THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY

FY 2021 ANNUAL OPERATING & CAPITAL BUDGET

JULY 1, 2020 - JUNE 30, 2021

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, 2020

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 2021 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 25, 2020 adopted this budget.

This budget is balanced without reductions to current services and includes funding to support new initiatives and support voter approved SPLOST facilities while reducing current millage rate by 0.25 mills to 13.70 representing the first reduction since FY2006.

Key Points in the FY2021 Budget

- In an effort to reduce the financial burden on citizens and business in Athens-Clarke County during our current economic uncertainty, this Budget includes several rate adjustments:
  - A millage rate reduction of 0.25 mills. This will reduce property tax revenue by approximately $1,150,000.
  - A reduction in Alcohol License Fees resulting in a revenue reduction of $475,000, with anticipation of a modest increase in FY22 (but below current fee levels) if health circumstances allow full operation of pouring establishments by that point.
  - A revision of the water and sewer rate structure that results in lower rates for users at an estimated total of $4 million from previous estimates for FY21.

- The FY21 Budget includes funding for efforts to improve public safety and engagement between the Police Department and the community:
  - $612,000 to add ten new Communications Officer positions to begin implementation of an enhanced Emergency Medical Dispatch program, with continued work to ensure full Central Communications integration and EMS dispatching.
  - $430,000 for Health, Mental Health and Social Services Enhancement including an additional Mental Health Co-Responder Team in the Police Department ($141,000) and a new Social Worker position in the Public Defender's Office ($61,900).
  - $350,000 for Public Safety and Community Building including a new Public Safety Community Communications Liaison position in the Police Department.
  - $77,100 for three additional Corrections Officer positions for increased participation at the Diversion Center.

- The FY21 Budget includes $400,000 to begin a Build Strong Youth Opportunities program in the Leisure Services Department.

MAYOR KELLY GIRTZ
THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY, GEORGIA
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- The Budget also includes continuation of initiatives begun in FY20:
  - This Budget allocates $750,000 to continue funding for the Neighborhood Leaders program that began in FY20 as part of the Prosperity Package.
  - $150,000 is also included to continue funding for two Grant Specialist positions in the Housing and Community Develop Department that also began as part of the Prosperity Package.
  - This Budget allocates $150,000 for the Workforce Development Program started last year. This includes a fulltime position in Economic Development (added in FY20), 50% of the cost of a Fleet Maintenance Trainer position and $60,000 to be added to already-appropriated funds to partner with other agencies to create a training curriculum for targeted individuals that will help them gain employment.
  - $150,000 to continue an offender incentive program to support and train state inmates as they perform labor on behalf of ACCGov.

- Beginning in January 2021, Transit will offer fare free service on weeknights and weekends.

- In order to bring financial stability to the Landfill Fund, the FY21 Budget will begin moving the cost of recycling education and administration to the General Fund. This Budget includes $300,000 to shift the Keep Athens-Clarke County Beautiful function to the General Fund.

- The Budget also includes funding for several equity, inclusion and diversity initiatives including:
  - $100,000 in the Human Resources Department for enhanced minority employee recruitment efforts.
  - $80,000 for a Minority Business Purchasing position in the Finance Department.
  - Funding support for an Urban Renewal Impact Committee ($20,000) and an Athens Equity Citizens Committee ($20,000).
  - $30,000 for Communications Strategist position in the Inclusion Office for the second half of FY21.
  - $26,000 for civic engagement programming in the Inclusion Office.

- The FY21 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 $1.3 million ($1.0 million in the General Fund) for the Performance Management Program (PMP) to encourage retention and reward active general and public safety employees who meet the highest levels of performance. The $1.3 million total is equivalent to 1.5% of pay and related benefits and will be added to departmental budgets based on their proportional share of total salaries. Individual pay increases for general and public safety employees will depend on performance.
  - The Budget includes approximately $750,000 ($620,000 in the General Fund) to provide a 1% market based adjustment for general and public safety employees.
  - Also, the Budget includes $960,000 for implementation of a revised pay plan (currently in the developmental stages) for public safety employees, anticipated to be implemented sometime in the fiscal year alongside enhanced behavioral health and community engagement efforts within the Police Department.

- The Budget includes an increase in both the employee and employer contributions to the Employee Health Insurance program. These increases are needed to keep pace with the cost of health insurance programs. In addition, the Budget continues to fund commitments for pension and retiree health care obligations.

Strategic Commitments and Goals agreed to by the Mayor and Commission at our most recent annual retreat helped to guide the development of the FY21 Budget. Resources have been set aside for some initiatives while others can be achieved within the established budget. Finally, I want to recognize and reward our employees who provide essential services to our citizens 24 hours a day, 365 days per year, even, and especially, during times of crisis and uncertainty. Additional information on these initiatives and other budget items are included in the Budget Summary section of the FY21 Budget document.

This budget was a collaborative effort of many as we step into an unsettled future. Given the level of uncertainty about how the current public health crisis will impact the months ahead, nearly two months of fund balance has been maintained to buffer essential services through continued challenges. I am grateful for the assistance of the Manager's Office, staff from our Finance and Human Resources Departments and many others that I called on for information while preparing this budget.

Also, my thanks go to each member of the Commission for their thoroughness and thoughtful contributions during the development and adoption of the FY21 Budget. In addition, I want to recognize and express my gratitude to Mayor Pro Tempore and District 7 Commissioner, Russell Edwards, for his hard work and leadership during the Commission review of this budget. Finally, I would like to acknowledge the passing of Commissioner Jerry NeSmith. Commissioner NeSmith played an active role in the budget development process, providing valuable input and demonstrating great passion and concern for District 6 and the Athens-Clarke County community.

As Mayor, I have had the 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 has become the norm not the exception. This positive perception is something for which we all should 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.
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

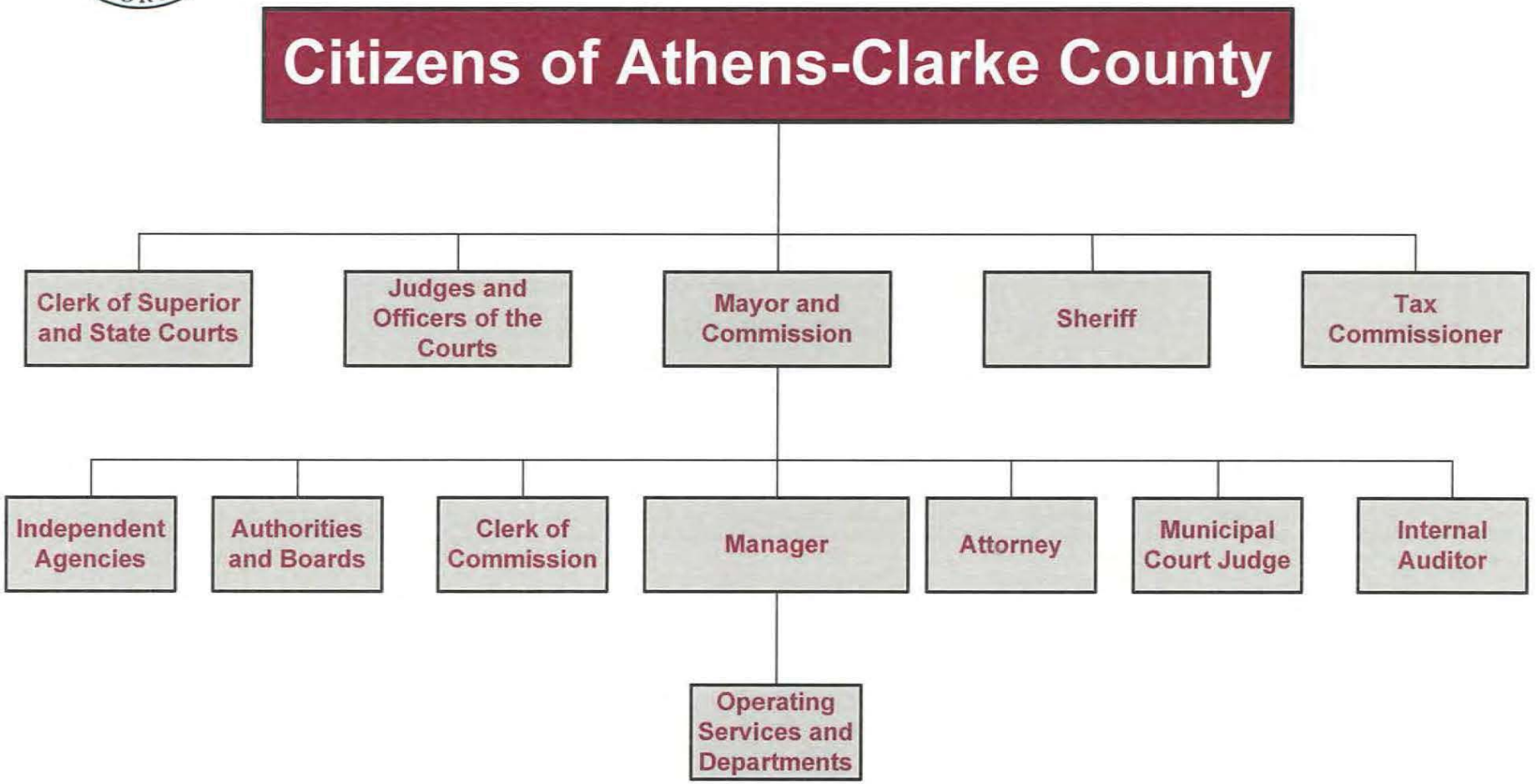
Elected Officials

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

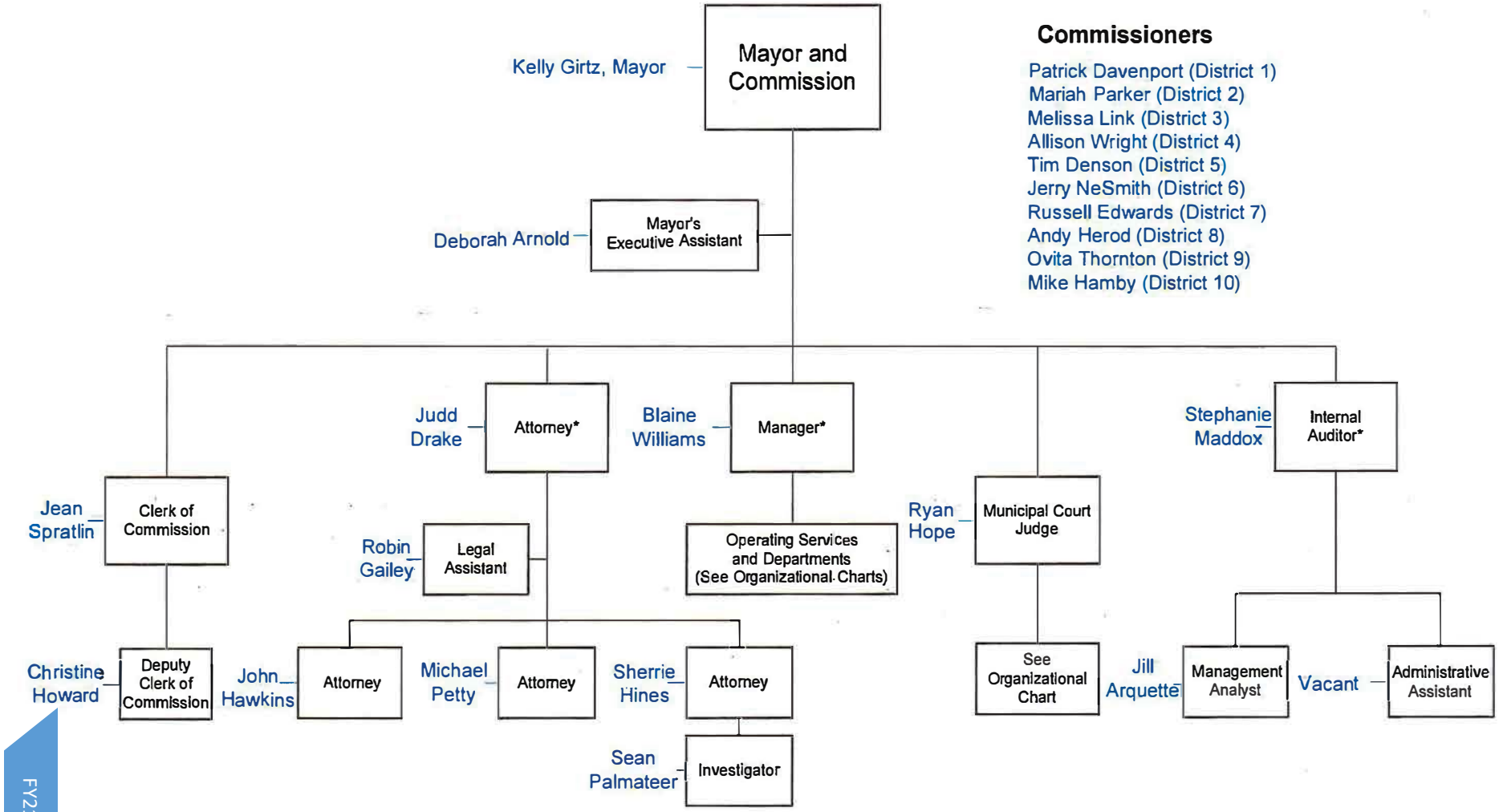
Appointed Officials

Manager	Blaine H. Williams	**Economic Development Director**	Ilka McConnell
Assistant Manager	Deborah Lonon	**Finance Director**	David Boyd
Assistant Manager	Josh Edwards	**Housing & Community Development Director**	Hayley Banerjee
Attorney	Judd Drake	**Human Resources Director**	Jeff Hale
Internal Auditor	Stephanie Maddox	**Information Technology Director**	Travis Cooper (Interim)
Airport Director	Mike Mathews	**Juvenile Court Judge**	Robin Shearer
Animal Services Director	Kristall Barber	**Leisure Services Director**	Kent Kilpatrick
Building Inspection Director	Doug Hansford	**Municipal Court Judge**	Ryan Hope
Central Services Director	Andrew Saunders	**Planning & Zoning Director**	Brad Griffin
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	Jackie Dallas	**Transportation & Public Works Director**	Steve Decker

Athens-Clarke County Unified Government Organizational Chart Overview



Mayor and Commission

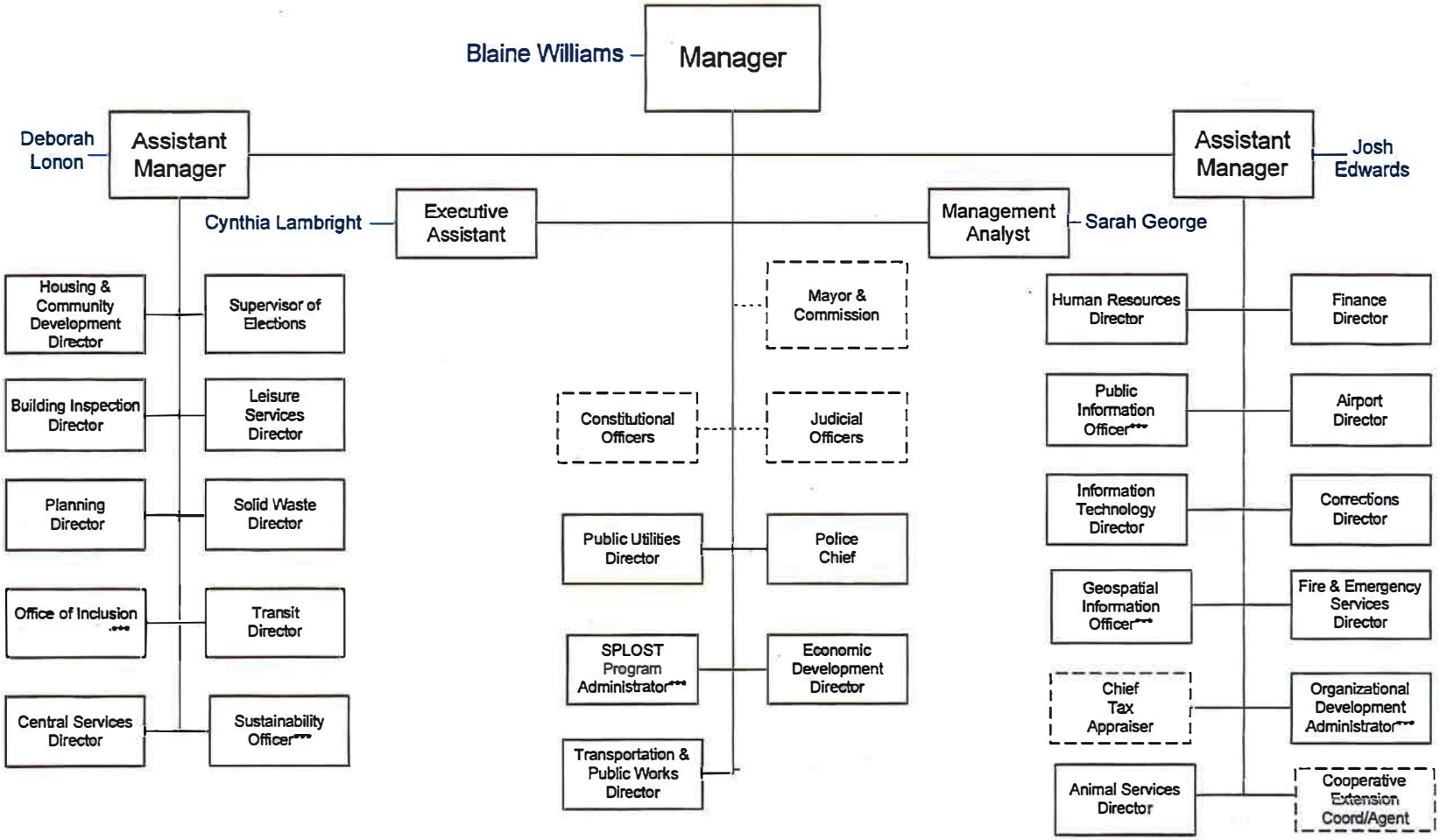


Commissioners

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

Manager's Office



*** Sections of Managers Office

——— Appointed by others

FY21 Budget Summary

Executive Summary

Overall Budget

This Budget includes a General Fund Budget of $140.5 million for FY21, $287,500 above the FY20 Budget. The Operating Budget for All Funds totals $224.1 million. The Capital Budget for all funds is $42.5 million. In total, the Operating and Capital Budget for FY21, $266.8 million, is $18.1 million more than the FY20 Original Budget.

Millage Rate

The millage rate for FY21 (property tax year 2020) is 13.70 mills, a reduction of 0.25 mills compared to FY20. The total reduction of 0.25 mills from FY20 is the first millage rate reduction since FY06. Property Tax information for FY21 is included on page B-6 of this section.

Use of Fund Balance

The FY21 Budget for the General Fund includes the use of $1,313,629 of Fund Balance for operations.

Department Requests

ACCGOV Departments requested $9.5 million in FY21 ($8.5 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 $3.3 million for these additional expenses ($3.1 in the General Fund). In addition, the Commission added a further $1.7 of new initiatives in the General Fund and $292,000 in the E-911 Fund. See pages B-12 to 15 for information on these increases to departmental budgets.

Additional Positions

The FY21 Budget includes 26 new fulltime authorized positions across all funds and five fulltime positions converted from eight part-time positions, bringing the authorized level of positions to 1,729. See page B-16 in this section for a list of additional positions.

Pay Adjustment

Across all funds, the Budget includes approximately $1.3 million ($1.0 million in the General Fund) for the Performance Management Program (PMP) to encourage retention and reward active general and public safety employees who meet the highest levels of performance. The $1.3 million total is equivalent to 1.5% of pay and related benefits and will be added to departmental budgets based on their proportional share of total salaries. Individual pay increases for general and public safety employees will depend on performance.

The Budget includes approximately $750,000 ($620,000 in the General Fund) to provide a 1% market based adjustment for general and public safety employees.

Also, the Budget includes $960,000 for implementation of a revised pay plan (currently in the developmental stages) for public safety employees, anticipated to be implemented sometime in the fiscal year alongside enhanced behavioral health and community engagement efforts within the Police Department.

Water & Sewer Rates

Water and Sewer Fund revenues for FY21 are projected to be $53.5 million, a decrease of $2.5 million from the FY20 Budget. FY21 revenues are based on the new rates adopted by the Mayor and Commission for FY21 and should lower the monthly bill for the average customer.

FY21 Mayor and Commission Strategic Commitments and Goals

Listed below are the Mayor and Commission's Strategic Commitments and Goals as developed during their retreat December 6 & 7, 2019. These Strategic Commitments and Goals have been used to guide the development of budget initiatives.

Healthy, Livable, Sustainable Athens-Clarke County

- Invest in Human Infrastructure – Invest in human infrastructure by collaborating with stakeholders in education, health and economic development to increase upward economic mobility for all.
- Create Mixed Income, Mixed Use Neighborhoods – Create Mixed Income, Mixed Use neighborhoods, while transforming the most challenged neighborhoods.
- ACCGov to Aim for 100% Clean and Renewable Energy by 2035 and develop and implement equitable strategies to do so by April 2020.
- Care for Aging Infrastructure to Limit Environmental Impacts from Sewer Overflows and Damaged Septic Tanks - Manage environmentally damaging septic tanks and attention to targeting areas of need.
- Create a Welcoming, Inclusive, and Prosperous Downtown.

Transportation Mobility and Connectivity

- 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.
- Fare Free Transit – Move in a tiered fashion towards a Fare-Free Transit System as we approach the end of life cycle for our fare box system.
- Enhanced Mobility Corridor Aesthetics – Create easy connections between residential and commercial, county-wide. Start this theme in redevelopment areas and then expand outward.

Shared Prosperity

- Corridor Redevelopment – Upgrade the experience of travelers into Athens-Clarke County by creating easier transitions between residential and commercial areas through scaling and softening speeds in transitions from arterial corridors (45/50 mph) to residential next door (20/25 mph).
- Economic Development Strategy – Develop Economic Development Strategy and 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.
- Municipal Mobile Network – Ensure wireless high-speed broadband access for all parts of the county, stimulate economic development, enhance educational experience, and improve services provided by ACCGov through higher bandwidths.

Informed and Engaged Citizens

- Direct Citizen Engagement – 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).
- Law Enforcement Advisory Panel – 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

- Re-examine ACCGov Pay Plan – Develop and adopt competent strategies for pay, benefits, and retirement that are sustainable options to offer optimum balance of Total Compensation for ACCGov employees.
- Film Guide & Procedures – Film Guide & Updated Film Procedures- Develop a guide to filming in Athens-Clarke County and update related filming procedures.

Safe and Prepared Community

- Explore Avenues to Decriminalize Marijuana
- 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.
- Reduce Recidivism and Increase Support for Paths Away From Criminality – Criminal Justice Outcomes Enhancement: reduction of recidivism, enhanced public safety, reduce jail-nights and greater support for paths away from criminality.
- 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.
- Promote a Positive Transition for Offenders Back into the Community – Promote education, work skills, improved social and life skills under strict supervision to promote a positive transition for offenders back into the community.
- Policing 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.

Improving Water Supply Resiliency and Reliability – Ensure that infrastructure and supply is sufficient and reliable to meet current and future needs.

General Fund Summary

Summary FY21 Annual Operating and Capital Budget
Commission Approved

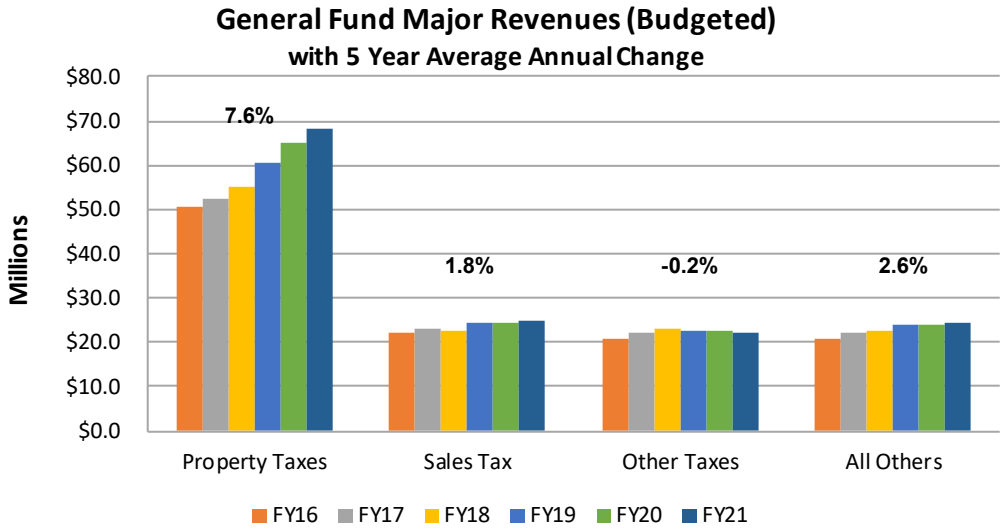
	FY20 Approved Budget	FY21 Approved Budget	$▲	%▲
Revenues:				
Property Taxes	65,206,378	68,175,350	2,968,972	4.6%
Sales Tax	24,233,425	24,650,000	416,575	1.7%
Other Taxes	22,779,134	21,960,500	(818,634)	-3.6%
Licenses & Permits	1,590,300	961,310	(628,990)	-39.6%
Intergovernmental Revenues	1,183,303	1,380,403	197,100	16.7%
Charges for Services	12,954,290	13,788,970	834,680	6.4%
Fines & Forfeitures	3,246,382	3,586,382	340,000	10.5%
Other Revenues	1,118,206	670,725	(447,481)	-40.0%
Other Financing Sources	3,881,612	3,993,283	111,671	2.9%
Total Revenues	**$136,193,030**	**$139,166,923**	**$2,973,893**	**2.2%**
Prior Year Fund Balance	4,000,000	1,313,629	(2,686,371)	-67.2%
Total Revenues & Other Sources	**$140,193,030**	**$140,480,552**	**$287,522**	**0.2%**
Expenditures:				
General Government	31,188,100	29,508,105	(1,679,995)	-5.4%
Judicial	10,931,266	11,163,075	231,809	2.1%
Public Safety	57,943,959	59,926,499	1,982,540	3.4%
Public Works	16,043,757	15,680,291	(363,466)	-2.3%
Cultural And Recreation	8,060,667	8,535,108	474,441	5.9%
Housing And Development	3,299,505	4,440,583	1,141,078	34.6%
Independent Agencies	5,574,443	5,826,343	251,900	4.5%
Debt Service	1,057,855	1,312,446	254,591	24.1%
Total Operating Expenditures	**$134,099,552**	**$136,392,450**	**$2,292,898**	**1.7%**
Other Financing Uses - Oper.	3,848,478	1,576,102	(2,272,376)	-59.0%
Total Operating Expenditures & Other Financing Uses	**$137,948,030**	**$137,968,552**	**$20,522**	**0.0%**
Other Financing Uses - Capital	2,245,000	2,512,000	267,000	11.9%
Total Operating & Capital Expenditures	**$140,193,030**	**$140,480,552**	**$287,522**	**0.2%**

Summary FY21 Annual Operating and Capital Budget
Commission Approved

	FY21 Operating Budget	FY21 Capital Budget	FY21 Approved Budget
Revenues:			
Property Taxes	65,663,350	$2,512,000	68,175,350
Sales Tax	24,650,000		24,650,000
Other Taxes	25,293,500	$40,000	25,333,500
Licenses & Permits	2,261,310	$0	2,261,310
Intergovernmental Revenues	9,882,016		9,882,016
Charges for Services	104,474,679	$6,920,805	111,395,484
Fines & Forfeitures	3,912,882		3,912,882
Other Revenues	1,023,931		1,023,931
Other Financing Sources	9,406,545	2,512,000	11,918,545
Total Revenues	**$246,568,213**	**$11,984,805**	**$258,553,018**
Prior Year Fund Balance	2,591,030	$176,689	2,767,719
Use of Unrestricted Net Position	3,362,249	$32,811,995	36,174,244
Total Revenues & Other Sources	**$252,521,492**	**$44,973,489**	**$297,494,981**
Less Interfund Transfers & Charges	(28,163,919)	(2,512,000)	(30,675,919)
Total Revenues	**$224,357,573**	**$42,461,489**	**$266,819,062**
Expenditures:			
General Government	70,116,907	781,000	70,897,907
Judicial	12,642,086		12,642,086
Public Safety	63,590,246	890,689	64,480,935
Public Works	59,484,407	$40,657,800	100,142,207
Cultural And Recreation	8,570,108	132,000	8,702,108
Housing And Development	8,582,752		8,582,752
Independent Agencies	8,743,342		8,743,342
Debt Service	14,996,570		14,996,570
Total Operating Expenditures	**$246,726,418**	**$42,461,489**	**$289,187,907**
Other Financing Uses	5,574,387	2,512,000	8,086,387
Total Expenditures & Other Financing Uses	**$252,300,805**	**$44,973,489**	**$297,274,294**
Less Interfund Transfers & Charges	(28,163,919)	(2,512,000)	(30,675,919)
Total Expenditures	**$224,136,886**	**$42,461,489**	**$266,598,375**
Designated for Future Capital Improvements & Debt Service Requirements	$220,687	$0	$220,687
Total Expenditures & Designations	**$224,357,573**	**$42,461,489**	**$266,819,062**

General Fund Revenues

Total General Fund Operating Revenue is projected to be $139.2 million in FY21, approximately $3.0 million or 2.2% more than the FY20 Budget.



