effective January 1, 2020 will be set forth in the document entitled "The Unified Government of Athens-Clarke County 2020 Benefits Enrollment Guide," which will be made available for public inspection in the office of the Clerk of Commission in or around October, 2019. This Section 16 shall be subject to amendment by the Commission to incorporate any such changes in premiums.

(f) The premiums to be paid for the programs of health insurance for those retirees, under age 65, subject to such insurance as described in paragraphs (c) and (d) hereof are set forth in the document entitled "The Unified Government of Athens-Clarke County Retiree Rate Sheet – July 1, 2019," incorporated herein by reference and on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia. The premiums to be paid for plans effective January 1, 2020 will be set forth in the document entitled "The Unified Government of Athens-Clarke County 2020 Retiree Benefits Enrollment Guide," which will be made available for public inspection in the office of the Clerk of Commission in or around October, 2019. This Section 16 shall be subject to amendment by the Commission to incorporate any such changes in premiums.

(g) Pursuant to Athens-Clarke County Code Section 1-9-19(c) the government shall provide to retirees who are age 65 or older those health benefits as described in the "2019 Enroll in Additional Medicare Coverage for 2019" and "Funding Guide to Reimbursement," and incorporated herein by reference. Such documents are on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia.

SECTION 17. The effective date of this ordinance shall be July 1, 2019.

SECTION 18. All Ordinances or parts of ordinances in conflict with this Ordinance are hereby repealed.

Adopted June 4, 2019 by Commission

Approved June 7, 2019 by Mayor

Legal and Charter Requirements for the Annual Budget

There are a number of requirements under Georgia Law and the Unified Government's Charter that must be met as a part of preparing and adopting the Annual Budget. These requirements include:

- Budgets must be balanced so that projected expenditures do not exceed projected revenues and available fund balances.
- Budgets must be provided at least at the department level and be separated by fund.
- A separate Operating and Capital Budget must be submitted and adopted.
- The Mayor's Recommended Budget must be submitted to the Commission at least 60 days prior to beginning of the fiscal year.
- At the time the Recommended Budget is provided to the Commission, it shall be made available for public review.
- Public Hearings must be held to receive public input on the proposed budget at least one week prior to the budget being adopted.
- Public Hearings must be held to receive public input if the proposed budget includes an increase in the property tax as defined by the Taxpayer Bill of Rights (O.C.G.A. 48-5-32.1).

During the fiscal year, the Mayor and Commission may change the Budget as needed through the adoption of a budget ordinance identifying the change. Also, departments can transfer budget funds between line items within their department's budget to cover unanticipated expenses with approval of the Finance Director. However, the department's total budget or number of full-time authorized positions cannot increase without Mayor and Commission approval.

Annual Budget Development Process

The Annual Operating and Capital Budget is the financial plan for raising revenues and expending funds for all Athens-Clarke County departments, offices and constitutional officials.

The process to develop the Annual Operating and Capital Budget begins about nine months prior to the beginning of the fiscal year. Departments and Constitutional Officials submit Operating and Capital Budget requests for review by the Manager and the Mayor. Prior to May 1 each year, the Mayor must submit a Recommended Budget to the Commission for review. The Commission will review the Mayor's Recommended Budget and make any adjustments they feel are necessary and adopt the budget in June. Major steps in the Annual Budget development process include:

October – November	Mayor & Commission provide Budget goals and directions and Operating Budget directions sent to Departments & Offices
November	Departments Submit Capital Project requests and updates to the 5 year Capital Improvement Plan (CIP).

FY20 Budget Development

January	Departments Submit Operating Budget Requests.
February	Mayor and Commission review Independent Agencies Budget Requests.
February - March	Manager and Mayor meet with Department and Constitutional Officials to review Budget requests.
April	Mayor sends a Recommended Budget to Commission.
May	Commission reviews Mayor Recommended Budget.
June	Commission adopts budget for next fiscal year and establishes the property tax millage rate.
July	Budget for next fiscal year begins on July 1.

Airport

Mission

To promote a safe, consistent, and efficient aviation environment; provide quality aviation products and services; and serve as a catalyst in the creation and development of aviation related industry in Athens – Clarke County. The airport will strive for self-sufficiency through the development and implementation of competitive rates and fees.

Goals

- Build on and maintain modern and technologically up-to-date airport facilities and infrastructure.
- Achieve and maintain financial self-sufficiency.
- Foster a work environment that leads to high employee morale.
- Establish scheduled and increase non-scheduled passenger service.
- Expand the general aviation experience.
- Inform and connect community, businesses, and customers.

Objectives

- Meet with the Airport Authority monthly to coordinate airport operations.
- Work with the Airport Authority, consultants, and ACC to secure a new airline.
- Meet with airport engineers monthly to manage airport projects.
- Coordinate airport projects with the GDOT and FAA on a monthly basis.
- Meet monthly with the Operations Supervisor and Business Coordinator to review the airport financial and operational status.
- Meet monthly with the operations staff to review airport issues.
- Work to involve employees in airport projects and operations.

Performance Measures

Athens-Ben Epps Airport							
Outcomes and Performance Measures	**Current Goal**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**Comments or Analysis**
Provide a safe and efficient airport for commercial and general aviation users							
Number of Aircraft Operations	Data only	42,850	29,939	34,868	35,769	37,506	Control Tower count
Number of NTSB reported incidents	0	0	0	0	0	0	Incident of sufficient concern to generate NTSB report
Aircraft based on field	Stable	76	88	90	93	95	Includes single engine, twin engine, turbine and helicopter
Runway & taxiway area-weighted pavement condition indication (PCI) score	>70	60	60	60	60	60	Rwy 9/27 will be upgraded with FY19 improvements. All other pavement will remain the same
FAA Part 139 Safety & Cert. Inspection	Pass	Pass	Pass	Pass	Pass	Pass	Airport passed inspection with only minor corrections needed.
Strive for financial self-sufficiency for the Airport Enterprise Fund by increasing revenues							
Aviation Gas Sold (in gallons)	Increase	107,651	115,000	102,454	115,783	115,822	FY19 revenues down due to 9/27 rehab project. Project completion will return revenues to normal.
Jet A Fuel Sold (in gallons)	Increase	313,236	307,000	323,290	337,157	406,096	FY19 revenues down due to 9/27 rehab project. Project completion will return revenues to normal.
Margin on Fuel Sales	Increase	$512,186	$576,481	$697,347	$668,020	$753,378	FY19 revenues down due to 9/27 rehab project. Project completion will return revenues to normal.
% of t-hangars leased	100%	89%	90%	95%	90%	95%	Remains steady.
% of FBO hangars leased	100%	100%	100%	100%	100%	100%	
Operate within the approved Enterprise Fund budget while reducing dependency on the General Fund							
Airport Enterprise Fund Operating Income/(Loss)	>0	($299,413)	($256,565)	($79,708)	($75,647)	($12,390)	Need positive operating income to cover non-operating expenses (capital, loan payments, etc.)
General Fund Supplement	Reduce	$190,577	$190,577	$194,389	$196,333	$105,826	General Fund cash support to Enterprise Fund. FY18 budget = $105,826
Days Cash on Hand at End of Year	>90	28	51	104	132	106	
Increase annual commercial passengers							
Non-Scheduled Large Charter Enplanements	Data only	1,155	2,264	3,012	2,832	3,013	
We strive to satisfy our customers							
Tenant evaluation of the facility (5 pt scale - 5 is highest)	>3	Began 10/1/2019					External evaluation began 10/1/19. Not enough data obtained yet to submit.
Customer rating of staff support (5 pt scale - 5 is highest)	>4	Began 10/1/2019					External evaluation began 10/1/19. Not enough data obtained yet to submit.

Airport

Budget Highlights

The Airport's operations are funded through the Airport Enterprise Fund. The Airport Enterprise Fund earns revenue primarily through fuel sales and leasing space.

- Fuels sales are projected to generate a gross margin of $830,000 while leases are projected to generate $513,000 of revenue.
- With runway 9/27 reopening and the implementation of the Compensation and Classification Study, non-fuel and non-compensation related expenses have increased by $12,000.
- General Fund support for the Airport of $106,000 remains unchanged.
- FY20 includes the first full-year of implementation of the Pay Study approved in FY19.

For more information on the Airport Enterprise Fund, see page E-24.

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$489.6	$541.1	$619.1	$619.1	$78.0	14.4%
Operating	$1,682.4	$1,663.4	$1,941.3	$1,941.3	$277.9	16.7%
Total	$2,172.0	$2,204.5	$2,560.4	$2,560.4	$355.9	16.1%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Administration	$175.3	$255.1	$308.7	$308.7	$53.6	21.0%
Airport Services	$1,855.6	$1,769.8	$2,072.1	$2,072.1	$302.3	17.1%
Airport Maintenance	$141.1	$179.6	$179.6	$179.6	$0.0	0.0%
Total	$2,172.0	$2,204.5	$2,560.4	$2,560.4	$355.9	16.1%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Airport Fund	$2,171.3	$2,204.5	$2,560.4	$2,560.4	$355.9	16.1%
Hotel/Motel Fund	$0.7	$0.0	$0.0	$0.0	$0.0	--
Total	$2,172.0	$2,204.5	$2,560.4	$2,560.4	$355.9	16.1%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	7	7	7	7	0

Attorney

Mission and Goals

The Athens-Clarke County Attorney's Office provides legal services to Unified Government of Athens-Clarke County through its representation, including the Mayor and Commission, the Manager, Constitutional Officers, and all other Departments and Divisions of the Athens-Clarke County Government. The Attorney's Office handles legal matters, including instituting and defending lawsuits except for lawsuits covered by liability insurance. The Office communicates with the Justice Department and other Federal and State agencies to keep the Athens-Clarke County government in compliance with Federal and State laws and regulations. The Attorney's Office researches and drafts proposed local legislation concerning Athens-Clarke County. In addition, the Office researches and drafts ordinances and resolutions to be considered for adoption by the Mayor and Commission. The office drafts or reviews all contracts and deeds to be executed or accepted by the government. A representative of the Attorney's Office attends all meetings of the Mayor and Commission, Planning Commission, Historic Preservation Commission, Hearings Board, and Board of Tax Assessors, as well as Commission work sessions and committee meetings.

Our primary goal is to continue to provide the legal services needed to serve the Unified Government. We will also expand the services we provide to ensure that acts of the Government are reviewed and are modified, if necessary, to accord with applicable law.

Objectives

- Work with the Mayor and Commission as they identify new priority projects that require assistance from the Attorney's Office.
- Continue to proceed as necessary against properties that have been identified for demolition as a result of changes to the Unified Government's secured structure ordinance.
- Continue to work with the Legislative Review Committee and the Government Operations Committee to provide legal assistance as needed.
- Continue to assist departments and offices in responding to an increasing number of public records requests, under the Open Records Act.
- Continue to work with the Economic Development Department regarding specific economic development projects.
- Continue "quality of life" ordinance enforcement and regulatory and administrative support for alcoholic beverages, taxicabs and red light camera and school bus stop arm camera programs.
- Continue to supply support for enterprise fund activities, such as Public Utilities, Airport, Transit and Stormwater Utility.
- Assist the Human Resources Department with ongoing personnel issues, policy development and claims management.
- Provide litigation support for claims counsel on pending claims cases.
- Assist the Department of Transportation and Public Works with compliance with state and federal environmental laws and regulations.
- Work with the Police, Fire, and Solid Waste Departments to protect public health safety regarding activities in the Downtown District, particularly enforcement of fire safety, alcoholic beverages and solid waste ordinances.
- Review and advise departments throughout the government regarding contracts.

Attorney

Performance Measures

	Actual			Forecast	
	FY16	FY17	FY18	FY19	FY20
Ordinances / Resolutions / Policies/ Legislation Drawn	50	59	67	52	65
Municipal Court Cases	306	334	337	385	425
Red Light Camera/School Bus Arm Cases	4,400	7,319	9,021	7,662	9,500[(1)]
Cases in Superior/State/Federal/Appellate Courts	18	6	4	4	6
Information / Litigation Files Opened / Legal Opinions	28	27	18	32	28
Contracts / Deeds / Drawn / Approved as to Form	252	223	231	259	270
Nuisance Abatement Cases	13	10	12	8	12

[(1)]The installation of a new Red Light Camera on U.S. Highway 29 and Georgia Highway 72 will increase the number of citations.

Budget Highlights

There are no significant budget changes for FY20.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$566.2	$604.6	$622.0	$607.3	$2.7	0.4%
Operating	$75.4	$84.5	$84.7	$84.7	$0.2	0.2%
Total	$641.6	$689.1	$706.7	$692.0	$2.9	0.4%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	6	6	6	6	0

Board of Elections

Mission

The mission of the Athens-Clarke County Board of Elections is to provide excellent election services, ensuring accessibility, protecting the integrity of votes, and maintaining a transparent, accurate and fair process. Our vision is to provide the best possible election services for the voters and candidates of Athens-Clarke County.

Goals

- Enhance voter registration, voting opportunities and voter education for the citizens of ACC.
- Provide quality information and excellent customer service to candidates, public officers, poll workers and elected officials.
- Maintain knowledge of federal and state election laws.
- Provide a team of well-prepared and responsive poll workers for all elections held in FY20.
- Properly maintain all voting equipment and prepare for implementation of new equipment, a very plausible result of the 2019 General Assembly.
- Host surrounding counties with equipment training by providing our training room as a central location.
- Properly assign voters to political districts in Athens-Clarke County with minimal errors.
- Consider the current polling locations for necessary separating of those that are currently merged/consolidated.
- Survey the county for potential Advance Voting satellite sites and possible Election Day polling locations
- Successfully maintain and update statewide voter registration system daily.
- Properly maintain Easy File and timely receive campaign filings of all Elected Officials.

Objectives

- Conduct one countywide Special Election (SPLOST) in November 2019 and two major scheduled elections (Presidential Preference Primary and the General Primary) during FY20 with no legal challenges.
- Demonstrate new voting equipment and distribute printed election material to the citizens of Athens-Clarke County at public meetings and gatherings throughout the year.
- Attend training sessions regarding new equipment immediately after implementation and mandated for use statewide.
- Properly train over 200 poll workers, elected officials and other staff on proper handling, assembling, troubleshooting and testing of new voting equipment upon implementing, purchasing and receiving as inventory.
- Properly organize and store all voting equipment and inventory at the facility on Lexington Road.
- Provide assistance and input on committees for state election organizations and the Secretary of State Elections Division.
- Evaluate and implement improvements to existing 20 polling sites for our 24 voting precincts.
- Hire and train poll workers for elections conducted in FY20.
- Maintain training and education required of Superintendents of Elections.
- Conduct Advance Voting, adding multiple sites throughout the county, with possibly providing other options for our voters by providing extended hours and additional days such as an additional Saturday voting and/or Sunday voting.

Board of Elections

Performance Measures

Athens-Clarke County Board of Elections							
Outcomes and Performance Measures	Current Goal	FY14	FY15	FY16	FY17	FY18	Comments or Analysis
We provide election and voter registration services for the citizens of Athens-Clarke County							
Registered Active Voters	65,000	54,683	55,502	51,199	60,411	68,586	This # has varied from fiscal to fiscal. Will impact voter turnout percentages.
Average Total Active Voters per Polling Location	3,000	2,278	2,313	2,438	2,877	3,429	This # has increased as total active voters has increased.
Election Day Voters (EDV)	36%	5,478 (10.01%)	10,792 (19.44%)	6,455 (12.61%)	19,431 (32.16%)	12,380 (18.62%)	This # has increased dramatically. However, AIP and ABM numbers remains equally favorable options for voting.
Advance Voters (AIP)	45%	2,026 (3.70%)	4,522 (8.14%)	1,375 (2.69%)	23,423 (38.77%)	5,935 (8.92%)	This has increased dramatically. Will impact # of voting locations and precincts in the future.
Absentee Voters (ABM)	6%	210 (.38%)	764 (1.38%)	197 (.38%)	2,718 (4.50%)	511 (.77%)	This has increased dramatically. Will impact # of voting locations and precincts in the future.
# Voting Precincts	24	24	24	24	24	24	This remains steady and may impact precinct consolidating in the future.
# Voting Locations	15	24	24	21	21	20	This # has decreased. Voters taking advantage of early processes of voting may impact # of less locations in the future.
# Early Voting Locations	3	1	1	1	4	3	This # has increased as the favor of Early/Advance Voting.
# Poll Officers	175	165	175	165	224	175	This # has varied from fiscal to fiscal. Consideration of decreasing # polling places will also decrease # of poll workers.
# Laborers*	200	175	185	178	250	185	Laborers include the total # poll workers and part-time seasonal office staff.
Voting Equipment Inventory (DRE Touch Screens)	245	259	245	245	245	245	This number is maintained. Future Bill(s) from General Assembly may impact the need of replacing current system.
Total # Machines actually used	200	147	102	125	205	181	This # varies based on ballot content and # active voters per polling location.
Ballot Printing Cost	$12,000	$4,496	$17,389	$43,066	$7,458	$4,533	Varies from FY to FY. Decrease is a result of purchase of Balotar System (ballot printing on demand)
# Training hours (average of 3hrs/worker)	600	495	525	495	672	525	O.C.G.A. § 21-2-99 requires adequate training of poll workers prior to each election cycle.
# Voter IDs Created	Data Only	N/A	238	526	711	723	SEB Rule 183-1-20 requires issuance of Voter ID Cards to any voter who does not possess any of the 6 acceptable forms of ID required for voting.
and protect the integrity of the vote.							
% Voter Turnout	76%	14.15%	46.05%	27.43%	75.59%	28.34%	This # varies. An FY that includes a General Election normally results in a higher voter turnout.
% of polling places handicap accessible	100%	100%	100%	100%	100%	100%	Federal Law § 508 requires ADA compliance of all polling locations. An annual survey is completed to ensure 100% compliant.
% of polling places in compliance (equipment)	100%	100%	100%	100%	100%	100%	SEB Rule 183-1-12-.02 requires VWD devices for all polling locations. Locations are equipped to take care of the needs of all voters.
% of polling places in compliance (size)	100%	100%	100%	100%	100%	100%	Federal Law § 508 requires ADA compliance of all polling locations. An annual survey is completed to ensure 100% space compliance.
Registration Data Error Rate	100%	0%	0%	0%	0%	0%	Office staff conducts a daily audit process to ensure 100% error in data entry.

Board of Elections

Budget Highlights

- The FY20 Budget for Board of Elections is $748,600, an increase of $154,500 above FY19.
- Three elections are scheduled in FY20: SPLOST - November 2019, Presidential Preference Primary - March 2020, and General Primary - May 2020.
- $39,600 is included to unmerge some polling precincts by adding polling locations and advance voting days.
- $91,100 is included to increase pay rate range of poll workers from $8 - $10/hour to $10 - $12/hour.
- $14,600 is included for conversion of two part-time Clerk positions to one full-time Elections Coordinator.
- An applied position vacancy estimate has reduced personal service expense by $5,300.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$414.9	$465.5	$636.5	$620.0	$154.5	33.2%
Operating	$73.2	$128.6	$138.6	$128.6	$0.0	0.0%
Total	$488.1	$594.1	$775.1	$748.6	$154.5	26.0%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	3	3	5	4	1

Building Permits & Inspection

Mission

The Athens-Clarke County Building Permits and Inspection Department exists for the purpose of protecting the public's health, safety, and general welfare. We accomplish this by ensuring compliance with adopted codes that regulate structural strength, stability, sanitation, lighting, ventilation, fire safety, and other hazards associated with construction, alteration, removal, demolition, use, or occupancy of buildings, structures, or property.

Goals

- Maximize the number of properties and structures that comply with adopted standards.
- Provide quality inspections, customer service, and development services that are efficient, cost effective, accurate, and responsive to the citizens of Athens-Clarke County.
- Improve the safety and appearance of properties and buildings within Athens-Clarke County by enforcing local ordinances, property maintenance codes, and construction codes.

Objectives

- To perform 98% of all inspections of footing, slabs, excavations, electrical service changes and emergency repairs within four business hours of the time the work is ready for inspection.
- To perform at least 95% of all requested rough-in and final inspections within two workdays.
- To respond to at least 95% of all single-family soil erosion complaints and to initiate compliance and/or enforcement processes within eight business hours.
- To process 95% of all single-family and secondary permit applications within one workday.
- To investigate 99% of all complaints received by our office within three business days.
- To investigate 100% of the housing and nuisance complaints received and initiate compliance and/or enforcement action.
- To respond to 100% of ordinance violation complaints and initiate compliance and/or enforcement action.
- To provide proactive enforcement of illegal signs erected without permits or in the public right-of-way.
- To provide proactive code compliance and enforcement services that educates and provides an understanding of the compliance process to citizens.
- To recover through permit fees 100% of the operating expenses for the Construction Division.

Performance Measures

Performance Measure	*Goal*	*FY16*	*FY17*	*FY18*	*Reference*
Building Inspection Department staff are committed to protecting the public's safety by ensuring compliance with adopted building codes…					
Building Permits Issued	900	915	852	1,050	
Electrical Permits Issued	800	890	970	957	
HVAC/Gas Permits Issued	600	862	948	1,057	
Plumbing Permits Issued	600	572	658	683	
Total Construction Inspections	9000	9352	9916	11,282	

Building Permits & Inspection

Performance Measure	Goal	FY16	FY17	FY18	Reference
...and by ensuring compliance with ordinances that enhance quality of life for Athens-Clarke County citizens.					
Front Yard Parking	400	410	425	293	
Roll Cart Violations	500	538	589	434	
Sign Ordinance Violations	3000	3,332	3238	4,359	
Litter/Accumulation of Refuse	700	724	812	881	
Junked Vehicles	300	337	536	576	
We strive to provide these services to the citizens of Athens-Clarke County in a customer friendly and accountable way.					
Customer service satisfaction survey	80%	N/A	N/A	N/A	
Inspections conducted within 2 business days of requested time	95%	N/A	N/A	N/A	

Budget Highlights

The Building Inspection Department primarily operates within two separate funds. The Code Enforcement Division is fully funded by the General Fund, while the Construction Inspection and Administration divisions are funded through the Building Inspection Special Revenue Fund.

- Projected revenues for the Building Inspection Fund have increased $100,000 over last year to $1,100,000. With the use of fund balance, Special Revenue Fund revenues are sufficient to cover expenses.
- Funding for two pieces of software, Blue Beam and EnerGov, are approved to be moved to the Building Inspection Special Revenue Fund, reducing General Fund expenses and increasing Building Inspection Fund expenses by $17,600.
- Funding for one Inspector position is being eliminated, leaving the position authorized but unfunded and lowering Building Inspection Fund expenses by $62,900.

For more information on the Building Inspection Fund (which also includes some expenses for Planning and Zoning), see page E-18.

Building Permits & Inspection

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$1,439.2	$1,534.5	$1,607.0	$1,607.0	$72.5	4.7%
Operating	$150.6	$169.1	$229.5	$247.1	$78.0	46.1%
Total	$1,589.8	$1,703.6	$1,836.5	$1,854.1	$150.5	8.8%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Administration	$247.5	$242.8	$326.6	$344.2	$101.4	41.8%
Construction Inspection	$552.2	$597.3	$582.5	$582.5	($14.8)	-2.5%
Code Enforcement	$790.1	$863.5	$927.4	$927.4	$63.9	7.4%
Total	$1,589.8	$1,703.6	$1,836.5	$1,854.1	$150.5	8.8%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Building Inspection Fund	$772.6	$812.5	$881.8	$899.4	$86.9	10.7%
General Fund	$790.1	$824.5	$873.1	$873.1	$48.6	5.9%
Water & Sewer Fund	$27.1	$27.6	$27.4	$27.4	($0.2)	-0.7%
Affordable Housing Fund	$0.0	$39.0	$54.2	$54.2	$15.2	39.0%
Total	$1,589.8	$1,703.6	$1,836.5	$1,854.1	$150.5	8.8%

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
Build Insp: Spec Rev Fund					
D-22 Digital Plan Review Software (New)	-	-	45.0	-	-
Build Insp: Spec Rev Fund Total	-	-	*45.0*	-	-

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	23	24	24	24	0

Central Services

Mission & Goals

To provide our customers, both public and internal, with efficient and cost effective high quality services which meet or exceed their expectations and which promote the image of the Unified Government and the Athens-Clarke County community.

General Fund

- Provide a high level of customer service that exceeds our customers' expectations.
- Provide superior quality of life services that enhance the Athens-Clarke County community.
- Protect the health and safety of the public and internal customers.
- Provide a quality work environment for ACC employees.
- Encourage, promote and support staff performance and development.
- Provide professional stewardship to protect, enhance, and maximize the life of government facilities.
- Provide high quality support services at the lowest possible cost.
- Use environmentally friendly processes and materials in all services and activities.

Internal Services Fund

- To be responsive to customer needs.
- To provide timely and accurate financial reports.
- To maintain records in accordance with approved policy and procedures.
- Minimize service disruptions to our customers.

Fleet Management Fund

- Provide a safe and effective fleet for Athens-Clarke County departments

Objectives

- Respond to all service calls (Animal Control, Facilities, and Landscape) in a timely manner, giving proper consideration to the critical nature of the service provided.
- Complete at least 90% of the Facilities Management work orders within 30 days.
- Adhere to Landscape Management maintenance schedules at least 90% of the time.
- Ensure that 95% of adopted animals are sterilized within the time prescribed by law.
- Promote adoptions to achieve a euthanasia rate of adoptable animals less than 10%.
- Ensure that 90% of all copier/telephone repair requests are completed within 24 hours.
- Submit indirect billing, finance reports within 30 days of the receipt of charges from vendors.
- Assure FCC compliance of the 800 MHz system 100% of the time.
- Ensure that 90% of the fleet receives preventive maintenance prior to reaching the scheduled maintenance mileage.

Performance Measures

Central Services / Facilities Management

Outcomes and Performance Measures	Current Goal	FY13	FY14	FY15	FY16	FY17	FY18	Trend	Comments or Analysis
Ensure a safe, productive, and positive image of Athens-Clarke County Facilities									
Number of Structures Maintained	Data only	118	206	206	206	221	224	↑	FY18: Added 3 Airport buildings to maintenance program
Number of Work Orders	Data only	5,670	6,538	7,525	9,162	9,345	9,383	↔	
Square Footage Maintained for all maintenance and repairs	Data only	1,660,811	1,853,713	1,865,963	1,981,173	2,006,907	2,035,833	↑	
by providing a high quality physical environment through dependable customer service									
Avg. Number of Work Orders per Maintenance Employee	425	515	409	470	436	445	447	↔	Measures workload by average volume of work performed per maintenance employee
Avg. Square Footage Maintained per Maintenance Employee	90,000	150,982	115,857	116,623	94,342	95,567	96,945	↑	Measures average amount of responsibility per maintenance employee
and sound fiscal practices.									
Cost per Square Foot for Maintenance	<$1.75	$ 1.23	$1.59	$1.27	$1.60	$1.30	$1.90	↑	
Cost per Square Foot for Custodial Services	<$2.11	$ 2.00	$1.65	$1.62	$1.94	$1.52	$1.58	↑	
Preventive Maintenance vs. Corrective Maintenance	75%	New for FY19							Preventive Maint. as percent of Total Maint. cost shows preventive program effectiveness (ref: IFMA)

Central Services / Landscape Management

Outcomes and Performance Measures	Current Goal	FY13	FY14	FY15	FY16	FY17	FY18	Trend	Comments or Analysis
Provide safe, functional, and aesthetically pleasing open space management at ACC parks, facilities, and rights-of-way.									
Acres of Park and Open Space Maintained per Employee (total 415 acres)	33	New for FY17				40	43	↑	Greenway and Rails-to-Trail expansions increasing acres maintained
Miles of Rights-of-Way Maintained per Employee (total 1,200 lane miles)	75	New for FY17				96	96	↔	Goal would provide one additional mowing cycle per growing season
Acres of Facilities Grounds Maintained per Employee (total 100 acres)	30	New for FY17				31	31	↔	
Percent of Routes Completed on Schedule	85%	New for FY19							Weather is primary factor affecting schedule
Number of Landscape Installations and Renovations	Data only	New for FY18					15		
Number of Athletic Field Repairs and Renovations	Data only	New for FY18					2		
Provide public tree assessment and management as well as community outreach.									
Number of Private Property Tree Assessments	Data only	New for FY17				430	377	↓	
Total Tree Canopy Cover for Athens-Clarke County (measured every 5 years)	45%	--	--	63%	--	--	--		Goal is defined in the ACC Tree Management Ordinance
Strive to satisfy our customers.									
Total Customer Calls for Services	Data only	New for FY19							
Percent of Service Calls Responded To Within 1 Workday	85%	New for FY19							
Percent of Service Calls Completed Within 5 Workdays	95%	New for FY19							

Central Services

Central Services / Fleet Management

Outcomes and Performance Measures	Current Goal	FY13	FY14	FY15	FY16	FY17	FY18	Trend	Comments or Analysis
Ensure safe, reliable, and safe vehicles and equipment are available to enable all ACCUG departments to complete their service delivery.									
Number of Preventive Maintenance Inspections Completed	>1600	1,938	1,654	1,621	1,570	1,372	1,453	↑	
Number of Corrective Maintenance Service Calls	<75	187	202	327	314	250	152	↓	
Provide a modern fleet of vehicles and equipment that are reliable and efficient.									
Percentage of Vehicles/Equip Exceeding Replacement Criteria Not Replaced	10%	New for FY17				23%	18%	↓	Replacement criteria revised in FY18. Funding constraints limits no. of replacements each year.
Number of Catastrophic Failures	<5	11	6	4	11	3	8	↑	
Ensure reliable fuel availability for ACCUG vehicles and equipment.									
Compliance with Georgia Environmental Protection Division Regulations	100%	100%	100%	100%	100%	100%	100%	↔	Regulatory requirement
Number of Inspections of Fueling Equipment and Storage Tanks	45	40	40	40	45	35	40	↑	Needed to maintain regulatory compliance

Central Services / Animal Control

Outcomes and Performance Measures	Current Goal	FY13	FY14	FY15	FY16	FY17	FY18	Trend	Comments or Analysis
Protect and promote the public health,									
Number of Sick Animal Calls	Data only	107	111	61	115	67	120	↑	
Number of Animal Bite Calls	Data only	206	148	151	155	125	148	↑	
Number of Rabies Vouchers Purchased When Reclaiming an Impounded Animal	Data only	197	147	133	143	157	140	↓	
safety,									
Number of Dog Running-at-large Calls	Data only	1,462	1,351	1,394	1,449	1,192	1,221	↔	
Number of Vicious Animal Calls	Data only	113	34	44	32	21	94	↑	
quality of life,									
Number of Barking Dog Complaints	Data only	105	138	177	90	93	72	↓	
Number of Trapped Cat Transport Requests	Data only	71	83	107	125	43	40	↔	
and protect animals from inhumane treatment.									
Number of Animal Neglect Calls	Data only	400	413	377	270	266	409	↑	Public education programs and better coordination with courts may impact recurring issues.
Number of Injured Animal Calls	Data only	206	207	168	192	120	187	↔	
Encourage compliance with animal control ordinances.									
Number of Warnings Issued	Data only	1,087	1,049	1,077	911	829	1,022	↑	
Number of Citations Issued	Data only	152	52	37	71	75	154	↑	
Ratio of Warnings to Citations	>20	7	20	29	13	11	7	↓	Achieving compliance through education over punishment
Manage a shelter for impounded animals.									
Number of Animals Impounded	Data only	2,425	2,315	2,070	1,969	1,690	2,363	↑	
Number of Animals Adopted	Data only	698	573	568	550	444	571	↑	
Number of Owner Reclaimed Animals	Data only	385	274	254	287	340	330	↔	
Number of Animals Transferred to Rescue Groups	Data only	636	762	681	733	614	1,004	↑	
Number of Visitors and Volunteers	Data only	12,277	10,526	11,018	11,292	9,580	11,250	↑	New Volunteer Facilitator position in FY18 should help with volunteer recruitment and retention.
Euthansia Rate (Adoptable Animals Euthanized / Total Animal Dispositions)	<2.0%	7.8%	6.1%	2.7%	0.7%	1.8%	0.4%	↓	Continued cooperation with licensed rescue groups to place unclaimed and unadopted animals.

Central Services

Central Services / Administration									
Outcomes and Performance Measures	**Current Goal**	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**Trend**	**Comments or Analysis**
Ensure continuous operation of the 800 MHz radio system providing critical public safety and general government communications									
FCC Compliance	100%	100%	100%	100%	98%	98%	100%	↑	Regulatory
System Availability	100%	100%	100%	100%	100%	100%	100%	↔	Up-time minus system busy time
Number of ACCUG subscriber radio units	Data only	1,051	1,031	1,032	1,052	1,060	1,080	↑	
Number of UGA subscriber radio units	Data only	0	0	462	459	461	461	↔	
Review, coordinate with other departments, and issue Special Event permits for community enhancing events									
Number of Special Event Permits Issued	Data only	59	66	52	62	51	53	↔	

Budget Highlights

Central Services Department is supported by the General Fund, Internal Support Fund & Fleet Management Fund.

General Fund

- The FY20 Budget is $10.6 million (not including debt service of $539,000) for the cost of: Administration, Animal Control, Landscape Management, & Facilities Management.
- The budget includes full funding for a full-time Groundskeeper position, which was added for the last 6 months of FY19.
- An increase of $17,100 is included for 800 MHz radio & vehicle corrective/preventative maintenance cost increases.
- The Facilities Management Division includes $144,600 for maintenance contract cost increases.
- Funding for building and equipment maintenance cost associated with new Fire Station #2 of $25,500, and the new Cooperative Extension facility of $21,200, is included.
- An applied position vacancy estimate has reduced personal service expense by $191,100.
- The annual contract for downtown parking services with Athens Downtown Development Authority (ADDA) projected to generate $4 million in fees and fines, the same level as FY19 Budget.
- ADDA's FY20 parking expenditures are estimated at $2.0 million, the same level as the FY19 Budget.
- The Parking Management Services Fee to ADDA is projected to be $368,270, similar to FY19.
- ACCGOV's portion of net parking revenues is estimated to be $1,473,082, the same as the FY19 Budget.

Internal Support Fund

- Internal Support Fund provides services to other government departments for: copier, phone, postage, paper, printing, and 800 MHz radio.
- Internal Support Fund/Internal Service Division budget is decreasing by $269,400 due to the Voice over IP phone system (VOIP) capital lease (year 2 of 5) being moved from Central Services to Debt Service & Other General Administration.
- The FY20 Budget for the Internal Support Fund is $1.9 million, similar to the FY19 level.

Fleet Management Fund

- The FY20 Budget is $2.5 million, similar to FY19, to allocate ACCGOV vehicle costs for repair, maintenance and bulk fuel.
- Fuel costs are based on a purchase price of $2.00/gallon for gasoline & $2.14/gallon for diesel (same prices used for FY19 budgeting).

For more information on the Internal Support Fund and the Fleet Management Fund, see pages E-31 and 32.

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$5,608.8	$6,108.5	$6,863.0	$6,212.8	$104.3	1.7%
Operating	$7,774.9	$8,319.2	$8,450.7	$8,276.3	($42.9)	-0.5%
Total	$13,383.7	$14,427.7	$15,313.7	$14,489.1	$61.4	0.4%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Administration	$297.5	$294.2	$375.9	$362.0	$67.8	23.0%
Animal Control	$651.6	$704.4	$973.1	$798.7	$94.3	13.4%
Internal Support	$3,057.5	$3,459.2	$3,285.7	$3,185.9	($273.3)	-7.9%
Landscape Management	$2,560.4	$2,907.4	$3,353.1	$2,886.2	($21.2)	-0.7%
Facilities Management	$3,927.7	$4,107.8	$4,362.7	$4,293.0	$185.2	4.5%
800 MHz Radio System	$485.5	$546.9	$576.3	$576.3	$29.4	5.4%
Fleet Management	$2,403.6	$2,407.8	$2,387.0	$2,387.0	($20.8)	-0.9%
Total	$13,383.8	$14,427.7	$15,313.8	$14,489.1	$61.4	0.4%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$9,370.4	$10,239.6	$11,393.6	$10,569.0	$329.4	3.2%
Internal Support Fund	$1,594.4	$1,780.3	$1,533.1	$1,533.1	($247.2)	-13.9%
Fleet Management Fund	$2,403.6	$2,407.8	$2,387.0	$2,387.0	($20.8)	-0.9%
Other Funds	$15.3	$0.0	$0.1	$0.1	$0.1	--
Total	$13,383.7	$14,427.7	$15,313.8	$14,489.2	$61.5	0.4%

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations		FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund						
D-24	Deep Tine Aerator Purchase (New)	-	-	30.0	-	-
D-25	Landscaping Equipment Life Cycle Replacement	49.4	25.0	50.0	200.0	500.0
D-29	800 MHz Subscriber Radio Life Cycle	200.0	25.0	26.0	100.0	250.0
D-30	Landscape & Community Tree Program	40.7	20.0	20.0	-	200.0
D-31	Parking Lot Life Cycle Maintenance & Repair	-	20.0	20.0	80.0	200.0
D-33	800 MHz Radio Infrastructure Replacement	75.0	25.0	25.0	-	5,500.0
D-34	Parking Facilities	10.8	20.0	20.0	-	100.0
D-37	Downtown Enhancement Project	-	60.0	60.0	240.0	300.0
General Capital Fund Total		*375.9*	*195.0*	*251.0*	*620.0*	*7,050.0*
Fleet Management Fund						
D-27	Fleet Management Shop Equipment Life Cycle Replacement	-	-	10.0	40.0	50.0
Fleet Management Fund Total		*-*	*-*	*10.0*	*40.0*	*50.0*
Fleet Replacement Fund						
D-40	Fleet Replacement Program	-	2,790.8	3,102.0	10,784.5	13,933.0
Fleet Replacement Fund Total		*-*	*2,790.8*	*3,102.0*	*10,784.5*	*13,933.0*
Internal Support Fund						
D-32	Replace Internal Support Equipment	123.4	15.0	15.0	60.0	75.0
D-38	Telephone System Life Cycle Replacement	231.0	25.0	25.0	100.0	125.0
Internal Support Fund Total		*354.4*	*40.0*	*40.0*	*160.0*	*200.0*
Hotel/Motel Spec Rev Fund						
D-36	Community Events Program	4.1	30.0	40.0	160.0	200.0
Hotel/Motel Spec Rev Fund Total		*4.1*	*30.0*	*40.0*	*160.0*	*200.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	102	103	112	103	0

Clerk of Courts

Mission & Goals

To effectively and efficiently file and record all proceedings, actions, orders and minutes and to perform all duties and functions mandated by law, of the Superior and State Courts of Athens-Clarke County and to protect and secure all records entrusted therein.

Objectives

- To provide electronic index and images for deeds 1985-1988, in house and on GSCCCA, ongoing. Completed 1989-1991.
- To procure a digital reverse image for Deed Books 180-368, on going
- To image all cases for the years 1993-2002, on going
- To link civil and criminal digitized images from the FY17 and FY18 capital project within our case management system for availability on the public internet docket
- To digitize bound newspaper books from 1800's to 1900's, on going

Performance Measures

	Actual			Forecast	
	CY16	CY17	CY18	CY19	CY20
Civil Filed Superior and State	2,681	2,673	2,904	Not Available	
Civil Disposed Superior and State	2,712	2,961	3,003		
Criminal Filed Superior and State	6,665	6,067	6,875		
Criminal Disposed Superior and State	6,962	6,503	6,729		
Land Record Instruments processed	22,754	24,221	24,865		
General Minutes processed	2,959	2,973	5,672		
Appeals filed/processed to Board of Equal	184	87	115		
Board of Equalization Hearings Conducted	26	49	49		

Budget Highlights

- The budget includes the first full-year implementation of the Pay Study approved in FY19.
- A position vacancy estimate is approved, reducing General Fund Personal Services expenses by $35,900.

The Approved Budget includes no other significant changes.

Clerk of Courts

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$1,065.6	$1,155.6	$1,183.7	$1,147.6	($8.0)	-0.7%
Operating	$106.4	$324.0	$324.0	$324.0	$0.0	0.0%
Total	$1,172.0	$1,479.6	$1,507.7	$1,471.6	($8.0)	-0.5%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	21	21	21	21	0

Cooperative Extension

Mission & Goals

The mission of UGA Cooperative Extension is to extend lifelong learning to the people of Georgia through unbiased, research-based education in agriculture, the environment, communities, youth and families. Cooperative Extension provides education and information for all citizens of Athens-Clarke County in the areas of Families, Food & Nutrition, Agriculture, Horticulture, & the Environment, and Youth Development.

Objectives

Family and Consumer Sciences & Supplemental Nutrition Assistance Program Education

- To respond to clientele calls regarding food safety, home food preservation, healthy lifestyles, weight management, chronic disease prevention and management.
- To provide consumer information regarding financial management and budgeting.
- To provide nutrition and food management training to low-income families, empowering them to get the best nutrition within a limited budget.
- To help professional food handlers and consumers learn safe food handling practices to prevent food borne illness.
- To help train pre-school providers to safely care for and nurture area children.
- To provide consumer information to create greater radon awareness and promote testing.

Agriculture & Natural Resources

- To respond to clientele calls regarding soil samples, water samples, insect, disease and plant identification, tree care and other issues.
- To provide a series of comprehensive training courses through the Master Gardener, Master Composter and Master Naturalist Programs which train volunteers in subject specific areas who can then extend this knowledge throughout the community.
- To provide educational opportunities through informational and activity booths staffed by Master Gardener and Master Composter volunteers at events throughout the region as well as weekly booths at two area Farmers Markets during the market season.
- To provide information and offer programs that will encourage environmental stewardship and promote water quality through the Master Naturalist program.

4-H and Youth Development

- To provide a variety of leadership opportunities for elementary, middle and high school students.
- To provide community involvement and service activities for young people to develop citizenship skills in their community.
- To provide monthly educational programs in all elementary schools and middle schools in Athens-Clarke County. Educational programs are also offered to home school students, as well as evening programs for high school students.
- To offer a series of judging event activities in order to help young people develop decision-making skills.
- To assist with coordinating Youth Leadership Athens for high school juniors.

Cooperative Extension

Performance Measures

	Actual			Forecast	
	FY16	FY17	FY18	FY19	FY20
Educational Classes Provided	898	706	746	800	700
Total Teaching Contacts	13,200	10,526	10,326	11,000	9,000
Soil Analysis Diagnostics	876	775	709	900	900
Water and Microbiology Diagnostics	122	151	184	150	150
Pathology, Plant & Insect ID	405	350	378	250	250
Radon Kits Distributed	41	24	28	30	30
Educational Newsletters Distributed	18,100	26,952	25,000	25,000	20,000
Phone, Office & Email Consultations	10,261	8,660	8,546	9,500	9,000
Home Visit Consultations	35	20	26	25	25
Educational Exhibit Contacts	9,848	8,120	8,500	9,000	8,000

Budget Highlights

- Cooperative Extension is scheduled to move into a new facility (funded by SPLOST 2011) in August 2019.
- $50,600 of additional funding is included for increased utility and operating costs in the department's new facility.
- An applied position vacancy estimate has reduced personal service expense by $2,300.
- The FY20 Budget of $255,000 reflects no other significant changes to services or programs.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$144.3	$169.8	$170.8	$168.5	($1.3)	-0.8%
Operating	$34.6	$35.6	$86.5	$86.5	$50.9	143.0%
Total	$178.9	$205.4	$257.3	$255.0	$49.6	24.1%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	1	1	1	1	0

Coroner

Mission

Our mission is to fulfill the statutory requirements of the Coroner's Office of Athens-Clarke County in a manner that is professional, efficient and compassionate to the citizens of Athens-Clarke County.

Goals

Our goal is to manage the resources allocated to this office in a responsible manner that enables the Coroner's Office to provide caring and compassionate services in a time of crisis for the citizens of Athens-Clarke County.

Budget Highlights

- The Approved Budget for the Coroner includes $9,700 for increased expenses associated with opening the new morgue. There are no other significant changes.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$18.4	$19.0	$18.6	$18.6	($0.4)	-2.1%
Operating	$29.2	$30.0	$40.1	$40.1	$10.1	33.7%
Total	$47.6	$49.0	$58.7	$58.7	$9.7	19.8%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	0	0	0	0	0

Corrections

Mission & Goals

The mission of the Athens-Clarke County Department of Corrections is to provide a humane and safe environment for staff, inmates, and the community at large through the use of modern correctional management techniques and supervision.

- Comply fully with all Georgia Department of Corrections audit standards.
- To clearly define (classification process) how inmate labor is to be used and supervised.
- To provide ongoing mandated training for all Corrections' staff and Athens-Clarke County personnel that are supervising inmates.
- To comply with all Athens-Clarke County policies and procedures.
- To maintain order and control of the inmates in our custody
- To reduce inmate drug usage through random drug testing.
- To maintain sanitation standards and proper safety practices.
- To provide security and safety inspections of all inmate work sites.
- To provide meals at a reasonable cost to the Athens-Clarke County Jail, County Correctional Institution and Diversion Center/Work Release Center.
- To prevent inmate escapes and injuries to staff or inmates.
- To fully meet health and sanitation standards for Food Service.

Diversion Center:

The mission of the Athens-Clarke County Diversion/Work Release Center is to provide quality cost-effective management of non-violent Athens-Clarke county offenders, whose confinement in traditional incarceration would limit them from more quickly integrating into society, while at the same time building their skill sets that will encourage successfully re-entering back into our community.

- Create a secured, drug and alcohol free residential environment for offenders who would otherwise be incarcerated or subject to incarceration.
- Encourage and assist offenders in developing strong work habits.
- Provide offenders access to treatment, counseling, educational opportunities and related services.
- Ensure offenders are held accountable for their crimes by requiring them to pay court ordered fines, fees and restitution.
- Provide vocational and life skills training.
- Ensure that parents failing to pay child support are able and obligated to work while providing them opportunities reconnect with their children.
- Ensure offenders have a job within 30 days of entry into the program and maintain consistent employment during their sentence.
- Provide opportunities for community service, in addition to the required employment, as ordered by the court and as an alternative to some fines.
- Reduce participating offender recidivism.

Corrections

Objectives

- Score 100% on all Georgia Department of Corrections audits.
- Score 100% on all health inspections.
- Receive and classify inmates from the State of Georgia and the ACC Jail for work details.
- Reduce incidences of inmate work detail injuries to zero.
- Maintain incidences of assaults with weapons at zero.
- Maintain inmate escapes at zero.
- Reduce the number of positive drug screen results from inmates to zero.
- Provide mandated training for Corrections' personnel and all Athens-Clarke County personnel in other departments who supervise inmate work crews.
- Conduct daily safety and security inspections of inmate work sites.

Diversion Center:

- Achieve 90% resident occupancy rate.
- 80% of residents will successfully complete available programs or skill development.
- 80% of residents entering the Diversion/Work Release Center will find jobs or be placed in a job relevant to their skil1s.
- 100% of employed residents will make payment of fines, fees and per diem costs.
- 100% of residents owing child support payments will maintain those payments.
- 100% of residents will receive a monthly drug/alcohol screen. Additional screening will be made according to the resident's record and/or personal behavior.
- Case workers and staff will visit resident job sites and resident employers weekly or as necessary.
- 100% or residents in need of education or skills development (GED, certification, technical certification, etc.) will be placed in an available program(s).
- Zero walk-aways from the Diversion/Work Release Center.
- Provide 40 hours of program relevant training to all staff.
- Case workers to meet with residents on their caseload a minimum of once a week.
- Case workers to complete resident assessment the same day of resident arrival.

Performance Measures

Outcomes and Performance Measures	Current Goal	2014	2015	2016	2017	2018	Comments or Analysis
WE PROTECT THE PUBLIC							
Average Daily Count	Data only	103	106	106	109	116	
Number of Escapes	0	1	0	1	0	0	
Number of Training Hours	Data only	1,128	2,537	3,581	3,324	3,482	
Number of inmate on inmate assaults	<5	0	1	8	3	6	Goal: less than 5
Number of inmate on staff assaults	<1	0	0	1	0	1	Goal: less than 1
WE PROVIDE A COST-EFFICIENT WORKFORCE							
Total number of details	Data only	19	19	24	24	48	Inmate details were previously counted per department. They are now counted per inmate supervisor regardless of department assignment. An inmate detail consists of a supervisor and inmate workers numbering from 1 to 8. Currently we have 110-115 working and 5-10 new arrivals.
Percentage of inmates working details	stable	70.0%	72.0%	91.0%	90.0%	95.0%	Above 90%
Total expenses ($)	Data only	$3,214,069	$3,317,829	$3,406,175	$3,341,814	$3,387,076	Actual Expenses for the year
Cost Recovery: Total Reimbursements	Data only	$ 751,900	$ 773,800	$ 773,800	$ 795,700	$ 846,800	$20 X 365 days X Avg. Inmate Pop
Athens-Clarke County Total Daily Cost Per Inmate	Data only	$59	$61	$62	$61	$62	Took total budget divided by 365 divided by Ave Daily Count
Athens-Clarke County Funds: Daily Cost per inmate	Data only	$39.33	$40.60	$41.68	$40.90	$41.45	Total daily cost per inmate * 67%
Athens-Clarke County: Daily Labor Value Per Inmate	Increase FPY	$67.69	$68.97	$89.44	$95.90	$101.23	Increase steadily
ROI: total hours worked by inmates in County	Stable	149,968	158,746	200,637	204,048	229,216	Based on Ave Daily Count X percentage of inmates working detail X full time rate of 2080 hours
ROI: value to Athens-Clarke County of hours worked by inmates	Data only	$2,544,957	$2,668,514	$3,460,584	$3,815,494	$4,286,110	Grade 7 employee + benefits (salary/2080) It was reevaluated to include the benefits plus salary for Grade 7 employee.
WE PROVIDE OPPORTUNITIES FOR REHABILITATION							
Number of GEDS awarded	Data only	no data	0	2	6	5	> 5% eligible inmates gain GED
Number of inmates completing Re-entry Program	>50	no data	42	140	95	68	Goal to increase to >75
Number of inmates completing Motivation for Change	>50	no data	24	51	73	73	Goal: more than 4 year running avg Goal to increase to >75
WE USE RESOURCES RESPONSIBLY							
Total Employees	Data only	43	43	43	43	43	
Overtime as % of personnel expenditure.	< 1.5%	1.40%	1.30%	1.40%	2.00%	2.35%	keep under 1.5%
Expenditures: Actual versus budget	< 100%	97.0%	92.6%	92.9%	95.6%	90.6%	Our goal is to distribute and expend the budget as efficiently and effectively as possible.
WE OFFER RE-ENTRY SERVICES WITH THE DIVERSION CENTER							
Total Intakes (calendar year)	Data only	123	142	179	163	123	
Average Daily Count	>60	46	44	47	40	43	Our goal is to achieve and maintain a 75% rate of capacity.
Total Successful Releases	Data Only	110	115	135	104	73	Our goal is to achieve and maintain 80% total intakes resulting in successful releases.
Successful Release Percentage	>75% of intakes	89.43%	80.99%	75.42%	63.80%	62.39%	
Average % Residents Employed Ave	>85%	4%	8%	85.00%	87.00%	95.00%	Our goal is to maintain a consistent 90% employment rate for our residents.
Available Program Hours Per Week	Data only	80	96	12	28	25	Pathways to Success, Men in Action, Alcoholics Anonymous, Department of Labor, GED, Project 13:3, UGA Food Talk, Piedmont-Athens Regional, North GA Mobile Lab
Total Program Hours Attended Per Week	Data only	80	0.80	15	300	200	Total hours utilized by all residents

Corrections

Budget Highlights

- The Correctional Institution houses convicted State inmates.
- Current contract includes a house maximum of 160 convicted State inmates: (120 at the Correctional Institution and 40 at the Transition/Diversion Center).
- $1.1 million in revenue is projected from the State to ACCGOV in FY20 ($20/day per housed inmate).
- Revenue from Diversion Center residents is projected to be $228,000 ($67,000, 23% less than FY19) and includes proposed Diversion Center fee increase estimated to collect an additional $3,000.
- Funding of $123,300 is included to add two full-time Corrections Officer 1 positions to increase supervision and safety support needed, due to the increased number of housed offenders at the Diversion Center.
- $150,000 is included to implement an offender incentive program to begin to support state inmates as they perform labor on behalf of ACCGOV.
- For FY20, Public Safety vehicle replacement is approved to be funded from the next SPLOST program, resulting in a reduction of $13,300 for Corrections.
- An applied position vacancy estimate has reduced the personal service budget by $74,500.
- The FY20 Budget of $3.9 million reflects no other significant changes to services or programs.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$2,679.1	$2,953.4	$3,192.1	$3,006.0	$52.6	1.8%
Operating	$658.3	$842.5	$868.1	$993.1	$150.6	17.9%
Total	$3,337.4	$3,795.9	$4,060.2	$3,999.1	$203.2	5.4%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$344.2	$372.2	$380.6	$529.3	$157.1	42.2%
Food Services	$468.1	$634.8	$632.7	$632.7	($2.1)	-0.3%
Security Operations	$1,597.4	$1,758.9	$1,751.7	$1,705.2	($53.7)	-3.1%
Diversion Center	$927.7	$1,030.0	$1,295.2	$1,131.9	$101.9	9.9%
Total	$3,337.4	$3,795.9	$4,060.2	$3,999.1	$203.2	5.4%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$3,312.5	$3,745.9	$4,010.2	$3,949.1	$203.2	5.4%
Corrections Inmate Fund	$14.8	$50.0	$50.0	$50.0	$0.0	0.0%
Grants Fund	$10.1	$0.0	$0.0	$0.0	$0.0	--
Total	$3,337.4	$3,795.9	$4,060.2	$3,999.1	$203.2	5.4%

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund					
D-41 Food Service Equipment Life Cycle Replacement	0.8	20.0	20.0	60.0	30.0
General Capital Fund Total	*0.8*	*20.0*	*20.0*	*60.0*	*30.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	43	43	47	45	2

Debt Service

Mission

Debt Service includes the Government's payments for Guaranteed Revenue Debt, Revenue Bonds, and other long-term liabilities.

Budget Highlights

- **General Fund** – This budget includes $539,455 of funding for annual debt service for the bonds issued in 2011 to finance a portion of the Washington Street Building and $518,400 for principal, interest and bond fees on the debt service for the bonds issued in 2012 for the site improvements for the Caterpillar Project.
- **Public Facilities Authority Fund** – This budget includes $529,200 for the annual debt service for the note issued in 2010 for the Jail Advance Housing Facility. This debt was issued through the Public Facilities Authority with annual debt service funded by the General Fund.
- **Airport Fund** – This Budget includes $19,400 for the interest payments for the notes issued to finance two projects at the Airport. The first project financed the construction of T-Hangars in 2003; the second project financed Executive Hangars in 2009. The Airport Enterprise Fund is responsible for the repayment of these notes. Including principal and interest, the total debt payments for FY20 will be $110,700.
- **Landfill Fund** – $204,100 is included in the budget for the Landfill Fund for debt related to the construction of Phase V Cell 1A-1B. Total FY20 debt payments for principal and interest are estimated to total $669,400.
- **Water & Sewer Fund** – The budget for the Water and Sewer Enterprise Fund includes $9,450,400 for the interest component of debt service to repay the bonds refunded in 2015 to upgrade and expand the three water reclamation facilities and two notes issued through the State of Georgia Environmental Finance Authority (GEFA) in 2007 and 2009. There was a decrease in the Budget for FY17 as the result of the refinancing of the 2008 bonds in May, 2015. Total FY20 debt service (principal and interest) for the Water and Sewer Enterprise Fund will be $16.0 million.
- **Internal Support Fund** – The $269,400 budget represents the second year of a five year capital lease for the new voice over IP (VOIP) phone system that was installed in FY19.

Additional information regarding Debt Service can be found in Section G - Other Information.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$1,045.1	$1,052.6	$1,057.9	$1,057.9	$5.3	0.5%
Public Facility Auth. Fund	$536.3	$533.0	$529.2	$529.2	($3.8)	-0.7%
Airport Fund	$23.8	$22.3	$19.4	$19.4	($2.9)	-13.0%
Landfill Fund	$0.0	$0.0	$204.1	$204.1	$204.1	--
Water & Sewer Fund	$10,143.2	$9,807.7	$9,450.4	$9,450.4	($357.3)	-3.6%
Internal Support Fund	$0.0	$0.0	$269.4	$269.4	$269.4	--
Fleet Replacement Fund	$26.1	$0.0	$0.0	$0.0	$0.0	--
Total	$11,774.5	$11,415.6	$11,530.4	$11,530.4	$114.8	1.0%

District Attorney

Mission & Goals

The Office of the District Attorney serves primarily as the prosecuting attorney in the Superior Court of Athens-Clarke and Oconee Counties. In Athens-Clarke County, the District Attorney is responsible for the prosecution of all criminal cases involving at least one felony charge. Additionally, there is a responsibility to pursue, when appropriate, certain civil actions such as RICO, drug, gambling, and bond forfeitures. A corollary to the actual prosecution of cases in our Superior Courts is the practical responsibility of the office to organize, manage, and present the criminal cases before the four Superior Court Judges. Further, the District Attorney serves as the prosecuting attorney in the Juvenile Court in those instances when a child (less than 17 years of age) is accused of a delinquent and/or unruly act. Moreover, the District Attorney represents the State of Georgia in the Georgia Supreme Court and Georgia Court of Appeals in those cases arising out of this jurisdiction, which includes researching and drafting briefs and presenting oral arguments; serves as the official legal adviser to the Grand Jury; and provides legal advice on an informal basis to local law enforcement agencies. Lastly, the District Attorney's Office handles preliminary hearings and special bond hearings in Magistrate Court, operates a Pretrial Diversion Program, and staffs three alternative courts – a Drug Court Program, Treatment and Accountability Court, and a Veteran's Court.

As used above, the term "prosecute" involves, first and foremost, that exercise of discretion in determining whether to prosecute at all and, if so, whom and how to prosecute. The overriding goal of this office is to ensure that those persons who are not responsible are not held responsible and that those persons who are responsible are held responsible and held responsible in an appropriate way. To this end, our attendant goal is to give individual attention to each case in spite of the vast number of cases received for prosecution, and the expected demands and urgencies of the caseload. At the forefront of every case is to identify those which involve victims and to provide assistance as needed; which assistance may include notification of prosecutorial and court action, counseling, referral to social service agencies, court accompaniment and the otherwise. This service to victims is done not only because it is required by the Crime Victims' Bill of Rights, but also because it is the "right" thing to do.

Objectives

- Continue to prioritize the prosecution of Serious Violent Felonies and those involving Special Victims (Sexual Assault, Child Abuse/Molestation, Domestic Violence and Elder Abuse)
- Refine our newly unveiled paperless file system ("CASE") to reduce costs and improve efficiency including e-discovery via the web for defense attorneys.
- Establish and maintain a digital information platform to provide transparency to the community via a website.
- Provide in-house training to enhance State provided training for prosecutors, investigators and victim advocates.
- Continue with efforts to reduce the time between arrest and the prosecutorial charging decision, thereby reducing the time between arrest and disposition.
- Continue to examine cold cases for possible prosecution.
- Reduce the amount of old documents and records maintained in offsite storage that are no longer of evidentiary value and that can be purged according to law.

District Attorney

Performance Measures

	Actual			Forecast	
	CY16	CY17	CY18	CY19	CY20
New Felony Cases Received	1,774	1,766	1601	1,650	1,700
Dismissals (incl. PTP Dismissals)	48	105	143	145	150
Transfers to Solicitor-General	60	54	54	65	70
Superior Court					
Bond Hearings	927	864	981	990	995
Arraignments	1,622	1,739	1865	1,870	1,875
Motion Hearings	372	345	299	325	350
Status Conferences	1,785	1,535	TBD	1,585	1,600
Jury Trials					
Cases Scheduled for Trial	988	1,099	1238	1,250	1,250
Number of Jury Trials	25	33	31	35	35
Number of Days in Trial	81	95	116	120	140
Average Days / Trial	3.24	2.87	3.74	5	5
Number of ADA Days in Trial	138	153	236	240	240
Probation Cases Filed	1,392	894	1052	1,075	1,075
Probation Status Conferences	696	694	TBD	750	800
Juvenile Court					
Delinquent Cases Filed	1,001	1,384	TBD	1,400	1,450
Traffic	234	438	TBD	470	490
Subpoenas Issued and Served (by DA Investigators)	11,479	6,731	16,109	16,200	16,250
Victim Assistance					
Total Active Victims Served	2,347	2,961	3,086	3,100	3,500
Total Victim Services Provided	46,656	40,539	40,837	42,000	45,000
Civil Forfeiture Actions					
Opened	55	48	34	40	45
Closed	63	36	32	35	40

Budget Highlights

- The FY20 Budget for the District Attorney's Office includes $4,000 to maintain law licenses and POST certifications.
- The District Attorney also requested $28,300 to restore reductions that were taken by the Mayor and Commission in FY10 and FY12. This request was not recommended nor approved.
- The District Attorney's Office includes 11 fulltime positions in the Special Programs Fund that are paid for by reimbursements from Oconee County.
- There are also two fulltime victim assistance positions in the Special Programs Fund that are funded from 5% fine add-on revenues.

District Attorney

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$1,784.4	$1,934.2	$2,065.8	$2,055.6	$121.4	6.3%
Operating	$140.4	$104.6	$137.8	$109.5	$4.9	4.7%
Total	$1,924.8	$2,038.8	$2,203.6	$2,165.1	$126.3	6.2%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
District Attorney	$1,767.3	$1,870.2	$2,030.6	$1,992.1	$121.9	6.5%
Victim Assistance	$157.5	$168.6	$173.0	$173.0	$4.4	2.6%
Total	$1,924.8	$2,038.8	$2,203.6	$2,165.1	$126.3	6.2%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$1,249.0	$1,315.1	$1,420.6	$1,382.1	$67.0	5.1%
Special Programs Fund	$675.8	$723.7	$783.0	$783.0	$59.3	8.2%
Total	$1,924.8	$2,038.8	$2,203.6	$2,165.1	$126.3	6.2%

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund					
D-43 Purchase a Special Service Vehicle 2019 Ford Explorer (New)	-	-	26.0	-	-
General Capital Fund Total	-	-	*26.0*	-	-

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	28	29	29	29	0

Economic Development

Mission

Athens-Clarke County, an open and responsive government, will facilitate a positive environment for individuals to obtain a high quality of life and local organizations to achieve success by providing innovative, high-quality services and responsible stewardship of the community's resources, to benefit current and future generations.

Fundamental to Athens-Clarke County's high quality of life for individuals and success of local organizations is an environment conducive to economic prosperity and opportunity.

Therefore, the mission of the Economic Development Department is to facilitate economic growth through support, outreach, and partnerships. We respect Athens' unique character and endeavor to build a stronger community than that which was entrusted to us.

Goals

Identify and recruit economic development opportunities that support and enhance Athens-Clarke County's quality of life, increase the tax base, and provide opportunities for sustained, livable wages for workers;

Provide site location assistance to domestic and international companies planning new or expanded facilities; assistance shall include but not limited to identifying financial and human resources available to support such developments;

Utilize marketing media and outreach efforts to promote the competitive advantages to businesses and industries of choosing to locate in Athens-Clarke County;

Support businesses and industries currently operating within Athens-Clarke County by strengthening relationships and encouraging re-investment and job creation utilizing various economic development tools and resources;

Coordinate where appropriate with local entities with an economic development interest that may include the Athens Area Chamber of Commerce, Athensmade, the Classic Center, the Convention and Visitors Bureau, Four Athens, the SBDC, and others to promote entrepreneurship, tourism, and community development; also for the purpose of receiving assistance with economic development recruitment efforts managed by the Department;

Maintain a current inventory of facilities and properties available for industrial/business development; develop recommendations for strategies to meet emerging infrastructure and natural resource needs to support future industrial and business development;

Support development through the coordination of various departments and by offering innovative results oriented solutions to the development process in Athens-Clarke County;

Utilize all available economic development tools to put Athens-Clarke County in a position to be developed responsibly and to the highest and best use.

Economic Development

Objectives

Support

- Attend all meetings of the Atlanta Highway and Lexington Corridor Committees and provide information regarding any available economic development tools and feedback/suggestions for redevelopment.
- Make contact with 100% of visioning meetings and garner feedback about their experience with process.
- Host signature existing industry dinner and awards event celebrate the manufacturing sector in Athens.
- Host an innovation events to bring emerging technology industries to Athens and networking opportunities to Athens based entrepreneurs.
- Partner with the private sector to deliver an inclusive and accessible space for the entrepreneurial community to utilize for innovation and growth.

Outreach

- Target 30 new projects in FY19 by maintaining contact with appropriate stakeholders and seeking out any potential for the area.
- Maintain an active social media and marketing presence that distribute resources relevant to followers and:
    - increases brand awareness by 20%, and
    - increases community engagement by 10%.
- Host two project manager events.
- Participate in 10 speaking engagements to various civic, social, neighborhood, social, and business groups in FY19 to update the community on various economic development initiatives and news.
- Engage in 18 outreach visits to real estate developers, site selection consultants, and project managers.
- Engage in 12 client meetings in Athens for key brokers, site selection consultants, and project managers.
- Attend four trade shows to seek out development opportunities and source leads.
- Attend eight conferences to seek out opportunity and to remain knowledgeable of any new or changing economic development programs or tools.
- Make 24 existing industry visits to industries in Athens-Clarke County.
- Participate in one International Outreach Mission to broadcast the viability of doing business in Athens-Clarke County outside of the U.S.

Partnerships

- Continue to support Athensmade where appropriate to bolster the maker/entrepreneurship community in Athens.
- Coordinate and execute four events in partnership with groups in the entrepreneurial community.

Economic Development

Performance Measures

Performance Measure	Goal	FY13	FY14	FY15	FY16	FY17	FY18 (Pace)	FY19 Goal	Comments	Reference
Attract, create, expand, and retain businesses through support,										
# of jobs created	*Increase YOY*	417	642	2,033	2,031	3,240	***1,989***	***Increase YOY***	Source: Bureau of Labor Statistics, Quarterly survey of wages	BLS; quarterly census, Clarke, all employees; Pace is mopst current to date, YOY
Avg weekly wage	*Increase YOY*	738	758	803	803	819(P)		***Increase YOY***	Source: Bureau of Labor Statistics, Quarterly survey of wages	BLS; quarterly census, Clarke, all employees Qtr 2; Pace is most current to date, YOY
Commercial Digest growth	*Increase YOY*	1.74%	4.03%	2.68%	5.82%	7.14%	***N/A***	***Increase YOY***		Calendar year percentage change in digest value.
Industrial Digest Growth	*Increase YOY*	9.7%	12.5%	4.8%	4.6%	-1.4%	***N/A***	***Increase YOY***	Caterpillar/Ethicon effect - initial investment begins depreciating	Calendar year percentage change in digest value.
New projects	*20*	N/A	20	20	21	18	***20***	***20***		
# of expansions/announcements	*0*	N/A	1	2	2	3	***2***	***2***		Calendar year totals
# commercial building permits	*Increase YOY*	29	53	54	40	45		***Increase YOY***		Calendar year totals
total commercial permit value (1,000's)	*Increase YOY*	$79,035	$42,624	$42,316	$49,153	$41,514		***Increase YOY***		Calendar year totals
outreach,										
Social media following	*20% YOY increase*	***N/A***	***N/A***	***N/A***	***N/A***	***874****	***2042***	*20% YOY increase*		Total followers of Twitter, Facebook, and Instagram. *no Instagram acount in FY17. Pace is total as of May 2018.
Business and Retention Visits	*25 Annual Visits*	***N/A***	***16***	***16***	***15***	***18***	***25***	***25***		Internal accounting
Client visits	*15 Annual Visits*	N/A	12	13	14	6	***15***	***15***		Internal accounting
and partnerships.										
Public Private Partnerships Created	1	N/A	0	0	0	1	***2***	***1***		Internal accounting
Projects with capital investment	1	N/A	0	0	0	1	1	1		Internal accounting

Budget Highlights

Economic Development operates with funding from the General Fund and the Hotel/Motel Fund.

- Establish a Workforce Development Program in the Special Revenue Fund for $150,000 with funding from the General Fund. This program will partner with other agencies to create a training curriculum for targeted individuals that will help them gain employment.

- A position vacancy estimate is approved, reducing General Fund Personal Services expenses by $11,500.

Economic Development

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$290.3	$317.1	$296.4	$284.9	($32.2)	-10.2%
Operating	$226.8	$429.2	$429.2	$434.2	$5.0	1.2%
Total	$517.1	$746.3	$725.6	$719.1	($27.2)	-3.6%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$442.5	$486.3	$465.6	$454.1	($32.2)	-6.6%
Hotel/Motel Fund	$74.6	$260.0	$260.0	$115.0	($145.0)	-55.8%
Special Programs Fund	$0.0	$0.0	$0.0	$150.0	$150.0	--
Total	$517.1	$746.3	$725.6	$719.1	($27.2)	-3.6%

Capital Budgets, 5-Year CIP and Project Forecast

				5-Year CIP	
	FY18 Year	FY19	FY20	FY21-24	FY25-29
Capital Appropriations	End Balance	Budget	Approved	Proposed	Proposed
Econ Dev Capital Fund					
D-70 Economic Development Capital Program	433.1	225.0	200.0	900.0	1,125.0
Econ Dev Capital Fund Total	*433.1*	*225.0*	*200.0*	*900.0*	*1,125.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	4	4	4	4	0

Finance

Mission

The Finance Department supports the Manager's Office by guiding the government's financial operations. It employs conservative fiscal policies emphasizing financial stability and resilience. The department collects and processes data, advises management in financial matters, provides information to various stakeholders, monitors budgetary trends, and provides various financial reports.

Focus areas include:

- Commitment to Transparency and Reliable Financial Reports
- Monitoring Budgetary and Financial Trends
- Proactive Management
- Revenue Diversity
- Balanced Budget

Goals

- Prepare Comprehensive Annual Financial Reports (CAFR) and Annual Budget Documents that serve as policy documents, financial plans and communication tools.
- Ongoing budget review process in order to realign budget appropriations with unexpected trends.
- Utilize multi-year financial forecasting, including operating trends, the future operational impact of proposed capital projects and the five-year capital improvement program to identify future challenges and opportunities.
- Provide management information regarding revenue diversity.
- Assist the Manager's Office with providing a balanced budget document to the Mayor and Commission.

Objectives

- File CAFR and Annual Budget Documents with required recipients within the timeframe required by state law and receive formal, external recognition for financial reporting excellence (from the Government Finance Officers Association for the CAFR).Receive "Unmodified" (clean) independent audit opinion letters (CAFR).
- Provide management with information necessary to maintain stable General Obligation and Public Utility bond ratings.
- Provide financial reports (monthly, quarterly and as needed) to management. Assist management with budgetary decisions through accurate General Fund revenue estimates and five-year forecasting of fund balance under various scenarios.