Property Taxes

Total General Fund Property Taxes are projected to be $68.2 million, approximately $3.0 million more than originally estimated for FY20. The budget estimate for property taxes is based on the updated millage rate of 13.70 mills, which includes a 0.25 reduction. Based on current estimates from the Board of Tax Assessors and the Tax Commissioner, the 2020 net Tax Digest is $4.7 billion, a net increase approximately 7% over the 2019 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.

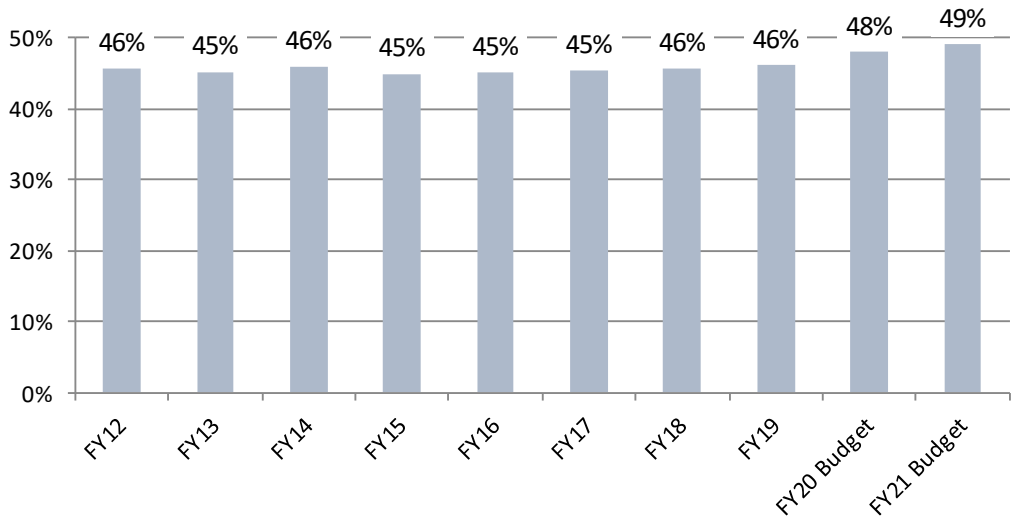
- The property tax revenue estimates included in this Budget are based on a collection rate of 98.5%.

- Based on current local share percentages, ACCGov's Title Ad Valorem Tax (TAVT) and Motor Vehicle Taxes are estimated to be $4.0 million in FY21, a decrease of $663,000 from the FY20 Budget. The TAVT estimate for FY21 is based on the current 6.6% tax rate and allocation percentages approved in 2018 by the State Legislature (HB329).

- Real estate Transfer and Intangible Recording Taxes are estimated to generate $1.0 million, a $244,000 decrease from FY20.

In FY21, Property Tax Revenue is projected to be 49% of the General Fund Operating Revenue. The following graph shows that property taxes as a percentage of General Fund Revenues have ranged from 45% to 49% since FY12. The FY21 Budget continues the careful balance of General Fund Revenues from Property Taxes (49%), Sales Taxes (18%), and other General Fund sources (33%).

Property Taxes as % of the General Fund (FY12-FY21)

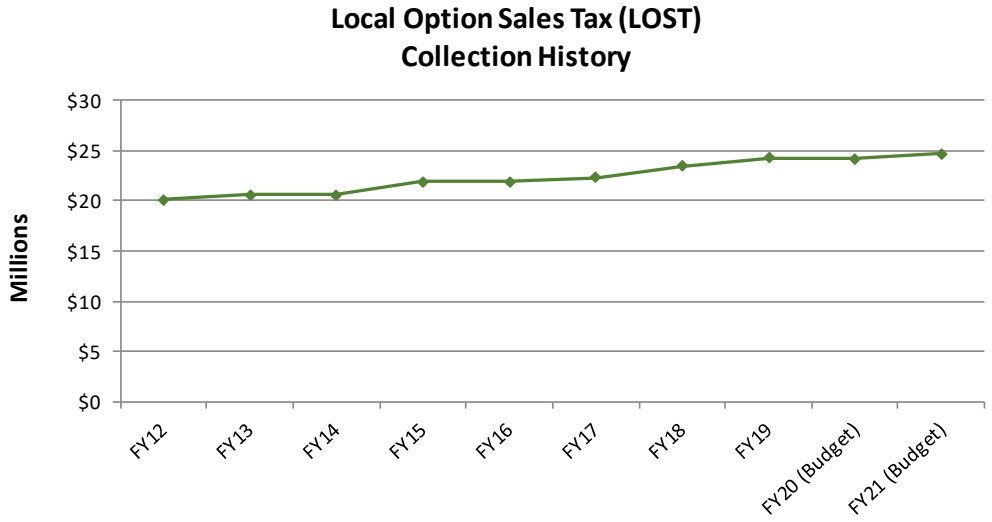


Athens-Clarke County, Georgia
Property Tax Rates
(Per $1,000 of Assessed Value)
Last Ten Years (2011-2020)

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	
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	19.39	-5.44	13.95	---	13.95	33.95
2020	0.00	20.00	---	20.00	19.101	-5.401	13.70	---	13.70	33.70

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.

Local Option Sales Taxes (LOST)
An estimate of $24.7 million is included for FY21, a $417,000 (1.7%) increase over the FY20 Original Budget. LOST revenues have averaged a 2.7% annual increase over the five fiscal years ending June 30, 2019.



Other Taxes
Other Taxes are projected to be $22.0 million in FY21, approximately $818,600 lower compared to the FY20 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 $7.6 million in FY21 based on current trends and rates, a decrease of roughly $575,000 from the current budget.

- The Insurance Premium Tax is the largest Other Tax and is estimated to generate $8.8 million based on current trends, a $180,000 increase over the FY20 Budget. 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 $3.0 million in FY21, $234,000 lower than last year. Excise taxes on beer, wine, and liquor are estimated to generate $2.2 million, about $211,000 less than FY20. The excise tax on mixed drinks and rental motor vehicles are anticipated to generate $652,500 and $200,000 respectively in FY21.

- Based on current trends, revenues from annual Occupation Tax Certificates or Business Licenses are estimated to be $1.7 million in FY21, about $100,000 less than was budgeted for in FY20.

- Delinquent Tax Collections are estimated to be $345,000, $61,800 lower than FY20.

Licenses and Permits
Revenue from alcohol license fees are anticipated to decline in FY21 approximately $630,000 to $960,000 compared to the FY20 Budget. Approximately $475,000 of this change is due to a reduction in the annual alcohol license fees for restaurants and bars. (Note: a modest increase would then be recommended for FY22 (but below current fee levels) if health circumstances allow full operation of pouring establishments by that point.)

Charges for Services

This budget includes an estimate of $13.8 million in FY21 for Charges for Services, $835,000 more than FY20. For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

- Downtown parking fee revenues, as managed by the Athens Downtown Development Authority (ADDA), are anticipated to generate $3.5 million in FY21 (this amount does not include an estimated $950,000 from parking fine revenue in the downtown area). The $400,000 increase in revenue comes from a $0.25/hour increase in the on-street parking fee (from $1.25/hour to $1.50/hour).

  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 $2.7 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 ($158,000).

- Revenue from collection of taxes on behalf of other governmental entities by the Tax Commissioner's Office is estimated to be $2.2 million in FY21.

- Leisure Services is estimated to generate $1.2 million in FY21 and includes fees in accordance with the Pricing Policy approved by the Mayor and Commission in December 2018.

- The FY21 Budget for Probation fees is $315,000, the same as FY20 Budget. In addition, the Budget includes $266,500 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, the same as FY20.

- Fees and recording costs in FY21 for Superior Court ($530,000) and Magistrate Court ($310,000) are similar to FY20 based on current revenue trends. Probate Court fees are budgeted at $150,000 for FY21, similar to last year.

- Resident fees from the Diversion Center are anticipated to generate $274,800 in FY21 based on an increase in State inmates participating in the Transitional Center and adjusted rates that are expected to result in additional revenue.

- For FY21 ACCGov will not be receiving a host fee for operating the landfill ($107,500 in FY20). The portion of the landfill being used is in Oglethorpe County, which will be receiving the host fee.

Fines & Forfeitures

Total revenues from fines are estimated to be $3.6 million in FY21, an increase of $340,000 from the FY20 Budget.

- Revenue from the Municipal Court is projected to generate roughly $1.9 million in FY21, similar to the FY20 Budget. Fine revenues from the Superior, State, Magistrate, and Juvenile Courts are anticipated to generate $352,000 in total, down $25,000 from the FY20 Budget.

- For FY21, the Red Light Camera Program is moving from the Special Programs Fund to the General Fund. This program includes projected fine revenues of $330,000 and $330,000 of operating expenses.

Other Financing Sources

The budget includes $35,000 collected by the Sheriff's Department for reporting information to the Social Security Administration during the year. The FY21 Budget includes an operating transfer of $160,500 from the hotel/motel tax fund, $29,500 less than FY20.

Also, the FY21 Budget reflects transfers of $3.8 million (a $137,000 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 FY21, $1,313,629 of fund balance is budgeted to be used to support General Fund operating expenses. This is a decrease from the $4.0 million budgeted in FY20 for the Prosperity Package. 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. The Assigned amounts of Fund Balance for the Prosperity Package and COVID Community Relief (Resiliency) Package reflect unspent balances of these programs as of 6/30/2020 and also includes Resiliency Package funding approved by the Mayor and Commission on 07/07/2020.

General Fund Net Change in Fund Balance

	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Projected	FY21 Approved Budget
Revenues and Transfers In:	$ 118,824,576	$ 124,817,874	$ 131,175,610	$ 136,251,886	$ 139,166,923
Expenditures and Transfers Out:	$ (121,634,662)	$ (125,573,914)	$ (127,527,582)	$ (129,438,312)	$ (140,480,552)
Net Change in Fund Balance	**$ (2,810,086)**	**$ (756,040)**	**$ 3,648,028**	**$ 6,813,574**	**$ (1,313,629)**
Beginning Fund Balance	*$ 26,294,451*	*$ 23,484,365*	*$ 22,728,325*	*$ 26,376,353*	*$ 33,189,927*
Ending Fund Balance	*$ 23,484,365*	*$ 22,728,325*	*$ 26,376,353*	*$ 33,189,927*	*$ 31,876,298*
Less Assigned/Commitments of Fund Balance:					
Non Spendable	*$ (132,938)*	*$ (11,088)*	*$ (10,103)*	*$ (10,103)*	*$ (10,103)*
Assigned - Prosperity Pkg	*$ -*	*$ -*	*$ (4,000,000)*	*$ (622,043)*	*$ (622,043)*
Assigned - COVID Community Relief	*$ -*	*$ -*	*$ -*	*$ (5,638,265)*	*$ (5,638,265)*
Unassigned Fund Balance	**$ 23,351,427**	**$ 22,717,237**	**$ 22,366,250**	**$ 26,919,516**	**$ 25,605,887**
% of Expenditures and Transfers Out:	**19.2%**	**18.1%**	**17.5%**	**20.8%**	**18.2%**
Two month Reserve Amount (16.7%)	**$ 20,264,335**	**$ 20,920,614**	**$ 21,246,095**	**$ 21,564,423**	**$ 23,404,060**
Above or (Below) target Reserve	**$ 3,087,092**	**$ 1,796,623**	**$ 1,120,155**	**$ 5,355,093**	**$ 2,201,827**

Enterprise Funds Major Revenue Changes

For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Airport Fund

Total revenue estimated by the Department for FY21 is $3.1 million. For FY21, the General Fund will not provide a subsidy of to the Airport Fund ($105,800 in FY20). There are no other significant changes for FY21.

Transit Fund
Total revenue of $5.9 million is projected for FY21, an increase of $239,000 from FY20 Budget. Federal funding is estimated to be almost $5.0 million in FY21, based on the current grant contract and funding from the CARES Act.

Fare box revenue ($496,000) and the contribution from UGA ($391,400) will provide $887,400. Fare box revenue is projected to decline by $35,000 in FY21 due to fare free transit services for weeknights and weekends beginning in January, 2021. UGA fare box revenue will decrease in FY21 by $256,000, based on the current contract for ridership and grant revenue sharing.

The General Fund contribution will be eliminated for FY21 due to increased federal funding from the CARES Act. The General Fund contribution was $1.8 million for FY20.

Water and Sewer Fund
Water and Sewer Fund revenues for FY21 are projected to be $53.5 million, a decrease of $2.5 million from the FY20 Budget. FY21 revenues are based on the new rates adopted by the Mayor and Commission for FY21. The new rates lower the cost from $8.81 to $4.40 for both water and sewer monthly customer service fees.

Landfill Fund
Revenue for the Landfill Enterprise Fund is projected to be $4.3 million, which is $245,000 above the FY20 Budget. Based on current waste flow, the FY21 estimate is 86,000 tons, which is similar to the FY20 estimate.

The FY21 Budget includes an increase of $1 to the Landfill tip fee, increasing the fee to $43/ton. This is anticipated to produce an additional $86,000 in revenue.

The budget also includes increasing the Waste Minimization fee for residential and commercial customers. This will provide an additional revenue to help offset the cost of recycling and waste reduction activities and education (See Schedule of Fees and Charges for details).

Special Revenue Funds Major Revenue Changes

Hotel-Motel Special Revenue Fund
Receipts from this $0.07 tax are estimated to be $3.4 million in FY21, a $377,000 decrease from the FY20 Budget due to decrease in economic activity.

Building Inspection Special Revenue Fund
The FY21 Budget estimates $1.3 million of revenue, a $200,000 increase over FY20. FY21 anticipates the use of $151,500 of fund balance, which will leave the fund with a sufficient level of operating reserve. The FY21 budget does not propose any fee increases, but does include an increase of 10% to the building valuation table.

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.

Maintaining Current Services

Each year, Departments and Offices are asked to develop budgets to deliver current services within a budget limit. For FY21, they were limited to a budget equal to the FY20 Budget (not including salary and benefits). Twenty departments submitted budget requests over their limits totaling roughly $2.6 million with the remaining departments submitting requests at or below the limit. This Budget includes the following increases in the General Fund and General Fund supported funds totaling $1.3 million:

Department	Budget Item	Amount
Police	Overtime	100,000
	Support for Wireless Devices	72,000
	Software Licenses	50,000
	Equipment Replacement	40,000
	Fully Fund Mental Health Co-Responders	12,100
	Subtotal	$274,100
Animal Services	Medical Services	143,400
	Medical Supplies	56,500
	Animal Care Maintenance	22,700
	Subtotal	$222,600
Central Services	Facilities Maintenance Contracts	100,300
	Maintenance of New Facilities	26,800
	Other Operating	18,200
	Subtotal	$145,300
Human Resources	FMLA Outsourcing	40,000
	Aon Consulting	40,000
	Part-Time Hours due to Staff Reallocation	21,500
	Software Improvement Due to New ERP	16,400
	Medical Exams for Employees	10,000
	Subtotal	$127,900
Board of Elections	Additional Poll Workers and Overtime	$125,000
Sheriff's Office	Inmate Medical Services Contract	50,000
	Inmate Meals and Other Operating	26,500
	Subtotal	$76,500
Clerk of Courts	Increase Juror Pay (from $25/day to $35)	$59,600
Trans. & Public Works	Streetlight Electricity Costs	$50,000
Other Departments and Offices		$236,400

Fleet Replacement

For FY21, the Fleet Replacement contribution from General Fund Departments (non-Public Safety) has been eliminated, reducing the budget by $438,000. All other funds have been increased by a total of $98,000 to implement the fourth year of a five year plan to increase annual contribution 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. From FY18 to FY20, approved budgets included a phased increase in funding to gradually bring the fleet replacement contributions back to full funding. However, the FY21 Budget discontinues the phased approach for General Fund vehicles.

FY21 Expenses

For FY21 and similar to FY20, Public Safety vehicle replacement is proposed to be funded from the SPLOST 2020 program. Therefore, $1.2 million of funding for vehicle replacement contributions from Sheriff, Police, Fire and Corrections is not included.

Other Expenses

General Fund Contingency has decreased from $1,313,500 in FY20 to $1,200,000 in FY21, a $113,500 decrease. The Contingency remains less than 1% of the total General Fund operating budget.

New Initiatives, Additional Positions, SPLOST Impacts and Other Major Changes

Increases for New Initiatives and Additional Positions

ACCGov departments requested a total of $6.6 million in FY21 for new initiatives and additional positions ($5.6 million in the General Fund). The FY21 Budget includes $3.3 million in the General Fund and $3.7 million across all funds (listed below) of the total request. This includes $1.7 million of Commissioner initiatives. For more information on individual new initiatives, see the appropriate department page in Section C.

Commission Initiatives		Amount
General Fund		
Health, Mental Health and Social Services Enhancement		**$430,000**
Police	Additional Mental Health Co-Responder Team (MHCT)	111,250
	Additional Vehicle for MHCT	30,000
Public Defender's Office	Additional Social Worker Position	61,900
Other General Admin	Other Items (To Be Determined)	226,850
Build Strong Youth Opportunities (Leisure Services)		**$400,000**
Public Safety & Community Building		**$350,000**
Police	Public Safety Community Communications Liaison	80,000
Other General Admin	Other Items (To Be Determined)	270,000
Minority Employee Recruitment Program (Human Resources)		**$100,000**
Minority Purchasing Coordinator (Finance)		**$80,000**
Public Defender's Office Pay & Operating Increases		**$45,000**
Urban Renewal Impact Committee (Manager – Inclusion)		**$20,000**
Athens Equity Citizen Committee (Manager – Inclusion)		**$20,000**
	Subtotal – General Fund	**$1,445,000**
E-911 Fund		
Additional Funding for Emergency Medical Dispatch		**$292,000**
Police	Operating Costs (including 10 FT positions)	209,500
	Capital Costs	82,500
Total Commission Initiatives – All Funds		**$1,737,000**

In order to offset a portion of the additional costs, the Commission approved the following budget reductions.

- Eliminate the General Fund contribution to Fleet Replacement $438,000
- Implement a 120 day hold on vacant positions $800,000
- Eliminate the pay supplement for the appointed District Attorney $13,000

Total Reductions **$1,251,000**

FY21 Expenses

Below is a list of the department requested New Initiatives and Additional Positions included in the FY21 Budget.

Department	New Initiative/Additional Positions	Amount
General Fund		
Housing & Community Dev.	Neighborhood Leaders Continuation	750,000
	Grant Specialist Positions Continuation	150,000
	Subtotal	$900,000
Police	Emergency Medical Response (E-911)	320,000
	Criminal Investigator Communications	15,500
	Convert Master PO to Sergeant	5,900
	Community Outreach	4,000
	Subtotal	$345,400
Manager's Office	Admin – Capital Projects Director	35,000
	GIO – Open Data Portal/Transparency Tech	30,000
	Inclusion – Communications Strategist	29,800
	Inclusion – Civic Dinners	14,500
	Sustainability – AmeriCorps Program	7,000
	Subtotal	$116,300
Information Technology	Cyber Security	$94,000
Corrections	3 FT Corrections Officers	$77,100
Other General Admin	Corridor Beautification	$75,000
Leisure Services	Public Art Program Leader (for ACAC)	27,200
	Outreach Programming	17,200
	Subtotal	$44,400
Board of Elections	New Voting System Supplies	$34,400
Superior Court	Counselor (Probation)	27,400
	Medical Lab Asst (Net of Revenue)	0
	Subtotal	$27,400
Clerk of Courts	Deputy Clerk	24,800
	Electronic Notification	500
	Subtotal	$25,600
Central Services	Fleet Training Position	$40,000
Operational Analysis	Audit Management Software	$17,100
Finance	Upgrade Buyer Position to Sourcing Coord.	$15,000
Animal Services	Convert 2 PT Animal Control Officers to FT	6,500
	Weekend Administrative Assistance	5,000
	Subtotal	$11,500
Transit Fund		
Transit	Fare Free Weeknights and Weekends	35,000
	Convert 2 PT Maint Workers to 2 FT	20,000
	Subtotal	$55,000
Water & Sewer Fund		
Public Utilities	Collection Agency for Delinquent Accounts	$10,000
Solid Waste Collection Fund		
Solid Waste	Curbside Compost Collection (Net of $60k Revenue)	$0
Stormwater Fund		
Trans. & Public Works	Heavy Equipment Operator	$66,400

FY21 Expenses

SPLOST Impacts

The FY21 Budget includes funding of $53,000 in additional operating support for SPLOST projects. This includes $28,500 in Central Services for additional maintenance support for the greenways, $13,000 in the Sustainability Office for greenspace maintenance, and $11,500 in the Sustainability Office for maintenance costs related to the MLK Greenway Restoration project.

Other Major Changes

The FY21 Recommended Budget also includes the major changes listed below:

- **General Fund Support of Transit Fund** – For FY21, The General Fund contribution to the Transit Fund will be eliminated due to increased federal funding from the CARES Act. The General Fund contribution was $1.8 million for FY20.
- **General Fund Support of Airport Fund** - For FY21, the General Fund will not provide a subsidy of to the Airport Fund ($105,800 in FY20).
- **Moving Keep Athens-Clarke County Beautiful Program from Landfill Fund to General Fund** – In order to bring financial stability to the Landfill Fund, the FY21 Budget will begin moving the cost of recycling education and administration to the General Fund. This Budget includes $300,000 to shift the Keep Athens-Clarke County Beautiful function to the General Fund.
- **Moving Police Red Light Camera Program from Special Programs Fund to General Fund** – This move will transfer $110,000 of operating expenses in Information Technology and $220,000 of operating cost in Police from the Special Programs Fund to the General Fund. Also moving is $330,000 in fine revenue resulting in no net cost to the General Fund.
- **Moving Police Extra Duty from Special Programs Fund to General Fund** – This will transfer $150,000 of Police salary and benefits related to UGA events such as football games from the Special Programs Fund to the General Fund. The University reimburses ACCGov for this cost so there is no net cost to the General Fund.

Summary of FY21 Fulltime Authorized Position Changes
Commission Approved

GENERAL FUND

Department	Number	Fulltime Position	Type
Animal Services	1	Animal Control Officer (6 months)	New Initiative
Central Services	1	Ground Worker (6 months)	SPLOST
Central Services	1	Fleet Trainer	New Initiative
Clerk of Courts	1	Deputy Court Clerk (6 months)	New Initiative
Corrections	3	Correctional Officer I (partial year)	New Initiative
Finance	1	Minority Purchasing Coordinator	New Initiative
Leisure Services	1	Arts Program Leader (6 months)	New Initiative
Manager - Administration	1	Capital Projects Coordinator	New Initiative
Manager - GIO	1	GIS Tech (Open Data Portal 6 months)	New Initiative
Manager - Inclusion	1	Communications Strategist (6 months)	New Initiative
Police	1	Community Communications Liaison	New Initiative
Police	1	Police Officer	New Initiative
Superior Court - Probation Services	1	Counselor (6 months)	New Initiative
Superior Court - Probation Services	1	Medical Lab Assistant	New Initiative
Total General Fund	**16**		

OTHER FUNDS

Department	Number	Fulltime Position	Type
Emergency Telephone Fund			
Police - Central Communications	10	Communications Officer (partial year)	New Initiative
Transit Fund			
Transit	2	Transit Maint. Worker (6 months)	New Initiative
Solid Waste Collection Fund			
Solid Waste	1	Driver I	New Initiative
Storm Water Fund			
Transportation & Public Works	1	Heavy Equip. Operator	New Initiative
Health Insurance Fund			
Human Resources	1	Wellness Coach	New Initiative
Total Other Funds	**15**		

Total Additional Fulltime Positions **31**

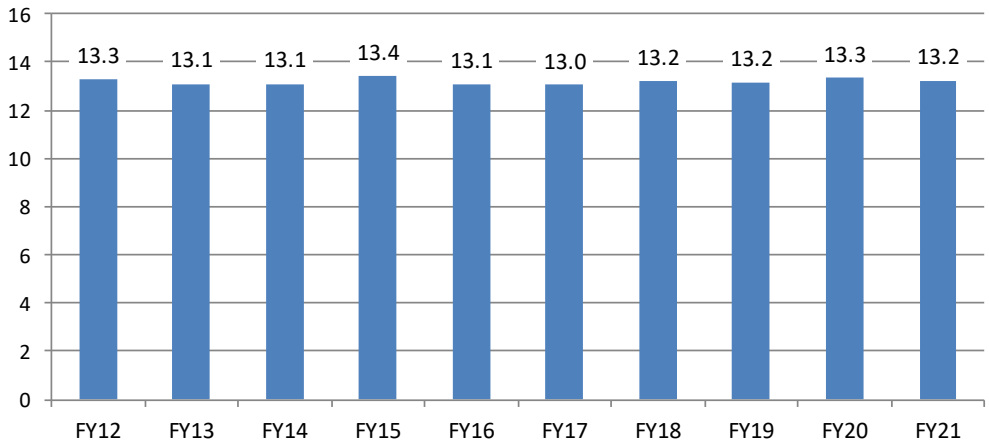
Authorized Positions FY16 to FY21

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Change
Department	Authorizations	Authorizations	Authorizations	Authorizations	Authorizations	Approved	FY20 to FY21
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	32	33	34	34	35	37	2
State Court	7	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	5	5	5	5	0
Courts Subtotal	70	71	73	73	74	76	2
Elected Officials							
District Attorney	21	26	29	29	29	29	0
Solicitor General	17	17	18	18	18	18	0
Clerk of Superior Court	19	19	21	21	21	22	1
Tax Commissioner	19	19	19	19	19	19	0
Sheriff	194	194	194	194	194	194	0
Elected Officials Subtotal	270	275	281	281	281	282	1
Total Elected & Constitutional Group	340	346	354	354	355	358	3
Manager Group							
Airport	7	7	7	7	7	7	0
Animal Services	-	-	-	-	12	13	1
Building Inspections & Permits	23	23	23	24	24	24	0
Central Services	91	102	102	103	94	96	2
Corrections	43	43	43	43	45	48	3
Economic Development	4	4	4	4	5	5	0
Finance	27	28	28	28	28	29	1
Fire & Emergency Services	186	186	187	187	187	187	0
Housing & Community Development	8	8	8	8	11	11	0
Human Resources	21	21	21	21	21	22	1
Information Technology	19	19	23	23	23	23	0
Leisure Services	73	73	73	73	73	74	1
Manager	5	5	5	5	5	6	1
Emergency Management	1	1	0	0	0	0	0
Office of Inclusion	0	0	0	0	1	2	1
Organizational Development	3	3	3	3	3	3	0
Public Information	2	3	3	3	3	3	0
Office of Sustainability	0	0	2	2	2	2	0
Geospatial Information Office	0	0	2	2	2	3	1
SPLOST	3	3	3	3	3	3	0
Planning	21	21	19	18	18	18	0
Police	309	309	318	319	320	332	12
Public Utilities	195	195	194	194	198	198	0
Solid Waste	60	61	61	62	62	63	1
Transit	61	66	68	71	77	79	2
Transportation & Public Works	92	81	87	88	89	90	1
Subtotal	1254	1262	1284	1291	1313	1341	28
Board of Elections	3	3	3	3	4	4	0
Cooperative Extension	1	1	1	1	1	1	0
Tax Assessor	13	13	13	13	13	13	0
Subtotal	17	17	17	17	18	18	0
Total Manager Group	1271	1279	1301	1308	1331	1359	28
Grand Total	1623	1637	1667	1674	1698	1729	33

FY21 Expenses

For FY21, 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 1,729 full-time authorized positions, an increase of twenty-six positions compared to the current level.

ACCGov Fulltime Employees Per 1,000 Residents (FY12-FY21)



Compensation and Benefits for FY21

Changes to Employee Compensation

Across all funds, the Budget includes approximately $1.3 million ($1.0 million in the General Fund) for the Performance Management Program (PMP) to encourage retention and reward active general and public safety employees who meet the highest levels of performance. The $1.3 million total is equivalent to 1.5% of pay and related benefits and will be added to departmental budgets based on their proportional share of total salaries. Individual pay increases for general and public safety employees will depend on performance. The Budget includes approximately $750,000 ($620,000 in the General Fund) to provide a 1% market based adjustment for general and public safety employees.

Also, the Budget includes $960,000 for implementation of a revised pay plan (currently in the developmental stages) for public safety employees, anticipated to be implemented sometime in the fiscal year alongside enhanced behavioral health and community engagement efforts within the Police Department.

Beginning in FY20, budgets for full-time positions in the General Fund have factored in estimated vacancy savings, reducing the FY21 General Fund compensation budget $2.2 million.

Employee Health

In FY21, 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 FY21 Budget for the Employee Health Insurance Fund is estimated to be $16.4 million, up from the FY20 Budget of $15.4 million, based on current trends for claims expenses. Across all funds, the Employer contribution is estimated at $11.0 million ($7.8 million in the General Fund) and the Employee contribution estimated at $5.2 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 $6.6 million per year, a $631,000 increase over the FY20 Budget

($481,000 net increase 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. For FY21, retirees hired prior to 7/1/2002 will receive $230.62/month and retirees hired 7/1/2002 or later will receive $195/month. All the funding for the estimated $6.6 million in expenses in FY21 will come from a current year revenues. This funding level will pay for Pre-65 retiree health claims and administration expenses and fund the "doughnut hole" coverage for Post-65 retirees.

Pension Program
The FY21 Budget plans a contribution of $10.8 million ($7.8 million net from the General Fund) to the Pension Trust Fund, slightly more than FY20 and consistent with actuarial estimates for required contributions.

Summary of FY21 Capital Budget and CIP

In the General Capital Projects Fund, a total of $2.4 million is included for capital projects in FY21. Current Services (CS) projects for FY21 total $2.2 million. FY21 Additions & Improvement (A&I) projects total $151,000. Over the 5 year CIP period, a total of $77.8 million has been included in the General Capital Projects Fund. Government-wide, a total of $42.4 million has been included for capital projects in FY21.

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

Major FY21 Capital Projects:

General Fund Projects:

- Information Technology – $350,000 to replace equipment and software throughout the government based on the Strategic Automation Plan. See project on D-50 for more information.
- Police Department – $230,000 is included to fund additional on-officer body cameras and requisite storage. See project on D-83 for more information.
- Police Department – $228,200 is included to fund replacement of conducted energy devices (D-85).
- Transportation & Public Works – $200,000 is appropriated to continue to replace traffic signals (D-144).

Projects in Other Funds:

- Economic Development - $225,000 is appropriated in the Economic Development Fund supported by the General Fund for the Economic Development Capital Program (D-79).
- Fleet Replacement – $1,295,400 is included in the FY21 Capital Budget to fund the replacements costs of vehicles. See D-26 for more information.
- Public Utilities – The Water and Sewer Fund Capital Budget for FY21 includes $9,000,000 for Water Reclamation Facility improvements (D-111), $6,380,000 to manage and reuse residual solids (D-107), $5,000,000 to rehabilitate and replace sewers (D-102), $4,479,000 to improve water supply reliability (D-108), $3,300,000 to replace and upgrade facilities and equipment (D-104), $2,000,000 to relocate water & sewer lines for DOT projects (D-106), $955,000 for water & sewer line additions and improvements (D-97), $501,600 for meter and water/sewer stub additions (D-98), and $400,000 to renovate and expand the water & sewer meter management construction facility (D-114).
- Solid Waste – The Landfill Enterprise Fund Budget includes $140,000 to replace a bulldozer (D-122) and the Solid Waste Enterprise Fund Budget includes $310,000 for Automated Refuse/Recycling trucks (D-139).
- Transportation & Public Works – The Stormwater Fund includes $600,000 for the stormwater improvement program area wide (D-153).

AN ORDINANCE TO PROVIDE FOR THE RAISING OF REVENUES AND THE APPROPRIATION OF FUNDS FOR ATHENS-CLARKE COUNTY, GEORGIA, FOR THE FISCAL YEAR 2021 BEGINNING JULY 1, 2020 AND ENDING JUNE 30, 2021 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 2020 PROPERTY TAX RATES; TO ESTABLISH COMPENSATION FOR THE CHARTER OFFICERS; TO ESTABLISH RATES AND STRUCTURE OF FISCAL YEAR 2021 HEALTH INSURANCE PROGRAMS; TO ESTABLISH FEES AND CHARGES; 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 2021 (FY21), beginning July 1, 2020 and ending June 30, 2021.

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 "FY2021 Annual Operating and Capital Budget: The Unified Government of Athens-Clarke County July 1, 2020–June 30, 2021" 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 $8,789,000 for FY21, 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, 2020 – June
30, 2021.

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 "FY2021 Annual Operating and Capital Budget: The Unified Government of Athens-Clarke County July 1, 2020–June 30, 2021" 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 2020 upon all real and personal property within the government not exempt from taxation under law as follows:

Maintenance and Operations (General Fund) 13.70 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 2020 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 FY21, shall be $184,203 plus a $6,000 car allowance for the Manager, shall be $152,213 plus a $4,800 car allowance for the Attorney and shall be $87,556 plus a $4,800 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 FY21, shall be used for promoting industry, trade, commerce, and tourism. The proceeds from this tax in FY21 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 January 1, 2020, 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, 2021 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, 2020. 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 January 1, 2020 –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, 2021 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, 2020. 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 January 1, 2020– 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, 2021 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, 2020. 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 January 1, 2020, 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, 2021 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, 2020. 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 Employee Rate Sheet – Effective January

1, 2020 to December 31, 2020," 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, 2021 will be set forth in the document entitled "The Unified Government of Athens-Clarke County 2021 Benefits Enrollment Guide," which will be made available for public inspection in the office of the Clerk of Commission in or around October, 2020. 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 Pre-65 Retiree Rate Sheet – Effective January 1, 2020 – December 31, 2020," 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, 2021 will be set forth in the document entitled "The Unified Government of Athens-Clarke County 2021 Retiree Benefits Enrollment Guide," which will be made available for public inspection in the office of the Clerk of Commission in or around October, 2020. 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 "2020 Enrollment Guide: Explore Your 2020 Medicare Coverage Options" and "Via Benefits Reimbursement Guide: The Unified Government of Athens-Clarke County Health Reimbursement Arrangement HRA," 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. Pursuant to the Code of Athens-Clarke County, Georgia, Section 2-6-2 "Schedule of Fees to be adopted annually", the Schedule of Fees and Charges as provided for in the budget document entitled "FY2021 Annual Operating and Capital Budget: The Unified Government of Athens-Clarke County July 1, 2020– June 30, 2021" are hereby adopted.

SECTION 18. The effective date of this ordinance shall be July 1, 2020.

SECTION 19. All Ordinances or parts of ordinances in conflict with this Ordinance are hereby repealed.

Adopted June 25, 2020 by Commission

Approved June 30, 2020 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).

FY21 Budget Development

January	Departments Submit Operating Budget Requests.
January - February	Manager and Mayor meet with Department and Constitutional Officials to review Budget requests.
February	Mayor and Commission review Independent Agencies Budget Requests.
April	Mayor sends a Recommended Budget to Commission.
May - June	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 financials 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**	**FY17**	**FY18**	**FY19**	**Proj FY20**	**Proj FY21**	**Comments or Analysis**
Provide a safe and efficient airport for commercial and general aviation users							
Number of Aircraft Operations	Data only	35,769	37,506	40,933	43,400	45,900	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	93	95	95	98	101	Includes single engine, twin engine, turbine and helicopter
Runway & taxiway area-weighted pavement condition indication (PCI) score	>70	60	60	70	73	80	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	115,783	115,822	123,219	147,600	148,000	FY19 gallons down due to rwy 9/27 runway proj. closure but picked up in FY 20 w/ rwy back open.
Jet A Fuel Sold (in gallons)	Increase	337,157	406,096	287,964	413,000	415,000	FY20 revenues were up with 9/27 open and profittable UGA football schedule, (ND and Texas A&M)
Margin on Fuel Sales	Increase	$668,020	$753,378	$593,152	$770,000	$775,000	FY19 revenue down due to rwy 9/27 runway proj. closure but picked up in FY 20 w/ rwy back open.
% of t-hangars leased	100%	90%	95%	100%	100%	100%	Remains steady with a small waiting list.
% 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	($75,647)	($12,390)	($26,752)	$55,000	$65,000	FY19 revenue down due to rwy 9/27 runway proj. closure but picked up in FY 20 w/ rwy back open.
General Fund Supplement	Reduce	$196,333	$105,826	$105,826	$85,958	$0	General Fund cash support to Enterprise Fund. FY19 budget = $105,826
Days Cash on Hand at End of Year	>90	132	106	108	110	115	
Increase annual commercial passengers							
Non-Scheduled Large Charter Enplanements	Data only	2,832	3,013	3,190	3,200	3,200	Charter Activity - UGA athletic sport teams.
We strive to satisfy our customers							
Tenant evaluation of the facility (5 pt scale - 5 is highest)	>3	4.2					Taken from Customer Survey Forms and internet sites
Customer rating of staff support (5 pt scale - 5 is highest)	>4	4.6					Taken from Customer Survey Forms and internet sites

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.

- Fuel sales are projected to generate a gross margin of $866,000 while leases are projected to generate $530,000 of revenue.
- For FY21, General Fund support for the Airport is approved to be reduced from $106,000 to $0.
- Salary & Benefits also increase $17,400 due to the 1% market salary adjustment and a reallocation of pension and health insurance benefits.

For more information on the Airport Enterprise Fund, see page E-25. For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$598.0	$619.1	$636.5	$636.5	$17.4	2.8%
Operating	$1,564.5	$1,941.3	$2,023.8	$2,023.8	$82.5	4.2%
Total	$2,162.5	$2,560.4	$2,660.3	$2,660.3	$99.9	3.9%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$311.7	$308.7	$317.9	$317.9	$9.2	3.0%
Airport Services	$1,700.0	$2,072.1	$2,165.7	$2,165.7	$93.6	4.5%
Airport Maintenance	$150.8	$179.6	$176.7	$176.7	($2.9)	-1.6%
Total	$2,162.5	$2,560.4	$2,660.3	$2,660.3	$99.9	3.9%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Airport Fund	$2,121.7	$2,560.4	$2,660.3	$2,660.3	$99.9	3.9%
Hotel/Motel Fund	$40.8	$0.0	$0.0	$0.0	$0.0	--
Total	$2,162.5	$2,560.4	$2,660.3	$2,660.3	$99.9	3.9%

Airport

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

				5-Year CIP		
		FY19 Year	FY20	FY21	FY22-25	FY26-30
Capital Appropriations		End Balance	Budget	Approved	Proposed	Proposed
General Capital Projects Fund						
Current Services						
D-20	Matching Funds for Airport Capital Improvement Grants	244.1	-	-	2,608.3	1,825.0
D-21	Maintain Airport Facilities and Equipment	74.8	-	25.0	130.0	315.0
General Capital Projects Fund Total		*319.0*	-	*25.0*	*2,738.3*	*2,140.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	7	7	7	7	0

Animal Services

Mission

We are Athens-Clarke County Animal Services, an open admission shelter and compassionate team of animal welfare professionals. Through our Adoption Center, we provide quality care and seek positive outcomes for all animals that come through our doors. Through our Field Services, we aim to protect community members and neglected animals by enforcing laws and educating the public. We are a resource for our community and work to keep people and their pets together where possible.

Goals

- Create a caring environment where animals are evaluated upon arrival and receive the medical and behavioral support they need, in order to produce the most positive outcomes possible for each animal.
- Consistently provide standardized care to all animals upon arrival and evaluations that lead to improved and individualized care.
- Ensure sufficient staffing, training, and resources to maintain a healthy and humane shelter that provides for the welfare, enrichment, and socialization of the animals for the duration of each animal's tenure at the shelter
- Ensure appropriate, timely, and individualized medical care to resolve illnesses and injuries early, reduce disease spread, and prevent the exacerbation of existing problems.
- Protect the safety of both animals and residents by reducing the number of needy and homeless animals in the community and improving legal compliance.
- Improve community access to needed resources through private and public partnerships.
- Maximize positive and safe outcomes for all animals.
- Increase successful adoptions through an approach that encourages and educates all community members on becoming adopters.
- Evaluate and adjust adoption process to support great matches and provide post-adoption support.
- Maximize efforts to reunite lost pets with owners.

Objectives

- Afford all customers prompt, courteous, and impartial service.
- Accomplish immediate medical assessments to encourage disease control and more clearly identify the individual animal's outcome path
- Develop protocols and SOPs, fully train staff, spot-check for compliance, and update as necessary.
- Improve access to, and utilization of, low or no cost spay/neuter services, vaccine and microchip clinics, dog training and pet food pantry programs, both at the shelter and in targeted, high-needs communities.
- Develop a fee schedule that provides for flexibility and all-inclusive adoption fees.
- Improve ACCAS's online presence to market available pets and engage potential adopters.
- Track medical records to address needs in a timely manner, including through acquisition of new shelter management software.
- Evaluate and pursue potential options for obtaining veterinary support.
- Evaluate current staffing, equipment, and supplies and make changes needed to achieve appropriate standard of care.

Animal Services

Performance Measures

Outcomes and Performance Measures	Current Goal	FY13	FY14	FY15	FY16	FY17	FY18	FY19	Trend	Comments or Analysis
Protect and promote the public health,										
Number of Sick Animal Calls	Data only	107	111	61	115	67	120	36	i	
Number of Animal Bite Calls	Data only	206	148	151	155	125	148	154	n	
Number of Rabies Vouchers Purchased When Reclaiming an Impounded Animal	Data only	197	147	133	143	157	140	154	h	
safety,										
Number of Dog Running-at-large Calls	Data only	1,462	1,351	1,394	1,449	1,192	1,221	1,040	i	
Number of Vicious Animal Calls	Data only	113	34	44	32	21	94	44	i	
quality of life,										
Number of Barking Dog Complaints	Data only	105	138	177	90	93	72	73	n	
Number of Trapped Cat Transport Requests	Data only	71	83	107	125	43	40	36	n	
and protect animals from inhumane treatment.										
Number of Animal Neglect Calls	Data only	400	413	377	270	266	409	310	i	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	188	n	
Encourage compliance with animal control ordinances.										
Number of Warnings Issued	Data only	1,087	1,049	1,077	911	829	1,022	980	i	
Number of Citations Issued	Data only	152	52	37	71	75	154	194	h	
Ratio of Warnings to Citations	>20	7	20	29	13	11	7	5	i	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	2,055	i	
Number of Animals Adopted	Data only	698	573	568	550	444	571	444	i	
Number of Owner Reclaimed Animals	Data only	385	274	254	287	340	330	314	n	
Number of Animals Transferred to Rescue Groups	Data only	636	762	681	733	614	1,004	949	i	
Number of Visitors and Volunteers	Data only	12,277	10,526	11,018	11,292	9,580	11,250	7,380	i	Volunteer Coordinator position made FT in FY19 should help with volunteer recruitment and retention.
Euthansia Rate (Total Animals Euthanized / Total Animal Dispositions)	<2.0%	7.8%	6.1%	2.7%	0.7%	1.8%	0.4%	13.2%	h	This calculation has changed to include more transparent data of ALL dogs and cat dispositions

Budget Highlights

The new Animal Services Department was created in October 2019 from what was the Animal Control Division of the Central Services Department.

- The FY21 Budget for Animal Services is $1.1 million.
- Funding of $6,500 is included to convert two part time Animal Control Officer positions to one fulltime position beginning in the third quarter of FY21.
- An increase of $5,000 is budgeted for weekend part time administrative assistance beginning in the third quarter.
- The FY21 Budget also includes $222,600 of current services increases for:
  - Animal Care Maintenance $22,700
  - Medical Supplies $56,500
  - Medical Services $143,400

Animal Services

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$0.0	$0.0	$967.2	$783.9	$783.9	--
Operating	$0.0	$0.0	$378.1	$364.4	$364.4	--
Total	$0.0	$0.0	$1,345.3	$1,148.3	$1,148.3	--

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	0	12	19	13	1

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	
	FY17	FY18	FY19	FY20	FY21
Ordinances / Resolutions / Policies/ Legislation Drawn	59	67	52	71	75
Municipal Court Cases	334	337	385	374	395
Red Light Camera/School Bus Arm Cases	7,319	9,021	9,500	1,122[1]	17,500[2]
Cases in Superior/State/Federal/Appellate Courts	6	4	4	4	7
Contracts / Deeds / Drawn / Approved as to Form	223	231	259	268	280
Nuisance Abatement Cases	10	12	8	7	10

[1] GDOT did not approve the Red Light Camera on U.S. Highway 29 and Georgia Highway 72 as anticipated because of lack of vehicular accident data. Also, there were permitting issues with the current Red Light Cameras that required the cameras to be disabled from February, 2019 – December, 2019. The Barnett Shoals camera should be operational by the end of January, 2020, and the Alps Road camera by March, 2020.

[2] A new system, "School Zone Cameras" will be operational by Spring of 2020. These cameras are moveable and will rotate weekly between different school zones. This new system along with the Barnett Shoals and Alps Road cameras should increase the number of citations greatly.

Budget Highlights

- There are no significant budget changes for the FY21 Budget.
- Salary & Benefits for the office saw an increase for FY21 due to the mid-year PMP in FY20, the FY21 1% market salary adjustment, and reallocation of pension benefits.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$608.7	$607.3	$640.2	$640.2	$32.9	5.4%
Operating	$69.6	$84.7	$113.0	$83.1	($1.6)	-1.9%
Total	$678.3	$692.0	$753.2	$723.3	$31.3	4.5%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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 FY21.
- Properly conduct successful elections using the newly implemented statewide uniform voting system; implemented July 2019.
- Properly assign and appropriate the necessary amount of equipment to our 20 polling locations and 5 or more Early/Advance Voting Locations.
- Accurately assign voters to political districts in Athens-Clarke County with minimal errors.
- Provide additional Early/Advance Voting opportunities by surveying the county for potential satellite sites and surveying the current Election Day polling locations to determine the need for unmerging.
- Successfully maintain and update statewide voter registration system daily.
- Properly maintain Easy File and timely receive campaign filings from all Elected Officials and Candidates for the 2020 Election Season.

Objectives

- Conduct four possible major elections: the July 21, 2020 General Primary Runoff, if needed; the November 3, 2020 General Election; the December 1, 2020 General Election Runoffs for Local and State Offices (if needed) and the January 5, 2021 General Election Runoff for Federal Offices (if needed), during FY21 Budget with no legal challenges or irregularities.
- Demonstrate new voting equipment and distribute printed election material to the citizens of Athens-Clarke County at public meetings and gatherings throughout the year.
- Properly train over 200 poll workers, elected officials and other staff on proper handling, assembling, troubleshooting and testing of the new voting equipment.
- Properly organize, store and transport all voting equipment located at the facility warehouse 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 FY21.
- Maintain training and education required of Superintendents and Supervisors of Elections.
- Conduct Advance Voting, adding multiple sites throughout the county, providing other options for our voters to take advantage of the early processes of voting; providing extended hours and additional days such as a bonus Saturday voting and/or Sunday voting for the General Election in November 2020.

Board of Elections

Performance Measures

Outcomes and Performance Measures	Current Goal	FY15	FY16	FY17	FY18	FY19	Comments or Analysis
We provide election and voter registration services for the citizens of Athens-Clarke County							
Registered Active Voters	65,000	55,502	51,199	60,411	56,316	56,977	This # has varied from fiscal to fiscal. Will impact voter turnout percentages.
Average Total Active Voters per Polling Location	3,000	2,313	2,438	2,877	2,816	2,849	This # has increased as total active voters has increased.
Election Day Voters (EDV)	36%	10,792 (19.44%)	6,455 (12.61%)	19,431 (32.16%)	12,380 (18.62%)	20,367 (28.85%)	This # has increased dramatically. However, AIP and ABM numbers remains equally favorable options for voting.
Advance Voters (AIP)	45%	4,522 (8.14%)	1,375 (2.69%)	23,423 (38.77%)	5,935 (8.92%)	20,014 (28.35%)	This has increased dramatically. Will impact # of voting locations and precincts in the future.
Absentee Voters (ABM)	6%	764 (1.38%)	197 (.38%)	2,718 (4.50%)	511 (.77%)	3,047 (4.32%)	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	21	21	20	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	4	3	4	This # has increased as the favor of Early/Advance Voting.
# Poll Officers	175	175	165	224	175	189	This # has varied from fiscal to fiscal. Consideration of decreasing # polling places will also decrease # of poll workers.
# Laborers*	200	185	178	250	185	200	Laborers include the total # poll workers and part-time seasonal office staff.
Voting Equipment Inventory (DRE Touch Screens)	245	245	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	102	125	205	181	191	This # varies based on ballot content and # active voters per polling location.
Ballot Printing Cost	$12,000	$17,389	$43,066	$7,458	$4,533	$5,967	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	525	495	672	525	540	O.C.G.A. § 21-2-99 requires adequate training of poll workers prior to each election cycle.
# Voter IDs Created	Data Only	238	526	711	723	804	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%	46.05%	27.43%	75.59%	28.34%	61.57%	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 FY21 Budget for Board of Elections is $859,400, an increase of $110,800 from FY20.
- Four elections are scheduled in FY21: General Primary Runoff – August 2020, General Election – November 2020, General Runoff Election (Local & State if needed) – December 2020 and General Runoff Election (Federal if needed) – January 2021.
- An amount of $125,000 is budgeted for additional poll workers and overtime hours expense during elections.
- The budget also includes a Human Resources correction adjustment for part time compensation.
- Funding of $34,417 is included for new voting system supplies & equipment.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$500.2	$620.0	$708.6	$696.4	$76.4	12.3%
Operating	$120.1	$128.6	$163.0	$163.0	$34.4	26.7%
Total	$620.3	$748.6	$871.6	$859.4	$110.8	14.8%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)			5-Year CIP		
	FY19 Year	FY20	FY21	FY22-25	FY26-30
Capital Appropriations	End Balance	Budget	Approved	Proposed	Proposed
General Capital Projects Fund					
Current Services					
D-22 Purchase of New Voting Equipment	-	-	20.0	50.0	-
General Capital Projects Fund Total	-	-	*20.0*	*50.0*	-

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	3	4	4	4	0

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*	*FY17*	*FY18*	*FY19*	*Reference*
Building Inspection Department staff are committed to protecting the public's safety by ensuring compliance with adopted building codes…					
Building Permits Issued	900	852	1050	1,471	
Electrical Permits Issued	800	970	957	1,119	
HVAC/Gas Permits Issued	600	948	1057	1,321	
Plumbing Permits Issued	600	658	683	1,058	
Total Construction Inspections	9000	9916	11282	14,054	

Building Permits & Inspection

Performance Measure	*Goal*	*FY17*	*FY18*	*FY19*	*Reference*
...and by ensuring compliance with ordinances that enhance quality of life for Athens-Clarke County citizens.					
Front Yard Parking	400	425	293	442	
Roll Cart Violations	500	589	434	395	
Sign Ordinance Violations	3000	3,238	4359	3,947	
Litter/Accumulation of Refuse	700	812	881	854	
Junked Vehicles	300	536	576	551	
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 $200,000 over last year to $1,300,000. With the use of fund balance, Special Revenue Fund revenues are sufficient to cover expenses.
- The approved budget includes funding for a Permit Specialist for $31,461 for a currently vacant but unfunded position in the Building Inspection Fund, eliminating the need for a part-time Permit Specialist. With the large increase in permits issued in the last two years, this position will reduce the need for overtime and outsourcing for permit processing.
- Salary & Benefits also increase an additional $217,500 due to the 1% market salary adjustment and a reallocation of pension and health insurance benefits.

For more information on the Building Inspection Fund (which also includes some expenses for Planning and Zoning), see page E-18. For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Building Permits & Inspection

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$1,530.5	$1,607.0	$1,918.3	$1,856.0	$249.0	15.5%
Operating	$174.1	$247.1	$233.0	$221.6	($25.5)	-10.3%
Total	$1,704.6	$1,854.1	$2,151.3	$2,077.6	$223.5	12.1%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Administration	$277.4	$344.2	$338.6	$338.6	($5.6)	-1.6%
Construction Inspection	$562.6	$582.5	$790.4	$790.4	$207.9	35.7%
Code Enforcement	$864.6	$927.4	$1,022.2	$948.5	$21.1	2.3%
Total	$1,704.6	$1,854.1	$2,151.2	$2,077.5	$223.4	12.0%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Building Inspection Fund	$812.8	$899.3	$1,101.0	$1,101.1	$201.8	22.4%
General Fund	$828.6	$873.1	$965.5	$891.7	$18.6	2.1%
Affordable Housing Fund	$36.0	$54.2	$56.8	$56.8	$2.6	4.8%
Water & Sewer Fund	$27.2	$27.4	$28.0	$28.0	$0.6	2.2%
Total	$1,704.6	$1,854.0	$2,151.3	$2,077.6	$223.6	12.1%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	23	24	25	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

- 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 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 / Administration									
Outcomes and Performance Measures	**Current Goal**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**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%	98%	98%	100%	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	1,031	1,032	1,052	1,060	1,080	1,094	↑	
Number of UGA subscriber radio units	Data only	0	462	459	461	461	466	↑	
Review, coordinate with other departments, and issue Special Event permits for community enhancing events									
Number of Special Event Permits Issued	Data only	66	52	62	51	53	54	↔	

Central Services

Central Services / Landscape Management

Outcomes and Performance Measures	Current Goal	FY14	FY15	FY16	FY17	FY18	FY19	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	47	↑	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	96	↔	
Acres of Facilities Grounds Maintained per Employee (total 100 acres)	30	New for FY17			31	31	31	↔	
Percent of Routes Completed on Schedule	85%	New for FY19					90%		Weather is primary factor affecting schedule
Number of Landscape Installations and Renovations	Data only	New for FY18				15	40		
Number of Athletic Field Repairs and Renovations	Data only	New for FY18				2	0		
Provide public tree assessment and management as well as community outreach.									
Number of Private Property Tree Assessments	Data only	New for FY17			430	377	367	↓	FY20 to date 106 private citizens & 23 ACC trees
Total Tree Canopy Cover for Athens-Clarke County (measured every 5 years)	45%	--	--	63%	--	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					376		
Percent of Service Calls Responded To Within 1 Workday	85%	New for FY19					96%	↔	
Percent of Service Calls Completed Within 5 Workdays	95%	New for FY19					100%	↔	

Central Services / Facilities Management

Outcomes and Performance Measures	Current Goal	FY14	FY15	FY16	FY17	FY18	FY19	Trend	Comments or Analysis
Ensure a safe, productive, and positive image of Athens-Clarke County Facilities									
Number of Structures Maintained	Data only	206	206	206	221	224	199	↑	
Number of Work Orders	Data only	6,538	7,525	9,162	9,345	9,383	8,804	↔	
Square Footage Maintained for all maintenance and repairs	Data only	1,853,713	1,865,963	1,981,173	2,006,907	2,035,833	2,044,637	↑	
by providing a high quality physical environment through dependable customer service									
Avg. Number of Work Orders per Maintenance Employee	<425	409	470	436	445	447	419	↔	Measures workload by average volume of work performed per maintenance employee
Avg. Square Footage Maintained per Maintenance Employee	90,000	115,857	116,623	94,342	95,567	96,945	97,364	↑	Measures average amount of responsibility per maintenance employee
and sound fiscal practices.									
Cost per Square Foot for Maintenance	<$1.75	$ 1.59	$1.27	$1.60	$1.30	$1.90	$1.93	↔	
Cost per Square Foot for Custodial Services	<$2.11	$ 1.65	$1.62	$1.94	$1.52	$1.58	$1.88	↑	
Preventive Maintenance vs. Corrective Maintenance	75%	New for FY20							Preventive Maint. as percent of Total Maint. cost shows preventive program effectiveness (ref: IFMA)

Central Services / Fleet Management

Outcomes and Performance Measures	Current Goal	FY14	FY15	FY16	FY17	FY18	FY19	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	1,654	1,621	1,570	1,372	1,453	1,389	↓	
Number of Corrective Maintenance Service Calls	<75	187	202	327	314	152	210	↑	
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%	16%	↓	Replacement criteria revised in FY18. Funding constraints limits no. of replacements each year.
Number of Catastrophic Failures	<5	11	6	11	8	3	12	↑	
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	40	45	↑	Needed to maintain regulatory compliance

Budget Highlights

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

General Fund

- The FY21 Budget is $10 million (not including debt service of $541,000) for the cost of: Administration, Landscape Management, & Facilities Management.
- In FY20, a new separate Animal Services Department was created from what was the Central Services Animal Control Division.
- Funding of $40,000 is included to add one fulltime Fleet Training position, split funded between the General Fund and Workforce Development, beginning in the third quarter of FY21. The Fleet Trainer position will enhance staff skills and career development while working with incarcerated individuals on marketable skills for re-entry into the workforce.
- $28,470 is budgeted to add one fulltime Landscape Grounds Worker position, beginning the third quarter of FY21, to support service continuation to new SPLOST funded greenways and rail-trails.
- The Landscape Management Division also includes $18,200 for increases in fleet and other indirect costs.
- The Facilities Management Division includes $100,337 for maintenance contract cost increases.
- Additional funding of $10,416 for building and equipment maintenance cost associated with new Fire Station #2 and the new Cooperative Extension facility is budgeted.
- Funding of $5,549 for building and equipment maintenance cost associated with the new morgue is also budgeted.
- Support funding of $10,828 is included for the Advantage Behavioral relocation project.
- Custodial Services expense of $52,000 for the Police Department has been moved from Facilities Management to the Police Department with no net impact to the General Fund.
- The annual contract for downtown parking services with Athens Downtown Development Authority (ADDA) projected to generate $4.4 million in fees and fines. This is $400,000 above FY20 Budget, due to a Commission initiative for an increase in on-street parking fees of 25 cents per hour from $1.25/hour to $1.50/hour.
- ADDA's FY21 parking expenditures are estimated at $2.0 million, the same level as the FY20 Budget.
- The Parking Management Services Fee to ADDA is projected at $443,060, approximately $80,000 above FY20.
- ACCGov's portion of net parking revenues is estimated at $1,772,240, approximately $299,000 above FY20.

Internal Support Fund

- Internal Support Fund provides services to other government departments for copier, phone, postage, paper, printing, and 800 MHz radio.
- The FY21 Budget for the Internal Support Fund is $1.6 million, $63,400 above the FY20 funding level.

Fleet Management Fund

- The FY21 Budget is $2.6 million, $193,000 above FY20, to allocate ACCGOV vehicle costs for repair, maintenance and bulk fuel.
- Fleet Management is introducing a subscription type model for maintenance in FY21 with a monthly base fee charged to departments in order to stabilize revenues for the fund.
- Fuel costs are based on a purchase price of $2.00/gallon for gasoline & $2.14/gallon for diesel (same prices used for FY20 budgeting).

- Fuel costs are based on a purchase price of $2.00/gallon for gasoline & $2.14/gallon for diesel (same prices used for FY20 budgeting).