Performance Measures

Outcomes and Performance Measures	Current Goal	2014	2015	2016	2017	2018	Trend	Comments or Analysis
The Finance Department collects, monitors, analyzes and coordinates financial reporting								
Accurate Revenue Forecast for General Fund	+-2.5%	2.5%	2.8%	0.8%	-0.6%	1.0%	👍	Per CAFR
CAFR uploaded to DCA, CVIOG and DOAA by 12/31	Dec 31	Yes	Yes	Yes	Yes	Yes	👍	
Monthly financial statements	Yes	Yes	Yes	Yes	Yes	Yes	👍	
Budget uploaded to CVIOG w/in 30 days of adoption	Within 30 Days of June Mtg	Yes	Yes	Yes	Yes	Yes	👍	
Transfers to Other Funds	Data Only	$6.8M	$7.2M	$8.4M	9.7M	9.3M	👎	Per CAFR
providing information to management to ensure a stable and fiscally sound government								
Maintain stable General Obligation bond rating	AA Aa	AA Aa1	AA Aa1	AA Aa1	AA Aa1	AA Aa1	👍	S&P Moody's
Maintain stable Public Utility revenue bond rating	AA- Aa AA	AA- Aa2 AA+	AA Aa1 AA+	AA Aa1 AA+	AA Aa1 AA+	AA Aa1 AA+	👍	S&P Moody's Fitch
% of pension obligation/liability funded	80%	92.40%	89.10%	83.60%	90.00%	93.00%	👍	Per CAFR
Unrestricted Fund Balance meets one month (8.5%) minimum for GF expenditures	8.5%	24.3%	25.3%	22.6%	19.2%	18.1%	👎	Per Fiscal Policy
Formal, external recognition for financial & analytical excellence	Yes	Yes	Yes	Yes	Yes	Expected	👍	GFOA Certificate of Excellence in Reporting
"Unmodified" Opinion Letter	Unmodified	Unmodified	Unmodified	Unmodified	Unmodified	Unmodified	👍	Per CAFR
while using resources responsibly.								
% of budget saved	Data Only	3.16%	6.35%	3.83%	5.18%	5.39%		Per CAFR
Government-Wide Investement Revenue	Data Only	1.0M	0.7M	0.9M	1.4M	2.6M		Per Investment Report
Overtime as a % of personnel expenditures	<1.5%	N/A	1.14%	0.92%	0.73%	1.22%	👍	

White: No goal; **Green:** Fully met the goal; **Yellow:** Missed the goal, but close OR provided limited service; **Red:** Clearly missed the goal OR a very bad trend; **FPY** = "From Previous Year";
👍 **up = trend better**; 👎 **down = trend worse**; **<** "means less or equal"; **>** means "greater or equal"

Finance

Budget Highlights

- The FY20 Budget, $2.3 million, reflects no significant changes to services or programs.
- An applied position vacancy estimate has reduced personal service expense by $47,400.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$1,857.5	$2,031.6	$2,134.5	$2,087.1	$55.5	2.7%
Operating	$216.4	$198.9	$199.9	$199.9	$1.0	0.5%
Total	$2,073.9	$2,230.5	$2,334.4	$2,287.0	$56.5	2.5%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$421.5	$436.2	$447.1	$431.3	($4.9)	-1.1%
Financial Services	$526.1	$564.5	$596.7	$580.9	$16.4	2.9%
Accounting	$422.2	$478.2	$494.3	$494.3	$16.1	3.4%
Budget Management	$312.0	$325.8	$332.4	$332.4	$6.6	2.0%
Purchasing	$392.1	$425.8	$463.9	$448.1	$22.3	5.2%
Total	$2,073.9	$2,230.5	$2,334.4	$2,287.0	$56.5	2.5%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	28	28	28	28	0

Fire & Emergency Services

Mission

Help our community become safer and more resilient by providing professional services and protection with integrity.

Goals

- Achieve an average turnout time of 80 seconds for fire and special operations emergency responses.
- Achieve an average turnout time of 60 seconds for medical emergency responses.
- Assemble a minimum of 15 personnel on the scene of structure fires within 8 minutes of dispatch, 90% of the time.
- Meet the department's FY20 property inspection schedule for all properties on file as of July 1, 2019.
- Provide fire safety information to 75% of all kindergarten through grade 5 students, public and private. (6,028 of 8,038 students)
- Achieve 85% compliance for fire code violations within thirty (30) days of issuance of a Notice of Violation.
- Review 100% of all non-one/two family construction plans for code compliance prior to issuance of a Certificate of Occupancy.
- Perform all fire & life safety inspections on new construction projects within five (5) business days of notification by the Building Inspection Department.
- Conduct cause and origin examinations on all suspicious structure fires and all fires with civilian injuries or fatalities; identifying fire cause factors and responsible agents of fire events.
- Conduct pre-planning and building familiarization inspections at least once every year for all non-one/two family dwelling buildings within our jurisdiction.
- Conduct annual training required by ISO to maintain our fire protection class to include: 8 half day drills, 4 half day multi-company drills, 2 night drills, 20 hours per member of company training, 12 hours per member of officer training, 4 half day trainings on driver and operator training, 40 hours of new driver training, 1 half day training on radioactivity or hazardous materials, and a minimum of 240 hours of new recruit training for new firefighters.
- Annually provide at least the minimum training hours as required by the Georgia Firefighter Standards and Training Council, American Heart Association, and the Georgia Department of Public Health to recertify our personnel for the following certifications based on personnel assignments; Firefighter (24 hours), Hazmat (24 hours), Technical Rescue: Search & rescue/ Water rescue/ Rope rescue/Structural Collapse search and rescue/Confined space search and rescue/Wilderness search and rescue/(24 hours), Fire Inspector (24 hours), Fire Investigator (24 hours), CPR (4 hours), EMT (20 hours).
- Conduct at least three (3) hours a quarter of Auto/Mutual Aid training with affected ACCFES companies in compliance with agreements and ISO requirements.
- Increase community awareness of ACCFES services through social media efforts to increase our followers/likes by 5% in FY20.
- Increase the number of certified EMTs by 15 each fiscal year within the Department to improve the level of care/service for emergencies.
- Strengthen the existing false alarm ordinance to be reasonable and enforceable to reduce the number of false alarms by 10% in FY20.

Performance Measures

Fire & Emergency Services Department

Performance Measure	Goal	FY16	FY17	FY18	FY19	FY20	Metric Definition/Notes
Help our community become safer and more resilient							
Provide Fire safety information to all 5th graders in CCPS	*100%*	1,223 (100%)	1,231 (100%)	1,231 (100%)			Percent of Clarke County School District 5th graders receiving fire safety information
Decrease number of structure fires	*Decrease the number of structure fires*	129	150	125	47		A decrease in the number of structure fires including mobile homes used as residences(incident types: 111, 112, 113, 114, 121)
Compliance of identified fire & life safety code violations within 30 days	*≥ 85%*	2,163 (82%)	1,249 (76%)				The goal is resolve 85 percent of documneted violations within 30 days of initial notice of violation
Total Fire & Life Safety inspections	*Data Only*	4,352	3,719	2,951	1,237		All types of fire & life safety inspections conducted by the Fire Marshal's Office staff.
Fire & Life Safety Code violations documented	*Data Only*	2,626	1,655	1,378	663		Total number of violations documented during fire and life safety inspections
Total Plans Reviewed	*Data Only*	230	157	175	79		Plans (Building, Electrical, Fire Protection, etc.) reviewed for compliance with fire & life sfatey codes
False alarm responses	*Data Only*	1,123	1,149	1,135	625		False alarms put citizens at risk and tie up resources when there is no emergency. (incident types: not including 751, 721 in FH false alarm category)
Revise ACCUG false alarm ordinance	*Decrease number of false alarms*	New for FY17					Strengthen false alarm ordinance to reduce the number of false alarms by 10% in FY 18
Population	*Data Only*	124,707	124,707	124,707	124,707	124,707	U.S. Census Bureau
Providing professional services and protection							
Total Emergency Responses	*Data Only*	4,155	5,422	6,196	2,710		Total number of incidents responded to
Responses to medical emergencies	*Data Only*	1,059	2,083	2,771	1,096		Medical emergency responses (incident types: 311, 320, 321, 322, 323, 352, 381)
Number of EMTs in Operations Division	*100%*	New for FY15					EMT training includes a minimum of 124 hours including classroom and clinical experience.
Turnout time to medical emergencies 60 seconds or less	*≥ 90%*	New for FY18					NFPA 1710 Standard
Travel time of 240 seconds or less to medical emergencies	*≥ 90%*	New for FY18					NFPA 1710 Standard
Turnout time to Fire & Special Ops incidents 80 seconds or less	*≥ 90%*	New for FY18					NFPA 1710 Standard
Arrival of first in engine company at fires within 320 seconds	*≥ 90%*	New for FY18					NFPA 1710 Standard
Arrival of initial full asignment to structure fires in 560 seconds	*≥ 90%*	New for FY18					NFPA 1710 Standard
Average hours of training per firefighter	*≥ 220 hr avg.*	191 hr avg.	291 hr avg.	185 hr avg.			Training requirements with the State, ISO, and other certifying agencies require ongoing training.
Total fires investigated by Fire Marshals Office	*Data Only*	79	37				Fire investigation into the cause of fires helps indentify causes for prevention efforts as well as identifying any intentionally set fires for prosecution.
Maintain or improve ISO rating	*Maintain homeowners & commercial insurance rates*	2/2x	2/2x	2/2x			ISO rating is the public classification of fire protection based on evaluation of the fire department, 911 Center and the water system. One is the best rating and 10 is the worst rating.

Fire & Emergency Services

Budget Highlights

- FY20 Budget includes a $58,150 increase for:
  - EMS Certification (initial & renewal fees) $5,000
  - Vehicle Preventative Maintenance $7,000
  - Medical Emergency Reporting Software $12,000
  - Payroll System $15,650
  - Fire & Emergency Training Software $18,500
- For FY20, Public Safety vehicle replacement is approved to be funded from the next SPLOST program, resulting in a reduction of $445,600 for the Fire Department.
- The applied position vacancy estimate has reduced the personal service budget by $140,600.
- FY20 Budget of $14.2 million reflects no other significant changes to the department.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$12,347.4	$12,947.7	$13,540.4	$13,260.7	$313.0	2.4%
Operating	$1,244.4	$1,283.1	$1,454.3	$985.6	($297.5)	-23.2%
Total	$13,591.8	$14,230.8	$14,994.7	$14,246.3	$15.5	0.1%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$225.0	$241.6	$232.5	$231.2	($10.4)	-4.3%
Fire Prevention	$643.9	$754.1	$772.8	$762.8	$8.7	1.2%
Fire Suppression	$12,722.9	$13,235.1	$13,989.4	$13,252.3	$17.2	0.1%
Total	$13,591.8	$14,230.8	$14,994.7	$14,246.3	$15.5	0.1%

Capital Budgets, 5-Year CIP and Project Forecast

				5-Year CIP	
	FY18 Year	FY19	FY20	FY21-24	FY25-29
Capital Appropriations	End Balance	Budget	Approved	Proposed	Proposed
General Capital Fund					
D-44 Smoke Containment System Repair	3.6	65.0	32.0	-	-
General Capital Fund Total	*3.6*	*65.0*	*32.0*	-	-

Authorized Positions

			FY20	FY20	
	FY18	**FY19**	**Requested**	**Approved**	**▲**
Fulltime Authorized Positions	187	187	189	187	0

Housing & Community Development

Mission

The Department of Housing and Community Development (HCD) strives to improve and develop viable neighborhoods by providing decent housing, a suitable living environment and expanding economic opportunity for low to moderate income individuals.

Goals

- Provide accurate information, comprehensive research and timely advice to the public, management and staff in support of housing, economic development and community development designed to foster positive community outcomes.
- Increase affordable housing activity and production in Athens-Clarke County through an ongoing and continuously updated strategic planning process that will result in greater funding opportunities, better community awareness of all housing programs and available services as well as stronger public and private sector partnerships.
- Partner with ACC departments and housing program providers to reduce slum and blight in neighborhoods through the demolition of dilapidated structures.
- Help low- to moderate income residents and the chronically unemployed overcome barriers to full-time regular employment.
- Encourage the growth and establishment of the local small- to medium sized businesses in order to encourage job creation.
- Improve the public health and welfare of Athens-Clarke County residents.
- Partner with social service and shelter providers to reduce homelessness in Athens-Clarke County.
- Encourage citizen participation in decision-making processes with particular emphasis on participation by persons of low and moderate incomes.

Objectives

- Secure CDBG, HOME, Supportive Housing Services, Supportive Housing, and Shelter + Care Grant funds to assist community partners in the provision of housing, shelter and community development projects and programs.
- Allocate entitlement and competitive grant funds to community partners through Mayor and Commission approval processes in a timely manner.
- Partner with community organizations to develop accurate scopes of services and contracts for all grant-funds in a timely manner.
- Provide technical assistance, guidance and monitor all contracted agency expenditures and performance monthly.
- Process reimbursements to sub-recipient agencies in a timely manner.
- Reimburse ACC expenditures for sub-recipient activities from grant sources efficiently.
- Administer all grant programs efficiently and accurately and document regulatory compliance to minimize financial risk to ACC.
- Ensure all expenditures for program administration are at or below statutory caps.
- Submit accurate reports to HUD and other primary funding agencies on time.

Performance Measures

Housing and Community Development							
Outcomes and Performance Measures	**Goal**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**Comments or Analysis**
Creates and rehabilitates affordable housing,							
# Affordable housing units supported with CDBG/HOME	Steady Increase	21	40	41	57	80	Total # affordable housing units supported with CDBG/HOME
# Affordable rental housing units created	Data Only	5	16	0	0	12	# Affordable rental housing units created through HOME, CDBG funding
# Affordable housing units acquired	Data Only	11	3	5	8	0	# Affordable rental housing units acquired through HOME, CDBG funding
# Affordable homes newly constructed	Data Only	3	3	1	2	3	# Affordable homes newly constructed through HOME, CDBG funding
# Demolitions of dilapidated homes	Data Only	5	7	6	4	4	# Demolitions of dilapidated LMI homes (funded through general fund and CDBG)
# Rehabilitations of LMI homes	Data Only	46	48	54	47	47	# LMI homes rehabilitated through CDBG/HOME
% Housing cost-burdened homeowners	Data Only	24.20%	27.50%	N/A	N/A	N/A	% Homeowners paying more than 30% of income on housing (American Community Survey estimate)
% Housing cost-burdened renters	Data Only	60.70%	63.00%	N/A	N/A	N/A	% Renters paying more than 30% of income on housing (American Community Survey estimate)
fosters and coordinates services for disadvantaged populations, and							
% LMI persons served in all CDBG projects	At least 70% (HUD regulation)	99%	98%	95%	95%	>70%	% LMI persons served in all CDBG projects
% LMI persons served in public facilities projects	At least 51% (HUD Regulation)	84%	68%	68%	86%	TBD	% LMI persons served in CDBG public facilities projects
% Change in homelessness	2015-2016 Percentage Change -3%	16%	-8.50%	-0.88%	6.70%	-11.30%	% Change in annual Point in Time count of homeless persons in ACC
# Homeless persons in ACC	Data Only	247	226	224	239	212	# Homeless persons in annual Point in Time (PIT) count
% Homeless persons unsheltered	32% National Average (2016 AHAR)	35.20%	40.30%	33.90%	38.90%	21.70%	% Homeless persons counted in PIT who were unsheltered
% Homeless persons sheltered	68% National Average (2016 AHAR)	64.80%	59.70%	66.10%	61.10%	78.30%	% Homeless persons counted in PIT who were sheltered
% Chronically homeless population	14% National Average (2016 AHAR)	17.00%	14.20%	21.90%	22.20%	27%	% Persons counted in PIT who were chronically homeless
% Homeless veterans	7.2% National Average (2016 AHAR)	6.07%	8.85%	6.25%	3.77%	6.60%	% Persons counted in PIT who were veterans
% Homeless persons in families	35% National Average (2016 AHAR)	19.00%	16.80%	30.40%	23.80%	39.60%	% Persons counted in PIT who were homeless family members
# Homeless persons served annually	Data Only	N/A	626	595	528	337	# Homeless persons served through emergency shelter or transitional housing
# Permanent supportive housing beds	Data Only	134	154	191	238	266	Total # permanent supportive housing beds in ACC
# Homeless persons receiving rapid rehousing (RRH) assistance	Data Only	107	69	89	76	59	# Homeless persons receiving short- to medium-term rental assistance in annual PIT
promotes economic mobility among residents of Athens-Clarke County.							
% Disbursement of revolving loan fund	70% (HUD Regulation)	N/A	N/A	N/A	0%	43%	% total assets loaned to businesses, program revitalized in FY18, 33% loaned in FY18
% Loans repaid timely	100%	N/A	N/A	N/A	N/A	100%	% of loans in default status, loans will be repaid started in FY18
% LMI persons served	51% (HUD Regulation)	N/A	N/A	N/A	N/A	95%	% of people served through CDBG: Economic Development-funded programs who are LMI
# of small business workshops/sessions	Data Only	N/A	N/A	N/A	N/A	55	# of facilitated sessions to grow & strengthen small businesses, 2 held YTD in FY18

Budget Highlights

The Housing & Community Development (HCD) Department administers the Housing & Urban Development (HUD) funded Community Development Block grant (CDBG), HOME Investment Partnership (HOME) program and Supportive Housing Program (SHP). Funds from all three grants are accounted for in separate special revenue funds.

- The FY20 Budget includes a General Fund budget of $531,171 for administrative support.
- $18,000 is included to add 1 full-time Housing Coordinator position beginning the last quarter of FY20 to facilitate affordable housing solutions.
- The budget includes $30,000 to partner with local agencies to increase outreach efforts to the local homeless population through Homeless Street Outreach.
- The General Fund portion of HCD's FY20 Budget includes $127,000 for continuing programs that support Mayor & Commission Strategic Commitments and Goals:
  - Athens Well Being Project $ 7,000
  - Georgia Initiative for Community Housing (GICH) membership $ 5,000
  - GICH Study and Report $ 15,000
  - Youth Build Program continued support (year 3 of 3) $100,000

The **CDBG** FY20 Budget is based on funding of $1,255,988 ($68,077 above prior year).

- Based on the FY20 Action Plan approved by the Mayor & Commission on April 2, 2019, CDBG funds will be expended as follows:

Affordable Housing	$ 596,392
Economic Development & Neighborhood Revitalization	$ 220,000
Public Services	$ 188,398
Administration	$ 251,198
FY20 CDBG Total	**$1,255,988**

The **HOME** program is designed to increase homeownership and affordable housing opportunities for low-income families in the community.

- The FY20 appropriation for HOME program is $467,246.
- Based on the FY20 Action Plan, HOME funds will be used for the following activities:

Affordable Housing Construction	$ 420,521
Administration & Planning	$ 46,725
FY20 HOME Total	**$ 467,246**

The **Supportive Housing** Program is designed to promote development of supportive housing and services to assist homeless persons in transition from homelessness; and enable them to live as independently as possible.

- The FY20 Supportive Housing allocation, $323,000, the same as FY19.

For more information on CDBG and HOME grant funding, see pages G-4 through G-6.

Housing & Community Development

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$553.7	$579.3	$673.0	$619.8	$40.5	7.0%
Operating	$1,750.3	$1,808.1	$1,942.1	$1,952.1	$144.0	8.0%
Total	$2,304.0	$2,387.4	$2,615.1	$2,571.9	$184.5	7.7%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
HCD	$602.1	$653.1	$766.8	$723.6	$70.5	10.8%
Grants & Programs	$1,701.9	$1,734.3	$1,848.3	$1,848.3	$114.0	6.6%
Total	$2,304.0	$2,387.4	$2,615.1	$2,571.9	$184.5	7.7%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$340.8	$482.6	$574.5	$531.3	$48.7	10.1%
CDBG Fund	$1,202.0	$1,182.1	$1,250.5	$1,250.5	$68.4	5.8%
HOME Fund	$526.3	$399.8	$467.2	$467.2	$67.4	16.9%
Supportive Housing Fund	$234.9	$322.9	$322.9	$322.9	$0.0	0.0%
Total	$2,304.0	$2,387.4	$2,615.1	$2,571.9	$184.5	7.7%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	8	8	9	9	1

Human Resources

Mission

The Human Resources Department works in partnership with the Unified Government to recruit, retain, and reward an engaged, prepared, and committed workforce to serve the citizens of Athens-Clarke County in an environment of diversity, excellence, responsiveness, transparency, and fairness.

Goals

- Attract, retain and reward talented and empowered employees.
- Promote transparency through improved access to information
- Improve internal efficiency and effectiveness.
- Document and share our actions to cultivate a culture of innovation by piloting new ideas and adopting those with demonstrated benefits.
- Protect lives, property, and the environment by forming partnerships and implementing programs for a safer, more resilient Athens-Clarke County.

Vision

The Human Resources Department seeks to enhance the quality of work experience for all Athens-Clarke County employees and retirees and the quality of life for all Athens-Clarke County citizens through effective, respectful, and compassionate human resource practices.

Values

Professionalism, Safety, Respect, Timeliness, Excellence, Collaboration, Diversity and Wellness

Objectives

Strategy #1: Attract, retain and reward talented employees

Proposed action:

- Annually monitor and adjust compensation and benefits to remain a competitive employer.
- Effectively administer the Pension Plan to retain long-term employees.
- Fully implement the results of the Classification and Compensation Study.
- Pay a living wage to all full-time, part-time and seasonal employees.
- Modify and enhance the current Performance Management Program.
- Implement new career ladder systems in accordance with results of the Classification and Compensation Study.
- Expand the Great Promise Program and other internship programs. Fully fund public safety promotional process and conduct assessment centers as necessary.
- Effectively resolve employee relations matters as necessary.
- Submit “Great Place to Work” application for designation/certification in FY20.

Strategy #2: Improve internal efficiency and effectiveness

Proposed action:

- Enhance and maintain existing Human Resources software systems; prepare for implementation of new Enterprise Resource Planning System.
- Review, inventory, and update human resource written policies within and across departments.
- Update Human Resources website and intranet site.

Strategy #3: Create empowered and engaged employees

Proposed action:

- Continue recruiting diversity initiative with the Great Promise Partnership.
- Continue to brand ACCGOV as an employer of choice that will help to recruit and retain employees.
- Continue to fund the ACCGOV employee recognition program.
- Contain health care costs through review, analysis and management of claims and promotion of the Wellness Program to employees and retirees through increased participation in wellness screenings, fitness programs, healthy hours, and nutrition and wellness classes.
- Continue to develop succession planning program for retention of top talent and to put the organization in the position as retirements continue to impact departments.

Performance Measures

PERFORMANCE MEASURE	GOAL	FY13	FY14	FY15	FY16	FY17	FY18	Comments or Analysis
Attract, retain and reward talented and empowered employees.								
Turnover Rate	<10%	9.5%	10.9%	10.1%	11.8%	11.8%	12.9%	
Reclassification	<5	-	7	12	16	15	-	
Employment Application/Criminal History	>10,000	5,439	5,979	6,377	11,068	11,500	8,680	
Payroll - # of Maintenance Entries	<9,000	9,349	9,594	10,300	9,616	10,840	10,500	
Health Risk Assessment/Wellness	>650	650	729	751	749	1,084	1,203	
Disciplinary Actions & Dismissals	<60	133	151	106	51	88	99	
Harassment/Discrimination Issues	0	11	4	3	1	4	3	
Protect lives, property, and the environment by forming partnerships and implementing programs for a safer, more resilient Athens-Clarke County.								
Worker's Comp Claims Filed	<100	165	132	114	124	42	113	
Lawsuits	0	12	7	12	10	15	15	
Liability Claims/Transactions	<200	1,047	445	418	413	181	374	
Random Drug Testing	(Budget)	622	587	587	793	348	351	

Budget Highlights

Human Resources operations are primarily funded from the General fund.

- The budget includes a part-time Employee Relations Investigator ($22,600) to help investigate employee/employment grievances and issues.
- The Approved Budget continues support for the Great Promise Partnership Internship program and includes $13,400 to increase participation by two positions.

Human Resources

- The FY20 budget includes a vacancy estimate reducing General Fund Personal Services expenses by $42,600.

Human Resources also manages three self-funded insurance programs: the Insurance and Claims Fund which administers liability and worker compensation, the employee Health Insurance Fund and the retiree health insurance fund. Each fund has been balanced to move towards maintaining a steady reserve.

For information on the Insurance & Claims Fund and the Health Insurance Fund, see pages E-34 and 35.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$1,484.5	$1,699.1	$1,817.9	$1,760.3	$61.2	3.6%
Operating	$731.4	$925.0	$944.9	$925.5	$0.5	0.1%
Total	$2,215.9	$2,624.1	$2,762.8	$2,685.8	$61.7	2.4%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$419.7	$409.8	$528.3	$499.0	$89.2	21.8%
Employment	$520.5	$607.0	$623.8	$593.2	($13.8)	-2.3%
Benefits & Wellness	$995.1	$1,311.0	$1,304.2	$1,298.4	($12.6)	-1.0%
Compensation & Payroll	$280.6	$296.3	$306.5	$295.2	($1.1)	-0.4%
Total	$2,215.9	$2,624.1	$2,762.8	$2,685.8	$61.7	2.4%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$1,255.9	$1,444.1	$1,572.5	$1,510.5	$66.4	4.6%
Special Programs Fund	$110.7	$25.0	$40.0	$25.0	$0.0	0.0%
Insurance & Claims Fund	$301.7	$465.1	$469.0	$469.0	$3.9	0.8%
Health Insurance Fund	$547.6	$689.9	$681.3	$681.3	($8.6)	-1.2%
Total	$2,215.9	$2,624.1	$2,762.8	$2,685.8	$61.7	2.4%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	21	21	21	21	0

Independent Agencies

Budget Highlights

- Independent Agencies are legal, separate entities from ACCGOV.
- FY20 Budget allocates $7.1 million for Independent Agencies in the following funds:
  - General Fund $3,816,059
  - Hotel/Motel Tax Special Revenue Fund $3,214,125
  - Special Programs Special Revenue Fund (Project Safe) $ 26,000
    (Fine revenues designated for victim assistance programs per State Law)

- In addition, $1,758,384 is included for indigent defense (GA Public Defender Standards Council contract).
- Additional information provided in Section "F" of this document.

Appropriation Summary

	FY20 Approved
General Fund	
Advantage Behavioral Health Systems	180,206
Athens-Clarke County Libraries	2,028,197
Athens Community Council on Aging, Inc. (Operating & Capital)	287,300
Athens Cultural Affairs Commission	21,000
Athens Neighborhood Health Center	100,000
Athens Tutorial Program	3,500
Clarke County Public Health Department	946,354
Department of Family & Children Services	208,600
Oconee Rivers Greenway Commission	16,500
United Way of Northeast Georgia 2-1-1/Community Connection	24,402
Subtotal	$3,816,059
Hotel/Motel Tax Special Revenue Fund	
Athens Convention & Visitors Bureau	1,178,250
Classic Center Authority	2,035,875
Subtotal	$3,214,125
Special Programs and Initiatives Fund	
Project Safe	26,000
Total All Funds	**$7,056,184**

Information Technology

Mission

To empower the Athens-Clarke County Unified Government's responsible stewardship of the community's resources by leveraging secure, effective technology, and quality support.

Performance Measures

FY20 IT Department Performance Snapshot							
Performance Measures	**Goal**	**2016**	**2017**	**2018**	**Proj. 2019**	**Proj. 2020**	**Comments or Analysis**
To empower the Athens-Clarke County Unified Government's stewardship of the community's resources by leveraging secure, effective technology,							
Gain and then maintain a virtual server to physical server ratio of 3:1 (75% virtual: 25% physical)	3V:1P (75%)	0V:114P	77V:39P (66%)	109V:47P (70%)	130V:40P (77%)	160V:30P (81%)	A physical server is a single server operating system on a single piece of hardware. A virtual server is an encapsulated operating system that shares a single piece of hardware with other virtual servers. FY17 was the first year of virtual machines. Moving forward, IT will look to virtual servers to maximize hardware investment and reduce data center power and cooling.
% of IT projects completed on schedule and within budget	100%	100% on 10 projects	100% on 7 projects	100% on 6 projects	100%	100%	IT projects are initiated and funded by the IT Department. They are large in scope, and used to support the IT needs of the government. As good stewards of county resources, IT works hard to finish within budget by the projected date.
% of network computing devices using high efficiency power supplies	100%	0%	13%	25%	37%	49%	As good stewards of county resources, IT has adopted a green initiative to reduce power consumption throughout the government.
and quality customer support.							
% of work orders resolved within 24 hrs	87%	89%	86%	87%	87%	87%	Providing responsive, quality support by solving problems quickly.
% of infrastructure uptime	99%	99%	99%	99%	99.9%	99.9%	Infrastructure up time is the basic building block to supplying effective technology. 99% availability allows 3 days, 15 hours and 40 minutes of aggregate downtime per year. 99.9% availability allows 8 hours, 46 minutes per year. 99.99% availability allows 52 minutes, 36 seconds of aggregate downtime.
Keep latency < 5 ms between data centers	< 5 ms	NA	NA	3ms	3ms	3ms	Latency is the time it takes for a packet to traverse the network to its destination. Very important to maintain this low latency figure to support our hyperconverged environment, and eventually VoIP.
Replace devices at the end of their lifecycle. We are currently on a 6 year usable life plan.	All eligible devices that have reached 6 years of service = 100 - 300 devices most years.	200	203	185	220	200	Squeezing out 6 years on the majority of devices is a big money saver, optimal lifecycle = 3 to 4 years. Because of fluctuations in buying cycles, the target number will vary each year. Key is years of service.

Budget Highlights

There are no significant budget changes for FY20. The IT Department is primarily funded through the General Fund, but includes one fulltime position in the Water and Sewer Fund and operating expenses in the Special Programs Fund related to Police Department mobile laptops.

Information Technology

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$1,436.9	$1,764.6	$1,821.2	$1,808.0	$43.4	2.5%
Operating	$1,371.5	$1,798.3	$1,798.6	$1,798.6	$0.3	0.0%
Total	$2,808.4	$3,562.9	$3,619.8	$3,606.6	$43.7	1.2%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$2,696.3	$3,401.1	$3,454.5	$3,441.3	$40.2	1.2%
Special Programs Fund	$104.7	$104.7	$104.7	$104.7	$0.0	0.0%
Water & Sewer Fund	$7.4	$57.1	$60.6	$60.6	$3.5	6.1%
Total	$2,808.4	$3,562.9	$3,619.8	$3,606.6	$43.7	1.2%

Capital Budgets, 5-Year CIP and Project Forecast

				5-Year CIP		
Capital Appropriations		FY18 Year End Balance	FY19 Budget	FY20 Approved	FY21-24 Proposed	FY25-29 Proposed
General Capital Fund						
D-47	Information Technology Equipment Replacement Program	643.8	290.0	400.0	1,680.0	890.0
General Capital Fund Total		*643.8*	*290.0*	*400.0*	*1,680.0*	*890.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	23	23	23	23	0

Juvenile Court

Mission

The purpose of Georgia's Juvenile Courts is to secure for each child who comes within the jurisdiction of the court such care and guidance, preferably in his own home, as will secure his or her moral, emotional, mental, and physical welfare as well the safety of both the child and the community. The intention of the General Assembly of Georgia in creating the juvenile code is to strengthen and preserve family relationships, countenancing the removal of a child from his or her home only when state intervention is essential to protect such child and enable him or her to live in security and stability. (O.C.G.A. 15-11-1, Effective January 1, 2014.)

The mission of the Athens-Clarke County Juvenile Court is to protect the well-being of the child under the Court's jurisdiction, providing guidance and control as necessary, while balancing the needs and best interest of the community, while fulfilling the intent of the newly rewritten Juvenile Code.

Goals

The goal of the Athens-Clarke County Juvenile Court is to serve the community and the children whose cases are before the court by balancing the requirements of law, the best interest of the child and the community, and to fulfill the mandated requirements of the newly rewritten juvenile code within the bounds of the resources provided by the Athens-Clarke County Government.

Objectives

- Protect the community
- Promote accountability for violations of law
- Provide treatment and rehabilitation and equip juvenile offenders with the ability to live responsibly and productively
- In every proceeding to guarantee due process of law, as required by the Constitutions of the United States and the State of Georgia, through which every child and his or her parent and all other interested parties are assured fair hearings at which legal rights are recognized and enforced.

Juvenile Court

Performance Measures

	Actual				Forecast
	CY15	CY16	CY17	CY18	CY19
All Case Types Disposed	1,753	2,051	2,123	2,082	2,200
Delinquent cases filed	856	1,001	1,104	847	1,000
Delinquent cases disposed	1,019	1,100	964	1,247	1,150
All Case Types Filed	1,827	2,064	2,253	1,327	1,500
Unruly Cases Disposed	27	62	78	120	94
Traffic Cases Filed	194	234	122	87	124
Traffic Cases Disposed	202	201	79	436	201
Deprivation/Dependency Cases Filed	719	898	934	338	642
Deprivation/Dependency Cases Disposed	473	545	592	348	652
Termination of Parental Rights Filed	35	37	21	31	28
Termination of Parental Rights Disposed	19	21	22	54	22
Special Proceedings filed	23	19	72	24	48
Special Proceedings Disposed	13	9	42	121	35

Budget Highlights

- The FY20 Approved Budget includes $925 for additional training.
- The court also requested the following items which were not recommended nor approved:
  - $82,546 for Indigent Defense and Court Appointed Fees
  - A Program Coordinator for Family Dependency Court ($66,000)
  - A Senior Case Management Specialist for the Treatment and Accountability Court ($48,000).

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$338.8	$389.3	$468.9	$354.8	($34.5)	-8.9%
Operating	$496.5	$263.1	$346.5	$264.0	$0.9	0.3%
Total	$835.3	$652.4	$815.4	$618.8	($33.6)	-5.2%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$630.0	$652.4	$815.4	$618.8	($33.6)	-5.2%
Grants Fund	$187.8	$0.0	$0.0	$0.0	$0.0	--
Special Programs Fund	$17.5	$0.0	$0.0	$0.0	$0.0	--
Total	$835.3	$652.4	$815.4	$618.8	($33.6)	-5.2%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	5	5	7	5	0

Leisure Services

Mission

The mission of the Athens-Clarke County Leisure Services Department is to build a healthier and more livable community by creating opportunities to learn, to create and to play in quality parks, programs and facilities that are valued by our citizens.

Goals

- Complete the new Leisure Services Master Plan and present document to Mayor and Commission.
- Grow partnerships within the community that support the Department mission by providing opportunities for program and service growth.
- Enhance the department's sense of value and position in the community by improving operational outcomes in the areas of marketing, branding, and public information.
- Cultivate and implement methods to improve the department's culture and staff morale/retention.
- Implement remaining SPLOST 2011 projects involving Greenway and Firefly Trails. Work to support and promote the SPLOST 2020 referendum.
- Grow new program opportunities for under-served populations.
- Augment General Fund support by increasing reliance on grants, sponsors and partners to grow programs and services; implement pricing policy change to provide opportunity for new revenue streams.
- Implement the new Computerized Maintenance Management System and evaluate efficiencies and effectiveness.

Objectives

- Work with Carl Vinson Institute and Department staff to secure quality citizen input regarding leisure opportunities within the community; draft and present final Master plan document by June 2020.
- Develop joint programs and services with Athens Community Council on Aging and the Clarke County School District that augment Leisure Service opportunities. Work with both East and West Athens Business Associations to provide community special events. Seek new additional partnerships that align with the Department mission.
- Complete and implement the first phase of a marketing plan that expands the use of social media to enhance outreach to a younger, presently underserved clientele; pursue and cultivate avenues to strengthen departmental branding and to share positive experiences, opportunities, and stories about the department.
- Implement and evaluate new programs that focus on employee growth to include succession planning and recognition/reward opportunities; conduct staff surveys to evaluate each program. Seek avenues for more employee feedback, input and interaction.
- Evaluate impact of additional SPLOST funded trails and bridges along the Greenway and Firefly Trail systems. Implement partial year funding and present plans for twelve month operations for FY21 budget.
- Continue development of new Grand Slam program, Mayor's Youth Council, summer teen camps, senior wellness programs, and therapeutic recreation opportunities all in an effort to address under-served populations within Athens-Clarke County.
- Research and submit applications for a minimum of six new grants to support department programs and/or facility enhancements. Evaluate all programs in accordance with adopted pricing policy and submit incremental fee changes as deemed appropriate.

- Implement City Works software by securing needed hardware and working with consultants to transition appropriate data. Continue to monitor efficiencies and make required adjustments as needed.

Performance Measures

LEISURE SERVICES

Performance Measure	GOAL	FY14	FY15	FY16	FY17	FY18	FY19 Q1-2	FY19 Notes
WE BUILD A HEALTHIER AND MORE LIVABLE COMMUNITY								
Acres of park land per 1,000 citizens	9.6 acres per 1,000 residents	21.36	21.36	21.36	21.42	21.69	21.69	NRPA Benchmark Latest census totals 116,714 residents; includes developed and undeveloped land (2,500 acres currently); FY19 is ~2,600 acres due to Rails to Trails/Greenway expansions
Acres of developed land for recreation	Data Only	1973	1973	1,973	1,973	1,980	1,980	FY18 includes the addition phase 1 of Rails to Trails; FY19 includes next phase of Rails to Trails and Greenway
Acres of undeveloped land for conservation	Data Only	520	520	520	527	552	552	FY18 will add 25 acres for Matthew Motors property
# of developed parks per residents	1 for every 2,266 residents	1 for every 5,836 residents	1 for every 5,836 residents	1 for every 5,836 residents	1 for every 5,836 residents	1 for every 5,558 residents	1 for every 5,558 residents	NRPA Benchmark Any site with added recreation amenities; 21 developed sites for public access
Miles of bike and walking trails	Data Only	35	40	40	40	45	45	FY18 will add 4 miles of Greenway and 1 mile of Rails to Trails; FY19 will add 11 miles of Rails to Trails and Greenway combined
WE CREATE OPPORTUNITIES TO LEARN, CREATE, AND PLAY								
# of programs offered	Data Only	NA	NA	967	978	1,030	541	
# of program participants	Data Only	NA	NA	15,923	16,104	15,539	7,943	
# of aquatic visitors	Data Only	39,796	38,670	32,630	38,934	44,682	17,976	
# of scholarship participants	Data Only	NA	NA	971	1,328	966	446	Number of participants is anticipated to decrease based on policy changes in FY18
Scholarship discount % of total program revenue	Data Only	NA	NA	38%	56%	23%	7%	Percentage of discounts is anticipated to decrease based on policy changes in FY18
# of after school participants	Data Only	NA	NA	92	107	81	57	Roster Report
Number of grants awarded	≥12	2	3	7	4	4	1	
Cash value of grants awarded	$150,000	$35,000.00	$80,050.00	$78,205.00	$13,673.00	$61,793.00	$10,000.00	
Value of donations & sponsors	$100,000	$35,876.15	$21,671.16	$31,099.94	$46,227.76	$22,258.53	$18,027.00	
# of volunteers & volunteer hours	≥ 2,000 ≥ 40,000 hrs	1,701 20,040 hrs	1,652 24,091 hrs	1,507 22,417 hrs	1,432 30,213 hrs	1,114 23,183 hrs	785 8,883 hrs	
Monetary value for volunteers	Data Only	$445,890.00	$555,779.37	$528,144.52	$736,849.00	$572,388.27	$219,321.27	Hourly value of $24.69 is from
WE PROVIDE QUALITY PARKS, PROGRAMS, AND FACILITIES THAT ARE VALUED BY OUR CITIZENS								
Annual operating budget per capita	$77.32 of annual	61.60	61.69	$62.67	$65.01	$66.78	$67.71	NRPA Benchmark
Revenue vs Expenditures	≥ 20%	15%	15%	15%	16%	15%	14%	
# of FT staff per 10,000 residents 7.3 Staff members	7.3 = 100%	86%	86%	86%	86%	86%	86%	NRPA Benchmark FY18 budget reallocates one position to the Sustainability Office and adds another through SPLOST
Recreation user satisfaction	90%	NA	NA	97%	97%	90%	86%	FY16 and FY17 will be for summer camps only; FY18 includes all programs and camps
# of facility rentals (includes special events)	Data Only	NA	NA	1,755	1,869	1,887	986	
% of repeat program participants	≥ 90%	NA	NA	69%	85%	81%	69%	This number may reduce due to cap limits in the new scholarship program

Leisure Services

Budget Highlights

- The Approved FY20 Budget includes fee increases which will generate an additional $26,000 of revenue for the General Fund. These fee changes are consistent with the pricing policy approved by the Mayor and Commission in December 2018.
- The budget includes $30,000 for a full year of funding for the Grand Slam Program.
- An increase of $25,800 is budgeted for the purchase of support hardware for CityWorks implementation and ongoing software costs.
- A vacancy estimate is approved, reducing General Fund Personal Services expenses by $140,900.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$5,206.3	$5,787.1	$6,115.3	$5,902.2	$115.1	2.0%
Operating	$2,099.4	$2,115.4	$2,210.7	$2,193.4	$78.0	3.7%
Total	$7,305.7	$7,902.5	$8,326.0	$8,095.6	$193.1	2.4%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$941.8	$2,166.3	$2,211.8	$2,167.1	$0.8	0.0%
Arts Division	$1,783.2	$1,314.6	$1,360.0	$1,333.0	$18.4	1.4%
Park Services	$1,834.5	$0.0	$0.0	$0.0	$0.0	--
Recreation Division	$2,745.9	$2,645.7	$2,784.5	$2,713.7	$68.0	2.6%
Nature Division	$0.3	$1,775.9	$1,969.7	$1,881.8	$105.9	6.0%
Total	$7,305.7	$7,902.5	$8,326.0	$8,095.6	$193.1	2.4%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$7,290.9	$7,902.5	$8,291.0	$8,060.6	$158.1	2.0%
Special Programs Fund	$0.0	$0.0	$35.0	$35.0	$35.0	--
Water & Sewer Fund	$14.8	$0.0	$0.0	$0.0	$0.0	--
Total	$7,305.7	$7,902.5	$8,326.0	$8,095.6	$193.1	2.4%

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations		FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund						
D-49	Pool Repairs and Renovations	17.9	-	90.0	-	790.2
D-52	Park Equipment - Replacement / Life Cycle	2.5	-	50.0	-	471.0
General Capital Fund Total		*20.4*	-	*140.0*	-	*1,261.2*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	73	73	75	73	0

Magistrate Court

Mission

The Mission of the Magistrate Court is to deliver justice to the citizens of Athens-Clarke County by:

(1) Ruling on disputed civil claims or approving mutual settlements in civil cases involving:

(a) Claims up to $15,000;
(b) Dispossessory proceedings between landlords and tenants;
(c) Abandoned motor vehicle foreclosures;
(d) Personal property foreclosures; and
(e) Garnishments.

(2) Managing preliminary matters in criminal cases by:

(a) Having a judge available 24 hours a day, seven days a week (including holidays) to consider requests for the issuance of arrest warrants and search warrants in misdemeanor and felony cases;
(b) Conducting hearings seven days a week (including holidays) to set bail for persons arrested, including the imposition of special conditions of pre-trial release;
(c) Communicating with victims of domestic violence and victims of other violent or sex crimes to determine safety issues prior to consideration of bail;
(d) Presiding over felony preliminary hearings;
(e) Presiding over warrant application hearings brought by both private citizens and law enforcement officials;
(f) Assigning a Superior Court Judge to each criminal case where bond has been set by a Magistrate Court Judge (by Special Order of the Superior Court Judges, entered January 10, 2005).
(g) Assigning a State Court Judge to each criminal case where bond has been set by a Magistrate Court Judge (by Special Order of the State Court Judges, entered December 20, 2016).
(h) Conducting hearings to set bail for persons arrested after indictment (true bill) by the grand jury on cases where the Magistrate Judge would otherwise have the authority to set bail (by Special Order of the Superior Court Judges, entered January 11, 2006).

(3) Appointing defense counsel and presiding over the trial, sentencing, and probation revocation hearings in cases involving misdemeanor deposit account fraud ("bad checks") up to $1,500.

Goals and Objectives

Goal #1

Continue to provide the highest level of services to the public by maximizing office efficiency and accuracy.

Objective #1

(a) Employ clerk staff sufficient to meet the operational needs of the Court.
(b) Train new employees.
(c) Continue to meet all statutory mandates for the scheduling and resolution of cases.
(d) Maintain a current calendar with no backlog of pending cases.
(e) Continue to maintain clerical errors and omissions below 5%. Continue to maintain errors on Statement of Claims, Dispossessory Warrants and Warrant Applications below 6%.

Goal #2

Continue to seek input both internally from department staff and externally from the judicial and legal community, the business community, and other interested parties on ways to improve the operation of the court, and make ongoing revisions to court procedures and court policies to implement the suggestions

Objective #2

(a) Continue to hold quarterly staff meetings and receive input from the judges and court staff on department policies and procedures.
(b) Schedule periodic forums with members of the legal community, business community, and other interested parties to solicit input on ways to improve court operations.
(c) Continue to participate in the monthly Legal Pop-up Clinics and provide information to the public on the resources available in Magistrate Court and provide copies of Magistrate Court forms.
(d) Continue to participate in the training of new police officers and sheriff's deputies on court procedures.
(e) Maintain open communication and coordination with all law enforcement.

Goal #3

Maximize the use of computer technology and the Internet to enhance and streamline court functions.

Objective #3

(a) Maintain and update the court's webpage to ensure public access to information about the Magistrate Court, including links to frequently requested forms.
(b) Continue using the Electronic Warrant Interchange (EWI) program for efficient issuance of warrants.
(c) Continue using specialized software for access to police reports, which reduces paperwork, reduces the workload of police and court staff, and protects unauthorized release of information.
(d) Work with the County Law Library staff and its Legal Clinic volunteers to provide information about Magistrate Court.

Goal #4

Develop and implement new data management system with SPLOST funds.

Objective #4

(a) In coordination with court, jail and law enforcement staff, develop data exchange system for sharing criminal records information.
(b) Work with Court Administrator to develop and implement a new case management system to manage civil cases, garnishments, and to promote other automated processing.
(c) Implement imaging project for all case files stored off-site.

Magistrate Court

Performance Measures

	Actual			CY 18 Performance Measures	
	CY16	CY17	CY18	Goal	Actual
Goal #1					
Warrant Application Filings	265	214	198		
Criminal Arrest Warrants	6,734	7,184	6,310		
Search Warrants	382	364	241	80% Returned	**90%**
Criminal Hearings	3,246	3,313	2,916	5% Error Rate	**5.3%**
Civil Filings	6,231	5,649	4707	5% Error Rate	
Civil Hearings	2,309	2,302	1853	5% Error Rate	**4.7%**
Garnishment Answers	1,807	2,200	1,453	5% Error Rate	**1%**
Goal #2	100%	100%	100%	100%	Met
Quarterly Staff Meetings (4 sessions)	100%	100%	100%	100%	Met
Annual Community Meeting (1 session)		100%	9 sessions	100%	900%
Goal #3 – Technology					
Magistrate Court Web Page Views	12,925	9,616	9,309	10% Increase	Not Met
Arrest Warrants by EWI	5,205	5,486	5,118	80% Electronic	95%
Blood Search Warrants by EWI	30	10	4	100% Returned	Met
Dispossessory E-Filing	176	279	255	10% Increase	Not Met
Public use of County Law Library (New)					
Goal #4					
Data Exchange	90%	90%		90%	Met
New case management system	80%	80%		80%	Met
Imaging & Scanning (Off-site Files)	20%	20%		20%	Met
Financials (transactions in dollars)	$922,462	$993,315	$807,894	5% Increase	Not Met

Budget Highlights

The FY20 Approved Budget for Magistrate Court includes an additional $11,462 for operating expenses. There are no other significant changes to the FY20 Approved Budget for Magistrate Court.

Magistrate Court

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$726.0	$803.2	$807.5	$802.7	($0.5)	-0.1%
Operating	$58.4	$60.7	$72.2	$72.2	$11.5	18.9%
Total	$784.4	$863.9	$879.7	$874.9	$11.0	1.3%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Court Operations	$463.2	$519.3	$541.2	$536.4	$17.1	3.3%
Court Judge's Office	$321.2	$344.6	$338.5	$338.5	($6.1)	-1.8%
Total	$784.4	$863.9	$879.7	$874.9	$11.0	1.3%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	11	11	11	11	0

Manager's Office

Mission & Goals

The Office of the Manager is responsible for the implementation of all policies, programs, contracts, ordinances, and resolutions as approved and directed by the Mayor and Commission. This office performs the administrative functions of the government which support the activities of the Mayor and Commission. The ACCGOV Charter dictates the authority and the responsibility of the Manager.

Goals/Objectives

During FY20, the Manager's Office will focus on the following goals and objectives:

- Guide the organization to produce a positive year-end fund balance while minimizing operational and service delivery interruptions.
- Continue to monitor and evaluate both short-term and long-term financial projections and develop recommendations to meet future operational challenges and/or opportunities.
- Assist in finalizing the SPLOST 2020 referendum and if approved, establishing the implementation plan.
- Assist the Mayor and Commission in their efforts and intent to reform the criminal justice system.
- Work with the Transit Department to implement a tiered approach to Fare Free Transit as directed by the Mayor and Commission.
- Continue the management of the SPLOST 2011 Program and pursue the closeout phase of the 2005 Program.
- Assist the Mayor and Commission in their efforts and intent to create more affordable housing and mixed income neighborhoods within Athens-Clarke County.
- Support the Public Utilities Department in, evaluating potential future water source alternatives, and implementing the service delivery plan.
- Continue to support the Solid Waste Department's efforts to refine and enhance solid waste reduction efforts in an effort to meet defined Mayor and Commission goals. Adjust rates to fully realize revenue recovery in each cost center.
- Assist the Mayor and Commission in the efforts and intent to invest in human infrastructure.
- Work with relevant departments to begin conversion to a fully digital plans review process.
- Work with Corrections on programs to create opportunities for rehabilitated offenders.
- Work with the Mayor's Commission on Youth to identify opportunities for at-risk youth.
- Monitor ACCGOV's ability to maintain competitive market wage adjustments and benefits to retain employees and participate in the comprehensive wage and salary study.
- Facilitate the completion of the Sustainability Plan. Further, to develop a strategy for ACCGOV to become 100% clean and renewable energy by 2035.
- Coordinate the transition to a more centralized model of GIS governance.
- Implement a performance metrics initiative tied to the M&C Strategic Commitments.
- Coordinate and cooperate with Office of Operational Analysis studies in order to seek improvements to government functions and efficiencies.
- Identify funding and partnership opportunities to implement various Corridor study recommendations (Atlanta Hwy, Lexington Rd, Prince Ave).
- Monitor and report on progress of the FY19 M&C Goals and Strategies, establish a link with ongoing agenda items, and implementing FY20 budget goals.
- Continue to work with economic development staff to capture new prospects and encourage growth of existing business and industry, as well as to establish a program to assist with the development of entrepreneurialism, particularly with respect to minority business development.

- Encourage the Police Department to continually strengthen its culture of community oriented policing and to conduct its operations in an open and transparent manner.
- Support the implementation strategies for Envision Athens and the Comprehensive Plan.
- Foster leadership development and new initiatives within the Unified Government through the Innovation Ambassador program and participating in the Alliance for Innovation, Peake Academy and other efforts.
- Continue to explore options to engage, educate, and inform citizens of Athens-Clarke County regarding the functions, policies, and programs of the Unified Government (i.e. Citizens Academy).
- Continue to staff and advise the Government Operations Committee and Legislative Review Committee.
- Work towards the development of the Athens-Clarke County Emergency Management Plan 5-year update.
- Work towards implementation of the City Works platform for PUD, Leisure Services, Central Services, and T&PW.
- Support the efforts of Organizational Development to implement a meaningful Executive Coaching Program and organizational succession plan.
- If approved by the voters, assist in the coordination and implementation of the TSPLOST program.
- Work with the Economic Development Department and the Attorney's Office to create the first tax allocation district in Athens-Clarke County.

Performance Measures

Organizational Development

Performance Measure	Goal	FY17	FY18 (Q1)	Methodology	Reference
At the heart of Organizational Development, we create meaningful programs					
% of participants that purport they developed new skills or competencies after attending an OD program	*80%*	*New measure for FY18*	97.3%		
% of participants that rated facilitator as effective	*80%*	*New measure for FY18*	99.4%		
% of participants that purported OD program was key to their success	*80%*	*New measure for FY18*	98.0%		
% of participants that said they would recommend the OD program to others	*80%*	*New measure for FY18*	98.2%		indicates customer satisfaction
% of participants that "agree" they gained self-awareness following completion of OD program	*80%*	*New measure for FY18*	100%		
Total hours of training program instruction in fiscal year	*200 hours*	*New measure for FY18*	227		
% of participants that reported receiving a promotion within 1 year from completing OD training program	*30%*		*New measure for FY19*		
% of ACC employees that completed training during fiscal year	*14%*	*New measure for FY18*	12%		based on total ACC full-time employees; relates to outreach
Total hours of staff development to design/update OD training programs	*300 hours*		*New measure for FY19*		
Average training cost per trainee- $ investment in training	*Data only*	*New measure for FY18*	$ 112.15	*supplies+refreshments +(trainer salaries per hour*hours of training)/# of people trained*	
# of participants that completed training during fiscal year	*250*	*New measure for FY18*	205		*contextual measure*

Manager's Office

Performance Measure	Goal	FY17	FY18 (Q1)	Methodology	Reference
and learning experiences that support strategic relationships.					
% of participants that made new contacts to expand their network	*80%*		*New measure for FY19*		
% of participants that "agree" they gained self-awareness following completion of OD coaching experience	*80%*		*New measure for FY19*		
% of participants that purported OD learning experience was important to their success	*80%*		*New measure for FY19*		*includes coaching, Innovation Ambassadors, Executive onboarding*
% of participants that rated coach/facilitator as effective	*80%*		*New measure for FY19*		
Total hours of learning experience engagement	*100*	*New measure for FY18*	80		
# of participants that a learning experience during fiscal year	*100*	*New measure for FY18*	54		*contextual measure*
% of ACC employees that completed learning experience during fiscal year	*5%*	*New measure for FY18*	3%		based on total ACC full-time employees; relates to outreach

Public Information Office

Performance Measure	*Goal*	*FY14*	*FY15*	*FY16*	*FY17*	*FY18*	*FY19 (Q2)*	*FY18 (Pace)*	*FY19 (Q2) Notes*
The Public Information Office provides clear and open communications through a variety of outlets about the government's goals, activities, and services									
Website visitors	*Data Only*	1.49 million	1.60 million	1.80 million	1.89 million	2 million	452,852	1.02 million	
Website pageviews	*Data Only*	4.46 million	4.12 million	4.54 million	4.23 million	4.3 million	886,918	2.07 million	
Website notification subscriptions (all notifications)	*Data Only*	24,466 (1/1/14)	27,145 (1/1/15)	N/A	33,878 (6/14/17)	37,818	N/A	43,124	
Number of downloads from website	*Data Only*	558,721	1.1 million	685,795	732,801	1.1 million	244,485	518,735	
NewsFlashes distributed	*52*	56	59	61	52	103	18	34	
NewsFlash items posted on accgov.com homepage	*75*	N/A	N/A	N/A	50 (11/16 - 6/17)	206	52	98	
Number of social media accounts managed (@accgov)	*Data Only*	N/A	N/A	N/A	8	8	7	7	Twitter, Instagram, Facebook, LinkedIn, YouTube, Vimeo, Nextdoor (Google+ is being removed)
Social media following/subscribers for main ACC accounts	*TBD*	N/A	N/A	N/A	N/A	12,190	13,066	13,066	Twitter, Instagram, Facebook, LinkedIn, YouTube, Vimeo (not counting Nextdoor)
Minutes of video watched on social media	*Data Only*	N/A	N/A	N/A	N/A	166,804	48,801	87,580	
Hours of Mayor & Commission meetings broadcast / streamed	*Data Only*	28:24	28:57	43:54	48:17	53:31	16:35	32:17	
Minutes of non-meeting video produced	*360*	N/A	N/A	N/A	236 (11/16 - 6/17	276	74	107	
Number of offices featured in videos | newsflashes | homepage	*TBD*	N/A	N/A	N/A	7 | 20 | 19	28 | 21 | 25	N/A	19 | 22 | 24	Offices include departments and divisions
Number of film project inquiries assisted	*Data Only*	N/A	7	11	23	25	9	17	
Number served in outside group presentations, panels & tours	*Data Only*	N/A	N/A	N/A	N/A	185	16	63	
Public digital displays managed	*Data Only*	9	9	9	9	7	7	7	GDOL & DFCS do not currently display ACTV
and coordinates and collaborates with other departments' communications staff.									
Number of department website liaisons trained	*Data Only*	N/A	56	15	13	32	9	12	
Number of department social media liaisons trained (SM@RT Team)	*Data Only*	N/A	N/A	16	22	10	6	10	
Number of social media accounts monitored	*Data Only*	N/A	N/A	N/A	70	73	96	96	
Number of locations claimed and monitored in Google Business	*Data Only*	N/A	N/A	N/A	N/A	93	96	96	
Social Media Resource & Training (SM@RT) Team Best Practice & Training Session Hours	*8*	N/A	N/A	N/A	6	7.5	3.5	5.25	

Sustainability Office

Outcomes and Performance Measures	Current Goal	FY14	FY15	FY16	FY17	FY18	Data Source	Comments or Analsys
We work with our staff and community to improve environmental stewardship,								
% of the community protected as greenspace	Increasing to ≥20% by 2020	*Under Development - FY19*						Source: ACC Sustainability Office
# of sites where natural area management is directed by an ecological management plans.	Increasing Annually	New for FY18				0	ACC Sustainability Office	"Ecological Management Plan" is defined as a long-term stewardship plan with defined objectives, short-term management prescriptions, and resource needs in order to achieve defined management goals. Source: ACC Sustainability Office
# of acres of ACC-owned natural areas under management.	Increasing	-	-	-	40	51	ACC Sustainability Office	"Under Management" is defined as the implementation of intentional management actions (including taking no action) as directed by a site specific ecological management plan. Source: ACC Sustainability Office
% tree canopy cover in Athens-Clarke County.	≥45%	58.1%	63.0%	63.0%	63.0%	63.0%	ACC Central Services. New analysis not expected until FY20.	As measured by ACC sampling protocol using updated aerial photographs. New aerials are flown every 5 years (FY20). Source: ACC Central Services.
MW of renewable energy produced on, or consumed by ACC properties	Increasing Every 3 Years	5.863	5.863	5.863	5.883	6.541	ACC Sustainability Office	Source: ACC Sustainability Office
ACC fuel consumption per citizen served.	Decreasing Every 3 Years	-	-	7.2	6.8	6.5	ACC Finance & Central Services	Source: ACC Finance & Central Services
ACC water consumption per citizen served.	Decreasing ≤ 685 Gallons by 2050	857	791	744	737	742	ACC Public Utilities	685 gallons accounts for a 70% reduction from a 2007 baseline. Source: ACC Public Utilities
MMBtu's of ACC energy use avoided through conservation measures.	Increasing to ≥ 9,550	2,027	2,027	2,786	3,221	6176	ACC Sustainability Office	9,550 MBTUs accounts for a 15% reduction in facility energy use from CY2007. Source: ACC Sustainability Office
ACC greenhouse gas emissions per citizen served.	Decreasing at Five Year Intervals to ≥50% Reduction Over a 2005 Baseline	*Under Development - FY20*					ACC Sustainability Office	Source: ACC Sustainability Office
% of citizens who commute to work by driving alone.	Decreasing to ≤60% by 2050	75.6%	75.0%	74.6%	75.4%	74.6%	American Community Survey	Goal Source: STAR community rating system. Data Source: American Community Survey
% of ACC fleet that is hybrid or alternatively fueled.	Increasing to ≥50% by 2050	-	-	-	4.5%	6.5%	ACC Sustainability Office	Calculations exclude non-motorized, small engine tools, and heavy equipment.
enhance our economy,								
# of individuals engaged in Sustainability Office affiliated apprenticeships, internships, or job-training programs	4 per FTE	New for FY18				12	ACC Sustainability Office	Source: ACC Sustainability Office
% of owner occupied homes	Data Only	43.9%	42.6%	40.5%	38.5%	38.5%	American Community Survey	Source: American Community Survey
% of people living at or below the federal poverty level.	Decreasing to ≤18.5% by 2030	36.7%	35.7%	36.6%	35.2%	34.1%	American Community Survey	Goal Source: STAR community rating system. Data Source: American Community Survey
American Community Survey civilian labor force annual unemployment rate (%)	Data Only	9.2%	9.8%	9.2%	8.6%	7.6%	American Community Survey	Source: American Community Survey
Cumulative thousand square feet of green buildings in the community.	Increasing Every 3 Years to ≥3,000 by 2050	752	869	928	934	934	ACC Sustainability Office	Source: ACC Sustainability Office
% of population over 25 years with post-secondary degree attainment.	45%	44.2%	44.6%	45.9%	47.0%	47.9%	American Community Survey	Goal Source: STAR community rating system. Data Source: American Community Survey
Value of sustained budget savings associated with energy, fleet, and water conservation projects.	$400,000 by FY29	$73,700	$75,000	$75,900	$100,900	$195,917	ACC Sustainability Office	Source: ACC Sustainability Office
Value of grants, rebates, and donations affiliated with Sustainability Office activities.	Data Only	New for FY18				$64,276	ACC Sustainability Office	Source: ACC Sustainability Office
and advance social responsibility.								
Amount of fine particulate matter in outside air	≤12 μg/m³	10.2	9.7	8.8	8.2	7.6	Georgia DNR - EPD	24-hour PM2.5 calculated as the annual mean, averaged over 3 years. Sourced from the GA EPD air quality monitoring station located on Barnett Shoals Road. Source: Georgia DNR - EPD
Amount of ground level ozone found in outside air.	≤0.070 ppm	0.069	0.64	0.059	0.062	0.063		Annual fourth-highest daily maximum 8-hour concentration, averaged over 3 years. Goal source: Clean Air Act.
# of people engaged by the Sustainability Office through in-person educational and volunteer activities.	100 per FTE	New for FY18				260	ACC Sustainability Office	Source: ACC Sustainability Office
% of RS, C, O, and RM zoned properties within 1 mile of a recreational amenity.	Increasing every 3 Years to ≥70% by 2050	*Under Development - FY20*					ACC Sustainability Office	Source: ACC Sustainability Office
% of RS, and RM zones properties located with 1 mile of healthful food.	Increasing Every 3 Years ≥67% by 2050	*Under Development - FY21*					ACC Sustainability Office	Goal Srouce: USDA Food Desert Definition. Data Source: ACC Sustainability Office
% of RS, C, O, and RM zoned properties within 1 mile of transit stops or flex routes.	Increasing Every 3 Years ≥65% by 2050	*Under Development - FY21*					ACC Sustainability Office	Source: ACC Sustainability Office
% of population with health insurance coverage.	Data Only	81.8%	83.1%	83.5%	84.6%	85.3%	American Community Survey	Source: American Community Survey

Budget Highlights

The Manager's Office consists of five offices and one approved additional Office of Inclusion which are all funded through the General Fund.

- A vacancy estimate is approved, reducing Personal Services expenses by $10,000.

Administration

- Approved funding includes a Performance Management Dashboard for $40,000 in the General Fund.

Manager's Office

Public Information Office

- An additional $3,500 is budgeted to allow for a fourth insert for the Quarterly Newsletter.

Organizational Development

- There are no significant changes for this division for FY20.

Geospatial Information Office

- The budget includes increased funding for the ESRI Enterprise License Agreement to continue to maintain this software for a net increase of $50,000 in the General Fund.

Sustainability Office

- Funding for a Clean Energy Plan ($40,000) is included.

Office of Inclusion

- The Approved Budget includes $170,000 to establish an Office of Inclusion.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$1,432.5	$1,501.9	$1,713.5	$1,647.6	$145.7	9.7%
Operating	$321.1	$384.9	$545.0	$625.9	$241.0	62.6%
Total	$1,753.6	$1,886.8	$2,258.5	$2,273.5	$386.7	20.5%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Manager's Administration	$667.1	$713.8	$718.8	$754.6	$40.8	5.7%
Public Information Office	$304.4	$313.6	$413.7	$335.3	$21.7	6.9%
Organizational Development	$276.7	$290.2	$301.7	$301.7	$11.5	4.0%
Geospatial Info. Office	$222.4	$241.3	$326.5	$326.5	$85.2	35.3%
Sustainability Office	$283.1	$327.9	$377.8	$385.4	$57.5	17.5%
Office of Inclusion	$0.0	$0.0	$120.0	$170.0	$170.0	--
Total	$1,753.7	$1,886.8	$2,258.5	$2,273.5	$386.7	20.5%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$1,747.8	$1,878.8	$2,258.5	$2,273.5	$394.7	21.0%
Special Programs Fund	$4.0	$8.0	$0.0	$0.0	($8.0)	-100.0%
Grants Fund	$1.8	$0.0	$0.0	$0.0	$0.0	--
Total	$1,753.6	$1,886.8	$2,258.5	$2,273.5	$386.7	20.5%

Capital Budgets, 5-Year CIP and Project Forecast

Organizational Development

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund					
D-61 ACCGOV Talent Management Software Suite	-	-	165.0	340.0	-
General Capital Fund Total	-	-	*165.0*	*340.0*	-

Public Information Office

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund					
D-62 Website & eGovernment Enhancements	67.8	10.0	15.0	-	255.0
D-63 ACTV & Multimedia Production Equipment	77.3	20.0	15.0	-	180.0
D-65 Pop-up Van	-	-	27.5	-	-
General Capital Fund Total	*145.1*	*30.0*	*57.5*	-	*610.0*

Sustainability Office

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund					
D-68 Energy Action Plan (New)	-	-	30.0	-	75.0
General Capital Fund Total	-	-	*30.0*	*180.0*	*645.0*

Authorized Positions

Fulltime Authorized Positions	FY18	FY19	FY20 Requested	FY20 Approved	▲
Manager's Administration	5	5	5	5	0
Public Information Office	3	3	4	3	0
Organizational Development	3	3	3	3	0
Geospatial Info. Office	2	2	2	2	0
Sustainability Office	2	2	2	2	0
Office of Inclusion	0	0	0	1	1

Mayor & Commission

Mission

The Mayor and Commission serve as the governing authority of the Unified Government of Athens-Clarke County with powers and jurisdiction throughout the territorial limits of Athens-Clarke County. The Mayor and Commission are elected to establish policy through the adoption of Ordinances and Resolutions, and are responsible for placing in effect the powers conferred by the Charter, which created the Unified Government of Athens-Clarke County; and for the promotion and protection of the safety, health, peace, security, and general welfare through ordinances, resolutions, rules, and regulations. The Mayor and Commission have the power to set tax rates and adopt a budget. It is the responsibility of the Mayor and Commission to assure the cost efficient and effective delivery of quality services to every citizen and entity in a fair and equitable manner, and to act as liaison and advocate for citizens experiencing problems with, or needing information from government services.

Clerk of Commission

The Clerk of the Commission directs the activities necessary to prepare for Commission meetings and dispenses information regarding the decisions and actions of the Commission.

Performance Measures

	Actual			Forecast		
	FY14	**FY15**	**FY16**	**FY18**	**FY19**	**FY20**
Provide support for Mayor and Commission Meetings						
Regular	12	12	12	12	12	12
Agenda	12	12	12	12	12	12
Special	8	8	13	20	17	20
Agenda items processed for Mayor and Commission staff and posting to website for public	200	200	185	200	245	225
Open records requests processed			171	210	250	250
Contracts processed for the Mayor's signature	250	250	244	250	290	250
Work requests processed			205	300	313	400
Boards, authorities and commissions applications			102	150	120	150

Mayor & Commission

Budget Highlights

There are no significant changes in the FY20 budget.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$551.6	$590.0	$580.4	$580.4	($9.6)	-1.6%
Operating	$23.8	$41.0	$45.1	$45.1	$4.1	10.0%
Total	$575.4	$631.0	$625.5	$625.5	($5.5)	-0.9%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Mayor's Office	$136.9	$148.4	$154.6	$154.6	$6.2	4.2%
Commission's Office	$263.6	$300.3	$289.2	$289.2	($11.1)	-3.7%
Clerk of Commission	$174.9	$182.3	$181.7	$181.7	($0.6)	-0.3%
Total	$575.4	$631.0	$625.5	$625.5	($5.5)	-0.9%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions					
Mayor's Office	1	1	1	1	0
Clerk of Commission	2	2	2	2	0

Municipal Court

Mission

The mission of the Municipal Court is to fairly, efficiently and accurately adjudicate state misdemeanor and traffic cases; county ordinance cases; and county administrative cases in accordance with the laws of the United States; the State of Georgia; and the Charter and Municipal Code of the Unified Government of Athens-Clarke County.

Goals

The Municipal Court's goals are to:

- Treat all who have business before the Court with courtesy and respect.
- Apply the law fairly, impartially, and efficiently.
- Deter criminal behavior and reduce recidivism through the imposition of prompt and appropriate sentences and sanctions, designed to address the individual circumstances of each case.
- Manage dockets, calendars, and processes to guarantee the timely and accurate disposition of court cases.
- Protect the integrity of the Court's proceedings and processes.
- Collect and manage public funds accurately and securely.
- Through all of these goals, to engender public confidence in the Municipal Court; for the Unified Government of Athens-Clarke County; and for the judicial system as a whole.

Objectives

- To implement a court notification system that will remind individuals of court dates, and other important deadlines, in order to dispose of cases more efficiently and increase customer satisfaction with the court
- To continue scanning old paper files into the new case management system with the goal of reducing or eliminating off-site storage costs
- To partner with other departments (Athens-Clarke County Police Department, Athens-Clarke County Probation, Athens Clarke County Clerk of Court for State and Superior Court) in linking our computer databases to allow for the free flow of information thereby increasing the accuracy of information across all departments.