For more information on the Internal Support Fund and the Fleet Management Fund, see pages E-32 and 33.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$6,019.5	$6,212.8	$6,136.3	$5,636.1	($576.7)	-9.3%
Operating	$7,968.9	$8,276.3	$6,817.4	$8,466.2	$189.9	2.3%
Total	$13,988.4	$14,489.1	$12,953.7	$14,102.3	($386.8)	-2.7%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$332.1	$362.0	$436.7	$380.4	$18.4	5.1%
Animal Control	$683.2	$798.7	$0.0	$0.0	($798.7)	-100.0%
Internal Support	$3,187.3	$3,185.9	$1,296.2	$3,321.2	$135.3	4.2%
Landscape Management	$2,783.1	$2,886.2	$3,474.9	$2,830.4	($55.8)	-1.9%
Facilities Management	$4,075.1	$4,293.0	$4,575.8	$4,400.1	$107.1	2.5%
800 MHz Radio System	$499.1	$576.3	$590.2	$590.2	$13.9	2.4%
Fleet Management	$2,428.5	$2,387.0	$2,580.0	$2,580.0	$193.0	8.1%
Total	$13,988.4	$14,489.1	$12,953.8	$14,102.3	($386.8)	-2.7%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$9,941.2	$10,569.1	$8,690.2	$9,925.7	($643.4)	-6.1%
Internal Support Fund	$1,613.2	$1,533.1	$1,596.5	$1,596.5	$63.4	4.1%
Fleet Management Fund	$2,428.5	$2,387.0	$2,580.0	$2,580.0	$193.0	8.1%
Other Funds	$5.5	$0.0	$87.0	$0.1	$0.1	--
Total	$13,988.4	$14,489.2	$12,953.7	$14,102.3	($386.9)	-2.7%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	103	94	102	96	2

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
Capital Appropriations							
General Capital Projects Fund							
Current Services							
D-23		Facilities Life Cycle Maintenance Program	569.4	-	-	5,126.1	4,926.5
D-24		800 MHz Subscriber Radio Life Cycle	220.4	26.0	50.0	116.0	421.0
D-25		Landscaping Equipment Life Cycle Replacement	1.7	50.0	75.0	425.0	600.0
D-29		800 MHz Radio Infrastructure Replacement	100.0	25.0	25.0	950.0	1,250.0
D-30		Landscape & Community Tree Program	19.7	20.0	-	75.0	75.0
D-31		Parking Lot Life Cycle Maintenance & Repair	0.9	20.0	25.0	145.0	200.0
D-32		Upgrade Fuel Sites	-	-	30.0	20.0	-
D-33	N	Tree Hazard Reduction	-	-	-	300.0	300.0
D-36		Replace Internal Support Equipment	40.0	-	10.0	40.0	50.0
D-37		Parking Decks Life Cycle Replacement	285.5	-	25.0	200.0	250.0
D-42		Energy Management Improvements	31.2	-	-		150.0
Current Services Total			*1,268.9*	*141.0*	*240.0*	*7,397.1*	*8,222.5*
Additions & Improvements							
D-35		Renovations/Space Allocation Plan	409.7	-	-	150.0	150.0
D-39		Downtown Enhancement Project	60.0	60.0	60.0	240.0	300.0
D-41	N	Lease/Purchase Ballfield Mowers	-	-	-	174.0	-
Additions & Improvements Total			*469.7*	*60.0*	*60.0*	*564.0*	*450.0*
General Capital Projects Fund Total			*1,738.6*	*201.0*	*300.0*	*7,961.1*	*8,672.5*
Fleet Management Fund							
Current Services							
D-28		Fleet Management Shop Equipment Life Cycle Replacement	-	10.0	10.0	40.0	50.0
D-32		Upgrade Fuel Sites	54.6	-	-	60.0	100.0
Current Services Total			*54.6*	*10.0*	*10.0*	*100.0*	*150.0*
Fleet Management Fund Total			*54.6*	*10.0*	*10.0*	*100.0*	*150.0*
Fleet Management Fund							
Current Services							
D-26		Fleet Replacement Program	-	3,102.0	1,295.4	8,437.1	10,533.0
Current ServicesTotal			-	*3,102.0*	*1,295.4*	*8,437.1*	*10,533.0*
Fleet Replacement Fund Total			-	*3,102.0*	*1,295.4*	*8,437.1*	*10,533.0*
Hotel/Motel Fund							
Central Services							
D-30		Landscape & Community Tree Program	-	-	-	60.0	75.0
D-34		Parking Facilities	-	-	-	80.0	100.0
D-38		Community Events Program	1.9	40.0	40.0	200.0	200.0
Current Services Total			*1.9*	*40.0*	*40.0*	*340.0*	*375.0*
Hotel/Motel Fund Total			*1.9*	*40.0*	*40.0*	*340.0*	*375.0*
Internal Support Fund							
Current Services							
D-24		800 MHz Subscriber Radio Life Cycle	-	-	50.0	116.0	421.0
D-27	N	Mobile Communications Van Equipment Replacement	-	-	17.0	68.0	37.4
D-36		Replace Internal Support Equipment	69.4	15.0	15.0	60.0	75.0
D-40		Telephone System Life Cycle Replacement	219.3	25.0	25.0	125.0	125.0
Current Services Total			*288.7*	*40.0*	*107.0*	*369.0*	*658.4*
Internal Support Fund Total			*288.7*	*40.0*	*107.0*	*369.0*	*658.4*

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, ongoing.
- To image all cases for the years 1993-2002, ongoing.
- 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, ongoing.

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

- Due to an increase in juror pay from $25 per day to $35 per day, funding for juror pay was requested to be increased by $90,240 and is approved to be increased by $59,558.
- An additional Deputy Clerk was requested to be funded for $49,679 and is approved to be funded at $24,849 and to start in the second half of FY21. Since the Department of Community Supervision no longer provides staff to prepare sentences in court, this position assumes that responsibility.
- Funding for electronic notifications, $1,000, was requested and the Approved Budget includes $500 in funding to start electronic notifications in the second half of FY21.
- Salary & Benefits also increase an additional $1,700 due to the 1% market salary adjustment and a reallocation of pension and health insurance benefits.

Clerk of Courts

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$1,113.9	$1,147.6	$1,221.0	$1,174.2	$26.6	2.3%
Operating	$275.5	$324.0	$426.7	$384.1	$60.1	18.5%
Total	$1,389.4	$1,471.6	$1,647.7	$1,558.3	$86.7	5.9%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	21	21	22	22	1

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 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	
	FY17	FY18	FY19	FY20	FY21
Educational Classes Provided	706	746	1,215	800	800
Total Teaching Contacts	10,526	10,326	9,866	9,000	9,000
Soil Analysis Diagnostics	775	709	571	800	800
Water and Microbiology Diagnostics	151	184	138	150	150
Pathology, Plant & Insect ID	350	378	91	250	250
Radon Kits Distributed	24	28	26	30	30
Educational Newsletters Distributed	26,952	25,000	26,056	24,000	24,000
Phone, Office & Email Consultations	8,660	8,546	4,500	6,000	6,000
Home Visit Consultations	20	26	25	25	25
Educational Exhibit Contacts	8,120	8,500	4,390	5,000	5,000

Budget Highlights

- Cooperative Extension moved into a new facility (funded by SPLOST 2011) in September 2019.
- $5,600 is budgeted to increase the annual salary supplement for three Extension Agents as recommended by the Director of Extension at the University of Georgia.
- Salary & benefits recognized a reduction for elimination of a vacant secretary position no longer needed.
- The FY21 Budget of $239,000 reflects no other significant changes to services or programs.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$130.0	$168.5	$194.5	$154.5	($14.0)	-8.3%
Operating	$33.2	$86.5	$86.5	$84.4	($2.1)	-2.4%
Total	$163.2	$255.0	$281.0	$238.9	($16.1)	-6.3%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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

- There are no significant changes for the Coroner's Office in the FY21 Approved Budget.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$18.6	$18.6	$18.9	$18.9	$0.3	1.6%
Operating	$27.1	$40.1	$50.9	$38.1	($2.0)	-5.0%
Total	$45.7	$58.7	$69.8	$57.0	($1.7)	-2.9%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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.

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.

Corrections

- 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 skills.
- 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	2015	2016	2017	2018	2019	Comments or Analysis
WE PROTECT THE PUBLIC							
Average Daily Count	Data only	106	106	109	130	153	
Number of Escapes	0	0	1	0	4	0	
Number of Training Hours	Data only	2,537	3,581	3,324	3,482	2,750	
Number of inmate on inmate assaults	<5	1	8	3	6	2	Goal: less than 5
Number of inmate on staff assaults	<1	0	1	0	1	0	Goal: less than 1
WE PROVIDE A COST-EFFICIENT WORKFORCE							
Total number of details	Data only	19	24	24	48	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	72.0%	91.0%	90.0%	95.0%	95.0%	Above 90%
Total expenses ($)	Data only	$3,317,829	$3,406,175	$3,341,814	$3,387,076	$3,407,556	Actual Expenses for the year
Cost Recovery: Total Reimbursements	Data only	$ 773,800	$ 773,800	$ 795,700	$ 949,000	$1,116,900	$20 X 365 days X Avg. Inmate Pop $22 starting 7/1/19
Athens-Clarke County Total Budgeted Daily Cost Per Inmate	Data only	$86	$88	$84	$71	$61	Took total budget divided by 365 divided by Ave Daily Count

Corrections

Outcomes and Performance Measures	Current Goal	2015	2016	2017	2018	2019	Comments or Analysis
Athens-Clarke County Funds: Daily Budgeted Cost per inmate	Data only	$57.46	$58.99	$56.28	$47.83	$40.88	Total daily cost per inmate * 67%
Athens-Clarke County: Daily Labor Value Per Inmate	Increase FPY	$68.97	$89.44	$95.90	$101.23	$101.23	Increase steadily
ROI: total hours worked by inmates in County	Stable	158,746	200,637	204,048	256,880	302,328	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	$2,668,514	$3,460,584	$3,815,494	$4,803,399	$5,653,231	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	0	2	6	5	8	> 5% eligible inmates gain GED
Number of inmates completing Re-entry Program	>50	42	140	95	68	102	Goal to increase to >75
Number of inmates completing Motivation for Change	>50	24	51	73	73	110	Goal: more than 4 year running avg Goal to increase to >75
WE USE RESOURCES RESPONSIBLY							
Total Employees	Data only	43	43	43	43	45	
Overtime as % of personnel expenditure.	< 1.5%	1.30%	1.40%	2.00%	2.35%	0.48%	keep under 1.5%
Expenditures: Actual versus budget	< 100%	92.6%	92.9%	95.6%	90.6%	90.0%	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	142	179	163	123	143	
Average Daily Count	>60	44	47	40	43	61	Our goal is to achieve and maintain a 75% rate of capacity.
Total Successful Releases	Data Only	115	135	104	73	84	Our goal is to achieve and maintain 80% total intakes resulting in successful releases.
Successful Release Percentage	>75% of intakes	80.99%	75.42%	63.80%	62.39%	63.64%	
Average % Residents Employed Ave	>85%	8%	85.00%	87.00%	95.00%	97.00%	Our goal is to maintain a consistent 90% employment rate for our residents.
Available Program Hours Per Week	Data only	96	12	28	25	25	Pathways to Success, Men in Action, Alcoholics Anonymous, Department of Labor, GED, Narcotics Anonymous, UGA Food Talk, Piedmont-Athens Regional, People Living in Recovery, Ark, Clearpoint
Total Program Hours Attended Per Week	Data only	0.80	15	300	200	200	Total hours utilized by all residents

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).
- $1.3 million in revenue is projected from the State to ACCGOV in FY21 ($20/day per housed inmate).
- Revenue from Diversion Center residents is projected to generate $274,800, $46,800 above FY20, based on an increase in State inmates participating in the Transitional Center and adjusted rates that are expected to result in additional revenue.
- Funding of $77,076 is budgeted to add three fulltime Corrections Officer I positions (two beginning in third quarter FY21 and one beginning in fourth quarter FY21) to increase supervision and safety support needed, due to the increased number of housed offenders, at the Diversion Center.
- $150,000 is included, same as FY20, for continuation of an offender incentive program to support state inmates as they perform labor on behalf of ACCGOV.
- For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$2,779.5	$3,006.0	$3,353.1	$3,079.9	$73.9	2.5%
Operating	$650.5	$993.1	$1,011.5	$995.2	$2.1	0.2%
Total	$3,430.0	$3,999.1	$4,364.6	$4,075.1	$76.0	1.9%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Administration	$328.6	$529.3	$535.0	$535.0	$5.7	1.1%
Food Services	$427.2	$632.7	$637.7	$612.7	($20.0)	-3.2%
Security Operations	$1,689.6	$1,705.2	$1,890.4	$1,714.1	$8.9	0.5%
Diversion Center	$984.6	$1,131.9	$1,301.6	$1,213.3	$81.4	7.2%
Total	$3,430.0	$3,999.1	$4,364.7	$4,075.1	$76.0	1.9%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$3,407.6	$3,949.1	$4,314.7	$4,025.1	$76.0	1.9%
Corrections Inmate Fund	$19.3	$50.0	$50.0	$50.0	$0.0	0.0%
Grants Fund	$3.1	$0.0	$0.0	$0.0	$0.0	--
Total	$3,430.0	$3,999.1	$4,364.7	$4,075.1	$76.0	1.9%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

Capital Appropriations		FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
General Capital Projects Fund						
Current Services						
D-43	Food Service Equipment Life Cycle Replacement	10.2	20.0	20.0	40.0	30.0
Additions & Improvements						
D-44	JMS Inmate Accountability Software Purchase	-	-	-	-	39.9
General Capital Projects Fund Total		*10.2*	*20.0*	*20.0*	*40.0*	*69.9*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	43	45	49	48	3

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 $540,508 of funding for annual debt service for the bonds issued in 2011 to finance a portion of the Washington Street Building and $513,400 for principal, interest and bond fees on the debt service for the bonds issued in 2012 for the site improvements for the Caterpillar Project. A GMA Lease was incurred for Munis Software in 2020. The budget includes $258,538 for principal and interest on the debt service.
- **Public Facilities Authority Fund** – This budget includes $524,836 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.
- **SPLOST Debt Service Fund** – The $3.7 million budget for debt service and fees represents the debt incurred after the approval of SPLOST 2020.
- **Airport Fund** – This budget includes $15,105 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 FY21 will be $109,488.
- **Landfill Fund** – $104,256 is included in the budget for the Landfill Fund for debt interest related to the construction of Phase V Cell 1A-1B. Total FY21 debt payments for principal and interest are estimated to total $707,450.
- **Water & Sewer Fund** – The budget for the Water and Sewer Enterprise Fund includes $9,069,300 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 FY21 debt service (principal and interest) for the Water and Sewer Enterprise Fund will be $16.5 million.
- **Internal Support Fund** – The $269,500 budget represents the third 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.

Debt Service

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$1,045.5	$1,057.9	$771.9	$1,312.4	$254.5	24.1%
Public Facility Auth. Fund	$534.0	$529.2	$524.8	$524.8	($4.4)	-0.8%
SPLOST Debt Service Fund	$9,841.1	$0.0	$3,702.2	$3,702.2	$3,702.2	--
Airport Fund	$21.0	$19.4	$15.1	$15.1	($4.3)	-22.2%
Landfill Fund	$27.7	$204.1	$104.3	$104.3	($99.8)	-48.9%
Water & Sewer Fund	$9,805.8	$9,450.4	$9,075.6	$9,075.6	($374.8)	-4.0%
Internal Support Fund	$42.9	$269.4	$262.2	$262.2	($7.2)	-2.7%
Fleet Replacement Fund	$33.9	$0.0	$0.0	$0.0	$0.0	--
Total	$21,351.9	$11,530.4	$14,456.1	$14,996.6	$3,466.2	30.1%

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 & Trafficking, Child Abuse/Molestation, Domestic Violence and Elder Abuse)
- Refine our paperless file system ("CASE") to reduce costs and improve efficiency including e-discovery via the web for defense attorneys.
- 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.
- Continue to combat criminal street gangs in our community.
- 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.

Performance Measures

	Actual			Forecast	
	CY17	CY18	CY19	CY20	CY21
New Felony Cases Received	1,766	1,601	1,463	1,500	1,600
Dismissals (incl. PTP Dismissals)	105	143	114	130	145
Transfers to Solicitor-General	54	54	44	50	55
Superior Court					
Bond Hearings	864	981	928	995	1,062
Arraignments	1,739	1,865	1,479	1,675	1,8
Motion Hearings	345	299	184	300	350
Status Conferences	1,535	966	1,177	1,300	1,350
Jury Trials					
Cases Scheduled for Trial	1,099	1238	1,041	1,250	1,350
Number of Jury Trials	33	31	22	36	40
Number of Days in Trial	95	116	77	145	150
Average Days / Trial	2.87	3.74	3.5	4	5
Number of ADA Days in Trial	153	236	149	250	300
Probation Cases Filed	894	1,052	1,141	1,200	1,300
Probation Status Conferences	694	1,290	1,451	1,500	1,600
Juvenile Court					
Delinquent Cases Filed	1,104	847	784	900	1,000
Traffic	122	87	58	90	95
Subpoenas Issued and Served (by DA Investigators)	6,731	16,109	13,055	14,000	15,000
Victim Assistance					
Total Active Victims Served	2,961	2,961	3,363	3,500	3,550
Total Victim Services Provided	40,539	40,539	37,083	41,000	41,500
Civil Forfeiture Actions					
Opened	48	48	59	65	70
Closed	36	36	64	70	75

Budget Highlights

- For FY21 the Commission eliminated the $13,000 salary supplement for the appointed District Attorney. The supplement is intended to be restored when the elected District Attorney takes office.
- Other salary and benefit increases are due to the 1% market increase in salaries and a reallocation of pension and health insurance benefits.
- The District Attorney 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	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$1,903.5	$2,055.6	$2,128.0	$2,100.0	$44.4	2.2%
Operating	$189.0	$109.5	$141.4	$106.2	($3.3)	-3.0%
Total	$2,092.5	$2,165.1	$2,269.4	$2,206.2	$41.1	1.9%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
District Attorney	$1,927.0	$1,992.2	$2,091.0	$2,027.8	$35.6	1.8%
Victim Assistance	$165.6	$173.0	$178.4	$178.4	$5.4	3.1%
Total	$2,092.6	$2,165.2	$2,269.4	$2,206.2	$41.0	1.9%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$1,372.1	$1,382.1	$1,450.5	$1,387.4	$5.3	0.4%
Special Programs Fund	$719.6	$783.0	$818.9	$818.9	$35.9	4.6%
Total	$2,091.7	$2,165.1	$2,269.4	$2,206.3	$41.2	1.9%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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, the University of Georgia, the Classic Center, the Convention and Visitors Bureau, 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 event 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 FY21 by maintaining contact with appropriate stakeholders and seeking out any potential for the area.
- Maintain an active social media and marketing presence that distributes 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 FY21 to update the community on various economic development initiatives and news.
- Engage in 20 outreach visits to real estate developers, site selection consultants, and project managers.
- Engage in 15 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 two International Outreach Missions to broadcast the viability of doing business in Athens-Clarke County outside of the U.S.

Partnerships

- Continue to partner and support the University of Georgia where appropriate to bolster the entrepreneurship and creative community in Athens by engaging in three student projects and participating in mentorship & internship programs.
- Participate in the Manufacturer's Roundtable meetings and workforce subcommittee meetings to harmonize with the Chamber of Commerce, local educational system and industry in the ongoing work to align the curriculum relevant to industry's current and future workforce needs.
- Coordinate and execute four events in partnership with groups in the entrepreneurial community.

Economic Development

Performance Measures

Economic Development

Performance Measure	Goal	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	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***	***TBD***	***TBD***	***Increase YOY***	Source: Bureau of Labor Statistics, Quarterly survey of wages	BLS; quarterly census, Clarke, all employees; Pace is most current to date, YOY
Avg weekly wage	*Increase YOY*	738	758	803	803	819(P)	***TBD***	***TBD***	***TBD***	***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***	***TBD***	***TBD***	***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***	***TBD***	***TBD***	***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***	***TBD***	***30***		
# of expansions/announcements	*0*	N/A	1	2	2	3	***2***	***2***	***TBD***	***TBD***		Calendar year totals
# commercial building permits	*Increase YOY*	29	53	54	40	45	***TBD***	***Increase YOY***	***TBD***	***TBD***		Calendar year totals
total commercial permit value (1,000's)	*Increase YOY*	$79,035	$42,624	$42,316	$49,153	$41,514	***TBD***	***Increase YOY***	***TBD***	***TBD***		Calendar year totals
outreach,												
Social media following	*20% YOY increase*	***N/A***	***N/A***	***N/A***	***N/A***	***874****	***2042***	***TBD***	***TBD***	*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***	***TBD***	***25***		Internal accounting
Client visits	*15 Annual Visits*	N/A	12	13	14	6	***15***	***15***	***TBD***	***15***		Internal accounting
and partnerships.												
Public Private Partnerships Created	1	N/A	0	0	0	1	***2***	***1***	***TBD***	***2***		Internal accounting
Projects with capital investment	1	N/A	0	0	0	1	1	1	***TBD***	1		Internal accounting

Budget Highlights

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

- The FY21 Approved Budget continues to fund a Workforce Development Program in the General Fund ($90,300) and Special Revenue Fund ($59,300) for $150,000 total funding. These funds support one fulltime workforce development position, 50% of a new fleet training position in Central Services, and funds to be added to already appropriated funds to partner with other agencies to create a training curriculum for targeted individuals that will help them gain employment.
- The addition of the workforce development position in FY20 increased Salary & Benefits by approximately $75,000 in FY21.
- Salary & Benefits also increase an additional $15,000 due to the 1% market salary adjustment and a reallocation of pension and health insurance benefits.

Economic Development

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$253.8	$284.9	$396.9	$381.9	$97.0	34.0%
Operating	$213.7	$434.2	$323.9	$343.9	($90.3)	-20.8%
Total	$467.5	$719.1	$720.8	$725.8	$6.7	0.9%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$370.9	$454.1	$566.1	$551.1	$97.0	21.4%
Hotel/Motel Fund	$96.6	$115.0	$115.0	$115.0	$0.0	0.0%
Special Programs Fund	$0.0	$150.0	$39.7	$59.7	($90.3)	-60.2%
Total	$467.5	$719.1	$720.8	$725.8	$6.7	0.9%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

Capital Appropriations		FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
Economic Development Fund						
Additions & Improvements						
D-79	Economic Development Capital Program	658.1	200.0	225.0	900.0	1,125.0
Economic Development Fund Total		*1,243.1*	*220.0*	*250.0*	*1,500.0*	*1,750.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	4	5	5	5	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 forecasting of unassigned fund balance under various scenarios.

Performance Measures

Outcomes and Performance Measures	Current Goal	2015	2016	2017	2018	2019	Trend	Comments or Analysis
The Finance Department collects, monitors, analyzes and coordinates financial reporting								
Accurate Revenue Forecast for General Fund	+-2.5%	2.8%	0.8%	-0.6%	1.0%	0.9%	👍	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	$7.2M	$8.4M	9.7M	9.3M	6.9M	👎	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 Aa1 AA+	AA Aa1 AA+	AA Aa1 AA+	AA Aa1 AA+	AA Aa1 AA+	👍	S&P Moody's Fitch
% of pension obligation/liability funded	80%	89.10%	83.60%	90.00%	93.00%	88.60%	👍	Per CAFR
Unassigned Fund Balance meets one month (8.5%) minimum for GF expenditures	8.5%	19.4%	16.5%	13.5%	14.6%	17.5%	👍	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	6.35%	3.83%	5.18%	5.39%	7.74%		Per CAFR
Government-Wide Investement Revenue	Data Only	0.7M	0.9M	1.4M	2.6M	5.0M		Per Investment Report
Overtime as a % of personnel expenditures	<1.5%	1.14%	0.92%	0.73%	1.22%	0.75%	👍	

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

- $80,000 is budgeted to add a fulltime Minority Purchasing Coordinator position beginning July 1, 2020.
- Funding of $15,000 is included to upgrade a current fulltime Purchasing Buyer position to a Sourcing Coordinator position beginning July 1, 2020.
- An additional $10,000 is included for Purchasing Division overtime expenses associated with the Tyler/Munis ERP Implementation.
- The Salary & Benefits increase also includes the FY20 PMP increase that was implemented mid-year along with the 1% salary adjustment for FY21.
- Funding of $7,500 is budgeted for Purchasing Division Best Practices software.
- $5,000 is budgeted for increased credit/debit card processing fees.
- The FY21 Budget of $2.5 million reflects no other significant changes to services or programs.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$1,878.6	$2,087.1	$2,231.1	$2,237.3	$150.2	7.2%
Operating	$226.9	$199.9	$212.4	$227.7	$27.8	13.9%
Total	$2,105.5	$2,287.0	$2,443.5	$2,465.0	$178.0	7.8%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$362.4	$431.3	$520.0	$520.0	$88.7	20.6%
Financial Services	$500.8	$580.9	$613.6	$588.6	$7.7	1.3%
Accounting	$478.0	$494.3	$458.5	$458.5	($35.8)	-7.2%
Budget Management	$318.8	$332.4	$347.7	$347.7	$15.3	4.6%
Purchasing	$445.7	$448.1	$503.7	$550.2	$102.1	22.8%
Total	$2,105.7	$2,287.0	$2,443.5	$2,465.0	$178.0	7.8%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	28	28	28	29	1

Fire & Emergency Services

Mission

Athens-Clarke County Fire & Emergency Services Department takes pride in providing prompt, dependable, and professional services to reduce the impact of emergencies in our community with dedication to education and training.

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 FY21 property inspection schedule for all properties on file as of July 1, 2020.
- Provide fire safety information to 75% of all kindergarten through grade 3 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 twelve (12) hours of Auto/Mutual Aid training in FY21 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 FY21.
- Increase the number of certified EMTs by 15 in FY21 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 FY21.

Performance Measures

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%)	1231 100%	907 90%	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	99	62	A decrease in the number of structure fires including mobile homes used as residences(incident types: 111, 112, 113, 114, 121)
Total Fire & Life Safety inspections	*Data Only*	4,352	3,719	2,951	2,857	1,876	All types of fire & life safety inspections conducted by the Fire Marshal's Office staff.
Fire & Life Safety Code violations documented	*Data Only*	2,621	1,655	1,378	1,515	977	Total number of violations documented during fire and life safety inspections
Total Plans Reviewed	*Data Only*	230	157	175	150	89	Plans (Building, Electrical, Fire Protection, etc.) reviewed for compliance with fire & life sfatey codes
False alarm responses	*Data Only*	1,123	1149 +2%	1,135	1,295	480	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 FY18		-2%	+14%	-26%	Strengthen false alarm ordinance to reduce the number of false alarms by 10% in FY18
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	6,003	3,344	Total number of incidents responded to
Responses to medical emergencies	*Data Only*	1,059	2,083	2,771	2,652	1,650	Medical emergency responses (incident types: 311, 320, 321, 322, 323, 352, 381)
Number of EMTs in Operations Division	*100%*	31%	35%	41%	60%	75%	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		Data issues			Source: NFPA 1710 Standard
Travel time of 240 seconds or less to medical emergencies	*≥ 90%*	New for FY18		Data issues			Source: NFPA 1710 Standard
Turnout time to Fire & Special Ops incidents 80 seconds or less	*≥ 90%*	New for FY18		Data issues			Source: NFPA 1710 Standard
Arrival of first in engine company at fires within 320 seconds	*≥ 90%*	New for FY18		Data issues			Source: NFPA 1710 Standard
Arrival of initial full asignment to structure fires in 560 seconds	*≥ 90%*	New for FY18		Data issues			Source: NFPA 1710 Standard
Average hours of training per firefighter	*≥ 220 hr avg.*	191 hr avg.	291 hr avg.	185 hr avg.	248 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	68	39	37	19	Fire investigation into the cause of fires helps indentify causes for prevention efforts as well as identifying any intentionally set fires for prosecution.

Fire & Emergency Services

Performance Measure	Goal	FY16	FY17	FY18	FY19	FY20*	Metric Definition/Notes
Maintain or improve ISO rating	*Maintain homeowners & commercial insurance*	2/2x	2/2x	2/2x	1/1X	1/1X	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.

** version with data 7-1-2019 through 12-31-2019*
FireHouse & ESO data combined

Budget Highlights

- Increase of $158,100 in salary & benefits attributed to the 1% market salary adjustment for FY21.
- FY21 Budget includes $71,488 in increases to maintain current services for:
  - Fire Prevention Investigation Overtime $ 1,283
  - Emergency Management Association Dues $ 1,505
  - Communications Equipment Maintenance $ 5,000
  - Emergency Management Communication Software $10,100
  - Emergency Management Planning Support $12,600
  - EMT Training $41,000
- FY21 moves two vehicles from surplus back-ups to the vehicle replacement program.
- FY21 Budget of $14.5 million reflects no other significant changes to the department.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$12,707.2	$13,260.9	$14,002.6	$13,419.0	$158.1	1.2%
Operating	$1,414.2	$985.6	$1,274.6	$1,058.2	$72.6	7.4%
Total	$14,121.4	$14,246.5	$15,277.2	$14,477.2	$230.7	1.6%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$234.5	$231.2	$251.2	$234.6	$3.4	1.5%
Fire Prevention	$688.3	$762.8	$788.5	$701.4	($61.4)	-8.0%
Fire Suppression	$13,198.6	$13,252.4	$14,237.5	$13,541.2	$288.8	2.2%
Total	$14,121.4	$14,246.4	$15,277.2	$14,477.2	$230.8	1.6%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
Capital Appropriations							
General Capital Projects Fund							
Current Services							
D-45		Replace Mobile Data Terminals	154.8	-	50.0	150.0	250.0
D-46	N	Construct Fire Station 1, Vehicle Shop & Headquarters	-	-	-	16,282.0	-
Current Services Total			*154.8*	-	*50.0*	*16,432.0*	*250.0*
Current Services							
D-47	N	Renovate and Expand Fire Training Center	-	-	-	4,115.0	-
D-48	N	Construct Emergency Operations Center	-	-	-	1,430.0	-
Current Services Total			-	-	-	*5,545.0*	-
General Capital Projects Fund Total			*154.8*	-	*50.0*	*21,977.0*	*250.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	187	187	193	187	0

Housing & Community Development

Mission

The Housing and Community Development (HCD) department provides funding for the creation and rehabilitation of affordable housing, fosters and coordinates services for disadvantaged populations, and promotes economic mobility among residents of Athens-Clarke County.