Performance Measures

	Actual			Forecast	
	FY16	**FY17**	**FY18**	**FY19**	**FY20**
Criminal/Traffic	19,080	16,001	16,463	17,164	18,198
Ordinance	250	245	348	350	350
Red Light Camera	6,782	7,149	9303	9,890	9,900
School Bus Camera	580	537	586	580	600
Administrative Hearings	53	12	15	25	30
Parking	3.241	3,268	3,022	3275	3,300
Total Cases	29,986	27,212	29,737	30,474	32,378

Municipal Court

Budget Highlights

- The FY20 Approved Budget includes an increase of $16,000 to the salary of the Municipal Court Judge (from $82,000 to $98,000).
- The FY20 Approved Budget for the Municipal Court also includes $15,000 for Court Notification Software.
- There are no other significant changes for the FY20 Approved Budget.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$525.9	$582.4	$602.6	$617.1	$34.7	6.0%
Operating	$59.1	$70.8	$83.3	$83.3	$12.5	17.7%
Total	$585.0	$653.2	$685.9	$700.4	$47.2	7.2%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Court Operations	$415.0	$479.6	$511.7	$507.3	$27.7	5.8%
Judge's Office	$170.0	$173.6	$174.2	$193.1	$19.5	11.2%
Total	$585.0	$653.2	$685.9	$700.4	$47.2	7.2%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$580.0	$653.2	$685.9	$700.4	$47.2	7.2%
Grants Fund	$5.0	$0.0	$0.0	$0.0	$0.0	--
Total	$585.0	$653.2	$685.9	$700.4	$47.2	7.2%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	10	10	10	10	0

Operational Analysis

Mission

The Office of Operational Analysis (formerly the Auditor's Office) was created by the Charter of the Unified Government of Athens-Clarke County to "conduct a continuing internal audit of the fiscal affairs and operations of every department, office, and agency of the Unified Government." The mission of the Office of Operational Analysis is to provide quality internal audit services through independent and objective reviews and assessments of the activities, operations, financial systems, and internal accounting controls that supports the Mayor and Commission's adopted goals and strategies; to make recommendations that will improve governance, risk management, control processes, and value for money, all with the intent of enhancing the efficiency and effectiveness of government operations for the benefit of Athens-Clarke County.

Objectives

Deliver value and impact through:

1. Continuing to work with the Audit Committee
2. Development of a work plan composed of relevant, important issues
3. Development and application of objective reviews and operational assessments
4. Actively using technology to maximize impact
5. Working collaboratively with Athens-Clarke County departments and agencies
6. Providing valuable recommendations for the services and programs offered
7. Completing audits in a timely manner
8. Striving to continuously improve performance by using modern technology

Performance Measures

	Actual			Forecast	
	FY16	**FY17**	**FY18**	**FY19**	**FY20**
Number of Audit Assignments/year.	3	3	3	3	2
Percent of audits plan/completed.	50%	100%	0%	100%	100%
Achieve Professional Certification (CIA).	-	-	-	1	2
Percentage of recommendations approved per audit by the Audit Committee.	-	-	-	80%	80%
Number of recommendations past due.	-	-	-		
Percentage of Surveys responses sent/received.	-	-	33%	80%	80%
Attend two professional conferences/meet annual CPE requirement.	0%	100%	100%	100%	100%

Budget Highlights

- The FY20 Approved Budget for Operational Analysis includes an increase of $14,211 for a new storage system.
- Operational Analysis also requested the following items which were not recommended nor approved:
  - $21,370 for a part-time position.
  - $6,455 for additional operating costs.

Operational Analysis

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$217.0	$253.8	$274.5	$248.7	($5.1)	-2.0%
Operating	$27.6	$26.9	$43.2	$41.1	$14.2	52.8%
Total	$244.6	$280.7	$317.7	$289.8	$9.1	3.2%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	3	3	3	3	0

Other Financing Uses

Mission

Other Financing Uses Budget includes transfers from one fund to another. Transfers from the General Fund to other funds are principally to provide additional financial support for the operations and programs within those funds or to meet legal requirements. Transfers between other funds are typically the reimbursement of the cost for support provided by another fund or to meet legal requirements.

Budget Highlights

- Transfers from the General Fund to the General Capital Projects Fund decrease from $3.2 million in FY19 to $2.0 million in FY20, a decrease of $1.2 million or 38%.
- Transfer from the General Fund to the Economic Development Capital Fund decrease $25,000 (11%), from $225,000 in FY19 to $200,000 in FY20.
- Transfers from enterprise and internal service funds increase $316,100 (10%) due to an increase in costs for Other Post-Employment Benefits (OPEB).

For more information on interfund transfers see page E-36.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$9,343.0	$6,908.9	$13,759.6	$6,093.5	($815.4)	-11.8%
Hotel/Motel Fund	$190.0	$190.0	$190.0	$190.0	$0.0	0.0%
Special Programs Fund	$9.9	$0.0	$0.0	$0.0	$0.0	--
Sheriff Inmate Fund	$19.6	$35.0	$35.0	$35.0	$0.0	0.0%
General Capital Project Fd	$84.0	$0.0	$0.0	$0.0	$0.0	--
Airport Fund	$61.8	$68.5	$74.6	$74.6	$6.1	8.9%
Landfill Fund	$290.1	$307.8	$331.3	$331.3	$23.5	7.6%
Transit System Fund	$567.3	$569.6	$627.1	$652.1	$82.5	14.5%
Water & Sewer Fund	$1,331.9	$1,555.2	$1,733.6	$1,733.6	$178.4	11.5%
Solid Waste Fund	$210.6	$243.1	$268.5	$268.5	$25.4	10.4%
Storm Water Utility Fund	$294.4	$350.0	$379.6	$379.6	$29.6	8.5%
Water/Sewer Construc. Fd	$103.0	$107.4	$0.0	$107.4	$0.0	0.0%
Internal Support Fund	$33.7	$38.5	$41.5	$41.5	$3.0	7.8%
Fleet Management Fund	$82.9	$96.0	$104.0	$104.0	$8.0	8.3%
Insurance & Claims Fund	$47.9	$40.0	$43.0	$43.0	$3.0	7.5%
Health Insurance Fund	$25.3	$28.4	$30.4	$30.4	$2.0	7.0%
Total	$12,695.4	$10,538.4	$17,618.2	$10,084.5	($453.9)	-4.3%

Other General Administration

Mission

Other General Administration includes responsibilities and expenses not related to any one department, general governmental costs, expenditures budgeted for but not yet allocated to a specific department or project, and the government's operating contingency. The Finance Director develops the Budget for Other General Administration.

Budget Highlights

The FY20 Budget for Other General Administration across all funds includes the following items as well as other costs:

- Funding for health insurance for retirees (or Other Post-Employment Benefits – OPEB) is $5.7 million. $5.4 million of this amount is budgeted in the General Fund and covers OPEB costs for the General Fund, enterprise funds, and internal service funds. The budget for OPEB in other funds totals $316,000.
- $1.9 million ($1.3 in the General Fund) is budgeted for the Self- Funded General Liability program
- This budget includes $1.8 million ($1.3 million in the General Fund) to fund the government's Employee Performance Management Program. The Performance Management Program is designed to reward and retain current employees who meet the highest levels of performance. The Mayor and Commission have authorized the Manager to transfer these funds to department budgets for implementation.

The General Fund Other General Administration includes the following:

- $4,000,000 for a “Prosperity Package” to be invested in programs and partnerships with other agencies to reduce the poverty rate in Athens-Clarke County
- Pension funding for enterprise funds and internal service funds ($2.2 million)
- $200,000 to be used for Mayor and Commission directed initiatives
- $128,000 for the Government’s participation in the Northeast Georgia Regional Commission
- $110,000 for auditing and accounting fees
- $100,000 to provide support for emergency medical services through a contract with Athens Regional Medical Center
- An Operating Contingency of $1,313,500, which is $513,500 more than FY19 and is less than 1% of the total General Fund operating budget
- Seed funding for initiatives that emerge from the Envision Athens Program ($75,000)
- $24,000 for the employee/retiree Holiday Luncheon and $17,000 for an employee Spring event.
- The FY20 budget for Other General Administration also includes the Government’s dues and memberships to the organizations listed below.

Georgia Municipal Association	23,800
Association of County Commissioners of Georgia	13,100
Athens Area Chamber of Commerce	3,700
Georgia Forestry Commission	3,600
National Association of Counties	2,400
Other	3,400
Total	$50,000

Other General Administration

Other General Administration in the Hotel/Motel Tax Fund includes the following programs:

Community Events Programs (in partnership with ADDA)	90,000
Mayor's Community Improvement Program	20,000
Annual Fireworks Show	25,000
Community Events/Festivals	40,000
Athens Heritage Foundation – Insurance for Lyndon House Exhibits	1,200
Total	$176,200

Included within the Other General Administration section of the Enterprise Funds (Airport, Landfill, Transit, Water and Sewer, Solid Waste, and Storm Water) and the Building Inspection Special Revenue Fund are payments to the General Fund for administrative overhead expenses. This amount in FY20 is $2,625,200, $104,500 or 4.1% more than FY19. The overhead allocation helps recover the actual costs included in the General Fund needed to administratively support the Enterprise Fund Operations.

Also included in the Other General Administration section of the enterprise and internal service fund budgets is the depreciation expense for capital assets owned by each enterprise or internal service fund. To comply with Generally Accepted Accounting Principles, the depreciation of capital assets in Enterprise Funds must be recorded. Depreciation expenses are "non-cash" expenses which help build working capital funds for future capital and equipment replacement. Total depreciation in FY20 is $15.8 million, similar to FY19.

Almost all expenses (except for administrative costs) for the Self-Funded Insurance and Claims Fund and the Health Benefit Insurance Internal Service Fund are included in the Other General Administration Budget. The Self-Funded Insurance and Claims expense budget for Other General Administration in FY20 is estimated to be $2.9 million to fund current claims for workers' compensation, general liability and the current cost of insurance. This represents an increase of $150,000 over FY19 (5.5%). The budgeted expenses for the Self-Funded Health Insurance Program for employees are estimated to be $14.7 million in FY20, a decrease of $757,000 from the FY20 Budget. For more information on these funds in total, see pages E34 and 35.

Capital Budgets, 5-Year CIP and Project Forecast

			5-Year CIP		
	FY18 Year	FY19	FY20	FY21-24	FY25-29
Capital Appropriations	End Balance	Budget	Approved	Proposed	Proposed
General Capital Fund					
D-69 Public Art Program	89.7	15.0	20.0	-	100.0
General Capital Fund Total	*604.1*	*15.0*	*20.0*	-	*600.0*

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$7,761.7	$11,467.8	$12,387.0	$16,650.5	$5,182.7	45.2%
Hotel/Motel Fund	$77.7	$140.7	$141.2	$176.2	$35.5	25.2%
CDBG Fund	$7.6	$5.8	$5.5	$5.5	($0.3)	-5.2%
Emergency Telephone Fund	$121.7	$185.3	$194.5	$194.5	$9.2	5.0%
HOME Fund	$1.3	$1.3	$0.0	$0.0	($1.3)	-100.0%
Grants Fund	$23.9	$35.6	$97.9	$97.9	$62.3	175.0%
Alt. Dispute Resolution Fund	$10.2	$16.1	$17.1	$17.1	$1.0	6.2%
Affordable Housing Fund	$0.0	$96.0	$105.2	$105.2	$9.2	9.6%
Special Programs Fund	$135.6	$86.0	$94.2	$94.2	$8.2	9.5%
Building Inspection Fund	$51.2	$80.8	$239.4	$239.4	$158.6	196.3%
Airport Fund	$493.8	$507.7	$482.1	$482.1	($25.6)	-5.0%
Landfill Fund	$1,004.2	$1,043.5	$970.1	$970.1	($73.4)	-7.0%
Transit System Fund	$2,370.2	$3,502.9	$3,376.2	$3,376.2	($126.7)	-3.6%
Water & Sewer Fund	$13,215.7	$13,498.8	$13,245.8	$13,245.8	($253.0)	-1.9%
Solid Waste Fund	$673.3	$710.0	$704.5	$704.5	($5.5)	-0.8%
Stormwater Fund	$590.1	$595.0	$816.4	$816.4	$221.4	37.2%
Internal Support Fund	$57.4	$56.0	$54.0	$54.0	($2.0)	-3.6%
Fleet Management Fund	$27.3	$45.2	$39.6	$39.6	($5.6)	-12.4%
Fleet Replacement Fund	$90.0	$90.0	$90.0	$90.0	$0.0	0.0%
Insurance & Claims Fund	$2,330.4	$2,701.8	$2,851.3	$2,851.3	$149.5	5.5%
Health Insurance Fund	$14,282.3	$15,423.3	$14,666.3	$14,666.3	($757.0)	-4.9%
Total	$43,325.6	$50,289.6	$50,578.3	$54,876.8	$4,587.2	9.1%

Planning & Zoning

Mission

To effectively manage community change in both the short and long term with regard to land use, transportation, historic preservation, urban design and overall community development in order to ensure that the natural and built environment of Athens-Clarke County are of the highest quality.

Goals

- Maintain a high level of accuracy and efficiency in the administration of the Plans Review Process, as well as in the processing of zoning decisions and appeals, and Historic Preservation related issues.
- Promote a long-range view of community planning, and assist the Mayor and Commission and the Planning Commission in focusing on more than zoning decisions.
- Improve coordination with other Athens-Clarke County departments and governmental agencies in identifying and looking at the long-term infrastructure impacts associated with new development and development-related policies.
- Expand and routinely maintain the associated departmental GIS system, and promote the integration of GIS technology into appropriate governmental functions.
- Continue to identify, recommend, and support potential solutions and alternatives to regional planning issues.
- Continue to enhance the community planning and development service capabilities of the Unified Government by providing additional equipment and training to Planning Department staff as well as the members of the appointed boards staffed by the Planning Department.

Objectives

- Afford all customers prompt, courteous, and impartial service.
- Provide the general public with reasonable access to all public information managed and retained by the Planning Department.
- Review all staff-administered (over the counter) applications within 48 hours of a complete submittal.
- Strive for all staff reports to be entirely accurate, concise, and error-free.
- Hold quarterly long-range planning sessions with the Planning Commission.
- Offer Planning staff and newly appointed board members at least one (1) significant training opportunity annually. This is subject to the availability of financial resources.

Performance Measures

PLANNING DEPARTMENT PERFORMANCE MEASURES							
Performance Measure	Goal	FY15	FY16	FY17	FY18	FY19	FY20
To effectively manage community change in both the short and long term with regard to land use, transportation, historic preservation, urban design and overall community development in order to ensure that the natural and built environment of Athens-Clarke County are of the highest quality.							
Zoning Actions and Special Use permits	Data Only	16	30	21	38	31	36
Variance requests	Data Only	13	23	21	16	15	16
% of Board and Commission applications processed and recommendations forwarded on time	95%	100%	100%	100%	100%	100%	100%
Site and/or building plans submitted through Plans Review	Data Only	232	223	254	254	192	241
Plan Reviews processed within designated time	90%	90%	90%	90%	90%	90%	90%
Zoning permits issued	Data Only	661	735	921	936	958	977
Preliminary subdivision plats	Data Only	4	1	4	4	3	4
Final subdivision plats	Data Only	54	66	78	69	91	88
Sign permits issued	Data Only	179	179	182	175	118	158
Home Occupation permits issued	Data Only	206	219	200	202	158	187
Demolition reviews	Data Only	61	87	129	111	98	101
Environmental Areas permits	Data Only	86	101	105	101	130	109
Customer service hours (phone / walk-ins)	Data Only	3500	3650	3700	3900	3925	3965
Zoning verifications	Data Only	389	371	387	393	370	352
Historic Preservation requests - staff & HPC review	Data Only	101	128	134	136	120	135
% of COAs processed at staff level as a % of total	50%	50%	50%	50%	50%	50%	60%
Number of Open Records Requests responded to with 3 business days	90%	90%	90%	90%	90%	100%	100%

Budget Highlights

- In addition to funding from the General Fund, the Planning Department uses funding for two Senior Planner positions and 25% of an additional Planner position from the Building Inspection Special Revenue Fund totaling $180,400. This includes an additional $84,500 for a position that had previously been authorized but unfunded.
- The Planning Department also receives one grant: the PL112 Transportation Planning for a total of $385,600. This grant is 80% federally funded.
- The budget includes changes to the fee schedule which is anticipated to generate an additional $17,620 in Revenue.

Planning & Zoning

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$1,332.0	$1,332.1	$1,466.0	$1,441.4	$109.3	8.2%
Operating	$275.3	$463.8	$328.3	$310.7	($153.1)	-33.0%
Total	$1,607.3	$1,795.9	$1,794.3	$1,752.1	($43.8)	-2.4%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$1,146.7	$1,176.8	$1,228.3	$1,186.1	$9.3	0.8%
Building Inspection Fund	$87.2	$88.6	$180.4	$180.4	$91.8	103.6%
Grants Fund	$373.4	$530.5	$385.6	$385.6	($144.9)	-27.3%
Total	$1,607.3	$1,795.9	$1,794.3	$1,752.1	($43.8)	-2.4%

Authorized Positions

	FY18	FY19	FY20	FY20	
			Requested	**Approved**	**▲**
Fulltime Authorized Positions	19	18	18	18	0

Motto, Vision, Mission, and Our Commitment

- To Protect and To Serve as Guardians of Athens-Clarke County.
- To build the highest levels of trust and confidence within the community through fair and impartial policing.
- To support and defend the U.S. Constitution, protect and safeguard all life, and ensure the equal protection of rights for all as we work to reduce both crime and the fear of crime.
- To embrace and practice community-oriented, problem-oriented, and constitutional policing philosophies. Educating the public, mentoring the youth, and involving community stakeholders are the foundations of our service delivery and crime prevention strategies. By acting with integrity and transparency, we are committed to enhancing community partnerships and building trust and confidence in all that we do.

Goals & Objectives

- **Goal:** Transform the ACCPD into the premier law enforcement agency.
  - Implement 100% of the funded portions of the ACCPD Strategic Vision Plan.
  - Implement relevant recommendations from the President's Task Force on 21st Century Policing, as funded by the FY20 budget.
  - Develop and implement all new departmental policies and procedures grounded in community-oriented, problem-oriented, and constitutional policing philosophies.
  - Provide the best response and safety equipment to ensure employees have the equipment necessary to do their jobs and ensure their safety.
- **Goal:** Create an agency that exhibits optimal organizational health.
  - Identify the appropriate, targeted leadership training based on the results of 2017's Organizational Leadership Assessment.
  - Develop and implement retention practices that focus on retention of existing personnel.
- **Goal:** Create a safer Athens-Clarke County.
  - Maintain and/or reduce Part I Violent Crime in calendar year 2019 to levels at the mean for crimes over the last five (5) years, while accounting for changes in the law.
  - Identify the top crime areas within Athens-Clarke County and develop appropriate strategies to reduce crime in each identified area.
  - Develop a system to identify Part I prolific offenders in order to work with the District Attorney's Office to keep the identified violent prolific offenders in custody.
  - Maintain and/or reduce levels of serious injury by vehicle and fatality crashes in calendar year 2019 to levels at or below the mean for serious injury vehicle and fatality crashes over the last five (5) years.
  - Reduce the threat to public safety presented by gang-related criminal activities by prioritizing community outreach efforts, prevention, participation in the Youth Development Task Force, and through zero-tolerance enforcement for all gang related crimes.
  - Achieve compliance with the Association of Public Safety Communications standard for answering 90 % of all 911 calls within 10 seconds.
- **Goal:** Enhance trust and legitimacy between the police department and community.
  - Sustain the Community Oriented Policing Performance System (COPPS) to focus departmental efforts on community-oriented and problem-oriented policing philosophies.
  - Increase transparency with the community through increased use of social media posts, inclusive of at least four (4) Public Service Announcements.

- Expand the types of information and documentation available through the Transparency in Policing link on the ACCPD Website to include all current Departmental policies and procedures.
- Host a minimum of two (2) Town Hall meetings at various locations within the county.
- Administer one (1) community-wide survey to gauge overall satisfaction with police services.

- **Goal: S**tabilize and sustain current service delivery strategy through appropriate allocation of personnel.
  - Review and strengthen the assigned zone officer program.
  - Develop and implement a departmental performance measures system that allows the ACCPD to demonstrate the totality of its work and allow for the reporting of traditional measures (e.g., incident reports, citations, arrests) while also focusing on non-traditional performance measures of building trust and confidence within the community (e.g., community policing hours, problem oriented policing projects, community outreach meetings, etc.).
- **Goal:** Develop the Assigned Vehicle Program to meet modern public safety demands.
  - Replace 100% of all police vehicles that are eligible for replacement under the ACCUG vehicle replacement program.
  - Complete the Assigned Vehicle Program to allow for one police officer to be assigned to one police patrol unit, thereby eliminating "pool" vehicles.
- **Goal:** Enhance the department's response to mental health crisis incidents.
  - Provide the Crisis Intervention Unit the necessary resources to meet increasing demands for service in response to mental health consumers.
  - Meet or exceed the necessary grant requirements to demonstrate full support in the efforts of the Mental Health Collaborative Grant Initiative.
  - Identify the appropriate final recommendations from the Mental Health Collaborative Grant Initiative for inclusion into departmental policies, procedures, and operations.
- **Goal:** Maintain Accreditation and Certification.
  - Maintain accreditation through The Commission on Accreditation for Law Enforcement Agencies (CALEA).
  - Maintain certification through the Georgia Association of Chiefs of Police (GACP) Law Enforcement Certification Program

Core Values

Honor is the bedrock of our character. **Honor** empowers the men and women of ACCPD to exemplify the highest level of **Integrity**; to abide by an uncompromising Code of Ethics; to **Respect** human rights and the dignity of every person; and to have **Respect** and concern for all. **Honor** represents the maturity, dedication, trust and dependability that drives the men and women of ACCPD to act responsibly, fulfill their obligations and hold both themselves and others accountable for their actions.

Courage is the mental, moral, and physical strength possessed by the men and women of ACCPD. **Courage** sees them through the challenges of adversity and the mastery of fear; it drives them to do what is right, to adhere to a higher standard of personal conduct, to lead by example, and to make difficult decisions under stress. The inner strength of **Courage** enables the men and women of ACCPD to take that extra step to protect and to serve.

Police Services

Commitment is the spirit of determination and dedication within all members of the ACCPD that leads to the highest level of professionalism, **Integrity**, transparency, and our demonstration of our passion to protect and to serve. It promotes the highest order of discipline and restraint for department and self, and is the ingredient that instills dedication to **Service**, community, pride, concern for others, transparency, and an unrelenting determination to achieve the highest standard of excellence in every endeavor.

Performance Measures

Performance Measure	*Goal*	*CY13*	*CY14*	*CY15*	*CY16*	*CY17*	*CY18*	*CY18 Notes*
We work to reduce crime and the fear of crime.								
Incident Reports	*Data Only*	20,698	19,772	20,919	19,600	18,046	15,777	Partial reduction attributed to reduced "Information Only" reports
UCR Part I Violent Crimes	*<453*	404	372	504	532	520	511	In 2018, NIBRS crime reporting succeeded UCR
UCR Part I Property Crimes	*< 4,169*	4,072	3,792	4,282	4,099	3,934	4,474	In 2018, NIBRS crime reporting succeeded UCR
Group A Offenses	*Data Only*	10,606	10,038	11,104	10,701	10,160	9,235	In 2018, NIBRS crime reporting succeeded UCR
Group B Offenses	*Data Only*	5,374	5,172	4,862	4,562	4,322	3,846	In 2018, NIBRS crime reporting succeeded UCR
Nonreportable Offenses	*Data Only*	12,337	11,257	11,301	10,375	9,966	3,974	In 2018, NIBRS crime reporting succeeded UCR
To protect and safeguard life								
Population	*Data Only*	121,265	120,938	123,912	124,707	124,707	127,064	U.S. Census Bureau Estimate
Total number of 911 calls	*Data Only*	131,610	135,473	128,565	117,409	109,340	107,235	
Percentage of 911 calls answered in 10 seconds	*≥ 90%*	90%	88%	87%	86%	85%	87%	APCO National Standard is 90%.
Total number of non-emergency calls	*Data Only*	N/A	N/A	55,889	47,289	55,134	50,465	No ability to report data prior to 2015.
Total number of dispatched calls for ACCPD Services	*Data Only*	150,950	131,099	126,854	116,856	112,304	95,927	
Total number of dispatched calls for ACC Fire Dept. Services	*Data Only*	3,987	4,355	5,335	5,983	6,832	5,953	
Total traffic crashes	*Data Only*	6,481	6,823	8,089	8,430	8,137	7,384	ACCPD, UGA, Winterville crash data. GSP not included in CY18.
Total Traffic Stops	*Data Only*	28,662	23,615	16,959	14,718	16,795	18,492	ACCPD Only
DUI arrests	*Data Only*	735	598	507	402	392	321	ACCPD Only. Reduction attributed to increased DT living and Uber
While we build trust and confidence in the community.								
Total training hours provided	*Data Only*	26,784	27,357	28,725	32,723	38,597	36,793	
Total sworn police officers		240	240	240	240	242	254	COPS Grant Officers included in CY18 total
Authorized Sworn Police Officers (FTEs per 1,000 citizens)	*>2.1*	1.97	1.98	1.93	1.92	1.94	2.00	
Actual Sworn Police Officers (FTEs per 1,000 citizens)	*>2.1*	N/A	N/A	1.87	1.82	1.54	1.72	Adjusted for vacancy rate, FMLA, training, Temporary Assignment, etc.
% police officers with body cameras	*100%*	0%	8%	58%	75%	75%	100.0%	Full Deployment
Police Officer Attrition Rate	*<10%*	6.28%	11.30%	9.96%	10.42%	11.16%	19.69%	
Communication Officer Attrition Rate	*<10%*	9.09%	6.06%	6.45%	6.25%	6.25%	6.06%	
Total number of complaints against Police Department	*Data Only*	3	2	20	44	55	55	In 2015, ACCPD policy changed to count all complaints.
% Complaints determined valid	*Data Only*	33.0%	50.0%	0.0%	6.8%	7.3%	16.3%	
Total police vehicle pursuits	*Data Only*	20	32	34	25	40	10	Pursuit Policy recently made more stringent.
Total use of force incidents	*Data Only*	212	270	265	226	264	288	
We use resources responsibly.								
Operating Budget	*Data Only*	$19,076,696	$19,241,253	$20,210,323	$20,545,484	$21,387,771	$21,767,727	
% operating expenses (Actual vs. budget)	*Data Only*	99.3%	98.4%	95.1%	97.5%	96.3%	99.4%	
Overtime as % of base personnel cost	*Data Only*	4.1%	3.8%	4.2%	4.0%	3.3%	3.7%	

Budget Highlights

The General Fund represents the largest portion of the Police Department's budget and supports most of the operations for the Department.

- For FY20, Public Safety vehicle replacement is approved to be funded from the next SPLOST program resulting in a reduction of $609,000 for the Police Department.
- An additional communications officer is funded in Central Communications in the E-911 Fund ($54,011) through a transfer from the General Fund.
- A vacancy estimate is approved, reducing General Fund Personal Services expenses by $416,700.
- The budget maintains current funding for a previously grant funded Mental Health Co-Response team and provides additional contract support for a new team in the General Fund for a total of $100,100.
- Continued matching funds for the COPS hiring grant of $84,000 provided by the General Fund is included.
- The Approved Budget includes expansion of the Police Take Home Vehicle Program to allow taking vehicles out of Athens-Clarke County ($70,000).

The Police Department also has operations in the Special Programs Fund, supported by program revenues.

- An additional $20,000 is included for extra duty compensation for UGA Football Game Day support that are to be reimbursed to the agreed upon level by UGA.
- Additional support funding of $15,700 for the School Bus Stop Arm & Red Light Camera programs is included.

The Central Communications Division operates within the Emergency Telephone System Special Revenue Fund, E-911, primarily funded through 911 fees and General Fund support.

- With the doubling of prepaid wireless phone fees by the State (from $0.75 to $1.50), revenue is projected to increase to $1,991,000, $217,000 over last year.
- General Fund support increases $82,100 for increases in OPEB and Life costs and the addition of a Communications Officer.

For more information on the Emergency Telephone Fund, see page E-11.

Police Services

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$20,979.8	$22,335.6	$22,530.0	$22,147.4	($188.2)	-0.8%
Operating	$4,010.3	$3,772.1	$4,209.1	$3,223.0	($549.1)	-14.6%
Total	$24,990.1	$26,107.7	$26,739.1	$25,370.4	($737.3)	-2.8%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Command	$1,597.9	$1,521.1	$1,544.3	$1,426.6	($94.5)	-6.2%
Field Operations	$10,695.1	$11,597.9	$13,177.8	$12,315.7	$717.8	6.2%
Crime Investigation	$3,208.9	$3,381.6	$3,910.8	$3,662.7	$281.1	8.3%
Strategic & Professional Dev.	$60.1	$170.7	$65.3	$65.3	($105.4)	-61.7%
Support Services	$2,644.6	$2,484.0	$2,231.6	$2,087.1	($396.9)	-16.0%
Community Outreach	$1,183.7	$1,310.4	$1,218.3	$1,197.6	($112.8)	-8.6%
Special Operations	$3,196.7	$3,086.0	$1,968.4	$1,938.8	($1,147.2)	-37.2%
Central Communications	$2,403.1	$2,556.0	$2,622.6	$2,676.6	$120.6	4.7%
Total	$24,990.1	$26,107.7	$26,739.1	$25,370.4	($737.3)	-2.8%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$21,623.3	$22,689.0	$23,352.0	$21,929.3	($759.7)	-3.3%
Emergency Telephone Fund	$2,422.2	$2,686.0	$2,647.6	$2,701.6	$15.6	0.6%
Special Programs Fund	$621.4	$478.1	$515.4	$515.4	$37.3	7.8%
Grants Fund	$323.2	$254.6	$224.1	$224.1	($30.5)	-12.0%
Total	$24,990.1	$26,107.7	$26,739.1	$25,370.4	($737.3)	-2.8%

Capital Budgets, 5-Year CIP and Project Forecast

	Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund						
D-74	On-Officer Cameras and Data Storage	125.0	-	250.0	204.9	1,315.0
D-75	Mobile Computing Replacement Program	-	170.0	125.0	-	975.0
D-77	Traffic Motorcycle Replacement	18.4	-	56.0	-	-
D-83	Maintenance of Downtown Safety Camera System	-	59.0	35.0	-	300.0
General Capital Fund Total		*143.4*	*229.0*	*466.0*	*204.9*	*2,590.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	318	319	319	320	1

Probate Court

Mission

The mission of the Probate Court is to serve the public, protect the incapacitated, and assist persons living with mental illness, dementia or other cognitive impairments, safeguarding the due process rights of all with efficiency and grace.

Goals

- To implement a new case management software that will replace the current case management software allowing for more efficient and streamlined case processing and information retrieval
- To better monitor and audit annual return and inventory filings by conservators, administrators and executors promptly, to recover all funds misappropriated by fiduciaries under the court's jurisdiction, and to remove malfeasors from office.
- To protect incapacitated persons vulnerable to exploitation, neglect or abuse from harm, as well as safeguarding public safety by being attentive to signs of possible harm and/or abuse.

Objectives

- To work closely with Pioneer, our newly contracted case management system provider, to streamline court procedures by adapting the software to our court's needs and by fully utilizing the features available to reduce case processing time by 20%.
- To ensure that reporting and accounting requirements are met by all guardians, conservators and personal representatives of estates by using our new time-driven capability to trigger reminder letters, notices to appear and other applicable monitoring and enforcement mechanisms in 100% of new cases and in 50% of old ones in each of the next two years.
- To continue partnership with the Treatment and Accountability Court, Advantage Behavioral Health Systems, the Department of Behavioral Health and Developmental Disabilities and other mental health stakeholders to improve access to treatment and supportive services for those with mental illness and/or addictive disease by providing judicial support, training and expertise as requested.

Performance Measures

	Actual			Forecast	
	FY16	**FY17**	**FY18**	**FY19**	**FY20**
Marriage License Applications	1,099	1,097	1,008	940	1,020
Firearms License Applications	1,225	1,254	1,207	1,292	1,355
Mental Health Applications	27	33	23	40	45
Inventory/Returns Filings	151	156	145	150	175
Estate/Docket Filings	543	520	539	550	575
TOTALS	3,013	3,035	2,877	2,930	3,115

Probate Court

Budget Highlights

There are no significant budget changes for FY20.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$445.9	$484.6	$483.0	$478.2	($6.4)	-1.3%
Operating	$34.3	$30.0	$30.0	$30.0	$0.0	0.0%
Total	$480.2	$514.6	$513.0	$508.2	($6.4)	-1.2%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	6	6	6	6	0

Public Utilities

Mission

Our staff is committed to provide an uninterrupted supply of safe drinking water for public health, fire protection and economic productivity, and to safely convey and reclaim wastewater in an environmentally responsive way. We operate and manage an effective and reliable enterprise, and responsibly reinvest in public health and environmental protection infrastructure at value to our ratepayers.

Goals

- Provide suitable technology to educate Athens-Clarke County citizens on environmental issues and to improve customer services.
- Provide quality drinking water to protect and enhance the well-being of the citizens of Athens-Clarke County.
- Maintain and improve the public water distribution and wastewater collection systems to meet the current and future needs of Athens-Clarke County.
- Adopt and /or expand new technology to provide efficient and improved operations, performance data and customer service.
- Continue improvements to the Athens-Clarke County Water Conservation and Drought Management Plans.
- Diversify water supply portfolio to improve the resilience and reliability of water supplies
- Develop a business plan to provide check and balances and process descriptions into the day to day operations and efficiencies of the Water Business Office.
- Continue to safely reclaim clean water from wastewater system.

Objectives

- Continue evaluation and rehabilitation the public water transmission and distribution lines in a priority order.
- Continue evaluation and rehabilitation the public wastewater trunk and interceptor lines, in a priority order.
- Utilize the Advanced Metering Infrastructure (AMI) data to enhance customer service, and analyze consumption and billing data.
- Evaluate and modify as necessary the Water Conservation Program ensuring that environmental, economic and public outreach goals and regulations are achieved.
- Continue utilization of the Wastewater Flow Monitoring Program.
- Implement a non-potable reuse system to improve water supply resilience and reliability
- Implement water transmission lines grid improvements to reduce impact of potential water service interruptions.
- Implement the Water Business Plan into the daily operations of the Water Business Office.

Performance Measures

Performance Measure	*FY13*	*FY14*	*FY15*	*FY16*	*FY17*	*FY18*	*FY19 Q1*	*FY20 Goal*	*Metric Definition/ Reference*
Our staff is committed to provide safe drinking water for public health, fire protection and economic productivity,									
Drinking water produced (mgd)	11.74	11.52	12.04	12.26	12.46	12.23	12.36	*NA*	12-month rolling average drinking water pumped into the distribution system
% SDWA compliance rate	100%	100%	100%	100%	100%	100%	100%	*100%*	% of previous 365 days in continuous compliance with Safe Drinking Water Act
Water main breaks / 100 miles	new	5.9	4.5	3.2	3.9	2.5	2.1	*< 7.0*	# of water main breaks (excl leaks) prior 12 months per 100 miles of distribution system
ISO fire rating	new	2/2X	2/2X	2/2X	2/2X	2/2X	2/2X	*2/2X*	ISO Public Protection Classification
and safely convey and reclaim wastewater									
Reclaimed wastewater (mgd)	10.11	11.62	11.40	12.45	11.14	11.80	12.10	*NA*	12-month rolling average effluent from all three Water Reclamation Facilities
NOWRF peaking factor (annual)	1.16	1.14	1.20	1.15	1.24	1.10	*NA*	*< 1.25*	average of max month mgd divided by annual average mgd
MOWRF peaking factor (annual)	1.20	1.31	1.30	1.43	1.30	1.24	*NA*	*< 1.25*	average of max month mgd divided by annual average mgd
CCWRF peaking factor (annual)	2.03	2.00	1.85	1.90	1.48	1.17	*NA*	*< 1.25*	average of max month mgd divided by annual average mgd
% Sewer inspection	9.4%	9.0%	8.1%	8.6%	10.6%	18.8%	16.6%	*> 9%*	% of miles of sanitary sewers camera inspected prior 12 months by PUD
in an environmentally responsive way.									
SSOs / 100 miles of public sewer / year	2.5	2.7	1.5	6.2	3.9	2.5	2.1	*< 2.0*	# of sanitary sewer overflows into State waters per 100 miles of collection system prior 12
SSO volume as % of total flow	new	new	new	new	0.00087%	0.00208%	0.00196%	*< 0.005%*	cumulative 12-month SSO volume divided by cumulative 12-month effluent flow
Net kWh / million gallons JGB WTP	new	2,405	2,299	2,240	2,199	2,237	2,252	*1,993*	net kWh used divided by total finished water prior 12 months
Net kWh / million gallons NOWRF	new	4,912	5,199	4,300	4,519	4,237	4,068	*2,172*	net kWh used divided by total effluent flow prior 12 months
Net kWh / million gallons MOWRF	new	3,966	4,105	3,342	4,171	3,659	3,633	*2,172*	net kWh used divided by total effluent flow prior 12 months
Net kWh / million gallons CCWRF	new	7,985	5,907	4,800	3,997	3,759	3,605	*2,172*	net kWh used divided by total effluent flow prior 12 months
% CWA compliance rate	99%	100%	100%	100%	100%	100%	100%	*99%*	% of previous 365 days in continuous compliance with Clean Water Act at all 3 WRFs

We run an effective and reliable enterprise									
% Apparent water loss (annual CY)	2.14	1.79	1.36	1.37	1.38	1.38	*NA*	*< 1.69*	% apparent losses divided by total water supplied per year
% Real water loss (annual CY)	10.52	9.51	10.23	8.02	7.94	7.94	*NA*	*<13.78*	% real losses divided by total water supplied per year
JGB WTP peaking factor (annual)	1.31	1.41	1.26	1.32	1.21	1.22	*NA*	*< 1.6*	peak day divided by annual average finished water production
Debt coverage ratio (annual CAFR)	1.55	1.68	1.94	3.76	2.46	2.54	*NA*	*> 1.55*	net operating funds divided by debt obligations
Return on assets (annual CAFR)	2.69%	2.85%	3.70%	4.03%	4.55%	4.47%	*NA*	*> 2.50%*	net income divided by total assets
Operating ratio (annual CAFR)	97.0%	94.8%	87.9%	78.7%	74.6%	73.1%	*NA*	*> 54%*	
Debt ratio (annual CAFR)	45.3%	44.3%	48.7%	47.5%	45.5%	42.5%	*NA*	*< 36%*	total liabilities divided by total assets
Debt per capita (annual CAFR)	$ 1,852	$ 1,788	$ 1,990	$ 1,909	$ 1,821	$ 1,735	*NA*	*< $1,700*	end-of-year outstanding notes and bonds divided by population estimate
Water and sewer bond rating (periodic)	AA	AA	AA+	AA+	AA+	AA+	AA+	*AA*	rating by Fitch's Rating Agency
responsibly reinvesting in public health and environmental protection infrastructure									
% CIP R&R sanitary sewers (annual)	new	0.24%	0.53%	0.73%	1.37%	2.19%	*NA*	*> 1.6%*	% actual 12-month R&R capex divided by 50-year sewer R&R needs
% CIP R&R water lines (annual)	new	1.21%	2.40%	1.72%	3.61%	4.26%	*NA*	*> 1.6%*	% actual 12-month R&R capex divided by 50-year water distribution system R&R needs
% CIP R&R treatment plants (annual)	new	0.67%	0.68%	1.18%	2.94%	1.40%	*NA*	*> 1.8%*	% actual 12-month R&R capex divided by 50-year facility R&R needs
at value to our ratepayers.									
Water affordability index	0.88%	0.92%	0.95%	0.98%	1.00%	1.02%	1.05%	*< 0.68%*	average annual water bill / median household income
Wastewater affordability index	0.84%	0.91%	0.97%	1.03%	1.07%	1.11%	1.16%	*< 0.79%*	annual average wastewater bill / median household income
% Electronic and credit card payments	new	new	new	new	new				ACH plus EFT plus credit card payments divided by total payments
Distribution O&M $ / 100 miles water	$180,026	$179,897	$174,423	$184,802	$197,676	$189,310	$179,840	*< $568,344*	
Collection O&M $ / 100 miles sewer	$439,744	$454,350	$457,659	$447,870	$438,445	$486,357	$472,809	*< $603,372*	
NOWRF O&M $ / mgal effluent	$1,630	$1,178	$1,245	$1,220	$1,175	$1,320	$1,210	*$1,378*	25th percentile $1,378 representing tertiary treatment and scale of plant
MOWRF O&M $ / mgal effluent	$1,614	$1,316	$1,439	$1,227	$1,417	$1,396	$1,317	*$1,378*	25th percentile $1,378 representing tertiary treatment and scale of plant
CCWRF O&M $ / mgal effluent	$4,339	$2,943	$2,175	$1,886	$1,448	$1,817	$1,648	*$1,378*	25th percentile $1,378 representing tertiary treatment and scale of plant
JGBWTP O&M $ / mgal production	$673	$717	$643	$630	$686	$966	$701	*$747*	

Glossary

AWWA means American Water Works Association
Capex means historical capital expenditure
CWA means federal Clean Water Act
ISO means Insurance Service Office
JGBWTP means the J.G. Beacham Water Treatment Plant
kWh means kilowat hours
mgal means million gallons
mgd means million gallons per day
MHI means median household income
Median means 50th percentile of performance by other utilities
R&R means capital rehabilitation and replacement
SDWA means federal Safe Drinking Water Act
SSO means sanitary sewer overflows that reach waters of the State
WEF means Water Environment Federation
WRF means water reclamation facility

Budget Highlights

- Water and Sewer Fund revenues for FY20 are projected to be $56.3 million, an increase of $2.1 million over the FY19 Budget. This revenue is based on changes to water and sewer rates planned for adoption during the budget process of FY17 that took effect on July 1, 2017.
- For FY20, the projected revenue is sufficient to fund projected operating expenses (including all debt payments) in the Water & Sewer Fund (not including depreciation).
- The FY20 Approved Budget includes three new positions for the Phosphorus Discharge Project ($116,993). This project addresses necessary regulatory upgrades at all three Water Reclamation Facilities.
- The FY20 Approved Budget includes one new position for an Accounting Analyst in the Water Business Office ($45,680). This position will manage the complexities of new financial products and services (bank drafts, online payments, etc.).

For more information on the Water & Sewer Fund, see page E-27.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$8,895.7	$9,581.4	$10,130.3	$10,130.3	$548.9	5.7%
Operating	$8,549.2	$10,172.8	$10,234.3	$10,234.3	$61.5	0.6%
Total	$17,444.9	$19,754.2	$20,364.6	$20,364.6	$610.4	3.1%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$888.4	$1,154.1	$1,256.1	$1,200.5	$46.4	4.0%
Constr & Proj Managemnt	$5,805.3	$6,363.1	$6,619.7	$6,675.4	$312.3	4.9%
Plant Operations	$10,265.8	$11,695.2	$11,911.3	$11,911.3	$216.1	1.8%
Engineering Management	$485.4	$541.8	$577.5	$577.5	$35.7	6.6%
Total	$17,444.9	$19,754.2	$20,364.6	$20,364.7	$610.5	3.1%

Capital Budgets, 5-Year CIP and Project Forecast

				5-Year CIP		
		FY18 Year	FY19	FY20	FY21-24	FY25-29
Capital Appropriations		End Balance	Budget	Approved	Proposed	Proposed
Water & Sewer Const. Fund						
D-86	W&S Lines - Additions and Improvements	-	918.2	936.0	3,934.5	5,260.0
D-87	Meter and Water/Sewer Stub Additions	-	482.2	491.0	2,061.6	2,758.0
D-88	Donated W&S Additions Management	-	218.0	224.0	930.4	1,246.0
D-89	Watershed Protection Long-Term Monitoring	46.5	100.0	100.0	400.0	500.0
D-90	Replace Water Meters	5,250.9	365.0	365.0	1,460.0	1,825.0
D-91	Rehabilitate and Replace Sewers	24,861.9	14,000.0	9,951.8	20,000.0	30,000.0
D-92	Extend Wastewater Collection System	4,906.8	100.0	100.0	400.0	5,000.0
D-93	Replace and Upgrade Facilities and Equipment	7,181.7	5,400.0	5,300.0	13,450.0	17,250.0
D-94	Rehabilitate and Replace Water Lines	1,219.9	2,500.0	2,750.0	13,000.0	20,000.0
D-95	Relocate Water & Sewer Lines for DOT Projects	405.1	100.0	100.0	400.0	500.0
D-96	Manage and Reuse Residual Solids	496.1	1,350.0	1,500.0	9,260.0	1,500.0
D-97	Improve Water Supply Reliability	3,327.7	3,000.0	3,500.0	22,500.0	10,500.0
D-98	W&S Contribution to Economic Development	571.0	100.0	100.0	400.0	500.0
D-99	Investigate and Install Alternative Energy	993.2	50.0	50.0	200.0	500.0
D-101	Water Transmission Grid Improvements	-	1,200.0	2,000.0	-	-
Water & Sewer Const. Fund Total		*49,260.8*	*29,883.4*	*27,467.8*	*88,396.5*	*97,339.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	194	194	198	198	4

Sheriff

Mission

Our mission is to work in partnership with our diverse communities to promote and enhance the safety and the quality of life in Athens-Clarke County.

- We respect all members of the community and we value community relations.
- We respect all members of the organization.
- We value initiative.
- We value service orientation.
- We value work ethic.
- We value professional public image.
- We value professional skill.
- We value efficient use of resources.
- We value internal relations.

The Clarke County Sheriff's Office exists to provide services for the protection of life and property and the preservation of the public peace in Athens-Clarke County. The Sheriff is responsible for the physical health and welfare of all inmates in the jail, and the management of their property and money. The Sheriff's Office serves criminal warrants, civil papers, and subpoenas, executes evictions, transports prisoners to court, extradites prisoners from other states to court, provides security for State, Superior, Municipal, Magistrate and Juvenile Courts, Jurors, Clarke County Courthouse, and the Courthouse Parking Deck.

The Sheriff's Office also serves as a source of information, providing lectures and programs to community groups, civic associations and schoolchildren through the D.A.R.E. Program.

Vision

To provide a community free of crime, fear, disorder, and innovative correctional practices that hold offenders accountable to become productive members of our society.

Goal

Our goal is to provide an atmosphere of safety and security in an effective and efficient manner to the citizens of Athens-Clarke County, protect life and property, preserve the public peace, operate all of the Sheriff's Office efficiently and to enhance our awareness and educational programs for the public and for inmates and to provide for the safe and efficient transportation of prisoners throughout various locations in the state.

Objectives

- Reduce the number of warrants on file through innovative special operations and administrative warrant reduction efforts in cooperation with the courts and prosecutors.
    - Review the current warrants for validity and work with the Judiciary, District Attorney, and Solicitor General to review old warrants determined to be un-servable and create a review system to dismiss these warrants.
- Provide prompt service of Temporary Protective Orders and Involuntary Committal Orders, provide timely service of civil and landlord and tenant processes, and provide timely presentation of prisoners before the courts.
- Prevent or quickly resolve any incident or breach of security in courtrooms, the courthouse, or the surrounding grounds.

- Pick up or deliver prisoners as needed, without harm, or undue delay as required by court orders or process of law.
- To provide all personnel with training opportunities in order to reduce liability.
- Continue procedural operation of the jail reducing errors in judicial processing, incidents of workplace injury, incidents of inmate violence, and public grievances. This goal applies to each year. This goal shall be assessed by tracking performance indicators in the above categories.
- Accomplish completion of all phases, opening, and transition to new jail and training facility. This goal shall be assessed by documentation of progress, which shall be presented to Sheriff Edwards on a monthly basis.
- Continue to manage a growing jail population by efficient management of the inmate population and increasing, on an annual basis, the number of rehabilitative programs offered and the number of inmates participating in these programs. This goal applies to each year. Projections of future jail population growth are attached. This goal shall be assessed by analysis of statistical reports of the Inmate Programs Office.
- To pursue NCCHC (National Commission on Correctional Health Care) accreditation for the jail. This goal applies to years 2018 and 2019. During 2018, initiate the NCCHC accreditation application process. Seek accreditation during 2019.
- To pursue ACA (American Correctional Association) accreditation for the jail. This goal applies to years 2018 and 2019. During 2018, initiate the American Correctional Association accreditation application process. Seek accreditation during 2019.
- To continue to recruit qualified applicants for the position of Deputy Sheriff and Detention Officer by developing diverse community organizational relationships and the continued execution of the recruiting list plan as approved.
  - Review the recruiting list plan on an annual basis to update and improve recruiting ideas.
- To achieve CALEA Advanced Accreditation. We believe through Advanced Accreditation, our agency will continue enhancements in the following areas:
  - Assures agency members that our policies and procedures are in written form and available to all personnel.
  - Assures that our personnel system is in accord with professional standards and is both fair and equitable.
  - Provides neutral guidelines for developing strong budget justifications, especially for personnel and their allocation across functions and activities
  - Reduces the likelihood of vicarious liability suits against the agency.
  - Assures county officials and the general public that the Sheriff's Office is delivering a high level of service.
  - Demonstrates our commitment to providing high quality services with effective and responsive policies and procedures that are also fair and equitable.
- To continue to enhance the CALEA and State Certification proof compliance process

Performance Measures

	Actual			Forecast	
	FY16	FY17	FY18	FY19	FY20
Sheriff / Administration Section					
# Training Hours reported to Training Unit	10,680	12,650	12,135	12,135	12,620
Background Checks through GCIC	2,114	2,028	1,980	1,992	2,000
Fingerprints-firearms lic., bondsmen, adoption, USDA, Bar Admission, RESA, other	1,195	1,498	1,439	1,200	1,200
# Complaints	25	29	111	100	100
Public Complaints / Grievances (founded)	10	12	15	15	12
New Deputy & Detention Hires	12	28	18	15	15
Deputy & Detention Separations	21	12	20	5	10
Total Sworn Staff	138	153	158	130	130
Total Staff	166	163	173	161	161
Use of Force Incidents	97	93	106	80	80
Sheriff / Field Section					
New Warrants	10,040	11,153	X*	12,000	12,000
Warrants Served/Processed	8,500	5,834	X*	6,500	6,500
Total Arrest	4,500	4,202	X*	4,281	4,281
Civil Papers Received	9,900	10,835	9,863	10,900	10,900
Civil Papers Served / Processed	8,864	8,900	7,209	8,900	8,900
Evictions Received	950	710	713	756	756
Evictions Served / Processed	875	630	558	756	756
Sheriff/Jail					
Average Daily Inmate Population	398	434	425	425	435
Average Number of Inmates Housed Daily in Other Facilities at a cost to ACC	3	1	1	0	0
Number of Inmates Processed	8,463	8,547	8,000	8,500	8,500
Number of Inmates Released	8,397	8,464	7,700	8,500	8,500
Number of Inmates Released to State System	271	256	375	400	400
Number of Inmates Classified	5,344	5,711	5,200	5,400	5,400
Number of Inmate Medical Transports	234	204	276	300	300
Inmate Participation in Rehabilitation /Education	3,417	3,961	3,850	4,000	4,000
Inmate on Deputy/Staff Violence	*21*	*26*	*21*	*20*	*20*
Inmate on Inmate Violence	*191*	*135*	*87*	*80*	*80*

*Due to a transition in our record management system, previous data has not been fully merged into the new system. Therefore, FY18 totals cannot be determined at this time. We are hopeful that this data will be available soon.

Sheriff

Budget Highlights

- The FY20 Budget includes $90,000 of the $97,874 requested increase for inmate medical expenses.
- The Budget also includes an additional $12,572 for Indirect Expenses.
- The Sheriff's Office requested the following increases which were not recommended nor approved:
  - Jail Internet Service Expansion $ 1,800
  - New Initiative: Jail Accreditation for ACA & NCCHC $25,980
- For FY20, Public Safety vehicle replacement is approved to be funded from the next SPLOST program resulting in a reduction of $89,000 for the Sheriff's Office.
- An applied position vacancy estimate has reduced personal service expense by $92,900.
- FY20 Budget of $17.9 million reflects no other significant changes to services or programs.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$12,687.5	$13,019.1	$13,284.5	$13,191.6	$172.5	1.3%
Operating	$4,296.5	$4,634.6	$4,787.4	$4,662.7	$28.1	0.6%
Total	$16,984.0	$17,653.7	$18,071.9	$17,854.3	$200.6	1.1%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$1,141.2	$1,274.6	$1,408.0	$1,356.9	$82.3	6.5%
Jail	$11,955.1	$12,202.8	$12,332.3	$12,251.4	$48.6	0.4%
Field	$3,887.7	$4,176.3	$4,331.6	$4,246.0	$69.7	1.7%
Total	$16,984.0	$17,653.7	$18,071.9	$17,854.3	$200.6	1.1%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$16,938.4	$17,618.7	$18,036.8	$17,819.3	$200.6	1.1%
Sheriff Inmate Fund	$28.3	$35.0	$35.0	$35.0	$0.0	0.0%
Other Funds	$17.3	$0.0	$0.1	$0.0	$0.0	--
Total	$16,984.0	$17,653.7	$18,071.9	$17,854.3	$200.6	1.1%

Sheriff

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund					
D-103 Body Worn Cameras (New)	-	-	42.0	-	212.0
General Capital Fund Total	-	-	*42.0*	-	*212.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	194	194	194	194	0

Solicitor General

Mission & Goals

The mission of the Office of the Solicitor-General is to seek justice through the appropriate prosecution of misdemeanor criminal offenses under Georgia state law and criminal violations of local ordinances in the State Court of Clarke County, the Municipal Court of Athens-Clarke County, the Municipal Court of the City of Winterville, and the Magistrate Court of Clarke County. Seeking justice requires us to investigate cases in order to gather the necessary information upon which to base prosecutorial decisions. Through the exercise of prosecutorial discretion, we seek to allocate the resources of the office in the most efficient manner in order to secure justice by maximizing the rate of successful resolution of cases, through trial, plea, or dismissal (when appropriate), while minimizing the length of time required for final disposition.

An important part of seeking justice for society is seeking justice for the individual victims of crimes. Accordingly, it is also the mission of the Office of the Solicitor-General to ensure that victims are given a voice in criminal proceedings by giving them a meaningful opportunity to express themselves through the judicial process. In order to achieve this mission, victims are provided with information about court dates and case status, education about victim compensation and restitution, and referrals to appropriate social service agencies. Additionally, we provide support for victims who face the emotionally difficult task of appearing and testifying in court.

While seeking justice is a key mission, the Office of the Solicitor-General also recognizes the need to educate the public as a way to reduce criminal behavior and increase the safety of our citizens. As a result, the Office of the Solicitor-General also sees as our mission informing the public about issues of domestic violence and alcohol related offenses, including DUI and Underage Possession of Alcohol, through various programs in an effort to prevent criminal cases before the need to prosecute arises.

Objectives

- Manage the growing office caseload in an efficient and just manner.
- Reduce time between receipt of case and arraignments by continuing to Fast Track high risk multi-offender DUI and domestic violence cases.
- Reduce time between arraignment and final disposition.
- Continue providing services and support to the victims of crimes.
- Continue to devote two prosecutors through a government funded grant to handle family violence cases and two county funded prosecutors to handle DUI cases so that these often complex cases will be prosecuted efficiently and effectively.
- Reduce recidivism among DUI and substance abuse offenders through rehabilitation by strict supervision and mandatory treatment in the DUI/Drug Court Program.
- Continue providing effective domestic violence intervention and DUI enforcement training to new police recruits through the New Officer Basic Course and to experienced police officers through in-service training.
- Review all outstanding bench warrant cases in order to determine whether prosecution of the cases is consistent with the interest of justice.
- Continue providing educational programs designed to reduce criminal behavior and improve citizen safety at no cost to taxpayers.
- Continue to participate as team members of the DUI/Drug Court, Treatment and Accountability Court, and Veterans' Court in an effort to seek alternative sanctions that reduce recidivism and the jail population.

Performance Measures

Goal 1: Fair, Impartial, and Expeditious Pursuit of Justice

Objective	Performance Measure	2018
Offender Accountability	Percentage of convictions	59% guilty pleas or convictions
	Percentage of dismissals	22% dismissals
	Treatment Courts and creative treatment centered sentencing options	23 new CAP participants, 17 continuing – staffing 40 cases over the year
Fair and consistent case disposition	Pleas to Original Charge	
	Pre-Trial Diversion	120 in State Court
Timely and efficient administration of justice	Time to disposition	*Calculations in progress for DV cases at present – hope to gather more data on other caseloads
	Opportunities to adjudicate	Average of 20 court dates per month, excluding special scheduled pleas
	Maintaining low backlog	Opened 2514 misdemeanor cases and closed 2571 misdemeanor cases in State Court
Victim Services Delivery*	Performing statutory and constitutional notification of rights, court dates, and criminal justice system explanation	14,554 services performed by Victim Witness Program; 2,599 individual notes added; 3807 services performed by interns supervised by staff
	Early notification efforts	
	Face to face meetings with prosecutors and/or victim advocates	
	Referrals to social services	
	Special Bond Hearing appearances	
	Victim knowledge and satisfaction	See summary and graphics.

Goal 2: Safer Community

Objective	Performance Measure	2018
Prevention	Accountability Court participation	Actively participate in 3 Accountability Courts
	Community Accountability Protocol (CAP) – DV Offender treatment staffing	SGO attendance at CAP monthly staffing
Education	Hands Are Not for Hitting – Bullying program in CCSD	1746 children in Pre-K, Kindergarten, and 1st grades at 10 CCSD schools
	Victim Impact Panel	Approximately 245 attendees to monthly Panel hosted by SGO
	Victim Services Presentations	

Objective	Performance Measure	2018
	Restriction Event	65 applications, 30 people attended event
	New Officers Basic Course (NOBC) with ACCPD – Misdemeanor best practices education and mock scene and testimony experience	42 New officers trained – 33 ACCPD, 9 UGAPD
Community Coordination	Coordinate with community partners	Domestic Violence MOU signed in 2018, see attached
	Community task forces	Quarterly Domestic Violence Task Force and Executive Committee Meetings
	Accountability Court Staffing	DUI Drug Court Staffing every other week; Treatment and Accountability Court Staffing weekly; Veteran's Court staffing twice per month – 102 meetings per year, 167 hours in staffing only
Accelerated Court for high risk offenders	Domestic Violence Fast Track	327 high risk cases fast tracked – repeat DV, Stalking, Violation of Court Order
	Driving Under the Influence Fast Track	270 high risk cases fast tracked – repeat DUI offenders, or those with high BAC as determined by Magistrate
Victim Services	Referrals to social service agencies	
	Temporary Protective Order Assistance	

Goal 3: Competent and Responsible Pursuit of Justice

OBJECTIVE	PERFORMANCE MEASURE	2018
Efficient office services	Budget consistency	
	Staff training and cross training	Prosecutors receive – hours Continuing Legal Education per year; Victim Advocates must receive 8 hours of training per year; VAWA & VOCA employees must
	Staff Education	
	Focused prosecution	2 prosecutors assigned to Domestic Violence and other Violent offenses; 2 prosecutors assigned to DUI and traffic offenses

Solicitor General

OBJECTIVE	PERFORMANCE MEASURE	2018
Grants and funding opportunities	Victims of Crime Act Funds	VOCA funds awarded for FFY19 - $51,706; awaiting response on additional training funds
	Violence Against Women Act Funds	VAWA funds for 2018 $70,000

Budget Highlights

The Solicitor General's Office is funded from the General Fund as well as 5% fine add-on revenue in the Special Programs Fund which supports one fulltime victim assistance position.

- The budget includes increased funding for software licensing and support of $6,400.

The Approved Budget includes no other significant changes.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$1,276.6	$1,253.4	$1,278.4	$1,278.4	$25.0	2.0%
Operating	$60.2	$66.4	$73.5	$73.5	$7.1	10.7%
Total	$1,336.8	$1,319.8	$1,351.9	$1,351.9	$32.1	2.4%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$1,160.6	$1,251.9	$1,272.1	$1,272.1	$20.2	1.6%
Special Programs Fund	$59.9	$67.9	$79.8	$79.8	$11.9	17.5%
Grants Fund	$116.3	$0.0	$0.0	$0.0	$0.0	--
Total	$1,336.8	$1,319.8	$1,351.9	$1,351.9	$32.1	2.4%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	18	18	18	18	0

Solid Waste

Vision

To be the leader in sustainable material management by creating a culture of zero waste.

Mission

To be the leader in sustainable material management by creating a culture of zero waste.

Goals

The Mayor and Commission approved the Waste Diversion Goals on November 3, 2010.

- 40% by 2015
- 60% by 2018
- 75% by 2020

All other objectives and performance measures can be found in the FY18 Performance Measures document and our FY19 Solid Waste Short Term Work Program.

Performance Measures

Solid Waste Department

	Performance Measure	Goal	FY14	FY15	FY16	FY17	FY18	FY18 Notes	Reference
Collections	**Vision:** To be the leader in sustainable material management by creating a culture of zero waste. **Mission Statement:** To efficiently deliver integrated material management through comprehensive and innovative collection, disposal, waste reduction and education services.								
	Average residential trash and recycling collection cost	≤ $7.50	$10.10	$8.54	$7.88	$8.11	$8.11		This service is our residential curbside service for waste and recycling in the USD. Cost/Month.
	Average residential trash collection cost	Data Only	New FY18				$6.27		
	Average residential recycling collection cost	Data Only					$1.84		
	Average curbside collection cost per staff hour	< $16.00	$16.00	$18.40	$22.85	$31.28	$29.04		This service is the CBD enhanced service.
	Average commercial dumpster cost per tip	< $7.00	$6.50	$6.27	$10.21*	$9.01*	$10.03*	$4.08 cost for tip only (no disposal)	This service is our commercial waste and recycling dumpster bundled service.
	Average CBD litter collection cost per hour	≤ $25.00	$21.19	$22.59	$20.16	$20.32	$22.60		
	Leaf and Limb on time scheduled collections	98%	90%	98%	100%	100%	50%*	*Hurricane Irma	Maintain scheduled leaf and limb service to all areas with a 98% or better on schedule rate.
Landfill	*Performance Measure*	*Goal*	*FY14*	*FY15*	*FY16*	*FY17*	*FY18*	*FY18 Notes*	*Reference*
	Disposal (landfill)								
	Cost per ton of waste processed at the landfill	≤$15.00	$15.75	$16.03	$14.93	$17.25	$17.37		
	Landfill Tons Recycled	Increase FPY	25,374.74	26,259.20	19,828.82	12,996.82	12,095.14		
	Compost Produced and Sold (cubic yards)	Increase FPY	4,986.00	4,176.00	3,436.00	3,565.00	3,670.00		Bio-solid and Food Scrap Compost
	Electricity Produced from Landfill Gas (MMBtu)	Producing	N/A	78,939.70	77,002.08	74,418.71	80,141.93		
	% Comprehensive Compliance Inspection	Min 95%	95%	95%	95%	95%	92.5%		% score on the MSW Evaluation Report Completed by On-Site Inspection by EPD

Solid Waste

	Performance Measure	Goal	FY14	FY15	FY16	FY17	FY18	FY18 Notes	Reference
Waste Reduction	**Waste Reduction**								
	Average monthly recycling tonnage	*2,500*	1,709	1,833	1,548	1,627	1,643		Incoming tonnage received at the RMPF.
	% Contamination Rate	*< 10%*	10%	15%	12%	10%	25%		Contamination is material sent to the landfill but delivered to the RMPF.
	% Waste Diversion Rate	*Increase Rate*	44.0%	43.0%	38.0%	27.0%	27.0%		M&C Waste Diversion Goal set in 2010; 40% by 2015; 60% by 2018; 75% by 2020
	Number of CHaRM Customers	Increase FPY	New for FY16		2,371	4,415	4,810		
	CHaRM Customer Revenue	Increase FPY			$10,720	$13,107	$16,001		Fees charged to CHaRM customers - material specific.
	Material Revenue from CHaRM items	Increase FPY			$5,459	$20,158	$17,862		Revenue made from sale of CHaRM recyclables.
	Tonnage Processed at the CHaRM	Increase FPY			108.20	148	254		
	Compliance with Commercial Recycling Ordinance	Increase FPY	N/A	330	806	896	1007		Total number/percentage of businesses compliant with Commercial Recycling Ordinance
Education Services	*Performance Measure*	*Goal*	*FY14*	*FY15*	*FY16*	*FY17*	*FY18*	*FY18 Notes*	*Reference*
	and Education Services (Recycling Division & KACCB)								
	Total Number of Community Interactions	Increase FPY	1,640	1,258	1,620	2,062	6,998		Tours of the RMPF, Landfill and Compost Facility performed by the Recycling Division and all outreach too.
	Total Number of Tour Participants		New for FY18				2,159		
	Total Number of Outreach Participants						4,839		Classroom visits, School assemblies, and Tabling events
	RMPF Tours	*Data Only*	63	54	50	71	80		
	CHaRM Tours	*Data Only*	New for FY18				7		
	Landfill Tours	*Data Only*	11	17	15	23	29		
	Compost Facility Tours	*Data Only*	9	19	15	23	29		
	Keep Athens-Clarke County Beautiful Mission Statement: to educate and empower citizens and businesses with the resources to take action as environmental stewards of litter prevention, waste reduction, and beautification.								
	Number of Annual Community Events(projects supported)	Increase FPY	61	67	82	103	401*		These numbers are prepared as required for the KAB annual report.
	Number of Volunteers at Community Events	Increase FPY	7,286	10,582	7,485	8,494	8,223		
	Total Number of Volunteer Hours	Increase FPY	29,967	35,498	18,361	23,458	19,115		
	Number of Litter Clean-Ups	Increase FPY	171	191	266	310	264		
	Return on Investment	Increase FPY	$194.00	$108.00	$19.38	$18.93	$35.30		For every $1 invested in KACCB, FY amount on left is returned in community benefit.

Glossary

CBD - Central Business District
CHaRM - Center for Hard to Recycle Materials
EPD - Environmental Protection Division
FPY - From Previous Year
KAB - Keep America Beautiful
KACCB - Keep Athens-Clarke County Beautiful
MSW - Municipal Solid Waste
NYA - Not Yet Available
RMPF - Recovered Material Processing Facility

Budget Highlights

The Solid Waste Department's budget is supported by three funds: the General Fund, Landfill Fund and the Solid Waste Fund.

General Fund

- The FY20 General Fund Budget for litter collection in the Commercial Business District is $222,429. The Budget for Leaf & Limb services is $721,942. There are no significant changes for these services.

Solid Waste

Landfill Enterprise Fund

- Revenue for the Landfill Enterprise Fund is projected to be $4.1 million, which is $263,000 above the FY19 Budget and based on the current $42/ton fee adopted in FY09. Based on current waste flow, the FY20 estimate is 65,000 tons, which is similar to the FY19 estimate.
- Operating expenses (less depreciation) for the Landfill Fund in FY20 are projected to be $4.2 million, approximately $900,000 more than FY19.
- The FY20 Approved Budget for the Landfill Fund includes a part-time Hazardous Waste Tech at the CHaRM ($16,300) to cover additional workload.

Solid Waste Fund

- Revenues for FY20 are projected at $3.5 million, similar to FY19. No rate changes are included for FY20.
- Operating expenses (less depreciation) for the Solid Waste Fund in FY20 are budgeted at $3.5 million, similar to the FY19 Budget.
- The FY20 Approved Budget includes for the Solid Waste Fund a new part-time janitorial position ($13,200).

For more information on the Landfill Fund and the Solid Waste Fund, see pages E-25 and 29.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$3,248.5	$3,528.9	$3,824.5	$3,721.5	$192.6	5.5%
Operating	$3,027.1	$2,742.2	$2,783.8	$2,779.3	$37.1	1.4%
Total	$6,275.6	$6,271.1	$6,608.3	$6,500.8	$229.7	3.7%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$1,389.6	$1,474.1	$1,580.1	$1,580.1	$106.0	7.2%
Landfill	$1,692.5	$1,478.1	$1,510.6	$1,510.6	$32.5	2.2%
Collections	$3,193.5	$3,318.9	$3,517.6	$3,410.1	$91.2	2.7%
Total	$6,275.6	$6,271.1	$6,608.3	$6,500.8	$229.7	3.7%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$927.8	$944.4	$1,076.6	$969.1	$24.7	2.6%
Landfill Fund	$2,722.5	$2,578.6	$2,712.7	$2,712.7	$134.1	5.2%
Solid Waste Collection Fund	$2,625.3	$2,748.1	$2,819.0	$2,819.0	$70.9	2.6%
Total	$6,275.6	$6,271.1	$6,608.3	$6,500.8	$229.7	3.7%

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations		FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
Landfill Fund						
D-108	Replace Bulldozer	12.5	100.0	300.0	480.0	240.0
D-109	Replace Dump Truck (25 yard articulating)	210.0	134.0	134.0	134.0	400.0
D-117	Belt Replacements for RMPF (New)	-	-	67.0	134.0	-
D-118	Control Panel/Cabinets Replacement for RMPF	-	-	65.0	-	-
D-119	Replacement Roll-Off Container Truck	-	114.0	59.0	201.0	200.0
D-120	Replace Pavement at Solid Waste Facilities (New)	-	-	60.0	-	-
Landfill Fund Total		*222.5*	*348.0*	*685.0*	*949.0*	*840.0*
Solid Waste Fund						
D-121	Replace Automated Refuse/Recycling Truck	540.0	540.0	200.0	620.0	-
D-122	Replace Commercial Dumpster Collection Front-end Loader	(79.6)	165.0	180.0	360.0	90.0
D-123	Replace Mini-Packer Trucks (New)	-	-	135.0	270.0	-
D-124	Mini-Packer Truck	(293.4)	34.0	34.0	34.0	68.0
Solid Waste Fund Total		*166.9*	*739.0*	*549.0*	*1,284.0*	*158.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	61	62	64	62	0

State Court

Mission and Goals

The Mission of the State Court is to preside over civil and criminal cases in a manner consistent with the law and interests of justice. The Court seeks to handle all cases in a timely, efficient, and cost-effective manner and to treat all persons who appear in Court with dignity, courtesy, and respect. A significant part of the operation of the Court is the DUI/Drug Court program, the goal of which is to provide the opportunity for repeat DUI and substance-abuse offenders to achieve sobriety and become productive members of our community through a unique program of intensive supervision, treatment and accountability.

Objectives

The State Court seeks to provide diligent, effective, efficient and fair administration of justice in all civil and criminal cases. The DUI/Drug Court seeks to reduce recidivism rates for high-risk offenders by holding offenders accountable and therefore increasing public safety.

Performance Measures

	Actual				Forecast	
	FY15	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**
Criminal Cases Filed*	4,537	3,964	3,562	3,804	Not Available	
Criminal Cases Disposed*	4,487	4,341	3,733	3,834		
Civil Cases Filed	487	450	509	676		
Civil Cases Disposed	426	449	452	582		
Jury trials conducted	52	38	29	27		

*Includes probation cases

Budget Highlights

- There are no significant changes to the FY20 Approved Budget for the General Fund.
- The FY20 Approved Budget for the DUI-Drug Court includes participant revenues of $120,000, anticipated grant funding of $74,000, use of fund balance of $5,000 and anticipated use of DATE Funds of $64,000 for a total of $263,000.

State Court

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$642.9	$662.4	$673.7	$673.7	$11.3	1.7%
Operating	$450.4	$395.2	$395.4	$395.4	$0.2	0.1%
Total	$1,093.3	$1,057.6	$1,069.1	$1,069.1	$11.5	1.1%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
State Court	$675.0	$680.6	$675.6	$675.6	($5.0)	-0.7%
DUI/Drug Court	$418.3	$377.0	$393.5	$393.5	$16.5	4.4%
Total	$1,093.3	$1,057.6	$1,069.1	$1,069.1	$11.5	1.1%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$787.9	$794.5	$805.8	$805.8	$11.3	1.4%
Special Programs Fund	$189.2	$263.1	$263.3	$263.3	$0.2	0.1%
Grants Fund	$116.2	$0.0	$0.0	$0.0	$0.0	--
Total	$1,093.3	$1,057.6	$1,069.1	$1,069.1	$11.5	1.1%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	7	7	7	7	0

Superior Court

Mission

Superior Courts

The mission of the Superior Courts is to provide for the timely, effective and legally correct resolution of civil disputes, criminal prosecutions, appellate and equity matters in the furtherance of justice and in compliance with the Constitution and the laws of the State of Georgia. The Superior Courts also supports and oversees the operation of programs and functions within the Superior Courts' authority.

Probation Services

The mission of Probation Services is to be a leader in community corrections, working with the judiciary and the community to create a safer society. Probation Services is committed to providing the courts with quality information while offering viable, cost-effective sentencing and pretrial options. Through a balance of compliance enforcement and treatment strategies, offenders are held accountable and afforded opportunities to become productive, law-abiding citizens. Probation Services provides offender management for Felony Drug Court, Treatment and Accountability Court, Veterans Court, DUI/Drug Court, and the Solicitor's Pretrial Intervention Program. Probation Services also provides enhanced supervision of Domestic Violence cases under a Violence Against Women (VAWA) grant and operates the full-service Athens Drug Lab.

Felony Drug Court

The mission of the Western Judicial Circuit Felony Drug Court is to provide an alternative means for addressing substance abuse offenses through a judicially supervised regimen of treatment for chemically dependent offenders with the goal of yielding sober, law-abiding citizenry, thereby reducing the cost and negative effect on the community while resolving public safety issues.

Mental Health Treatment and Accountability Court

The mission of the Treatment and Accountability Court is to increase public safety and make more effective use of resources, in cooperation with local mental health providers, by providing judicial supervision to offenders with mental illness, thereby reducing criminal behavior, reducing arrests and jail time; effectively treating and monitoring individuals with mental illness and improving the quality of life for individuals and their families.

Veterans Treatment Court

The mission of the Western Judicial Circuit Veterans Treatment Court is to provide support and accountability that empowers Veterans to regain and maintain productive, responsible lives.

Alternative Dispute Resolution

The mission of the Alternative Dispute Resolution Program for the Tenth Judicial District is to provide an alternative method of resolving disputes in cases filed in Superior, State, Magistrate and Probate Courts of Athens-Clarke, Oconee, Madison, Hart, Elbert, Franklin, Walton, Newton, and Oglethorpe counties. Judges in these counties assign appropriate cases for mediation in conformity with state law and local rules established by the Board of Directors for the ADR program. The ADR Program staff also coordinates the Divorcing Parents Programs in Athens-Clarke and Oconee counties for spouses filing for divorce who have children under 18 years of age.

Law Library

The mission of the Athens-Clarke County Law Library is to provide free use of legal research materials including statutes, digests and case law in an effort to promote equal access to court services. The Law Library's primary

purpose is for legal research, but it also has facilities for meetings and serves as the center for self-represented litigants.

Objectives

- To maintain or increase current disposition rates for Superior Court civil and criminal cases.
- To increase response times, participation, rehabilitative services and compliance through alternative programs such as Alternative Dispute Resolution, Felony Drug Court, Mental Health Treatment and Accountability Court, Veterans Court and Probation Services.
- Increase positive community relations and the professional knowledge of court staff and participants while ensuring equal access to court services.
- Increase program participation for qualified participants in the Felony Drug Court, Mental Health Treatment and Veterans Court and increase the direct contact and supervision provided to participants of these programs and Probation Services to ensure program conformity and fidelity.
- To establish a Steering Committee to build community support and awareness to all of the Accountability Courts.
- Formation of a Judicial Council to hold regular meetings to address Criminal Justice Reform.

Performance Measures

	Actual			Forecast	
	CY16	**CY16**	**CY17**	**CY18**	**CY19**
Criminal Cases Filed	2,527	2,500	2,504	2,675	2,675
Civil Cases Filed	2,289	2,400	2,165	2,650	2,650

	Actual			Forecast	
	FY15	**FY16**	**CY17**	**CY18**	**CY19**
Number of New Accountability Court Participants	44	44	121	113	117
Number of Accountability Court Graduates	17	19	69	64	67
Average Number of Misdemeanor Probation Cases and Active Warrants	2,900	2,500	4,000	4,000	4,000
Average Number of Pre-trial Probation Cases	350	350	600	600	600

Probation Services

Outcomes and Performance Measures	Current Goal	2017	2018	Proj. 2019	Trend	Comments or Analysis
Court Case Data						
Superior Court Cases Fiscal Year	Data only	335	382	328	Down	
Finacial Assessments ordered in dollars	Data only	$120,444	$66,482	80,068	Up	
Percentage of assessments collected by probation	65%	67%	80%	76%	Down	
Community Service Hours Completed	Data only	6,430	5,700	5,717	Up	
State Court Cases Fiscal Year	Data only	1,366	1,337	1,340	Up	
Finacial Assessments ordered in dollars	Data only	$661,444	$431,263	$461,876	Up	
Percentage of assessments collected by probation	65%	65%	78%	92%	Up	
Community Service Hours Completed	Data only	55,513	60,128	40615	Down	
Municipal Court Cases Fiscal Year	Data only	610	711	694	Down	
Finacial Assessments ordered in dollars	Data only	$379,718	$399,303	$320,364	Down	
Percentage of assessments collected by probation	65%	71%	69%	71%	Up	
Community Service Hours Completed	Data only	22,033	12,015	20,200	Up	
WE PROVIDE A COST-EFFICIENT WORKFORCE						
Total number of staff-FT	Data only	21	21	21		
Total number of staff-PT/NB	Data only	2	3	3		
Total expenses ($)	Data only	$1,678,132	$1,601,968	$1,700,209	Up	Pay Adjustment
Revenue Receipts	Data only	$ 997,250	$ 924,982	$ 865,364	Down	Supervision Fees, Program Fees, Electronic Monitoring Fees, Drug Test Fees
Percentage of revenue offset relative to expenses	Data only	59%	58%	61%	Down	Goal: **Increase by 5% or more**
CASE MANAGEMENT						
Number of cases closed successfully	Data only	1,570	1,509	Pending		Probationer completed conditions or case was modified.
Number of cases closed unsuccessfully	Data only	679	490	Pending		Probationer did not complete conditions or were in warrant status/revoked.
Percentage of successful cases	Data only	51%	68%	Pending		Goal: **Increase by 5% or more**
Drug Testing						
Samples tested by Fiscal Year	Data only	17,512	19,817	20,482	Up	Individual urine samples tested. Goal: **Increase by 5% or more.**
Assays performed	Data only	117,469	148,893	149,600	Up	Specific tests for drugs within the samples. Goal: **Increase by 5% or more.**

Superior Court

Budget Highlights

The FY20 Approved Budget for Superior Court includes operations in the General Fund, the Alternative Dispute Resolution (ADR) Fund, and the Special Programs Fund (Law Library).

General Fund

- The Superior Court budget includes the conversion of a part-time Lab Assistant position to fulltime ($23,761). The position is anticipated to generate an additional $12,500 of revenue.
- The General Fund budget also reflects funding of $150,000 to move the Felony Drug Court from the Special Programs Fund to the General Fund. The Felony Drug Court had been supported by Drug Abuse Treatment and Education (DATE) funds. However, these funds are no longer sufficient to cover the program.
- The Approved Budget includes funding of $40,000 for Court Assessments.
- The Superior Court requested $67,500 for Veteran's Court Program Coordinator be budgeted to move to the General Fund. This request was not recommended nor approved.

ADR Fund

- This program operates in a separate fund and all costs are recovered by revenues from fees charged to participating judicial circuits, which currently include the Alcovy, Northern and Western judicial circuits.
- The FY20 Budget for the ADR Program reflects no significant changes.

Special Programs Fund

- In previous years, the Superior Court budget in the Special Programs Fund included both the Law Library and the Felony Drug Court. However, funding for the Felony Drug Court was approved to move to the General Fund.
- There are no significant changes for the Law Library.

Superior Court

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$2,364.9	$2,431.5	$2,497.2	$2,457.6	$26.1	1.1%
Operating	$1,354.2	$1,109.1	$1,065.1	$1,105.1	($4.0)	-0.4%
Total	$3,719.1	$3,540.6	$3,562.3	$3,562.7	$22.1	0.6%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Administration	$3,139.7	$3,000.6	$3,030.9	$3,031.3	$30.7	1.0%
Superior Court One	$107.4	$127.9	$127.9	$127.9	$0.0	0.0%
Superior Court Two	$249.6	$139.6	$139.6	$139.6	$0.0	0.0%
Superior Court Three	$122.5	$166.5	$166.5	$166.5	$0.0	0.0%
Superior Court Four	$99.9	$106.0	$97.4	$97.4	($8.6)	-8.1%
Total	$3,719.1	$3,540.6	$3,562.3	$3,562.7	$22.1	0.6%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$2,918.3	$3,037.6	$3,238.0	$3,238.4	$200.8	6.6%
Alternative Dispute Res. Fd.	$163.2	$192.6	$202.4	$202.4	$9.8	5.1%
Special Programs Fund	$242.2	$310.4	$121.9	$121.9	($188.5)	-60.7%
Grants Fund	$395.4	$0.0	$0.0	$0.0	$0.0	--
Total	$3,719.1	$3,540.6	$3,562.3	$3,562.7	$22.1	0.6%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	34	34	36	35	1

Tax Assessor

Mission & Goals

- Appraise all property located in Athens-Clarke County at its fair market value to ensure that taxpayers pay no more than their fair share of property taxes.
- Achieve fair and equitable valuations of all properties within state mandated specifications.
- Produce a statutorily acceptable digest by August 1 of each year.

Objectives

- Maintain a level of assessment (assessed value/sales ratio) between 38% and 42%. (State requirement range is 36% - 44%)
- Maintain a uniformity of assessment (coefficient of dispersion) not to exceed a range of 10% above or below the median ratio (state requirement is less than 15%)
- Maintain an assessment bias relationship (price related differential) close to 1.00. (State requirement range is 0.95 – 1.10)
- Prepare and send change of assessment notices by first week of May each digest year.

Tax Assessor

Performance Measures

Tax Assessor								
Outcomes and Performance Measures	**Goal**	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**Comments or Analysis**
Appraise all property located in Athens-Clarke County								
Number of Real Parcels	Data Only	41,802	41,871	41,861	41,805	41,828	41,775	Annual digest count
Number of Personal Property Accounts	Data Only	5,169	5,209	5,216	5,277	5,415	5,451	Annual digest count
Number of Mobile Homes	Data Only	2,517	2,516	2,514	2,496	2,497	2,498	Annual digest count
Achieve fair and equitable valuations of all properties according to state mandated specifications								
Maintain Level of Assessment (FMV)	38%-42%	39.53	39.96	40.58	39.39	39.29	*Unknown	Mandated by State of Georgia
Maintain Level of Uniformity	< 15%	10.21	3.20	8.81	8.90	8.54	*Unknown	Mandated by State of Georgia
Maintain Level of Assessment Bias	.95 - 1.10	102.26	100.61	101.24	101.58	100.66	*Unknown	Mandated by State of Georgia
Georgia Department of Audit Ratio Study	Pass, no findings	Pass, no findings	Pass, no findings	Pass, no findings	Pass, no findings	Pass, no findings	*Unknown	Mandated by State of Georgia
Produce a statutorily acceptable digest each year so tax bills can be mailed in a timely manner								
Complete fieldwork reviews by February 1 each year	> 95%	97%	97%	97%	98%	98%	98%	Necessary deadline in producing of tax digest each year
Complete deed transactions reviews by Feb 1 each year	> 95%	95%	95%	96%	97%	98%	99%	Necessary deadline in producing of tax digest each year
Complete mapping updates by Feb 1 each year	> 95%	97%	97%	96%	97%	98%	98%	Necessary deadline in producing of tax digest each year
Complete Personal Property accounts to send notices by first week of May each year	> 95%	100%	99%	99%	99%	96%	99%	Necessary deadline in producing of tax digest each year
Complete ratio analysis to send notices by first week of May each year	> 98%	100%	100%	100%	100%	100%	100%	Necessary deadline in producing of tax digest each year
Process appeals within 180 days of receipt	< 180	100%	100%	100%	100%	100%	100%	State requirement for processing appeals in timely manner
Produce timely and acceptable tax digest	August 1 each year	Met	Met	Met	Met	Met	Met	State requirement for tax digest submission is September 1 each year
* 2018 Statistics not available from state until May 2019.								

Budget Highlights

- The FY20 Budget for the Tax Assessor's office is $1.1 million.
- $27,165 is included for purchase of Mobile Assessor, computer-assisted mass appraisal system.
- An applied position vacancy estimate has reduced personal service expense by $16,000.

Tax Assessor

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$975.4	$997.3	$997.2	$981.2	($16.1)	-1.6%
Operating	$100.0	$120.2	$148.1	$148.1	$27.9	23.2%
Total	$1,075.4	$1,117.5	$1,145.3	$1,129.3	$11.8	1.1%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	13	13	13	13	0

Tax Commissioner

Mission

The overall goal of the Office of the Tax Commissioner is to provide effective and accountable tax administration to the citizens of Athens-Clarke County in a fair and courteous manner.

The Property Tax Division is involved in the preparation of the digest, collection of ad valorem tax on real and personal property, disbursements of these collections to the levying authorities, and final audit of these transactions.

The Delinquent Tax Division's mission is to maximize collection of ad valorem tax by working with taxpayers in financial difficulty and maintaining an ongoing levy program. We use all legal measures to collect delinquent tax from those who willfully refuse to pay.

The Motor Vehicle Division -- Services provided by this division are: (1) registration and titling of vehicles, collection, and disbursements of related taxes and fees; (2) advise taxpayers of legal means of transferring vehicle ownership and proper registration and titling procedures; and (3) assist law enforcement in identifying vehicle ownership.

Objectives

- Process property tax payments within 24 hours of receipt
- Disburse payments received within one week in off peak season and within two weeks in the peak season as required by O.C.G.A.
- Collect, process and disburse 91% of property taxes billed within 30 days of due date
- Collect, process and disburse 98.5% of property taxes billed by the end of the fiscal year
- Process and (re)bill errors, releases and Not on Digest (NOD's) within seven working days
- Process motor vehicle dealer mail within 24-48 hours of receipt
- Turn around individual taxpayer mail within 48 hours
- Process walk-in business in 15 minutes or less for DMV and five minutes or less for property tax
- Answer phones by third ring

Performance Measures

	Actual			Forecast	
	FY16	**FY17**	**FY18**	**FY19**	**FY20**
Property Tax Bills - Real/Personal	45,866	46,003	46,023	46,000	46,000
Delinquent Tax Billing	8,011	12,166	4,018	9,000	9,000
Homestead Applications Maintained	15,834	15,717	15,739	16,000	16,200
Tax Returns Received/Processed	1,586	1,526	1,503	1,600	1,600
Tax Sale Operations/ Fi-Fa. Issued	926	1,858	848	1,900	1,900
Vehicle Registration Services	90,962	106,904	108,342	107,000	107,000
Vehicle Miscellaneous Services	12,364	5,757	5,828	8,000	8,000
Mobile Homes Billed	1,824	1,801	1,814	1,825	1,825
Vehicle Title Services	19,921	22,080	20,046	21,000	21,000

Tax Commissioner

Budget Highlights

- The FY20 Budget for the Tax Commissioner's office, $1.5 million, reflects no significant changes to services or programs.
- An applied position vacancy estimate reduced personal service expense by $17,200.

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$1,267.9	$1,324.0	$1,346.6	$1,329.4	$5.4	0.4%
Operating	$167.8	$210.7	$210.7	$210.7	$0.0	0.0%
Total	$1,435.7	$1,534.7	$1,557.3	$1,540.1	$5.4	0.4%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$189.7	$203.3	$201.0	$200.0	($3.3)	-1.6%
Property Tax	$401.9	$445.9	$451.7	$446.0	$0.1	0.0%
Motor Vehicle	$684.7	$706.2	$722.8	$714.5	$8.3	1.2%
Delinquent Tax	$159.4	$179.3	$181.8	$179.6	$0.3	0.2%
Total	$1,435.7	$1,534.7	$1,557.3	$1,540.1	$5.4	0.4%

Authorized Positions

	FY18	FY19	FY20	FY20	
			Requested	**Approved**	▲
Fulltime Authorized Positions	19	19	19	19	0

Transit

Mission

The mission of the Transit Department is to provide safe, courteous, cost effective efficient public transportation services to the citizens of Athens-Clarke County.

Goals & Objectives

- Transit is to provide transportation to employment, educational, medical, shopping, cultural, and other resource centers for community members, with special attention to those who do not have access to other modes of transportation.
  a) To identify areas with transit dependent block groups that have an above average propensity to use transit by assessing census data.
  b) Recommend change on a system wide basis to better address the needs of citizens.
  c) Emphasize regional connections for all ground transportation.
  d) Position Athens Transit as a strong alternative to automobiles by providing more frequency of service, longer hours of service, multiple transfer options, and more direct routes with shorter travel times.

- Transit provides solutions to help improve citizen mobility within Athens-Clarke County.
  a) Identify neighborhoods that are underserved and develop service plans.
  b) Attempt to improve air quality by reducing traffic congestion along specific corridors.

- ATS operates in such a manner that is cost effective.
  a) Continue to pursue dedicated funding sources for transit services. (Examples; local option sales tax, gasoline tax, etc.)
  b) Develop alternative revenue sources that have the least impact on local community tax payers.
  c) Create a fare structure that is economically feasible for people with low incomes.
  d) Utilize SPLOST and TSPLOST funding to supplement capital expenses.
  e) Thoroughly investigate, acquire and implement new technology to achieve operating cost savings.

- Continue to foster the ATS and UGA transit services interface in order to achieve community goals.
  a) Continue to coordinate with Campus Transit to avoid duplication of transit services.
  b) Develop specific services in conjunction with Campus Transit, tailored to meet the needs of UGA affiliated passengers.

- Reduce the need for parking facilities within the CBD and UGA campus therefore allowing maximum utilization of land for more productive purposes.
  a) Educate employers, the business community and citizens about the economic benefits of Athens Transit.
  b) Encourage more partnerships with employers and business communities.
  c) Develop park-n-ride sites with direct service to the CBD and UGA campus.

SERVICE GOALS

Fixed Route Service – "The Bus"

- Provide safe, timely transit services to our community and a safe service environment for customers and employees.
- Ensure that safe, clean, well-maintained vehicles are available to operate all trips as scheduled.
- Achieve a high level of rider satisfaction and an on-time performance rate that exceeds 95%.
- Maximize fare revenue, while providing economical services.
- Limit the cost of providing service by generating more revenue.
- Increase community awareness and encourage use of available transit service.

Transit

- Implement innovative route and scheduling methods to reduce cost and promote increased ridership.

Paratransit Demand Response – "The Lift"

- Limit the increasing cost of providing service by ensuring only qualified individuals are permitted to use the service.
- Achieve a high level of rider satisfaction and an on-time performance rate that exceeds 95%.
- Optimize scheduling to effectively utilize resources.
- Implement innovative route and scheduling methods to reduce cost and promote increased ridership.

Performance Measures

Transit Performance Measure	*Goal*	*FY15*	*FY16*	*FY17*	*FY18*	*FY19 (Proj.)*	*FY20 (Proj.)*
Total Passengers Fixed-Route	increase by 3%	1,555,318	1,508,601	1,603,837	1,651,952	1,701,511	1752556
Passenger Revenue*	increase by 3%	$ 1,951,602	$ 1,850,187	$ 1,858,368	$ 1,914,119	$ 1,971,543	$ 2,030,689
Revenue Miles	increase by 3%	761,055	818,720	868,972	895,041	921,892	949549
Revenue Hours	increase by 3%	65,983	71,285	75,038	77,289	79,608	81996
Passengers/Mile	increase by 3%	2.04	1.84	1.85	1.91	1.96	2
Passengers/Hour	increase by 3%	23.57	21.16	21.37	22.01	22.67	23
Revenue/Mile	increase by 3%	$ 2.56	$ 2.26	$ 2.14	$ 2.20	$ 2.27	$ 2.34
Revenue/Hour	increase by 3%	$ 29.58	$ 25.95	$ 24.77	$ 25.51	$ 26.28	$ 27.07
Total Passengers Demand Response	increase by 3%	6,793	6,822	6814	$7,018	$7,229	7446
Passenger Revenue*	increase by 3%	$ 23,595	$ 23,705	$ 22,837	$ 23,522	$ 24,228	$ 24,955
Revenue Miles	increase by 3%	55,541	59,843	56875	58581	60339	62149
Revenue Hours	increase by 3%	5,138	5,354	5,509	5674	5844	6020
Passengers/Mile	increase by 3%	0.12	0.11	0.12	0.12	0.13	0
Passengers/Hour	increase by 3%	1.32	1.27	1.27	1.31	1.35	1
Revenue/Mile	increase by 3%	$0.42	$0.40	0	0.41	0.42	$ 0.44
Revenue/Hour	increase by 3%	$ 4.59	$ 4.43	$ 4.15	$ 4.27	$ 4.40	$ 4.53
Miles/Trip	increase by 3%	$ 8.18	$ 8.77	$ 8.35	$8.60	$8.86	$ 9.12
Overall Ridership		**1555318**	**1508601**	**1603837**	***1651952***	***1668472***	**1718526**

Budget Highlights

- Projected FY20 Revenue is $5.7 million, an increase of $169,000 from FY19 Budget.
- Federal funding is estimated to be $2.6 million in FY20, $70,000 above FY19 Budget.
- Fare box revenue, $531,000, & contributions from UGA, $647,000, are projected to be $1.2 million, similar to FY19.
- Fare free transit service for senior citizens and disabled passengers, $85,000, and for ACCGOV employees, $9,000, has been included, reducing requested fare box revenue by $94,000.
- The General Fund contribution to Transit Enterprise Fund is $1.8 million, increasing by $103,500 over FY19, to support the fare box revenue reduction of $94,000 & bus stop improvements of $9,500.
- Use of $1.5 million of Available Unrestricted Net Position is planned for FY20.
- Expenses (less depreciation of $2.9 million) are projected at $7.2 million, an increase of $583,709.
- $50,992 is included to convert seven part-time Transit Vehicle Operator positions to four full-time positions to help stabilize staffing.
- $9,500 is included for bus stop improvement (funded by SPLOST 2005 & 2011) support by converting two part-time Transit Facility Service Worker positions to two full-time positions & reducing solid waste collection expenses by $60,000.
- A full year of funding of 2 full-time positions is included for:
  - 1 Transit Education/Outreach/Marketing Coordinator (authorized for 9 months in FY19)
  - 1 Transit Safety & Training Coordinator (authorized for 6 months in FY19)
- The FY20 Budget includes the Transit Planning Grant of $92,800, similar to FY19, which funds a Planner II position.

For more information on the Transit Fund, see page E-26.

Transit

Appropriation Summary

(All figures in $1,000s)	FY18	FY19	FY20	FY20		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$3,882.5	$4,146.9	$4,965.5	$4,782.8	$635.9	15.3%
Operating	$1,192.1	$1,448.0	$1,564.4	$1,442.4	($5.6)	-0.4%
Total	$5,074.6	$5,594.9	$6,529.9	$6,225.2	$630.3	11.3%

	FY18	FY19	FY20	FY20		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$386.3	$672.30	$636.30	$631.40	($40.9)	-6.1%
Operations	$3,465.2	$3,592.9	$4,455.1	$4,185.3	$592.4	16.5%
Demand Response	$304.6	$320.5	$380.1	$360.1	$39.6	12.4%
Maintenance	$918.5	$1,009.2	$1,058.4	$1,048.4	$39.2	3.9%
Total	$5,074.6	$5,594.9	$6,529.9	$6,225.2	$630.3	11.3%

	FY18	FY19	FY20	FY20		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Transit Fund	$5,074.6	$5,504.5	$6,437.2	$6,132.4	$627.9	11.4%
Grants Fund	$0.0	$90.4	$92.7	$92.8	$2.4	2.7%
Total	$5,074.6	$5,594.9	$6,529.9	$6,225.2	$630.3	11.3%

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	68	71	80	77	6

Transportation & Public Works

Mission

Transportation & Public Works is committed to the responsible planning, construction, maintenance, and operation of a transportation network that is effective and safe for people using all modes of transportation.

Further, Transportation & Public Works is dedicated to a stormwater management program that improves both the conveyance of stormwater and the quality of our streams and rivers while running an effective and responsive utility.

Goals

The Department strives to provide an effective and safe transportation network for people using all modes through the following:

- Provide a proactive asset management program to key transportation infrastructure including pavement, bridges, traffic signals, pavement markings, and signs
- Provide safe and efficient roadways
- Provide effective and connected bicycle and pedestrian networks that are comfortable and safe for all users
- Provide safe, clear, efficient, and effective traffic control and guidance systems
- Provide proactive and responsive maintenance to transportation systems
- Promote high quality, safe, effective and environmentally sensitive development in the community
- Oversee the effective and cost efficient construction of transportation improvements
- Provide prompt emergency response that serves the needs of Athens-Clarke County

The Department strives to provide an effective stormwater program through the following:

- Provide a proactive asset management program to key stormwater infrastructure including dams, detention facilities, culverts, and stormwater collection systems
- Provide safe and efficient public storm water collection and conveyance systems
- Operate a utility that is cost efficient, effective, and responsive
- Identify safety and operational deficiencies in drainage systems and deliver corrective solutions in a timely manner

Objectives

Transportation:

- Provide major roadway maintenance (resurfacing) to at least 5.8% (70 lane-miles) of ACC lane miles to provide a sustainable life cycle program (10 years for arterials, 15 years for collectors, and 20 years for local roadways)
- Replace approximately one bridge every 1.5 years to provide sufficient structures
- Rebuild approximately 8% (7) traffic signals annually to provide a reliable and effective signal system
- Upgrade 8%, approximately 2,750, of all road signs on an annual basis to ensure proper reflectivity standards of all signs
- Complete plans review for new development within fourteen (14) days of submittal
- Complete 95% of street work requests within three (3) days of receiving the request

Stormwater:

- Develop and implement an asset management program for piped stormwater systems
- Continue implementation of Stormwater Master Plan
- Maintain stormwater utility bill collection to average at least 92% yearly
- Provide a cost effective stormwater utility that maximizes public investment

Performance Measures

TRANSPORTATION	*Performance Measure*	*Goal*	*FY15*	*FY16*	*FY17*	*FY18*	*FY19**	*Comments*
	Our staff is committed to the responsible planning, construction, and maintenance of a transportation network							
	Lane-miles inspected for pavement condition as % of all lane-miles	*> 67%*	67%	67%	67%	0%	*100%*	Plan to automate inspections by end of FY19.
	Lane-miles receiving major roadway maintenance as % of all lane-miles (resurfacing, full-depth reconstruction, etc.)	*> 5.8%*	1.6%	1.8%	1.7%	2.0%	*8.7%*	Increase based on TSPLOST funding anticipated to continue
	Lane-miles receiving minor roadway maintenance as % of all lane-miles (crack seal, chip seal, patching, etc.)	*>11.7%*	7.5%	10.0%	11.1%	5.8%	*2.0%*	Lower numbers to prioritize major resurfacing projects
	Lane-miles in good or excellent condition as % of all lane-miles	*> 70%*	47%	47%	44%	44%	*46%*	FY18 number assumed. To be updated by end of FY19
	Average bridge sufficiency rating	*> 80*	77.9	77.9	78.2	78.2	*78.2*	Current score from 2017 GDOT report. To be updated in 2019 report.
	Number of traffic signal rebuilds as % of all ACC traffic signals	*> 8%*	1.8%	1.2%	1.2%	3.3%	*4.4%*	3 traffic signals rebuilt in FY18
	Average traffic signal age	*Data Only*	23	23	23	24	*24*	One third of ACC signals exceed age of 39-years
	Cabinet equipment preventative maintenance inspections % of all signals	*100%*	*New FY16*	100%	100%	90%	*56%*	FY19 projected decrease due to 2 signal tech vacancies which caused Traffic to prioritize work order response over PM inspections
	Preventative maintenance inspections of field equipment as % of all traffic signals	*> 50%*	*New FY16*	40%	30%	85%	*30%*	
	Traffic Signal Maintenance Devices Per Technician	*≤ 40*	52	55	61	62	*53*	Lower number from Fiber Technician approved in FY19 budget for Q4
	Number of traffic signal work orders	*Data Only*	1094	1228	1045	1198	*1164*	38% increase since FY14 likely due to aging infrastructure
	Centerline miles of roadway striping installed as % of centerline miles	*> 12%*	5.0%	2.0%	4.3%	6.0%	*6.5%*	FY20 projections will be higher as Pavement Program increases volume
	Number of signs replaced as percentage of all signs	*> 8%*	5.5%	3.0%	5.0%	5.0%	*6.4%*	Many signs are older and noncompliant with MUTCD rero-reflectivity standards.
	Average response time (days) for immediate roadway work requests	*< 3 days*	1.4	0.6	1.0	1.1	*1.2*	189 immediate roadway work requests resolved in FY18

Transportation & Public Works

	Performance Measure	Goal	FY15	FY16	FY17	FY18	FY19*	Comments
TRANSPORTATION	% dead animals removed within 24-hours of notice	*100%*	100%	100%	100%	100%	*100%*	All 484 dead animals removed in FY18 within 24-hour notice
	Number of immediate roadway work requests completed in 3 days as % of all requests	*> 90%*	90.2%	96.3%	91.1%	93.2%	*90.0%*	Slight decreased due to volume of capital projects
	that is effective							
	Overall arterial level of service (LOS)	*C*	*New in FY20*					Developing work flow
	Million vehicle miles traveled	*Data Only*	1070	1120	1105	*1149*	*1195*	FY18 represents a 15% increase from FY14
	Total pedestrian network mileage as percent of overall roadway network	*Data Only*	31.9%	32.0%	32.3%	*32.4%*	*32.4%*	720-feet of sidewalk anticipated in FY19
	Total bicycle network mileage as percent of overall roadway network	*> 51%*	12.5%	12.6%	12.8%	*12.8%*	*12.8%*	Additional facilities were on hold pending completion of Athens in Motion Plan.
	and safe for all modes of transportation.							
	Crashes / 100 million vehicle miles traveled	*Decrease FPY*	688	527	494	603	*545*	Q1 and Q2 crash numbers appear lower than previous years by about 6%. Possibly due to combination of distracted driving law and regression to the mean. Final numbers pending verification of crash reports and data compilation.
	Fatalities (sum of reported vehicular, bicycle, and pedestrian)	*Decrease FPY*	9	16	11	8	*7*	
	Serious Injuries (sum of reported vehicular, bicycle, and pedestrian)	*Decrease FPY*	1178	1347	1298	1127	*1059*	
	Number of pedestrian-related crashes	*Decrease FPY*	49	66	57	75	*70*	
	Number of bicycle-related crashes	*Decrease FPY*	35	16	26	33	*31*	

	Performance Measure	Goal	FY15	FY16	FY17	FY18	FY19*	Comments
STORMWATER	***Further, we are dedicated to a stormwater management program that improves both the conveyance of stormwater***							
	Stormwater Pipe in Good or Excellent Condition as % of pipe	*New in FY20*						Developing work flow
	Number of linear feet of stormwater pipe rehabilitated/replaced	*Data Only*	New in FY18			462	*1028*	Clayton Street and failing pipe replacements increased feet of pipes replaced
	Number of miles of shoulder and ditch maintenance completed as % of total miles	*> 20%*	11.1%	10.6%	5.1%	7.7%	*10%*	Moderate FY18 increase projected to continue into FY19
	% inspection of stormwater drains in public right of way	*100%*	100%	100%	100%	86%	*90%*	Lower numbers as staff was out on FMLA and inclement weather impaired inspections
	Number of flooding-related work requests	*Data Only*	New in FY20					Developing work flow
	Average response time (days) for immediate stormwater work requests	*< 3 days*	1.8	0.6	0.6	0.8	*0.8*	828 immediate stormwater work requests resolved in FY18
	Number of immediate stormwater work requests completed in 3 days as % of all requests	*> 90%*	86%	98%	97%	94%	*95.7%*	

	Performance Measure	Goal	FY15	FY16	FY17	FY18	FY19*	Comments
STORMWATER	**and the quality of our streams and rivers.**							
	Number of sampling locations within Georgia EPD thresholds as % of all sampling locations	*New in FY20*						Developing work flow
	Number of Illicit Discharge Complaints	*Data Only*	99	72	43	66	*44*	As required by NPDES Phase II Permit
	% of Illicit Discharge Complaints responded to in 48 hours	*100%*	100%	100%	100%	100%	*100%*	
	Cubic yards of waste removed from stormwater system	*Data Only*	*New in FY18*			595.5	*600*	As required by NPDES Phase II Permit
	while running an effective and responsive utility.							
	Utility bill collection rate	*> 95%*	98%	96%	91%	93%	*92%*	Projection pending final collections
	% credit card payments	*> 4.6%*	*New in FY17*		2.8%	6.4%	*3.8%*	ClickToGov projected to increase
	Monthly stormwater rate per 1,000 square feet	*< $1.91*	$1.34	$1.34	$1.34	$1.34	*$1.34*	Utility Fee Review ongoing
	Number of impervious surface appeals reviewed	*Data Only*	103	243	286	51	*36*	Peak reviews from impervious surface audit
	Number of new credit applications approved	*Data Only*	2	1	1	1	*0*	Utility Fee Review looking for ways to increase

*FY19 numbers projected based on data collected from Q1 and Q2

Budget Highlights

Transportation and Public Works is funded through two funds, the General Fund and the Stormwater Fund. The General Fund supports Administration, Traffic & Operations, Engineering, and Streets & Drainage. The Stormwater Fund supports Engineering, Streets & Drainage, and Stormwater Management for stormwater projects.

- An additional fulltime Pavement Management Program Inspector is approved for FY20 and is to be funded through the TSPLOST program.

General Fund

- A vacancy estimate is approved, reducing General Fund Personal Services expenses by $90,300.
- The budget includes $6,000 for operating needs for the Intelligent Transportation Systems Technician position.

Stormwater Fund

- Increased User Fees in the Stormwater Fund will generate approximately $7,500 in additional revenue.

For more information on the Stormwater Fund, see page E-30.

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Salary & Benefits	$4,366.5	$5,099.0	$5,446.4	$5,284.8	$185.8	3.6%
Operating	$2,500.5	$2,529.4	$2,663.5	$2,592.5	$63.1	2.5%
Total	$6,867.0	$7,628.4	$8,109.9	$7,877.3	$248.9	3.3%

Appropriations by Division	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Administration	$268.0	$318.5	$323.5	$313.7	($4.8)	-1.5%
Traffic & Operations	$2,200.7	$2,234.1	$2,508.1	$2,330.4	$96.3	4.3%
Engineering	$650.4	$929.9	$991.5	$976.6	$46.7	5.0%
Streets & Drainage	$1,790.9	$2,779.6	$3,071.4	$3,041.2	$261.6	9.4%
Storm Water Management	$1,957.0	$1,366.3	$1,215.4	$1,215.4	($150.9)	-11.0%
Total	$6,867.0	$7,628.4	$8,109.9	$7,877.3	$248.9	3.3%

Appropriations by Fund	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
General Fund	$4,143.1	$4,408.7	$4,738.2	$4,505.6	$96.9	2.2%
Stormwater Fund	$2,723.9	$3,219.7	$3,371.7	$3,371.7	$152.0	4.7%
Total	$6,867.0	$7,628.4	$8,109.9	$7,877.3	$248.9	3.3%

Capital Budgets, 5-Year CIP and Project Forecast

Capital Appropriations	FY18 Year End Balance	FY19 Budget	5-Year CIP FY20 Approved	5-Year CIP FY21-24 Proposed	5-Year CIP FY25-29 Proposed
General Capital Fund					
D-127 Signal Replacement	174.7	-	100.0	925.0	5,287.5
D-128 Upgrade Overhead Street Name Signs	39.6	100.0	150.0	400.0	3,300.0
D-130 Bridge Improvement & Replacement Program	359.0	-	50.0	200.0	500.0
D-131 Roadway Safety Devices Life Cycle Replacement	15.8	100.0	75.0	160.0	1,900.0
D-132 Traffic Data Collection	16.5	-	30.0	-	200.0
D-134 Expand Fiber Optic Cable Communications	2.1	50.0	30.0	-	250.0
D-136 Pedestrian Safety and Traffic Calming	30.9	-	125.0	-	175.0
General Capital Fund Total	*638.6*	*250.0*	*560.0*	*1,685.0*	*11,612.5*
Storm Water Utility Fund					
D-135 Stormwater Improvement Prog / Areawide	3,456.2	1,100.0	900.0	800.0	1,000.0
Storm Water Utility Fund Total	*3,456.2*	*1,100.0*	*900.0*	*800.0*	*1,000.0*

Authorized Positions

	FY18	FY19	FY20 Requested	FY20 Approved	▲
Fulltime Authorized Positions	87	88	89	89	1

FY20 Capital Budget and Capital Improvement Plan

The Capital Improvement Plan (CIP) is a multi-year planning instrument used by Athens-Clarke County to identify capital projects and to coordinate the financing of these projects. Capital projects are undertaken to:

a) Maintain infrastructure and public facilities,
b) Promote economic development and enhance the quality of life,
c) Enhance the delivery of services,
d) Preserve community and historical assets and
e) Improve economically depressed areas and / or those areas with low and moderate income households.

For budgeting and accounting, a capital project is defined as an individual asset or project expenditure of at least $30,000 which has an expected useful life of three years or longer. It includes any vehicle requests that may increase the size of the fleet beyond its current authorized level. The Mayor and Commission must approve all capital projects and additions to the fleet.

The first year of the Capital Improvement Plan is the Capital Budget. When adopted by the Mayor and Commission, the Capital Budget formally authorizes the expenditure of funds for FY20 capital projects. Projects outlined in the remaining four years (FY21 – FY24) are for planning purposes only and are not authorized until included in an adopted Capital Budget. Furthermore, projects identified in years FY25–FY29 are listed to show a budget estimate for the next five years of future capital planning.

In accordance with the Government's fiscal policies, once approved, the appropriation balance carries forward until the project is completed or funds have been expended.

Capital requests are classified in either of two project categories:

a) Capital for Current Services (CS) and
b) Capital for Additional or Improved Services (A&I).

CS projects are designed to maintain the current capital base or the existing service level. A&I projects are intended to improve service levels or add to the capital base.

Expenditures (uses) proposed for the FY20 Capital Budget total $35.2 million (page D-2). General Capital Fund projects (page D-3) total $2.2 million. The remaining capital projects in the Enterprise, Internal Service and Special Revenue Funds total $33.0 million.

The FY20 Capital Budget and the Five-Year Capital Improvement Plan are summarized on pages D-3 to D-18. Detailed data sheets for individual projects begin on page D-19.

Major Projects Capital Summary

Capital Projects for Current Services

General Fund

IT	Information Technology Equipment Replacement Program	$	400,000
PD	On-Officer Cameras and Data Storage	$	250,000
TPW	Upgrade Overhead Street Name Signs	$	150,000
	Other General Fund	$	922,000
	Subtotal	$	1,722,000

Fleet Replacement Fund

CS	Fleet Replacement Program	$	3,102,000

Storm Water Management Enterprise Fund

CS	Stormwater Improvement Prog / Areawide	$	900,000

Water & Sewer Enterprise Fund

PU	Rehabilitate and Replace Sewers	$	9,951,800
PU	Replace and Upgrade Facilities and Equipment	$	5,300,000
PU	Improve Water Supply Reliability	$	3,500,000
PU	Rehabilitate and Replace Water Lines	$	2,750,000
PU	Manage and Reuse Residual Solids	$	1,500,000
PU	W&S Lines - Additions and Improvements	$	936,000
PU	Meter and Water/Sewer Stub Additions	$	491,000
PU	Replace Water Meters	$	365,000
PU	Donated W&S Additions Management	$	224,000
	Other Water & Sewer Ent Fund	$	250,000
	Subtotal	$	25,267,800

Solid Waste Enterprise Fund

SW	Replace Automated Refuse/Recycling Truck	$	200,000
	Other Solid Waste Enterprise Fund	$	349,000
	Subtotal	$	549,000

Landfill Enterprise Fund

SW	Replace Bulldozer	$	300,000
	Other Landfill Ent Fund	$	385,000
	Subtotal	$	685,000

All Other CS Projects		$	135,000
Current Services - All Funds		**$**	**32,360,800**

Capital Projects for Additions & Improvements

General Fund

MGR	Talent Management Software Suite (New)	$	165,000
	Other General Fund	$	322,500
	Subtotal	$	487,500

Economic Development Capital Project Fund

OGA	Economic Development Capital Program	$	200,000

Water & Sewer Enterprise Fund

PU	Water Transmission Grid Improvements	$	2,000,000
	Other Water & Sewer Ent Fund	$	200,000
	Subtotal	$	2,200,000

Additions & Improvements - All Funds		**$**	**2,887,500**
Total FY20 Capital Budget		**$**	**35,248,300**

Capital Summary by Fund

General Capital Projects Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Transfers from General Fund			9,162.9	2,045.0	3,232.6	3,210.0	3,050.0	3,815.9	108,240.0
Use of Fund Balance			-	164.5	-	-	-	-	-
Total Sources			**9,162.9**	**2,209.5**	**3,232.6**	**3,210.0**	**3,050.0**	**3,815.9**	**108,240.0**
Uses:									
Current Services Projects Listed Below			8,403.8	1,722.0	2,962.6	2,940.0	2,940.0	3,705.9	60,605.6
Additions & Improvements Projects Listed Below			759.1	487.5	270.0	270.0	110.0	110.0	47,634.4
Total Uses			**9,162.9**	**2,209.5**	**3,232.6**	**3,210.0**	**3,050.0**	**3,815.9**	**108,240.0**
Change in Fund Balance			**-**	**(164.5)**	**-**	**-**	**-**	**-**	**-**
Current Services									
Airport									
D-19 Matching Funds for Airport Capital Improvement Grants	244.1	-	339.0	-	-	-	-	-	1,825.0
D-20 Maintain Airport Facilities and Equipment	53.3	30.0	50.0	-	25.0	25.0	25.0	25.0	315.0
Airport Total	*297.5*	*30.0*	*389.0*	-	*25.0*	*25.0*	*25.0*	*25.0*	*2,140.0*
Board of Elections									
D-21 Replacing Electronic Voting Equipment	-	-	60.0	-	-	-	-	-	70.0
Board of Elections Total	-	-	*60.0*	-	-	-	-	-	*70.0*
Central Services									
D-23 Facilities Life Cycle Maintenance Program	308.6	1,700.0	2,349.3	-	1,000.0	1,000.0	1,000.0	1,000.0	7,328.6
D-24 Deep Tine Aerator Purchase (New)	-	-	30.0	30.0	-	-	-	-	-
D-25 Landscaping Equipment Life Cycle Replacement	49.4	25.0	75.0	50.0	50.0	50.0	50.0	50.0	500.0
D-29 800 MHz Subscriber Radio Life Cycle	200.0	25.0	26.0	26.0	25.0	25.0	25.0	25.0	250.0
D-30 Landscape & Community Tree Program	40.7	20.0	30.0	20.0	-	-	-	-	200.0
D-31 Parking Lot Life Cycle Maintenance & Repair	-	20.0	25.0	20.0	20.0	20.0	20.0	20.0	200.0
D-32 Replace Internal Support Equipment	109.1	10.0	10.0	-	10.0	10.0	10.0	10.0	50.0
D-33 800 MHz Radio Infrastructure Replacement	75.0	25.0	25.0	25.0	-	-	-	-	5,500.0
D-34 Parking Facilities	10.8	20.0	30.0	20.0	-	-	-	-	100.0

General Capital Projects Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
D-35 Parking Decks Life Cycle Replacement	285.5	-	90.0	-	-	-	-	-	350.0
D-38 Telephone System Life Cycle Replacement	543.8	-	-	-	-	-	-	-	-
D-39 Energy Management Improvements	65.9	-	20.0	-	-	-	-	-	150.0
Central Services Total	*1,688.8*	*1,845.0*	*2,710.3*	*191.0*	*1,105.0*	*1,105.0*	*1,105.0*	*1,105.0*	*14,628.6*
Corrections									
D-41 Food Service Equipment Life Cycle Replacement	0.8	20.0	20.0	20.0	20.0	20.0	20.0	-	30.0
Corrections Total	*0.8*	*20.0*	*20.0*	*20.0*	*20.0*	*20.0*	*20.0*	*-*	*30.0*
District Attorney's Office									
D-43 Purchase a Special Service Vehicle 2019 Ford Explorer (New)	-	-	26.0	26.0	-	-	-	-	-
District Attorney's Office Total	*-*	*-*	*26.0*	*26.0*	*-*	*-*	*-*	*-*	*-*
Fire Services									
D-44 Smoke Containment System Repair	3.6	65.0	32.0	32.0	-	-	-	-	-
D-45 Replace Mobile Data Terminals	107.7	50.0	50.0	-	50.0	50.0	50.0	50.0	250.0
D-46 Purchase Personal Protective Equipment (New)	-	-	191.9	-	55.6	57.3	59.0	60.8	62.6
Fire Services Total	*111.3*	*115.0*	*273.9*	*32.0*	*105.6*	*107.3*	*109.0*	*110.8*	*312.6*
Information Technology									
D-47 Information Technology Equipment Replacement Program	643.8	290.0	450.0	400.0	350.0	415.0	500.0	415.0	890.0
Information Technology Total	*643.8*	*290.0*	*450.0*	*400.0*	*350.0*	*415.0*	*500.0*	*415.0*	*890.0*
Leisure Services									
D-48 Parks - R&M Existing Facilities	42.3	-	381.2	-	200.0	200.0	200.0	200.0	3,646.8
D-49 Pool Repairs and Renovations	17.9	-	92.6	90.0	-	-	-	-	790.2
D-50 Bridge and Boardwalk Inspection and Replacement	32.4	-	691.8	-	-	-	-	-	1,156.1
D-51 Pavement Repair and Maintenance	34.5	30.0	299.2	-	-	-	-	-	1,232.9
D-52 Park Equipment - Replacement / Life Cycle	2.5	-	99.2	50.0	-	-	-	-	471.0
D-53 Create a Property Boundary Program	31.3	-	-	-	-	-	-	-	100.0
D-58 Morton Theatre Fork Lift Replacement (New)	-	-	-	-	-	-	-	-	35.0
Leisure Services Total	*160.9*	*30.0*	*1,564.0*	*140.0*	*200.0*	*200.0*	*200.0*	*200.0*	*7,432.0*

Capital Summary by Fund

General Capital Projects Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Manager's Office									
D-62 Website & eGovernment Enhancements	67.8	10.0	55.0	15.0	-	-	-	-	255.0
D-63 ACTV & Multimedia Production Equipment	77.3	20.0	50.0	15.0	-	-	-	-	180.0
Manager's Office Total	*145.1*	*30.0*	*105.0*	*30.0*	-	-	-	-	*435.0*
Other General Administration									
D-71 Capital Budget Contingency	514.4	-	-	-	-	-	-	-	500.0
Other General Administration Total	*514.4*	-	-	-	-	-	-	-	*500.0*
Planning & Zoning									
D-73 Update Aerial Photos	-	-	-	-	-	-	-	-	150.0
Planning & Zoning Total	-	-	-	-	-	-	-	-	*150.0*
Police									
D-74 On-Officer Cameras and Data Storage	125.0	-	263.0	250.0	117.0	27.7	16.0	44.2	1,315.0
D-75 Mobile Computing Replacement Program	-	170.0	195.0	125.0	-	-	-	-	975.0
D-76 Replace Investigative Operations Vehicles	-	-	-	-	-	-	-	-	-
D-77 Traffic Motorcycle Replacement	18.4	-	56.0	56.0	-	-	-	-	-
D-78 Replace Drug Task Force Vehicles	-	-	-	-	-	-	-	-	-
D-81 Wireless Communications (New)	-	-	-	-	-	-	-	-	-
D-82 Replacement of TASER Conducted Energy Device (CED) Units	-	-	-	-	-	-	-	-	264.9
D-83 Maintenance of Downtown Safety Camera System	-	59.0	60.0	35.0	-	-	-	-	300.0
D-85 E911 Telephone System Replacement Plan	-	-	-	-	-	-	-	765.9	-
Police Total	*143.4*	*229.0*	*574.0*	*466.0*	*117.0*	*27.7*	*16.0*	*810.1*	*2,854.9*
Sheriff									
D-103 Body Worn Cameras (New)	-	-	42.0	42.0	-	-	-	-	212.0
D-104 Replace Mobile Data Computers	-	-	-	-	-	-	-	-	76.0
D-105 Tasers and Related Equipment (New)	-	-	-	-	-	-	-	-	88.0
D-106 Replace Courthouse Security Equipment	-	-	-	-	-	-	-	-	75.0
D-107 Replace Prisoner Transport Bus	-	-	-	-	-	-	-	-	250.0
Sheriff Total	-	-	*42.0*	*42.0*	-	-	-	-	*701.0*

General Capital Projects Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Transit									
D-125 Matching Funds for Transit Capital Improvement Grants	128.3	-	-	-	-	-	-	-	400.0
Transit Total	*128.3*	-	-	-	-	-	-	-	*400.0*
Transportation & Public Works									
D-127 Signal Replacement	174.7	-	619.6	100.0	250.0	250.0	175.0	250.0	5,287.5
D-128 Upgrade Overhead Street Name Signs	39.6	100.0	218.0	150.0	100.0	100.0	100.0	100.0	3,300.0
D-129 Pavement Maintenance Program	711.8	-	1,099.0	-	600.0	600.0	600.0	600.0	18,924.0
D-130 Bridge Improvement & Replacement Program	359.0	-	50.0	50.0	50.0	50.0	50.0	50.0	500.0
D-131 Roadway Safety Devices Life Cycle Replacement	15.8	100.0	173.0	75.0	40.0	40.0	40.0	40.0	1,900.0
D-137 School Area Infrastructure	66.2	-	30.0	-	-	-	-	-	150.0
Transportation & Public Works Total	*1,367.2*	*200.0*	*2,189.6*	*375.0*	*1,040.0*	*1,040.0*	*965.0*	*1,040.0*	*30,061.5*
Current Services Total	**5,201.3**	**2,789.0**	**8,403.8**	**1,722.0**	**2,962.6**	**2,940.0**	**2,940.0**	**3,705.9**	**60,605.6**

Capital Summary by Fund

General Capital Projects Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Additions and Improvements									
Central Services									
D-28 Renovations/Space Allocation Plan	468.8	-	25.0	-	-	-	-	-	750.0
D-37 Downtown Enhancement Project	-	60.0	60.0	60.0	60.0	60.0	60.0	60.0	300.0
Central Services Total	*468.8*	*60.0*	*85.0*	*60.0*	*60.0*	*60.0*	*60.0*	*60.0*	*1,050.0*
Corrections									
D-42 JMS Inmate Accountability Software Purchase (New)	-	-	59.6	-	-	-	-	-	39.9
Corrections Total	-	-	*59.6*	-	-	-	-	-	*39.9*
Leisure Services									
D-54 Bishop Park Renovations	-	-	-	-	-	-	-	-	25,500.0
D-55 Memorial Park Renovations	-	-	-	-	-	-	-	-	10,850.0
D-56 Improve Bear Hollow Zoo Exhibits & Visitor Amenities	-	-	-	-	-	-	-	-	2,750.0
D-57 Dudley Park Improvements	-	-	-	-	-	-	-	-	850.0
D-59 Trails & Open Spaces Compact Track Loader Equipment (New)	-	-	-	-	-	-	-	-	35.0
D-60 Portable Soccer Pitch System (New)	-	-	-	-	-	-	-	-	35.0
Leisure Services Total	-	-	-	-	-	-	-	-	*40,020.0*
Manager's Office									
D-61 ACCGOV Talent Management Software Suite (New)	-	-	165.0	165.0	170.0	170.0	-	-	-
D-64 Digital Signage Displays in Transit System Buses	-	-	75.0	-	-	-	-	-	175.0
D-65 Pop-up Van	-	-	27.5	27.5	-	-	-	-	-
D-66 Natural Area Rehabilitation Program (New)	-	-	-	-	-	-	-	-	250.0
D-67 Solar Energy Program	-	-	-	-	40.0	40.0	50.0	50.0	320.0
D-68 Energy Action Plan (New)	-	-	30.0	30.0	-	-	-	-	75.0
Manager's Office Total	-	-	*297.5*	*222.5*	*210.0*	*210.0*	*50.0*	*50.0*	*820.0*
Other General Administration									
D-69 Public Art Program	89.7	15.0	20.0	20.0	-	-	-	-	100.0
Other General Administration Total	*89.7*	*15.0*	*20.0*	*20.0*	-	-	-	-	*100.0*
Planning & Zoning									
D-72 Develop Comprehensive Plan Ten Year Update	20.0	-	-	-	-	-	-	-	200.0
Planning & Zoning Total	*20.0*	-	-	-	-	-	-	-	*200.0*

General Capital Projects Fund		FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Police										
D-79	Additional Crisis Intervention Unit Vehicle (Title Change)	-	40.0	45.0	-	-	-	-	-	45.0
D-80	Downtown District Electric Utility Vehicle (New)	-	-	12.0	-	-	-	-	-	12.0
D-84	Additional Police Vehicles (New)	-	-	-	-	-	-	-	-	1,897.5
Police Total		-	*40.0*	*57.0*	-	-	-	-	-	*1,954.5*
Sheriff										
D-102	Public Safety Initiative -Equip Tech	72.4	-	30.0	-	-	-	-	-	150.0
Sheriff Total		*72.4*	-	*30.0*	-	-	-	-	-	*150.0*
Transit										
D-126	Update Transit Plans and Transit Studies	-	-	-	-	-	-	-	-	150.0
Transit Total		-	-	-	-	-	-	-	-	*150.0*
Transportation & Public Works										
D-132	Traffic Data Collection	16.5	-	30.0	30.0	-	-	-	-	200.0
D-133	Local Road Improvement Projects	405.1	-	75.0	-	-	-	-	-	625.0
D-134	Expand Fiber Optic Cable Communications System	2.1	50.0	30.0	30.0	-	-	-	-	250.0
D-136	Pedestrian Safety and Traffic Calming Improvements	30.9	-	25.0	125.0	-	-	-	-	175.0
D-138	Sidewalk and Other Improvements	48.7	-	-	-	-	-	-	-	750.0
D-139	Bicycle Transportation Improvements	-	-	25.0	-	-	-	-	-	1,000.0
D-140	Corridor Management Program	464.0	-	25.0	-	-	-	-	-	150.0
Transportation & Public Works Total		*967.3*	*50.0*	*210.0*	*185.0*	-	-	-	-	*3,150.0*
Additions and Improvements Total		**1,618.3**	**165.0**	**759.1**	**487.5**	**270.0**	**270.0**	**110.0**	**110.0**	**47,634.4**
General Capital Projects Fund Total		**6,819.6**	**2,954.0**	**9,162.9**	**2,209.5**	**3,232.6**	**3,210.0**	**3,050.0**	**3,815.9**	**108,240.0**

Capital Summary by Fund

Building Inspection Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Fund Balance			1,670.8	1,670.8	1,625.8	1,625.8	1,625.8	1,625.8	1,625.8
Total Sources			**1,670.8**	**1,670.8**	**1,625.8**	**1,625.8**	**1,625.8**	**1,625.8**	**1,625.8**
Uses:									
Current Services Projects Listed Below			45.0	45.0	-	-	-	-	-
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**45.0**	**45.0**	**-**	**-**	**-**	**-**	**-**
Year End Building Inspection Fund Balance			**1,625.8**	**1,625.8**	**1,625.8**	**1,625.8**	**1,625.8**	**1,625.8**	**1,625.8**
Current Services									
Building Inspection									
D-22 Digital Plan Review Software (New)	-	-	45.0	45.0	-	-	-	-	-
Building Inspection Total	-	-	*45.0*	*45.0*	-	-	-	-	-
Building Inspection Fund Total	**-**	**-**	**45.0**	**45.0**	**-**	**-**	**-**	**-**	**-**

Economic Development Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Fund Balance			37.9	37.9	37.9	37.9	37.9	37.9	37.9
Transfers from General Fund			225.0	200.0	225.0	225.0	225.0	225.0	225.0
Total Sources			**262.9**	**237.9**	**262.9**	**262.9**	**262.9**	**262.9**	**262.9**
Uses:									
Current Services Projects Listed Below			-	-	-	-	-	-	-
Additions & Improvements Projects Listed Below			225.0	200.0	225.0	225.0	225.0	225.0	1,125.0
Total Uses			**225.0**	**200.0**	**225.0**	**225.0**	**225.0**	**225.0**	**1,125.0**
Year End Economic Development Fund Reserve			**37.9**	**37.9**	**37.9**	**37.9**	**37.9**	**37.9**	**(862.1)**
Additions & Improvements									
Other General Administration									
D-70 Economic Development Capital Program	433.1	225.0	225.0	200.0	225.0	225.0	225.0	225.0	1,125.0
Other General Administration Total	*433.1*	*225.0*	*225.0*	*200.0*	*225.0*	*225.0*	*225.0*	*225.0*	*1,125.0*
Economic Development Fund Total	**433.1**	**225.0**	**225.0**	**200.0**	**225.0**	**225.0**	**225.0**	**225.0**	**1,125.0**

Capital Summary by Fund

Fleet Management Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			108.7	108.7	113.7	88.7	73.7	58.7	43.7
Current Year Operating Revenues			15.0	15.0	15.0	15.0	15.0	15.0	75.0
Total Sources			**123.7**	**123.7**	**128.7**	**103.7**	**88.7**	**73.7**	**118.7**
Uses:									
Current Services Projects Listed Below			10.0	10.0	40.0	30.0	30.0	30.0	150.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**10.0**	**10.0**	**40.0**	**30.0**	**30.0**	**30.0**	**150.0**
Year End Fleet Management Fund Unrestricted Net Position			**113.7**	**113.7**	**88.7**	**73.7**	**58.7**	**43.7**	**(31.3)**
Current Services									
Central Services									
D-26 Upgrade Fuel Sites	39.6	30.0	-	-	30.0	20.0	20.0	20.0	100.0
D-27 Fleet Management Shop Equipment Life Cycle Replacement	-	-	10.0	10.0	10.0	10.0	10.0	10.0	50.0
Central Services Total	*39.6*	*30.0*	*10.0*	*10.0*	*40.0*	*30.0*	*30.0*	*30.0*	*150.0*
Fleet Management Fund Total	**39.6**	**30.0**	**10.0**	**10.0**	**40.0**	**30.0**	**30.0**	**30.0**	**150.0**

Capital Summary by Fund

Fleet Replacement Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			7,864.3	7,864.3	6,864.4	6,864.4	6,864.4	6,864.4	6,864.4
Current Year Operating Revenues			2,102.1	1,010.5	2,413.4	2,724.6	2,746.5	2,900.0	13,933.0
Total Sources			**9,966.4**	**8,874.8**	**9,277.8**	**9,589.0**	**9,610.9**	**9,764.4**	**20,797.4**
Uses:									
Current Services Projects Listed Below			3,102.0	3,102.0	2,413.4	2,724.6	2,746.5	2,900.0	13,933.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**3,102.0**	**3,102.0**	**2,413.4**	**2,724.6**	**2,746.5**	**2,900.0**	**13,933.0**
Year End Fleet Replacement Fund Unrestricted Net Position			**6,864.4**	**5,772.8**	**6,864.4**	**6,864.4**	**6,864.4**	**6,864.4**	**6,864.4**
Current Services									
Central Services									
D-40 Fleet Replacement Program	-	2,790.8	3,102.0	3,102.0	2,413.4	2,724.6	2,746.5	2,900.0	13,933.0
Central Services Total	-	*2,790.8*	*3,102.0*	*3,102.0*	*2,413.4*	*2,724.6*	*2,746.5*	*2,900.0*	*13,933.0*
Fleet Replacement Fund Total	**-**	**2,790.8**	**3,102.0**	**3,102.0**	**2,413.4**	**2,724.6**	**2,746.5**	**2,900.0**	**13,933.0**

Capital Summary by Fund

Hotel/Motel Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Fund Balance			265.5	265.5	265.5	265.5	265.5	265.5	265.5
Current Year Operating Revenue			40.0	40.0	40.0	40.0	40.0	40.0	200.0
Total Sources			**305.5**	**305.5**	**305.5**	**305.5**	**305.5**	**305.5**	**465.5**
Uses:									
Current Services Projects Listed Below			40.0	40.0	40.0	40.0	40.0	40.0	200.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**200.0**
Year End Hotel/Motel Fund Ending Balance			**265.5**	**265.5**	**265.5**	**265.5**	**265.5**	**265.5**	**265.5**
Current Services									
Central Services									
D-35 Parking Decks Life Cycle Replacement	53.4	-	-	-	-	-	-	-	-
D-36 Community Events Program	4.1	30.0	40.0	40.0	40.0	40.0	40.0	40.0	200.0
Central Services Total	*57.5*	*30.0*	*40.0*	*40.0*	*40.0*	*40.0*	*40.0*	*40.0*	*200.0*
Hotel/Motel Fund Total	**57.5**	**30.0**	**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**200.0**

Capital Summary by Fund

Internal Support Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			199.7	199.7	199.7	199.7	199.7	209.7	219.7
Current Year Operating Revenues			40.0	40.0	40.0	40.0	50.0	50.0	250.0
Total Sources			**239.7**	**239.7**	**239.7**	**239.7**	**249.7**	**259.7**	**469.7**
Uses:									
Current Services Projects Listed Below			40.0	40.0	40.0	40.0	40.0	40.0	200.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**200.0**
Year End Internal Support Fund Unrestricted Net Position			**199.7**	**199.7**	**199.7**	**199.7**	**209.7**	**219.7**	**269.7**
Current Services									
Central Services									
D-32 Replace Internal Support Equipment	123.4	15.0	15.0	15.0	15.0	15.0	15.0	15.0	75.0
D-38 Telephone System Life Cycle Replacement	231.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	125.0
Central Services Total	*354.4*	*40.0*	*40.0*	*40.0*	*40.0*	*40.0*	*40.0*	*40.0*	*200.0*
Internal Support Fund Total	**354.4**	**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**40.0**	**200.0**

Capital Summary by Fund

Landfill Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			1,703.9	1,703.9	1,418.9	623.9	112.9	(631.1)	(751.1)
Current Year Operating Revenues			400.0	400.0	450.0	450.0	450.0	450.0	2,250.0
Landfill Closure Revenue			-	-	-	-	-	-	2,500.0
Total Sources			**2,103.9**	**2,103.9**	**1,868.9**	**1,073.9**	**562.9**	**(181.1)**	**3,998.9**
Uses:									
Current Services Projects Listed Below			685.0	685.0	1,245.0	961.0	1,194.0	570.0	4,240.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**685.0**	**685.0**	**1,245.0**	**961.0**	**1,194.0**	**570.0**	**4,240.0**
Year End Landfill Fund Unrestricted Net Position			**1,418.9**	**1,418.9**	**623.9**	**112.9**	**(631.1)**	**(751.1)**	**(241.1)**
Current Services									
Solid Waste									
D-108 Replace Bulldozer	12.5	100.0	300.0	300.0	120.0	120.0	120.0	120.0	240.0
D-109 Replace Dump Truck (25 yard articulating)	210.0	134.0	134.0	134.0	134.0	-	-	-	400.0
D-110 Replace Trash Compactor	-	-	-	-	450.0	450.0	450.0	450.0	900.0
D-111 Replace Track Excavator	-	-	-	-	90.0	90.0	90.0	-	-
D-112 Replace Track Loader	-	-	-	-	167.0	167.0	167.0	-	-
D-113 Replace Walking Floor Trailer (1986)	-	-	-	-	-	-	100.0	-	-
D-114 Replace Trommel Screen in Compost Operations	-	-	-	-	-	-	200.0	-	-
D-115 Replace Windrow Turner in Compost Operations	-	-	-	-	150.0	-	-	-	-
D-116 Closure of Landfill- Phase 1 & 2 Areas	-	-	-	-	-	-	-	-	2,500.0
D-117 Belt Replacements for RMPF (New)	-	-	67.0	67.0	67.0	67.0	-	-	-
D-118 Control Panel/Cabinets Replacement for RMPF (New)	-	-	65.0	65.0	-	-	-	-	-
D-119 Replacement Roll-Off Container Truck	-	114.0	59.0	59.0	67.0	67.0	67.0	-	200.0
D-120 Replace Pavement at Solid Waste Facilities (New)	-	-	60.0	60.0	-	-	-	-	-
Solid Waste Total	*222.5*	*348.0*	*553.0*	*553.0*	*1,178.0*	*894.0*	*1,194.0*	*570.0*	*4,240.0*
Landfill Fund Total	**222.5**	**348.0**	**685.0**	**685.0**	**1,245.0**	**961.0**	**1,194.0**	**570.0**	**4,240.0**

Solid Waste Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			631.5	631.5	482.5	347.5	262.5	622.5	948.5
Current Year Operating Revenues			400.0	400.0	400.0	450.0	450.0	450.0	2,250.0
Total Sources			**1,031.5**	**1,031.5**	**882.5**	**797.5**	**712.5**	**1,072.5**	**3,198.5**
Uses:									
Current Services Projects Listed Below			549.0	549.0	535.0	535.0	90.0	124.0	158.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**549.0**	**549.0**	**535.0**	**535.0**	**90.0**	**124.0**	**158.0**
Year End Solid Waste Fund Unrestricted Net Position			**482.5**	**482.5**	**347.5**	**262.5**	**622.5**	**948.5**	**3,040.5**
Current Services									
Solid Waste									
D-121 Replace Automated Refuse/Recycling Truck	540.0	540.0	200.0	200.0	310.0	310.0	-	-	-
D-122 Replace Commercial Dumpster Collection Front-end Loader	(79.6)	165.0	180.0	180.0	90.0	90.0	90.0	90.0	90.0
D-123 Replace Mini-Packer Trucks (New)	-	-	135.0	135.0	135.0	135.0	-	-	-
D-124 Mini-Packer Truck	(293.4)	34.0	34.0	34.0	-	-	-	34.0	68.0
Solid Waste Total	*166.9*	*739.0*	*549.0*	*549.0*	*535.0*	*535.0*	*90.0*	*124.0*	*158.0*
Solid Waste Fund Total	**166.9**	**739.0**	**549.0**	**549.0**	**535.0**	**535.0**	**90.0**	**124.0**	**158.0**

Capital Summary by Fund

Stormwater Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			1,268.3	1,268.3	718.3	868.3	1,018.3	1,168.3	1,318.3
Current Year Operating Revenues			350.0	350.0	350.0	350.0	350.0	350.0	1,750.0
Total Sources			**1,618.3**	**1,618.3**	**1,068.3**	**1,218.3**	**1,368.3**	**1,518.3**	**3,068.3**
Uses:									
Current Services Projects Listed Below			900.0	900.0	200.0	200.0	200.0	200.0	1,000.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-
Total Uses			**900.0**	**900.0**	**200.0**	**200.0**	**200.0**	**200.0**	**1,000.0**
Year End Stormwater Fund Unrestricted Net Position			**718.3**	**718.3**	**868.3**	**1,018.3**	**1,168.3**	**1,318.3**	**2,068.3**
Current Services									
Transportation & Public Works									
D-135 Stormwater Improvement Prog / Areawide	3,456.2	1,100.0	900.0	900.0	200.0	200.0	200.0	200.0	1,000.0
Transportation & Public Works Total	*3,456.2*	*1,100.0*	*900.0*	*900.0*	*200.0*	*200.0*	*200.0*	*200.0*	*1,000.0*
Stormwater Fund Total	**3,456.2**	**1,100.0**	**900.0**	**900.0**	**200.0**	**200.0**	**200.0**	**200.0**	**1,000.0**

Capital Summary by Fund

Water & Sewer Fund	FY18 Year End Balance	FY19 Budget	FY20 Request	FY20 Approved	Capital Improvement Plan FY21 Proposed	FY22 Proposed	FY23 Proposed	FY24 Proposed	Forecast FY25-29 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			43,002.9	43,002.9	30,535.1	16,606.7	7,146.7	1,832.6	638.6
Current Year Operating Revenues			15,000.0	15,000.0	16,000.0	17,000.0	18,000.0	19,000.0	110,000.0
Total Sources			**58,002.9**	**58,002.9**	**46,535.1**	**33,606.7**	**25,146.7**	**20,832.6**	**110,638.6**
Uses:									
Current Services Projects Listed Below			25,267.8	25,267.8	22,728.4	21,760.0	23,114.1	19,994.0	91,839.0
Additions & Improvements Projects Listed Below			2,200.0	2,200.0	7,200.0	4,700.0	200.0	200.0	5,500.0
Total Uses			**27,467.8**	**27,467.8**	**29,928.4**	**26,460.0**	**23,314.1**	**20,194.0**	**97,339.0**
Year End Water & Sewer Fund Unrestricted Net Position			**30,535.1**	**30,535.1**	**16,606.7**	**7,146.7**	**1,832.6**	**638.6**	**13,299.6**
Public Utilities									
Current Services									
D-86 W&S Lines - Additions and Improvements	-	918.2	936.0	936.0	955.0	975.0	994.5	1,010.0	5,260.0
D-87 Meter and Water/Sewer Stub Additions	-	482.2	491.0	491.0	501.6	510.0	520.0	530.0	2,758.0
D-88 Donated W&S Additions Management	-	218.0	224.0	224.0	226.8	230.0	234.6	239.0	1,246.0
D-89 Watershed Protection Long-Term Monitoring	46.5	100.0	100.0	100.0	100.0	100.0	100.0	100.0	500.0
D-90 Replace Water Meters	5,250.9	365.0	365.0	365.0	365.0	365.0	365.0	365.0	1,825.0
D-91 Rehabilitate and Replace Sewers	24,861.9	14,000.0	9,951.8	9,951.8	5,000.0	5,000.0	4,000.0	6,000.0	30,000.0
D-93 Replace and Upgrade Facilities and Equipment	7,181.7	5,400.0	5,300.0	5,300.0	3,300.0	3,400.0	3,450.0	3,300.0	17,250.0
D-94 Rehabilitate and Replace Water Lines	1,219.9	2,500.0	2,750.0	2,750.0	3,000.0	3,000.0	3,000.0	4,000.0	20,000.0
D-95 Relocate Water & Sewer Lines for DOT Projects	405.1	100.0	100.0	100.0	100.0	100.0	100.0	100.0	500.0
D-96 Manage and Reuse Residual Solids	496.1	1,350.0	1,500.0	1,500.0	5,130.0	3,530.0	300.0	300.0	1,500.0
D-97 Improve Water Supply Reliability	3,327.7	3,000.0	3,500.0	3,500.0	4,000.0	4,500.0	10,000.0	4,000.0	10,500.0
D-99 Investigate and Install Alternative Energy Generation	993.2	50.0	50.0	50.0	50.0	50.0	50.0	50.0	500.0
Current Services Total	**43,783.0**	**28,483.4**	**25,267.8**	**25,267.8**	**22,728.4**	**21,760.0**	**23,114.1**	**19,994.0**	**91,839.0**
Additions & Improvements									
D-92 Extend Wastewater Collection System	4,906.8	100.0	100.0	100.0	100.0	100.0	100.0	100.0	5,000.0
D-98 W&S Contribution to Economic Development	571.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	500.0
D-100 WRF Phosphorous Improvements	-	-	-	-	7,000.0	4,500.0	-	-	-
D-101 Water Transmission Grid Improvements	-	1,200.0	2,000.0	2,000.0	-	-	-	-	-
Additions & Improvements Total	**5,477.8**	**1,400.0**	**2,200.0**	**2,200.0**	**7,200.0**	**4,700.0**	**200.0**	**200.0**	**5,500.0**
Water & Sewer Fund Total	**49,260.8**	**29,883.4**	**27,467.8**	**27,467.8**	**29,928.4**	**26,460.0**	**23,314.1**	**20,194.0**	**97,339.0**

Airport

Department Priority

Matching Funds for Airport Capital Improvement Grants

1 of 2

CS, Transportation

Project Timeline: Ongoing

Project Description

This project provides matching funds for approved Airport Improvement Projects (AIP) and other grants funded by the Federal Aviation Administration (FAA) and/or the Georgia Department of Transportation (GDOT).