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

Outcomes and Performance Measures	Goal	FY15	FY16	FY17	FY18	FY19	Comments or Analysis
Creates and rehabilitates affordable housing,							
# Affordable housing units supported with CDBG/HOME	Steady Increase	40	41	57	80	44	Total # affordable housing units supported with CDBG/HOME
# Affordable rental housing units created	Data Only	16	0	0	12	2	# Affordable rental housing units created through HOME, CDBG funding
# Affordable housing units acquired	Data Only	3	5	8	0	0	# Affordable rental housing units acquired through HOME, CDBG funding
# Affordable homes newly constructed	Data Only	3	1	2	3	2	# Affordable homes newly constructed through HOME, CDBG funding
# Demolitions of dilapidated homes	Data Only	7	6	4	4	1	# Demolitions of dilapidated LMI homes (funded through general fund and CDBG)
# Rehabilitations of LMI homes	Data Only	48	54	47	47	29	# LMI homes rehabilitated through CDBG/HOME
% Housing cost-burdened homeowners	Data Only	27.50%	N/A	N/A	N/A	46.77%	% Homeowners paying more than 30% of income on housing (American Community Survey estimate)
% Housing cost-burdened renters	Data Only	63.00%	N/A	N/A	N/A	59.50%	% 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)	98%	95%	95%	>70%	>70%	% LMI persons served in all CDBG projects
% LMI persons served in public facilities projects	At least 51% (HUD Regulation)	68%	68%	86%	N/A	95%	% LMI persons served in CDBG public facilities projects
% Change in homelessness	2015-2016 Percentage Change -3% (2016	-8.50%	-0.88%	6.70%	-11.30%	11.79%	% Change in annual Point in Time count of homeless persons in ACC
# Homeless persons in ACC	Data Only	226	224	239	212	237	# Homeless persons in annual Point in Time (PIT) count
% Homeless persons unsheltered	32% National Average (2016 AHAR)	40.30%	33.90%	38.90%	21.70%	23.00%	% Homeless persons counted in PIT who were unsheltered
% Homeless persons sheltered	68% National Average (2016 AHAR)	59.70%	66.10%	61.10%	78.30%	77.00%	% Homeless persons counted in PIT who were sheltered
% Chronically homeless population	14% National Average (2016 AHAR)	14.20%	21.90%	22.20%	27%	15%	% Persons counted in PIT who were chronically homeless
% Homeless veterans	7.2% National Average (2016 AHAR)	8.85%	6.25%	3.77%	6.60%	5.00%	% Persons counted in PIT who were veterans
% Homeless persons in families	35% National Average (2016 AHAR)	16.80%	30.40%	23.80%	39.60%	32.00%	% Persons counted in PIT who were homeless family members
# Permanent supportive housing beds	Data Only	154	191	238	266	206	Total # permanent supportive housing beds in ACC
# Homeless persons receiving rapid rehousing (RRH) assistance	Data Only	69	89	76	59	47	# Homeless persons receiving short- to medium-term rental assistance in annual PIT

Housing & Community Development

Outcomes and Performance Measures	Goal	FY15	FY16	FY17	FY18	FY19	Comments or Analysis
promotes economic mobility among residents of Athens-Clarke County.							
% Disbursement of revolving loan fund	70% (HUD Regulation)	N/A	N/A	0%	43%	35%	% total assets loaned to businesses, program revitalized in FY18, 33% loaned in FY18
% Loans repaid timely	100%	N/A	N/A	N/A	100%	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	95%	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	55	65	# 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 FY21 Budget includes a HCD General Fund budget of $1.6M.
- The General Fund portion of HCD's FY21 Budget includes full funding for a fulltime Housing Coordinator position, which was added for the last three months of FY20 to facilitate affordable housing solutions.
- Funding support of $900,000 is included to continue to leverage the impact of the Prosperity Package for:
  - $150,000 for two fulltime Grant Specialists positions
  - $750,000 for the Neighborhood Leaders Program
- An increase of $20,000 is budgeted to fund the Homeless Management Information System (HMIS) fee.
- Operating funding of $226,850 is included for a Commission initiative on Health, Mental Health and Social Services enhancements with details coming later.
- The FY21 Budget includes $30,000 of continued funding 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 FY21 Budget also includes $27,000 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

Housing & Community Development

The **CDBG** FY21 Budget is based on funding of $1,432,127 ($176,139 above prior year).
$22,251 of this total is reprogrammable CDBG Funds.

- Proposed Programs and activities for FY21 are summarized below as approved by the Mayor & Commission on May 5, 2020:

Affordable Housing	$ 624,105
Micro-enterprise, Economic Development & Neighborhood Revitalization	$ 277,000
Public Services	$ 204,000
Public Facilities	$ 45,047
Administration	$ 281,975
FY21 CDBG Total	**$1,432,127**

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

- The FY21 appropriation for HOME program is $665,156.
- Based on the FY21 Action Plan, HOME funds will be used for the following activities:

Housing & Community Development	$ 598,640
Administration	$ 66,516
FY21 HOME Total	**$ 665,156**

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 FY21 Supportive Housing allocation, $323,000, is the same as FY20.

For more information on CDBG and HOME grant funding, see pages G-3 through G-5.

Housing & Community Development

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$552.6	$619.8	$813.8	$803.8	$184.0	29.7%
Operating	$1,671.8	$1,952.1	$2,943.3	$3,170.2	$1,218.1	62.4%
Total	$2,224.4	$2,571.9	$3,757.1	$3,974.0	$1,402.1	54.5%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
HCD	$710.4	$723.6	$1,607.6	$1,924.5	$1,200.9	166.0%
Grants & Programs	$1,514.0	$1,848.3	$2,149.5	$2,049.5	$201.2	10.9%
Total	$2,224.4	$2,571.9	$3,757.1	$3,974.0	$1,402.1	54.5%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$395.1	$531.3	$1,369.0	$1,585.9	$1,054.6	198.5%
CDBG Fund	$1,090.2	$1,250.5	$1,400.0	$1,400.0	$149.5	12.0%
HOME Fund	$467.9	$467.2	$665.2	$665.2	$198.0	42.4%
Supportive Housing Fund	$271.2	$322.9	$322.9	$322.9	$0.0	0.0%
Total	$2,224.4	$2,571.9	$3,757.1	$3,974.0	$1,402.1	54.5%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	8	11	11	11	0

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, Inclusion, 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.
- Work with the Inclusion & Diversity Officer to analyze, monitor, and develop goals that address recruitment and retention of employees that reflect the community they serve.
- Effectively administer the Pension Plan to retain long-term employees.
- Pay a living wage to all full-time, part-time and seasonal employees.
- Modify and enhance the current Performance Management Program.
- Expand the Great Promise Program, establish the Experiential Learning Program and other internship programs. Fully fund public safety promotional process and conduct assessment centers as necessary.
- Effectively resolve employee relations matters as necessary.

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	FY19	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%	12.5%	
Reclassification	<5	-	7	12	16	15	-	-	
Employment Application/Criminal History	>10,000	5,439	5,979	6,377	11,068	11,500	8,680	8,834	
Payroll - # of Maintenance Entries	<9,000	9,349	9,594	10,300	9,616	10,840	4,789	4,944	
Health Risk Assessment/Wellness	>650	650	729	751	749	1,084	1,023	1,083	
Disciplinary Actions & Dismissals	<60	133	151	106	51	88	99	92	
Harassment/Discrimination Issues	0	11	4	3	1	4	3	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	120	
Lawsuits	0	12	7	12	10	15	15	9	
Liability Claims/Transactions	<200	1,047	445	418	413	181	374	303	
Random Drug Testing	(Budget)	622	587	587	793	348	351	293	

Human Resources

Budget Highlights

Human Resources operations are primarily funded from the General fund.

- The FY21 Approved Budget includes $40,000 in funding for Aon Consulting services.
- $100,000 is included to establish a Minority Employee Recruitment Program.
- There is $10,000 approved to be included for Medical Exams for Employees.
- Funding of $21,521 is approved for additional part time hours.
- Funding for NeoGov Maintenance is approved to be increased $16,400 for updates needed to interface with the new Tyler/Munis ERP.

There are two approved changes in the Health Insurance fund.

- Three part time positions are approved to be converted to one full time wellness coach, reducing budgeted expenses $3,648, allowing for better continuity of services and to help provide better services.
- The approved budget also outsources the FMLA programs for $40,000.

Approved changes across all funds.

- Salary & Benefits also increase across all funds an additional $98,500 due to the 1% market salary adjustment and a reallocation of pension and health insurance benefits.

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-35 and 36.

Human Resources

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$1,664.0	$1,760.3	$2,147.8	$1,873.6	$113.3	6.4%
Operating	$892.8	$925.5	$1,369.7	$1,181.1	$255.6	27.6%
Total	$2,556.8	$2,685.8	$3,517.5	$3,054.7	$368.9	13.7%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Administration	$510.8	$499.0	$569.2	$578.3	$79.3	15.9%
Employment	$569.3	$593.2	$978.4	$711.3	$118.1	19.9%
Benefits & Wellness	$1,177.0	$1,298.4	$1,548.0	$1,446.4	$148.0	11.4%
Compensation & Payroll	$299.7	$295.2	$421.9	$318.7	$23.5	8.0%
Total	$2,556.8	$2,685.8	$3,517.5	$3,054.7	$368.9	13.7%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$1,437.9	$1,510.5	$2,106.4	$1,768.6	$258.1	17.1%
Special Programs Fund	$104.9	$25.0	$50.0	$25.0	$0.0	0.0%
Insurance & Claims Fund	$400.9	$469.0	$509.2	$509.2	$40.2	8.6%
Health Insurance Fund	$613.2	$681.3	$851.9	$751.9	$70.6	10.4%
Total	$2,556.9	$2,685.8	$3,517.5	$3,054.7	$368.9	13.7%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

Capital Appropriations			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
General Capital Projects Fund							
Additions & Improvements							
D-49	N	ACCGov Automated External Defibrillator (AED) Program	-	-	36.0	36.0	-
General Capital Projects Fund Total			-	-	*36.0*	*36.0*	-

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	21	21	24	22	1

Independent Agencies

Budget Highlights

- Independent Agencies are legal, separate entities from ACCGOV.
- FY21 Budget allocates $6.9 million for Independent Agencies in the following funds:
  - General Fund $3,961,059
  - Hotel/Motel Tax Special Revenue Fund $2,890,999
  - Special Programs Special Revenue Fund (Project Safe) $ 26,000
    (Fine revenues designated for victim assistance programs per State Law)

- In addition, $1,865,284 is included for indigent defense (GA Public Defender Standards Council contract).
- Additional information is provided in Section "F" of this document.

Appropriation Summary

	FY21 Approved
General Fund	
Advantage Behavioral Health Systems	180,206
Athens-Clarke County Libraries	2,098,197
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
Envision Athens*	75,000
Oconee Rivers Greenway Commission	16,500
United Way of Northeast Georgia 2-1-1/Community Connection	24,402
Subtotal	$3,961,059
Hotel/Motel Tax Special Revenue Fund	
Athens Convention & Visitors Bureau	1,059,797
Classic Center Authority	1,831,202
Subtotal	$2,890,999
Special Programs and Initiatives Fund	
Project Safe	26,000
Total All Funds	**$6,878,058**

**Envision Athens FY19 & FY20 funding based on Mayor & Commission approved agreement on May 1, 2018 and included in the Other General Administration portion of those budgets.*

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	2019	Proj. 2020	Proj. 2021	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%)	127V:38P (68.6%)	165V:8P (95%)	190V:5P (97%)	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	80% on 5 projects (VoIP was delayed-AT&T porting issues)	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%	65%	80%	85%	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%	85%	87%	87%	Providing responsive, quality support by solving problems quickly.
% of infrastructure uptime	99%	99%	99%	99%	99.9%	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	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 ACC's infrasructure.
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	242	200	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

- The FY21 Budget includes $94,000 for cyber security software for the second half of the fiscal year.
- Salary & Benefits are reduced in FY21 primarily due to decrease in salaries from turnover.
- The IT Department is primarily funded through the General Fund, but includes one fulltime position in the Water and Sewer Fund.
- For FY21, operating expenses related to Police Department mobile laptops program ($104,700) will move from the Special Programs Fund to the General Fund.

Information Technology

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$1,557.0	$1,807.9	$1,859.2	$1,789.2	($18.7)	-1.0%
Operating	$1,271.9	$1,798.6	$1,945.0	$1,895.3	$96.7	5.4%
Total	$2,828.9	$3,606.5	$3,804.2	$3,684.5	$78.0	2.2%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$2,676.9	$3,441.3	$3,742.2	$3,622.5	$181.2	5.3%
Special Programs Fund	$100.7	$104.7	$0.0	$0.0	($104.7)	-100.0%
Water & Sewer Fund	$51.2	$60.6	$62.0	$62.0	$1.4	2.3%
Total	$2,828.8	$3,606.6	$3,804.2	$3,684.5	$77.9	2.2%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

				5-Year CIP		
		FY19 Year	FY20	FY21	FY22-25	FY26-30
Capital Appropriations		End Balance	Budget	Approved	Proposed	Proposed
General Capital Projects Fund						
Current Services						
D-50	IT Equipment Replacement Program	636.2	400.0	350.0	1,680.0	1,750.0
General Capital Projects Fund Total		*636.2*	*400.0*	*350.0*	*1,680.0*	*1,750.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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.

Performance Measures

	Actual				Forecast
	CY16	**CY17**	**CY18**	**CY19**	**CY20**
All Case Types Disposed	2,051	2,123	2,113	777	1,445
Delinquent cases filed	1,001	1,104	555	401	478
Delinquent cases disposed	1,100	964	1,810	460	1,135
All Case Types Filed	2,064	2,253	916	799	858
Unruly Cases Disposed	62	78	124	114	119
Traffic Cases Filed	234	122	62	99	81
Traffic Cases Disposed	201	79	436	68	252
Deprivation/Dependency Cases Filed	898	934	132	188	160
Deprivation/Dependency Cases Disposed	545	592	109	96	103
Termination of Parental Rights Filed	37	21	21	29	25
Termination of Parental Rights Disposed	21	22	62	21	42
Special Proceedings filed	19	72	26	28	27
Special Proceedings Disposed	9	42	110	18	64

Juvenile Court

Budget Highlights

- The FY21 Budget has no significant changes.
- The Salary & Benefits for the court are reduced for FY21 due to a reallocation of pension and health insurance benefits.
- The department requested a Program Coordinator position ($66,163) and a Senior Case Management Specialist ($47,877). Neither position was recommended or approved.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$376.8	$354.8	$449.2	$343.2	($11.6)	-3.3%
Operating	$456.7	$264.0	$272.0	$264.0	$0.0	0.0%
Total	$833.5	$618.8	$721.2	$607.2	($11.6)	-1.9%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$631.7	$618.8	$721.2	$607.2	($11.6)	-1.9%
Grants Fund	$201.7	$0.0	$0.0	$0.0	$0.0	--
Special Programs Fund	$0.0	$0.0	$0.0	$0.0	$0.0	--
Total	$833.4	$618.8	$721.2	$607.2	($11.6)	-1.9%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	5	5	5	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.
- Build new community outreach opportunities that reflect the need to connect with underserved neighborhoods throughout Athens-Clarke County.
- Create two unique community-wide events that are new and creative opportunities to bring families together for a day of celebration.
- 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 and TSPLOST projects involving Firefly Trail, Greenway, and Dudley Park; work with SPLOST Management to begin implementation of SPLOST 2020 projects.

Objectives

- Work with Carl Vinson Institute and Department staff to quantify citizen input for the Strategic Plan and begin Master Plan narrative; present final plan document by December 2020.
- Develop and implement a mobile "Pop-up Park" program that takes recreation and information to citizens throughout the community, with a focus on under-served communities; renew and enhance partnership with Gaines Elementary School for the new after school program; introduce outdoor movies to numerous parks throughout the county to better connect with local residents; connect Pinewood Mobile Home Community with more youth programming opportunities.
- For 2020 spring and fall community events, create a new sports festival and a celebration of the arts to bring all ages together for a community celebration. Continue to work with both East and West Business Associations for their involvement and recognition.
- Finalize and present the department's new Marketing Plan by April 2021; continue to work on staff training in social media and brand awareness without losing each facilities individual identity.
- Further develop the new succession planning program for staff; continue to enhance the Kudos recognition and reward program for employees; support opportunities for more staff to attend and receive appropriate job education and training; implement pay increases for part-time seasonal staff beginning in the summer of 2020 to improve job recruitment and retention; carry out and evaluate a new summer camp discount program for all Athens-Clarke County employees.
- Incorporate Winterville portion of the Firefly Trail and Dudley Park development into department operations; work with SPLOST Office and contractors on design and construction of Firefly Bridge over Trail Creek and the Firefly connecting trail; work with appropriate citizens group on plans for the new Youth Development Center; implement Facility Maintenance and Repair program as part of SPLOST 2020 with a focus on repairs to Cook's Trail.

Performance Measures

Performance Measure	GOAL	FY16	FY17	FY18	FY19	FY20 Q1-2	FY19 Notes
WE BUILD A HEALTHIER AND MORE LIVABLE COMMUNITY							
Acres of park land per 1,000 citizens	10.1 acres per 1,000 residents	21.36	21.42	21.69	22.41	22.41	NRPA Benchmark FY18 9.1 updated FY19 10.1 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	1,973	1,973	1,980	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	527	552	552	552	FY18 will add 25 acres for Matthew Motors property
# of developed parks per residents	1 for every 2,181 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	1 for every 5,558 residents	NRPA Benchmark FY18 1/2266 updated FY19 1/2181 Any site with added recreation amenities; 21 developed sites for public access
Miles of bike and walking trails	Data Only	40	40	45	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	967	978	1,030	1,162	590	
# of program participants	Data Only	15,923	16,104	15,539	18,692	9,274	
# of aquatic visitors	Data Only	32,630	38,934	44,682	34,613	20,002	
# of scholarship participants	Data Only	971	1,328	966	1,045	413	Number of participants is anticipated to decrease based on policy changes in FY18
Vouchers allocated and used	Data Only	NA	NA	801 547	893 746	363 217	
Value of Vouchers and Vouchers used	Data Only	NA	NA	$16,020 $10,746	$17,860 $14,654	$10,890 $6,239	
# of after school participants	Data Only	92	107	81	65	159	Roster Report
Number of grants awarded	≥12	7	4	4	7	3	
Cash value of grants awarded	$150,000	$78,205	$13,673	$61,793	$119,450	$18,266	
Value of donations & sponsors	$100,000	$31,100	$46,228	$22,259	$37,815	$19,127	
# of volunteers & volunteer hours	≥ 2,000 ≥ 40,000 hrs	1,507 22,417 hrs	1,432 30,213 hrs	1,114 23,183 hrs	1,375 21,393 hrs	506 8,510	
Monetary value for volunteers	Data Only	$528,145	$736,849	$572,388	$544,023	$216,409	Hourly value of $25.43 is from Independent Sector, a National Volunteer Advocacy Organization
WE PROVIDE QUALITY PARKS, PROGRAMS, AND FACILITIES THAT ARE VALUED BY OUR CITIZENS							
Annual operating budget per capita	$78.69 of annual operating per capita	$62.67	$65.01	$66.78	$62.06	$62.06	NRPA Benchmark FY18 $77.32 updated FY19 $78.69 Population 127,330
Revenue vs Expenditures	≥ 20%	15%	16%	15%	15%	15%	
# of FT staff per 10,000 residents 7.3 Staff members	8.3 = 100%	86%	86%	86%	76%	76%	NRPA Benchmark FY18 7.3, FY19 updated to 8.3
Recreation user satisfaction	90%	97%	97%	90%	93%	92%	FY16 and FY17 will be for summer camps only; FY18 includes all programs and camps
# of facility rentals (includes special events)	Data Only	1,755	1,869	1,887	1,789	909	
% of repeat program participants	≥ 90%	69%	85%	81%	77%	54%	This number may reduce due to cap limits in the new scholarship program

Budget Highlights

- The FY21 Approved Budget includes a $400,000 Commission initiative for Build Strong Youth Opportunities.
- $9,211 was included for increased part time staff pay.
- The budget approved $4,000 for additional funding for the Staff Appreciation Day.
- An additional part time outreach programming Program Leader is approved for $17,206 starting in the second half of FY21, which will allow for new ways of connecting with the community by taking the programs to the citizens.
- For the Cultural Affairs Commission, a fulltime Public Art Program Leader is approved for $27,184 starting in the second half of FY21. The permanent staff member will allow ACAC to be more efficient and strategic with the resources provided and allow for improved community relations.
- Salary & Benefits also increase an additional $55,400 due to the 1% market salary adjustment and a reallocation of pension and health insurance benefits.
- For information on Leisure Services fees, see the Schedule of Fees and Charges beginning on page G-15.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$5,574.7	$5,902.2	$6,329.8	$6,011.2	$109.0	1.8%
Operating	$2,121.4	$2,193.4	$2,293.4	$2,559.0	$365.6	16.7%
Total	$7,696.1	$8,095.6	$8,623.2	$8,570.2	$474.6	5.9%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$2,136.0	$2,167.1	$2,252.5	$2,532.8	$365.7	16.9%
Arts Division	$1,268.1	$1,333.0	$1,394.0	$1,367.2	$34.2	2.6%
Park Services	$0.0	$0.0	$0.0	$0.0	$0.0	--
Recreation Division	$2,504.4	$2,713.7	$2,858.8	$2,773.6	$59.9	2.2%
Nature Division	$1,787.5	$1,881.8	$2,117.9	$1,896.4	$14.6	0.8%
Total	$7,696.0	$8,095.6	$8,623.2	$8,570.0	$474.4	5.9%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$7,668.1	$8,060.7	$8,588.3	$8,535.2	$474.5	5.9%
Special Programs Fund	$16.8	$35.0	$35.0	$35.0	$0.0	0.0%
Grants Fund	$11.1	$0.0	$0.0	$0.0	$0.0	--
Total	$7,696.0	$8,095.7	$8,623.3	$8,570.2	$474.5	5.9%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
Capital Appropriations							
General Capital Projects Fund							
Current Services							
D-51		Parks - R&M Existing Facilities	-	38.0	57.0	3,393.1	7,134.6
D-52		Pool Repairs and Renovations	-	-	50.0	988.0	529.3
D-53		Bridge and Boardwalk Inspection and Replacement	28.0	-	-	1,725.1	156.1
D-54		Pavement Repair and Maintenance	17.4	-	-	1,394.4	463.5
D-55		Park Equipment - Replacement / Life Cycle	2.5	-	-	596.7	346.8
D-56	N	Cook's Trail Improvements	-	-	-	7,587.0	-
D-57		Improve Bear Hollow Zoo Exhibits & Visitor Amenities	-	-	-	-	8,364.0
D-58		Ben Burton Park Repairs and Renovations	-	-	-	2,223.8	-
D-59		Create a Property Boundary Program	-	-	-	150.0	100.0
D-60		Memorial Park Renovations	-	-	-	-	10,850.0
D-61		Bishop Park Renovations	-	-	-	-	20,500.0
D-62		Dudley Park Improvements	-	-	-	-	5,164.0
D-63	N	Sandy Creek Park Improvements	-	-	-	-	6,703.0
D-64	N	Satterfield Park Improvements	-	-	-	-	4,697.0
D-65	N	Southeast Clarke Park Improvements	-	-	-	-	16,647.0
D-66	N	Virginia Callaway-Cofer Walker Park Improvements	-	-	-	-	4,440.0
D-67		Morton Theatre Fork Lift Replacement	-	-	-	35.0	-
Current Services Total			*47.8*	*38.0*	*107.0*	*18,093.1*	*86,095.2*
Additions & Improvements							
D-68		Trails & Open Spaces Compact Track Loader Equipment	-	-	-	35.0	-
D-69	N	New Athens Creative Theatre Facility	-	-	-	-	12,555.0
D-70		Portable Soccer Pitch System	-	-	-	-	35.0
Additions & Improvements Total			-	-	-	*35.0*	*12,590.0*
General Capital Projects Fund Total			*47.8*	*38.0*	*107.0*	*18,128.1*	*98,685.2*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	73	73	75	74	1

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 review of financial circumstances, and 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 19 Performance Measures	
	CY17	CY18	CY19	Goal	Actual
Goal #1					
Warrant Application Filings	214	198	144		
Criminal Arrest Warrants	7,184	6,310	7,099		
Search Warrants	364	241	255	80% Returned	89% Returned
Criminal Hearings	3,313	2,916	2,947	5% Error Rate	
Civil Filings	5,649	4,707	5,037	5% Error Rate	
Civil Hearings	2,302	1,853	1,893	5% Error Rate	
Garnishment Answers	2,200	1,453	1,030	5% Error Rate	**Less than 1%**
Goal #2					
Quarterly Staff Meetings (4 sessions)	100%	100%	4 sessions	100%	100%
Monthly Pop-Up Clinics (10 session)	100%	100%	10 sessions	100%	100%
Goal #3 – Technology					
Magistrate Court Web Page Views	9,616	9,309		10% Increase	
Arrest Warrants by EWI	5,486	5,118	5,847	80% Electronic	96%
Blood Search Warrants by EWI	10	4	0		
Dispossessory E-Filing	279	255	256	10% Increase	Not Met
Public use of County Law Library (New)					
Goal #4					
Criminal Data Exchange	90%		100%	100%	Met
New case management system	80%		80%	80%	Met
Imaging & Scanning (Off-site Files)	20%			20%	Met
Financials (transactions in dollars)	$993,315	$807,894	780,198	5% Increase	Not Met

Budget Highlights

- There are no significant changes in the FY21 Budget for Magistrate Court.

Magistrate Court

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$758.0	$802.7	$818.8	$808.8	$6.1	0.8%
Operating	$58.7	$72.2	$73.3	$73.3	$1.1	1.5%
Total	$816.7	$874.9	$892.1	$882.1	$7.2	0.8%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Court Operations	$478.1	$536.4	$549.0	$539.0	$2.6	0.5%
Court Judge's Office	$338.6	$338.5	$343.0	$343.0	$4.5	1.3%
Total	$816.7	$874.9	$892.0	$882.0	$7.1	0.8%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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 FY21, 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.
- Complete the RFP for a SPLOST 2020 Project Manager and establish 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.
- Begin the management of the SPLOST 2020 program, continue the management of the TSPLOST 2018 Program and pursue the closeout phase of the SPLOST 2011 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 order to meet defined Mayor and Commission goals. Adjust rates to fully realize revenue recovery in each cost center.
- Assist the Mayor and Commission in their efforts and intent to invest in human infrastructure, especially in regards to the Prosperity Package.
- Work with relevant departments to complete and implement the RFP process for a GIS-Based Permitting and Development Management System, including conversion to a fully digital plans review process.
- Work with Corrections on programs to create opportunities for rehabilitated offenders.
- Work with the Mayor's Youth assembly to identify opportunities for at-risk youth.
- Monitor ACCGov's ability to maintain competitive market wage adjustments and benefits to recruit and retain employees.
- Facilitate the completion of the Sustainability Plan. Further, to develop a strategy for ACCGov to become 100% clean and renewable energy by 2035.
- Implement a performance metrics initiative tied to the M&C Strategic Commitments with public facing dashboards.
- 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 FY20-FY21 M&C Goals and Strategies, establish a link with ongoing agenda items, and implementing FY21 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 by 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.
- Continue the implementation of the City Works platform for PUD, Leisure Services, Central Services, and T&PW.
- Begin the implementation of a new Enterprise Resource Planning (ERP) System, the MUNIS platform, for Finance and Human Resources.
- Support the efforts of Organizational Development to implement a meaningful Executive Coaching Program and organizational succession plan.
- Work with the Mayor and Commission, Economic Development Department and the Attorney's Office to create the first tax allocation district in Athens-Clarke County.