Project Justification

This project is in keeping with the airport's FAA capital improvement program and Airport Master Plan. Funding for Airport projects is contingent upon the FAA and GDOT approving discretionary funding. Federally funded projects are awarded at a percentage of 90% Federal, 5% State and 5% Local matches. State funded projects are awarded at a percentage of 75% State and 25% Local match.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0334

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	244,123	-	-	-	-	-	-	1,825,000	1,825,000
TOTAL SOURCES	**244,123**	**-**	**-**	**-**	**-**	**-**	**-**	**1,825,000**	**1,825,000**
USES									
Capital - Const.	244,123	-	-	-	-	-	-	1,825,000	1,825,000
TOTAL USES	**244,123**	**-**	**-**	**-**	**-**	**-**	**-**	**1,825,000**	**1,825,000**

Airport

Department Priority

Maintain Airport Facilities and Equipment

2 of 2

CS, Facilities

Project Timeline: Ongoing

Project Description

Maintain airport facilities and repair and/or replace equipment.

Project Justification

Provide funding to maintain airport facilities such as painting hangars, replacement of furniture, replacement of roofs, replacement of flooring, and HVAC systems. Replacement and repair of flightline equipment. This does not include any funding for buildings that may be maintained by the Facilities Management Division of the Central Services Department.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0570

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	53,341	30,000	-	25,000	25,000	25,000	25,000	315,000	415,000
TOTAL SOURCES	**53,341**	**30,000**	**-**	**25,000**	**25,000**	**25,000**	**25,000**	**315,000**	**415,000**
USES									
Capital - Const.	53,341	30,000	-	25,000	25,000	25,000	25,000	315,000	415,000
Capital - Machinery & Equip	-	-	-	-	-	-	-		-
TOTAL USES	**53,341**	**30,000**	**-**	**25,000**	**25,000**	**25,000**	**25,000**	**315,000**	**415,000**

Capital Detail by Department

Board of Elections Department Priority

Replacing Electronic Voting Equipment 1 of 1

CS, Equipment Project Timeline: FY05 - Ongoing

Project Description

Purchase and/or replacing voting equipment. Currently in use are touchscreen units, memory cards, Optical Scan Units, Express Polls and scanners. This project provides funding to replace the current system or systems (initially purchased by the State of Georgia; added equipment and maintenance later purchased by ACC in 2002) with equipment currently under consideration by the S.A.F.E. Commission and the 2018-19 General Assembly.

Project Justification

In FY03 the Georgia Secretary of State provided 208 AccuVote touchscreen voting machines to ACCUG . In FY05, anticipating "Advance Voting" work load increases, six additional touchscreen units were provided by the state and ACCUG purchased ten units. Currently, the board maintains 248 touchscreens, 10 Optical Scan units, 89 ExpressPoll units (48 issued from the state and 41 purchased), and 73 Barcode scanners (48 issued from the state in 2010, 25 purchased). All machines are out of warranty and ACCUG is responsible for repairs and/or replacements. The original TS units (208) are no longer in production. In January 2019, with expectations of a newly elected Secretary of State, it is a very considerable possibility that the state-wide uniform vote system will be addressed. Without knowledge of possible federal or state funding, it is requested to have the remaining $164,469 carryforward in the event of the possibility; funds expended by August 2019 (FY20) with implementation by 2020 Presidential Year. It is also very likely that a new vote system will be added as early as the 2020 PPP Election. Without knowledge of how much funding we will receive from the mandate, it is necessary to have funding available for the need to purchase more equipment in addition to what the state or federal provides to our county.

Impact on Annual Operating Expenses

Minimal impact on annual costs. Of course as equipment is added to the Board of Elections inventory, maintenance, programming and storage is required.

Financial Plan Project ID: co413

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	70,000	70,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**70,000**	**70,000**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	-	70,000	70,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**70,000**	**70,000**

Building Inspection Department Priority

Digital Plan Review Software (New) 1 of 1

CS, Software Project Timeline: FY20 - FY20

Project Description

We will purchase software in order to implement digital/electronic plans review. The software includes an additional Energov module, Blue Beam software to interface with Energov, training, and additional hardware as needed. A previous capital project for this same implementation was not funded adequately due to unforeseen software upgrades and acquisitions.

Project Justification

This project satisfies M&C goals of reducing the use of paper and providing a service more efficiently. The development community has indicated support for electronic plan submittals and reviews as it will reduce the cost of printing and transporting construction plans.

Impact on Annual Operating Expenses

The ongoing software licensing fees will be approximately $40,000 annually and will be recovered by additional fees. The General Fund impact is anticipated to be minimal or zero depending on fee increase approval through the FY20 budget process.

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Build Insp: Spec Rev Fund	-	-	45,000	-	-	-	-	-	45,000
TOTAL SOURCES	**-**	**-**	**45,000**	**-**	**-**	**-**	**-**	**-**	**45,000**
USES									
Other	-	-	45,000	-	-	-	-	-	45,000
TOTAL USES	**-**	**-**	**45,000**	**-**	**-**	**-**	**-**	**-**	**45,000**

Central Services

Department Priority

Facilities Life Cycle Maintenance Program

1 of 18

CS, Facilities

Project Timeline: Ongoing

Project Description

The Facility Component Life Cycle Maintenance program is an annual plan to replace key facility components on buildings maintained by the Central Services Department. The goal is to replace the items at or near the end of their normal life expectancy to minimize operating budget impacts caused by unexpected failures of older equipment. The major components included in this program are roofs, HVAC equipment, exterior and interior painting, carpets and emergency generators. A 3% inflation factor has been applied to out-years.

Project Justification

This program is required to ensure that adequate funds are available, on a recurring basis, to maintain facilities owned by ACCUG. Replacements covered under this program are necessary to protect the financial investment that ACCUG has in their public facilities. Timely replacement of aging components extends the life expectancy of facilities and creates safer and more productive work environments. Cost estimates were obtained from the Facilities Management staff and through professional services. NOTE: Funding requested in each year is based on projected needs of the life cycle program. Inadequate funding may result in emergency funding requests for equipment that fails due to over-extended lifetimes.

Impact on Annual Operating Expenses

If this program is not adequately funded, needed life cycle replacements will be deferred resulting in deteriorated facilities, higher equipment failures, adverse impacts on building occupants, higher maintenance and repair expenses in the operating budget, and higher future capital replacement needs.

Financial Plan

Project ID: c0188

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	308,608	1,700,000	-	1,000,000	1,000,000	1,000,000	1,000,000	7,328,561	11,328,561
TOTAL SOURCES	**308,608**	**1,700,000**	**-**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,328,561**	**11,328,561**
USES									
Capital - Const.	308,608	1,700,000	-	1,000,000	1,000,000	1,000,000	1,000,000	7,328,561	11,328,561
TOTAL USES	**308,608**	**1,700,000**	**-**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**7,328,561**	**11,328,561**

Central Services Department Priority

Deep Tine Aerator Purchase (New) 2 of 18

CS, Equipment Project Timeline: FY20 - FY20

Project Description

This project is the purchase of a Deep Tine Aerator for use on athletic fields and other large turf areas. A deep tine aerator is a large tractor implement that is used to aerate turf areas to maintain the growth and health of heavily used turf areas, including all athletic fields in Leisure Services parks. Without periodic aeration, athletic field conditions will decline affecting usability and ultimately leading to the need for a complete turf replacement.

Project Justification

Currently, this aeration of athletic fields is contracted at a cost of $3,000 per acre. The 4 fields at Bishop Park alone will cost $27,000 to aerate in FY20 if this aerator is not purchased. These costs would otherwise come from another capital project that also funds the Tree Management Program which would severely limit tree plantings and landscape repairs in FY20. The purchase of the aerator will result in a 1 year pay back in contract savings, thereby eliminating the contract costs in future years.

Impact on Annual Operating Expenses

Negligible. Life cycle costs will be covered by the existing Landscape Equipment Life Cycle Replacement capital project.

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	30,000	-	-	-	-	-	30,000
TOTAL SOURCES	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**
USES									
Capital - Machinery & Equip	-	-	30,000	-	-	-	-	-	30,000
TOTAL USES	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**

Central Services Department Priority

Landscaping Equipment Life Cycle Replacement 3 of 18

CS, Equipment Project Timeline: Ongoing

Project Description

Purchase replacement landscape maintenance equipment (mowers, chainsaws, ball field implements, etc.) used by the Landscape Management Division (LMD). This capital project uses equipment useful life cycles as a basis for projecting annual replacement costs. Equipment is used for landscape services to Athens-Clarke County parks, public buildings, and rights-of-way. Cost estimates are from LMD staff.

Project Justification

Efficiency of landscape services is dependent upon functioning, reliable equipment. Since the program funding began in FY96, service has become reliable and stable as equipment is replaced on schedule (with exception of recession budget years FY09-FY14). All who travel public roadways (700 miles of streets and roads), use public parks (450 acres and 24 ball fields), or conduct business with departments (45 acres, 29 sites) are affected by Landscape Division Services. Inadequately managed growth of vegetation affects community appearance and public safety. Serviceable equipment is essential to Landscape Division's primary objective to provide a stable level of service under a range of environmental variables.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0090

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	49,421	25,000	50,000	50,000	50,000	50,000	50,000	500,000	750,000
TOTAL SOURCES	**49,421**	**25,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**750,000**
USES									
Capital - Machinery & Equip	49,421	25,000	50,000	50,000	50,000	50,000	50,000	500,000	750,000
TOTAL USES	**49,421**	**25,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**750,000**

Central Services Department Priority

Upgrade Fuel Sites 4 of 18

CS, Facilities Project Timeline: Ongoing

Project Description

The following five (5) fuel sites are managed by the Fleet Management Division: (1) Public Safety Campus (Jail) (2) Fleet Management - Newton Bridge Road, (3) Fire Station #1, (4) Fire Station #2, and (5) East Side Fuel Center - Spring Valley Road. This project provides routine upgrades to fuel sites, responds to EPD requirements for fuel facilities, and updates to the computer operated fuel dispensing system. Additional focus on underground storage tank repair and maintenance is expected to be addressed in future budget years.

Project Justification

For over twenty years, regular bi-annual upgrades to Athens-Clarke County's fueling sites have ensured safe, compliant, efficient fueling operations that have served customers year round. While this funding has allowed Fleet Management to enhance automated tank monitoring and site maintenance, fuel management software and some hardware is outdated and has reached its limited storage capacity. This year's funding request, coupled with previous year's carry-forward amount, will be focused on a fuel management system upgrade.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0419

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Fleet Management Fund	39,564	30,000	-	30,000	20,000	20,000	20,000	100,000	190,000
TOTAL SOURCES	**39,564**	**30,000**	**-**	**30,000**	**20,000**	**20,000**	**20,000**	**100,000**	**190,000**
USES									
Capital - Machinery & Equip	39,564	30,000	-	30,000	20,000	20,000	20,000	100,000	190,000
TOTAL USES	**39,564**	**30,000**	**-**	**30,000**	**20,000**	**20,000**	**20,000**	**100,000**	**190,000**

Central Services Department Priority

Fleet Management Shop Equipment Life Cycle Replacement 5 of 18

CS, Equipment Project Timeline: Ongoing

Project Description

This project will provide life cycle replacement funds for worn or obsolete equipment used in the two shop areas at Fleet Management's maintenance facility (Vehicle Servicing & Repair, and Vehicle Replacement). This equipment is used for the outfitting, maintenance, and repair of all vehicles and equipment in the ACCUG fleet that serves all ACCUG departments.

Project Justification

This project is needed to ensure that the equipment used by Fleet Management in support of the ACCUG fleet is functional and up-to-date. Otherwise, worn and obsolete shop equipment will impact Fleet Managements service delivery requiring some vehicle and equipment repairs to be outsourced at a higher cost to the user department.

Impact on Annual Operating Expenses

No impact.

Financial Plan

Project ID: New

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Fleet Management Fund	-	-	10,000	10,000	10,000	10,000	10,000	50,000	100,000
TOTAL SOURCES	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**50,000**	**100,000**
USES									
Capital - Machinery & Equip	-	-	10,000	10,000	10,000	10,000	10,000	50,000	100,000
TOTAL USES	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**50,000**	**100,000**

Central Services Department Priority

Renovations/Space Allocation Plan 6 of 18

AI, Facilities Project Timeline: Ongoing

Project Description

The Space Allocation Program sets aside funds to be used for the renovation, acquisition, or construction of facilities in response to ACCUG departments' space needs. The FY20 request is to fund a small portion of recommendations coming from the 2010 and 2018 Space Allocation studies and other space reconfiguration/renovation needs of ACCUG departments and possible relocation of ACCUG offices currently in leased office space.

Project Justification

Projects are determined based on the needs of other ACCUG departments as their service delivery needs evolve over time requiring renovation or reconfiguration of office and other operational facility spaces. In FY20-FY23, additional needs are anticipated as existing departments (not yet identified) are moved into the Costa Building, which is being renovated as a SPLOST 2011 project, or some other location or new building. Spaces vacated by those departments moving will need renovations to accommodate new functions.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0074

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	468,827	-	-	-	-	-	-	750,000	750,000
TOTAL SOURCES	**468,827**	**-**	**-**	**-**	**-**	**-**	**-**	**750,000**	**750,000**
USES									
Capital - Const.	468,827	-	-	-	-	-	-	750,000	750,000
TOTAL USES	**468,827**	**-**	**-**	**-**	**-**	**-**	**-**	**750,000**	**750,000**

Central Services

Department Priority

800 MHz Subscriber Radio Life Cycle

7 of 18

CS, Equipment

Project Timeline: Ongoing

Project Description

This project accumulates funds for a life cycle replacement program for the 800 MHz subscriber (portable and mobile) radios purchased with SPLOST 2011 funds. Over 1000 radios were purchased through the SPLOST. The manufacturer indicates that these radios have a life expectancy of 5-10 years. This proposal sets aside funds for the subscriber radios and continues the life cycle process begun with the older radios. The average current replacement cost is approximately $4,000 per radio. These funds may also be used to replace radios that are damaged or lost during use and the radios that are used to activate the tornado sirens, Greenway Call Boxes, Fire Station Alerting, and other critical items.

Project Justification

As these subscriber radios age, they become both unreliable and expensive to repair. Staff believes that with good maintenance, a 12-year life expectancy is feasible. No inflation figures are applied in the belief that improved technology and competition will offset any inflationary increase. Funding will provide for the replacement of the radios that fail due to age, cost of repairs, or other reasons.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0384

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	200,000	25,000	26,000	25,000	25,000	25,000	25,000	250,000	376,000
TOTAL SOURCES	**200,000**	**25,000**	**26,000**	**25,000**	**25,000**	**25,000**	**25,000**	**250,000**	**376,000**
USES									
Capital - Machinery & Equip	200,000	25,000	26,000	25,000	25,000	25,000	25,000	250,000	376,000
TOTAL USES	**200,000**	**25,000**	**26,000**	**25,000**	**25,000**	**25,000**	**25,000**	**250,000**	**376,000**

Central Services Department Priority

Landscape & Community Tree Program 8 of 18

CS, Facilities Project Timeline: Ongoing

Project Description

The purpose of this project is to provide or restore Athens-Clarke County (ACC) landscape features that: (1) become unserviceable due to natural life-span, (2) are destroyed due to construction activities, (3) serve as enhancements to existing conditions, (4) provide a standard level of landscape quality to under-funded facility projects, or (5) serve as natural vegetative cover for undeveloped or passive public lands. Projects are located at ACC parks, rights-of-way, buildings/facilities, and right-of-way stormwater bio-retention facilities.

Project Justification

The Landscape Management Division annually responds to events requiring landscape plantings and support systems for ACC properties. The consequence of not responding is deteriorated conditions, a negative public image and limits to programmed activities. This capital life cycle program stabilizes annual expenditures, preserves infrastructure assets, benefits citizens and staff and improves asset life expectancy. A combination of chemical, mechanical and other methods will be used, with an emphasis on environmentally compatible methods where possible.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0182

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	40,744	20,000	20,000	-	-	-	-	200,000	220,000
TOTAL SOURCES	**40,744**	**20,000**	**20,000**	**-**	**-**	**-**	**-**	**200,000**	**220,000**
USES									
Capital - Const.	40,744	20,000	20,000	-	-	-	-	200,000	220,000
TOTAL USES	**40,744**	**20,000**	**20,000**	**-**	**-**	**-**	**-**	**200,000**	**220,000**

Central Services

Department Priority

Parking Lot Life Cycle Maintenance & Repair

9 of 18

CS, Facilities

Project Timeline: Ongoing

Project Description

The Parking Lot Life Cycle M&R Project will include maintenance and repairs to existing parking lots for ACCUG buildings. This may include installing new concrete, asphalt, or seal coating. It will also include restriping parking lots as needed.

Project Justification

Work will need to be done in the near future at several parking lots due to the age of the material and the use of the parking lot. All ACCUG facilities should properly represent the image of the Unified Government, especially the facilities that directly serve the public. A properly executed life cycle program will extend the life of the existing parking lots, thereby minimizing future repair costs.

Impact on Annual Operating Expenses

This project will reduce the dependence on operating budgets to perform repairs due to the lack of maintenance.

Financial Plan

Project ID: c0724

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	20,000	20,000	20,000	20,000	20,000	20,000	200,000	300,000
TOTAL SOURCES	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**200,000**	**300,000**
USES									
Capital - Const.	-	20,000	20,000	20,000	20,000	20,000	20,000	200,000	300,000
TOTAL USES	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**200,000**	**300,000**

Central Services Department Priority

Replace Internal Support Equipment 10 of 18

CS, Equipment Project Timeline: Ongoing

Project Description

Purchase and replace outdated equipment in the Records Center and Print Shop in order to provide better service. This program provides for the programmed replacement of record keeping and printing equipment as it approaches the end of its useful life.

Project Justification

Approximately 30% of all equipment covered by this replacement program is 12 to 17 years old. As equipment ages, it requires more frequent service calls and replacement parts become more expensive. Equipment downtime creates the need for more expensive outsourcing. This scheduled replacement program will reduce operating costs for maintenance and outsourcing. Funding will be split between the General Capital Projects Fund (310) and the Internal Support Fund (601).

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0347

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	109,110	10,000	-	10,000	10,000	10,000	10,000	50,000	90,000
Internal Support Fund	123,420	15,000	15,000	15,000	15,000	15,000	15,000	75,000	150,000
TOTAL SOURCES	**232,530**	**25,000**	**15,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**240,000**
USES									
Capital - Machinery & Equip	232,530	25,000	15,000	25,000	25,000	25,000	25,000	125,000	240,000
TOTAL USES	**232,530**	**25,000**	**15,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**240,000**

Central Services

Department Priority

800 MHz Radio Infrastructure Replacement

11 of 18

CS, Equipment

Project Timeline: Ongoing

Project Description

This project will establish a life cycle replacement program for the 800 MHz radio infrastructure and towers. According to radio vendors, the infrastructure of a radio system has a life expectancy of 10-20 years; this project assumes a 20-year life span. This project sets aside money for the three towers and supporting equipment to be replaced.

Project Justification

Radio vendors estimate their systems have a life expectancy of 20 years. This project creates an accumulating fund, beginning in FY17, to replace the towers and future infrastructure on a 20-year cycle. Based on the previous radio system, staff feels 20 years is the correct estimate through diligent maintenance, if parts remain available. Estimated replacement costs total $6.2 million (Whitehall $3M; Vaughn Road $2M; Police $1M; American Tower $100k; UGA Tower $100k).

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0726

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	75,000	25,000	25,000	-	-	-	-	5,500,000	5,525,000
TOTAL SOURCES	**75,000**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**5,500,000**	**5,525,000**
USES									
Capital - Machinery & Equip	75,000	25,000	25,000	-	-	-	-	5,500,000	5,525,000
TOTAL USES	**75,000**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**5,500,000**	**5,525,000**

Central Services Department Priority

Parking Facilities 12 of 18

CS, Facilities Project Timeline: Ongoing

Project Description

Maintain downtown public parking facilities (excluding parking deck facilities life cycle) and repair and/or replace parking meters outside of downtown, as well as maintain equipment and software for the ticket system.

Project Justification

Provide funding to maintain downtown and other on-street public parking facilities and spaces such as, painting of the parking stripes, replacing damaged parking meters, and repairing of surface parking facilities and equipment.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0230

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	10,777	20,000	20,000	-	-	-	-	100,000	120,000
TOTAL SOURCES	**10,777**	**20,000**	**20,000**	**-**	**-**	**-**	**-**	**100,000**	**120,000**
USES									
Capital - Const.	10,777	20,000	20,000	-	-	-	-	100,000	120,000
TOTAL USES	**10,777**	**20,000**	**20,000**	**-**	**-**	**-**	**-**	**100,000**	**120,000**

Central Services

Department Priority

Parking Decks Life Cycle Replacement

13 of 18

CS, Facilities

Project Timeline: Ongoing

Project Description

This Life Cycle Program for the College Avenue Deck and the West Washington Building parking deck is an annual plan to replace key building equipment and components at or near the end of their normal life expectancy.

Project Justification

This program is needed to ensure that adequate funds are available, on an annual basis, to maintain the College Avenue Parking Deck and the West Washington Building parking deck. The protection gained comes in the form of extended life expectancy and safer and more productive work environments.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0255

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	285,537	-	-	-	-	-	-	350,000	350,000
Hotel/Motel Spec Rev Fund	53,381	-	-	-	-	-	-	-	-
TOTAL SOURCES	**338,918**	**-**	**-**	**-**	**-**	**-**	**-**	**350,000**	**350,000**
USES									
Capital - Const.	338,918	-	-	-	-	-	-	350,000	350,000
TOTAL USES	**338,918**	**-**	**-**	**-**	**-**	**-**	**-**	**350,000**	**350,000**

Central Services

Department Priority

Community Events Program

14 of 18

CS, General

Project Timeline: Ongoing

Project Description

This program provides materials and services in support of the Athens Downtown Development Authority (ADDA) "Community Events Program" (CEP). This funding allows Central Services to partner with Athens Downtown Development Authority (ADDA) to host a seasonal array of community events and utilize the Central Business District as a "stage." Examples of materials requiring capital funding include seasonal lighting, garlands, electrical circuits, banner brackets, and protective fencing and barricades. Cost estimates are from Central Services Department staff. NOTE: This project is not the CEP budget that is allocated to ADDA annually to support downtown special events.

Project Justification

The Christmas Season and Athfest are examples of events that characterize Athens-Clarke County (ACC) as a community interested in providing quality outdoor entertainment and enhancements to citizens and visitors while additionally benefiting merchants within the Central Business District. This base level of support to the streetscape infrastructure (the stage) by ACC will encourage seasonal events marketed by ADDA. Overall, funding for this project will promote economic development and enhance the quality of life for merchants, community citizens, and community visitors.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0135

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Hotel/Motel Spec Rev Fund	4,124	30,000	40,000	40,000	40,000	40,000	40,000	200,000	400,000
TOTAL SOURCES	**4,124**	**30,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**	**400,000**
USES									
Capital - Machinery & Equip	4,124	30,000	40,000	40,000	40,000	40,000	40,000	200,000	400,000
TOTAL USES	**4,124**	**30,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**	**400,000**

Central Services

Department Priority

Downtown Enhancement Project

15 of 18

AI, General

Project Timeline: Ongoing

Project Description

The Downtown Enhancement Program (DEP) has been established to provide funding to the Athens Downtown Development Authority (ADDA) for capital and operating expenses in support of downtown improvement activities. Funding for the DEP comes from downtown parking revenues. The ADDA will submit a plan for approval by the Mayor and Commission prior to expending any funds from the DEP program.

Project Justification

The Downtown Enhancement Program was established in September 2002 as a part of the parking services contract between Athens-Clarke County and the ADDA.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0367

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	60,000	60,000	60,000	60,000	60,000	60,000	300,000	600,000
TOTAL SOURCES	**-**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**300,000**	**600,000**
USES									
Capital - Const.	-	60,000	60,000	60,000	60,000	60,000	60,000	300,000	600,000
TOTAL USES	**-**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**300,000**	**600,000**

Central Services

Department Priority

Telephone System Life Cycle Replacement

16 of 18

CS, Equipment

Project Timeline: Ongoing

Project Description

Purchase and replace outdated telephone systems and equipment as existing hardware reaches the end of its useful life. This project will also transition the multiple ACCUG phone systems to a new Voice-over-IP (VoIP) solution that will reduce future operating expenses.

Project Justification

Telephonic communications is critical to the functioning and service delivery of all departments of the Unified Government of Athens-Clarke County. Equipment is aging and mostly of analog technology. A transition to VoIP requires a significant capital investment.

Impact on Annual Operating Expenses

VoIP should provide significant operating expense savings throughout ACCUG departments by eliminating the dependence on conventional phone systems.

Financial Plan

Project ID: c0238

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	543,757	-	-	-	-	-	-	-	-
Internal Support Fund	231,015	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
TOTAL SOURCES	**774,773**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**250,000**
USES									
Capital - Machinery & Equip	774,773	25,000	25,000	25,000	25,000	25,000	25,000	125,000	250,000
TOTAL USES	**774,773**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**250,000**

Capital Detail by Department

Central Services Department Priority

Energy Management Improvements 17 of 18

CS, General Project Timeline: Ongoing

Project Description

The purpose of the Energy Management Program is to reduce energy consumption & costs at ACC facilities. This project provides funding for the implementation of proven energy savings measures & audits to identify those measures. Funds may be used as a one time life cycle augmentation where it can be demonstrated that the early replacement or upgrading of equipment will result in energy savings.

Project Justification

The justification for this project is reduction in energy consumption and proven energy cost savings. Projects will increase savings to Athens-Clarke County and reduce our carbon footprint. Further savings could be realized through a broader program application and additional annual funding.

Impact on Annual Operating Expenses

Possible reduction in energy consumption costs.

Financial Plan Project ID: c0487

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	65,884	-	-	-	-	-	-	150,000	150,000
TOTAL SOURCES	**65,884**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**
USES									
Capital - Const.	65,884	-	-	-	-	-	-	150,000	150,000
TOTAL USES	**65,884**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**

Central Services Department Priority

Fleet Replacement Program 18 of 18

CS, Equipment Project Timeline: Ongoing

Project Description

The Internal Service Fund Fleet Management is funded from the user departmental contributions. These expenditures are for the authorized replacement of vehicles and equipment that have reached the end of their useful life. There are 720 vehicles and pieces of equipment in the Fleet Replacement Program. Specific vehicle replacements are approved each year by the Manager.

Project Justification

Replacement of vehicles and equipment on a planned schedule reduces repair costs, downtime and provides for a constant funding strategy to meet the vehicle needs of the user departments.

Impact on Annual Operating Expenses

Without the Fleet Enterprise fund, the replacement of these vehicles would need to be programmed by each individual department using existing funding sources.

Financial Plan Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Fleet Replacement Fund	-	2,790,800	3,102,000	2,413,400	2,724,600	2,746,500	2,900,000	13,933,000	27,819,500
TOTAL SOURCES	**-**	**2,790,800**	**3,102,000**	**2,413,400**	**2,724,600**	**2,746,500**	**2,900,000**	**13,933,000**	**27,819,500**
USES									
Capital - Vehicles	-	2,790,800	3,102,000	2,413,400	2,724,600	2,746,500	2,900,000	13,933,000	27,819,500
TOTAL USES	**-**	**2,790,800**	**3,102,000**	**2,413,400**	**2,724,600**	**2,746,500**	**2,900,000**	**13,933,000**	**27,819,500**

Capital Detail by Department

Corrections Department Priority

Food Service Equipment Life Cycle Replacement 1 of 2

CS, Equipment Project Timeline: Ongoing

Project Description

The Correctional Facility's food service kitchen supplies meals to the Prison (Correctional Institute), Diversion Center and the Jail. This request is to ensure that kitchen equipment is safe, reliable and adequate for the volume of meals that need to be prepared.

Project Justification

Meals provided by the Corrections Food Service Facility are a necessary component of the Jail, Correctional Institution and Diversion Center. Failure to provide meals in a timely manner can result in inmate unrest and lawsuits. The existing kitchen, installed in 1987, was designed for serving meals only at the prison. Today, Corrections prepares an average of 1,800 meals a day for the prison, diversion center and the jail. In FY05, because of the increase in the jail population, a new SPLOST funded food service facility was opened. However, the existing kitchen is still used as a servicing center; and the existing dishwasher, warming oven, steam table and other serving equipment must be maintained. Also, the prison kitchen is used as a backup kitchen and will be utilized during an upcoming renovation project.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0180

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	777	20,000	20,000	20,000	20,000	20,000	-	30,000	110,000
TOTAL SOURCES	**777**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**-**	**30,000**	**110,000**
USES									
Capital - Machinery & Equip	777	20,000	20,000	20,000	20,000	20,000	-	30,000	110,000
TOTAL USES	**777**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**-**	**30,000**	**110,000**

Corrections Department Priority

JMS Inmate Accountability Software Purchase (New) 2 of 2

AI, Software Project Timeline: FY20 - ongoing

Project Description

Purchase and support for Corrections Inmate Accountability Software

Project Justification

This software is necessary for fast and accurate inmate accountability in daily operations of the CI. The interface ability of the software with SCRIBE, Telephone and Commissary systems would decrease response time in case of an emergency as well as decrease the number of data entry errors.

Impact on Annual Operating Expenses

Annual operating expenses will only be impacted by the support fee of $7980.

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	39,900	39,900
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**39,900**	**39,900**
USES									
Other	-	-	-	-	-	-	-	39,900	39,900
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**39,900**	**39,900**

Capital Detail by Department

District Attorney's Office Department Priority

Purchase a Special Service Vehicle 2019 Ford Explorer (New) 1 of 1

CS, Equipment Project Timeline: FY20 - FY20

Project Description

This request is for the purchase of a four-door Pursuit Utility Vehicle (Explorer) for use by an Investigator of the District Attorney's Office for work related travel and work related duties. The total cost of the vehicle is approximately $26,000.00. The expected useful life of the car would be 10-12 years.

Project Justification

This vehicle will be used almost exclusively by an investigator with the District Attorneys Office for job related travel and job related duties. The Investigator is currently using a pool car that is mechanically unsound and is well beyond its useful life. The duties of the Investigator is to handle job related duties such as serving subpoenas, locating witnesses, securing evidence, traveling to and from training and any other job related duties of the District Attorney's Office.

Impact on Annual Operating Expenses

Fuel: $1,200
Replacement: $2,600
Maintenance/Repairs: $1,500

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	26,000			-	-	-	26,000
TOTAL SOURCES	**-**	**-**	**26,000**	**-**	**-**	**-**	**-**	**-**	**26,000**
USES									
Capital - Vehicles	-	-	26,000			-	-	-	26,000
TOTAL USES	**-**	**-**	**26,000**	**-**	**-**	**-**	**-**	**-**	**26,000**

Fire Services Department Priority

Smoke Containment System Repair 1 of 3

CS, Facilities Project Timeline: FY18 - Ongoing

Project Description

FY 18 funded repair current exhaust removal systems in Fire Stations 3,4,6,7,8,9
FY 19 funded the installation of exhaust removal systems at Station 1 and 5. Funds are needed in FY20 moving forward to maintain all of the exhaust removal systems installed at all stations.

Project Justification

Maintain a safe work environment by removing dangerous vehicle exhaust fumes from Fire Station bays and living quarters. The Fire Department has applied for grant funding for this project in the past, but has not been selected to receive funding.

Impact on Annual Operating Expenses

FY 18: No known impact on annual operating expenses in FY18. FY19: Funds were requested to install exhaust systems at Station 1 and 5 (cost of $110,000). FY20: no known impact if funded; if it is not funded, additional operating funds will be needed to repair/maintain these systems for an annual preventative maintenance program for all stations.

Financial Plan

Project ID: c0738

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	3,569	65,000	32,000	-	-	-	-	-	32,000
TOTAL SOURCES	**3,569**	**65,000**	**32,000**	**-**	**-**	**-**	**-**	**-**	**32,000**
USES									
Capital - Cost.	3,569	65,000	32,000	-	-	-	-	-	32,000
TOTAL USES	**3,569**	**65,000**	**32,000**	**-**	**-**	**-**	**-**	**-**	**32,000**

Capital Detail by Department

Fire Services

Department Priority

Replace Mobile Data Terminals

2 of 3

CS, Equipment

Project Timeline: FY13 - Ongoing

Project Description

Timely replacement of 28 MDT's currently installed in Fire Department vehicles and apparatus.

Project Justification

Information Technology Services recommended a 5 year replacement program for these devices, at which time the useful life expectancy will be reached. Technology changes and maintenance costs will make replacement a more fiscally responsible alternative. New projected cost of replacement in FY23 is $250,000. The request is $50,000 per year contribution continuing through FY23.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0659

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	107,701	50,000	-	50,000	50,000	50,000	50,000	250,000	450,000
TOTAL SOURCES	**107,701**	**50,000**	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**	**450,000**
USES									
Capital - Machinery & Equip	107,701	50,000	-	50,000	50,000	50,000	50,000	250,000	450,000
TOTAL USES	**107,701**	**50,000**	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**	**450,000**

Fire Services Department Priority

Purchase Personal Protective Equipment (New) 3 of 3

CS, Equipment Project Timeline: Ongoing

Project Description

Replace personal protective gear for firefighting to follow NFPA guidelines (PPE to be replaced every ten years). Currently there are 70 sets of turnout gear either expired or going to expire this year being used. In addition, there are 50 helmets and 67 pairs of boots that have reached ten years of service. This program will allow 18 sets of full turnout gear to be purchased per year and begin a sustainable replacement program.

Project Justification

Ensure firefighting personnel have the safest gear possible as they enter IDLH (Immediate danger to life or health) areas and follow national consensus standards (NFPA). NFPA 1851 requires that firefighters' personal protective equipment be replaced ten years after the manufacture date. The fire department currently has a formal inspection, maintenance and repair program in compliance with NFPA 1851.

Impact on Annual Operating Expenses

The protective gear and equipment line item in the operating budget would remain the same. This line item is used for turnout gear repair, other protective clothing and to purchase gear when new employees are hired.

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	55,620	57,288	59,006	60,776	62,600	295,290
TOTAL SOURCES	**-**	**-**	**-**	**55,620**	**57,288**	**59,006**	**60,776**	**62,600**	**295,290**
USES									
Capital - Machinery & Equip	-	-	-	55,620	57,288	59,006	60,776	62,600	295,290
TOTAL USES	**-**	**-**	**-**	**55,620**	**57,288**	**59,006**	**60,776**	**62,600**	**295,290**

Capital Detail by Department

Information Technology Department Priority

Information Technology Equipment Replacement Program 1 of 1

CS, Equipment Project Timeline: Ongoing

Project Description

This project will replace PCs and Printers in all departments that are six years old or older and are of such a configuration that they are no longer suitable for client server applications. Locations are in all the departments and work units in Athens-Clarke County. In addition, this project will replace, upgrade, and expand network equipment and software required to support IT operations within the government.

Project Justification

This project is made up of various components that are required to maintain and keep ACC's IT infrastructure operational. Components include networking equipment, software upgrades, main system replacement(s), wiring improvements, and various other necessary components.

Impact on Annual Operating Expenses

Replacing some infrastructure gear will result in increased maintenance agreements and new purchases to expand some services will also bring about new maintenance contracts.

Financial Plan Project ID: c0095

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	643,754	290,000	400,000	350,000	415,000	500,000	415,000	890,000	2,995,000
TOTAL SOURCES	**643,754**	**290,000**	**400,000**	**350,000**	**415,000**	**600,000**	**415,000**	**890,000**	**2,995,000**
USES									
Capital - Machinery & Equip	643,754	290,000	450,000	350,000	415,000	500,000	415,000	890,000	2,995,000
TOTAL USES	**643,754**	**290,000**	**450,000**	**350,000**	**415,000**	**600,000**	**415,000**	**890,000**	**2,995,000**

Leisure Services Department Priority

Parks - R&M Existing Facilities 1 of 13

CS, Facilities Project Timeline: FY03 - Ongoing

Project Description

This project provides for repairs, maintenance, and/or replacement of existing program specific facilities and non-facility park needs in the Leisure Services system. Project areas of focus include: 1) **athletics** (fields, courts, gymnastics equipment, scoreboards, etc.); 2) **animal care** (zoo/nature center exhibits and support areas); 3) **playgrounds** (surfacing and equipment); and 4) **general park needs** (park signage, storm water system maintenance, fencing, etc.). FY20 plans call for: playground replacement (1); signage (52) and monument replacement (3); shade structure replacement (2); scoreboard replacement (7); tennis court refinishing (3); perimeter fence replacement (1); tree removal/pruning; and general playground maintenance system-wide.

Project Justification

This project will provide funding to rehabilitate facilities, address safety/risk issues, and perform required maintenance necessary to uphold the Department's quality standards for facilities, structures, parks, and natural areas. Funding request specifics are supported by the Department's 2018 Inventory and Assessment which is continuously updated and reprioritized to highlight assets that have reached or exceeded their lifecycle and to insure the delivery of safe facility and park areas.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0246/c0620

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	42,256	-	-	200,000	200,000	200,000	200,000	3,646,800	4,446,800
SPLOST 2011 Cap Proj Fund	1,616,625	-	677,600	-	-	-	-	-	677,600
TOTAL SOURCES	**1,658,880**	**-**	**677,600**	**200,000**	**200,000**	**200,000**	**200,000**	**3,646,800**	**5,124,400**
USES									
Capital - Const.	1,658,880	-	677,600	200,000	200,000	200,000	200,000	3,646,800	5,124,400
TOTAL USES	**1,658,880**	**-**	**677,600**	**200,000**	**200,000**	**200,000**	**200,000**	**3,646,800**	**5,124,400**

Leisure Services

Department Priority

Pool Repairs and Renovations

2 of 13

CS, Facilities

Project Timeline: FY11 - Ongoing

Project Description

This project provides for repairs, maintenance and code upgrades for the one wading pool, five swimming pools, and two splash pads operated in the Leisure Services system. Projects supported by this program include maintenance and replacement of filtration equipment, chemical controllers, splash pad features, and aquatics elements such as diving boards, pool decks, and liners. FY20 plans call for the replacement of: filtration pumps (3); ADA lifts (6); lifeguard stands (17); and pool covers (2). The large increase in FY23 represents the end-of-life replacement for equipment at Rocksprings, Bishop, and Trail Creek (all of which came online with new equipment in 2013).

Project Justification

This project will provide funding to rehabilitate and renovate facilities, address safety and risk issues, and perform required maintenance necessary to uphold the Department's quality standards for aquatic facilities and water features. Funding request specifics are supported by the Department's 2018 Inventory and Assessment which is continuously updated and reprioritized to highlight assets that have reached or exceeded their lifecycle and to insure the delivery of safe aquatic facility and water feature areas.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0642

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	17,875	-	90,000	-	-	-	-	790,200	880,200
TOTAL SOURCES	**17,875**	**-**	**90,000**	**-**	**-**	**-**	**-**	**790,200**	**880,200**
USES									
Capital - Const.	17,875	-	90,000	-	-	-	-	790,200	880,200
TOTAL USES	**17,875**	**-**	**90,000**	**-**	**-**	**-**	**-**	**790,200**	**880,200**

Leisure Services Department Priority

Bridge and Boardwalk Inspection and Replacement 3 of 13

CS, Facilities Project Timeline: FY17 - Ongoing

Project Description

This project provides for professional engineering inspections, major maintenance, and lifecycle replacement for all 86 bridges, boardwalks, and observation decks in the Leisure Services system. FY20 plans call for replacing wooden bridges at Sandy Creek Nature Center, Memorial Park, and around Lakeside Trail at Sandy Creek Park which rated poorly in our bridge and boardwalk inspections. FY20 plans also address improvements to emergency access bridges on remote trails at Sandy Creek Park, Sandy Creek Nature Center, and the Cook's Trail.

Project Justification

Totaling more than 1.9 miles, approximately half of the bridges, boardwalks and decks covered by this project are all-wood structures estimated to be 25 or more years old, and do not meet modern building code or safety requirements. Funding request specifics are supported by the Department's annual Inventory and Assessment conducted annually since 2015. Cost estimates include escalations as required for what are primarily limited access and environmentally sensitive wetland construction sites. Project funding is necessary to ensure public safety and to keep the trails that these structures support fully operational.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0727

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	32,443	-	-	-	-	-	-	1,156,100	1,156,100
TOTAL SOURCES	**32,443**	**-**	**-**	**-**	**-**	**-**	**-**	**1,156,100**	**1,156,100**
USES									
Capital - Infrastructure	32,443	-	-	-	-	-	-	1,081,100	1,081,100
Capital - Other	-	-	-	-	-	-	-	75,000	75,000
TOTAL USES	**32,443**	**-**	**-**	**-**	**-**	**-**	**-**	**1,156,100**	**1,156,100**

Leisure Services

Department Priority

Pavement Repair and Maintenance

4 of 13

CS, Facilities

Project Timeline: FY18 - Ongoing

Project Description

This project provides for repairs, maintenance, and/or replacement of existing paved surfaces in the Leisure Services system. Projects supported by this program include asphalt maintenance, paving, parking lot striping, sidewalk grinding, and replacement of guardrails and regulatory and wayfinding signage. FY20 plans call for milling and repaving ~0.55 miles of two-lane roadway and parking between Sandy Creek and the Nature Center which also acts as part of the greenway. FY20 remaining funds will support completion of Phase 1 work to repair, repave, and stripe a section of the existing paved roads and parking lot at the Holland Youth Sports Complex.

Project Justification

The park and facility system comprises over nine miles of paved trail, four miles of roadways, and more than 1.4 million square feet of parking areas and sidewalks. Funding request specifics are supported by the Department's 2018 Inventory and Assessment which inspects paved surface conditions relative to striping, cracking, alligatoring, heaving and potholes, and also evaluates the visibility/condition of signage. Project funding is necessary to ensure public accessibility and safety and to maintain a positive curb appeal for park patrons.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0740

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	34,461	30,000	-	-	-	-	-	1,232,900	1,232,900
TOTAL SOURCES	**34,461**	**30,000**	**-**	**-**	**-**	**-**	**-**	**1,232,900**	**1,232,900**
USES									
Capital - Infrastructure	34,461	30,000	-	-	-	-	-	1,232,900	1,232,900
TOTAL USES	**34,461**	**30,000**	**-**	**-**	**-**	**-**	**-**	**1,232,900**	**1,232,900**

Leisure Services Department Priority

Park Equipment - Replacement / Life Cycle 5 of 13

CS, Equipment Project Timeline: FY03 - Ongoing

Project Description

This project provides for replacement of park amenities and service equipment covering all 28 sites and 2,500 acres supported in the Leisure Services system. Park amenities include items such as trash cans, picnic tables, benches, and barbeque grills while service equipment includes items such as fitness/computer lab equipment, ice machines, catering kitchen appliances, and ATV's. Outdoor equipment is selected with a minimum 30 year service life. FY20 plans call for the replacement of: trash cans (35); benches (27); computer lab pc's (13); heavy duty pressure washer (1); picnic tables (10); gym equipment (1); and ice machines (1).

Project Justification

This project will provide funding to replace amenities and equipment supporting service delivery which have reached the end of their serviceable life. Funding request specifics are supported by the Department's 2018 Inventory and Assessment which is continuously updated and reprioritized to highlight replacement needs based on equipment age, condition, and use. Support of this program allows Leisure Services staff to replace deteriorated and broken amenities and service equipment without impact to the public.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0177

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	2,503	-	50,000	-	-	-	-	471,000	521,000
TOTAL SOURCES	**2,503**	**-**	**50,000**	**-**	**-**	**-**	**-**	**471,000**	**521,000**
USES									
Capital - Machinery & Equip	2,503	-	50,000	-	-	-	-	471,000	521,000
TOTAL USES	**2,503**	**-**	**50,000**	**-**	**-**	**-**	**-**	**471,000**	**521,000**

Leisure Services

Department Priority

Create a Property Boundary Program

6 of 13

CS, General

Project Timeline: FY18 - FY26

Project Description

This project provides for surveying/permanently marking all property and updating/consolidating deeds for all 2,500+ acres owned by ACCUG and managed by the Leisure Services Department. Project completion will establish boundary lines for the integration of property restrictions into the GIS planning database and will provide critical data for park planning and development. This project will be phased over multiple years by systematically addressing the property boundaries.

Project Justification

Properties comprising the Leisure Services system encompass more than 50 miles of boundaries. Development along park boundaries has created issues ranging from direct property encroachment to the creation of unofficial or illegal access points. Unmarked property boundaries hamper assessment and response to boundary related issues. Further complicating matters, ongoing incremental property acquisition as part of park and greenway expansion has led to some sites being comprised of upwards of 20 parcels which need to be combined. This program will allow for better land management and provide accurate base data for park planning and development.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0741

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	31,319	-	-	-	-	-	-	100,000	100,000
TOTAL SOURCES	**31,319**	**-**	**-**	**-**	**-**	**-**	**-**	**100,000**	**100,000**
USES									
Capital - Other	31,319	-	-	-	-	-	-	100,000	100,000
TOTAL USES	**31,319**	**-**	**-**	**-**	**-**	**-**	**-**	**100,000**	**100,000**

Leisure Services

Department Priority

Bishop Park Renovations

7 of 13

AI, Facilities

Project Timeline: FY24 - FY26

Project Description

This project provides for implementation of the Bishop Park master plan. The project will involve: renovation of the existing facility; replacement of the non-code compliant restroom building and picnic shelter; redesign of the parking lot areas, the Hawthorne Ave Corridor, and the swimming pool; an addition of a splash pad; and improvements to aged water, sewer, and storm water infrastructure. The renovated facility will provide increased space for: gymnastics programming; rentable multi-purpose programming; administrative offices; and the provision of large scale events such as the Athens Farmer's Market through conversion of the covered tennis courts to a pavilion.

Project Justification

The majority of the buildings at Bishop Park date from the 1970's and do not meet modern code requirements, programmatic use/space demands or ADA compliance. This project will provide funding to: address code, ADA, and safety compliance issues; provide public restroom access; increase program, event, and park capacity; modernize water/sewer infrastructure; and replace and expand multiple 40+ year old structures. This park experiences the highest degree of patron utilization within the Leisure Services system and is highly regarded and strongly enjoyed by the general public.

Impact on Annual Operating Expenses

Operating: $100.0K per year

Financial Plan

Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	25,500,000	25,500,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**25,500,000**	**25,500,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	14,500,000	14,500,000
Capital - Infrastructure	-	-	-	-	-	-	-	1,500,000	1,500,000
Capital - Other	-	-	-	-	-	-	-	1,500,000	1,500,000
Capital - Site Improvements	-	-	-	-	-	-	-	8,000,000	8,000,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**25,500,000**	**25,500,000**

Leisure Services

Department Priority

Memorial Park Renovations

8 of 13

AI, Facilities

Project Timeline: FY24 - FY26

Project Description

This project provides for replacement of failing, overburdened, and in some areas, non-existent water and sewer infrastructure throughout Memorial Park, thereby reducing service requirements and increasing facility availability for patrons. This project will execute the redesign and reconstruction of several key park features to include circulation drives, parking areas, the dog park, and walking paths to address significant erosion and storm water control issues.

Project Justification

Water line breaks, electrical failures, and clogged sewer lines have consistently had negative impacts on patron services such as restroom availability. The installation of new sewer lines in the Zoo will correct disposal practices that are not environmentally friendly. Inadequate storm water controls create major erosion issues which have recently led to facility closures and significant damage to playground and picnic shelter amenities. This project will provide funding to improve patron accessibility, park sustainability, and maintenance efficiency by reducing current reactive emergency maintenance requirements.

Impact on Annual Operating Expenses

Operating: $10.0K per year

Financial Plan

Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	10,850,000	10,850,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**10,850,000**	**10,850,000**
USES									
Capital - Infrastructure	-	-	-	-	-	-	-	500,000	500,000
Capital - Other	-	-	-	-	-	-	-	350,000	350,000
Capital - Site Improvements	-	-	-	-	-	-	-	10,000,000	10,000,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**10,850,000**	**10,850,000**

Leisure Services Department Priority

Improve Bear Hollow Zoo Exhibits & Visitor Amenities 9 of 13

AI, Facilities Project Timeline: FY24 - FY26

Project Description

This project provides for addressing failing infrastructure and safety issues within the Zoo, as well as non-compliance with standards of the United States Department of Agriculture (USDA), American Zoo Association (AZA) and Americans with Disabilities Act (ADA). The project includes: the creation of a Zoo site master plan; construction of a visitor entry and restroom facility; creation of a gray-water system; reconstruction of pedestrian walking paths; upgrades to animal exhibits; and fence replacements for the entire park perimeter, animal enclosures, and the reptile house.

Project Justification

The existing Zoo fails to meet national standards for safety and access including USDA standards for animal safety and care, AZA standards for perimeter fence security, and ADA standards for access. Continued non-compliance with USDA and AZA standards will reduce access to regulated animals. A master plan will provide for the long-term viability of the site while improvements are needed to enhance the safety and care of the animals, to reduce the risk of animal escape, and to provide universal public access to this unique facility.

Impact on Annual Operating Expenses

Operating: $10.0K per year

Financial Plan

Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	2,750,000	2,750,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,750,000**	**2,750,000**
USES									
Capital - Infrastructure	-	-	-	-	-	-	-	500,000	500,000
Capital - Other	-	-	-	-	-	-	-	250,000	250,000
Capital - Site Improvements	-	-	-	-	-	-	-	2,000,000	2,000,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,750,000**	**2,750,000**

Capital Detail by Department

Leisure Services Department Priority

Dudley Park Improvements 10 of 13

AI, Facilities Project Timeline: FY18 - FY26

Project Description

This project provides for the development of Dudley Park, a 28-acre park located adjacent to downtown. SPLOST 2011 Project #17 provides initial funding for this work beginning in Tier 7 (FY18). The SPLOST project will begin with a master plan review and development of a priority list for development of this park. Development may include: picnic shelter(s); river overlooks; restrooms; an amphitheater; a playground; and additional parking. The CIP funding requested here will augment the limited SPLOST funds to allow for more complete development of this centrally located riverside park.

Project Justification

Dudley Park's proximity to downtown coupled with the beautiful, general park setting makes it a special draw to the many people who visit this part of the county. While Dudley Park has served as a passive park with limited utilization for many years, implementation of the park improvement plan will maximize the significant untapped potential and utilization of this park environment. These infrastructure improvements will also create the potential for revenue generation through rental, festival, and special event activities.

Impact on Annual Operating Expenses

Operating: $56.0K per year NOTE: Estimated revenue of approximately $20.0K per year

Financial Plan Project ID: c0621

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	850,000	850,000
SPLOST 2011 Cap Proj Fund	970,000	-	-	-	-	-	-	-	-
TOTAL SOURCES	**970,000**		**-**	**-**	**-**	**-**	**-**	**850,000**	**850,000**
USES									
Capital - Other	-	-	-	-	-	-	-	-	-
Capital - Site Improvements	970,000	-	-	-	-	-	-	850,000	850,000
TOTAL USES	**970,000**	**-**	**-**	**-**	**-**	**-**	**-**	**850,000**	**850,000**

Leisure Services Department Priority

Morton Theatre Fork Lift Replacement (New) 11 of 13

CS, Equipment Project Timeline: FY25 - FY25

Project Description

This project provides for the replacement of the Morton Theatre's existing fork lift and related peripheral equipment. To support the execution of current and future Art performances and programs, the Morton Theatre staff has to load in all stage pieces (sets, large instruments, equipment, etc.) using this fork lift. Stage pieces are loaded into the stage area from Hull Street due to the facility stage being 17 feet above ground level. Utilization of this fork lift is the only method by which equipment can be loaded into this historic building. The existing fork lift was originally purchased in 1994 and is currently exhibiting significant signs of deterioration which could potentially lead to safety issues. The new fork lift purchased will be included within the Fleet Management program.

Project Justification

This project will provide funding to enable the safe loading of performance equipment into the second floor stage area of the facility. The Morton Theatre will be unable to continue serving as a rental venue for local community and regional groups without the replacement of the existing fork lift. Presently, the Morton Theatre generates revenue of approximately $80,000 per fiscal year for the Leisure Services Department.

Impact on Annual Operating Expenses

Operating: $3.0K per year (Indirect cost estimate) NOTE: Potential loss of revenue if not funded

Financial Plan

Project ID: New

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-						35,000	35,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**
USES									
Capital - Machinery & Equip	-	-						35,000	35,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**

Leisure Services

Department Priority

Trails & Open Spaces Compact Track Loader Equipment (New)

12 of 13

AI, Equipment

Project Timeline: FY25 - FY25

Project Description

This project provides for the purchase of a mini-tracked excavator (similar to a Toro Dingo) to be utilized by the Trails & Open Spaces staff. This much needed equipment will allow for significantly improved management and safety of existing and proposed greenways, trails, and open space areas throughout the community. This piece of landscape management equipment is able to regrade trails washed out due to storms, remove fallen trees, and deliver soil stabilization material such as riprap and gravel. The project also provides for the purchase of several attachments to include a bucket, a grabbing bucket, and an auger bit for the installation of fence posts and sign posts.

Project Justification

This project will provide funding to: improve land management resources; enhance public safety within the trail system; increase staff efficiencies by reducing maintenance activity time; and reduce the usage of subcontractors for maintenance work. The Trails & Open Spaces staff services the many miles of trails at all parks and facilities throughout the Leisure Services Department. Staff performs regular maintenance on all greenway and Firefly trail segments, Dudley Park, Ben Burton Park, Oconee Riverside Parks, Cook's Trail, Lakeside Trail, Trail Creek Trails, Sandy Creek Nature Center Trails, and the Birchmore Trail.

Impact on Annual Operating Expenses

Operating: $4.0K per year (Indirect cost estimate)

Financial Plan

Project ID: New

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-						35,000	35,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**
USES									
Capital - Machinery & Equip	-	-						35,000	35,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**

Leisure Services Department Priority

Portable Soccer Pitch System (New) 13 of 13

AI, Equipment Project Timeline: FY26 - FY26

Project Description

This project provides for the purchase of a modular Soccer Field "Pitch" system (SFP) which can be assembled at any Leisure Service facility or remote location to create an enclosed soccer field with 4 foot high walls. The walls allow the SFP to be assembled in a variety of locations such as parking lots or at the edges of unusable spaces due to grading variances. This project is inspired by the documented success of similar SFP systems utilized within Atlanta, GA. which have engaged the community and increased the levels of outdoor play. The project also provides for the purchase of a trailer for staff to store and transport the SFP system.

Project Justification

Modular SFP systems are becoming popular in urban areas where field space areas at park locations are limited. Atlanta United has been utilizing similar SFP systems at bus stations and parking lots to realize increased levels of recreational activity accessibility and citizen outdoor play. The portable SFP system will enable the Leisure Services Department to move the system around Athens to increase programming possibilities and to encourage play. The system could also provide opportunities for rental activities similar to the Showmobile stage should a tournament or group have an interest in using the equipment.

Impact on Annual Operating Expenses

Operating: $4.0K per year (Indirect cost estimate)

Financial Plan

Project ID: New

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-						35,000	35,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**
USES									
Capital - Machinery & Equip	-	-						35,000	35,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**

Capital Detail by Department

Manager's Office - OD

Department Priority

ACCGOV Talent Management Software Suite (New)

1 of 1

AI, Software

Project Timeline: Ongoing

Project Description

The Talent Development Software (TDS) suite contains a cloud-based learning management system for training, to be used by all ACCGOV departments who design and implement training (GIS, Police, Fire, HR, OD, etc.). The second aspect of the TDS is that it contains a Performance Management module that will sufficiently replace our current PMP, with better optics and augmented reporting.

Project Justification

Approximately 1/3 of employees do not have ACCGOV email; TDS would connect all employees. Organization-wide compliance training is not possible with the current staff, training room and training room limitations. Public safety employees who work night shifts can't attend training. This software would put all of OD's, HR's, Fire's, Police's, GIS' training content online, with rapid deployment of vast amounts of information and 24/7 mobile-friendly access. This project is aligned with the Mayor and Commission strategic commitment of an Accountable and Responsive Government.

Impact on Annual Operating Expenses

The system is scalable, able to add additional modules that work with the talent management suite, with specific functions, including: recruiting, onboarding, succession planning, compensation planning, HR strategic planning. The impact on annual operating expenses depends on the decisions that may be made to scale up to greater efficiencies in any of the aforementioned functionality listed in the justification section.

Financial Plan

Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	165,000	170,000	170,000	-	-	-	505,000
TOTAL SOURCES	**-**	**-**	**165,000**	**170,000**	**170,000**	**-**	**-**	**-**	**505,000**
USES									
Capital - Other	-	-	165,000	170,000	170,000	-	-	-	505,000
TOTAL USES	**-**	**-**	**165,000**	**170,000**	**170,000**	**-**	**-**	**-**	**505,000**

Manager's Office - PIO

Department Priority

Website & eGovernment Enhancements

1 of 4

CS, Equipment

Project Timeline: FY17 - Ongoing

Project Description

This project maintains services and equipment and provide new services and equipment related to the Athens-Clarke County website (accgov.com) and associated eGovernment initiatives.

Project Justification

The Public Information Office (PIO) manages the website and trains departmental staff on use of the site. Project funds support system upgrades, support, and improvements, social media archiving, as well as eventual redesign costs tentatively scheduled for FY21. This project is designed to provide funding for eGovernment enhancements to the website and other identified online initiatives, including a resident problem-reporting tool. In 2018, the website address and email addresses were changed to accgov.com. The website is a key outlet for primary source information about the Unified Government. Residents have identified the website in the National Citizen Survey as a primary source of information. In FY18, accgov.com had 2 million visitors, 4.3 million page views, and 1.1 million downloads.

Impact on Annual Operating Expenses

None. However, the hiring of a new Media Analyst (TV/Video) in FY17 allows the Media Analyst (Web/Graphics) to focus more fully on website and eGovernment initiatives currently and potentially funded by this project.

Financial Plan

Project ID: c0707

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	67,803	10,000	15,000	-	-	-	-	255,000	270,000
TOTAL SOURCES	**67,803**	**10,000**	**15,000**	**-**	**-**	**-**	**-**	**255,000**	**270,000**
USES									
Capital - Machinery & Equip	67,803	10,000	15,000	-	-	-	-	255,000	270,000
TOTAL USES	**67,803**	**10,000**	**15,000**	**-**	**-**	**-**	**-**	**255,000**	**270,000**

Manager's Office - PIO

Department Priority

ACTV & Multimedia Production Equipment

2 of 4

CS, Equipment

Project Timeline: FY19 - Ongoing

Project Description

This project provides funding for lifecycle replacements, new equipment, and upgrades to equipment related to the operation of the ACTV government access channel, live meeting coverage, and multimedia production for ACTV and other outlets.

Project Justification

In 1995, the cable local franchise agreement with the Unified Government provided initial funding for equipment related to a government access channel that launched in 2000. Charter Communications continued this funding through a variety of sources until obtaining a statewide franchise. Soon after, their financial contribution for ACTV channel operation ceased. The available funds were substantially decreased after FY17 upgrades to the ACTV bulletin board, ACTV production studio, ACTV production equipment, and Commission Chamber audio. This project is designed to provide continued lifecycle maintenance and equipment updates for video production and distribution.

Impact on Annual Operating Expenses

None. However, the new Media Analyst (TV/Video) position approved in FY17 allows us to more fully utilize and expand the equipment's use and decrease expenditures by other departments for video and multimedia projects.

Financial Plan

Project ID: c0084

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	77,342	20,000	15,000	-	-	-	-	180,000	195,000
TOTAL SOURCES	**77,342**	**20,000**	**15,000**	**-**	**-**	**-**	**-**	**180,000**	**195,000**
USES									
Capital - Machinery & Equip	77,342	20,000	15,000	-	-	-	-	180,000	195,000
TOTAL USES	**77,342**	**20,000**	**15,000**	**-**	**-**	**-**	**-**	**180,000**	**195,000**

Manager's Office - PIO

Department Priority

Digital Signage Displays in Transit System Buses

3 of 4

AI, Equipment

Project Timeline: FY18 - Ongoing

Project Description

This initiative is designed to incorporate digital display monitors in Athens-Clarke County Transit Buses to display bulletin board information and video content produced by the PIO and other sources specifically formatted for The Bus' system. The Bus provides over 1.7 million rides to passengers across the geographic and demographic spectrum, a valuable opportunity for reaching a wide range of citizens with information about the Unified Government. Working closely with Transit, the PIO may be able to have some or all ongoing costs offset with revenues from electronic in-bus advertising if policies are amended.

Project Justification

The PIO is continually looking to expand its reach to all segments of the community in efficient and effective ways. One of these ways includes expanding video and bulletin board information opportunities through places where people gather such as customer service lines or waiting areas in Unified Government facilities. The Bus transports 1.7 million riders annually from all segments of the community. Digital display monitors on the buses would provide an efficient way to convey information to many people who may otherwise not learn about some of the Unified Government's programs, events, and services.

Impact on Annual Operating Expenses

This project is not anticipated to have any significant impact on annual operating expenses. Some revenue may be possible if The Bus' advertising policy is changed to allow digital advertising that could be inserted among other programming. However, the CIP request does not include adjustments for this possibility at this time.

Financial Plan

Project ID: New

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	175,000	175,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**175,000**	**175,000**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	-	175,000	175,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**175,000**	**175,000**

Capital Detail by Department

Manager's Office - PIO

Department Priority

Pop-up Van

4 of 4

AI, Vehicle

Project Timeline: FY20 - FY20

Project Description

This project involves the purchase of a van for use by departments to check out for use as a pop-up meeting or at outside events. The van would be wrapped and equipped with some multimedia components, storage, and other materials for use either as a meeting site itself or as a transport vehicle and indicator that an ACCGOV department has a presence at an event.

Project Justification

This project allows for any department, even those without vehicles of their own, with opportunities to engage with residents at events outside of ACCGOV offices.

Impact on Annual Operating Expenses

Preventative Maintenance: $250 + Tires/Tubes: $400
Corrective Maintenance: $800
Fuel: $1,200
Insurance: $625
Replacement: $4,500 (beginning in FY21)

Financial Plan

Project ID: New

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End. Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	27,500	-	-	-	-	-	27,500
TOTAL SOURCES	**-**	**-**	**27,500**	**-**	**-**	**-**	**-**	**-**	**27,500**
USES									
Capital - Vehicles	-	-	27,500	-	-	-	-	-	27,500
TOTAL USES	**-**	**-**	**27,500**	**-**	**-**	**-**	**-**	**-**	**27,500**

Manager's Office - SO

Department Priority

Natural Area Rehabilitation Program (New)

1 of 3

AI, Facilities

Project Timeline: FY21 - Ongoing

Project Description

This project will implement natural area management activities identified as identified in management plans. Currently, management plans are in development for Dudley Park, Rock & Shoals, and Sandy Creek Nature Center. By funding this through the capital program, we decrease the need for additional staffing while also minimizing year to year fluctuations in the general operating budget.

Project Justification

ACC is the second largest landowner in the county and has undertaken the adoption and implementation of land stewardship practices and policies that conserve ecosystem services, enhance community esthetics, promote biodiversity, and encourage public-private sustainability initiatives. This capital program will focus on reducing the need for additional staffing by using contract services to address issues in natural areas that are otherwise underserviced with current budget allocations.

Impact on Annual Operating Expenses

Positive. By funding this as a capital project, ACC staff can contract for services, which reduces the need for additional staffing and operating expenses.

Financial Plan

Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	250,000	250,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**250,000**	**250,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	250,000	250,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**250,000**	**250,000**

Capital Detail by Department

Manager's Office - SO

Department Priority

Solar Energy Program

2 of 3

AI, Facilities

Project Timeline: FY21 - Ongoing

Project Description

This project will install solar energy systems at Athens-Clarke County (ACC) facilities in order to: (1) decrease the environmental impacts of the energy we use, (2) decrease the ongoing costs associated with facility energy bills, and (3) provide opportunities for local jobs by supporting domestic energy production instead of using out-of-state fuel sources.

Project Justification

Over the last decade, ACC facility energy use has increase by more than $1.2 million/year while annually adding an additional 32,500 tons of CO2 to the atmosphere. During this time, facility energy price inflation has outpaced Athens-Clarke County budget growth, and as a result, fewer dollars are available for public safety, infrastructure, and economic development as we commit more funding to pay our utility bills. This capital project will systematically deploy solar energy systems at ACC facilities starting with those that offer the highest financial returns first. The Sustainability Office will work to use these funds as grant matching money in order to leverage our investment and returns. This project supports a 2016 Mayor and Commission resolution to increase the amount of renewable energy used at ACC facilities.

Impact on Annual Operating Expenses

At today's rates, each dollar spent on solar energy results in a decrease of 5% annual savings on utility bills. This return continues to improve as utility rates increase and solar energy system prices decrease.

Financial Plan

Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	40,000	40,000	50,000	50,000	320,000	500,000
TOTAL SOURCES	**-**	**-**	**-**	**40,000**	**40,000**	**50,000**	**50,000**	**320,000**	**500,000**
USES									
Capital - Const.	-	-	-	40,000	40,000	50,000	50,000	320,000	500,000
TOTAL USES	**-**	**-**	**-**	**40,000**	**40,000**	**50,000**	**50,000**	**320,000**	**500,000**

Manager's Office - SO Department Priority

Energy Action Plan (New) 3 of 3

AI, Planning Priority

Project Description

This project will support energy action planning efforts needed to meet the Mayor and Commission commitment to reach 100% renewable energy by 2035. For FY20, a mix of capital and general operating budget funds will be used to complete the plan.

Project Justification

Athens-Clarke County currently spends more $7,350,000/year on 287 billion BTUs of energy to support government operations. Preliminary analysis indicates the community may spend as much as $350 million/year on its energy use. Many policies, programs, and capital equipment modifications will be needed to transition this energy use to renewable sources. An energy action plan will identify what changes need to be made to support the renewable energy revolution. In addition to in-depth analysis on ACCGOV, the plan will include specific recommendations on how ACCGOV can support the business community and economically-disadvantaged individuals in the pursuit of 100% renewable energy.

Impact on Annual Operating Expenses

Positive. By funding this as a capital project ACCGOV staff can efficiently use the Capital Budget and SPLOST funding allocated to energy projects. The implementation of this plan will decrease future operating budgets for ACCGOV.

Financial Plan Project ID: New

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	30,000	-	-	-	-	75,000	105,000
TOTAL SOURCES	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**75,000**	**105,000**
USES									
Capital - Const.	-	-	30,000	-	-	-	-	75,000	105,000
TOTAL USES	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**75,000**	**105,000**

Capital Detail by Department

Other General Administration Department Priority

Public Art Program 1 of 3

AI, Facilities Project Timeline: FY12 - Ongoing

Project Description

Funds for this project will be used for the design, fabrication, installation, maintenance and implementation of community public art projects recommended by the Athens Cultural Affairs Commission and Proposed by the Mayor and Commission purchase for placement in various locations around Athens-Clarke County. The project is funded through the allocation of the equivalent of one percent of General Fund funding for Proposed capital projects, excluding land and equipment purchases.

Project Justification

This project is carried out in accordance with Chapter 1-25, "Athens Cultural Affairs Commission", of the Athens-Clarke County Code of Ordinances. Specific art projects are chosen in conjunction with the Athens Cultural Affairs Commission.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0625

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	89,680	15,000	20,000	-	-	-	-	100,000	120,000
SPLOST 2011 Cap Proj Fund	329,634	-	66,600	-	-	-	-	-	66,600
TOTAL SOURCES	**419,314**	**15,000**	**86,600**	**-**	**-**	**-**	**-**	**100,000**	**186,600**
USES									
Capital - Machinery & Equip	419,314	15,000	86,600	-	-	-	-	100,000	186,600
TOTAL USES	**419,314**	**15,000**	**86,600**	**-**	**-**	**-**	**-**	**100,000**	**186,600**

Other General Administration Department Priority

Economic Development Capital Program 2 of 3

AI, General Project Timeline: Ongoing

Project Description

The purpose of this project is to provide a readily available funded program to pay for the site improvements and related expenditures for new industry location and existing industry expansion in Athens-Clarke County. Location is to be determined based upon industrial development opportunities.

Project Justification

This project will fund and assist with the implementation of an element of the government's economic development policy, as directed by the Mayor and Commission.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0078

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Econ Dev Capital Fund	433,100	225,000	200,000	225,000	225,000	225,000	225,000	1,125,000	2,225,000
TOTAL SOURCES	**433,100**	**225,000**	**200,000**	**225,000**	**225,000**	**225,000**	**225,000**	**1,125,000**	**2,225,000**
USES									
Capital - Other	433,100	225,000	200,000	225,000	225,000	225,000	225,000	1,125,000	2,225,000
TOTAL USES	**433,100**	**225,000**	**200,000**	**225,000**	**225,000**	**225,000**	**225,000**	**1,125,000**	**2,225,000**

Capital Detail by Department

Other General Administration

Department Priority

Capital Budget Contingency

3 of 3

CS, General

Project Timeline: Ongoing

Project Description

Capital Contingency is used to fund unanticipated capital expenses. Funds are transferred to other projects with the Manager and/or Mayor and Commission approval. No expenses are charged directly to this project.

Project Justification

All requests are reviewed by the Manager and based on funding parameters are then forwarded to the Mayor and Commission for either their information or approval.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0124

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	514,380	-	-	-	-	-	-	500,000	500,000
TOTAL SOURCES	**514,380**	**-**	**-**	**-**	**-**	**-**	**-**	**500,000**	**500,000**
USES									
Capital - Other	514,380	-	-	-	-	-	-	500,000	500,000
TOTAL USES	**514,380**	**-**	**-**	**-**	**-**	**-**	**-**	**500,000**	**500,000**

Planning & Zoning Department Priority

Develop Comprehensive Plan Ten Year Update 1 of 2

AI, General Project Timeline: Ongoing

Project Description

This project will update the Comprehensive Plan for Athens-Clarke County. The current Comprehensive Plan update was Proposed in June 2008. Monies associated with this project will fund work by staff to complete the required 10-year major update due in 2018.

Project Justification

Georgia State Law requires that Comprehensive Plans be updated every five years. The Planning Department completed a major update in June 2008. The FY18 request covers the cost of providing the required major update due June 2018. A state-mandated 5-year minor update will need additional funding in FY23. Anticipating the future 10-year major update, staff has indicated the possibility of a consultant-lead effort, which is noted in FY28.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0529

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	20,000	-	-	-	-	-	-	200,000	200,000
TOTAL SOURCES	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**	**200,000**	**200,000**
USES									
Capital - Other	20,000	-	-	-	-	-	-	200,000	200,000
TOTAL USES	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**	**200,000**	**200,000**

Planning & Zoning

Department Priority

Update Aerial Photos

2 of 2

CS, General

Project Timeline: Ongoing

Project Description

Acquisition of new aerial photography and planimetric data for Athens-Clarke County's Geographical Information System (GIS) Base Map.

Project Justification

Past policy has been to have new aerial photography produced every five years with new planimetric data (roads, building footprints, utilities, etc.) and topographic data (two foot contours) created every ten years. Maintenance of this data provides the County's GIS with the most current and accurate information available. New aerial photography was flown in January, 2013. The next scheduled update of photographic, planimetric, and topographic data will be in FY18 (January/February 2018 Anticipated Flight). In keeping with past policy (every 5-years), staff has also requested FY23 funding, as well as FY28 funding for the same anticipated amounts.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0350

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	150,000	150,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**
USES									
Capital - Other	-	-	-	-	-	-	-	150,000	150,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**

Police Department Priority

On-Officer Cameras and Data Storage 1 of 12

CS, Equipment Project Timeline: Ongoing

Project Description

Full deployment and maintenance of on-officer camera systems to record interactions between officers and the public. This system automatically and seamlessly downloads and stores digital video for use in court and supervisory reviews as mandated by national accreditation (CALEA) standards. Request is inclusive of equipment purchases, maintenance, and data storage costs.

Project Justification

The Athens-Clarke County Police Department has utilized video recordings for a number of years, to include in-car video recordings and on-officer camera systems. In 2014, a limited number of on-officer cameras were issued to patrol operations, with expansion to all patrol officers over the following year. Video shall continue to be transferred to a centralized database for use by criminal justice stakeholders. As the mandated retention cycle for such videos is now a minimum of 2.5 years, data storage needs have stabilized. Costs represented within the model below account for a continuance of existing cloud storage practices and the supported deployment of TASER Axon Camera Systems by all 254 authorized sworn officers.

Impact on Annual Operating Expenses

The system may require periodic software upgrades which may influence operational/replacement costs. A minimal number of units may also need to be replaced as a result of the challenging environment in which such systems operate. System requirements may dictate service agreements and/or additional purchases to meet developing operational needs.

Financial Plan

Project ID: c0699

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	124,968	-	250,000	117,000	27,700	16,000	44,200	1,315,000	1,769,900
TOTAL SOURCES	**124,968**	**-**	**250,000**	**117,000**	**27,700**	**16,000**	**44,200**	**1,315,000**	**1,769,900**
USES									
Capital - Machinery & Equip	124,968	-	82,000	-	-	-	-	410,000	492,000
Capital - Other	-	-	168,000	117,000	27,700	16,000	44,200	840,000	1,212,900
TOTAL USES	**124,968**	**-**	**250,000**	**117,000**	**27,700**	**16,000**	**44,200**	**1,250,000**	**1,704,900**

Police

Department Priority

Mobile Computing Replacement Program

2 of 12

CS, Equipment

Project Timeline: Ongoing

Project Description

To provide annual funding for future replacement of police mobile computers and related mounts, docks, and antennas in police vehicles. Funds for the replacement of mobile laptops and related equipment have been provided in the past from revenues generated by the Red Light Violation Program. Red Light Camera funds are inadequate to sustain the computer replacement cycle and must be supplemented with general fund resources. The initial purchase of 120 laptops was approved by the mayor and commission on April 01, 2008.

Project Justification

Mobile computers provide critical communications capabilities for police officers in the field to access the databases of the Computer Aided Dispatch (CAD) System and the Records Management System (RMS). The absence of such computers would have a chilling effect on operations. Officers would still have access to databases, yet would need to access such information at one of the precincts/substations lessening departmental efficiencies in the field. In addition, a viable replacement cycle must be maintained as to ensure operational needs are met, and to reduce the potential for excessive replacement expenses within any one year.

Impact on Annual Operating Expenses

Computer repair costs will continue to rise absent a clear replacement cycle. Successor systems may require additional equipment, peripheral devices, and/or mounts as to allow for full functionality of mobile computers to be enjoyed.

Financial Plan

Project ID: c0559

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	170,000	125,000	-	-	-	-	975,000	1,100,000
TOTAL SOURCES	**-**	**170,000**	**125,000**	**-**	**-**	**-**	**-**	**975,000**	**1,100,000**
USES									
Capital - Machinery & Equip	-	170,000	125,000	-	-	-	-	975,000	1,100,000
TOTAL USES	**-**	**170,000**	**125,000**	**-**	**-**	**-**	**-**	**975,000**	**1,100,000**

Police

Department Priority

Replace Investigative Operations Vehicles

3 of 12

CS, Equipment

Project Timeline: Ongoing

Project Description

Replacement funds for up to four (4) undercover vehicles for use by Criminal Investigations.

Project Justification

Familiarity with undercover vehicles can influence operational effectiveness and potentially endanger ACCPD personnel. Once identified, it is unlikely that suspects will engage in activity with the vehicles and may become hostile towards such vehicles and occupants. Investigative vehicles are traded-in each year so that they will be under warranty. This practice also limits potential vehicle repair costs.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0085

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Forfeited Funds	965	25,000	35,000	35,000	35,000	35,000	35,000	175,000	350,000
TOTAL SOURCES	**965**	**25,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**175,000**	**350,000**
USES									
Capital - Vehicles	965	25,000	35,000	35,000	35,000	35,000	35,000	175,000	350,000
TOTAL USES	**965**	**25,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**175,000**	**350,000**

Police

Department Priority

Traffic Motorcycle Replacement

4 of 12

CS, Equipment

Project Timeline: Ongoing

Project Description

Replacement of Traffic Section motorcycles that are used for traffic safety programs, enforcement of traffic statutes, and accident investigations. The traffic section has ten (10) motorcycles of various model years. This project seeks to provide funds for the maintenance of such motorcycle assets with the provision of necessary funds for the replacement of two (2) new police motorcycles per year, allowing for a five (5) year rotation of the motorcycle fleet.

Project Justification

These motorcycles are used daily (weather permitting). The officers routinely use radar, monitor red-lights, perform speed zone enforcement in school zones, and other duties associated with traffic enforcement. The current base MSRP for a new BMW R 1200 GS motorcycle (well equipped) is approximately $23,245. Additionally, it is estimated that it will take approximately $4,500 to fully equip each new police motorcycle in FY20.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0600

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	18,395	-	56,000	-	-	-	-	-	56,000
TOTAL SOURCES	**18,395**	**-**	**56,000**	**-**	**-**	**-**	**-**	**-**	**56,000**
USES									
Capital - Vehicles	18,395	-	56,000	-	-	-	-	-	56,000
TOTAL USES	**18,395**	**-**	**56,000**	**-**	**-**	**-**	**-**	**-**	**56,000**

Police

Department Priority

Replace Drug Task Force Vehicles

5 of 12

CS, Equipment

Project Timeline: Ongoing

Project Description

Replacement funds for up to four (4) undercover vehicles for the Drug Task Force (DTF) and Investigative Operations.

Project Justification

Familiarity with undercover vehicles can influence operational effectiveness and potentially endanger ACCPD personnel once identified. It is unlikely that suspects will engage in activity with the vehicles and may become hostile towards such vehicles and occupants. DTF vehicles are traded-in each year so that they will be under warranty. This practice also limits potential vehicle repair costs.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0008

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Forfeited Funds	317	35,000	35,000	35,000	35,000	35,000	35,000	175,000	350,000
TOTAL SOURCES	**317**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**175,000**	**350,000**
USES									
Capital - Vehicles	317	35,000	35,000	35,000	35,000	35,000	35,000	175,000	350,000
TOTAL USES	**317**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**175,000**	**350,000**

Police

Department Priority

Additional Crisis Intervention Unit Vehicle (Title Change)

6 of 12

AI, Vehicles

Project Timeline: FY20 - Ongoing

Project Description

With the implementation of the ACCPD Crisis Intervention Unit, at least one more specialized vehicle is required to meet operational needs.

Project Justification

The Crisis Intervention Unit requires at least one more specialized vehicle for employee transit to/from client meetings, and to help facilitate the movement of clients to respective service providers. The officers' work with mental health clients necessitates the use of non-patrol type vehicles to mitigate client anxiety.

Impact on Annual Operating Expenses

An additional vehicle would necessitate the payment of additional insurance, corrective & preventative maintenance expenses, and fuel. The proposed vehicle would also be subject to a replacement cycle, proposed to be no more than five years.

Financial Plan

Project ID: c0778

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	40,000	-	-	-	-	-	45,000	45,000
TOTAL SOURCES	**-**	**40,000**	**-**	**-**	**-**	**-**	**-**	**45,000**	**45,000**
USES									
Capital - Vehicles	-	40,000	-	-	-	-	-	45,000	45,000
TOTAL USES	**-**	**40,000**	**-**	**-**	**-**	**-**	**-**	**45,000**	**45,000**

Police

Department Priority

Downtown District Electric Utility Vehicle (New)

7 of 12

AI, Vehicle

Project Timeline: FY20 - TBD

Project Description

An electric utility vehicle is requested to assist with Downtown District operations, and to assist in patrolling the Greenway.

Project Justification

Downtown operations necessitate the movement of equipment and personnel in areas not easily accessible by standard patrol vehicles. This request seeks an electric vehicle to assist in Downtown Operations, as well as to help patrol the Greenway.

Impact on Annual Operating Expenses

Minimal vehicle maintenance and electrical expenses are anticipated.

Financial Plan

Project ID: New

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	12,000	12,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**12,000**	**12,000**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	-	12,000	12,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**12,000**	**12,000**

Police

Department Priority

Wireless Communications (New)

8 of 12

CS, Equipment

Project Timeline: FY20 - TBD

Project Description

This request seeks to allow for the totality of wireless device funding (excluding telephones) to fall under a fully-funded program. A stable funding source is requested to ensure availability of funding for this core service delivery element.

Project Justification

This request seeks to allow for the totality of wireless funding to fall under a fully-funded program. A stable fund source is requested to ensure availability of funding for this core service delivery element.

Impact on Annual Operating Expenses

There should be no impact on the Annual Operating Expenses.

Financial Plan

Project ID: New

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Special Revenue: RLC	-	-	135,720	135,720	135,720	135,720	135,720	678,600	1,357,200
TOTAL SOURCES	**-**	**-**	**135,720**	**135,720**	**135,720**	**135,720**	**135,720**	**678,600**	**1,357,200**
USES									
Capital - Machinery & Equip	-	-	135,720	135,720	135,720	135,720	135,720	678,600	1,357,200
TOTAL USES	**-**	**-**	**135,720**	**135,720**	**135,720**	**135,720**	**135,720**	**678,600**	**1,357,200**

Police Department Priority

Replacement of TASER Conducted Energy Device (CED) Units 9 of 12

CS, Equipment Project Timeline: FY21 - TBD

Project Description

This request seeks to establish a five year replacement cycle for all 254 conducted energy devices (CEDs).

Project Justification

The use of conducted energy devices (CEDs), more commonly known as “TASERs”, is requisite in today's law enforcement environment. TASERs enhance the level of safety experienced by officers and citizens alike as they allow for a less than lethal compliance tool. The ACCPD deployed its first CEDs in 2015 - providing a TASER to each patrol officer. All sworn officers now carry TASERs.

Impact on Annual Operating Expenses

Officers are required to attend TASER recertification courses each year in which live cartridges are used. Such expenses have been factored into the department's operating budget request.

Financial Plan

Project ID: New

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	264,922	264,922
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**264,922**	**264,922**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	-	264,922	264,922
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**264,922**	**264,922**

Police

Department Priority

Maintenance of Downtown Safety Camera System

10 of 12

CS, Equipment

Project Timeline: FY16 - Ongoing

Project Description

Since 2005, the Athens-Clarke County Police Department has operated a camera system within the Downtown District. Such cameras have added to the department's situational awareness, have allowed for video recordings in investigative actions, and have added to the general level of safety enjoyed by citizens and visitors to the district. The requested program funding seeks to allow for repair/maintenance of system components, and allow for all components to be integrated within a single criminal justice stakeholder framework.

Project Justification

The camera system allows for an increased level of situational awareness for ACCPD personnel, contributes to officer safety, and allows for investigators to review materials. Should a camera location need to be repaired/replaced/added, costs are approximately $5,000 per site (camera, mounts, connectivity). Each of the 29 camera sites needs to be placed on a 5 year replacement cycle, and a service & maintenance contract enacted for the totality of the system (estimated at $30,000 per year).

Impact on Annual Operating Expenses

Annual maintenance and equipment replacement costs will appreciate as the number and age of cameras increase.

Financial Plan

Project ID: c0685

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	59,000	35,000	-	-	-	-	300,000	335,000
TOTAL SOURCES	**-**	**59,000**	**35,000**	**-**	**-**	**-**	**-**	**300,000**	**335,000**
USES									
Capital - Machinery & Equip	-	59,000	60,000	-	-	-	-	300,000	360,000
TOTAL USES	**-**	**59,000**	**60,000**	**-**	**-**	**-**	**-**	**300,000**	**360,000**

Police

Department Priority

Additional Police Vehicles (New)

11 of 12

AI, Vehicles

Project Timeline: FY21 - Ongoing

Project Description

The ACCPD has an inventory of 210 vehicles in support of standard police operations (non-specialized vehicles). Of such vehicles, eighteen have approached the end of their service life and an additional 37 are required to allow for a 1 to 1 vehicle issuance at the department's authorized strength of 254 officers. A replacement of the department's mobile command vehicle and two in-custody transport vans are also requested.

Project Justification

An assigned vehicle program is requisite for the department to remain consistent with professional best practices. Eighteen ACCPD fleet vehicles are in need of timely replacement as they are at, or nearing, the end of their serviceable life. The department's transport van is quickly approaching the end of its serviceable life while operational needs also dictate that not one, but two transport vans should be in use. The Mobile Command Unit, a 2005 chassis and initially funded under the terms of a grant, is similarly approaching the end of its anticipated service life.

Impact on Annual Operating Expenses

Additional vehicles would necessitate the payment of additional insurance, corrective & preventative maintenance, and fuel. The proposed vehicles would also be subject to a replacement cycle, proposed to be no more than five years for patrol vehicles, and fifteen years for the mobile command vehicle.

Financial Plan

Project ID: New

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-		1,897,500	1,897,500
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,897,500**	**1,897,500**
USES									
Capital - Vehicles	-	-	-	-	-	-	-	1,897,500	1,897,500
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,897,500**	**1,897,500**

Capital Detail by Department

Police — Department Priority

E911 Telephone System Replacement Plan — 12 of 12

CS, Equipment — Project Timeline: TBD - TBD

Project Description

This critical request is for the replacement of the 911 Communications Center operating core/platform. This equipment is required to log and process information on events related to emergency services calls and responses including Police, Fire, and EMS disciplines. The E911 telephone system is used 24/7/365 by personnel in the 911 Communications Center and must maintain continuous reliability and uptime.

Project Justification

This system is the point of handoff between the community and public safety. Should the system not be timely replaced, critical functionalities may be reduced or lost. However, if system components are timely replaced it will be possible to interface with future infrastructure improvements / capacities, which may allow for an improved service delivery, in addition to sustained general system reliability.

Impact on Annual Operating Expenses

It is estimated that software and equipment maintenance fees will be approximately $150,000 per year.

Financial Plan — Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	765,908	-	765,908
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**765,908**	**-**	**765,908**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	765,905	-	765,905
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**765,905**	**-**	**765,905**

Public Utilities Department Priority

W&S Lines - Additions and Improvements 1 of 16

CS, Infrastructure Project Timeline: Ongoing

Project Description

In-house construction costs for capital project labor, equipment/vehicles and materials. Crews work out of the W&S construction office located at 1000 Alexander Street.

Project Justification

To provide annual funding for labor and materials cost associated with in-house construction projects to add and improve the water and sewer infrastructure.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0591

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	918,200	936,000	955,000	975,000	994,500	1,010,000	5,260,000	10,130,500
TOTAL SOURCES	**-**	**918,200**	**936,000**	**955,000**	**975,000**	**994,500**	**1,010,000**	**5,260,000**	**10,130,500**
USES									
Capital - Infrastructure	-	918,200	936,000	955,000	975,000	994,500	1,010,000	5,260,000	10,130,500
TOTAL USES	**-**	**918,200**	**936,000**	**955,000**	**975,000**	**994,500**	**1,010,000**	**5,260,000**	**10,130,500**

Public Utilities Department Priority

Meter and Water/Sewer Stub Additions 2 of 16

CS, Equipment Project Timeline: Ongoing

Project Description

In-house construction costs for capital project labor, equipment/vehicles and materials. Crews work out of the Meter Management office located at 1025 Alexander Street.

Project Justification

To provide annual funding for labor and materials cost associated with in-house construction and installation of water meters and water and sewer stub additions.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0589

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	482,200	491,000	501,600	510,000	520,000	530,000	2,758,000	5,310,600
TOTAL SOURCES	**-**	**482,200**	**491,000**	**501,600**	**510,000**	**520,000**	**530,000**	**2,758,000**	**5,310,600**
USES									
Other	-	482,200	491,800	501,600	510,000	520,000	530,000	2,758,000	5,311,400
TOTAL USES	**-**	**482,200**	**491,800**	**501,600**	**510,000**	**520,000**	**530,000**	**2,758,000**	**5,311,400**

Public Utilities Department Priority

Donated W&S Additions Management 3 of 16

CS, Equipment Project Timeline: Ongoing

Project Description

In-house surveying, design and inspection costs for capital project labor, equipment/vehicles and materials. Crews work out of the Engineering Management office located at 124 East Hancock Avenue.

Project Justification

To provide annual funding for labor and materials cost associated with management, inspection, and acceptance of donated additions to the water and sewer infrastructure.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0590

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	218,000	224,000	226,800	230,000	234,600	239,000	1,246,000	2,400,400
TOTAL SOURCES	**-**	**218,000**	**224,000**	**226,800**	**230,000**	**234,600**	**239,000**	**1,246,000**	**2,400,400**
USES									
Other	-	218,000	224,000	226,800	230,000	234,600	239,000	1,246,000	2,400,400
TOTAL USES	**-**	**218,000**	**224,000**	**226,800**	**230,000**	**234,600**	**239,000**	**1,246,000**	**2,400,400**

Public Utilities Department Priority

Watershed Protection Long-Term Monitoring 4 of 16

CS, General Project Timeline: FY12 - Ongoing

Project Description

This project provides annual funding to implement a Long-Term Watershed Protection Plan and Monitoring to remain in compliance with the standards set by the Georgia Environmental Protection Division (GAEPD). The Long-Term Watershed Protection Plan was required by the EPD as part of the issuance of the new NPDES permits for the upgrade/expansion of three (3) Water Reclamation Facilities. The Long-Term Water Shed Protection Plan must be updated each year.

Project Justification

These funds will be used to cover expenses incurred in updating ACC PUD's Long-Term Watershed Protection Plan in accordance with the EPD's requirements. The scope of the services provided are to include monitoring water quality, compiling data and development of reports for submittal to the EPD. This project is aligned with the Mayor and Commission strategic commitment of Healthy, Livable and Sustainable Athens-Clarke County.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0654

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	46,496	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL SOURCES	**46,496**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**
USES									
Capital - Other	46,496	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL USES	**46,496**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**

Public Utilities Department Priority

Replace Water Meters 5 of 16

CS, Equipment Project Timeline: Ongoing

Project Description

The approximate revenue generated/contributed annually for the AMI Meter Replacement Program. This program's single purpose is to ensure that the AMI water meters and other AMI equipment are replaced over a designated cycle to ensure accuracy is maintained.

Project Justification

Funding needed for AMI water meter life-cycle replacements to ensure meter accuracy, fairness in billing, and improved customer service. Replacing AMI meters through life-cycle replacement will also help with the Utility's water loss reduction. Continuous funding from Enterprise and Bond account for replacement of this critical asset is required for sustainable operations. This project is aligned with the Mayor and Commission strategic commitment of Financial Health and Economic Prosperity.

Impact on Annual Operating Expenses

Predicted increase in operating revenues by replacing meters which under-report consumption.

Financial Plan

Project ID: c0013

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	5,250,919	365,000	365,000	365,000	365,000	365,000	365,000	1,825,000	3,650,000
Water & Sewer Fund	1,615,910	-	-	-	-	-	-	-	-
W&S Bonds Const. Fund	2,000,000	-	-	-	-	-	-	-	-
TOTAL SOURCES	**8,866,829**	**365,000**	**365,000**	**365,000**	**365,000**	**365,000**	**365,000**	**1,825,000**	**3,650,000**
USES									
Capital - Machinery & Equip	8,866,829	365,000	365,000	365,000	365,000	365,000	365,000	1,825,000	3,650,000
TOTAL USES	**8,866,829**	**365,000**	**365,000**	**365,000**	**365,000**	**365,000**	**365,000**	**1,825,000**	**3,650,000**

Public Utilities

Department Priority

Rehabilitate and Replace Sewers

6 of 16

CS, Infrastructure

Project Timeline: FY12 - Ongoing

Project Description

Evaluation of the sewer lines is the first step in determining specific locations in need of rehabilitation. The evaluation process is conducted utilizing a number of different procedures such as TV inspection, smoke testing, as-built surveys and monitoring existing flow conditions. The specific locations and the rehabilitation or replacement methods will be determined on a case-by-case basis. This project also includes Sewer System Evaluation Survey (SSES) inspections and cured-in-place pipe lining rehabilitation where needed on sewer pipes in the highest-ranked-flow meter basins, which comprise of 260 miles of pipe. SSES and R&R costs continue into out years to evaluate and rehabilitate trunk, interceptor and collection system assets. Finally, and most importantly, the project work will add capacity to existing sewers for existing customers. The latter includes replacing sewers in these sewersheds: Brooklyn, Tanyard, Upper North Oconee, Middle Oconee East and McNutt Creek.

Project Justification

Sections of the existing wastewater collection system are 80-100 years old and much of the system was constructed with vitrified clay pipe. As a result, there are sections of pipe within the wastewater collection system experiencing inflow and infiltration problems. These problems may be minor cracks in pipe or they could represent sections experiencing major structural problems. Locating and correcting these problems will ensure the integrity of the wastewater collection system and help eliminate wet-weather sewer system overflows and will restore both sewer and plant capacity. Continuous funding for replacement of this critical asset is required for sustainable operations. This project is aligned with the Mayor and Commission strategic commitments of Financial Health and Economic Prosperity and Accountable and Responsive Government.

Impact on Annual Operating Expenses

Predicted decrease in emergency calls, overtime, and emergency repairs. Predicted decrease in wastewater reclamation costs and deferral of future Water Reclamation Facility expansion. Added cost for depreciation.

Financial Plan

Project ID: c0644

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	24,861,880	14,000,000	9,951,800	5,000,000	5,000,000	4,000,000	6,000,000	30,000,000	59,951,800
W&S Bonds Const. Fund	211,900	-	-	-	-	-	-	-	-
TOTAL SOURCES	**25,073,780**	**14,000,000**	**9,951,800**	**5,000,000**	**5,000,000**	**4,000,000**	**6,000,000**	**30,000,000**	**59,951,800**
USES									
Capital - Infrastructure	25,073,780	14,000,000	9,951,800	5,000,000	5,000,000	4,000,000	6,000,000	30,000,000	59,951,800
TOTAL USES	**25,073,780**	**14,000,000**	**9,951,800**	**5,000,000**	**5,000,000**	**4,000,000**	**6,000,000**	**30,000,000**	**59,951,800**

Public Utilities Department Priority

Extend Wastewater Collection System 7 of 16

AI, Infrastructure Project Timeline: Ongoing

Project Description

Through the year 2035, new trunk sewers and interceptor sewer lines may be constructed and/or extended into sub-basins currently without public sewer service. Such extensions could either be by gravity sewer (with or without pump stations) or by small-diameter pressurized systems. This placeholder capital project thus provides a funding source should Mayor and Commission decide to extend the sewer system. A carryforward of $5,000,000 is targeted.

Project Justification

To provide capacity in areas where service does not currently exist and provide service for new customers. Conversion of problematic individual sewage disposal systems to public sewer could also improve stream quality. Funding is thus available if neighborhoods on septic tank systems petition for sewer extension via creation of special improvement districts. This project is aligned with the Mayor and Commission strategic commitment of Healthy, Livable and Sustainable Athens-Clarke County.

Impact on Annual Operating Expenses

Increased costs of wastewater collection and treatment offset by increased revenues.

Financial Plan

Project ID: c0112

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	4,906,768	100,000	100,000	100,000	100,000	100,000	100,000	5,000,000	5,500,000
W&S Bonds Const. Fund	2,699,068	-	-	-	-	-	-	-	-
TOTAL SOURCES	**7,605,836**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**5,000,000**	**5,500,000**
USES									
Capital - Infrastructure	7,605,836	100,000	100,000	100,000	100,000	100,000	100,000	5,000,000	5,500,000
TOTAL USES	**7,605,836**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**5,000,000**	**5,500,000**

Capital Detail by Department

Public Utilities Department Priority

Replace and Upgrade Facilities and Equipment 8 of 16

CS, Equipment Project Timeline: Ongoing

Project Description

Annual cost to replace and / or conduct major repairs to fixed equipment and facilities within the Public Utilities Department (PUD). Facilities include the drinking water plant and intakes, water reclamation facilities, the Water Resources Center, 124 East Hancock Avenue, Water & Sewer Construction & Maintenance shop, and the Meter Management shop. Also includes vehicles and stocking critical spare parts as required by EPD permits. This program also includes upgrades which improve plant efficiency, permit compliance and / or performance reliability. Land acquisition and construction of new shops for Water & Sewer and Meters is included.

Project Justification

Avoid spikes in the water rates by maintaining a consistent level of funding for major repairs and replacement. Continuous funding for replacement of equipment is required for sustainable operations, reliable performance under the Safe Drinking Water Act and Clean Water Act, and for compliance with permit conditions. For example, our Clean Water Act permits state that the "permittee shall maintain ... all treatment or control facilities and related equipment". This project is aligned with the Mayor and Commission strategic commitments of Financial Health and Economic Prosperity and Accountable and Responsive Government.

Impact on Annual Operating Expenses

Net zero impact. Cost savings can derive from the following: avoid permit penalties; shift from corrective maintenance to less expensive preventive maintenance; gain treatment process efficiencies. Added cost from increased depreciation.

Financial Plan Project ID: c0216/c0217/c0218/c0219/c0563

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	7,181,734	5,400,000	5,300,000	3,300,000	3,400,000	3,450,000	3,300,000	17,250,000	36,000,000
W&S Bonds Const. Fund	1,511,459	-	-	-	-	-	-	-	-
TOTAL SOURCES	**8,693,193**	**5,400,000**	**5,300,000**	**3,300,000**	**3,400,000**	**3,450,000**	**3,300,000**	**17,250,000**	**36,000,000**
USES									
Capital - Machinery & Equip	8,693,193	5,400,000	5,300,000	3,300,000	3,400,000	3,450,000	3,300,000	17,250,000	36,000,000
TOTAL USES	**8,693,193**	**5,400,000**	**5,300,000**	**3,300,000**	**3,400,000**	**3,450,000**	**3,300,000**	**17,250,000**	**36,000,000**

Public Utilities Department Priority

Rehabilitate and Replace Water Lines 9 of 16

CS, Infrastructure Project Timeline: FY17 - Ongoing

Project Description

This R&R program includes a) replacement of small diameter water mains, b) leak detection program, c) repairing leaks, d) relining and replacing older mains, and e) gridding or looping existing dead-end lines. Where homes and businesses are on wells, this program includes funding for fire protection extensions. The individual R&R projects will be turnkey and will therefore include reconnection of services to the main and, as needed, relocation of meters.

Project Justification

This reinvestment in a substantial part of the utility's public health and safety infrastructure will improve the hydraulic capacity of the water distribution system, enhance fire protection, reduce discolored water complaints, help maintain ACC's ISO fire rating and extend the life of the older water mains. Replacing break-prone water lines will reduce the utility's real water losses and reduce customer outages. The leak detection program will make this program more cost effective by maximizing the expenditure for R&R measured against real losses. This project is aligned with the Mayor and Commission strategic commitments of Financial Health and Economic Prosperity and Accountable and Responsive Government.

Impact on Annual Operating Expenses

Predicted decrease in emergency calls, overtime, and emergency repairs. Predicted decrease in water treatment costs and deferral of future water treatment plant expansion. Added cost to depreciation.

Financial Plan

Project ID: c0720

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	1,219,875	2,500,000	2,750,000	3,000,000	3,000,000	3,000,000	4,000,000	20,000,000	35,750,000
TOTAL SOURCES	**1,219,875**	**2,500,000**	**2,750,000**	**3,000,000**	**3,000,000**	**3,000,000**	**4,000,000**	**20,000,000**	**35,750,000**
USES									
Capital - Infrastructure	1,219,875	2,500,000	2,750,000	3,000,000	3,000,000	3,000,000	4,000,000	20,000,000	35,750,000
TOTAL USES	**1,219,875**	**2,500,000**	**2,750,000**	**3,000,000**	**3,000,000**	**3,000,000**	**4,000,000**	**20,000,000**	**35,750,000**

Public Utilities

Department Priority

Relocate Water & Sewer Lines for DOT Projects

10 of 16

CS, Infrastructure

Project Timeline: Ongoing

Project Description

This project provides annual funding to cover water / sewer line relocations for transportation projects not covered by another project. It is anticipated that in future years FY21-24 the proposed request will be removed, with a carryforward target of $500,000

Project Justification

To avoid spikes in the water rates by maintaining a consistent level of funding for DOT initiated water/sewer line relocation projects. This project is aligned with the Mayor and Commission strategic commitment of Transportation Mobility and Connectivity.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0102

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	405,055	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL SOURCES	**405,055**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**
USES									
Capital - Infrastructure	405,055	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL USES	**405,055**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**

Public Utilities Department Priority

Manage and Reuse Residual Solids 11 of 16

CS, Infrastructure Project Timeline: Ongoing

Project Description

Reduce and reuse residual solids from wastewater treatment. In addition to current composting, pursue opportunities for other modes of biosolids beneficial reuse by upgrading biosolids stabilization and drying. Continue to dredge the alum sludge lagoon at the water plant approximately every 6-7 years until the solids handling facility is constructed at the J.G. Beacham Water Treatment Plant.

Project Justification

Alternative plans for biosolids could extend the life of the ACC landfill. Based on the volume of waste by-product being received at the WTP, dredging the sludge lagoon is the most cost effective at this time. This project is aligned with the Mayor and Commission strategic commitments of Healthy, Livable and Sustainable Athens-Clarke County.

Impact on Annual Operating Expenses

Biosolids treatment, handling and disposal cost will increase by an undetermined amount. ACC landfill operating costs may decline with beneficial reuse.

Financial Plan

Project ID: c0548

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	496,130	1,350,000	1,500,000	5,130,000	3,530,000	300,000	300,000	1,500,000	12,260,000
TOTAL SOURCES	**496,130**	**1,350,000**	**1,500,000**	**5,130,000**	**3,530,000**	**300,000**	**300,000**	**1,500,000**	**12,260,000**
USES									
Capital - Const.	496,130	1,350,000	1,500,000	5,130,000	3,530,000	300,000	300,000	1,500,000	12,260,000
TOTAL USES	**496,130**	**1,350,000**	**1,500,000**	**5,130,000**	**3,530,000**	**300,000**	**300,000**	**1,500,000**	**12,260,000**

Public Utilities

Department Priority

Improve Water Supply Reliability

12 of 16

CS, Infrastructure

Project Timeline: FY18 - FY38

Project Description

Extend the sufficiency and reliability of existing water supplies during drought. Make existing ratepayers less vulnerable to water shortages by switching bulk users of potable water to nonpotable water (reclaimed wastewater), thus reducing demand on current potable supplies during a drought more severe than the drought for which current yield is calculated. Implement the first phase of a nonpotable utility consistent with an overarching master plan of nonpotable and potable reuse.

Project Justification

Part of the intent of a reuse system is to displace demand on potable supplies; nonpotable reuse is thus an element of a larger strategy to drought-proof existing supplies by reducing raw water withdrawals from the rivers or reservoir. Other elements which make the community less vulnerable to drought include current and future conservation programs, tiered pricing on discretionary water (as exists), and potable reuse where opportune. In the latter case, and if the community is willing, the foray into nonpotable reuse could be joined with another long-range project identified in the SDP: storage of raw water to carry the County through a protracted drought.

Raw water storage serves as ballast between intake (raw water withdrawal) and the drinking water plant; most large water systems that rely on river flow have many weeks of local raw water storage to weather either reduced river flows or water quality problems with the supply source, such as a chemical spill. ACC's share in Bear Creek Reservoir partially fulfills this purpose. But the prospects of a drought worse than design are a chronic concern to water purveyors.

The first major step in further drought-proofing current potable demand is to look for sites suitable for raw water storage devoted to ACC's future water needs. For this reason the budget contains a total of $20,000,000 across several years. This $20,000,000 figure is a placeholder estimate of initial costs and may not a) develop a site for storage of raw or reclaimed water nor b) connect that site to the rest of the system.

This project is aligned with the M&C strategic commitment of Safe and Prepared Community.

Impact on Annual Operating Expenses

To be determined. Although replacing potable with less-expensive reuse water would diminish revenue from potable water sales, ratepayers benefit from the reduced likelihood of enforced reductions during a drought.

Financial Plan

Project ID: c0719

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	3,327,725	3,000,000	3,500,000	4,000,000	4,500,000	10,000,000	4,000,000	10,500,000	36,500,000
SPLOST 2020	-	-	170,000	407,000	550,500	1,360,500	1,310,500	1,240,500	5,039,000
TOTAL SOURCES	**3,327,725**	**3,000,000**	**3,670,000**	**4,407,000**	**5,050,500**	**11,360,500**	**5,310,500**	**11,740,500**	**41,539,000**
USES									
Capital - Other	3,327,725	3,000,000	3,670,000	4,407,000	5,050,500	11,360,500	5,310,500	11,740,500	41,539,000
TOTAL USES	**3,327,725**	**3,000,000**	**3,670,000**	**4,407,000**	**5,050,500**	**11,360,500**	**5,310,500**	**11,740,500**	**41,539,000**

Public Utilities Department Priority

W&S Contribution to Economic Development 13 of 16

AI, Infrastructure Project Timeline: Ongoing

Project Description

The annual contribution for economic development projects which are not part of the Service Delivery Plan.

Project Justification

To provide a consistent level of funding for economic development projects which are not identified in other named projects. By providing a consistent level of funding, spikes in the water rates can be avoided. The level of funding is based on average annual expenditures for projects of this type. This project is aligned with the M&C strategic commitment of Financial Health and Economic Prosperity. A carryforward balance of $300,00 is targeted.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0105

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	571,013	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL SOURCES	**571,013**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**
USES									
Capital - Other	571,013	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL USES	**571,013**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**

Public Utilities Department Priority

Investigate and Install Alternative Energy Generation 14 of 16

CS, Equipment Project Timeline: Ongoing

Project Description

Investigate alternative sources of energy for water and wastewater treatment. This project includes the installation and maintenance of a solar energy generation facility at the Cedar Creek Water Reclamation Facility.

Project Justification

This project is aligned with the Mayor and Commission strategic commitments of Healthy, Livable and Sustainable Athens-Clarke County.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0718

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	993,178	50,000	50,000	50,000	50,000	50,000	50,000	500,000	750,000
TOTAL SOURCES	**993,178**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**750,000**
USES									
Capital - Site Improvements	993,178	50,000	50,000	50,000	50,000	50,000	50,000	500,000	750,000
TOTAL USES	**993,178**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**750,000**

Public Utilities Department Priority

WRF Phosphorous Improvements 15 of 16

AI, Equipment Project Timeline: FY19 - Ongoing

Project Description

The NPDES permitted phosphorus limit is changing. This project addresses necessary upgrades at the three Water Reclamation Facilities.

Project Justification

This project was approved by Mayor & Commission on October 2, 2018. An agenda item was necessary to address the changes in timing and budget versus those planned as part of the 2015 Service Delivery Update. This project aligns with the Healthy, Livable, Sustainable Athens-Clarke County and the Safe and Prepared Community FY19 Strategic Commitments.

Impact on Annual Operating Expenses

A 1.1% increase in operating budget beginning in FY2020 is estimated due to advanced licensure required of the permit.

Financial Plan

Project ID: c0786

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	-	-	7,000,000	4,500,000	-	-	-	11,500,000
TOTAL SOURCES	**-**	**-**	**-**	**7,000,000**	**4,500,000**	**-**	**-**	**-**	**11,500,000**
USES									
Capital - Site Improvements	-	-	-	7,000,000	4,500,000	-	-	-	11,500,000
TOTAL USES	**-**	**-**	**-**	**7,000,000**	**4,500,000**	**-**	**-**	**-**	**11,500,000**

Public Utilities Department Priority

Water Transmission Grid Improvements 16 of 16

AI, Infrastructure Project Timeline: FY19 - Ongoing

Project Description

To provide redundancy in the water distribution system by performing interconnections at numerous junctures for large diameter pipes resulting in improved water service reliability and fire protection.

Project Justification

Failure of the West Athens Transmission Line would impact much of the water service area with either total loss of service or water pressure below safe levels, with accompanying boil water notices and impaired fire protection. Improvements to the grid structure will reduce the impact should the transmission line be out of service because of breaks or the need for planned maintenance. This project is consistent with the M&C strategic commitment of Safe and Prepared Community.

Impact on Annual Operating Expenses

This is an infrastructure improvement construction project. No annual operating expenses are anticipated.

Financial Plan

Project ID: c0787

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	-	1,200,000	2,000,000	-	-	-	-	-	2,000,000
TOTAL SOURCES	**-**	**1,200,000**	**2,000,000**	**-**	**-**	**-**	**-**	**-**	**2,000,000**
USES									
Capital - Site Improvements	-	1,200,000	2,000,000	-	-	-	-	-	2,000,000
TOTAL USES	**-**	**1,200,000**	**2,000,000**	**-**	**-**	**-**	**-**	**-**	**2,000,000**

Sheriff Department Priority

Public Safety Initiative -Equip Tech 1 of 6

AI, Equipment Project Timeline: FY05 - Ongoing

Project Description

Public Safety, Field Service Initiative: Investment in new law enforcement technology, equipment and matching funds for grants as approved by Mayor and Commission.

Project Justification

Continue office upgrades, along with camera and recording systems at the jail and courthouse, including repair and replacement of cameras, wiring, etc., as needed. Purchase of new duty gear that utilizes the newest technology such as firearms, electronic control devices, wearable cameras, etc. Enhance the JTO and FTO evaluation program (ADORE) from a local based computer software to the available web based program. Provide the necessary funding for a staffing analysis of the Field Section of the Sheriff's Office. Provide matching local funds for grants. These funds have been needed for local cash match monies for grants and will be needed for future grant opportunities.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0417

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	72,449	-	-	-	-	-	-	150,000	150,000
TOTAL SOURCES	**72,449**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**
USES									
Capital - Machinery & Equip	72,449	-	-	-	-	-	-	150,000	150,000
TOTAL USES	**72,449**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**

Capital Detail by Department

Sheriff Department Priority

Body Worn Cameras (New) 2 of 6

CS, Public Safety Equipment Project Timeline: FY20 - Ongoing

Project Description

Provide Body Worn Camera to supply Sheriff Field Section (25 units) in FY20 and replacement of existing inventory for Sheriff Jail Section (125 units) in FY23. Project provides for five (5) full years including camera purchase, service, software and support from time of initial purchase, plus additional future years use for the life of the equipment.

Project Justification

Body Worn Cameras (BWC) contribute to safety, transparency, and accountability of field staff in community operations and detention staff in jail operations. Availability and visibility of BWC equipment creates an immediate positive change in the demeanor and behavior of individuals in law enforcement encounters. Availability of video and audio record of law enforcement encounters enhances investigative accuracy of information for investigation of criminal behavior, potential citizen complaints, and review of law enforcement conduct. This combination of available information increases safety of law enforcement and community members, increases transparency of incident information, and reduces liability and associated costs.

Impact on Annual Operating Expenses

Annual Operating Costs begin at the conclusion of the 5 year Life Cycle Support Period. Upon full project completion this cost is $10,562. Split implementation makes the annual replacement costs complicated. Given a 5 year life cycle of a body worn camera, the annual replacement cost for FY20 (Field units only) - $8,400; FY21 (Field units only) - $8,400; FY22 (Field units only) - $8,400; FY23 (Field & Jail units) - $42,400; FY24 (Field & Jail units) - $42,400.

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	42,000	-	-	-	-	212,000	254,000
TOTAL SOURCES	**-**	**-**	**42,000**	**-**	**-**	**-**	**-**	**212,000**	**254,000**
USES									
Capital - Machinery & Equip	-	-	42,000	-	-	-	-	212,000	254,000
TOTAL USES	**-**	**-**	**42,000**	**-**	**-**	**-**	**-**	**212,000**	**254,000**

Sheriff

Department Priority

Replace Mobile Data Computers

3 of 6

CS, Equipment

Project Timeline: FY10 - Ongoing

Project Description

To purchase 20 Mobile Data Terminals (computers) that will be used by the Clarke County Sheriff's Office Field Deputies in their cars to conduct their daily duties while out in the field. The cost of the project includes an extended maintenance and warranty plan for the equipment.

Project Justification

This project allows for deputies to access the Public Safety Records Management System in the field through mobile data terminals (computers) to conduct the following tasks:

. Check status of arrest warrants
. Access photographs and other personal information on wanted persons
. Access Temporary Protection Orders to check for compliance
. Access the sexual offender registry to check for compliance
. Access maps and other tools for criminal investigations.
. Access criminal history information on wanted person

The ability to conduct these tasks in the field verses the office saves time and resources.

Impact on Annual Operating Expenses

Annual Operating Costs will increase from $5,280 to $9,600 for a difference of $4,320. Annual Replacement Costs = $15,200

Financial Plan

Project ID: c0715

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	76,000	76,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**76,000**	**76,000**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	-	76,000	76,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**76,000**	**76,000**

Capital Detail by Department

Sheriff

Department Priority

Tasers and Related Equipment (New)

4 of 6

CS, Public Safety Equipment

Project Timeline: FY24 - Ongoing

Project Description

This project will provide provision and replacement for forty-six (46) Tasers and support equipment (Holsters, cartridges, batteries, etc.) for the Sheriff's Office. This project includes an extended warranty for the equipment. We anticipate this purchase need between FY 2024-2026.

Project Justification

Electronic Control Weapons (Tasers) are an integral part of our force continuum model. Tasers are a 'less than lethal' use of force option that may assist our deputies when dealing with combative, violent or aggressive people. The use of Tasers help reduce risk of injury to deputies, offenders, and members of the public. Taser technology can immobilize a suspect who can overcome pain, might be on dangerous drugs like cocaine or methamphetamine or even emotionally disturbed, whereas other non-lethal tools rely upon pain compliance. The Taser system doesn't use pain compliance but immediately stops any coordinated action by the subject only while the Taser system's current is flowing.

Impact on Annual Operating Expenses

Annual Operating Expenses is $5,000. This includes cost of repairs and purchasing cartridges, batteries, and training supplies related to the use of the tasers. The impact on the operations budget should remain the same as the CCSO is currently funded for operating expenses related to the tasers and related equipment. Given the cost of the equipment and a life cycle of 5 years, the annual replacement cost is estimated at $18,000.

Financial Plan

Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	88,000	88,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**88,000**	**88,000**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	-	88,000	88,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**88,000**	**88,000**

Sheriff

Department Priority

Replace Courthouse Security Equipment

5 of 6

CS, Equipment

Project Timeline: FY05 - Ongoing

Project Description

This project involves the purchase of two security screening x-ray machines (PX6.4 X-Ray Systems at $30,000 each) and two walk through metal detectors (PD6500i WTMD's at $4,000 each) in FY24-28 to replace existing equipment. The current equipment has a ten year life cycle. Total cost is estimated at $75,000 for the initial purchase. After the first year of purchase, there will also be operating expenses for a maintenance plan at an annual cost of $13,000 for both sets of machines.

Project Justification

The security screening machines and the walk through metal detectors are essential to providing the necessary security for the Clarke County Courthouse. The screening machines are able to scan packages and other belongings that are brought into the courthouse. It also displays images of property for the purpose of detecting weapons and/or explosive devices. The advanced features of the security screening machine include operator assistance, image archiving, and threat image protection. The walk through metal detectors have the capability to detect metal objects in eight different zones within its frame. It will also provide visual display that pinpoints the area of alarm.

Impact on Annual Operating Expenses

Annual operating costs = $13,000 for the annual service contract. Annual replacement costs = $7,500.

Financial Plan

Project ID: c0500

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	75,000	75,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**75,000**	**75,000**
USES									
Capital - Machinery & Equip	-	-	-	-	-	-	-	75,000	75,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**75,000**	**75,000**

Capital Detail by Department

Sheriff

Department Priority

Replace Prisoner Transport Bus

6 of 6

CS, Transportation

Project Timeline: FY00 - Ongoing

Project Description

The existing prisoner transport bus (44 passenger) was purchased and delivered in February 2000. It was purchased through the Sheriff's Inmate Special Revenue Fund. It is currently not in the vehicle replacement program.

Project Justification

The existing prisoner transport bus is used to transport inmates between the jail and the courthouse for court appearances. It is vital and necessary to the Sheriff's Office to have this means of transportation because it reduces the number of trips back and forth from the jail to the courthouse because of its passenger capacity.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	250,000	250,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**250,000**	**250,000**
USES									
Capital - Vehicles	-	-	-	-	-	-	-	250,000	250,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**250,000**	**250,000**

Solid Waste

Department Priority

Replace Bulldozer

1 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

This project is for the routine replacement of the two (2) bulldozers used daily at the Athens-Clarke County Municipal Solid Waste landfill.

Project Justification

The two (2) D8 bulldozers are the most heavily used pieces of equipment at the landfill. They are used daily for earth-moving, pushing trash to the working face, covering trash with dirt and rock removal. The current bulldozers are a 2011 and a 2014 Caterpillars . Their useful life is approximately seven years. The replacements can be done using the Georgia Municipal Association loan program spreading the purchase over a three year time frame. On June 7, 2016, the Mayor & Commission approved moving funding for one of the two new bulldozers to FY17 - FY19. The new bulldozer was purchased in July 2016 (FY17) and replaced the 2011 due to a catastrophic failure. The 2014 will be replaced FY20-FY22 and the 2016 will be replaced in FY23-FY25. Pricing was increased in FY20 due to market.

Impact on Annual Operating Expenses

The two bulldozers are the most heavily used pieces of equipment at the landfill. Their useful life is short due to the harsh operating environment. Initial maintenance costs are reduced due to warranty coverages. Depreciation is not normally impacted as the dozers have such a short replacement life span.

Financial Plan

Project ID: c0728

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	12,513	100,000	300,000	120,000	120,000	120,000	120,000	240,000	1,020,000
TOTAL SOURCES	**12,513**	**100,000**	**300,000**	**120,000**	**120,000**	**120,000**	**120,000**	**240,000**	**1,020,000**
USES									
Capital - Machinery & Equip	12,513	100,000	300,000	120,000	120,000	120,000	120,000	240,000	1,020,000
TOTAL USES	**12,513**	**100,000**	**300,000**	**120,000**	**120,000**	**120,000**	**120,000**	**240,000**	**1,020,000**

Solid Waste

Department Priority

Replace Dump Truck (25 yard articulating)

2 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

This project is for the routine replacement of the two 25 yard Articulating Dump Trucks for use at the ACC Municipal Solid Waste Landfill.

Project Justification

The landfill currently uses two 25 yard articulating dump trucks to haul dirt and other materials. The current vehicles are a 1996 Volvo and a 2016 Volvo. The vehicles have a useful operational life of approximately 15 years. Due to changes in operation with the new Phase 3 cell and significant stockpiles of cover dirt the replacement need has been extended. Vehicles are typically purchased using the Georgia Municipal Association loan program thereby spreading the payments our over three years. Funds are set aside annually in the landfill's budget for equipment replacements. The 1996 Volvo will be replaced during the FY19-FY21 cycle.

Impact on Annual Operating Expenses

Reduced maintenance cost due to warranty coverage. Increased depreciation cost as older models are fully depreciated at time of replacement.

Financial Plan

Project ID: c0601

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	210,027	134,000	134,000	134,000	-	-	-	400,000	668,000
TOTAL SOURCES	**210,027**	**134,000**	**134,000**	**134,000**	**-**	**-**	**-**	**400,000**	**668,000**
USES									
Capital - Vehicles	210,027	134,000	134,000	134,000	-	-	-	400,000	668,000
TOTAL USES	**210,027**	**134,000**	**134,000**	**134,000**	**-**	**-**	**-**	**400,000**	**668,000**

Solid Waste Department Priority

Replace Trash Compactor 3 of 13

CS, Equipment Project Timeline: Ongoing

Project Description

This project is for the routine replacement of the two (2) trash compactors used daily at the Athens-Clarke County Municipal Solid Waste Landfill. Equipment purchase is planned to be funded over a three year period through the Georgia Municipal Association's (GMA) loan pool.

Project Justification

Trash compactor vehicles are essential to the efficient operation of the landfill. Subtitle D landfill requirements necessitate compaction for all refuse to save land and air space. The expected life cycle of a compactor is eight (8) years. The current tonnage at the landfill allows for a slightly longer life cycle. The compactor is used to properly position refuse in the working area of the landfill and then compact the materials by repeatedly driving over the area with spiked wheels. Compactors weigh over 100,000 lbs. Two (2) compactors are required to be at the landfill by state Proposed Design and Operating Plans for the landfill. The FY20-22 year funds will replace a 2008 Al-jon. The FY23-25 year funds will replace a 2013 Al-jon. In FY20, compactor purchase pushed back one year and increased budget amount because Al-jon no longer in business.

Impact on Annual Operating Expenses

Reduction in initial maintenance costs due to warranty coverage. Depreciation remains fairly constant due to short life of equipment.

Financial Plan

Project ID: c0383

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-		450,000	450,000	450,000	450,000	900,000	2,700,000
TOTAL SOURCES	**-**	**-**	**-**	**450,000**	**450,000**	**450,000**	**450,000**	**900,000**	**2,700,000**
USES									
Capital - Vehicles	-	-		450,000	450,000	450,000	450,000	900,000	2,700,000
TOTAL USES	**-**	**-**	**-**	**450,000**	**450,000**	**450,000**	**450,000**	**900,000**	**2,700,000**

Capital Detail by Department

Solid Waste

Department Priority

Replace Track Excavator

4 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

Replace the existing Track Excavator at the landfill.

Project Justification

The excavator is used daily to load dirt, rock, mulch and for maintenance and construction of drainage/detention areas. The current excavator is a 2001 and has an estimated useful life of 12 years. Funds are set aside annually in the landfill enterprise fund for equipment replacements. Equipment purchase is planned to be funded over a three year period through the Georgia Municipal Association's (GMA) loan pool. The 2001 track excavator will be replaced during the FY21-FY23 cycle.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: N/A

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	-	-	-	90,000	90,000	90,000	-	-	270,000
TOTAL SOURCES	**-**	**-**	**-**	**90,000**	**90,000**	**90,000**	**-**	**-**	**270,000**
USES									
Capital - Machinery & Equip	-	-	-	90,000	90,000	90,000	-	-	270,000
TOTAL USES	**-**	**-**	**-**	**90,000**	**90,000**	**90,000**	**-**	**-**	**270,000**

Solid Waste

Department Priority

Replace Track Loader

5 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

Replace 2006 crawler/loader used to load materials (dirt, mulch, rock, etc.) at the landfill.

Project Justification

This vehicle is used to maintain and support daily "cover" operations at the landfill. The crawler/loader is used six (6) days per week and is essential to landfill operations. This equipment is on a ten (10) year life cycle, but is currently in good condition and is not expected to need replacement until in FY21 or later. The current machine was purchased in FY06. Use of the Georgia Municipal Association loan program allows funding to be spread over a three year period. Funds are set aside annually for the replacement of equipment at the landfill.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: c0492

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	-	-	-	167,000	167,000	167,000	-	-	501,000
TOTAL SOURCES	**-**	**-**	**-**	**167,000**	**167,000**	**167,000**	**-**	**-**	**501,000**
USES									
Capital - Machinery & Equip	-	-	-	167,000	167,000	167,000	-	-	501,000
TOTAL USES	**-**	**-**	**-**	**167,000**	**167,000**	**167,000**	**-**	**-**	**501,000**

Solid Waste

Department Priority

Replace Walking Floor Trailer (1986)

6 of 13

CS, Equipment

Project Timeline: FY23 - FY23

Project Description

Purchase a replacement walking/live floor trailer as a replacement for the 1986 trailer for the Athens-Clarke County MSW Landfill.

Project Justification

The current trailer is used to haul trash to the working face. The projected life cycle of a walking/live floor trailer is twenty (20) years and the current tractor is over thirty-one (31) years old and needs replaced.

Impact on Annual Operating Expenses

Replacement: $5,000 annually

Financial Plan

Project ID: N/A

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-		-	-	-	100,000	-	-	100,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**100,000**	**-**	**-**	**100,000**
USES									
Capital - Machinery & Equip	-		-	-	-	100,000	-	-	100,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**100,000**	**-**	**-**	**100,000**

Solid Waste

Department Priority

Replace Trommel Screen in Compost Operations

7 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

Purchase of a replacement trommel screen to process finished compost at the ACC Municipal Solid Waste Landfill.

Project Justification

The trommel screen is used to sift finished compost material for final use. Materials that have met the processing and testing conditions are run through the screen to remove the larger materials. Larger materials are returned to the processing area for re-mixing. Finished materials are sold to the public or used in Landfill operations. Funds for the replacement of this and other equipment at the Landfill are set aside annually for their replacement. Equipment purchase is planned to be funded over a three year period through the Georgia Municipal Association's (GMA) loan pool.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: c0566

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	-	-	-	200,000	-	-	200,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**200,000**	**-**	**-**	**200,000**
USES									
Capital - Machinery & Equip	-	-	-	-	-	200,000	-	-	200,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**200,000**	**-**	**-**	**200,000**

Capital Detail by Department

Solid Waste

Department Priority

Replace Windrow Turner in Compost Operations

8 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

Purchase a replacement windrow turner for the bio-solid/yard and food scrap composting program.

Project Justification

A windrow turner is a critical piece of equipment for the composting program. The turner self propelled and mixes the windrows of compost approximately once every three days. Proper turning of the windrows is critical and mandated (when composting bio-solids) to accelerate the composting process and reduce odors. The equipment has a 12 year life and funds are set aside in the landfill enterprise fund annually for replacement. This purchase will assist the Department in reaching the Mayor and Commission waste diversion goals with the final goal of 75% waste diverted by 2020. The only way to reach this goal is through an expanded composting program. Pushed purchase from FY20-FY21 due to ASP conversion.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: c0564

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	-	-		150,000	-	-	-	-	150,000
TOTAL SOURCES	**-**	**-**	**-**	**150,000**	**-**	**-**	**-**	**-**	**150,000**
USES									
Capital - Machinery & Equip	-	-		150,000	-	-	-	-	150,000
TOTAL USES	**-**	**-**	**-**	**150,000**	**-**	**-**	**-**	**-**	**150,000**

Solid Waste Department Priority

Closure of Landfill- Phase 1 & 2 Areas 9 of 13

CS, Facilities Project Timeline: Ongoing

Project Description

The existing Athens-Clarke County Sanitary Landfill located at 5700 Lexington Road consist of approximately 460 acres on the Clarke/Oglethorpe County line. It has been owned and operated as a municipal landfill since November 1976. A-CC is currently operating a Sub-title D (lined) landfill which is designed to meet all federal standards, including a closure and post-closure care plan to be implemented when the landfill has reached capacity. Closure of Phase 1 was funded in FY06 at $3.1 million, but due to operational changes the closure has been delayed. Two years of capacity are remaining in Phase 2.

Project Justification

The landfill has proposed to expand the landfill adjacent to Phase 1 (Phase 5). With this change the closure of Phase 1 may not be required in the next 10 years. Funds previously set aside for closure of Phase 1 are proposed to be used for Phase 2 closure. The out year funds are requested for the closure of Phase 3 sometime in FY18. Funds for closure and post closure care are set aside annually in the Landfill Enterprise Fund.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0432

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	-	-	-	-	-	-	-	2,500,000	2,500,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,500,000**	**2,500,000**
USES									
Capital - Other	-	-	-	-	-	-	-	200,000	200,000
Capital - Site Improvements	-	-	-	-	-	-	-	2,300,000	2,300,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,500,000**	**2,500,000**

Solid Waste

Department Priority

Belt Replacements for RMPF (New)

10 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

This request is for the ongoing purchase and replacement of belts in the RMPF. Current belts needing replacement are as follows: Baler Infeed (Alley belt) and Suspended Cross Belt Magnet. The RMPF has the following belts: single stream incline infeed, presort, OCC quality control, CP screen feed, 2D fiber transfer (2), fiber sort, ADS feed, flexible fiber transfer, container transfer, glass transfer (2), trash/residue transfer (after Eddy Current), trash transfer, rigid plastic transfer, container incline infeed, and container sort. Belt lifecycle approximately 10 years.

Project Justification

Belts carry recyclable material throughout the RMPF system. There are over 25 belts in the RMPF that move material so the whole system can function properly and move approximately 120 tpd.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	67,000	67,000	67,000	-	-	-	201,000
TOTAL SOURCES	**-**	**-**	**67,000**	**67,000**	**67,000**	**-**	**-**	**-**	**201,000**
USES									
Capital - Infrastructure	-	-	67,000	67,000	67,000	-	-	-	201,000
TOTAL USES	**-**	**-**	**67,000**	**67,000**	**67,000**	**-**	**-**	**-**	**201,000**

Solid Waste Department Priority

Control Panel/Cabinets Replacement for RMPF (New) 11 of 13

CS, Equipment Project Timeline: Ongoing

Project Description

This request is for the ongoing purchase and replacement of control panels and cabinets in the RMPF. Current panels/cabinets needing replacement are as follows: touch screen for system control and container sort control cabinets. Panel lifecycle approximately 10 years.

Project Justification

Control panels ensure the system gets electrical needs and proper direction to function.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	65,000			-	-	-	65,000
TOTAL SOURCES	**-**	**-**	**65,000**	**-**	**-**	**-**	**-**	**-**	**65,000**
USES									
Capital - Infrastructure	-	-	65,000			-	-	-	65,000
TOTAL USES	**-**	**-**	**65,000**	**-**	**-**	**-**	**-**	**-**	**65,000**

Solid Waste

Department Priority

Replacement Roll-Off Container Truck

12 of 13

CS, Equipment

Project Timeline: Ongoing

Project Description

Purchase replacement roll-off container trucks which are used daily to service recycling drop-off centers and open top trash roll-offs throughout Athens-Clarke County. These trucks are used in a variety of applications both in the landfill and collection division environments.

Project Justification

The Solid Waste Department has a 2003, 2006 , 2011 and 2017 roll-off container trucks. The use of the Georgia Municipal Association Loan program allows payments to be spread out over a three year period. These trucks provide service to ten (10) drop-off centers and service over 40 open top containers. The 2003 is designated as a back-up unit and is used daily at the landfill (six days a week). These trucks have an expected ten(10) year life cycle if biosolid hauling ceases. The use of the Georgia Municipal Association loan program allows funding to be spread over a three year period. The 2003 is getting replaced this year, FY18. The 2006 will be given to the landfill for to replace the 2003. The 2011 will be replaced during the FY21-FY23 cycle. Tentative, 2017 will be replaced in FY27-FY29 cycle.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: c0605

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	114,000	59,000	67,000	67,000	67,000	-	200,000	460,000
TOTAL SOURCES	**-**	**114,000**	**59,000**	**67,000**	**67,000**	**67,000**	**-**	**200,000**	**460,000**
USES									
Capital - Vehicles	-	114,000	59,000	67,000	67,000	67,000	-	200,000	460,000
TOTAL USES	**-**	**114,000**	**59,000**	**67,000**	**67,000**	**67,000**	**-**	**200,000**	**460,000**

Solid Waste Department Priority

Replace Pavement at Solid Waste Facilities (New) 13 of 13

CS, Infrastructure Project Timeline: FY20 - FY20

Project Description

Replace paving in the parking lot and driveways around the Collections Maintenance Shop. Replace paving in the parking lot and driveway around the Recovered Material Processing Facility (RMPF). Expected useful life is over 20 years.

Project Justification

The pavement at the RMPF is approaching 25 years old and is due for replacement and resurfacing for the safety of the private and public haulers. The Collections Maintenance area is eight years old and has substantial amounts of truck traffic (over 20 solid waste trucks) and is failing according to paving experts.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: New

	FY18 *End. Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	60,000	-	-	-	-	-	60,000
TOTAL SOURCES	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**-**	**60,000**
USES									
Capital - Infrastructure	-	-	60,000	-	-	-	-	-	60,000
TOTAL USES	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**-**	**60,000**

Solid Waste

Department Priority

Replace Automated Refuse/Recycling Truck

1 of 4

CS, Equipment

Project Timeline: Ongoing

Project Description

Replacement of automated residential refuse/recycling fleet. The current fleet consists of six 2015 Mack/Labrie - automated sideloaders.

Project Justification

The original project reduced the Solid Waste Fleet by five vehicles and also reduced personnel by 9 employees by converting the fleet to automated vehicles. Automated vehicles operate with a single person versus the current three person crews. The up front capital cost to replace the fleet is paid back is approximately three years with the reduction in personnel and maintenance costs. Original costs were paid with a combination of current working capital and GMA loan pool.

Impact on Annual Operating Expenses

There was a reduction in personnel cost of approximately $350,000 per year along with reduced maintenance cost.

Financial Plan

Project ID: c0679

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Solid Waste Fund	540,000	540,000	200,000	310,000	310,000	-	-	-	820,000
TOTAL SOURCES	**540,000**	**540,000**	**200,000**	**310,000**	**310,000**	**-**	**-**	**-**	**820,000**
USES									
Capital - Vehicles	540,000	540,000	200,000	310,000	310,000	-	-	-	820,000
TOTAL USES	**540,000**	**540,000**	**200,000**	**310,000**	**310,000**	**-**	**-**	**-**	**820,000**

Solid Waste

Department Priority

Replace Commercial Dumpster Collection Front-end Loader

2 of 4

CS, Equipment

Project Timeline: Ongoing

Project Description

Purchase replacement 40-cubic yard front-end load truck for commercial dumpster collection. These vehicles provide for commercial waste and recycling throughout the community.

Project Justification

Systematic replacement of vehicles is necessary to keep the fleet in adequate operating condition and to provide efficient commercial dumpster collection (refuse and recycling) to our customers. The expected useful life of front-end load trucks is ten (10) years. Funds for the replacement of these vehicles is put in the Solid Waste Enterprise fund annually. The use of the Georgia Municipal Association loan program allows funding to be spread over a three year period. Out year funding will replace 2010 and 2012 vehicles. Funding in FY17-FY19 is the new 2017 commercial dumpster FEL truck. In FY20 altered price due to rising costs to purchase a FEL truck.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: c0587

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Solid Waste Fund	(79,620)	165,000	180,000	90,000	90,000	90,000	90,000	90,000	630,000
TOTAL SOURCES	**(79,620)**	**165,000**	**180,000**	**90,000**	**90,000**	**90,000**	**90,000**	**85,000**	**625,000**
USES									
Capital - Vehicles	(79,620)	165,000	180,000	90,000	90,000	90,000	90,000	90,000	630,000
TOTAL USES	**(79,620)**	**165,000**	**180,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**630,000**

Capital Detail by Department

Solid Waste Department Priority

Replace Mini-Packer Trucks (New) 3 of 4

CS, Equipment Project Timeline: Ongoing

Project Description

Replace four(4) 2015 Hino/New Way (8 yard) mini-packer trucks two used in residential operations (backyard and areas inaccessible by automated trucks) and two used in commercial curbside operations (Central Business District, Five Points and Prince Avenue to Normaltown corridor).

Project Justification

The Solid Waste Department currently uses four (4) 2015 mini-packer trucks for the residential and commercial curbside operations. These trucks should be replaced every five - seven years to capitalize on maintenance warranties, resale value and maintenance issues/costs exceed internal maintenance capabilities and budget. The use of the Georgia Municipal Association loan program allows funding to be spread over a three year period.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan Project ID: New

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Solid Waste Fund	-	-	135,000	135,000	135,000	-	-	-	405,000
TOTAL SOURCES	**-**	**-**	**135,000**	**135,000**	**135,000**	**-**	**-**	**-**	**405,000**
USES									
Capital - Vehicles	-	-	135,000	135,000	135,000	-	-	-	405,000
TOTAL USES	**-**	**-**	**135,000**	**135,000**	**135,000**	**-**	**-**	**-**	**405,000**

Solid Waste

Department Priority

Mini-Packer Truck

4 of 4

CS, Equipment

Project Timeline: Ongoing

Project Description

Purchase replacement Mini-Packer Truck which is used daily to service Curbside, Commercial Trash/Recycling Customers throughout Athens-Clarke County. This truck will act as a back-up to all mini-packers in the current fleet. We currently have no back-up truck for the mini-packer fleet of four trucks.

Project Justification

The Solid Waste Department has over 100 small commercial businesses to service multiple times per week. Currently, staff has to share mini-packer trucks to get the routes done in the CBD, residential backyard and small business route which often hinders timely collection when sharing trucks. The use of the Georgia Municipal Association Loan program allows payments to be spread out over a three year period. This truck purchase will occur in FY18. The tentative replacement of the back-up mini-packer truck would be in FY24-FY26.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: c0750

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
Solid Waste Fund	(293,446)	34,000	34,000	-	-	-	34,000	68,000	136,000
TOTAL SOURCES	**(293,446)**	**34,000**	**34,000**	**-**	**-**	**-**	**34,000**	**68,000**	**136,000**
USES									
Capital - Vehicles	(293,446)	34,000	34,000	-	-	-	34,000	68,000	136,000
TOTAL USES	**(293,446)**	**34,000**	**34,000**	**-**	**-**	**-**	**34,000**	**68,000**	**136,000**

Capital Detail by Department

Transit | Department Priority

Matching Funds for Transit Capital Improvement Grants | 1 of 2

CS, Transportation | Project Timeline: Ongoing

Project Description

The Department is carrying forward $128,000 of funding from the sale of retired/surplus buses, therefore no GF Capital match is requested for FY20.
This project provides the local match funds for various Federal and State Transit Capital Grants. Typical funding is 80% Federal-20% local match. Some projects may receive a 10% state match, if State funding is appropriated. Federal Capital Grants have previously been submitted to and proposed by the M&C and been properly executed. The Projects receiving annual grants and matching dollars are for replacements and expansions of transit vehicles (buses, demand response vans, and support vehicles) capital maintenance items and equipment, transit facility improvements, bus shelters, benches and other various transit related capital equipment. This project corresponds to the 2018-2021 Transportation Improvement Plan (TIP) and the Madison Athens Clarke Oconee Regional Transportation Study (MACORTS) 2022-23 Second Tier projects listing and 2040 Long Range Plan Transportation Plan.

Project Justification

The Federal Transit Administration and the Georgia Department of Transportation recommend replacement of transit buses when they are 12 or 14 years old and vans when they are 7 or 10 years old, depending on FTA useful life rating by specific vehicle type. The average cost for a hybrid electric bus is $725,000 per bus and $85,000 for vans. All grants require a minimum 20% local match, which is reflected in the increased funding levels. It's anticipated that Federal funding will be available in FY20 for various vehicle replacements, capital maintenance items and other capital equipment replacements. TSPLOST 2017 funding is available to cover the local match required for all vehicle replacements and Bus Stop Facilities Improvements in FY19-23 years. Note: Buses ordered in 2019 and 2020, will not be delivered until spring of calendar 2020 or 2021. (Funding sources identified in FY22-23 and FY24-28 are not approved)

Impact on Annual Operating Expenses

The SPLOST 2011 Project # 7, Transit Vehicles and Bus Stop Improvements program will provide for the replacement of older transit vehicles or acquisition of new vehicles to expand service and for capital improvements to system bus stops. Capital improvements are to include installation of signage, pad pavement, seating, covered shelters, landscaping, bicycle racks, route information, and related bus stop improvements. This is a continuation of a SPLOST 2005, 2011 and TSPLOST 2017 program.