Performance Measures

Performance Measure	*Goal*	*FY19*	*FY20-Q1 Jul-Sep*	*FY20-Q2 Oct-Dec*	*FY20-Q3 Jan-Mar*	*FY20-Q4 Apr-Jun*	*FY20 TOTAL*	*Comments and 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	**85%**	**86%**	*Null*	*Null*	*100%*	*Null*	**100%**	
% of participants that rated facilitator as effective	**85%**	**94%**	*Null*	*Null*	*100%*	*Null*	**100%**	
% of participants that purported OD program was important to their success	**85%**	**67%**	*Null*	*Null*	*Null*	*Null*	**Null**	
% of participants that said they would recommend the OD program to others	**85%**	**94%**	*Null*	*Null*	*100%*	*Null*	**100%**	*indicates customer satisfaction*
% of participants that "agree" they gained self-awareness following completion of OD program	**85%**	**74%**	*Null*	*Null*	*100%*	*Null*	**100%**	
Total hours of training program instruction in fiscal year	**200**	**196**	*13*	*28*	*15*	*0*	**56**	*hours of instruction*
% of ACC employees that completed training during fiscal year	**10%**	**31%**	*2%*	*4%*	*3%*	*0%*	**9%**	*based on current Reg FT employee count = 1492*
# of participants that completed training during fiscal year	**250**	**63**	*0*	*12*	*24*	*0*	**24**	
Average training cost per trainee - $ investment in training (< Goal)	**$ 100.00**	**$ 189.00**	*Null*	*$ 77.24*	*$ 23.90*	*Null*	**$ 50.57**	
and learning experiences that support strategic relationships.								
% of participants that made new contacts to expand their network	**85%**	**99%**	*100%*	*100%*	*100%*	*Null*	**100%**	
% of participants that "agree" they gained self-awareness following completion of OD coaching experience	**85%**	**100%**	*100%*	*100%*	*100%*	*Null*	**100%**	
% of participants that purported OD learning experience was important to their success	**85%**	**100%**	*100%*	*100%*	*100%*	*Null*	**100%**	*Report to public: Innovation Ambassadors, Executive Onboarding*
% of participants that rated coach/facilitator as effective	**85%**	**100%**	*100%*	*100%*	*100%*	*Null*	**100%**	
Total # of hours of learning experience engagement	**100**	**229**	*46*	*48*	*62*	*0*	**156**	
# of participants that completed a learning experience during the fiscal year	**100**	**111**	*26*	*30*	*41*	*0*	**110**	*contextual measure; total - 67*
% of ACC employees that completed a learning experience during the fiscal year. 1492 regular FT employees as of March 2, 2020.	**5%**	**7%**	*3%*	*4%*	*4%*	*0%*	**11%**	*based on total ACC regular full-time employees; relates to outreach*

Public Information Office

Performance Measure	Goal	FY14	FY15	FY16	FY17	FY18	FY19	FY20 (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	**2.06 million**	
Website pageviews	*Data Only*	4.46 million	4.12 million	4.54 million	4.23 million	4.3 million	**4.22 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	**42,972**	
Number of downloads from website	*Data Only*	558,721	1.1 million	685,795	732,801	1.1 million	**1.05 million**	
NewsFlashes distributed	*52*	56	59	61	52	103	**78**	
NewsFlash items posted on accgov.com homepage	*75*	N/A	N/A	N/A	50 (11/16 - 6/17)	206	**225**	
Number of social media accounts managed (@accgov)	*Data Only*	N/A	N/A	N/A	8	8	**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	**14,939**	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	**215,842**	
Hours of Mayor & Commission meetings broadcast / streamed	*Data Only*	28:24	28:57	43:54	48:17	53:31	**84:06**	
Minutes of non-meeting video produced	*360*	N/A	N/A	N/A	236 (11/16 - 6/17)	276	**166**	
Number of offices featured in videos | newsflashes | homepage	*TBD*	N/A	N/A	N/A	7 | 20 | 19	28 | 21 | 25	**21 | 26 | 29**	Offices include departments and divisions
Number of film project inquiries assisted	*Data Only*	N/A	7	11	23	25	**25**	
Number served in outside group presentations, panels & tours	*Data Only*	N/A	N/A	N/A	N/A	185	**266**	
Public digital displays managed	*Data Only*	9	9	9	9	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	**40**	
Number of department social media liaisons trained (SM@RT Team)	*Data Only*	N/A	N/A	16	22	10	**23**	
Number of social media accounts monitored	*Data Only*	N/A	N/A	N/A	70	73	**90**	
Number of locations claimed and monitored in Google Business	*Data Only*	N/A	N/A	N/A	N/A	93	**102**	
Social Media Resource & Training (SM@RT) Team Best Practice & Training Session Hours	*8*	N/A	N/A	N/A	6	7.5	**14.25**	

Sustainability Office

Outcomes and Performance Measures	Current Goal	FY15	FY16	FY17	FY18	FY19	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*				*20.2%*		Source: ACC Sustainability Office
# of sites where natural area management is directed by an ecological management plans.	Increasing Annually	New for FY18			0	1	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	64	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%	63.0%	63.0%	63.0%	63.0%	63.0%	ACC Central Services.	As measured by ACC sampling protocol using updated aerial photographs. FY19 metrics reflect updated analysis of the 2018 aerial photos. Source: ACC Central Services.
MW of renewable energy produced on, or consumed by ACC properties	Increasing Every 3 Years	5.863	5.863	5.883	6.541	6.593	ACC Sustainability Office	Source: ACC Sustainability Office
ACC fuel consumption per citizen served.	Decreasing Every 3 Years	-	7.2	6.8	6.5	6.7	ACC Finance & Central Services	Source: ACC Finance & Central Services
ACC water consumption per citizen served.	Decreasing ≤ 685 Gallons by 2050	791	744	737	742	748	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	2,786	3,221	6,176	10,987	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	75.0%	74.6%	75.4%	74.6%	73.2%	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%	6.6%	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	8	ACC Sustainability Office	Source: ACC Sustainability Office
% of owner occupied homes	Data Only	42.6%	40.5%	38.5%	38.5%	39.0%	American Community Survey	Source: American Community Survey
% of people living at or below the federal poverty level.	Decreasing to ≤18.5% by 2030	35.7%	36.6%	35.2%	34.1%	36.9%	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	9.8%	9.2%	8.6%	7.6%	6.4%	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	869	928	934	934	934	ACC Sustainability Office	Source: ACC Sustainability Office
% of population over 25 years with post-secondary degree attainment.	45%	44.6%	45.9%	47.0%	47.9%	49.3%	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	$75,000	$75,900	$100,900	$195,917	$248,920	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	$389,764	ACC Sustainability Office	Source: ACC Sustainability Office
and advance social responsibility.								
Amount of fine particulate matter in outside air	≤12 μg/m³	9.7	8.8	8.2	7.6	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	0.64	0.059	0.062	0.063	0.066		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	410	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 - FY21*					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 - FY22*					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 - FY22*					ACC Sustainability Office	Source: ACC Sustainability Office
% of population with health insurance coverage.	Data Only	83.1%	83.5%	84.6%	85.3%	86.0%	American Community Survey	Source: American Community Survey

Budget Highlights

The Manager's Office consists of six offices funded through the General Fund.

- The FY20 PMP and employee turnover contributed $53,600 to the approved Salary & Benefit increases. Other increases are due to the additional positions mentioned below.

Administration

- The FY21 Approved Budget includes additional funding for Mayor & Commission Retreats and Meetings for $23,000 in the General Fund.
- A fulltime Capital Projects Director is approved to be funded for $35,000 in the General Fund, partially funded by SPLOST and/or other sources to coordinate the government's capital program.
- The Alliance for Innovation Membership funding is approved to be increased by $2,650 and moved to Other General Administration.
- Increased funding, $1,400, is included for the National Citizen Survey.
- $1,482 was approved to be included in the budget for increases in copier expenses.

Public Information Office

- An additional $3,905 is approved to be budgeted for operating costs for the Pop-Up Van that was added in FY20.

Organizational Development

- There are no significant changes for this office for FY21.

Geographic Information Systems Office

- The approved budget includes $30,000 for an Open Data Portal/Transparency Tech starting in the second half of FY21. This position will enhance the integration of data and applications into the County open data portal.

Sustainability Office

- Funding for Restore our River, $11,500, is included in the approved budget.
- Approved support for the AmeriCorps program is included for $7,000.
- Additional funding for operating costs associated with new SPLOST funded Greenspace Acquisition Program Maintenance is approved for $13,000.
- $11,500 is approved to be included in the budget for maintenance costs related to the SPLOST funded MLK Greenway Restoration project.

Office of Inclusion

- The FY21 Approved Budget includes $20,000 to establish an Athens Equity Citizens Committee.
- $20,000 is also included in the approved budget to establish an Urban Renewal Impact Committee.
- One new fulltime Communication Strategist is approved to begin in the second half of FY21 for $29,783. This position will support increased responsiveness, proactive programming, and strengthened communication, in order to create improved interdepartmental collaboration and support.
- The approved budget includes $17,000 for an Inclusion Fellowship Program.
- There is $12,000 in funding approved to be included for the Civic Dinners Platform and $14,500 for Civic Dinners beginning in the second half of FY21.
- Funding of $7,200 is included in the FY21 Approved Budget for a Westlaw Subscription.

Manager's Office

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$1,494.1	$1,647.5	$1,978.7	$1,804.3	$156.8	9.5%
Operating	$374.2	$625.9	$897.2	$748.6	$122.7	19.6%
Total	$1,868.3	$2,273.4	$2,875.9	$2,552.9	$279.5	12.3%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Manager's Administration	$673.8	$754.6	$783.6	$818.5	$63.9	8.5%
Public Information Office	$321.6	$335.3	$435.6	$346.5	$11.2	3.3%
Organizational Development	$290.5	$301.7	$307.2	$307.2	$5.5	1.8%
Geographic Info. Office	$244.2	$326.5	$392.7	$357.7	$31.2	9.6%
Sustainability Office	$338.1	$385.4	$489.8	$434.0	$48.6	12.6%
Office of Inclusion	$0.0	$170.0	$467.0	$289.0	$119.0	70.0%
Total	$1,868.2	$2,273.5	$2,875.9	$2,552.9	$279.4	12.3%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$1,826.4	$2,273.5	$2,875.9	$2,553.0	$279.5	12.3%
Special Programs Fund	$28.4	$0.0	$0.0	$0.0	$0.0	--
Grants Fund	$13.4	$0.0	$0.0	$0.0	$0.0	--
Total	$1,868.2	$2,273.5	$2,875.9	$2,553.0	$279.5	12.3%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

Capital Appropriations			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
General Capital Projects Fund							
Current Services							
Manager's Office- GIO							
D-71	N	Oblique Aerial Imagery Update	-	-	120.0	126.6	-
Manager's Office- GIO Total			-	-	*120.0*	*126.6*	-
Manager's Office - PIO							
D-73		Website & eGovernment Enhancements	52.5	15.0	15.0	225.0	285.0
D-74		ACTV & Multimedia Production Equipment	78.2	15.0	15.0	100.0	145.5
Manager's Office - PIO Total			*130.7*	*30.0*	*30.0*	*325.0*	*430.5*
Current Services Total			*130.7*	*30.0*	*150.0*	*451.6*	*430.5*
Additions & Improvements							
Manager's Office- GIO							
D-72	N	GIS Based Permitting and Development Management System	-	-	-	560.0	-
Manager's Office- GIO Total			-	-	-	*560.0*	-
Manager's Office - SO							
D-75		Natural Area Rehabilitation Program	-	-	-	50.0	260.0
D-76		Energy Action Plan	-	30.0	-	50.0	75.0
D-77		Solar Energy Program	-	-	-	-	5.0
Manager's Office - SO Total			-	*30.0*	-	*100.0*	*340.0*
Additions & Improvements Total			-	*30.0*	-	*660.0*	*340.0*
General Capital Projects Fund Total			*130.7*	*60.0*	*150.0*	*1,111.6*	*770.5*

Authorized Positions

Fulltime Authorized Positions	FY19	FY20	FY21 Requested	FY21 Approved	▲
Manager's Administration	5	5	5	6	1
Public Information Office	3	3	4	3	0
Organizational Development	3	3	3	3	0
Geographic Info. Office	2	2	3	3	1
Sustainability Office	2	2	2	2	0
Office of Inclusion	0	1	3	2	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

	Forecast		
	FY19	**FY20**	**FY21**
Provide support for Mayor and Commission Meetings			
Regular	12	12	12
Agenda	12	12	12
Special	17	20	20
Agenda items processed for Mayor and Commission staff and posting to website for public	245	225	325
Open records requests processed	250	250	360
Contracts processed for the Mayor's signature	290	250	300
Work requests processed	313	235	300
Boards, authorities and commissions applications	120	150	185

Budget Highlights

- The FY21 Approved Budget includes $2,500 in increased funding for Meals for Retreats & Meetings.
- The Clerk of Commission includes an increased amount for Salary & Benefits for an administrative correction ($25,000), the 1% market salary adjustment, and benefit reallocations.

Mayor & Commission

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$584.6	$580.5	$621.8	$621.8	$41.3	7.1%
Operating	$34.1	$45.1	$47.6	$47.6	$2.5	5.5%
Total	$618.7	$625.6	$669.4	$669.4	$43.8	7.0%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Mayor's Office	$149.4	$154.6	$161.4	$161.4	$6.8	4.4%
Commission's Office	$292.8	$289.2	$296.8	$296.8	$7.6	2.6%
Clerk of Commission	$176.4	$181.7	$211.2	$211.2	$29.5	16.2%
Total	$618.6	$625.5	$669.4	$669.4	$43.9	7.0%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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.

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 expand the use of the court notification system thereby reminding individuals of court dates, and other important deadlines, in order to dispose of cases more efficiently and increase customer satisfaction
- To continue scanning old paper files 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

Performance Measures

	Actual			Forecast	
	FY17	FY18	FY19	FY19	FY20
Criminal/Traffic	16,001	16,463	18,687	19,621	20,602
Ordinance	245	348	396	434	477
Red Light Camera	7,149	9303	3,414[1]	7,721[2]	8,793[2]
School Bus Camera	537	586	329[3]	615[3]	645[3]
Administrative Hearings	12	15	16	20	25
Parking	3,268	3,022	3,308	3,473	3,647
Total Cases	27,212	29,737	26,150	31,884	34,189

[1] GDOT did not approve the Red Light Camera on U.S. Highway 29 and Georgia Highway 72 because of lack of vehicular accident data. Also, there were permitting issues with the current Red Light Cameras that required the cameras to be disabled from February, 2019 – December, 2019. The Barnett Shoals camera should be operational by the end of January, 2020, and the Alps Road camera by March, 2020.

[2] A new system, "School Zone Cameras" will be operational by Spring of 2020. These cameras are moveable and will rotate weekly between different school zones. This new system, along with the Barnett Shoals and Alps Road cameras, could increase the number of citations greatly. This current calculation is only based on the projected number of Red Light Camera cases.

Municipal Court

[3] A temporary change in the law relating to school buses reduced the number of violations this past fiscal year. The law was amended last session, and reverted back to its original wording by the general assembly. Citations will likely return to the levels see in FY17 &FY18.

Budget Highlights

- There are no significant changes for the FY21 Budget.
- The Salary & Benefits for the court show an increase for FY21 due to the FY20 mid-year PMP, an increase to overtime, and the FY21 1% market salary adjustment.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$567.0	$617.1	$633.4	$628.9	$11.8	1.9%
Operating	$50.0	$83.3	$73.4	$73.4	($9.9)	-11.9%
Total	$617.0	$700.4	$706.8	$702.3	$1.9	0.3%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Court Operations	$446.0	$507.3	$510.2	$505.7	($1.6)	-0.3%
Judge's Office	$171.0	$193.1	$196.6	$196.6	$3.5	1.8%
Total	$617.0	$700.4	$706.8	$702.3	$1.9	0.3%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$617.0	$700.4	$706.8	$702.3	$1.9	0.3%
Grants Fund	$0.0	$0.0	$0.0	$0.0	$0.0	--
Total	$617.0	$700.4	$706.8	$702.3	$1.9	0.3%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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	
	FY17	**FY18**	**FY19**	**FY20**	**FY21**
Number of Audit Assignments/year.	3	3	0	1	3
Achieve Professional Certification (CIA).	-	-	-	1	2

Budget Highlights

- The FY21 Budget for Operational Analysis includes $17,088 for new auditing software for the second half of FY21.
- The Approved Budget includes $5,350 in additional operating funding for travel and training.
- The Salary & Benefits saw an increase in FY21 primarily due to a Human Resources administrative adjustment.

Operational Analysis

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$254.4	$248.7	$274.5	$274.5	$25.8	10.4%
Operating	$31.9	$41.1	$76.1	$49.4	$8.3	20.2%
Total	$286.3	$289.8	$350.6	$323.9	$34.1	11.8%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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

- The transfer from the General Fund to the Athens Public Facilities Fund ($519,000 in FY20) is eliminated for FY21. These funds had been transferred to cover the cost of principal and interest payments for the Jail Advance Housing debt service. In FY21, these costs will be covered by fund balance in the Athens Public Facilities Fund.
- Transfers from the General Fund to the Transit Fund ($1.8 million in FY20) will also be eliminated for FY21. These funds will be replaced by federal grants from the CARES Act.
- Transfers from the General Fund to the Airport Fund ($105,200 in FY20) will be eliminated for FY21. The Airport will instead use available unrestricted net position.

For more information on interfund transfers see page E-37.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$6,947.1	$6,093.5	$25,148.7	$4,088.1	($2,005.4)	-32.9%
Hotel/Motel Fund	$190.0	$190.0	$160.5	$160.5	($29.5)	-15.5%
Sheriff Inmate Fund	$22.4	$35.0	$35.0	$35.0	$0.0	0.0%
General Capital Project Fd	$338.5	$0.0	$0.0	$0.0	$0.0	--
Airport Fund	$68.5	$74.6	$69.4	$69.4	($5.2)	-7.0%
Landfill Fund	$307.8	$331.3	$312.1	$312.1	($19.2)	-5.8%
Transit System Fund	$580.4	$652.1	$706.0	$706.0	$53.9	8.3%
Water & Sewer Fund	$1,698.1	$1,733.6	$1,813.4	$1,813.4	$79.8	4.6%
Solid Waste Fund	$243.1	$268.5	$276.8	$276.8	$8.3	3.1%
Storm Water Utility Fund	$350.0	$379.6	$399.5	$399.5	$19.9	5.2%
Water/Sewer Construc. Fd	$126.2	$107.4	$100.0	$100.0	($7.4)	-6.9%
Internal Support Fund	$38.5	$41.5	$43.8	$43.8	$2.3	5.5%
Fleet Management Fund	$96.0	$104.0	$103.8	$103.8	($0.2)	-0.2%
Insurance & Claims Fund	$40.0	$43.0	$45.4	$45.4	$2.4	5.6%
Health Insurance Fund	$28.4	$30.4	$32.7	$32.7	$2.3	7.6%
Total	$11,075.0	$10,084.5	$29,247.1	$8,186.5	($1,898.0)	-18.8%

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 FY21 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 $6.4 million. $6.1 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 $286,400.
- $1.9 million ($1.3 in the General Fund) is budgeted for the Self- Funded General Liability program
- This budget includes $1.3 million ($985,000 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:

- Pension funding for enterprise funds and internal service funds ($2.3 million)
- $960,000 for a pay plan adjustment for qualified public safety employees. The Mayor and Commission have authorized the Manager to transfer these funds to the appropriate department budgets for implementation.
- $320,000 for cost of the 1% market salary adjustment for public safety employees, which will be allocated to effected departments by the Manager.
- An $800,000 reduction which represents a 120 day hold on vacant positions. The reduction will be allocated as departments realize savings from the hold on hiring.
- $270,000 as part of the Commission initiative for Public Safety and Community Building
- $128,000 for the Government’s participation in the Northeast Georgia Regional Commission
- $125,000 to budget for Leave for Compensated Absences
- $110,000 for auditing and accounting fees
- $100,000 to provide support for emergency medical services through a contract with Athens Regional Medical Center
- $75,000 is included for Corridor Beautification
- An Operating Contingency of $1,200,000, which is $113,500 less than FY20 and is less than 1% of the total General Fund operating budget
- $31,000 for the employee/retiree Holiday Luncheon and $17,000 for an employee Spring event.
- The FY21 budget for Other General Administration also includes the Government’s dues and memberships to the organizations listed below.

Georgia Municipal Association	25,100
Association of County Commissioners of Georgia	13,700
Alliance for Innovation	7,650
Athens Area Chamber of Commerce	3,900

Georgia Forestry Commission	3,000
National Association of Counties	2,500
Other	1,800
Total	$57,650

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

Community Events Programs (in partnership with ADDA)	75,301
Mayor's Community Improvement Program	20,000
Annual Fireworks Show	30,000
Community Events/Festivals	40,000
Athens Heritage Foundation – Insurance for Lyndon House Exhibits	1,200
Total	$166,501

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 FY21 is $2,667,200, $42,000 or 1.6% more than FY20. 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 FY21 is $19.9 million, $4.1 million higher than FY20.

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 FY21 is estimated to be $3.1 million to fund current claims for workers' compensation, general liability and the current cost of insurance. This represents an increase of $243,000 over FY20 (8.5%). The budgeted expenses for the Self-Funded Health Insurance Program for employees are estimated to be $15.6 million in FY21, an increase of $917,000 from the FY21 Budget. For more information on these funds in total, see pages E35 and 36.

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

				5-Year CIP		
		FY19 Year	FY20	FY21	FY22-25	FY26-30
Capital Appropriations		End Balance	Budget	Approved	Proposed	Proposed
General Capital Projects Fund						
Current Services						
D-80	Capital Budget Contingency	552.1	-	-	500.0	500.0
Additions & Improvements						
D-78	Public Art Program	32.9	20.0	25.0	100.0	125.0
General Capital Projects Fund Total		*585.0*	*20.0*	*25.0*	*600.0*	*625.0*
Economic Development Fund						
Additions & Improvements						
D-79	Economic Development Capital Program	658.1	200.0	225.0	900.0	1,125.0
Economic Development Fund Total		*1,243.1*	*220.0*	*250.0*	*1,500.0*	*1,750.0*

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$9,181.8	$16,650.5	$17,436.0	$13,885.8	($2,764.7)	-16.6%
Hotel/Motel Fund	$137.1	$176.2	$166.5	$166.5	($9.7)	-5.5%
CDBG Fund	$5.8	$5.5	$9.9	$9.9	$4.4	80.0%
Emergency Telephone Fund	$136.5	$194.5	$195.4	$195.4	$0.9	0.5%
HOME Fund	$1.3	$0.0	$0.0	$0.0	$0.0	--
Grants Fund	$35.6	$97.9	$27.1	$27.1	($70.8)	-72.3%
Alt. Dispute Resolution Fund	$11.7	$17.1	$15.7	$15.7	($1.4)	-8.2%
Affordable Housing Fund	$0.0	$105.2	$105.2	$105.2	$0.0	0.0%
Special Programs Fund	$63.3	$94.2	$103.7	$103.7	$9.5	10.1%
Building Inspection Fund	$59.5	$239.4	$244.8	$244.8	$5.4	2.3%
Airport Fund	$502.0	$482.1	$484.3	$484.3	$2.2	0.5%
Landfill Fund	$948.5	$970.1	$1,063.1	$1,063.1	$93.0	9.6%
Transit System Fund	$3,458.0	$3,376.2	$4,868.1	$4,868.1	$1,491.9	44.2%
Water & Sewer Fund	$14,583.6	$13,245.8	$15,331.3	$15,331.3	$2,085.5	15.7%
Solid Waste Fund	$674.0	$704.5	$705.6	$705.6	$1.1	0.2%
Stormwater Fund	$1,135.2	$816.4	$1,486.8	$1,486.8	$670.4	82.1%
Internal Support Fund	$55.8	$54.0	$52.3	$52.3	($1.7)	-3.1%
Fleet Management Fund	$35.6	$39.6	$35.7	$35.7	($3.9)	-9.8%
Fleet Replacement Fund	$90.0	$90.0	$90.0	$90.0	$0.0	0.0%
Insurance & Claims Fund	$2,334.5	$2,851.3	$3,094.6	$3,094.6	$243.3	8.5%
Health Insurance Fund	$12,519.5	$14,666.3	$15,583.4	$15,583.4	$917.1	6.3%
Total	$45,969.3	$54,876.8	$61,099.5	$57,549.3	$2,672.5	4.9%

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 construction plans review, processing of zoning decisions, and certificates of appropriateness so that 95% all applications are completed within established timeframes.
- Promote a long-range view of community planning that assists the Mayor and Commission and the Planning Commission in focusing on more than zoning decisions through incorporation of Comprehensive Plan initiatives and projects within the Community Work Program.
- 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. This will be accomplished through a predictable presence at related board/committee meetings, and in conformance with the adopted Service Delivery Strategy.
- Expand and routinely maintain the associated departmental GIS system, and promote the integration of GIS technology into appropriate governmental functions through upgrades in system software/hardware in coordination with the Geographic Information Office.
- Continue to identify, recommend, and support potential solutions and alternatives to regional planning issues by responding to all applicable Developments of Regional Impact.
- 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 that maintains established schedules and review times, while clearly articulating process instructions or review comments.
- Provide the general public with reasonable access to all public information managed and retained by the Planning Department by consistently updating the departmental webpage.
- 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

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.

Performance Measure	Goal	FY16	FY17	FY18	FY19	FY20	FY21
Zoning Actions and Special Use permits	Data Only	30	21	38	26	28	29
Variance requests	Data Only	23	21	16	22	16	20
% 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	223	254	254	242	256	246
Plan Reviews processed within designated time	90%	84.3%	88.7%	89.2%	92.9%	93%	93%
Zoning permits issued	Data Only	735	921	936	1089	1125	1112
Preliminary subdivision plats	Data Only	1	4	4	4	6	4
Final subdivision plats	Data Only	66	78	69	82	72	73
Sign permits issued	Data Only	179	182	175	152	138	165
Home Occupation permits issued	Data Only	219	200	202	138	170	186
Demolition reviews	Data Only	87	129	111	105	98	106
Environmental Areas permits	Data Only	101	105	101	110	105	104
Customer service hours (phone / walk-ins)	Data Only	3650	3700	3900	3950	4990	5020
Zoning verifications	Data Only	371	387	393	422	460	407
Historic Preservation requests - staff & HPC review	Data Only	128	134	136	162	170	146
% of COAs processed at staff level as a % of total	50%	50%	50%	50%	54%	55%	55%
Number of Open Records Requests responded to with 3 business days	90%	90%	90%	90%	100%	100%	100%
Alcohol licenses	Data Only	--	--	--	51	53	52

Billboards	Data Only	--	--	--	5	8	7
Concept review	Data Only	--	--	--	2	3	3
Engineering Plans Review	Data Only	--	--	--	9	8	9
Envisioning meetings	Data Only	--	--	--	66	60	63
Historic Tax Exemption	Data Only	--	--	--	13	16	15
Special Event Permit	Data Only	--	--	--	0	6	3
Timber Harvest	Data Only	--	--	--	18	20	19
Tree Management Plan	Data Only	--	--	--	74	98	86

Budget Highlights

- There are no significant budget changes for the FY21 Budget.
- The decrease in Salary & Benefits is primarily due to a reduction in salaries due to staff turnover.
- In addition to funding from the General Fund, the Planning Department uses funding for one Senior Planner position and a Planner II position from the Building Inspection Special Revenue Fund totaling $151,500.
- The Planning Department also receives a Transportation Planning grant ($242,064) that is 80% federally funded.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$1,273.0	$1,441.4	$1,456.8	$1,406.8	($34.6)	-2.4%
Operating	$240.7	$310.7	$161.2	$159.7	($151.0)	-48.6%
Total	$1,513.7	$1,752.1	$1,618.0	$1,566.5	($185.6)	-10.6%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
General Fund	$1,082.9	$1,186.1	$1,224.4	$1,172.9	($13.2)	-1.1%
Building Inspection Fund	$91.8	$180.4	$151.5	$151.5	($28.9)	-16.0%
Grants Fund	$339.0	$385.6	$242.1	$242.1	($143.5)	-37.2%
Total	$1,513.7	$1,752.1	$1,618.0	$1,566.5	($185.6)	-10.6%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
Capital Appropriations							
General Capital Projects Fund							
Current Services							
D-82	N	Replace Large Format Printer (KIP)	-	-	-	30.0	-
Additions & Improvements							
D-81		Comprehensive Plan Five/Ten Year Update	-	-	-	50.0	300.0
General Capital Projects Fund Total			-	-	-	*80.0*	*300.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	18	18	18	18	0

Police Services

Mission, Vision, and Our Commitment

- 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 build the highest levels of trust and confidence within the community through fair and impartial policing.
- 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: Enhance trust and legitimacy between the police department and community.**
  - Assist with the development and sustainment of the 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.
  - Expand the types of information and documentation available through the Transparency in Policing link on the ACCPD Website to include current departmental policies and procedures, and information concerning departmental demographics, complaints, and use of force.
  - Increase transparency with the community through increased use of social media posts, inclusive of Public Service Announcements.
  - Host a minimum of two (2) community meetings at various locations within the county.
  - Administer one (1) community-wide survey to gauge overall satisfaction with police services.
  - Sustain and enhance community outreach initiatives and programs.
- **Goal: Create a safer Athens-Clarke County.**
  - Maintain and/or reduce Part I Violent Crime in calendar year 2020 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 2020 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: Transform the ACCPD into a premier law enforcement agency.**
  - Implement relevant recommendations from the President's Task Force on 21st Century Policing, as funded by the FY21 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.
- Sustain recruitment efforts as to seek full staffing of the department.

- **Goal: Stabilize 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: 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.
  - With the sustainment of the mental health collaborative and refinement of data sharing, the continued diversion of persons in mental health crisis to supportive programs rather than entering the criminal justice system.
- **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.