Financial Plan

Project ID: c0376

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	128,260	-	-	-	-	-	-	400,000	400,000
TSPLOST 2017 Cap Proj Fund	-	-	-	776,000	1,261,000	776,000	776,000	3,888,000	7,477,000
TOTAL SOURCES	**128,260**	**-**	**-**	**776,000**	**1,261,000**	**776,000**	**776,000**	**4,288,000**	**7,877,000**
USES									
Capital - Vehicles/Facilities	128,260	-	-	776,000	1,261,000	776,000	776,000	4,288,000	7,877,000
TOTAL USES	**128,260**	**-**	**-**	**776,000**	**1,261,000**	**776,000**	**776,000**	**4,288,000**	**7,877,000**

Transit Department Priority

Update Transit Plans and Transit Studies 2 of 2

AI, Transportation Project Timeline: FY19 - FY23

Project Description

Annually revises 2018-2021 Transit development plan, a five-year action plan to improve planning, funding, and delivery of public transit services in Athens-Clarke County. Based on recommendations from the Mayor and Commission directed Transit Feasibility study that reviewed Athens Transit Systems current operations, service delivery, a demand analysis, various surveys, and developed a plan for increasing services system wide.

Project Justification

This is a continuation of the Transit Feasibility study that was directed by Mayor and Commission and is a Federally mandated TDP. A study which is required once every five years by Federal guidelines.

Impact on Annual Operating Expenses

Staff will request additional funding through the Federal Grant process for FY19 and the out years for additional studies that may or will be required based on recommendations of upcoming Transit services study. General Capital Funds will be needed for local match to grant requests.

Financial Plan Project ID: c0703

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	150,000	150,000
Grants	-	-	-	125,000	-	-	-	500,000	625,000
TOTAL SOURCES	**-**	**-**	**-**	**125,000**	**-**	**-**	**-**	**650,000**	**775,000**
USES									
Capital - Other	-	-	-	125,000	-	-	-	650,000	775,000
TOTAL USES	**-**	**-**	**-**	**125,000**	**-**	**-**	**-**	**650,000**	**775,000**

Capital Detail by Department

Transportation & Public Works

Department Priority

Signal Replacement

1 of 14

CS, Transportation

Project Timeline: Ongoing

Project Description

Athens-Clarke County is responsible for the routine maintenance and efficient operation of 172 traffic signals (90 are owned by ACC; 76 are owned by GDOT; and 6 are owned by UGA). The life cycle for existing traffic signal equipment, to keep it operating efficiently and have it responsive to traffic flows, is approximately 13 years. Funds will be used to purchase and install equipment necessary to rebuilding aging traffic signals including poles, controller equipment, signal heads, signal wire, and miscellaneous equipment. Should a new traffic signal become warranted, this capital budget would fund installation.

Project Justification

The costs to maintain traffic signal equipment increase as the equipment ages beyond 13 years. The current average age of the 90 traffic signals owned by ACCGOV is about 21 years, with 31 signals that are over 40 years old. At current funding levels, it is expected that this number would continue to grow. With increased age, required maintenance repairs also increase which affects the Department's operating budget. Further, the increased likelihood of malfunctions threatens the safety and efficiency of the overall traffic signal system. The proposed funding levels would achieve a sustainable 13-year replacement cycle by FY22, considering costs of a new traffic signal to range between $100k and $175k in present dollars. Specifically, Traffic Engineering would be able deliver 24 priority traffic signal rebuilds (which have an average age of 39 years) over the next five fiscal years based on these funding levels.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0094

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	174,717	-	100,000	250,000	250,000	175,000	250,000	5,287,500	6,312,500
SPLOST 2011	-	100,000	-	-	-	-	-	-	-
TOTAL SOURCES	**174,717**	**100,000**	**100,000**	**250,000**	**250,000**	**175,000**	**250,000**	**5,287,500**	**6,312,500**
USES									
Capital - Infrastructure	174,717	100,000	100,000	250,000	250,000	175,000	250,000	5,287,500	6,312,500
TOTAL USES	**174,717**	**100,000**	**100,000**	**250,000**	**250,000**	**175,000**	**250,000**	**5,287,500**	**6,312,500**

Transportation & Public Works Department Priority

Upgrade Overhead Street Name Signs 2 of 14

CS, Transportation Project Timeline: Ongoing

Project Description

This program upgrades street name signs overhead (traffic signal) and ground mounted throughout Athens-Clarke County. Many of the ground mounted street name signs on the classified roadway system do not comply with current MUTCD standards for size and reflectivity. There are signs (street name and regulatory/warning traffic signs) on residential streets that are non-reflective due to extreme age and are not compliant MUTCD requirements causing safety and wayfinding issues. The program will aid with addressing the large number of non-standard, non-reflective, and non-compliant signs.

Project Justification

This project will install street name signs at the intersections and improve the reflectivity to "diamond grade" sheeting material which will make the signs significantly more visible at night and comply with MUTCD requirements. Additionally, new signs will have block numbers on them to aid emergency services personnel and visitors to Athens-Clarke County. The project also includes the replacement of traffic signs within residential neighborhoods that have outlived their life cycle (some over 30 years old) and will support a long-term plan to have all traffic signs meet the current MUTCD retro-reflectivity standard. The life cycle for roadway signs is 10 years, and there are approximately 33,000 signs in Athens-Clarke County. Current funding requires a 50-year life cycle, in non-compliance with MUTCD requirements. The proposed funding levels would achieve a sustainable 10-year replacement cycle by FY24 considering an average replacement cost per sign of $200.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0544

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	39,621	100,000	150,000	100,000	100,000	100,000	100,000	3,300,000	3,850,000
TOTAL SOURCES	**39,621**	**100,000**	**150,000**	**100,000**	**100,000**	**100,000**	**100,000**	**3,300,000**	**3,850,000**
USES									
Capital - Infrastructure	39,621	100,000	150,000	100,000	100,000	100,000	100,000	3,300,000	3,850,000
TOTAL USES	**39,621**	**100,000**	**150,000**	**100,000**	**100,000**	**100,000**	**100,000**	**3,300,000**	**3,850,000**

Capital Detail by Department

Transportation & Public Works

Department Priority

Pavement Maintenance Program

3 of 14

CS, Transportation

Project Timeline: Ongoing

Project Description

This Life Cycle program provides for the maintenance, repair, and reconstruction of pavements on Athens-Clarke County roads. The majority of the maintenance work is performed by a contractor under the direction of the Engineering Division within the Transportation & Public Works Department.

Project Justification

This program is critical to the effective operation of our transportation system and benefits all the citizens and motorists in Athens-Clarke County. ACCGOV is responsible for approximately 130 lane-miles of arterial roads, 290 lane-miles of collector roads, and 845 lane-miles of local roads. According to the included analysis, pavement rehabilitation is a life cycle item with an estimated annual capital cost of approximately $5.4 million, and this is expected to grow at a rate of 4% per year due to market forces. The Department's goal and industry standard sets a resurfacing frequency of 10 years for arterials, 15 years for collectors, and 20 years for local roads. Frequencies longer than these recommendations result in failing roadway structures and increased rehabilitation costs. This funding proposal equates to resurfacing 75 lane-miles annually for a weighted frequency of about 17 years by FY23. Current funding levels allow for an approximate 40 year resurfacing frequency. Given the ongoing underfunding of PMP, the funding deficit will continue to grow without the proposed, significant funding increases.

Impact on Annual Operating Expenses

The PMP Inspector position is fully funded through PMP General Capital funds, thereby reducing Annual Operating Expenses by ≈$70,000 each year (adjusted for inflation)

Financial Plan

Project ID: c0183

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	711,797	-	-	600,000	600,000	600,000	600,000	18,924,000	21,324,000
Grants	-	-	-	-	-	-	-	11,260,000	11,260,000
*TSPLOST	22,145,917	-	2,750,000	4,688,500	4,500,000	5,150,000	-	-	17,088,500
SPLOST 2011 Cap Proj Fund	-	600,000	600,000	-	-		-	-	600,000
LMIG			1,352,000	1,352,000	1,352,000	1,352,000	1,352,000	6,760,000	13,520,000
Future SPLOST Est. Funding	-	-	-	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000	11,700,000
TOTAL SOURCES	**22,857,714**	**600,000**	**4,702,000**	**7,940,500**	**7,752,000**	**8,402,000**	**3,252,000**	**43,444,000**	**75,492,500**
USES									
Capital - Infrastructure	22,802,714	600,000	4,630,600	7,867,700	7,677,700	8,326,200	3,174,600	43,169,000	74,845,800
Capital - Other	55,000	-	71,400	72,800	74,300	75,800	77,400	275,000	646,700
TOTAL USES	**22,857,714**	**600,000**	**4,702,000**	**7,940,500**	**7,752,000**	**8,402,000**	**3,252,000**	**43,444,000**	**75,492,500**

Transportation & Public Works Department Priority

Bridge Improvement & Replacement Program 4 of 14

CS, Transportation Project Timeline: Ongoing

Project Description

This program provides maintenance, rehabilitation, and construction on bridges along ACCGOV roads throughout Athens-Clarke County. Locations of bridge work and projects are identified by the Georgia Department of Transportation's Bi-annual Bridge Inspection Report and by Athens-Clarke County Transportation & Public Works staff.

Project Justification

Most bridge structures in Athens-Clarke County can achieve a service life of 50 years or greater with timely maintenance and upkeep. However, several bridges, while structurally safe, do not meet current design standards for travel lanes, pedestrian/bike facilities, and other requirements. Funding for the program will be prioritized for maintenance and rehabilitation work, and to meet current design standards. Additional funding has been included from the SPLOST 2011 and TSPLOST programs.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0449

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	358,992	-	50,000	50,000	50,000	50,000	50,000	500,000	750,000
SPLOST 2011 Cap Proj Fund	-	50,000	83,600	-	-	-	-	-	83,600
*TSPLOST (Tallassee Rd)	-	285,000	300,000	5,104,274			-	-	5,404,274
TOTAL SOURCES	**358,992**	**335,000**	**433,600**	**5,154,274**	**50,000**	**50,000**	**50,000**	**500,000**	**6,237,874**
USES									
Capital - Infrastructure	318,992	335,000	433,600	4,869,274	50,000	50,000	50,000	500,000	5,952,874
Capital - Other	40,000	-	-	285,000	-	-	-	-	285,000
TOTAL USES	**358,992**	**335,000**	**433,600**	**5,154,274**	**50,000**	**50,000**	**50,000**	**500,000**	**6,237,874**

Transportation & Public Works

Department Priority

Roadway Safety Devices Life Cycle Replacement

5 of 14

CS, Transportation

Project Timeline: Ongoing

Project Description

Transportation & Public Works installs three (3) primary roadway safety devices: pavement markings, raised pavement markers, and guardrails. Pavement markings include the installation and replacement of thermoplastic markings and painted markings, long-line striping and intersection lines throughout Athens-Clarke County. Raised pavement markers include the replacement and installation of pavement markers and fire hydrant location identifiers. Guardrail is part of a continuing program that includes installation of new guardrails where applicable.

Project Justification

Providing for safe travel on Athens-Clarke County roadways is the top priority of the Transportation & Public Works Department. These devices enhance safety, reduce crash severity, and increase the visibility of lane markings during bad weather and at night. There are 430 lane miles roadway on which ACCGOV maintains striping. The striping materials used have an average life span of 5 years. While resurfacing costs include pavement markings as applicable, reapplication of pavement markings is required between pavement maintenance activities. The proposed funding levels would achieve a sustainable 5-year replacement cycle by FY23 considering an average remarking cost of $8,800 per lane mile to install through contracted labor.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0428

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	15,793	100,000	75,000	40,000	40,000	40,000	40,000	1,900,000	2,135,000
TOTAL SOURCES	**15,793**	**100,000**	**75,000**	**40,000**	**40,000**	**40,000**	**40,000**	**1,900,000**	**2,135,000**
USES									
Capital - Infrastructure	15,793	100,000	75,000	40,000	40,000	40,000	40,000	1,900,000	2,135,000
TOTAL USES	**15,793**	**100,000**	**75,000**	**40,000**	**40,000**	**40,000**	**40,000**	**1,900,000**	**2,135,000**

Transportation & Public Works Department Priority

Traffic Data Collection 6 of 14

AI, Transportation Project Timeline: FY18 - Ongoing

Project Description

Consultant contracted collection of intersection peak hour(s) turning movement count data to be used for traffic signal timing and signal system timing plan development and traffic engineering studies. In Athens-Clarke County there are 172 traffic signalized intersections, 72 of which are on major corridors and are coordinated. As traffic patterns change over time, signal timing and system plans require updates and adjustments.

Project Justification

The major corridors are past due for timing plan updates, which creates excessive delays during peak hours. In order to create updated timing/system plans, peak hour(s) intersection turning movement data is needed. Collecting intersection turning movement data requires a person or persons to physically sit at the intersection and count all vehicles, pedestrians, and bicycles for each approach and movement. The Traffic Engineering Division has two staff members dedicated to traffic studies, and the data collection need exceeds staff resources. Contracting field data collection allows enough time for staff to focus on entering the data into signal software, creating timing plans, and entering the updated timing plans.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0759

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	16,488	-	30,000	-	-	-	-	200,000	230,000
TOTAL SOURCES	**16,488**	**-**	**30,000**	**-**	**-**	**-**	**-**	**200,000**	**230,000**
USES									
Capital - Other	16,488	-	30,000	-	-	-	-	200,000	230,000
TOTAL USES	**16,488**	**-**	**30,000**	**-**	**-**	**-**	**-**	**200,000**	**230,000**

Capital Detail by Department

Transportation & Public Works

Department Priority

Local Road Improvement Projects

7 of 14

AI, Transportation

Project Timeline: Ongoing

Project Description

The Local Road Improvement Program includes safety and operational transportation improvements to key intersections, interchanges, and roadway segments within Athens-Clarke County's roadway network. As traffic and safety patterns change over time, it is important to continually address and improve roadway conditions. These changes may include, but are not limited to innovative intersections, additional lanes, signalization, improved alignment, increased sight distances, and pedestrian / bicycle improvements.

Project Justification

The safe and efficient operation of traffic through intersections and corridors is a key component in allowing roadways to function at high levels of service. By upgrading selected roadways and intersections throughout ACC, the roadway system will be improved and used more effectively and safely. TSPLOST funding was allocated to two projects: Downtown Infrastructure (Clayton Street) and South Milledge at Whitehall Road. Once 2011 SPLOST and TSPLOST funding end in FY20, additional capital will be required from General Capital or other sources to continue improvements to the transportation network.

Impact on Annual Operating Expenses

The ROW Agent position is 60% funded through Local General Capital funds and the Eng. Design Tech I is 80% funded through this fund, thereby reducing Annual Operating Expenses by ≈$90,000 each year (adjusted for inflation)

Financial Plan

Project ID: c0281

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	405,102	-	-	-	-	-	-	625,000	625,000
SPLOST 2011 Cap Proj Fund	-		2,993,390	-	-	-	-	-	2,993,390
*TSPLOST	-	8,759,943		-	-	-	-	-	-
TOTAL SOURCES	**405,102**	**8,759,943**	**2,993,390**	**-**	**-**	**-**	**-**	**625,000**	**3,618,390**
USES									
Capital - Infrastructure	345,102	8,699,943	2,932,390	-	-	-	-	-	2,932,390
Capital - Other	60,000	60,000	61,000	-	-	-	-	625,000	686,000
TOTAL USES	**405,102**	**8,759,943**	**2,993,390**	**-**	**-**	**-**	**-**	**625,000**	**3,618,390**

Transportation & Public Works Department Priority

Expand Fiber Optic Cable Communications System 8 of 14

AI, Transportation Project Timeline: Ongoing

Project Description

Fiber optic cable is the most efficient means of providing the needed communication link between traffic signals and the Traffic Control Center (TCC) to manage traffic signal timing and operations. The project will expand and maintain the current fiber optic cable system which includes the fiber cable, Ethernet equipment, and infrastructure at the TCC. The system is also utilized by the Computer Information Services Department to provide server connectivity to ACCGOV's remote facilities.

Project Justification

Traffic signal systems have specific timing plans that rely on interconnection to ensure that the plans remain in step with one another. Further, interconnection allows for instant modifications at the TCC based on real-time conditions. Currently, only about 40 percent of the traffic signals are interconnected and many do not communicate with the TCC. The completion of these communication gaps is critical to reduce travel time and unnecessary delay for drivers on the roadways.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0704

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	2,070	50,000	30,000	-	-	-	-	250,000	280,000
TOTAL SOURCES	**2,070**	**50,000**	**30,000**	**-**	**-**	**-**	**-**	**250,000**	**280,000**
USES									
Capital - Infrastructure	2,070	28,000	30,000	-	-	-	-	250,000	280,000
Capital - Fleet	-	22,000	-	-	-	-	-	-	-
TOTAL USES	**2,070**	**50,000**	**30,000**	**-**	**-**	**-**	**-**	**250,000**	**280,000**

Transportation & Public Works

Department Priority

Stormwater Improvement Prog / Areawide

9 of 14

CS, Equipment

Project Timeline: Ongoing

Project Description

This is a continuing program of constructing improvements for publicly-owned stormwater management facilities located throughout Athens-Clarke County. Exact project locations are determined through the Areawide Stormwater Master Plan, the requirements of the NPDES Phase II permit, the Live Stream Pipe Replacement Program, and the Watershed Master Plan. Please note, the program reflects only the capital improvements associated with stormwater improvements since the operating and general maintenance costs are included in the Stormwater Enterprise Fund annual budget.

Project Justification

The purpose of this program is to continue the implementation of water quality and quantity projects identified in the Areawide Stormwater Master Plan, Watershed Master Plan, and Live Stream Pipe Replacement Program. The program includes the repair and upgrade of existing facilities and construction of new stormwater management facilities. Priority for design and construction is based on a rating systems approved by Mayor and Commission.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0033

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Storm Water Utility Fund	3,456,233	1,100,000	900,000	200,000	200,000	200,000	200,000	1,000,000	2,700,000
SPLOST 2011 Cap Proj Fund	920,463	-	91,000	-	-	-	-	-	91,000
TOTAL SOURCES	**4,376,695**	**1,100,000**	**991,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**	**2,791,000**
USES									
Capital - Infrastructure	4,286,695	1,010,000	901,000	190,000	190,000	190,000	190,000	950,000	2,611,000
Capital - Land	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000	100,000
Capital - Other	80,000	80,000	80,000	-	-	-	-	-	80,000
TOTAL USES	**4,376,695**	**1,100,000**	**991,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**	**2,791,000**

Transportation & Public Works Department Priority

Pedestrian Safety and Traffic Calming Improvements 10 of 14

AI, Transportation Project Timeline: Ongoing

Project Description

This project will fund transportation projects to improve pedestrian safety and traffic calming improvements throughout Athens-Clarke County. This program is aimed at constructing crosswalk improvements at new and existing locations to provide safer pedestrian crossings at unsignalized locations. Required signage, thermoplastic markings, countdown pedestrian signals, and Rapid Flashing Beacon systems at these locations may be installed based on an engineering study and the documented need of increased safety measures. All improvements shall be consistent with the installation guidelines for marked crosswalks as adopted by the Mayor and Commission. Additionally, this project provides funding to identify and support small-scale Roadway Safety Audit projects.

Project Justification

Additional signage, markings, and Rapid Flashing Beacon systems, when installed in a systematic and warranted manner, have all been proven to be an effective measure at increasing motorist awareness of crossing pedestrians and bicyclists. Therefore, prior to the installation of any additional warning devices, an engineering study is needed to determine if additional warnings are necessary and what is the most appropriate measure or device to be installed.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0392

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25-29	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	30,939	-	125,000	-	-	-	-	175,000	300,000
TOTAL SOURCES	**30,939**	**-**	**125,000**	**-**	**-**	**-**	**-**	**175,000**	**300,000**
USES									
Capital - Infrastructure	30,939	-	125,000	-	-	-	-	175,000	300,000
TOTAL USES	**30,939**	**-**	**125,000**	**-**	**-**	**-**	**-**	**175,000**	**300,000**

Capital Detail by Department

Transportation & Public Works

Department Priority

School Area Infrastructure

11 of 14

CS, Transportation

Project Timeline: Ongoing

Project Description

This project includes small roadway, drainage, and pedestrian improvement projects in close proximity to Clarke County school sites where infrastructure projects have been identified. Improvements are often relative to a need that either currently exists or is created by school expansion. Funds from previous years, for example, have been used to convert electric school flashers to solar power at various elementary schools sites throughout Athens-Clarke County.

Project Justification

In the past, these types of improvement projects immediately adjacent to schools have been handled within the current operating budget of Transportation & Public Works, typically at the expense of other infrastructure needs. This capital project has allowed Transportation & Public Works to continue to address these infrastructure needs from a dedicated source of funds. Eligible projects include small intersection improvements, crosswalk modifications, and stormwater conveyance system upgrades.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0545

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	66,248	-	-	-	-	-	-	150,000	150,000
SPLOST 2011 Cap Proj Fund	-	-	-	-	-	-	-	-	-
TOTAL SOURCES	**66,248**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**
USES									
Capital - Infrastructure	66,248	-	-	-	-	-	-	150,000	150,000
TOTAL USES	**66,248**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**

Transportation & Public Works Department Priority

Sidewalk and Other Improvements 12 of 14

AI, Transportation Project Timeline: Ongoing

Project Description

The purpose of this project is to construct a comprehensive pedestrian system which provides enhanced pedestrian safety and accessibility. Annual project locations have typically focused on Athens-Clarke County owned arterial and collector roadways along bus routes in commercial and multi-family zoned areas that meet pedestrian needs for schools, shopping areas, recreation facilities, and access to public transportation. Future projects will address sidewalk connectivity needs throughout Athens-Clarke County consistent with the recommendation of the comprehensive Bicycle and Pedestrian Master Plan.

Project Justification

The FY18-FY20 budget years incorporate funding from the SPLOST 2011 referendum project Pedestrian Safety and Safe Routes to School Program, and funding from the TSPLOST referendum is available through FY23. The purpose of pedestrian improvements is to provide a safe and accessible pedestrian network throughout Athens-Clarke County. Improvements are to be guided through the recently approved Bicycle and Pedestrian Master Plan.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0071

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	48,743	-	-	-	-	-	-	750,000	750,000
SPLOST 2011 Cap Proj Fund	-	-	782,000	-	-	-	-	-	782,000
*TSPLOST	-	-	3,000,000	2,500,000	2,000,000	2,443,669	-	-	9,943,669
TOTAL SOURCES	**48,743**	**-**	**3,782,000**	**2,500,000**	**2,000,000**	**2,443,669**	**-**	**750,000**	**11,475,669**
USES									
Capital - Infrastructure	48,743	-	2,782,000	1,100,000	1,250,000	1,843,669	-	525,000	7,500,669
Capital - Land	-	-	600,000	850,000	450,000	350,000	-	50,000	2,300,000
Capital - Other	-	-	400,000	550,000	300,000	250,000	-	175,000	1,675,000
TOTAL USES	**48,743**	**-**	**3,782,000**	**2,500,000**	**2,000,000**	**2,443,669**	**-**	**750,000**	**11,475,669**

Transportation & Public Works

Department Priority

Bicycle Transportation Improvements

13 of 14

AI, Transportation

Project Timeline: FY01 - Ongoing

Project Description

This is a continuing program to implement recommendations of the recently completed Bicycle and Pedestrian Master Plan, Athens in Motion. As defined in the Master Plan projects to one or more of the following: construction of bicycle facilities, event-based activities, education opportunities, information architecture, respect and attention campaigns, and safety campaigns.

Project Justification

In addition to improving the connectivity of the bicycle network of Athens-Clarke County through infrastructure, the purpose of this project is to improve the culture of cycling through the following initiates, as identified in the Athens in Motion Plan: Education, Safety, and Encouragement. Education refers to teaching drivers and cyclists how to properly interact; safety refers to planning and creating safe infrastructure, and encouragement refers to promoting cycling as a viable transportation alternative.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0211

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	1,000,000	1,000,000
SPLOST 2011 Cap Proj Fund	1,246,418	-	870,000	-	-	-	-	-	870,000
*TSPLOST	5,790,294	-	1,177,580	1,500,000	1,500,000	411,694	-	-	4,589,274
TOTAL SOURCES	**7,036,712**	**-**	**2,047,580**	**1,500,000**	**1,500,000**	**411,694**	**-**	**1,000,000**	**6,459,274**
USES									
Capital - Infrastructure	7,011,712	-	1,372,580	775,000	900,000	331,694	-	680,000	4,059,274
Capital - Land	-	-	425,000	450,000	375,000	50,000	-	200,000	1,500,000
Capital - Other	25,000	-	250,000	275,000	225,000	30,000	-	120,000	900,000
TOTAL USES	**7,036,712**	**-**	**2,047,580**	**1,500,000**	**1,500,000**	**411,694**	**-**	**1,000,000**	**6,459,274**

Transportation & Public Works Department Priority

Corridor Management Program 14 of 14

AI, Transportation Project Timeline: Ongoing

Project Description

This project includes the development and delivery of improvements to major corridors of the community to improve both function and appearance. Strategies and improvements include corridor studies to identify needs and improve business development, infrastructure improvements to resolve transportation and traffic problems, and projects to improve physical appearance of the corridors. It is expected that this project will result in improved appearance, safety, and operation to key corridors in Athens-Clarke County.

Project Justification

This project will promote economic development, enhance the quality of life, and preserve and enhance community assets. This program provides an opportunity to continually improve the right of way on key corridors throughout Athens-Clarke County. Lack of improvement to these corridors is detrimental to area business sustainability and traffic operations.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0201

	FY18 *End Bal.*	FY19 *Budget*	FY20 *Approved*	FY21 *Proposed*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25-29 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	464,000	-	-	-	-	-	-	150,000	150,000
*TSPLOST	-	-	400,000	830,000	6,745,000	3,465,000	-	-	11,440,000
TOTAL SOURCES	**464,000**	**-**	**400,000**	**830,000**	**6,745,000**	**3,465,000**	**-**	**150,000**	**11,590,000**
USES									
Capital - Infrastructure	454,000	-	390,000	820,000	6,735,000	3,455,000	-	100,000	11,500,000
Capital - Other	10,000	-	10,000	10,000	10,000	10,000	-	50,000	90,000
TOTAL USES	**464,000**	**-**	**400,000**	**830,000**	**6,745,000**	**3,465,000**	**-**	**150,000**	**11,590,000**

Budgets by Fund

This section provides summary budget information by Fund for revenues and expenditures. A Fund is an individual accounting entity which segregates expenditures, revenues, and other transactions for a specific group of activities.

In addition, this section includes a listing of Interfund Transfers (E-36).

The **General Fund** budget supports the major portion of basic governmental services such as police, fire, judicial, planning, public works, leisure services, etc. These services are primarily supported from tax revenues such as the property tax and the sales tax.

Special Revenue Funds are established to account for specific revenue sources that are usually legally restricted. These include:

- Hotel/Motel Tax
- Community Development Block Grant (CDBG)
- Emergency Telephone (E-911)
- Revolving Loan Fund
- HOME Grant Program
- Grants (All other grant programs)
- Alternative Dispute Resolution (ADR)
- Affordable Housing Fund
- Supportive Housing Fund
- Special Programs and Initiatives Fund
- Building Inspection
- Sheriff Inmate Fund
- Corrections Inmate Fund

Capital Projects Funds are used to account for financial resources for the acquisition and construction of major Capital Facilities. This includes:

-Public Facilities Authority Fund which accounts for the revenues and expenditures for maintenance and debt service for the Department of Family and Children Services Building.

-Economic Development Fund which accounts for revenues and expenditures for infrastructure improvements needed to recruit new or expansions of existing industries

-General Capital Projects Fund for capital projects which are not accounted for in the General Fund

Enterprise Funds are used to account for operations which are similar to a private business enterprise or the governing body has identified a need to account for an operation in this manner. These include:

- Airport
- Landfill
- Transit
- Water & Sewer
- Solid Waste Collection
- Stormwater Utility

Internal Service Funds are used to account for the operations of departments which provide goods and services to other government departments or agencies on a cost reimbursement basis. These include:

- Internal Support
- Fleet Management
- Fleet Replacement
- Self-Funded Insurance & Claims
- Self-Funded Health Insurance

All Funds Summary

Revenues & Expenditures by Fund Type

	General Fund	Total Special Revenue Funds	Total Capital Projects Funds	Total Enterprise Funds	Total Internal Service Funds	Total All Funds
Revenues:						
Property Taxes	65,206,378	0	0	0	0	65,206,378
Sales Tax	24,233,425	0	0	0	0	24,233,425
Other Taxes	22,779,134	3,750,000	0	0	0	26,529,134
Licenses & Permits	1,590,300	1,100,000	0	0	0	2,690,300
Intergovernmental	1,183,303	3,383,974	10,228	2,632,726	0	7,210,231
Charges for Services	12,954,290	2,456,613	0	72,006,543	24,623,959	112,041,405
Fines & Forfeitures	3,246,382	863,600	0	0	0	4,109,982
Other Revenues	1,118,206	218,560	0	305,966	0	1,642,732
Other Financing Sources/Transfers In	3,881,612	1,413,298	2,763,995	2,051,185	0	10,110,090
Total Revenues	**$136,193,030**	**$13,186,045**	**$2,774,223**	**$76,996,420**	**$24,623,959**	**$253,773,677**
Use of Fund Balance	4,000,000	435,582	164,500			4,600,082
Use of Unrestricted Net Position				20,441,890	2,193,151	22,635,041
Total Revenues & Other Sources	**$140,193,030**	**$13,621,627**	**$2,938,723**	**$97,438,310**	**$26,817,110**	**$281,008,800**
Less Interfund Transfers and Charges						(32,005,982)
Total Net Revenues	**$140,193,030**	**$13,621,627**	**$2,938,723**	**$97,438,310**	**$26,817,110**	**$249,002,818**
Expenditures:						
Mayor & Commission	625,558	0	0	0	0	625,558
Manager's Office	2,273,472	0	252,500	0	0	2,525,972
Attorney	691,955	0	0	0	0	691,955
Operational Analysis	289,870	0	0	0	0	289,870
Finance	2,287,026	0	0	0	0	2,287,026
Human Resources	1,510,436	25,000	0	0	1,150,335	2,685,771
Tax Commissioner	1,540,102	0	0	0	0	1,540,102
Tax Assessor	1,129,298	0	0	0	0	1,129,298
Board of Elections	748,635	0	0	0	0	748,635
Information Technology	3,441,293	104,741	400,000	60,647	0	4,006,681
Other General Admin	16,650,455	930,015	200,000	16,674,110	17,701,279	52,155,859
General Government	**$31,188,100**	**$1,059,756**	**$852,500**	**$16,734,757**	**$18,851,614**	**$68,686,727**
Superior Court	3,238,406	324,306	0	0	0	3,562,712
Clerk of Courts	1,471,687	0	0	0	0	1,471,687
State Court	805,751	263,288	0	0	0	1,069,039
Solicitor	1,272,128	79,826	0	0	0	1,351,954
District Attorney	1,382,120	783,029	26,000	0	0	2,191,149
Sheriff	17,819,259	35,000	42,000	0	0	17,896,259
Juvenile Court	618,815	0	0	0	0	618,815
Magistrate's Court	874,903	0	0	0	0	874,903
Coroner	58,736	0	0	0	0	58,736
Probate Court	508,263	0	0	0	0	508,263
Municipal Court	700,457	0	0	0	0	700,457
Judicial	**$28,750,525**	**$1,485,449**	**$68,000**	**$0**	**$0**	**$30,303,974**
Police	21,929,255	3,441,059	466,000	0	0	25,836,314
Fire	14,246,379	0	32,000	0	0	14,278,379
Corrections	3,949,066	50,000	20,000	0	0	4,019,066
Public Safety	**$40,124,700**	**$3,491,059**	**$518,000**	**$0**	**$0**	**$44,133,759**

All Funds Summary

	General Fund	Total Special Revenue Funds	Total Capital Projects Funds	Total Enterprise Funds	Total Internal Service Funds	Total All Funds
Airport	0	0	0	2,560,378	0	2,560,378
Transit	0	92,835	0	6,132,407	0	6,225,242
Transportation & Public Works	4,505,587	0	560,000	4,271,680	0	9,337,267
Public Utilities	0	0	0	47,832,412	0	47,832,412
Solid Waste	969,083	0	0	6,765,692	0	7,734,775
Central Services	10,569,087	40,000	251,000	0	7,072,086	17,932,173
Public Works	**$16,043,757**	**$132,835**	**$811,000**	**$67,562,569**	**$7,072,086**	**$91,622,247**
Leisure Services	8,060,667	35,000	160,000	0	0	8,255,667
Culture & Recreation	**$8,060,667**	**$35,000**	**$160,000**	**$0**	**$0**	**$8,255,667**
Housing & Comm. Dev.	531,171	2,040,677	0	0	0	2,571,848
Economic Development	454,126	265,000	0	0	0	719,126
Planning	1,186,094	566,043	0	0	0	1,752,137
Building Inspection	873,112	998,497	0	27,448	0	1,899,057
Cooperative Extension	255,002	0	0	0	0	255,002
Housing & Development	**$3,299,505**	**$3,870,217**	**$0**	**$27,448**	**$0**	**$7,197,170**
Independent Agencies	5,574,443	3,240,125	0	0	0	8,814,568
Debt Service	1,057,855	0	529,223	9,673,969	269,445	11,530,492
Total Expenditures	**$134,099,552**	**$13,314,441**	**$2,938,723**	**$93,998,743**	**$26,193,145**	**$270,544,604**
Other Financing Uses/Transfers Out	6,093,478	225,000	0	3,439,567	218,787	9,976,832
Total Expenditures & Other Financing Uses	**$140,193,030**	**$13,539,441**	**$2,938,723**	**$97,438,310**	**$26,411,932**	**$280,521,436**
Less Interfund Transfers and Charges						(32,005,982)
Total Net Expenditures	**$140,193,030**	**$13,539,441**	**$2,938,723**	**$97,438,310**	**$26,411,932**	**$248,515,454**
Designated for Future Capital Improvements & Debt Service	0	82,186	0	0	405,178	487,364
Total Expenditures & Designations	**$140,193,030**	**$13,621,627**	**$2,938,723**	**$97,438,310**	**$26,817,110**	**$249,002,818**

All Funds Summary

Expenditures by Fund

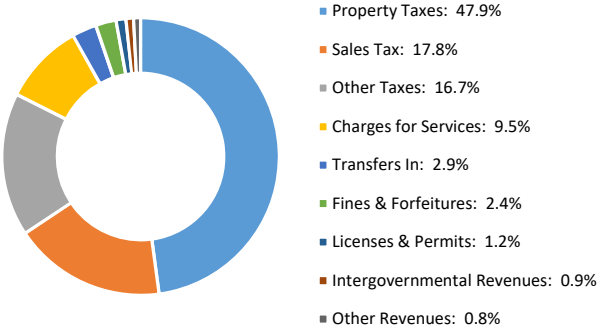
	FY19 Budget	FY20 Approved	$▲	%▲
General Fund	134,294,822	140,193,030	5,898,208	4.4%
Special Revenue Funds				
Hotel/Motel Fund	3,534,840	3,735,325	200,485	5.7%
Community Development Blog Grant Fund	1,187,911	1,255,988	68,077	5.7%
Emergency Telephone System Fund	2,871,258	2,896,074	24,816	0.9%
HUD HOME Grant Fund	401,105	467,246	66,141	16.5%
Grants Fund	911,206	800,397	(110,809)	-12.2%
Alternative Dispute Resolution Fund	208,706	219,513	10,807	5.2%
Affordable Housing Fund	135,000	159,438	24,438	18.1%
Supportive Housing Grant Fund	322,943	322,943	0	0.0%
Special Programs Fund	2,093,001	2,198,403	105,402	5.0%
Building Inspection Fund	981,883	1,364,114	382,231	38.9%
Sheriff Inmate Fund	70,000	70,000	0	0.0%
Corrections Inmate Fund	50,000	50,000	0	0.0%
Subtotal Special Revenue Funds	**$12,767,853**	**$13,539,441**	**$771,588**	**6.0%**
Capital Projects Funds				
Public Facilities Authority Fund	533,036	529,223	(3,813)	-0.7%
Economic Dev. Capital Projects Fund	225,000	200,000	(25,000)	-11.1%
General Capital Projects Fund	3,649,200	2,209,500	(1,439,700)	-39.5%
Subtotal Capital Projects Funds	**$4,407,236**	**$2,938,723**	**($1,468,513)**	**-33.3%**
Enterprise Funds				
Airport Fund	2,803,087	3,136,556	333,469	11.9%
Landfill Fund	4,552,906	4,903,164	350,258	7.7%
Transit Fund	6,655,947	7,239,656	583,709	8.8%
Water & Sewer Fund	73,383,961	72,350,290	(1,033,671)	-1.4%
Solid Waste Fund	4,440,189	4,340,987	(99,202)	-2.2%
Stormwater Fund	5,264,660	5,467,657	202,997	3.9%
Subtotal Enterprise Funds	**$97,100,750**	**$97,438,310**	**$337,560**	**0.3%**
Internal Service Funds				
Internal Support Fund	1,914,760	1,937,944	23,184	1.2%
Fleet Management Fund	2,578,990	2,540,648	(38,342)	-1.5%
Fleet Replacement Fund	2,880,800	3,192,000	311,200	10.8%
Insurance & Claims Fund	3,206,918	3,363,327	156,409	4.9%
Health Insurance Fund	16,141,507	15,378,013	(763,494)	-4.7%
Subtotal Internal Service Funds	**$26,722,975**	**$26,411,932**	**($311,043)**	**-1.2%**
Less Interfund Transfers and Charges	(33,128,904)	(32,005,982)	1,122,922	-3.4%
Total Operating & Capital Expenditures	**$242,164,732**	**$248,515,454**	**$6,350,722**	**2.6%**

General Fund

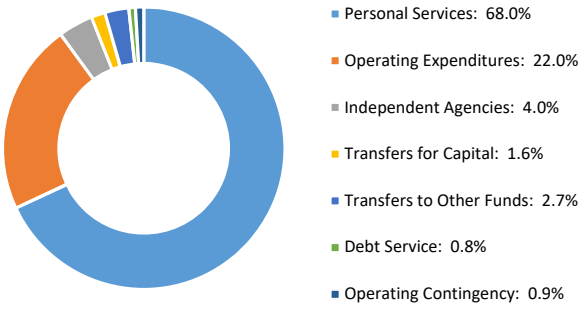
Revenues & Expenditures by Type

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Property Taxes	56,921,443	59,926,533	65,206,378	65,206,378	5,279,845	8.8%
Sales Tax	23,523,030	23,700,000	24,233,425	24,233,425	533,425	2.3%
Other Taxes	21,562,496	22,328,889	22,779,134	22,779,134	450,245	2.0%
Licenses & Permits	1,587,800	1,759,454	1,590,300	1,590,300	(169,154)	-9.6%
Intergovernmental Revenues	1,571,781	1,189,663	1,183,303	1,183,303	(6,360)	-0.5%
Charges for Services	12,446,653	13,071,260	12,954,290	12,954,290	(116,970)	-0.9%
Fines & Forfeitures	2,956,611	3,389,770	3,246,382	3,246,382	(143,388)	-4.2%
Other Revenues	1,215,382	1,086,123	1,118,206	1,118,206	32,083	3.0%
Other Financing Sources/Transfers In	3,032,678	3,520,086	3,856,614	3,881,612	361,526	10.3%
Total Revenues	**$124,817,874**	**$129,971,778**	**$136,168,032**	**$136,193,030**	**$6,221,252**	**4.8%**
Prior Year Fund Balance - Operating	0	871,444	0	4,000,000	3,128,556	359.0%
Prior Year Fund Balance - Capital	756,040	3,451,600	0	0	(3,451,600)	-100.0%
Total Revenues & Other Sources	**$125,573,914**	**$134,294,822**	**$136,168,032**	**$140,193,030**	**$5,898,208**	**4.4%**
Expenditures						
Personal Services	85,248,130	93,647,402	98,058,995	95,364,480	1,717,078	1.8%
Operating Expenditures	24,697,958	26,388,722	28,364,823	30,789,274	4,400,552	16.7%
Debt Service	1,045,085	1,052,561	1,057,855	1,057,855	5,294	0.5%
Operating Contingency	0	800,000	1,200,000	1,313,500	513,500	64.2%
Independent Agencies	5,239,748	5,497,269	5,631,962	5,574,443	77,174	1.4%
Transfers to Other Funds	3,747,393	3,457,268	3,606,959	3,848,478	391,210	11.3%
Transfers for Capital	5,595,600	3,451,600	10,152,600	2,245,000	(1,206,600)	-35.0%
Total Expenditures	**$125,573,914**	**$134,294,822**	**$148,073,194**	**$140,193,030**	**$5,898,208**	**4.4%**

General Fund Revenues



General Fund Expenditures



General Fund

Expenditures by Department

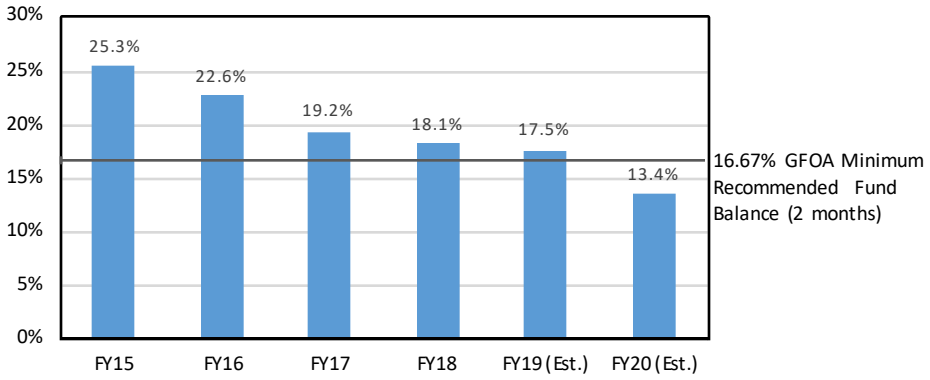
	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Mayor & Commission's Office	575,407	631,023	625,558	625,558	(5,465)	-0.9%
Manager's Office	1,747,804	1,878,806	2,258,547	2,273,472	394,666	21.0%
Attorney's Office	641,588	689,171	706,655	691,955	2,784	0.4%
Office of Operational Analysis	244,544	280,691	317,695	289,870	9,179	3.3%
Finance	2,073,962	2,230,518	2,334,426	2,287,026	56,508	2.5%
Human Resources	1,255,789	1,444,040	1,572,436	1,510,436	66,396	4.6%
Tax Commissioner's Office	1,435,712	1,534,680	1,557,302	1,540,102	5,422	0.4%
Tax Assessors	1,075,365	1,117,454	1,145,298	1,129,298	11,844	1.1%
Board of Elections	488,100	594,081	775,117	748,635	154,554	26.0%
Information Technology	2,696,306	3,401,131	3,454,493	3,441,293	40,162	1.2%
Other General Administration	7,761,670	11,467,819	12,386,957	16,650,455	5,182,636	45.2%
Total General Government	**$19,996,247**	**$25,269,414**	**$27,134,484**	**$31,188,100**	**$5,918,686**	**23.4%**
Superior Court	2,918,313	3,037,521	3,238,006	3,238,406	200,885	6.6%
Clerk of Courts	1,148,194	1,479,608	1,507,787	1,471,687	(7,921)	-0.5%
State Court	787,816	794,478	805,751	805,751	11,273	1.4%
Solicitor General's Office	1,160,524	1,251,875	1,272,128	1,272,128	20,253	1.6%
District Attorney's Office	1,249,017	1,315,134	1,420,620	1,382,120	66,986	5.1%
Sheriff's Office	16,938,384	17,618,653	18,036,840	17,819,259	200,606	1.1%
Juvenile Court	629,962	652,381	815,401	618,815	(33,566)	-5.1%
Magistrate's Court	784,439	863,907	879,703	874,903	10,996	1.3%
Coroner's Office	47,650	48,949	58,736	58,736	9,787	20.0%
Probate Court	480,120	514,605	513,063	508,263	(6,342)	-1.2%
Municipal Court	580,060	653,184	685,914	700,457	47,273	7.2%
Total Judicial	**$26,724,479**	**$28,230,295**	**$29,233,949**	**$28,750,525**	**$520,230**	**1.8%**
Police Services	21,682,149	22,688,986	23,352,089	21,929,255	(759,731)	-3.3%
Fire & Emergency Services	13,560,749	14,230,712	14,994,732	14,246,379	15,667	0.1%
Corrections	3,312,464	3,745,928	4,010,197	3,949,066	203,138	5.4%
Total Public Safety	**$38,555,362**	**$40,665,626**	**$42,357,018**	**$40,124,700**	**($540,926)**	**-1.3%**
Trans. & Public Works	4,143,010	4,408,739	4,738,316	4,505,587	96,848	2.2%
Solid Waste	927,847	944,371	1,076,554	969,083	24,712	2.6%
Central Services	9,409,088	10,239,634	11,393,684	10,569,087	329,453	3.2%
Total Public Works	**$14,479,945**	**$15,592,744**	**$17,208,554**	**$16,043,757**	**$451,013**	**2.9%**
Leisure Services	7,290,890	7,902,488	8,291,001	8,060,667	158,179	2.0%
Total Culture & Recreation	**$7,290,890**	**$7,902,488**	**$8,291,001**	**$8,060,667**	**$158,179**	**2.0%**
Housing & Community Development	340,844	482,500	574,458	531,171	48,671	10.1%
Economic Development	442,555	486,315	465,626	454,126	(32,189)	-6.6%
Planning & Zoning	1,146,741	1,176,779	1,228,314	1,186,094	9,315	0.8%
Building Inspection	790,131	824,519	873,112	873,112	48,593	5.9%
Cooperative Extension	178,893	205,444	257,302	255,002	49,558	24.1%
Total Housing & Development	**$2,899,164**	**$3,175,557**	**$3,398,812**	**$3,299,505**	**$123,948**	**3.9%**
Independent Agencies	5,239,748	5,497,269	5,631,962	5,574,443	77,174	1.4%
Debt Service	1,045,085	1,052,561	1,057,855	1,057,855	5,294	0.5%
Total Expenditures	**$116,230,920**	**$127,385,954**	**$134,313,635**	**$134,099,552**	**$6,713,598**	**5.3%**
Other Financing Uses/Transfers Out	3,747,393	3,457,268	3,606,959	3,848,478	391,210	11.3%
Transfers for Capital	5,595,600	3,451,600	10,152,600	2,245,000	(1,206,600)	-35.0%
Total Other Financing Uses	**$9,342,993**	**$6,908,868**	**$13,759,559**	**$6,093,478**	**($815,390)**	**-11.8%**
Total Expenditures & Uses	**$125,573,913**	**$134,294,822**	**$148,073,194**	**$140,193,030**	**$5,898,208**	**4.4%**

General Fund

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$23,484,365**	**$22,717,237**	**$22,717,237**
Excess Revenue over Expenditures	($756,040)		
Less Nonspendable	($11,088)		
Budgeted Use of Fund Balance		($4,323,044)	($4,000,000)
Estimated Savings		$4,323,044	
Fund Balance - Ending	**$22,717,237**	**$22,717,237**	**$18,717,237**
% of Expenditures and Transfers Out:	**18.1%**	**17.5%**	**13.4%**

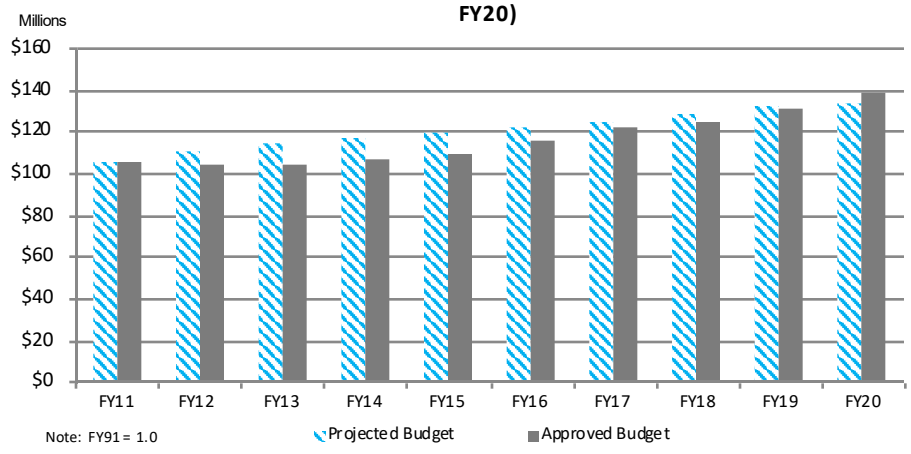
General Fund Balance as Percent of Total Expenditures & Transfers Out



Other Information

The FY20 General Fund Operating Budget (not including capital) is $138.0 million, 5.4% higher than the FY19 Budget. Over the last several budget years, the General Fund Operating Budget has grown at a rate lower than the combined annual change of the Consumer Price Index (CPI) and population. However, for FY20 the growth rate in the General Fund has exceeded the CPI and population.

General Fund Budgets Compared to Population and CPI Increases (FY11-FY20)



Special Revenue Funds

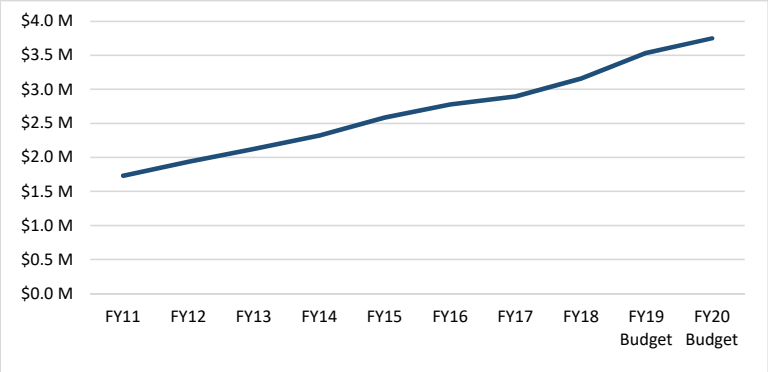
Hotel/Motel Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Taxes	3,158,275	3,400,000	3,750,000	3,750,000	350,000	10.3%
Other Revenues	3,924	341	0	0	(341)	-100.0%
Total Revenues	**$3,162,199**	**$3,400,341**	**$3,750,000**	**$3,750,000**	**$349,659**	**10.3%**
Prior Year Fund Balance		134,499	95,325	0	(134,499)	-100.0%
Total Revenues & Other Sources	**$3,162,199**	**$3,534,840**	**$3,845,325**	**$3,750,000**	**$215,160**	**6.1%**
Expenditures						
Airport	683	0	0	0	0	--
Economic Development	74,681	260,000	260,000	115,000	(145,000)	-55.8%
Central Services	6,505	0	0	0	0	--
Independent Agencies:						
Classic Center Authority & CVB	2,657,010	2,914,140	3,214,125	3,214,125	299,985	10.3%
Other General Administration						
Tourism Improvement & Special Activities	57,818	120,700	121,200	156,200	35,500	29.4%
Mayor's Community Improvement Pgrm	19,875	20,000	20,000	20,000	0	0.0%
Other Financing Uses						
Transfer to General Fund	190,000	190,000	190,000	190,000	0	0.0%
Total Expenditures	**$3,006,572**	**$3,504,840**	**$3,805,325**	**$3,695,325**	**$190,485**	**5.4%**
Capital - Central Services	82,552	30,000	40,000	40,000	10,000	33.3%
Total Operating & Capital Expenditures	**$3,089,124**	**$3,534,840**	**$3,845,325**	**$3,735,325**	**$200,485**	**5.7%**
Excess of Revenues over Expenditures	**$73,075**	**$0**	**$0**	**$14,675**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$305,409**	**$378,484**	**$243,985**
Excess Revenue over Expenditures	$73,075		$14,675
Budgeted Use of Fund Balance		(134,499)	0
Fund Balance - Ending	**$378,484**	**$243,985**	**$258,660**
Committed for Capital Projects	$112,961	$112,961	$112,961
Assigned/Available Fund Balance	$265,523	$131,024	$145,699

Hotel/Motel Fund Revenue FY11-FY20



Community Development Block Grant Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	1,209,612	1,187,911	1,255,988	1,255,988	68,077	5.7%
Other Revenues	1,301	0	0	0	0	--
Total Revenues	**$1,210,913**	**$1,187,911**	**$1,255,988**	**$1,255,988**	**$68,077**	**5.7%**
Expenditures						
CDBG Administration:						
Housing & Community Development	229,969	231,782	245,698	245,698	13,916	6.0%
Other General Administration	7,613	5,800	5,500	5,500	(300)	-5.2%
CDBG Grant Programs	972,030	950,329	1,004,790	1,004,790	54,461	5.7%
Total Expenditures	**$1,209,612**	**$1,187,911**	**$1,255,988**	**$1,255,988**	**$68,077**	**5.7%**
Excess of Revenues over Expenditures	**$1,301**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$1,919**	**$3,220**	**$3,220**
Excess Revenue over Expenditures	$1,301		
Fund Balance - Ending	**$3,220**	**$3,220**	**$3,220**
Restricted Fund Balance	$3,220		$3,220

Revolving Loan Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Other Revenues	1,341	5,000	5,000	5,000	0	0.0%
Expenditures						
Other General Administration	0	0	0	0	0	--
Excess of Revenues over Expenditures	**$1,341**	**$5,000**	**$5,000**	**$5,000**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$232,277**	**$233,618**	**$238,618**
Excess Revenue over Expenditures	$1,341	$5,000	$5,000
Fund Balance - Ending	**$233,618**	**$238,618**	**$243,618**
Nonspendable	$92,617		$92,617
Restricted Fund Balance	$141,001		$151,001

Emergency Telephone System (E-911) Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	1,694,223	1,754,000	1,971,000	1,971,000	217,000	12.4%
Other Revenues	29,845	20,000	20,000	20,000	0	0.0%
Total Revenues	**$1,724,068**	**$1,774,000**	**$1,991,000**	**$1,991,000**	**217,000**	**12.2%**
Other Financing Sources/Transfers In	625,000	675,933	704,033	758,044	82,111	12.1%
Prior Year Fund Balance	0	421,325	147,030	147,030	(274,295)	-65.1%
Total Revenues & Other Sources	**$2,349,068**	**$2,871,258**	**$2,842,063**	**$2,896,074**	**$24,816**	**0.9%**
Expenditures						
Police	2,454,677	2,685,958	2,647,566	2,701,577	15,619	0.6%
Other General Administration	121,727	185,300	194,497	194,497	9,197	5.0%
Total Expenditures	**$2,576,404**	**$2,871,258**	**$2,842,063**	**$2,896,074**	**$24,816**	**0.9%**
Excess of Revenues over Expenditures	**($227,336)**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$835,848**	**$608,512**	**$187,187**
Excess Revenue over Expenditures	($227,336)		
Budgeted Use of Fund Balance		-$421,325	-$147,030
Fund Balance - Ending	**$608,512**	**$187,187**	**$40,157**
Assigned/Available Fund Balance	$608,512	$187,187	$40,157

HUD HOME Grant Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	527,625	401,105	467,246	467,246	66,141	16.5%
Total Revenues & Other Sources	**$527,625**	**$401,105**	**$467,246**	**$467,246**	**$66,141**	**16.5%**
Expenditures						
HOME Grant Administration:						
Housing & Community Development	38,811	38,810	46,725	46,725	7,915	20.4%
Other General Administration	1,300	1,300	0	0	(1,300)	-100.0%
HOME Grant Programs	487,515	360,995	420,521	420,521	59,526	16.5%
Total Expenditures	**$527,626**	**$401,105**	**$467,246**	**$467,246**	**$66,141**	**16.5%**
Excess of Revenues over Expenditures	**($1)**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$2,480**	**$2,479**	**$2,479**
Excess Revenue over Expenditures	($1)		
Fund Balance - Ending	**$2,479**	**$2,479**	**$2,479**
Restricted Fund Balance	$2,479		$2,479

Grants Special Revenue Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	13,678,818	645,829	532,033	532,033	(113,796)	-17.6%
Other Revenues	84,035	53,053	38,560	38,560	(14,493)	-27.3%
Total Revenues	**$13,762,853**	**$698,882**	**$570,593**	**$570,593**	**(128,289)**	**-18.4%**
Other Financing Sources/Transfers In	289,703	212,324	229,804	229,804	17,480	8.2%
Total Revenues & Other Sources	**$14,052,556**	**$911,206**	**$800,397**	**$800,397**	**($110,809)**	**-12.2%**
Expenditures						
Manager's Office	1,823	0	0	0	0	--
Human Resources	963	0	0	0	0	--
Other General Administration	23,900	35,600	97,900	97,900	62,300	175.0%
Superior Court	395,357	0	0	0	0	--
Clerk of Courts	23,818	0	0	0	0	--
State Court	116,218	0	0	0	0	--
Solicitor General's Office	116,347	0	0	0	0	--
Sheriff's Office	17,110	0	0	0	0	--
Juvenile Court	187,836	0	0	0	0	--
Municipal Court	5,000	0	0	0	0	--
Police	323,152	254,626	224,060	224,060	(30,566)	-12.0%
Fire	31,000	0	0	0	0	--
Corrections	10,095	0	0	0	0	--
Transit	0	90,448	92,726	92,835	2,387	2.6%
Central Services	8,738	0	0	0	0	--
Leisure Services	14,808	0	0	0	0	--
Planning	373,437	530,532	385,602	385,602	(144,930)	-27.3%
Total Operating Expenditures	**$1,649,602**	**$911,206**	**$800,288**	**$800,397**	**($110,809)**	**-12.2%**
Capital Expenditures	12,007,749	0	0	0	0	--
Total Operating & Capital Expenses	**$13,657,351**	**$911,206**	**$800,288**	**$800,397**	**($110,809)**	**-12.2%**
Excess of Revenues over Expenditures	**$395,205**	**$0**	**$109**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$1,121,124**	**$1,516,329**	**$1,516,329**
Excess Revenue over Expenditures	$395,205		
Fund Balance - Ending	**$1,516,329**	**$1,516,329**	**$1,516,329**
Nonspendable	$157,082		
Restricted Fund Balance	$1,860,413		
Unassigned Fund Balance	($501,166)		

Alternative Dispute Resolution Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	191,890	208,706	219,513	219,513	10,807	5.2%
Expenditures						
Superior Court	163,232	192,606	202,409	202,409	9,803	5.1%
Other General Administration	10,200	16,100	17,104	17,104	1,004	6.2%
Total Expenditures	**$173,432**	**$208,706**	**$219,513**	**$219,513**	**$10,807**	**5.2%**
Excess of Revenues over Expenditures	**$18,458**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$47,511**	**$65,969**	**$65,969**
Excess Revenue over Expenditures	$18,458		
Fund Balance - Ending	**$65,969**	**$65,969**	**$65,969**
Unassigned Fund Balance	$65,969		$65,969

Affordable Housing Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	0	135,000	135,000	135,000	0	0.0%
Prior Year Fund Balance	0	0	24,438	24,438	24,438	--
Total Revenues & Other Sources	**$0**	**$135,000**	**$159,438**	**$159,438**	**$24,438**	**18.1%**
Expenditures						
Building Inspection	0	39,000	54,238	54,238	15,238	39.1%
Other General Administration	0	96,000	105,200	105,200	9,200	9.6%
Total Expenditures	**$0**	**$135,000**	**$159,438**	**$159,438**	**$24,438**	**18.1%**
Excess of Revenues over Expenditures	**$0**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$0**	**$0**	**$148,000**
Excess Revenue over Expenditures	$0	$0	$0
Budgeted Use of Fund Balance			($24,438)
Additional Revenue Received	$0	$148,000	$0
Fund Balance - Ending	**$0**	**$148,000**	**$123,562**

Supportive Housing Grant Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	234,857	322,943	322,943	322,943	0	0.0%
Total Revenues & Other Sources	**$234,857**	**$322,943**	**$322,943**	**$322,943**	**$0**	**0.0%**
Expenditures						
Housing & Community Development	234,857	322,943	322,943	322,943	0	0.0%
Total Expenditures	**$234,857**	**$322,943**	**$322,943**	**$322,943**	**$0**	**0.0%**
Excess of Revenues over Expenditures	**$0**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$0**	**$0**	**$0**
Excess Revenue over Expenditures	$0		
Fund Balance - Ending	**$0**	**$0**	**$0**

Special Programs Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	496,461	616,335	670,764	670,764	54,429	8.8%
Charges for Services	256,294	301,100	266,100	266,100	(35,000)	-11.6%
Fines & Forfeitures	1,156,385	952,700	863,600	863,600	(89,100)	-9.4%
Other Revenues	171,929	0	35,000	35,000	35,000	--
Total Revenues	**$2,081,069**	**$1,870,135**	**$1,835,464**	**$1,835,464**	**($34,671)**	**-1.9%**
Other Financing Sources/Transfers In	600,793	240,093	290,450	425,450	185,357	77.2%
Prior Year Fund Balance		0	0	0	0	--
Total Revenues & Other Sources	**$2,681,862**	**$2,110,228**	**$2,125,914**	**$2,260,914**	**$150,686**	**7.1%**
Expenditures						
Manager's Office	3,979	8,000	0	0	(8,000)	-100.0%
Human Resources	110,717	25,000	40,000	25,000	0	0.0%
Information Technology	104,741	104,741	104,741	104,741	0	0.0%
Economic Development	0	0	0	150,000	150,000	--
Other General Administration	135,615	86,000	94,200	94,200	8,200	9.5%
Superior Court	242,182	310,440	121,897	121,897	(188,543)	-60.7%
Clerk of Courts	49,374	0	0	0	0	--
State Court	189,224	263,104	263,288	263,288	184	0.1%
Solicitor General's Office	59,910	67,891	79,826	79,826	11,935	17.6%
District Attorney's Office	680,210	723,681	783,029	783,029	59,348	8.2%
Sheriff's Office	2,475	0	0	0	0	--
Juvenile Court	17,500	0	0	0	0	--
Police	709,937	478,144	515,422	515,422	37,278	7.8%
Solid Waste	27,549	0	0	0	0	--
Leisure Services	0	0	35,000	35,000	35,000	--
Independent Agencies	26,000	26,000	26,000	26,000	0	0.0%
Total Operating Expenditures	**$2,359,413**	**$2,093,001**	**$2,063,403**	**$2,198,403**	**$105,402**	**5.0%**
Other Financing Uses/Transfers Out	9,868	0	0	0	0	--
Total Expenditures	**$2,369,281**	**$2,093,001**	**$2,063,403**	**$2,198,403**	**$0**	**--**
Excess of Revenues over Expenditures	**$312,581**	**$17,227**	**$62,511**	**$62,511**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$2,838,079**	**$3,150,660**	**$3,167,887**
Excess Revenue over Expenditures	$312,581	$17,227	$62,511
Budgeted Use of Fund Balance			
Fund Balance - Ending	**$3,150,660**	**$3,167,887**	**$3,230,398**
Restricted Fund Balance	$622,993		
Committed to Existing Programs	$2,256,796		
Assigned/Available Fund Balance	$270,871		

Building Inspection Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Licenses & Permits	1,003,085	1,000,000	1,100,000	1,100,000	100,000	10.0%
Other Revenues	23,577	0	0	0	0	--
Total Revenues	**$1,026,662**	**$1,000,000**	**$1,100,000**	**$1,100,000**	**$100,000**	**10.0%**
Prior Year Fund Balance	0	0	246,494	264,114	264,114	--
Total Revenues & Other Sources	**$1,026,662**	**$1,000,000**	**$1,346,494**	**$1,364,114**	**$364,114**	**36.4%**
Expenditures						
Building Inspection	772,575	812,517	881,639	899,259	86,742	10.7%
Planning & Zoning	87,213	88,566	180,441	180,441	91,875	103.7%
Other General Administration	51,200	80,800	239,414	239,414	158,614	196.3%
Total Expenditures	**$910,988**	**$981,883**	**$1,301,494**	**$1,319,114**	**$337,231**	**34.3%**
Capital Funding	0	0	45,000	45,000	45,000	--
Total Operating & Capital Expenditures	**$910,988**	**$981,883**	**$1,346,494**	**$1,364,114**	**$382,231**	**38.9%**
Excess of Revenues over Expenditures	**$115,674**	**$18,117**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$1,593,075**	**$1,708,749**	**$1,726,866**
Excess Revenue over Expenditures	$115,674	$18,117	
Budgeted Use of Fund Balance			($264,114)
Fund Balance - Ending	**$1,708,749**	**$1,726,866**	**$1,462,752**
Committed/Available for Building Insp.	$1,708,749		$1,462,752

Sheriff Inmate Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Other Revenues	138,859	70,000	70,000	70,000	0	0.0%
Total Revenues	**$138,859**	**$70,000**	**$70,000**	**$70,000**	**$0**	**0.0%**
Prior Year Fund Balance					0	--
Total Revenues & Other Sources	**$138,859**	**$70,000**	**$70,000**	**$70,000**	**$0**	**0.0%**
Expenditures						
Sheriff's Office	28,331	35,000	35,000	35,000	0	0.0%
Other Financing Uses/Transfers Out	19,600	35,000	35,000	35,000	0	0.0%
Total Expenditures & Other Financing Uses	**$47,931**	**$70,000**	**$70,000**	**$70,000**	**$0**	**0.0%**
Excess of Revenues over Expenditures	**$90,928**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$198,701**	**$289,629**	**$289,629**
Excess Revenue over Expenditures	$90,928		
Fund Balance - Ending	**$289,629**	**$289,629**	**$289,629**
Committed for Sheriff Inmate Fund	$289,629		$289,629

Corrections Inmate Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Other Revenues	20,260	50,000	50,000	50,000	0	0.0%
Total Revenues & Other Sources	**$20,260**	**$50,000**	**$50,000**	**$50,000**	**$0**	**0.0%**
Expenditures						
Sheriff's Office	14,847	50,000	50,000	50,000	0	0.0%
Total Expenditures & Other Financing Uses	**$14,847**	**$50,000**	**$50,000**	**$50,000**	**$0**	**0.0%**
Excess of Revenues over Expenditures	**$5,413**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$190,247**	**$195,660**	**$195,660**
Budgeted Use of Fund Balance			
Fund Balance - Ending	**$195,660**	**$195,660**	**$195,660**
Committed for Sheriff Inmate Fund	$195,660		$195,660

Public Facilities Authority Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	21,626	16,813	10,228	10,228	(6,585)	-39.2%
Other Revenues	6,637	0	0	0	0	--
Total Revenues	**$28,263**	**$16,813**	**$10,228**	**$10,228**	**($6,585)**	**-39.2%**
Other Financing Sources/Transfers In	513,080	516,223	518,995	518,995	2,772	0.5%
Total Revenues & Other Sources	**$541,343**	**$533,036**	**$529,223**	**$529,223**	**($3,813)**	**-0.7%**
Expenditures						
Debt Service	536,277	533,036	529,223	529,223	(3,813)	-0.7%
Total Expenditures	**$536,277**	**$533,036**	**$529,223**	**$529,223**	**($3,813)**	**-0.7%**
Excess of Revenues over Expenditures	**$5,066**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$811,726**	**$816,792**	**$816,792**
Excess Revenue over Expenditures	$5,066		
Fund Balance - Ending	**$816,792**	**$816,792**	**$816,792**
Assigned/Available Fund Balance	$816,792		$816,792

Economic Development Capital Projects Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Other Revenues	6,577	0	0	0	0	--
Total Revenues	**$6,577**	**$0**	**$0**	**$0**	**$0**	**--**
Other Financing Sources/Transfers In	225,000	225,000	225,000	200,000	(25,000)	-11.1%
Total Revenues & Other Sources	**$231,577**	**$225,000**	**$225,000**	**$200,000**	**($25,000)**	**-11.1%**
Expenditures						
Economic Development Capital Program	525,000	225,000	225,000	200,000	(25,000)	-11.1%
Total Expenditures	**$525,000**	**$225,000**	**$225,000**	**$200,000**	**($25,000)**	**-11.1%**
Excess of Revenues over Expenditures	**($293,423)**	**$0**	**$0**	**$0**		

Changes in Fund Balance

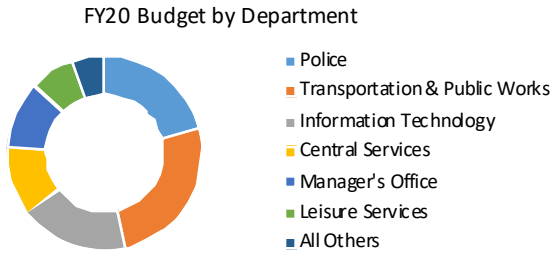
	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$764,410**	**$470,987**	**$470,987**
Excess Revenue over Expenditures	($293,423)		
Fund Balance - Ending	**$470,987**	**$470,987**	**$470,987**
Committed to Capital Projects	$433,100		$433,100
Assigned/Available Fund Balance	$37,887		$37,887

General Capital Project Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Other Taxes	8,591	0	0	0	0	--
Other Revenues	671,620	0	0	0	0	--
Total Revenues	**$680,211**	**$0**	**$0**	**$0**	**$0**	**--**
Other Financing Sources/Transfers In	5,470,600	3,226,600	9,927,600	2,045,000	(1,181,600)	-36.6%
Prior Year Fund Balance	0	422,600	0	164,500	(258,100)	-61.1%
Total Revenues & Other Sources	**$6,150,811**	**$3,649,200**	**$9,927,600**	**$2,209,500**	**($1,439,700)**	**-39.5%**
Expenditures						
Manager's Office	100,571	55,000	472,500	252,500	197,500	359.1%
Board of Elections	0	0	60,000	0	0	--
Information Technology	255,339	406,000	566,000	400,000	(6,000)	-1.5%
Other General Administration	32,332	0	20,000	0	0	--
Clerk of Courts	50,000	35,000	0	0	(35,000)	-100.0%
Solicitor General's Office	59,151	0	0	0	0	--
District Attorney's Office	111,224	0	26,000	26,000	26,000	--
Sheriff's Office	76,803	0	72,000	42,000	42,000	--
Coroner's Office	20,000	0	0	0	0	--
Police	1,023,118	656,200	631,000	466,000	(190,200)	-29.0%
Fire	425,287	115,000	309,900	32,000	(83,000)	-72.2%
Corrections	42,649	20,000	283,500	20,000	0	0.0%
Airport	88,281	30,000	389,000	0	(30,000)	-100.0%
Transit	18,877	0	0	0	0	--
Transportation & Public Works	1,882,940	290,000	2,399,600	560,000	270,000	93.1%
Central Services	1,079,402	1,905,000	3,060,300	251,000	(1,654,000)	-86.8%
Leisure Services	658,753	117,000	1,637,800	160,000	43,000	36.8%
Planning	109,462	20,000	0	0	(20,000)	-100.0%
Other Financing Uses	84,000	0	0	0	0	--
Total Expenditures & Other Financing Uses	**$6,118,189**	**$3,649,200**	**$9,927,600**	**$2,209,500**	**($1,439,700)**	**-39.5%**
Excess of Revenues over Expenditures	**$32,622**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY18 Actual	FY19 Budget	FY20 Approved
Fund Balance - Beginning	**$9,334,981**	**$9,367,603**	**$8,945,003**
Excess Revenue over Expenditures	$32,622		
Budgeted Use of Fund Balance		($422,600)	($164,500)
Fund Balance - Ending	**$9,367,603**	**$8,945,003**	**$8,780,503**
Nonspendable	$235,763		$235,763
Committed to Capital Projects	$8,709,240		$8,544,740
Assigned/Available Fund Balance	$422,600		$0