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*	*CY19*	*CY19 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	15,017	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		"
Group A Offenses	*Data Only*	10,606	10,038	11,104	10,701	10,160	9,235	8,861	"
Group B Offenses	*Data Only*	5,374	5,172	4,862	4,562	4,322	3,846	4,052	"
Nonreportable Offenses	*Data Only*	12,337	11,257	11,301	10,375	9,966	3,974	2,899	"
To protect and safeguard life									
Population	*Data Only*	121,265	120,938	123,912	124,707	124,707	127,064	127,330	U.S. Census Bureau Estimate
Total number of 911 calls	*Data Only*	131,610	135,473	128,565	117,409	109,340	107,235	106,987	
Percentage of 911 calls answered in 10 seconds	*≥ 90%*	90%	88%	87%	86%	85%	87%	85%	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	52,734	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	98,216	
Total number of dispatched calls for ACC Fire Dept. Services	*Data Only*	3,987	4,355	5,335	5,983	6,832	5,953	6,282	
Total traffic crashes	*Data Only*	6,481	6,823	8,089	8,430	8,137	7,384	7,547	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	18,622	ACCPD Only
DUI arrests	*Data Only*	735	598	507	402	392	321	269	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	35,676	
Total sworn police officers	*Data Only*	240	240	240	240	242	254	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	1.99	
Actual Sworn Police Officers (FTEs per 1,000 citizens)	*>2.1*	N/A	N/A	1.87	1.82	1.54	1.72	1.72	Adjusted for vacancy rate, FMLA, training, Temporary Assignment, etc.
Police Officer Attrition Rate	*<10%*	6.28%	11.30%	9.96%	10.42%	11.16%	19.29%	13.39%	
Communication Officer Attrition Rate	*<10%*	9.09%	6.06%	6.45%	6.25%	6.25%	6.06%	9.09%	
Total number of complaints against Police Department	*Data Only*	3	2	27	48	54	54	62	In 2015, ACCPD policy changed to count all complaints.
% Complaints determined valid	*Data Only*	33.0%	50.0%	14.8%	8.3%	9.3%	16.7%	29.0%	Updated (CY15-CY19) by Internal Affairs to reflect final outcomes of completed investigations.
Total police vehicle pursuits	*Data Only*	20	32	34	25	40	10	17	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 (Police Only)	*Data Only*	$19,076,696	$19,241,253	$20,210,323	$20,545,484	$21,387,771	$21,869,627	$22,688,986	
% operating expenses (Actual vs. budget)	*Data Only*	99.3%	98.4%	95.1%	97.5%	96.3%	98.9%	96.8%	
Overtime as % of base personnel cost	*Data Only*	4.1%	3.8%	4.2%	4.0%	3.3%	3.7%	4.7%	

Budget Highlights

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

- The FY21 Approved Budget includes $100,000 of additional funding for increased overtime costs, including $32,956 in the E911 Fund.
- $80,000 is approved to be included for a new fulltime Public Safety & Community Building Liaison and support equipment.
- To enhance the Health, Mental Health, and Social Services, $42,042 is included for an additional officer for the Mental Health Co-responder teams, $30,000 for a vehicle (capital), $57,000 for contract services and $12,208 support expenses, increasing the approved budget by $141,250.
- Continued matching funds for the COPS hiring grant of $84,000 provided by the General Fund is approved.
- With the continued increase in software maintenance costs, a $50,000 increase in funding is approved.
- A $72,000 increase in the wireless communications funding is approved.
- The approved budget includes a $40,000 increase for the Downtown and Wireless Camera Expenses.
- To support a Mental Health Co-Responder program that transitioned from a grant in FY20, an additional $12,123 is approved to be included in the FY21 budget to provide a full year of operations.
- Custodial Services expenses are approved to be moved from Central Services to the Police Department for $52,000 with no net impact to the General Fund.
- A $5,930 increase is approved to convert a Master Police Officer to Supervisory Sergeant.
- The approved budget includes $4,000 for enhanced community outreach beginning in the second half of FY21.
- A $15,498 increase is approved to provide cell phones for criminal investigators beginning in the second half of FY21.

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

- The budget approves moving the extra duty associated with UGA events, $150,000 in revenue and expenses, and the Red Light Camera Program, $330,000 in revenue and $218,953 in expenses, from the Special Programs Fund to the General Fund.
- The School Bus Arm Camera program ($108,000) and supplemental training program ($40,250) will remain in the Special Programs Fund.

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

- Eight (8) new fulltime Emergency Medical Dispatch positions are approved to be funded, phased in over FY21 (4 for 9 months and 4 for 6 months), as well as operating expenses for $320,000, supported by the General Fund. The additional staffing is necessary to meet the Association of Professional Communications Officials recommended answering times.
- The Commission also included two (2) additional fulltime Emergency Dispatch positions as well as support funding for $292,000 to support the most comprehensive emergency 911 responses. This includes $82,489 in one time capital expenses, $20,624 in one time operating expenses, and $68,895 in ongoing software expenses.

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

Police Services

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$21,458.1	$22,147.4	$23,189.2	$22,425.6	$278.2	1.3%
Operating	$4,114.2	$3,223.0	$3,928.6	$3,666.5	$443.5	13.8%
Total	$25,572.3	$25,370.4	$27,117.8	$26,092.1	$721.7	2.8%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Command	$1,444.2	$1,426.6	$1,746.8	$1,544.8	$118.2	8.3%
Field Operations	$12,410.5	$12,315.7	$12,478.3	$11,560.7	($755.0)	-6.1%
Crime Investigation	$3,496.3	$3,662.7	$4,066.6	$3,880.6	$217.9	5.9%
Strategic & Professional Dev.	$48.5	$65.3	$65.3	$65.3	$0.0	0.0%
Support Services	$2,269.0	$2,087.1	$2,914.8	$2,756.2	$669.1	32.1%
Community Outreach	$1,273.5	$1,197.6	$1,959.2	$2,014.5	$816.9	68.2%
Special Operations	$2,143.7	$1,938.8	$988.0	$948.6	($990.2)	-51.1%
Central Communications	$2,486.6	$2,676.6	$2,898.8	$3,321.4	$644.8	24.1%
Total	$25,572.3	$25,370.4	$27,117.8	$26,092.1	$721.7	2.8%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$21,972.4	$21,929.3	$23,961.6	$22,513.3	$584.0	2.7%
Emergency Telephone Fund	$2,486.6	$2,701.6	$2,923.8	$3,346.4	$644.8	23.9%
Special Programs Fund	$467.9	$515.4	$148.3	$148.3	($367.1)	-71.2%
Grants Fund	$645.4	$224.1	$84.1	$84.1	($140.0)	-62.5%
Total	$25,572.3	$25,370.4	$27,117.8	$26,092.1	$721.7	2.8%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
Capital Appropriations							
General Capital Projects Fund							
Current Services							
D-83		On-Officer Cameras and Data Storage	81.8	250.0	230.0	912.8	1,141.0
D-84	N	Ballistic Vest Replacement (Rifle Plates & Carriers)	-	-	-	30.0	30.0
D-85		Replacement of Conducted Energy Device (CED) Units	-	-	228.2	912.8	1,141.0
D-86		Replace Investigative Operations Vehicles	-	70.0	-	280.0	350.0
D-87		Mobile Computing Replacement Program	47.5	125.0	195.0	780.0	975.0
D-88	N	Renovate Training/Firing Range	-	-	-	150.0	-
D-89	N	Police Radio Battery & Microphone Replacement Cycle	-	-	-	131.4	43.8
D-90	N	Mobile Command Center Replacement	-	-	-	850.0	-
D-91	N	ACCPD Network Server Replacement Lifecycle	-	-	25.0	100.0	125.0
D-92	N	Automatic License Plate Reader (ALPR) Equipment	-	-	-	60.0	30.0
D-93		Maintenance of Downtown Safety Camera System	56.3	35.0	-	120.0	300.0
Current Services Total			*185.6*	*480.0*	*678.2*	*4,327.0*	*4,135.8*
Additions & Improvements							
D-94	N	Emergency Medical Dispatch (EMD) Program	-	-	-	100.0	-
D-95	N	Mental Health Co-responder Team Vehicle	-	-	30.0	-	-
Additions & Improvements Total			-	-	*30.0*	*100.0*	-
General Capital Projects Fund Total			*185.6*	*480.0*	*708.2*	*4,427.0*	*4,135.8*
E-911 Fund							
Current Services							
D-96	N	E-911 Infrastructure Upgrades	-	-	82.5	-	-
E-911 Fund Total			-	-	*82.5*	-	-

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	318	320	323	332	12

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	
	FY17	**FY18**	**FY19**	**FY20**	**FY21**
Marriage License Applications	1,097	1,008	968	1,020	1,030
Firearms License Applications	1,254	1,162	1,113	1,150	1,200
Mental Health Applications	33	23	62	30	35
Inventory/Returns Filings	156	145	153	160	170
Estate/Docket Filings	520	539	581	595	600
TOTALS	3,035	2,877	2,871	2,955	3,035

Probate Court

Budget Highlights

- The FY21 Budget includes $5,099 of additional requested funding for operating expenses.
- Salary and Benefits for the court saw an increase for FY21 due to the mid-year PMP in FY20, the FY21 1% market salary adjustment, and a reallocation of pension benefits.
- There are no other significant budget changes for FY21.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$479.6	$478.2	$494.4	$494.4	$16.2	3.4%
Operating	$34.6	$30.0	$35.1	$35.1	$5.1	17.0%
Total	$514.2	$508.2	$529.5	$529.5	$21.3	4.2%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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	Goal	FY17	FY18	FY19	Metric Definition/ Reference
Our staff is committed to provide safe drinking water for public health, fire protection and economic productivity,					
Drinking water produced (mgd)	NA	12.46	12.23	12.61	12-month rolling average drinking water pumped into the distribution system
% SDWA compliance rate	100%	100%	100%	100%	% of previous 365 days in continuous compliance with Safe Drinking Water Act
Water main breaks / 100 miles	< 7.9	5.5	5.7	3.5	# of water main breaks (excl leaks) prior 12 months per 100 miles of distribution system mains
ISO fire rating	1/1X	2/2X	2/2X	1/1X	ISO Public Protection Classification
and safely convey and reclaim wastewater					
Reclaimed wastewater (mgd)	NA	11.14	11.80	13.51	12-month rolling average effluent from all three Water Reclamation Facilities
NOWRF peaking factor (annual)	< 1.25	1.24	1.10	1.09	average of max month mgd divided by annual average mgd
MOWRF peaking factor (annual)	< 1.25	1.30	1.24	1.53	average of max month mgd divided by annual average mgd
CCWRF peaking factor (annual)	< 1.25	1.48	1.17	1.36	average of max month mgd divided by annual average mgd
% Sewer inspection	> 7.8%	10.6%	18.9%	28.8%	% of miles of sanitary sewers camera inspected prior 12 months by PUD
in an environmentally responsive way.					
SSOs / 100 miles of public sewer / yr	< 18	3.9	2.5	4.3	# of sanitary sewer overflows into State waters per 100 miles of sewers prior 12 months
SSO volume as % of total flow	< 0.005%	0.0009%	0.0021%	0.0164%	cumulative 12-month SSO volume divided by cumulative 12-month effluent flow
Net kWh / million gallons JGB WTP	1796	2,199	2,237	2,199	net kWh used divided by total finished water prior 12 months
Net kWh / million gallons NOWRF	2380	4,519	4,237	3,644	net kWh used divided by total effluent flow prior 12 months
Net kWh / million gallons MOWRF	2380	4,171	3,659	3,187	net kWh used divided by total effluent flow prior 12 months
Net kWh / million gallons CCWRF	2380	3,997	3,759	3,439	net kWh used divided by total effluent flow prior 12 months
% CWA compliance rate	100%	100%	100%	100%	% 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) *	< 3.3	1.38	1.38		% apparent losses divided by total water supplied per year
% Real water loss (annual CY) *	<10.3	7.94	8.41		% real losses divided by total water supplied per year
JGB WTP peaking factor (annual)	< 1.6	1.2	1.2	1.1	http://northgeorgiawater.org/wp-content/uploads/2018/03/Appendix_B_County-Level-Summaries-
Debt coverage ratio (annual CAFR)	> 2.34	2.46	2.54	2.75	net operating funds divided by debt obligations
Return on assets (annual CAFR)	> 2.40%	4.55%	4.47%	4.52%	net income divided by total assets
Operating ratio (annual CAFR)	> 55%	74.11%	73.14%	72.52%	
Debt ratio (annual CAFR)	< 33%	45.52%	42.54%	40.05%	total liabilities divided by total assets
Debt per capita (annual CAFR)	< $1,700	1,806	1,733	1,663	end-of-year outstanding notes and bonds divided by population estimate
Water and sewer bond rating (periodic)	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)	> 1.5%	1.37%	2.19%	1.20%	% actual 12-month R&R capex divided by 50-year sewer R&R needs
% CIP R&R water lines (annual)	> 1.5%	3.61%	4.26%	2.43%	% actual 12-month R&R capex divided by 50-year water distribution system R&R needs
% CIP R&R treatment plants (annual)	> 2.3%	2.94%	1.40%	1.29%	% actual 12-month R&R capex divided by 50-year facility R&R needs
at value to our ratepayers.					
Water affordability index	< 0.90%	1.00%	1.02%	1.05%	average annual water bill / median household income
Wastewater affordability index	< 0.96%	1.07%	1.11%	1.16%	annual average wastewater bill / median household income
% Electronic and credit card payments	> 40%	new	new	41%	ACH plus EFT plus credit card payments divided by total payments
Average call wait time **	< 1:30	new	1:14		
Average call duration **	< 3:30	new	2:28		
Calls per customer service rep annual *I	> 3,681	new	4,985		Based on 9 FTE customer service reps
Distribution O&M $ / 100 miles water	< $546,503	$198,401	$189,390	$136,056	
Collection O&M $ / 100 miles sewer	< $654,229	$439,369	$486,783	$429,194	
NOWRF O&M $ / mgal effluent	$1,495	$1,175	$1,320	$1,339	
MOWRF O&M $ / mgal effluent	$1,495	$1,417	$1,396	$ 1,326	
CCWRF O&M $ / mgal effluent	$1,495	$1,448	$1,817	$1,601	
JGBWTP O&M $ / mgal production	$803	$686	$966	$724	Includes BCR

** 2019 (calendar year) Water Loss Data is provided in March 2020*

*** New phone system, waiting on information from division*

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

Public Utilities

Budget Highlights

- Water and Sewer Fund revenues for FY21 are projected to be $53.5 million, a decrease of $2.5 million from the FY20 Budget. Water and Sewer revenues are based on the new rates adopted by the Mayor and Commission for FY21. The new rates lower the cost from $8.81 to $4.40 for both water and sewer monthly customer service fees.
- For FY21, the projected revenue is sufficient to fund projected operating expenses (including all debt payments) in the Water & Sewer Fund (not including depreciation).
- The FY21 Budget includes a New Initiative for a Collection Agency for the Water Business Office ($10,000).

For more information on the Water & Sewer Fund, see page E-28. For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$9,140.8	$10,130.4	$10,430.8	$10,430.8	$300.4	3.0%
Operating	$8,598.7	$10,234.3	$11,052.9	$11,052.9	$818.6	8.0%
Total	$17,739.5	$20,364.7	$21,483.7	$21,483.7	$1,119.0	5.5%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$1,071.6	$1,200.5	$1,263.1	$1,263.1	$62.6	5.2%
Constr & Proj Managemnt	$5,775.3	$6,675.4	$7,031.2	$7,031.2	$355.8	5.3%
Plant Operations	$10,414.4	$11,911.3	$12,612.3	$12,612.3	$701.0	5.9%
Engineering Management	$478.2	$577.5	$577.0	$577.0	($0.5)	-0.1%
Total	$17,739.5	$20,364.7	$21,483.6	$21,483.6	$1,118.9	5.5%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

				5-Year CIP		
Capital Appropriations		FY19 Year End Balance	FY20 Budget	FY21 Approved	FY22-25 Proposed	FY26-30 Proposed
Water & Sewer Fund						
Current Services						
D-97	W&S Lines - Additions and Improvements	-	936.0	955.0	4,009.7	5,260.0
D-98	Meter and Water/Sewer Stub Additions	-	491.0	501.6	2,100.6	2,758.0
D-99	Donated W&S Additions Management	-	224.0	226.8	947.4	1,246.0
D-100	Watershed Protection Long-Term Monitoring	56.0	100.0	100.0	430.0	530.0
D-101	Replace Water Meters	4,899.8	365.0	365.0	1,460.0	1,825.0
D-102	Rehabilitate and Replace Sewers	33,464.2	9,951.8	5,000.0	21,000.0	30,000.0
D-104	Replace and Upgrade Facilities and Equipment	11,705.8	5,300.0	3,300.0	13,600.0	17,250.0
D-105	Rehabilitate and Replace Water Lines	1,297.7	2,750.0	3,000.0	14,000.0	20,000.0
D-106	Relocate Water & Sewer Lines for DOT Projects	505.1	100.0	2,000.0	400.0	500.0
D-107	Manage and Reuse Residual Solids	1,736.3	1,500.0	6,380.0	5,680.0	1,500.0
D-108	Improve Water Supply Reliability	5,986.3	3,500.0	4,479.0	9,106.0	70,060.0
D-110	Investigate and Install Alternative Energy Generation	62.8	50.0	50.0	200.0	500.0
D-114	Renovate/Expand W&S/Meter Mgt Construction Facility	1,832.5	-	400.0	8,100.0	-
Current Services Total		*61,546.5*	*25,267.8*	*26,757.4*	*81,033.7*	*151,429.0*
Additions & Improvements						
D-103	Extend Wastewater Collection System	4,902.1	100.0	100.0	400.0	5,000.0
D-109	W&S Contribution to Economic Development	671.0	100.0	100.0	400.0	500.0
D-111	WRF Phosphorous Improvements	-	-	9,000.0	7,500.0	-
D-112	Water & Sewer Additions and Improvements	748.2	-	200.0	800.0	1,000.0
D-113	Downtown Infrastructure Improvements	1,236.7	-	300.0	1,200.0	1,500.0
Additions & Improvements Total		7,558.0	*200.0*	*9,700.0*	*10,300.0*	*8,000.0*
Water & Sewer Fund Total		*69,104.5*	*25,467.8*	*36,457.4*	*91,333.7*	*159,429.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	194	198	198	198	0

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 2019 and 2020. During 2018, initiate the NCCHC accreditation application process. Seek accreditation during 2019 and 2020.
- To pursue ACA (American Correctional Association) accreditation for the jail. This goal applies to years 2019 and 2020. During 2018, initiate the American Correctional Association accreditation application process. Seek accreditation during 2019 and 2020.
- 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.
- To pay the Peace Officer Annuity & Benefit (POAB) membership dues of $20 per month per member for eligible members of the Sheriff's Office.
- To pay a residency benefit for forty-four (44) certified deputy sheriffs who live in Athens-Clarke County. Deputies who live outside of Athens-Clarke County, but want to relocate to take advantage of this incentive, can receive a $1,000 relocation stipend.

Sheriff

Performance Measures

	Actual			Forecast	
	FY17	FY18	FY19	FY20	FY21
Sheriff / Administration Section					
# Training Hours reported to Training Unit	12,650	12,135	11,531	16,143	15,000
Background Checks through GCIC	2,028	1,980	1,555	1,350	1,400
Fingerprints-firearms lic., bondsmen, adoption, USDA, Bar Admission, RESA, other	1,498	1,439	998	1,197	1,200
# Complaints	29	111	61	80	80
Public Complaints / Grievances (founded)	12	15	9	6	6
New Deputy & Detention Hires	28	18	11	54	50
Deputy & Detention Separations	12	20	21	47	27
Total Sworn Staff	153	158	115	140	146
Total Staff	163	173	144	165	171
Use of Force Incidents	93	106	29	53	50
Sheriff / Field Section					
New Warrants	11,153	X*	7,924	8,000	8,000
Warrants Served/Processed	5,834	X*	5,927	6,000	6,000
Total Arrest	4,202	X*	3,263	4,000	4,000
Civil Papers Received	10,835	9,863	9,877	8,820	8,820
Civil Papers Served / Processed	8,900	7,209	7,234	5,300	5,300
Evictions Received	710	713	614	400	400
Evictions Served / Processed	630	558	492	400	400
Sheriff/Jail					
Average Daily Inmate Population	434	425	378	398	400
Average Number of Inmates Housed Daily in Other Facilities at a cost to ACC	1	1	0	0	0
Number of Inmates Processed	8,547	8,000	7,759	7,300	8,000
Number of Inmates Released	8,464	7,700	7,759	6,200	7,000
Number of Inmates Released to State System	256	375	400	427	400
Number of Inmates Classified	5,711	5,200	4,931	4,830	5,000
Number of Inmate Medical Transports	204	276	209	250	250
Inmate Participation in Rehabilitation /Education	3,961	3,850	5,891	7,100	7,100
Inmate on Deputy/Staff Violence	26	21	19	20	20
Inmate on Inmate Violence	135	87	53	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

- FY21 Budget includes $50,000 of the $255,428 requested increase for inmate medical expenses.
- A budgeted reduction in salary & benefits is attributable to staff turnover and a reallocation of benefits.
- Funding of $20,441 is included for the increased cost of inmate meals.
- $6,078 is budgeted for increases in fleet, phone & 800 MHz radio indirect expenses.
- The Sheriff's Office requested the following increases which were not recommended nor approved:
  - Accreditation & Software Needs $ 12,385
  - Peace Officer Annuity & Benefit (POBA) Membership Dues Incentive $ 24,000
  - Deputy Residency Program $184,000
- FY21 Budget of $17.8 million reflects no other significant changes to services or programs.

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$12,634.1	$13,191.6	$13,382.1	$13,074.1	($117.5)	-0.9%
Operating	$4,516.4	$4,662.7	$4,941.3	$4,723.5	$60.8	1.3%
Total	$17,150.5	$17,854.3	$18,323.4	$17,797.6	($56.7)	-0.3%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$1,253.4	$1,356.9	$1,400.0	$1,387.6	$30.7	2.3%
Jail	$12,054.6	$12,251.4	$12,618.9	$12,155.5	($95.9)	-0.8%
Field	$3,842.5	$4,246.0	$4,304.5	$4,254.5	$8.5	0.2%
Total	$17,150.5	$17,854.3	$18,323.4	$17,797.6	($56.7)	-0.3%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$17,022.1	$17,819.3	$18,288.4	$17,762.6	($56.7)	-0.3%
Sheriff Inmate Fund	$59.8	$35.0	$35.0	$35.0	$0.0	0.0%
Other Funds	$68.6	$0.0	$0.0	$0.0	$0.0	--
Total	$17,150.5	$17,854.3	$18,323.4	$17,797.6	($56.7)	-0.3%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

				5-Year CIP		
		FY19 Year	FY20	FY21	FY22-25	FY26-30
Capital Appropriations		End Balance	Budget	Approved	Proposed	Proposed
General Capital Projects Fund						
Current Services						
D-115	Public Safety Initiative -Equip Tech	34.1	-	30.0	120.0	150.0
D-116	Tasers and Related Equipment	-	-	-	103.0	103.0
D-117	Replace Mobile Data Computers	-	-	-	76.0	76.0
D-118	Body Worn Cameras	-	-	-	350.0	350.0
D-119	Replace Courthouse Security Equipment	-	-	-	-	75.0
D-120	Replace Prisoner Transport Bus	-	-	-	-	250.0
General Capital Projects Fund Total		*34.1*	*-*	*30.0*	*649.0*	*1,004.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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.

Solicitor General

Performance Measures

Objectives & Performance Measures	2018	2019
Offender Accountability		
Percentage of convictions	59% guilty pleas or convictions	55% Guilty pleas or convictions
Percentage of dismissals	22% dismissals	21 % dismissals
Treatment Courts and creative treatment centered sentencing options	23 new CAP participants, 17 continuing – staffing 40 cases over the year	DUI Court: 57 new participants from our cases, total participation averages 70 participants
		Veterans Court: 5 new participants from our cases, 10 total participants
		Treatment & Accountability Court: 9 new participants from our cases, 25 total participants
		Community Accountability Protocol (DV cases): 29 New participants
Reformative Justice		
Pre-Trial Diversion	120 in State Court	324 Pretrial Participants
Restriction Events	100 applications, 30 people attended event	3 events, 161 applications, 63 participants counseled, 231 arrest cycles restricted
Pre-arrest Diversion		Coming soon
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	17,272 services performed by Victim Witness Program to 2,942 victims
Early notification efforts		**Working with our case management system to calculate these activities*
Face to face meetings with prosecutors and/or victim advocates		**Working with our case management system to calculate these activities*
Referrals to social services		**Working with our case management system to calculate these activities*
Special Bond Hearing appearances		61 Special Bond Hearings in Magistrate Court attended by prosecutor
Timely and efficient administration of justice		
Time to disposition for accelerated programs		Fast Track cases disposed an average of 33 days earlier than non-accelerated cases
Opportunities to adjudicate	Average of 20 court dates per month, excluding specially scheduled pleas	Average of 19 court dates per month, not including motion times and specially scheduled pleas
Maintaining low backlog	Opened 2195 misdemeanor cases and closed 2342 misdemeanor cases	Opened 2164 misdemeanor cases and closed 2127 misdemeanor cases in State Court

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 FY21 Approved Budget includes no significant changes.

- Salary & Benefits increase a $22,100 due to the 1% market salary adjustment, reallocation of pension and health insurance benefits, and implementation of the FY20 PMP.

Solicitor General

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$1,340.9	$1,278.40	$1,300.4	$1,300.5	$22.1	1.7%
Operating	$64.9	$73.5	$74.1	$70.8	($2.7)	-3.7%
Total	$1,405.8	$1,351.9	$1,374.5	$1,371.3	$19.4	1.4%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$1,210.8	$1,272.1	$1,291.1	$1,287.9	$15.8	1.2%
Special Programs Fund	$73.6	$79.8	$83.4	$83.4	$3.6	4.5%
Grants Fund	$121.4	$0.0	$0.0	$0.0	$0.0	--
Total	$1,405.8	$1,351.9	$1,374.5	$1,371.3	$19.4	1.4%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	18	18	18	18	0

Solid Waste

Vision and 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

	Performance Measure	Goal	FY15	FY16	FY17	FY18	FY19	Comments	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	$8.54	$7.88	$8.11	$8.11	$7.73		This service is our residential curbside service for waste and recycling in the USD. Cost/Month.
	Average residential trash collection cost	Data Only				$6.27	$5.87		
	Average residential recycling collection cost	Data Only				$1.84	$1.86		
	Average curbside collection cost per staff hour	< $16.00	$18.40*	$22.85	$31.28	$29.04	$24.94	** Enhanced service started in CBD and increased costs*	Add hourly rate for each CC staff member and divide the total hourly compensation by the total number of hourly employees (FT and PT).
	Average commercial dumpster cost per tip	< $7.00	$6.27	$10.21*	$9.01*	$10.03*	$7.84*	**Includes landfill disposal costs*	This service is our commercial waste and recycling dumpster bundled service.
	Average CBD litter collection cost per hour	≤ $25.00	$22.59	$20.16	$20.32	$22.60	$23.67		Total hourly compensation for all hourly employees divided by the number of hourly employees divided by 2,072 hours per year.
	Leaf and Limb on time scheduled collections	98%	98%	100%	100%	50%*	100%	** Hurricane Irma clean-up*	Maintain scheduled leaf and limb service to all areas with a 98% or better on schedule rate.
Landfill	*Performance Measure*	*Goal*	*FY15*	*FY16*	*FY17*	*FY18*		*Comments*	*Reference*
	Disposal (landfill)								
	Cost per ton of waste processed at the landfill	≤$15.00	$16.03	$14.93	$17.25	$17.37	$14.99		Cost per ton is the net cost divided by the tons of waste managed.
	Landfill Tons Recycled	Increase FPY	26,259.20	19,828.82	12,996.82	12,095.14	12,501.47		
	Compost Produced and Sold (cubic yards)	Increase FPY	4,176.00	3,436.00	3,565.00	3,670.00	4,777.00		Bio-solid and Food Scrap Compost
	Electricity Produced from Landfill Gas (MMBtu)	Producing	78,939.70	77,002.08	74,418.71	80,141.93	74,991.11		
	% Comprehensive Compliance Inspection	Remain in Compliance	95%	95%	95%	92.5%	92.5%		% score on the MSW Evaluation Report Completed by On-Site Inspection by EPD

Solid Waste

	Performance Measure	Goal	FY15	FY16	FY17	FY18	FY 19	Comments	Reference
Waste Reduction	**Waste Reduction**								
	Average monthly recycling tonnage	*2,500*	1,833	1,548	1,627	1,643	1,484		Incoming tonnage received at the RMPF.
	% Residual Rate	*< 10%*	15%	12%	10%	25%	21%		Residual is material sent to the landfill but delivered to the RMPF.
	% Waste Diversion Rate	*Increase Rate*	43.0%	38.0%	27.0%	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		2,371	4,415	4,810	5,347		
	CHaRM Customer Revenue	Increase FPY		$10,720	$13,107	$16,001	$22,321		Fees charged to CHaRM customers - user fees & material specific.
	Material Revenue from CHaRM items	Increase FPY		$5,459	$20,158	$17,862	$9,475		Revenue made from sale of CHaRM recyclables.
	Tonnage Processed at the CHaRM	Increase FPY		108.20	148	254	237		
	Compliance with Commercial Recycling Ordinance	Increase FPY	330	806	896	1007	1100		Total number/percentage of businesses compliant with Commercial Recycling Ordinance
Education Services	*Performance Measure*	*Goal*	*FY15*	*FY16*	*FY17*	*FY18*		*Comments*	*Reference*
	and Education Services (Recycling Division & KACCB)								
	Total Number of Community Interactions	Increase FPY	1,258	1,620	2,062	6,998	10,979		Tours of the RMPF, Landfill and Compost Facility performed by the Recycling Division and all outreach too.
	Total Number of Tour Participants					2,159	5,351		
	Total Number of Outreach Participants					4,839	5,628*	*FY19, Recycling Division began counting tour participants for all individual facility tours they participated in	Classroom visits, School assemblies, and Tabling events (Recycling Division & KACCB)
	RMPF Tours	*Data Only*	54	50	71	80	91		
	CHaRM Tours	*Data Only*				7	3		
	Landfill Tours	*Data Only*	17	15	23	29	46		
	Compost Facility Tours	*Data Only*	19	15	23	29	46		
	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							*Comments*	
	Number of Annual Community Events(projects supported)	Increase FPY	67	82	103	401*	477	* *Added all projects internal and external. Only external events were counted in previous years.*	These numbers are prepared as required for the KAB annual report.
	Number of Volunteers at Community Events	Increase FPY	10,582	7,485	8,494	8,223	7,348		
	Total Number of Volunteer Hours	Increase FPY	35,498	18,361	23,458	19,115	19,667		
	Number of Litter Clean-Ups	Increase FPY	191	266	310	264	238		
	Return on Investment	Increase FPY	$108.00	$19.38	$18.93	$35.30	$38.03		For every $1 invested in KACCB, FY amount on left is returned in community benefit.