Airport Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services						
Fuel	2,138,772	1,789,675	2,371,279	2,371,279	581,604	32.5%
Leases	429,663	497,626	513,051	513,051	15,425	3.1%
Airport Fees	105,531	71,300	91,200	91,200	19,900	27.9%
Other Charges for Services	3,522	5,850	5,600	5,600	(250)	-4.3%
Other Revenues	7,131	0	0	0	0	--
Total Operating Revenues	**$2,684,619**	**$2,364,451**	**$2,981,130**	**$2,981,130**	**$616,679**	**26.1%**
Other Financing Sources/Transfers In	110,959	105,826	105,826	105,826	0	0.0%
Total Revenues & Other Sources	**$2,795,578**	**$2,470,277**	**$3,086,956**	**$3,086,956**	**$616,679**	**25.0%**
Expenses						
Personal Services	496,974	556,761	627,562	627,562	70,801	12.7%
Operating	544,085	650,120	644,034	644,034	(6,086)	-0.9%
Fuel Expenses	1,395,510	1,275,957	1,541,522	1,541,522	265,565	20.8%
Depreciation	228,530	229,400	229,400	229,400	0	0.0%
Debt Service	23,818	22,327	19,448	19,448	(2,879)	-12.9%
Total Expenses	**$2,688,917**	**$2,734,565**	**$3,061,966**	**$3,061,966**	**$327,401**	**$0**
Other Financing Uses/Transfers Out	61,802	68,522	74,590	74,590	6,068	8.9%
Total Expenses & Other Financing Uses	**$2,750,719**	**$2,803,087**	**$3,136,556**	**$3,136,556**	**$333,469**	**11.9%**
Capital Funding	$52,510	0	0	0		
Net Operating Income/(Loss) Incl. Capital	**($7,651)**	**($332,810)**	**($49,600)**	**($49,600)**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$651,038**	**$783,852**	**$590,791**
Net Income/(Loss)	($7,651)	($332,810)	($49,600)
Other Changes to Unrestricted Net Position:			
Less Debt Service Principal Payments	($88,065)	($89,651)	($91,285)
Plus Depreciation	$228,530	$229,400	$229,400
Ending Unrestricted Net Position	**$783,852**	**$590,791**	**$679,306**
Less:			
Approved Capital from prior years	($48,016)	($48,016)	($48,016)
Operating Reserve (3 months)	($339,000)	($382,000)	($399,000)
Available Unrestricted Net Position	**$396,836**	**$160,775**	**$232,290**

Landfill Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	4,302,047	3,812,000	4,075,000	4,075,000	263,000	6.9%
Other Revenues	107,601	0	0	0	0	--
Total Revenues & Other Sources	**$4,409,648**	**$3,812,000**	**$4,075,000**	**$4,075,000**	**$263,000**	**6.9%**
Expenses						
Solid Waste						
Recycling	1,029,915	1,100,532	1,202,066	1,202,066	101,534	9.2%
Landfill	1,272,776	1,358,083	1,390,590	1,390,590	32,507	2.4%
Closure/Post-Closure	419,767	120,000	120,000	120,000	0	0.0%
Other General Administration	1,004,201	1,043,512	970,126	970,126	(73,386)	-7.0%
Debt Service	0	0	204,105	204,105	204,105	--
Total Expenses	**$3,726,659**	**$3,622,127**	**$3,886,887**	**$3,886,887**	**$264,760**	**$0**
Other Financing Uses/Transfers Out	290,071	307,779	331,277	331,277	23,498	7.6%
Total Expenses & Other Financing Uses	**$4,016,730**	**$3,929,906**	**$4,218,164**	**$4,218,164**	**$288,258**	**7.3%**
Capital Funding	438,568	623,000	505,000	685,000		
Net Operating Income/(Loss) Incl. Capital	**($45,650)**	**($740,906)**	**($648,164)**	**($828,164)**		

Changes in Unrestricted Net Position

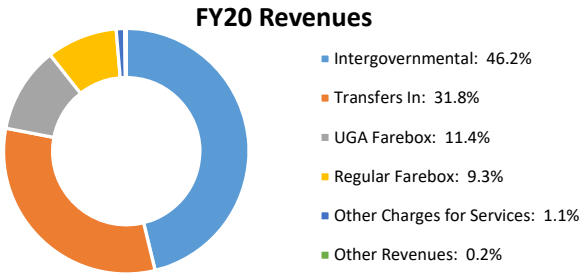
	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$1,885,222**	**$2,432,205**	**$2,283,839**
Net Income/(Loss)	($45,650)	($740,906)	($828,164)
Other Changes to Unrestricted Net Position:			
Less Debt Service Principal Payments	$0	$0	($465,250)
Plus Depreciation	$592,633	$592,540	$592,540
Ending Unrestricted Net Position	**$2,432,205**	**$2,283,839**	**$1,582,965**
Less:			
Approved Capital from prior years	($530,541)	($530,541)	($530,541)
Operating Reserve (3 months)	($856,000)	($834,000)	($906,000)
Available Unrestricted Net Position	**$1,045,664**	**$919,298**	**$146,424**

Transit Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Intergovernmental	2,563,000	2,563,000	2,632,726	2,632,726	69,726	2.7%
Charges for Services						
Regular Farebox	642,141	650,000	630,000	531,000	(119,000)	-18.3%
UGA Farebox	603,894	527,700	646,995	646,995	119,295	22.6%
Other Charges for Services	60,000	70,000	65,000	65,000	(5,000)	-7.1%
Other Revenues	58,596	10,000	10,000	10,000	0	0.0%
Total Operating Revenues	**$3,927,631**	**$3,820,700**	**$3,984,721**	**$3,885,721**	**$65,021**	**1.7%**
Other Financing Sources/Transfers In	10,565,133	1,706,859	1,757,851	1,810,359	103,500	6.1%
Total Revenues & Other Sources	**$14,492,764**	**$5,527,559**	**$5,742,572**	**$5,696,080**	**$168,521**	**3.0%**
Expenses						
Transit Department:						
Administration	386,333	581,950	543,626	538,626	(43,324)	-7.4%
Transit Operations	3,465,172	3,592,855	4,455,101	4,185,293	592,438	16.5%
Demand Response	304,646	320,526	380,071	360,071	39,545	12.3%
Transit Maintenance	918,452	1,009,181	1,058,417	1,048,417	39,236	3.9%
Other General Administration	2,370,187	3,502,878	3,376,157	3,376,157	(126,721)	-3.6%
Total Expenses	**$7,444,790**	**$9,007,390**	**$9,813,372**	**$9,508,564**	**$501,174**	**5.6%**
Other Financing Uses/Transfers Out	567,331	569,557	627,094	652,092	82,535	14.5%
Total Expenses & Other Financing Uses	**$8,012,121**	**$9,576,947**	**$10,440,466**	**$10,160,656**	**$583,709**	**6.1%**
Net Operating Income/(Loss) Incl. Capital	**$6,480,643**	**($4,049,388)**	**($4,697,894)**	**($4,464,576)**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$4,614,240**	**$3,970,683**	**$2,842,295**
Net Income/(Loss)	$6,480,643	($4,049,388)	($4,464,576)
Other Changes to Unrestricted Net Position:			
Less Donated Assets	($9,016,651)	$0	$0
Plus Depreciation	$1,892,451	$2,921,000	$2,921,000
Ending Unrestricted Net Position	**$3,970,683**	**$2,842,295**	**$1,298,719**
Less:			
Operating Reserve (3 months)	($1,530,000)	($1,664,000)	($1,810,000)
Available Unrestricted Net Position	**$2,440,683**	**$1,178,295**	**($511,281)**



Water & Sewer Fund

Revenues & Expenditures by Type

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	55,400,790	53,920,498	56,007,618	56,007,618	2,087,120	3.9%
Other Revenues	1,526,103	241,966	241,966	241,966	0	0.0%
Total Operating Revenues	**$56,926,893**	**$54,162,464**	**$56,249,584**	**$56,249,584**	**$2,087,120**	**3.9%**
Other Financing Sources/Transfers In	1,011,523	0	0	0	0	--
Total Revenues & Other Sources	**$57,938,416**	**$54,162,464**	**$56,249,584**	**$56,249,584**	**$2,087,120**	**3.9%**
Operating Expenses by Type						
Personal Services	9,019,867	9,975,263	10,415,432	10,415,432	440,169	4.4%
Operating Expenses	10,314,540	12,110,839	12,031,465	12,031,465	(79,374)	-0.7%
Depreciation	11,357,582	11,248,600	11,248,600	11,248,600	0	0.0%
Debt Service	10,143,150	9,807,709	9,450,416	9,450,416	(357,293)	-3.6%
Other Expenses	3,000	3,000	3,000	3,000	0	0.0%
Total Expenses	**$40,838,139**	**$43,145,411**	**$43,148,913**	**$43,148,913**	**$3,502**	**0.0%**
Other Financing Uses/Transfers Out	1,331,915	1,555,150	1,733,577	1,733,577	178,427	11.5%
Total Expenses & Other Financing Uses	**$42,170,054**	**$44,700,561**	**$44,882,490**	**$44,882,490**	**$181,929**	**0.4%**
Capital Funding	16,251,500	28,683,400	27,467,800	27,467,800		
Net Operating Income/(Loss) Incl. Capital	**($483,138)**	**($19,221,497)**	**($16,100,706)**	**($16,100,706)**		

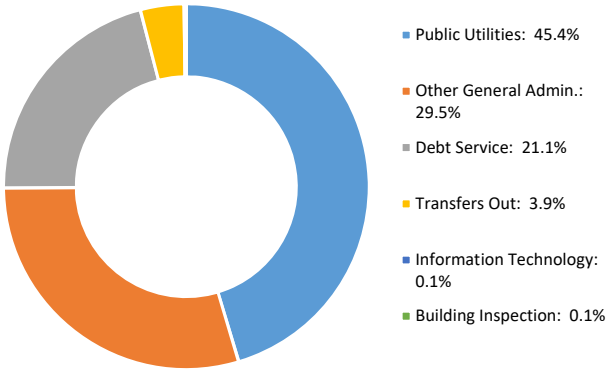
Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$103,268,313**	**$95,828,448**	**$81,007,208**
Net Income/(Loss)	-$483,138	-$19,221,497	-$16,100,706
Other Changes to Unrestricted Net Position:			
Less Donated Assets	-$11,781,023	$0	$0
Less Debt Service Principal Payments	-$6,533,286	-$6,848,343	-$6,533,286
Plus Depreciation	$11,357,582	$11,248,600	$11,248,600
Ending Unrestricted Net Position	**$95,828,448**	**$81,007,208**	**$69,621,816**
Less:			
Approved Capital from prior years	-$56,777,285	-$56,777,285	-$56,777,285
Operating Reserve (3 months)	-$5,167,000	-$5,911,000	-$6,046,000
Available Unrestricted Net Position	**$33,884,163**	**$18,318,923**	**$6,798,531**

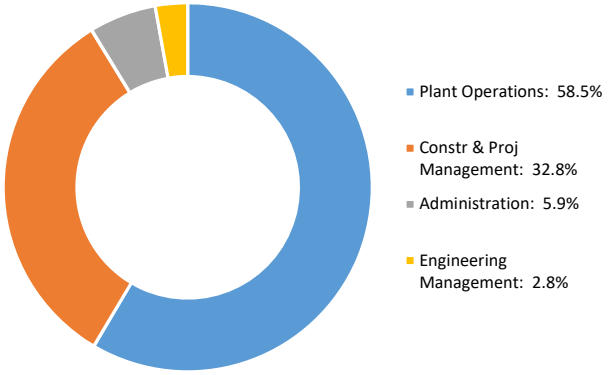
Total Expenses & Financing Uses by Department/Division

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Public Utilities:						
Administration	888,422	1,154,117	1,256,072	1,200,453	46,336	4.0%
Constr & Proj Management	5,805,309	6,363,135	6,619,732	6,675,351	312,216	4.9%
Plant Operations	10,265,764	11,695,233	11,911,302	11,911,302	216,069	1.8%
Engineering Management	485,370	541,770	577,506	577,506	35,736	6.6%
Information Technology	7,375	57,056	60,647	60,647	3,591	6.3%
Building Inspection	27,094	27,621	27,448	27,448	(173)	-0.6%
Other General Administration	13,215,656	13,498,770	13,245,790	13,245,790	(252,980)	-1.9%
Debt Service	10,143,150	9,807,709	9,450,416	9,450,416	(357,293)	-3.6%
Other Financing Uses/Transfers Out	1,331,915	1,555,150	1,733,577	1,733,577	178,427	11.5%
Total Expenses & Other Financing Uses	**$42,170,055**	**$44,700,561**	**$44,882,490**	**$44,882,490**	**$181,929**	**0.4%**

Expenses by Department



Public Utilities by Division



Solid Waste Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	3,451,226	3,396,800	3,422,300	3,422,300	25,500	0.8%
Other Revenues	11,062	0	4,000	4,000	4,000	--
Total Operating Revenues	**$3,462,288**	**$3,396,800**	**$3,426,300**	**$3,426,300**	**$29,500**	**0.9%**
Other Financing Sources/Transfers In	135,000	135,000	135,000	135,000	0	0.0%
Total Revenues & Other Sources	**$3,597,288**	**$3,531,800**	**$3,561,300**	**$3,561,300**	**$29,500**	**0.8%**
Expenses						
Solid Waste Administration	359,645	373,593	378,022	378,022	4,429	1.2%
Solid Waste Collection	2,268,716	2,374,526	2,441,014	2,441,014	66,488	2.8%
Other General Administration	673,310	710,008	704,478	704,478	(5,530)	-0.8%
Total Expenses	**$3,301,671**	**$3,458,127**	**$3,523,514**	**$3,523,514**	**$65,387**	**1.9%**
Other Financing Uses/Transfers Out	210,559	243,062	268,473	268,473	25,411	10.5%
Total Expenses & Other Financing Uses	**$3,512,230**	**$3,701,189**	**$3,791,987**	**$3,791,987**	**$90,798**	**2.5%**
Capital Funding	247,580	739,000	799,000	549,000		
Net Operating Income/(Loss) Incl. Capital	**($162,522)**	**($908,389)**	**($1,029,687)**	**($779,687)**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$1,121,650**	**$1,292,090**	**$703,201**
Net Income/(Loss)	-$162,522	-$908,389	-$779,687
Other Changes to Unrestricted Net Position:			
Plus Depreciation	$332,962	$319,500	$319,500
Ending Unrestricted Net Position	**$1,292,090**	**$703,201**	**$243,014**
Less:			
Approved Capital from prior years	-$660,555	-$660,555	-$660,555
Operating Reserve (3 months)	-$795,000	-$845,000	-$868,000
Available Unrestricted Net Position	**($163,465)**	**($802,354)**	**($1,285,541)**

Stormwater Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	4,193,512	4,169,800	4,277,500	4,277,500	107,700	2.6%
Other Revenues	99,092	0	50,000	50,000	50,000	--
Total Operating Revenues	**$4,292,604**	**$4,169,800**	**$4,327,500**	**$4,327,500**	**$157,700**	**3.8%**
Other Financing Sources/Transfers In	13,249,800	0	0	0	0	--
Total Revenues & Other Sources	**$17,542,404**	**$4,169,800**	**$4,327,500**	**$4,327,500**	**$157,700**	**3.8%**
Expenses						
Transportation & Public Works	2,723,940	3,219,708	3,371,680	3,371,680	151,972	4.7%
Other General Administration	590,089	594,981	816,419	816,419	221,438	37.2%
Total Expenses	**$3,314,029**	**$3,814,689**	**$4,188,099**	**$4,188,099**	**$373,410**	**9.8%**
Other Financing Uses/Transfers Out	294,360	349,971	379,558	379,558	29,587	8.5%
Total Expenses & Other Financing Uses	**$3,608,389**	**$4,164,660**	**$4,567,657**	**$4,567,657**	**$402,997**	**9.7%**
Capital Funding	1,097,028	1,100,000	900,000	900,000		
Net Operating Income/(Loss) Incl. Capital	**$12,836,987**	**($1,094,860)**	**($1,140,157)**	**($1,140,157)**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$5,806,133**	**$5,824,515**	**$5,113,755**
Net Income/(Loss)	$12,836,987	-$1,094,860	-$1,140,157
Other Changes to Unrestricted Net Position:			
Less Donated Assets	-$13,249,800	$0	$0
Plus Depreciation	$431,195	$384,100	$384,100
Ending Unrestricted Net Position	**$5,824,515**	**$5,113,755**	**$4,357,698**
Less:			
Approved Capital from prior years	-$3,456,232	-$3,456,232	-$3,456,232
Operating Reserve (3 months)	-$794,000	-$945,000	-$1,046,000
Available Unrestricted Net Position	**$1,574,283**	**$712,523**	**($144,534)**

Internal Service Funds

Internal Support Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	1,684,382	1,892,200	1,926,328	1,926,328	34,128	1.8%
Other Revenues	6,827	0	0	0	0	--
Total Operating Revenues	**$1,691,209**	**$1,892,200**	**$1,926,328**	**$1,926,328**	**$34,128**	**1.8%**
Other Financing Sources/Transfers In	5,000	0	0	0	0	--
Total Revenues & Other Sources	**$1,696,209**	**$1,892,200**	**$1,926,328**	**$1,926,328**	**$34,128**	**1.8%**
Expenses						
Central Services	1,594,436	1,780,301	1,533,060	1,533,060	(247,241)	-13.9%
Other General Administration	57,434	56,000	53,980	53,980	(2,020)	-3.6%
Debt Service - Capital Lease	0	0	269,445	269,445	269,445	--
Total Expenses	**$1,651,870**	**$1,836,301**	**$1,856,485**	**$1,856,485**	**$20,184**	**1.1%**
Other Financing Uses/Transfers Out	33,728	38,459	41,459	41,459	3,000	7.8%
Total Expenses & Other Financing Uses	**$1,685,598**	**$1,874,760**	**$1,897,944**	**$1,897,944**	**$23,184**	**1.2%**
Capital Funding	28,750	40,000	40,000	40,000		
Net Operating Income/(Loss) Incl. Capital	**($18,139)**	**($22,560)**	**($11,616)**	**($11,616)**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$565,624**	**$594,096**	**$615,536**
Net Income/(Loss)	-$18,139	-$22,560	-$11,616
Other Changes to Unrestricted Net Position:			
Less Donated Assets	-$5,000	$0	$0
Plus Depreciation	$51,611	$44,000	$44,000
Ending Unrestricted Net Position	**$594,096**	**$615,536**	**$647,920**
Less:			
Approved Capital from prior years	-$354,435	-$354,435	-$354,435
Operating Reserve (1 month)	-$136,000	-$153,000	-$154,000
Available Unrestricted Net Position	**$103,661**	**$108,101**	**$139,485**

Fleet Management Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	2,501,900	2,541,080	2,565,036	2,565,036	23,956	0.9%
Other Revenues	2,382	0	0	0	0	--
Total Revenues & Other Sources	**$2,504,282**	**$2,541,080**	**$2,565,036**	**$2,565,036**	**$23,956**	**0.9%**
Expenses						
Central Services	2,413,395	2,407,798	2,387,026	2,387,026	(20,772)	-0.9%
Other General Administration	27,301	45,200	39,630	39,630	(5,570)	-12.3%
Total Expenses	**$2,440,696**	**$2,452,998**	**$2,426,656**	**$2,426,656**	**($26,342)**	**-1.1%**
Other Financing Uses/Transfers Out	82,878	95,992	103,992	103,992	8,000	8.3%
Total Expenses & Other Financing Uses	**$2,523,574**	**$2,548,990**	**$2,530,648**	**$2,530,648**	**($18,342)**	**-0.7%**
Capital Funding	0	30,000	10,000	10,000		
Net Operating Income/(Loss) Incl. Capital	**($19,292)**	**($37,910)**	**$24,388**	**$24,388**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$153,089**	**$148,292**	**$124,982**
Net Income/(Loss)	-$19,292	-$37,910	$24,388
Other Changes to Unrestricted Net Position:			
Plus Depreciation	$14,495	$14,600	$14,600
Ending Unrestricted Net Position	**$148,292**	**$124,982**	**$163,970**
Less:			
Approved Capital from prior years	-$39,564	-$39,564	-$39,564
Operating Reserve (1 month)	-$209,000	-$211,000	-$210,000
Available Unrestricted Net Position	**($100,272)**	**($125,582)**	**($85,594)**

Fleet Replacement Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	1,578,514	1,858,035	2,167,433	1,010,465	(847,570)	-45.6%
Other Revenues	141,861	0	0	0	0	--
Total Operating Revenues	**$1,720,375**	**$1,858,035**	**$2,167,433**	**$1,010,465**	**($847,570)**	**-45.6%**
Other Financing Sources/Transfers In	196,118	0	0	0	0	--
Total Revenues & Other Sources	**$1,916,493**	**$1,858,035**	**$2,167,433**	**$1,010,465**	**($847,570)**	**-45.6%**
Expenses						
Other General Administration	1,957,150	90,000	90,000	90,000	0	0.0%
Equipment Expenses	110,579	0	0	0	0	--
Debt Service	26,148	0	0	0	0	--
Total Expenses & Other Financing Uses	**$2,093,877**	**$90,000**	**$90,000**	**$90,000**	**$0**	**0.0%**
Capital Funding	1,341,107	2,790,800	3,102,000	3,102,000		
Net Operating Income/(Loss) Incl. Capital	**($1,518,491)**	**($1,022,765)**	**($1,024,567)**	**($2,181,535)**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$7,546,106**	**$7,864,317**	**$6,841,552**
Net Income/(Loss)	-$1,518,491	-$1,022,765	-$2,181,535
Other Changes to Unrestricted Net Position:			
Less Donated Assets	-$4,300	$0	$0
Plus Depreciation	$1,841,002	$0	$0
Ending Unrestricted Net Position	**$7,864,317**	**$6,841,552**	**$4,660,017**
Less:			
Reserve	-$1,100,000	-$1,100,000	-$1,100,000
Available Unrestricted Net Position	**$6,764,317**	**$5,741,552**	**$3,560,017**

Insurance & Claims Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	3,192,340	3,265,000	3,414,350	3,414,350	149,350	4.6%
Intergovernmental	31,068	0	0	0	0	--
Other Revenues	213,929	0	0	0	0	--
Total Operating Revenues	**$3,437,337**	**$3,265,000**	**$3,414,350**	**$3,414,350**	**$149,350**	**4.6%**
Expenses						
Human Resources	301,712	465,147	469,022	469,022	3,875	0.8%
Other General Administration	2,435,385	2,701,800	2,851,334	2,851,334	149,534	5.5%
Total Expenses	**$2,737,097**	**$3,166,947**	**$3,320,356**	**$3,320,356**	**$153,409**	**4.8%**
Other Financing Uses/Transfers Out	47,917	39,971	42,971	42,971	3,000	7.5%
Total Expenses & Other Financing Uses	**$2,785,014**	**$3,206,918**	**$3,363,327**	**$3,363,327**	**$156,409**	**4.9%**
Net Operating Income/(Loss) Incl. Capital	**$652,323**	**$58,082**	**$51,023**	**$51,023**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**$2,078,437**	**$2,730,760**	**$2,788,842**
Net Income/(Loss)	$652,323	$58,082	$51,023
Ending Unrestricted Net Position	**$2,730,760**	**$2,788,842**	**$2,839,865**
Less:			
Operating Reserve (1 month)	-$232,000	-$267,000	-$280,000
Available Unrestricted Net Position	**$2,498,760**	**$2,521,842**	**$2,559,865**

Health Insurance Fund

	FY18 Actual	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Revenues						
Charges for Services	15,590,907	16,480,870	15,707,780	15,707,780	(773,090)	-4.7%
Other Revenues	12,616	0	0	0	0	--
Total Revenues & Other Sources	**$15,603,523**	**$16,480,870**	**$15,707,780**	**$15,707,780**	**($773,090)**	**-4.7%**
Expenses						
Human Resources	547,601	689,883	681,313	681,313	(8,570)	-1.2%
Other General Administration	14,282,321	15,423,259	14,666,335	14,666,335	(756,924)	-4.9%
Total Expenses	**$14,829,922**	**$16,113,142**	**$15,347,648**	**$15,347,648**	**($765,494)**	**-4.8%**
Other Financing Uses/Transfers Out	25,300	28,365	30,365	30,365	2,000	7.1%
Total Expenses & Other Financing Uses	**$14,855,222**	**$16,141,507**	**$15,378,013**	**$15,378,013**	**($763,494)**	**-4.7%**
Net Operating Income/(Loss) Incl. Capital	**$748,301**	**$339,363**	**$329,767**	**$329,767**		

Changes in Unrestricted Net Position

	FY18 Actual	FY19 Budget	FY20 Approved
Beginning Unrestricted Net Position	**($981,977)**	**($233,676)**	**$105,687**
Net Income/(Loss)	$748,301.00	$339,363.00	$329,767.00
Ending Unrestricted Net Position	**($233,676)**	**$105,687**	**$435,454**
Less:			
Operating Reserve (1 month)	-$1,238,000.00	-$1,345,000.00	-$1,282,000.00
Available Unrestricted Net Position	**($1,471,676)**	**($1,239,313)**	**($846,546)**

Interfund Transfers & Charges

Listed below are the budgeted transfers and charges for services between ACCGOV Funds. In order to avoid "double counting" these dollars, they are subtracted from the aggregate total of all funds.

Interfund Transfers

	FY20 Approved		FY20 Approved
General Fund Transfers to:		**Transfers to General Fund from:**	
Emergency Telephone Fund	758,044	Hotel/Motel Fund	190,000
Grant Special Revenue Fund	229,804	Sheriff Inmate Fund	35,000
Economic Dev Cap Proj Fund	200,000	Airport Fund	74,590
Special Prog Spec Rev Fund	425,450	Landfill Fund	196,277
General Capital Proj Fund	2,045,000	Transit System Fund	652,092
Public Facilities Auth Fund	518,995	Water & Sewer Fund	1,840,968
Airport Enterprise Fund	105,826	Solid Waste Fund	268,473
Transit Fund	1,810,359	Storm Water Utility Fund	379,558
Subtotal	**$6,093,478**	Internal Support Fund	41,459
		Fleet Management Fund	103,992
		Insurance & Claims Fund	42,971
Landfill Transfer for Administration to:		Health Insurance Fund	30,365
Solid Waste Fund	135,000	**Subtotal**	**$3,855,745**
	Total Interfund Transfers	**$10,084,223**	

Charges for Services

	FY20 Approved		FY20 Approved
General Fund Admin. Overhead Charge to:		**Internal Service Fund Operations:**	
Building Inspection Fund	155,502	Internal Support Fund	1,926,328
Airport Fund	161,968	Fleet Management Fund	2,565,036
Landfill Fund	102,418	Fleet Replacement Fund	1,010,465
Transit System Fund	309,650	Insurance & Claims Fund	3,414,350
Water & Sewer Fund	1,233,952	Health Insurance Fund	10,380,379
Solid Waste Fund	322,811	**Subtotal**	**$19,296,558**
Storm Water Utility Fund	338,900		
Subtotal	**$2,625,201**		
	Total Interfund Charges for Services	**$21,921,759**	
	Total Interfund Transfers and Charges	**$32,005,982**	

Independent Agencies

Appropriation Summary

General Fund	FY18 Budget	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Advantage Behavioral Health	163,842	180,206	216,247	180,206	0	0.0%
Athens Community Council on Aging	287,300	287,300	287,300	287,300	0	0.0%
Athens Neighborhood Health Center	100,000	100,000	100,000	100,000	0	0.0%
Athens Regional Library System	1,916,680	2,002,263	2,049,675	2,028,197	25,934	1.3%
Clarke County Public Health Department	946,354	946,354	946,354	946,354	0	0.0%
Department of Family & Children Services	208,600	208,600	208,600	208,600	0	0.0%
Total Quasi-Governmental	**$3,622,776**	**$3,724,723**	**$3,808,176**	**$3,750,657**	**$25,934**	**0.7%**

	FY18 Budget	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Athens Cultural Affairs Commission	21,000	21,000	21,000	21,000	0	0.0%
Athens Tutorial Program	3,500	3,500	3,500	3,500	0	0.0%
Oconee Rivers Greenway	13,000	16,500	16,500	16,500	0	0.0%
United Way of NE GA 2-1-1	24,402	24,402	24,402	24,402	0	0.0%
Total Community Service Agencies	**$61,902**	**$65,402**	**$65,402**	**$65,402**	**$0**	**0.0%**
Total General Fund	**$3,684,678**	**$3,790,125**	**$3,873,578**	**$3,816,059**	**$25,934**	**0.7%**

Hotel/Motel Tax Special Revenue Fund

	FY18 Budget	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Classic Center Authority	1,682,990	1,845,860	2,035,875	2,035,875	190,015	10.3%
Convention & Visitors Bureau	974,020	1,068,280	1,178,250	1,178,250	109,970	10.3%
Total Hotel/Motel Fund	**$2,657,010**	**$2,914,140**	**$3,214,125**	**$3,214,125**	**$299,985**	**10.3%**

Special Programs/Special Revenue Fund

	FY18 Budget	FY19 Budget	FY20 Requested	FY20 Approved	$▲	%▲
Project Safe, Inc.	26,000	26,000	26,000	26,000	0	0.0%
Total Special Revenue Fund	**$26,000**	**$26,000**	**$26,000**	**$26,000**	**$0**	**0.0%**

Grand Total Independent Agencies	**$6,367,688**	**$6,730,265**	**$7,113,703**	**$7,056,184**	**$325,919**	**4.8%**

Independent Agencies

Overview

- Independent Agencies are separate legal entities or commissions not included within an Athens-Clarke County (ACCGOV) department budget.
- Similar to ACCGOV departments, Independent Agencies were asked to provide specific descriptions & justification details for amounts requested over FY19 Budget level.
- Agency requests totaled $7,113,703, a 5.70% increase above FY19 Budget
- $3,873,578 was requested from the General Fund, an increase of $83,453 or 2.2%
- FY20 Budget for Independent Agencies is $7,056,184, a 4.8% increase above FY19 Budget.
- Two Independent Agencies, Classic Center & Convention/Visitors Bureau (CVB), receive funding from the Hotel/Motel tax, which is included in a separate special revenue fund.
- FY20 Budget for Hotel/Motel Tax Fund is based on the current 7 percent tax rate projected to generate revenue of $3.75 million, a 10.3% increase over the $3.4 million budgeted for FY19.
- FY20 Budget includes funding amounts requested by Classic Center & Convention & Visitors Bureau totaling $3,214,125.
- Project Safe funding of $26,000, same as requested and prior year Budget, is included from the Special Programs/Special Revenue Fund.
- Additional information and the FY20 Budget amounts are provided below.

Quasi-Governmental Agencies

Advantage Behavioral Health Systems (ABHS) provides person-centered community-based services/treatment to individuals and families experiencing mental illness, developmental disabilities, and addictions, by collaboratively using personal, community and organizational resources.

The agency's FY20 request was $216,247, a $36,041 increase or 20% above FY19 funding of $180,206 to support the Homeless Day Service Center (HDSC) and street outreach activities to expand impact on the unsheltered homeless population. This increase was requested to cover reductions in federal and state grant funds, which have occurred in recent years.

FY20 Budget includes $180,206 for ABHS, same funding level as FY19.

Athens Community Council on Aging promotes a lifetime of wellness through advocacy and education by providing a continuum of services to meet the needs of older adults, persons with disabilities and their caregivers.

The agency's FY20 Budget request totaled $287,300, the same as FY19. The amount is to go toward the purchase of a replacement vehicle used to transport clients to daily programs, medical appointments, and on group outings in the community for $20,000; and a portion of salary and benefits for staff in the supported programs in the amount of $267,300.

FY20 Budget includes $287,300 as requested.

Independent Agencies

Athens Neighborhood Health Center (ANHC) offers comprehensive, high quality primary health care, which is affordable and accessible to the medically underserved citizens of ACCGOV. Serving the ACCGOV community for over 48 years, ANHC remains steadfast in its commitment to provide comprehensive health care services targeting the medically underserved, uninsured, and low-income individuals.

The agency's FY20 Budget request was $100,000, the same as FY19 funding level.

FY20 Budget includes $100,000 as requested.

Athens Regional Library System provides gateways to resources, which address community issues and needs as well as preserve the history and culture of Athens-Clarke County. The Libraries offer programs, services, training classes, collections, and databases. There are five facilities including the main headquarters on Baxter Street, East Athens Resource Center, Lay Park Resource Center, Pinewoods Library, and the Winterville branch.

The agency's FY20 request was $2,049,675, an increase of $47,412 or 2.4% over the FY19 level and included:

- increase in mandatory employer share of Teacher Retirement System pension, $2,835
- 3% pay increase for Library Staff, $34,577
  (or same % increase budgeted for ACCGOV employees)
- 8.5 hours of security presence per week at Baxter Street headquarters, $10,000

FY20 Budget includes $2,028,197 for the Library System, $25,934 above FY19 Budget.

Clarke County Public Health Department is a state agency providing core public services that promote and protect the health of citizens and enhance quality of life for all residents. ACCGOV funding helps support two Teen Matters clinics, one adjacent to each Clarke County School District high school (Clarke Central and Cedar Shoals).

The agency's FY20 request totaled $946,354, the same funding level as FY19. FY20 requested funding covers approximately 33% of the Health Department's salary and benefit expenses as well as approximately 20% of the agency's overall budget.

FY20 Budget for the Health Department is $946,354 as requested.

Department of Family & Children Services (DFCS) delivers local, state and federal assistance to vulnerable families in the community. The mission of DFCS is to provide these services in such a way that it strengthens families by helping them to become safer and financially self-sufficient. The agency provides financial assistance such as Food Stamps, Medicaid, Temporary Assistance for Needy Families (TANF) and serves children in the Foster Care System. The two major program areas are Social Services (Child Welfare) and Economic Support.

The agency's FY20 request was $208,600, the same funding level as FY19, to support:

- Child Protective Services/Foster Care Program, $26,000
- Emergency financial assistance to any qualifying citizen of Athens-Clarke County, $35,000
- Staff positions to support critical functions of child safety and family stability, $115,877
- Other administrative expenses, $31,723

FY20 Budget for DFCS is $208,600 as requested.

Community Service Agencies

Athens Cultural Affairs Commission (ACAC) is responsible for advising the Mayor and Commission with respect to all aspects of planning, programming, procurement, installation, operation, inventory and maintenance of public art projects and artworks, including art donations, commissions, and temporary projects.

The agency's FY20 request was $21,000, same funding level as FY19.

FY20 Budget for ACAC is $21,000 as requested.

Athens Tutorial Program has provided academic enrichment services for school age children in the East Athens community since 1981. The program provides afterschool one-on-one assistance with homework, preparation for tests, career exploration, cultural enrichment, and life skills development. Services are provided from tutorial centers at the East Athens Center on McKinley Street, as well as Howard B Stroud and Gaines elementary schools.

The agency's FY20 request was $3,500, the same funding level as FY19.

FY20 Budget for Athens Tutorial is $3,500 as requested.

Oconee Rivers Greenway Commission advises the Mayor and Commission on the protection of the natural resources of the North and Middle Oconee Rivers and their major tributaries and floodplains for the benefit of Athens Clarke County citizens.

The agency's FY20 request was $16,500, the same level as FY19 funding, to support:

- Greenway Network Planning, $2,000
- Partnerships for Greenway Protection, $3,500
- Greenway Improvement/Management, $4,500
- Educational Grants, $1,000
- Public Info/Interpretation, $4,000
- ORGC Member Education & Development, $1,000
- Office Supplies, Reproduction, etc., $500

FY20 Budget for Oconee Rivers Greenway is $16,500 as requested.

United Way of NE Georgia 2-1-1 program seeks to motivate and mobilize resources to meet the highest priority needs for those living in Northeast Georgia by providing access to quality information and referrals. FY20 Services and Programs will include 2-1-1 Resource Navigation, Resource Directory, as well as Education & Outreach.

The agency's FY20 request totaled $24,402, the same level as FY19

FY20 Budget for United Way 2-1-1 program is $24,402 as requested.

Independent Agencies

Hotel/Motel Funded Agencies

During FY20, the seven percent Hotel/Motel Tax is projected to generate approximately $3.75 million, an increase of 10.3% over the $3.4 million budgeted for FY19.

Classic Center Authority seeks to enhance the quality of life in Athens-Clarke County by serving as the cultural, civic, and social center for the southeast and by generating maximum economic impact.

Convention & Visitors Bureau (CVB) is a proactive destination marketing organization charged with increasing the economic impact of the hospitality industry, with active involvement in tourism product development and workforce development.

FY20 Budget includes a request for six of the seven percent Hotel/Motel Tax collections to support the operations of the Classic Center and CVB consistent with previous year funding levels as follows:

Classic Center Authority	$2,035,875
CVB	$1,178,250
	$3,214,125

This is a total increase of $299,985 or 10.3% above FY19 budgeted levels.

Special Programs/Special Revenue Fund

Project Safe, Inc. works to end domestic violence through crisis intervention, ongoing supportive services, prevention education, and systems change advocacy. The agency offers comprehensive services in order to reduce incidents of domestic violence and increase victims' access to safety and justice.

The agency's FY20 request was $26,000 from the Special Programs/Special Revenue Fund (5% Crime Victims Assistance revenue), equal to the FY19 funding level. This request is to support approximately 40% of the agency's volunteer program to recruit, train, and place those willing to serve. A portion of the funding ($8,500/year) is to provide grant match for victim outreach services and batterer accountability tracking in Athens-Clarke County.

FY20 Budget for Project Safe is $26,000 as requested.

Athens-Clarke County by the Numbers

Geography
- Approximately 122 square miles (78,000 acres)
- Smallest in land area of Georgia's 159 counties
- Approximately 65 miles northeast of Atlanta

History
- Clarke County created from Jackson County in 1801 and named for Revolutionary War General Elijah Clarke
- Town of Athens chartered in 1806 and was named for Greek city of learning
- Clarke County and City of Athens Unified on January 14, 1991, becoming the 2nd consolidated government in Georgia and 28th in the nation
- 34 landmarks and 16 neighborhoods are listed on the National Register of Historic Places.

Demographics (2015-2018 estimate unless noted)
- Population: 127,330 (2018 Estimate)
- Median Household Income: $34,258
- Median Age: 27.2
- White: 65.2% | Black or African-American: 28.6% | Asian: 5.2% | Other: 3.5% |Hispanic or Latino: 10.7%
- High school graduates (ages 25+): 86.6%
- Bachelor's degree or higher (ages 25+): 41.3%
- Persons below poverty: 34.4%
- Unemployment rate: 3.2% (Nov 2018 as reported by the Georgia Department of Labor)
- Total registered voters as of 4/15/19: 81,046 (72,652 active)

Major Attractions
- University of Georgia; State Botanical Garden; Historic Homes; Downtown Athens; Morton Theater; Georgia Museum of Art; Classic Center (Convention Center & Theater)

Health
- Public Hospital – 1; Private Hospital – 1; Doctors – 310+; Dentists – 40+; Mental Health Practitioners – 60+; Ambulance Services – 7; Nursing Homes / Assisted Living – 9

Recreation
- Tennis Courts – 13; Parks – 16; Golf Courses – 4; Swimming Pools – 6; Country Clubs – 2; Zoos – 1
- City and University of Georgia performing arts centers: theater groups, symphony, dance, drama, art groups; Other university cultural activities including State Botanical Garden and Georgia Museum of Art; Convention center with concerts, dance, drama and comedy acts.

Transportation
- Airport – 1; Bus Depot – 1 (served by Southeastern Stages); Public Transit System – 1; University of Georgia Transit System – 1; Megabus – 1; Groome Transportation

Public Accommodations
- Lodging – 25; Restaurants – 150+; Conference Centers/Meeting Facilities – 8; Civic Center – 1; Enclosed Malls – 1

Athens-Clarke County by the Numbers

ACC Unified Government

- *Legislative:* Elected Mayor and 10 elected Commissioners from 10 geographical districts.
- *Executive:* Day-to-day operations are overseen by a manager appointed by the mayor and commission. There are 26 main departments, divisions, and offices under the managerial group.
- *Judicial:* Athens-Clarke County houses Magistrate, Juvenile, Municipal, Probate, State, and Superior Courts. The Superior Court covers the Western Judicial Circuit, which also includes Oconee County.

ACC Unified Government

- ACC government positions (FY20 – Commission Approved): 1,691
- ACC employees per 1000 residents: 13.3 (FY20)
- Web site: www.accgov.com
- Television: ACTV Channel 180 (Charter Cable)

Education

- Clarke County School District is separate from the Unified Government
- Public schools: 14 elementary, 4 middle, 3 high schools
- Private schools: 6
- Higher education: The University of Georgia, Athens Area Technical College, Piedmont College Extension.

Principal Employers

	No. of Employees
University of Georgia	10,700
Piedmont Athens Regional	3,300
Clarke County School District	2,400
St. Mary's Health Care	2,090
Athens-Clarke County Unified Government	1,691
Pilgrim's	1,650

Other Figures

- Sales tax (2019): 8%
  - 4% - State of Georgia
  - 1% - SPLOST (Special Purpose Local Option Sales Tax) Projects
  - 1% - LOST (Local Option Sales Tax) ACC General Fund
  - 1% - ELOST (Education Special Purpose Local Option Sales Tax) Projects
  - 1% - TSPLOST (Transportation Special Purpose Local Option Sales Tax) – added as of April 1, 2018

Miscellaneous

- Sister cities: Cortona, Italy (1978), Lasi, Romania (2001)
- Official tree: Gingko (1964)
- Official flower: Iris (1964)

Information provided by the Georgia County Guide Online, Georgia Department of Labor, Georgia Department of Community Affairs, United States Census Bureau, GeorgiaFacts.net and Athens-Clarke County Unified Government Departments, University of Georgia website, Clarke County School District website.

FY20 CDBG & HOME

Overview

Programs and activities planned for FY20 from the Community Development Block Grant (CDBG) and HOME Grant appropriation, as approved by the Mayor and Commission on April 2, 2019, are listed below. CDBG and HOME grants are programs funded from the U. S. Department of Housing and Urban Development. These federal funds are directed toward community development programs in the areas of affordable housing, economic development, and public service.

CDBG Funding Available for FY20 (July 1, 2019 - June 30, 2020) $1,255,988

Affordable Housing Objectives

1. Athens Area Habitat for Humanity $214,600

   Complete 6 Brush with Kindness repairs, build 10 emergency handicap accessibility ramps, 43 ReNew Athens rentals, and build/repair 2 houses for homeowners.

2. Athens-Clarke Heritage Foundation.....$65,000

   Repair 16 owner-occupied historic homes

3. Athens Housing Authority.....$150,000

   Acquire 2 properties for redevelopment of affordable housing (1 vacant lot and 1 lot with a dilapidated structure to be demolished).

4. Athens Land Trust.....$211,392

   Acquire 2 - 4 properties, rehabilitate or construct 5 -7 units of affordable housing.

Total Affordable Housing $640,992*

**Includes $44,600 additional CDBG funds carried forward from prior year*

Micro-enterprise, Economic Development & Neighborhood Revitalization Objectives

5. Athens Land Trust..... $90,000

   Business coaching for 25 low-to-moderate income West Broad Farmers Market vendors, 15 microenterprise owners/vendors, and 12 Young Urban Farmer high school students

6. East Athens Development Corporation, Inc. $50,000

   Nursing Assistant training for 30 residents and Phlebotomy training for 10 East Athens residents

7. East Athens Development Corporation, Inc.....$20,000

   East Athens Academic Achievement Program through Athens Tutorial and Chess & Community for 65 children

8. Goodwill of North Georgia..... $60,000

   Micro-enterprise training for 30 low-income entrepreneurs and existing businesses

Total Economic Development and Neighborhood Revitalization $220,000

Public Service Objectives – Subject to the 15% Cap

9. Advantage Behavioral Health Systems.....$30,000

   Case management and rapid rehousing assistance to 35 individuals through Advantage Homeless Day Service Center

10. Athens Area Homeless Shelter..... $20,000

    Case management for 28 families at the ARCH facility

11. Athens Community Council on Aging..... $20,000

    Transportation Demand Response Program for 225 elder and/or disabled residents

12. Athens Land Trust..... $38,398

    Comprehensive housing counseling and education services to 294 residents

13. Casa de Amistad..... $20,000

    ESL and Spanish GED services for 80 individuals

14. The Ark UMOC..... $20,000

    Common Wealth Athens Program –Financial literacy and Emergency Loan for 200 residents

15. Chess and Community Conference.....$20,000

    After school educational and employment enrichment for 60 youth ages 11-17

16. Feed My Sheep.....$10,000

    Tutoring program for 35 children attending Gaines Elementary School

17. YWCO.....$10,000

    Summer girls club program for 300 girls, ages 5-14

Total Public Services $188,398

Administration

Total Administration $251,198

Total Proposed FY20 CDBG Expenditures.....$1,255,988*

**Does not include carried forward from prior year*

HOME Funding Available for FY20 (July 1, 2019 - June 30, 2020) $467,256

HOME Grant Appropriation

1. Housing and Community Development $420,521

   To maximize the impact of HOME program funds and leverage public and private resources, HOME funds will be available as "gap financing" for eligible housing activities under the HOME Investment Partnership Program. In order to maintain compliance with HOME regulations and utilizing the maximum allowable subsidy for individual units, HOME funds may also be made available to open projects that are approaching non-compliance with portions of the recently revised HOME Final Rule.

   Applications for HOME funds will be accepted on a "first come, funds available" basis on affordable housing developments where:
   - the proposed property site has been identified;
   - total development costs have been projected (including sales price and/or rental rates);
   - additional financial resources have been secured and committed.

This will enable HCD to determine the actual investment of HOME funds required to make the development financially feasible and provide increased housing opportunities for decent, safe, and affordable housing for low to moderate income households in Athens-Clarke County.

2. Administration..... $46,725
   HCD administration of HOME program (10% cap)

TOTAL PROPOSED FY20 HOME EXPENDITURES.....$467,246

Debt Service Requirements

Athens-Clarke County is currently well within the debt limits established under Georgia Law. Georgia Law limits a county's indebtedness to 10% of the assessed value of all taxable property located within the county. Only General Obligation Bonds, which are repaid by property tax revenues, fall under the legal debt limit. Revenue Bonds are to be repaid from specific revenue sources and do not fall under the legal debt limit.

Computation of Legal Debt Margin

Estimated Net Assessed Value of Taxable Property	$ 4,300,000,000 [(1)]
Debt Limit (10% of Assessed Value)	$ 430,000,000
General Obligation Bonds outstanding	$ 0
Debt Margin	$ 430,000,000

[(1)] – Estimated Net Assessed Value of Taxable Property for 2019.

Below is a summary of the debt service obligations of Athens-Clarke County as of July 1, 2019. These obligations represent the annual installment payments of principal and interest for previous capital improvement projects or acquisitions funded through the issuance of debt. The following is a description of each obligation outstanding for FY20.

General Obligation Bonds:

2013 Jail Expansion

- Purpose: Expand the Jail
- Interest Rate: 2 to 4%
- Maturity Date: 2019
- Original Principal Amount: $52,380,000
- July 1, 2019 Principal Outstanding: $0
- Funding Source: SPLOST 2011 Revenue

Revenue Bonds:

2012 Economic Development Authority (Caterpillar Project)

- Purpose: Construct infrastructure improvements for Caterpillar project
- Interest Rate: 2 to 5%
- Maturity Date: 2032
- Original Principal Amount: $5,475,000
- July 1, 2019 Principal Outstanding: $4,900,000
- Funding Source: General Fund Revenue

Debt Service Requirements

2007 Georgia Environmental Finance Authority (Clean Water State Revolving Loan Fund – Ph I)

- Purpose: Interceptor sewer line projects
- Interest Rate: 3%
- Maturity Date: 2031
- Original Principal Amount: $14,772,863
- July 1, 2019 Principal Outstanding: $9,319,132
- Funding Source: Water and Sewer Service Fees

2009 Georgia Environmental Finance Authority (Clean Water State Revolving Loan Fund– Ph 2)

- Purpose: Interceptor sewer line projects
- Interest Rate: 3%
- Maturity Date: 2033
- Original Principal Amount: $4,469,301
- July 1, 2019 Principal Outstanding: $3,232,055
- Funding Source: Water and Sewer Service Fees

2017 Georgia Environmental Finance Authority (Clean Water State Revolving Loan Fund)

- Purpose: Purchase land designated as greenspace.
- Interest Rate: 0.5%
- Maturity Date: 2028
- Original Principal Amount: $500,000
- July 1, 2019 Principal Outstanding: $323,007
- Funding Source: Special Purpose Local Option Sales Tax

2015 Water and Sewerage Revenue Bonds

- Purpose: Construct Water & Sewerage System and facility improvements and expansions
- Interest Rate: 1 to 5%
- Maturity Date: 2038
- Original Principal Amount: $210,140,000
- July 1, 2019 Principal Outstanding: $189,810,000
- Funding Source: Water and Sewer Service Fees

Other Long Term Debt:

2011 ADDA - Parking Deck Guaranteed Revenue Debt

- Purpose: Construct Downtown Parking Deck
- Interest Rate: 3.51%
- Maturity Date: 2026
- Original Principal Amount: $6,131,700
- July 1, 2019 Principal Outstanding: $3,317,800
- Funding Source: General Fund – Parking Fees

Debt Service Requirements

2010 Public Facilities Authority Jail Advance Housing Project

- Purpose: Construct Advance Housing Facility at the Jail
- Interest Rate: 3.82% (Net Rate of 2.48%)
- Maturity Date: 2021
- Original Principal Amount: $4,500,000
- July 1, 2019 Principal Outstanding: $1,015,000
- Funding Source: General Fund Revenues

2018 Transportation Special Projects Local Options Sales Tax Debt

- Purpose: Finance TSPLOST projects in anticipation of revenues
- Interest Rate: 2.28%
- Maturity Date: 2023
- Original Principal Amount: $8,000,000
- July 1, 2019 Principal Outstanding: $8,000,000
- Funding Source: Anticipated TPLOST revenue

2002 Airport Guaranteed Revenue Debt

- Purpose: Construct T-Hangars at Ben-Epps Airport
- Interest Rate: 3.72% (first 10 years) and 2.74% (reset for final 10 years)
- Maturity Date: 2023
- Original Principal Amount: $1,000,000
- July 1, 2019 Principal Outstanding: $255,398
- Funding Source: Airport Enterprise Fund – Rent from T-Hangers

2009 Airport Guaranteed Revenue Debt

- Purpose: Construct Executive Hangers at Ben-Epps Airport
- Interest Rate: 4.15%
- Maturity Date: 2029
- Original Principal Amount: $600,000
- July 1, 2019 Principal Outstanding: $300,000
- Funding Source: Airport Enterprise Fund – Rent from Executive Hangers

2019 Solid Waste Authority- Landfill Expansion Debt

- Purpose: Expand Landfill space
- Interest Rate: 2.5%
- Maturity Date: 2027
- Original Principal Amount: $4,765,989
- July 1, 2019 Principal Outstanding: $4,765,989
- Funding Source: Landfill Enterprise Fund - tipping fees

FISCAL POLICIES

OF

ATHENS-CLARKE COUNTY, GEORGIA

LAST REVISED BY MAYOR AND COMMISSION

ON DECEMBER 1,1998

Operating Budget Policies

1. The Unified Government will finance all current expenditures with current revenues. The Unified Government will avoid budgetary procedures that balance current expenditures through the obligation of future resources. The Unified Government will not use short-term borrowing to meet operating budget requirements.

2. The operating budget will provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.

3. All Governmental Funds are subject to the annual budget process. Budgets will be prepared for Proprietary Funds (Enterprise and Internal Service) to establish fees and charges and control expenses.

4. The budget must be balanced for all budgeted funds. Total anticipated revenues and other resources available must equal total estimated expenditures for each fund.

5. All budgets will be adopted on a basis of accounting consistent with Generally Accepted Accounting Principles (GAAP). Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, a liability has been incurred, and the liability will be liquidated with current resources.

6. All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be re-appropriated in the following fiscal period in accordance with Generally Accepted Accounting Principles.

7. The budget shall be adopted at the legal level of budgetary control which is the fund/department level (i.e., expenditures may not exceed the total for any department within a fund). Transfers of appropriations within a Department shall require only the approval of the Budget Officer. Transfers between departments or funds, an increase of a personal services appropriation, or an increase in the level of authorized positions shall require the approval of the Mayor and Chair and Commission in accordance with Section 7-408 of the Unified Government charter. Department heads and management personnel are directed to operate within budget limitations to prevent "emergency" situations.

8. The Unified Government will strive to include an amount in the General Fund budget approved by the Mayor and Chair and Commission (i.e., a line item for contingencies) for unforeseen (e.g., emergency type) operating expenditures. The amount of the contingency will be no more than 5% of the operating budget.

9. The Unified Government will integrate performance measurement and objectives and productivity indicators within the budget.

10. The Unified Government will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts.

11. The operating budget shall be developed to control both the direct and indirect costs of programs and services whenever practical.

12. The Unified Government shall comply with all state laws applicable to budget hearings, public notices, public inspection, and budget adoption.

13. Enterprise and Internal Service fund budgets shall be self supporting whenever possible. Excess revenues of Enterprise funds shall not be transferred to other funds unless authorized in the Annual Budget.

Capital Budget Policies

1. Capital projects will be undertaken to:

   A. Preserve infrastructure and public facilities.
   B. Promote economic development and enhance the quality of life.
   C. Improve the delivery of services.
   D. Preserve community and historical assets.
   E. Improve economically depressed areas and those with low and moderate income households.

2. The Unified Government will develop a five year Capital Improvement Program (CIP) and update the CIP annually to direct the financing of and appropriations for all capital projects. The Unified Government defines a capital project for inclusion in the CIP as any asset or project in excess of $30,000 with an estimated useful life of three years.

3. The Unified Government will coordinate the development of the Capital Improvement Program with the development of the operating budget to insure that future operating costs are projected and included in the operating budget where appropriate.

4. The Unified Government will develop a program to replace authorized vehicles and equipment without significant impact to the capital budget.

5. The Unified Government will aggressively seek public and private grants, contracts, and other outside sources of revenue to fund projects included in the Capital Improvement Program.

6. The balances of appropriations for capital projects will be designated by management at yearend and re-appropriated in the following years until the project is completed.

7. Proprietary Funds will depreciate capital assets in accordance with GAAP and all annual depreciation amounts available from earnings will be appropriated for replacement of existing capital plant and equipment.

8. Unreserved, undesignated fund balances for governmental funds should be used only for one time capital non-operating expenditures as appropriated by governing authority.

Reserve Fund Policies

1. The Unified Government will strive to accumulate a General Fund working reserve at least equal to one month of the total General Fund budget. This reserve shall be created and maintained to provide the capacity to:

   A. Offset significant downturns and revision in any general government activity.
   B. Provide sufficient working capital.
   C. Provide a sufficient cash flow for current financial needs at all times.

2. The Unified Government will maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds.

3. The Unified Government will accumulate sufficient cash reserves in Enterprise Funds to equal three months of operating expenses to provide sufficient working capital without short-term borrowing.

4. In periods of economic decline and recessionary periods, the Unified Government will reduce expenditures and direct reserve funds using the following sequence of actions:

   A. Reduce or eliminate current year funding for the Capital Additions and Improvements Program;

   B. Reduce or eliminate current year funding for Capital Maintenance and Repair projects and fund essential Maintenance and Repair Projects;

   C. Utilize General Fund Working Reserve to sustain essential services;

   D. And if necessary, reduce essential services

Revenue Administration Policies

1. The Unified Government will try to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of an economic downturn.

2. The Unified Government will estimate its revenues by an objective analytical process in a prudent manner.

3. The Unified Government will follow a policy of paying for services with user charges when possible to reduce the reliance on taxes and other general revenue sources.

4. The Unified Government will aggressively seek public and private grants, contracts, and other outside sources of revenues for funding projects where appropriate.

5. The Unified Government will establish the levels of all user charges based on an analysis of the cost of providing the services. User charges will be evaluated annually.

6. The Unified Government will set fees charges for each Enterprise and Internal Service Fund, at a level that fully supports the total direct and indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets and requirements for future capital costs.

Accounting, Auditing, & Financial Reporting

1. An independent audit in compliance with Generally Accepted Audit Standards will be performed annually by a qualified external auditor in accordance with GA. Code 36-81-7 and Section 7-411 of the charter.

2. The Unified Government will maintain a strong internal audit function to conduct: financial, operational, compliance, and performance audits.

3. The Unified Government will prepare a Comprehensive Annual Financial Report in accordance with Generally Accepted Accounting Principles (GAAP). The Unified Government will strive to prepare the Comprehensive Annual Financial Report to meet the standards of the GFOA Certificate of Achievement in Financial Reporting Program.

4. The Unified Government will establish and maintain a high degree of accounting practice, accounting systems will conform to Generally Accepted Accounting Principles.

5. The Unified Government will maintain accurate records of all assets to insure a high degree of stewardship for public property.

6. The Unified Government will develop an ongoing system of financial reporting to meet the needs of the governing authority, the manager, department heads, and the general public. Reporting systems will monitor the cost of providing services where possible. The reporting systems will promote budgetary control and comparative analysis.

Debt Policies

1. The Unified Government will confine long-term borrowing to capital improvements and moral obligations.

2. The Unified Government will not use short-term debt for operating purposes.

3. The Unified Government will follow a policy of full disclosure on every financial report and bond prospectus.

4. General obligation debt will not be used for enterprise activities.

5. The Unified Government will use voted general obligation debt to fund general purpose public improvements which cannot be financed from current revenues, available fund balances, or other current sources of capital financing.

6. Enterprise Fund debt will be used only when revenues are sufficient to satisfy operating expenses and debt service requirements.

7. The Unified Government will limit the use of lease purchase and other short term debt when possible.

Investment Policies

1. The Unified Government will maintain an aggressive program of investing all government funds under the direction of the Manager or designate.

2. All investments shall be made with consideration for environmental and human rights impact.

3. The investment program shall be operated based on the following principles, in the order listed.

   A. Legality - all investments comply with state and local laws.
   B. Safety - principal is protected from loss with secure investment practices and collateralization.
   C. Liquidity - investments are readily convertible to cash when needed without losses.
   D. Yield or Return on Investment - earnings are maximized without diminishing the other principles.

4. The investment program shall comply with all Georgia laws and federal/state regulations for investing public funds and safekeeping/security requirements.

5. The investment program should use a competitive selection process for investments in excess of 30 days. Investments should be placed with only qualified financial institutions.

6. The investment program should provide for a system of internal control over investments and timely financial reporting over investing activities.

Purchasing Policies

1. It is the intent of the governing authority of the Unified Government of Athens-Clarke County, Georgia, to establish uniform regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services necessary for the effective operations of the Unified Government. The administration of this system will comply with the highest ethical and fiscal standards and applicable laws.

2. The Manager shall be responsible for the operation of the Unified Government's purchasing system.

3. All departments and agencies of the Unified Government must utilize competitive bidding procedures, as specified in an ordinance adopted by Commission. Bids will be awarded on a nondiscriminatory basis with appropriate efforts to include local and minority businesses.

4. The Unified Government will strive to obtain the highest quality of goods and services for the most economical costs. Bulk purchases, quantity discounts, standardization of common items, and other approaches will be used to economically acquire goods and services.

Glossary

Accrual Basis of Accounting: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are recorded for those goods and services at that time).

Ad Valorem Tax: Tax imposed on property according to the value of the property being taxed.

Appropriation: A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Arbitrage: Taking funds that have been raised from the sale of tax-exempt bonds and investing them at a higher rate of interest in taxable securities. Profits derived from the interest earnings must be refunded to the federal government.

Assessment: The process of making the official valuation of property for taxation.

Assessed Value: The value at which property is taxed. The Assessed value in the state of Georgia is forty percent (40%) of the fair market value.

Asset: A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

Bond: A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating governing body.

Capital Projects: An item for which the purchase, construction, or other acquisition will represent a public betterment to the community and adds to the total assets of Athens-Clarke County. The project should have an anticipated life of three years or more and a total project cost of $30,000 or more.

Capital Additions & Improvements: This is a capital project of more than $30,000 which "adds" to the existing capital base or "improves" the current level of service.

Capital Current Services: This is a capital project of more than $30,000 which "maintains" the existing capital base or "maintains" the current level of service.

Capital Budget: The first year of the CIP as approved by the Commission.

Capital Improvement Program (CIP): A plan for capital expenditures to be incurred each year over a five year period. This plan will meet the capital needs as defined in the long-term work program of Departments and other agencies of the Unified Government. It sets forth each project in which Athens-Clarke County is to have part, and it specifies the resources estimated to be available to finance the projected expenditures.

Cash Basis: A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Glossary

Community Development Block Grant (CDBG): A federal domestic assistance grant to develop viable urban communities by providing adequate housing and a suitable living environment as well as expanding economic opportunities for persons of low and moderate income.

Contingency: Those funds included in the budget for the purpose of providing a means to cover unexpected costs during the budget year. These funds can only be expended with Manager and/or Commission approval.

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services.

Delta▲: In this document, the delta symbol is used to represent change from prior year.

Department: A major unit of organization in Athens-Clarke County comprised of subunits named divisions or cost centers and responsible for the provision of a specific package of services.

Depreciation: The portion of the cost of a fixed asset charged as an expense during a particular period. The cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost.

Encumbrance: Commitment related to an unperformed contract for goods and services. Encumbered funds may not be used for any other purpose.

Enterprise Funds: A fund established to account for operations that are financed and operated in a manner similar to private enterprise - where the intent of the governing body is to provide goods or services to the general public, charging user fees to recover financing costs. Examples are public utilities and airports.

Expendable Trust Funds: A trust fund whose resources, including both principal and earnings, may be expended.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlay, and intergovernmental grants, entitlement and shared revenues.

Fiscal Year (FY): The twelve-month period to which the annual operating budget applies. In Athens-Clarke County this is July 1 to June 30.

Franchise Fees: A fee levied on utilities in exchange for allowing the utilities the use of public right-of-way.

Fringe Benefits: Expenditures related to employee benefits such as Vacation, Sick Leave, and Health Insurance.

Fund: An independent fiscal and accounting entity with self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

General Service District: This district consists of the total area of Clarke County.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

General Fund: The fund used to account for all financial resources, except those required to be accounted for in another fund.

Glossary

General Obligation Bonds: Bonds backed by the full faith and credit of government.

Grant: A contribution of assets (usually cash) from one governmental unit or organization to another. Typically, these contributions are made to local governments from the state or federal governments to be used for specific purposes and require distinctive reporting.

Goal: The Goal statements included in Department budget requests are designed to inform the reader of the department's expectations for improvement, change, and/or growth in service level and activities. A goal is a standard against which to measure progress.

Governmental Funds: This category of funds includes typical governmental activities and includes funds such as the General Fund, Special Revenue Funds, and the Debt Service Fund. These funds are set up to measure current expendable financial resources (only current assets and current liabilities) and uses the modified accrual basis of accounting.

Homestead Exemption: A tax relief measure whereby state law permits local governments to exempt a fixed dollar amount of appraised value of qualifying residential property.

Independent Agencies: Separate legal entities or commissions not included within an Athens-Clarke County (ACCGOV) department.

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

Lease-purchase Agreements: Contractual agreements that are termed leases, but that in substance are purchase contracts.

Levy: To impose taxes, special assessments or service charges for the support of government activities.

Liabilities: Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

Line Item Budget: Listing of each category of expenditures and revenues by fund, agency, department, division and or cost center.

L.O.S.T. (Local Option Sales Tax): Tax levied at the rate of one percent which applies to the same items as the State sales tax, except that the local option sales tax also applies to sales of motor fuels.

Mill: One one-thousandth of a dollar of assessed value. A tax rate of one mill produces one dollar of taxes for each $1,000 of assessed property valuation.

Millage: Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

Mission: The Mission statements included in Department budget requests are designed to inform the reader of the department's essential functions or activities/responsibilities/tasks they are charged to accomplish, as well as, the major services they provide.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized when they become susceptible to accrual, that is when they become both "measurable" and "available to finance expenditures of the current period."

Net Position: The difference between (a) assets and deferred outflows of resources and (b) liabilities and deferred inflows of resources.

OPEB (Other Post-Employment Benefits): Non-pension benefits provided to employees after employment ends such as health insurance coverage for retirees, dental insurance, life insurance and term care coverage.

Operating Budget: Plans of current expenditures and the proposed means of financing them.

Performance Measures: Specific quantitative productivity measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

Personal Property: Property that can be moved with relative ease, such as motor vehicles, boats, machinery, and inventoried goods.

Personal Services: Expenditures for the payment of salaries, wages and fringe benefits of employees.

Property Tax: Tax based on assessed value of a property, either real estate or personal. Tax liability falls on the owner of record as of the appraisal date.

Proprietary Funds: This category of funds often emulates the private sector and includes Enterprise Funds and Internal Service Funds. These funds are set up to measure the flow of economic resources (all assets and liabilities) and uses the accrual basis of accounting.

Real Property: Land, buildings, permanent fixtures, and improvements.

Refunding: A procedure whereby an issuer of bonds refinances an outstanding bond issue by issuing new bonds.

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue: Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Examples include property taxes, licenses and fees, and charges for services.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

Sales Tax: Tax levied on a broad range of goods and services at the point of sale and specified as a percentage of the transaction price. The vendor collects and reports the tax on behalf of the taxing jurisdiction.

Self-Insurance: The formal assumption or partial assumption of risks and the accounting of results. Specific accounts are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.

S.P.L.O.S.T. (Special Purpose Local Option Sales Tax): An additional 1 percent sales tax that may be imposed for a specific time period on the same items as the State sales tax. The tax may be levied with voter approval and must be used for specific capital projects or capital outlay.

Glossary

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes.

TAVT (Title Ad Valorem Tax): A one-time title fee/tax paid at the time a motor vehicle title is transferred, based on the fair market value of the vehicle. TAVT replaced sales and use tax and the annual ad valorem tax (the "birthday" tax). TAVT is mandatory for motor vehicles purchased on or after March 1, 2013 and titled in Georgia.

Tax Anticipation Note: Borrowing by a local government against future anticipated tax revenue.

Tax Digest: The total assessed value of taxable property for a particular area.

Trust Funds: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

T.S.P.L.O.S.T. (Transportation Special Purpose Local Option Sales Tax): A sales tax used to fund capital outlay projects proposed by the county government and municipal governments where the outlays are intended for transportation purposes only.

Urban Service District: This district consists of the area within the corporate limits of the city of Athens at the time Unification became effective.

VOIP (Voice Over Internet Protocol) Telephone: A category of hardware and software that enables voice communication (telephone service) and multimedia sessions over the internet.

Glossary

ACCGOV (Athens-Clarke County Government)
ACA (American Correctional Association)
ACCFES (Athens-Clarke County Fire & Emergency Services)
ACCPD (Athens-Clarke County Police Department)
ADDA (Athens Downtown Development Authority)
ADR (Alternative Dispute Resolution)
AHA (Athens Housing Authority)
ATS (Athens Transit Service)
AWWA (American Water Works Association)
AMI (Advanced Metering Infrastructure)
CAFR (Comprehensive Annual Financial Report)
CALEA (Commission on Accreditation for Law Enforcement Agencies)
CBD (Central Business District)
CDBG (Community Development Block Grant)
CHaRM (Center for Hard to Recycle Materials)
CHS (Consumer Healthy Solutions)
CIP (Capital Improvement Plan)
CJCC (Criminal Justice Coordinating Council)
CMMS (Computerized Maintenance Management System)
COPPS (Community Oriented Policing Performance System)
CPI (Consumer Price Index)
CVB (Convention & Visitors Bureau)
CS (Current Services)
CY (Calendar Year)
DATE (Drug Abuse Treatment and Education)
DFCS (Department of Family and Children's Services)
DOT (Department of Transportation)
DUI (Driving Under the Influence)
EMS (Emergency Medical Services)
EPD (Environmental Protection Division)
FAA (Federal Aviation Administration)
FMV (Fair Market Value)
FTA (Federal Transit Administration)
FTE (Full-time equivalent)
FY (Fiscal Year)
GAAFR (Governmental Accounting, Auditing, and Financial Reporting)
GAAP (Generally Accepted Accounting Principles)
GACP (Georgia Association of Chiefs of Police)
GASB (Governmental Accounting Standards Board)
GCIC (Georgia Crime Information Center)
GDOT (Georgia Department of Transportation)
GEFA (Georgia Environmental Finance Authority)
GFOA (Government Finance Officers Association)
GICH (Georgia Initiative for Community Housing)
GIS (Geographic Information System)
HCD (Housing & Community Development)

Glossary

HSA (Health Savings Account)
HUD (U. S. Department of Housing and Urban Development)
HVAC (Heating, Ventilation & Air Conditioning)
ISO (Insurance Service Office)
KACCB (Keep Athens-Clarke County Beautiful)
LOST (Local Option Sales Tax)
MACORTS (Madison Athens Clarke Oconee Regional Transportation Study)
NCCHC (National Commission on Correctional Health Care)
NRPA (National Recreation & Park Association)
OCGA (Official Code of Georgia Annotated)
OPEB (Other Post-Employment Benefits)
PILOT (Payment in Lieu of Taxes)
PMP (Performance Management Program)
POS (Point of Service)
RFP (Request for Proposal)
SDWA (Safe Drinking Water Act)
SHP (Supportive Housing Program)
SPLOST (Special Purpose Local Option Sales Tax)
TAVT (Title Ad Valorem Tax)
TSPLOST (Transportation Special Local Option Sales Tax)
UGA (University of Georgia)
VAWA (Stop Violence Against Women Act)
VOIP (Voice Over Internet Protocol)
WEF (Water Environment Federation)
WRF (Water Reclamation Facility)