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 FY21 General Fund Budget for litter collection in the Commercial Business District is $234,580.
- The Budget for Leaf & Limb services is $683,340.
- The FY21 Budget includes an increase to the Leaf and Limb tip fee from $18 to $25.50 resulting in an increase to the General Fund of $34,230.
- The Budget includes moving the Keep Athens-Clarke County Beautiful program and a portion of the salary and benefits of an educator position from the Landfill Fund to the General Fund ($300,000).

Solid Waste

Landfill Enterprise Fund

- Revenue for the Landfill Enterprise Fund is projected to be $4.3 million, which is $245,000 above the FY20 Budget. Based on current waste flow, the FY21 estimate is 86,000 tons, which is similar to the FY20 estimate.
- The FY21 Budget includes an increase of $1 to the Landfill tip fee, increasing the fee to $43/ton. This is anticipated to produce an additional $86,000 in revenue.
- The budget also includes increasing the Waste Minimization fee for residential and commercial customers. This will provide an additional revenue to help offset the cost of recycling and waste reduction activities and education (See Schedule of Fees and Charges for details).
- Operating expenses (less depreciation) for the total Landfill Fund in FY21 are projected to be $4.3 million, which is similar to FY20.
- The FY21 Budget includes moving the Keep Athens-Clarke County Beautiful program and a portion of the salary and benefits of an educator position from the Landfill Fund to the General Fund ($300,000). This is part of a multi-year process to move recycling administration and education expenses from the Landfill Fund to the General Fund.

Solid Waste Fund

- Revenues for FY21 are projected at $3.6 million, similar to FY20. No collection rate changes are included for FY21.
- Operating expenses (less depreciation) for the total Solid Waste Fund in FY21 are budgeted at $3.8 million, similar to the FY20 Budget.
- The FY21 Budget includes a New Initiative of $60,580 for Commercial Compost Collections. This initiative includes one position and the associated operating costs. The anticipated annual revenue for this service is $60,000.

For more information on the Landfill Fund and the Solid Waste Fund, see pages E-26 and 30. For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Solid Waste

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$3,308.3	$3,721.5	$3,880.6	$3,799.6	$78.1	2.1%
Operating	$2,986.6	$2,779.3	$3,116.7	$3,042.4	$263.1	9.5%
Total	$6,294.9	$6,500.8	$6,997.3	$6,842.0	$341.2	5.2%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Administration	$1,451.3	$1,580.1	$1,750.2	$1,750.2	$170.1	10.8%
Landfill	$1,691.7	$1,510.6	$1,786.4	$1,720.5	$209.9	13.9%
Collections	$3,151.9	$3,410.1	$3,460.7	$3,371.3	($38.8)	-1.1%
Total	$6,294.9	$6,500.8	$6,997.3	$6,842.0	$341.2	5.2%

	FY19	FY20	FY21	FY21		
Appropriations by Fund	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
General Fund	$904.2	$969.1	$1,296.0	$1,206.7	$237.6	24.5%
Landfill Fund	$2,778.5	$2,712.7	$2,856.9	$2,790.9	$78.2	2.9%
Solid Waste Collection Fund	$2,612.2	$2,819.0	$2,844.4	$2,844.4	$25.4	0.9%
Total	$6,294.9	$6,500.8	$6,997.3	$6,842.0	$341.2	5.2%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

			FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
Capital Appropriations							
Landfill Fund							
Current Services							
D-121		Replace Track Excavator	-	-	90.0	180.0	-
D-122		Replace Bulldozer	12.5	300.0	140.0	560.0	280.0
D-123		Replace Trash Compactor	-	-	-	1,800.0	1,800.0
D-124		Replace Dump Truck (25 yard articulating)	-	134.0	134.0	-	400.0
D-125	N	Replace Loaders (Compost Operations)	-	-	-	225.0	-
D-126	N	Purchase Skid Steer (Compost Loading)	-	-	60.0	-	-
D-127	N	Purchase Replacement Road Tractor	-	-	-	201.0	-
D-128	N	Replace Two Kubota Tractors	-	-	-	204.0	-
D-129	N	Replace Glass Crusher in RMPF	-	-	100.0	-	-
D-130	N	Replace OCC Decks	-	-	-	60.0	-
D-131	N	Replace RMPF Tip Floors	-	-	-	130.0	-
D-132		Replace Track Loader	-	-	-	501.0	-
D-133		Replace Walking Floor Trailer (1986)	-	-	-	99.0	-
D-134		Replace Trommel Screen in Compost Operations	-	-	67.0	134.0	-
D-135		Belt Replacements for RMPF	-	67.0	67.0	67.0	-
D-136		Replacement Roll-Off Container Truck	-	59.0	70.0	140.0	210.0
D-137		Replace Windrow Turner in Compost Operations	-	-	-	150.0	-
D-138		Closure of Landfill- Phase 1 & 2 Areas	-	-	-	-	2,500.0
Current Services total			*12.5*	*560.0*	*728.0*	*4,451.0*	*5,190.0*
Landfill Fund Total			*12.5*	*560.0*	*728.0*	*4,451.0*	*5,190.0*
Solid Waste Fund							
Current Services							
D-139		Replace Automated Refuse/Recycling Truck	1,080.0	200.0	310.0	1,240.0	620.0
D-140		Replace Commercial Dumpster Collection Front-end Loader	85.4	180.0	90.0	360.0	270.0
D-141		Replace Mini-Packer Trucks	-	169.0	135.0	203.0	442.0
Current Services Total			*1,165.4*	*549.0*	*535.0*	*1,803.0*	*1,332.0*
Solid Waste Fund Total			*1,165.4*	*549.0*	*535.0*	*1,803.0*	*1,332.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	62	62	63	63	1

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
	FY16	FY17	FY18	FY19	FY20
Criminal Cases Filed*	3,964	3,562	3,804	3,352	Not Available
Criminal Cases Disposed*	4,341	3,733	3,834	3,334	
Civil Cases Filed	450	509	676		
Civil Cases Disposed	449	452	582		
Jury trials conducted	38	29	27	19	

*Includes probation cases

Budget Highlights

- There are no significant changes to the FY21 Budget for the General Fund.
- Salary and Benefits for the court show an increase for FY21. This results from the FY20 mid-year PMP, FY20 mid-year salary adjustments for judges (set by the State), and the FY21 1% market salary adjustment.
- The FY21 Budget for the DUI-Drug Court includes participant revenues of $111,000, anticipated grant funding of $78,000, use of fund balance of $32,000 and anticipated use of DATE Funds of $32,000 for a total of $253,800.

State Court

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$670.1	$673.7	$691.3	$691.3	$17.6	2.6%
Operating	$406.8	$395.4	$389.8	$389.8	($5.6)	-1.4%
Total	$1,076.9	$1,069.1	$1,081.1	$1,081.1	$12.0	1.1%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
State Court	$664.7	$675.6	$691.5	$691.5	$15.9	2.4%
DUI/Drug Court	$412.2	$393.5	$389.6	$389.6	($3.9)	-1.0%
Total	$1,076.9	$1,069.1	$1,081.1	$1,081.1	$12.0	1.1%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$786.2	$805.8	$827.3	$827.3	$21.5	2.7%
Special Programs Fund	$182.4	$263.3	$253.8	$253.8	($9.5)	-3.6%
Grants Fund	$108.3	$0.0	$0.0	$0.0	$0.0	--
Total	$1,076.9	$1,069.1	$1,081.1	$1,081.1	$12.0	1.1%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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

	Estimates			Forecast	
	CY17	**CY18**	**CY19**	**CY20**	**CY21**
Criminal Cases Filed	2,504	2,500	2,504	2,675	2,675
Civil Cases Filed	2,165	2,400	2,165	2,650	2,650

	Actual			Forecast	
	CY17	**CY18**	**CY19**	**CY20**	**CY21**
Number of New Accountability Court Participants	121	124	143	164	167
Number of Accountability Court Graduates	69	50	50	72	74
Average Number of Misdemeanor Probation Cases and Active Warrants	4,000	2500	3000	3000	3000
Average Number of Pre-trial Cases	600	350	343	375	400

Superior Court

Outcomes and Performance Measures	Current Goal	2018	2019	Proj. 2020	Trend	Comments or Analysis
Court Case Data						
Superior Court Cases Fiscal Year	Data only	410	264	264	Down	
Finacial Assessments ordered in dollars	Data only	$171,561	$87,478	89,228	Down	2% increase estimate
Percentage of assessments collected by probation	65%	62%	67%	69%	Up	
Community Service Hours Completed	Data only	7,090	4,874	4,874	Down	
State Court Cases Fiscal Year	Data only	1,377	1,066	1,066	Down	
Finacial Assessments ordered in dollars	Data only	$779,894	$308,396	$314,564	Down	2% increase estimate
Percentage of assessments collected by probation	65%	65%	86%	86%	Up	
Community Service Hours Completed	Data only	64,944	38,625	38,625	Down	
Municipal Court Cases Fiscal Year	Data only	690	630	630	Down	
Finacial Assessments ordered in dollars	Data only	$454,969	$479,265	$488,850	Up	**2% increase estimate**
Percentage of assessments collected by probation	65%	70%	76%	78%	Up	
Community Service Hours Completed	Data only	24,871	18,869	18,869	Down	
WE PROVIDE A COST-EFFICIENT WORKFORCE						
Total number of staff-FT	Data only	21	22	24	Up	Proposed new initiatives
Total number of staff-PT/NB	Data only	2	3	2	Down	Proposed new initiatives
Total expenses ($)	Data only	$1,628,765	$1,590,114	$1,638,530	Up	Actual Expenses for the year
Revenue Receipts	Data only	$ 947,564	$ 812,527	$ 853,153	Down	Supervision Fees, Program Fees, Electronic Monitoring Fees, Drug Test Fees. **Goal increase by 5%**.
Percentage of revenue offset relative to expenses	Data only	58%	51%	54%	Down	Goal: **Increase by 3% or more**
CASE MANAGEMENT						
Number of cases closed successfully	Data only	1,370	1,639	Pending		Probationer completed conditions or case was modified.
Number of cases closed unsuccessfully	Data only	676	688	Pending		Probationer did not complete conditions or were in warrant status/revoked.
Percentage of successful cases	Data only	51%	70%	Pending	Up	Goal: **Increase by 5% or more**
Drug Testing						
Samples tested by Fiscal Year	Data only	16,601	22,211	24,666	Up	Individual urine samples tested. Goal: **Increase by 5% or more.**
Assays performed	Data only	111,179	163,674	171,587	Up	Specific tests for drugs within the samples. Goal: **Increase by 5% or more.**

Superior Court

Budget Highlights

The FY21 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 requested a New Initiative ($54,800) Counselor position for Probation. This request is approved for a half year funding ($27,400). The Counselor position will help to assess/screen and identify workforce and educational opportunities, and any barriers the participants face for success.
- The Budget also includes converting a Lab Assistant position in Probation from part-time to fulltime. The cost of this conversion ($20,600) is offset by additional anticipated fee revenue of $29,000. The Lab Assistant will help screen individuals in the drug lab.
- The Superior Court also requested additional funding of ($20,000) in Probation for Youth Serve and moving the Veteran's Court Administrator from the Grants Fund to the General Fund ($76,100). These requests were not recommended or 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 FY21 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 moved to the General Fund in FY20.
- There are no significant changes for the Law Library.

In addition to the new positions mentioned above ($48,000 total), Salary & Benefits for Superior Court across all funds have increased a further $79,000 due to the FY20 mid-year PMP and the 1% market salary increase for FY21.

Superior Court

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$2,495.2	$2,457.6	$2,723.4	$2,584.6	$127.0	5.2%
Operating	$1,067.3	$1,105.1	$1,089.6	$1,062.6	($42.5)	-3.8%
Total	$3,562.5	$3,562.7	$3,813.0	$3,647.2	$84.5	2.4%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Administration	$3,048.30	$3,031.3	$3,194.7	$3,104.9	$73.6	2.4%
Superior Court One	$100.1	$127.9	$127.9	$127.9	$0.0	0.0%
Superior Court Two	$220.3	$139.6	$215.7	$139.6	$0.0	0.0%
Superior Court Three	$110.0	$166.5	$166.5	$166.5	$0.0	0.0%
Superior Court Four	$83.8	$97.4	$108.2	$108.2	$10.8	11.1%
Total	$3,562.5	$3,562.7	$3,813.0	$3,647.1	$84.4	2.4%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$2,776.8	$3,238.4	$3,490.1	$3,324.2	$85.8	2.6%
Alternative Dispute Res. Fd.	$167.2	$202.4	$199.5	$199.5	($2.9)	-1.4%
Special Programs Fund	$182.9	$121.9	$123.4	$123.4	$1.5	1.2%
Grants Fund	$435.6	$0.0	$0.0	$0.0	$0.0	--
Total	$3,562.5	$3,562.7	$3,813.0	$3,647.1	$84.4	2.4%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	34	35	37	37	2

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.

Performance Measures

Outcomes and Performance Measures	Goal	FY13	FY14	FY15	FY16	FY17	FY18	FY19	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	41,910	Annual digest count
Number of Personal Property Accounts	Data Only	5,169	5,209	5,216	5,277	5,415	5,451	5,587	Annual digest count
Number of Mobile Homes	Data Only	2,517	2,516	2,514	2,496	2,497	2,498	2,496	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	38.73		Mandated by State of Georgia
Maintain Level of Uniformity	< 15%	10.21	3.20	8.81	8.90	8.54	8.32		Mandated by State of Georgia
Maintain Level of Assessment Bias	95 - 110	102.26	100.61	101.24	101.58	100.66	100.55		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	Pass, no findings		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%	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%	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%	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%	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%	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 FY21 Budget for the Tax Assessor's office is $1.1 million, similar to FY20.

Tax Assessor

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	$▲	%▲
Salary & Benefits	$970.2	$981.2	$1,071.4	$989.0	$7.8	0.8%
Operating	$100.3	$148.1	$128.2	$122.6	($25.5)	-17.2%
Total	$1,070.5	$1,129.3	$1,199.6	$1,111.6	($17.7)	-1.6%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	13	13	14	13	0

Tax Commissioner

Mission

The overall goal of the Office of the Tax Commissioner is to provide effective service 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; and (2) advising taxpayers of legal means of transferring vehicle ownership and proper registration and titling procedures.

Objectives

- Prepare digest and obtain DOR approval in July to send out Property Tax bills for real and personal property on or before August 20th for an October 20th due date.
- Disburse property tax 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 and 98.5% by end of fiscal year
- Process property tax payments within 24 hours of receipt during off peak season and within 7 business days during peak season.
- Maintain Homestead applications
- Issue Fifa's for delinquent taxes
- Process and mail out MH bills by February 1st
- Process walk in motor vehicle transactions within 15 minutes and mail in within 24 hours of receipt
- Disburse weekly to the levying authorities all collections for Motor Vehicle Division

Tax Commissioner

Performance Measures

	Actual			Forecast	
	FY17	**FY18**	**FY19**	**FY20**	**FY21**
Property Tax Bills - Real/Personal sent out by August 20th	45,866	45,866	46,003	46,283	46,000
Disburse Payments per O.C.G.A.	100%	100%	100%	100%	100%
Collect, process and disburse 91% of payments with 30 days of due date and 98.5% by end of fiscal year	100%	100%	100%	100%	100%
Process Property tax payments within 24 hours of receipt during off peak season and within 7 business days during peak season	100%	100%	100%	100%	100%
Homestead Applications Maintained	15, 717	15739	15736	16200	16,200
Tax Sale Operations/ Fi-Fa. Issued	1,858	848	1,900	1,900	1,900
Mobile Homes Billed by February 1st	1,824	1,801	1,814	1,825	1,825
Process walk in motor vehicle transactions within 15 minutes and mail in within 25 hours of receipt	99%	99%	99%	100%	100%
Disburse weekly to levying authorities all collections for Motor Vehicle Division	100%	100%	100%	100%	100%
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

Budget Highlights

- The FY21 Budget for the Tax Commissioner's office, $1.5 million, reflects no significant changes to services or programs.
- Salary & Benefits amounts decreased for FY21 due to a reallocation of pension benefits and a reduction in salaries due to staff turnover.

Tax Commissioner

Appropriation Summary

(All figures in $1,000s)	FY19	FY20	FY21	FY21		
Appropriations by Type	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Salary & Benefits	$1,306.6	$1,329.4	$1,327.0	$1,315.0	($14.4)	-1.1%
Operating	$160.5	$210.7	$210.7	$210.7	$0.0	0.0%
Total	$1,467.1	$1,540.1	$1,537.7	$1,525.7	($14.4)	-0.9%

	FY19	FY20	FY21	FY21		
Appropriations by Division	**Actual**	**Budget**	**Requested**	**Approved**	**$▲**	**%▲**
Administration	$197.9	$200.0	$204.7	$204.7	$4.7	2.3%
Property Tax	$418.6	$446.0	$439.6	$433.6	($12.4)	-2.8%
Motor Vehicle	$696.7	$714.5	$722.4	$716.4	$1.9	0.3%
Delinquent Tax	$153.9	$179.6	$171.0	$171.0	($8.6)	-4.8%
Total	$1,467.1	$1,540.1	$1,537.7	$1,525.7	($14.4)	-0.9%

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 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*	*FY16*	*FY17*	*FY18*	*FY19*	*FY20 (Proj.)*	*FY21 (Proj.)*
Total Passengers Fixed-Route	increase by 3%	1,508,601	1,553,282	1,548,324	1,241,010	1,278,240	1,316,588
Passenger Revenue*	increase by 1%	$1,850,187	$1,720,834	$1,763,252	$1,135,546	$1,146,901	$1,158,370
Revenue Miles	increase by 1%	818,720	824,567	1,061,448	958,483	968,068	977,749
Revenue Hours	increase by 1%	71,285	72,222	69,808	81,236	82,048	82,869
Passengers/Mile	increase by 1%	1.84	1.88	1.46	1.29	1.31	1.32
Passengers/Hour	increase by 3%	21.16	21.51	22.18	15.28	15.73	16.21
Revenue/Mile	increase by 3%	$ 2.26	$ 2.14	$ 2.20	$ 1.18	$ 1.22	$ 1.26
Revenue/Hour	increase by 3%	$ 25.95	$ 23.83	$ 25.26	$ 13.98	$ 14.40	$ 14.83
Total Passengers Demand Response	increase by 3%	6,822	6,818	7,553	7,003	7,213	7,429
Passenger Revenue*	increase by 3%	$ 23,705	$ 22,487	$ 25,090	$ 22,862	$ 23,548	$ 24,254
Revenue Miles	increase by 3%	59,843	56,834	62,241	60,391	62,203	64,069
Revenue Hours	increase by 3%	5,354	5,489	6093	5842	6017	6198
Passengers/Mile	increase by 3%	0.11	0.12	0.12	0.12	0.12	0.12
Passengers/Hour	increase by 3%	1.27	1.24	1.24	1.20	1.23	1.27
Revenue/Mile	increase by 3%	$ 0.40	$ 0.40	$ 0.40	$ 0.38	$ 0.39	$ 0.40
Revenue/Hour	increase by 3%	$ 4.43	$ 4.10	$ 4.12	$ 3.91	$ 4.03	$ 4.15
Miles/Trip	increase by 3%	8.77	8.34	8.24	8.62	8.88	9.15
Overall Ridership		**1,515,423**	**1,560,100**	***1,555,877***	***1,248,013***	**1,285,453**	**1,324,017**

Transit

Budget Highlights

- Projected FY21 Revenue is $5.9 million, an increase of $239,000 from FY20 Budget.
- Due to increased federal funding allocations expected in FY21 from the Federal Transit Administration (FTA) through the Coronavirus Aid Relief and Economic Security (CARES) Act, signed by the President of the United States on March 27, 2020:
  - Federal funding is estimated to be $4.9 million in FY21, which is $2.3M above FY20.
  - The FY21 General Fund contribution to the Transit Enterprise Fund is $0, a reduction of $1.8M from FY20 Budget.
- Fare box revenue is projected to be $496,000.
- Fixed Route Fare Free weeknights and weekends beginning in the third quarter of FY21 is included, reducing requested fare box revenue by $35,000 from FY20 Budget.
- Contributions from UGA are projected to be $391,354, which is $256,000 less than FY20.
- Use of $1.4 million of Available Unrestricted Net Position is planned for FY21.
- Total expenses (less depreciation of $4.4 million) are projected at $7.3 million, an increase of $98,000 over FY20 Budget.
- $20,003 is included to convert two part time Transit Maintenance Worker positions to two fulltime positions beginning in the third quarter of FY21.
- The FY21 Budget includes the Transit Planning Grant of $94,552, similar to FY20, which funds a Planner II position.

For more information on the Transit Fund, see page E-27. For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Transit

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$4,158.4	$4,782.8	$5,239.4	$4,845.5	$62.7	1.3%
Operating	$1,265.3	$1,442.4	$1,558.6	$1,415.5	($26.9)	-1.9%
Total	$5,423.7	$6,225.2	$6,798.0	$6,261.0	$35.8	0.6%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Administration	$581.1	$631.40	$692.50	$679.00	$47.6	7.5%
Operations	$3,665.1	$4,185.3	$4,608.1	$4,164.6	($20.7)	-0.5%
Demand Response	$279.0	$360.1	$443.4	$355.4	($4.7)	-1.3%
Maintenance	$898.5	$1,048.4	$1,054.0	$1,062.0	$13.6	1.3%
Total	$5,423.7	$6,225.2	$6,798.0	$6,261.0	$35.8	0.6%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Transit Fund	$5,367.8	$6,132.4	$6,703.4	$6,166.4	$34.0	0.6%
Grants Fund	$55.9	$92.8	$94.6	$94.6	$1.8	1.9%
Total	$5,423.7	$6,225.2	$6,798.0	$6,261.0	$35.8	0.6%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

Capital Appropriations		FY19 Year End Balance	FY20 Budget	5-Year CIP FY21 Approved	5-Year CIP FY22-25 Proposed	5-Year CIP FY26-30 Proposed
General Capital Projects Fund						
Current Services						
D-142	Matching Funds for Transit Capital Improvement Grants	70.0	-	-	315.0	400.0
Current Services Total		*70.0*	-	-	*315.0*	*400.0*
Additions & Improvements						
D-143	Update Transit Plans and Transit Studies	-	-	-	30.0	150.0
Additions & Improvements Total		-	-	-	*30.0*	*150.0*
General Capital Projects Fund Total		*70.0*	-	-	*345.0*	*550.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	71	77	84	79	2

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 thirty (30) days of receiving the request

Stormwater:

- Develop and implement an asset management program for piped stormwater systems

Transportation & Public Works

- 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

	Performance Measure	Goal	FY16	FY17	FY18	FY19	FY20*	Comments
TRANSPORTATION	***Our staff is committed to the responsible planning, construction, and maintenance of a transportation network***							
	Lane-miles receiving major roadway maintenance as % of all lane-miles (resurfacing, full-depth reconstruction, etc.)	*> 5.8%*	1.8%	1.7%	2.0%	*5.5%*	*10.0%*	Increase based on TSPLOST funding anticipated to continue
	Lane-miles in good or excellent condition as % of all lane-miles	*> 70%*	47%	44%	46%	*45%*	*45%*	To be updated Spring '20 with newly collected IMS results
	Average bridge sufficiency rating	*> 80*	77.9	78.2	78.2	*78.2*	*79.6*	Current score from 2019 GDOT report.
	Number of traffic signal rebuilds as % of all ACC traffic signals	*> 8%*	1.2%	1.2%	3.3%	*3.4%*	*2.3%*	22 traffic signals rebuilt in FY19
	Average traffic signal age	*Data Only*	23	23	24	*24*	*24*	One third of ACC signals exceed age of 39-years
	Cabinet equipment preventative maintenance inspections % of all signals	*100%*	100%	100%	90%	*78%*	*55%*	FY20 projected decrease due to 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%*	40%	30%	85%	*42%*	*48%*	
	Traffic Signal Maintenance Devices Per Technician	*≤ 40*	55	61	62	*65*	*66*	Device numbers continue to increase as staffing levels remain constant
	Centerline miles of roadway striping installed as % of centerline miles	*> 12%*	2.0%	4.3%	6.0%	*1.7%*	*6.4%*	FY19 striping contract delayed and bundled with FY20 contract
	Number of signs replaced as percentage of all signs	*> 8%*	3.0%	5.0%	5.2%	*4.6%*	*7.6%*	Many signs are older and noncompliant with MUTCD rero-reflectivity standards.
	Average response time (days) for all roadway work requests	*< 3 days*	0.6	1.0	1.1	*0.8*	*0.3*	1,176 roadway work requests resolved in FY19
	% dead animals removed within 24-hours of notice	*>97%*	100%	100%	100%	*100%*	*99%*	All 508 dead animals removed in FY19 within 24-hour notice
	Number of all roadway work requests completed in 30 days as % of all requests	*> 95%*	96.3%	91.1%	93.2%	*91.0%*	*99.0%*	Increase due to better tracking through Cityworks
	Site Plans Reviews completed within allocated review times (7 or 14 days depending) as % of all Site Reviews.	*> 95%*	*New for FY19*			*73.0%*	*90.0%*	This includes initial and resubmittals review time for 14 and 7 days target turnaround.

TRANSPORTATION	***that is effective***							
	Overall arterial level of service (LOS)	*C*						Developing work flow
	Million vehicle miles traveled	*Data Only*	1120	1105	*1149*	*1213*	*1276*	FY19 represents an 8% increase from FY16
	Total pedestrian network mileage as percent of overall roadway network	*Data Only*	32.0%	32.3%	*32.4%*	*32.4%*	*32.6%*	1.3 miles of sidewalk anticipated in FY20
	Total bicycle network mileage as percent of overall roadway network	*> 51%*	12.6%	12.8%	*12.8%*	*12.8%*	*13.0%*	Additional multi-use facilities anticipated in FY20
	and safe for all modes of transportation.							
	Crashes / 100 million vehicle miles traveled	*Decrease FPY*	527	494	603	*389*	*362*	FY19 and FY20 crash numbers appear much lower than previous years. 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*	16	11	8	*11*	*12*	
	Serious Injuries (sum of reported vehicular, bicycle, and pedestrian)	*Decrease FPY*	New For FY20				*56*	
	Number of pedestrian-related crashes	*Decrease FPY*	66	57	75	*63*	*20*	
	Number of bicycle-related crashes	*Decrease FPY*	16	26	33	*23*	*32*	

*FY20 numbers projected based on data collected from Q1

	Performance Measure	*Goal*	*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 FY21*						Developing work flow
	Total number of stormwater pipes in failed condition (condition score above 4)	*Data Only*	*New for FY19*			*8*	*9*	Live Stream Pipes are failing at a rate of 2-3 per year. Current funding will not keep up with this.
	Number of linear feet of stormwater pipe rehabilitated/replaced	*Data Only*	*New for FY18*		462	*1426*	*956*	Clayton Street and failing pipe replacements increased feet of pipes replaced
	% inspection of stormwater drains in public right of way	*100%*	100%	100%	86%	*90%*	*75%*	Lower numbers due to unforseen staff reduction and inclement weather impaired inspections
	Number of flooding-related work requests	*Data Only*	*New for FY18*		7	12	0	Successfully tracking through Cityworks
	Average response time (days) for all stormwater work requests	*< 3 days*	0.6	0.6	0.8	*0.8*	*0.66*	1,193 stormwater work requests resolved in FY19
	Number of stormwater work requests completed in 30 days as % of all requests	*> 90%*	98%	97%	94%	*94.7%*	*94.3%*	
	and the quality of our streams and rivers.							
	Number of sampling locations within Georgia EPD thresholds as % of all sampling locations	*New in FY21*						Developing work flow
	Number of Illicit Discharge Complaints	*Data Only*	72	43	66	*19*	*8*	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*			595.5	*9134*	*6884*	Better tracking through Cityworks

STORMWATER	**while running an effective and responsive utility.**							
	Utility bill collection rate	*> 95%*	96%	91%	93%	*90%*	*86%*	Projection pending final collections
	% credit card payments	*> 4.6%*		2.8%	6.4%	*7.4%*	*19.2%*	Increase due to ClickToGov rollout
	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*	243	286	51	*13*	*48*	Peak reviews from impervious surface audit
	Number of new credit applications approved	*Data Only*	1	1	0	*2*	*12*	Utility Fee Review looking for ways to increase

*FY20 numbers projected based on data collected from Q1

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.

General Fund

- The FY21 Approved Budget includes an additional $50,000 in funding for streetlight electricity.
- The approved budget includes the conversion of a vacant Capital Programs Coordinator to a Utility Coordinator with no impact to the General Fund. This position will fill a current service gap in Transportation & Public Works by coordinating and managing public and private utility activities.

Stormwater Fund

- One additional fulltime position, a Heavy Equipment Operator, is approved to be funded for $66,420 in the Stormwater Fund. This position is needed to fulfill the Stormwater MSD4 permit with the Environmental Protection Division.

In addition to the Heavy Equipment Operator position listed above, Salary & Benefits have increased a further $135,600 due to the FY20 implementation of the PMP and the 1% market salary adjustment and a reallocation of pension and health insurance benefits.

For more information on the Stormwater Fund, see page E-31. For information on individual fees, see the Schedule of Fees and Charges beginning on page G-15.

Transportation & Public Works

Appropriation Summary

(All figures in $1,000s) Appropriations by Type	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Salary & Benefits	$4,583.2	$5,284.8	$5,814.8	$5,486.8	$202.0	3.8%
Operating	$2,431.7	$2,592.5	$2,816.4	$2,648.5	$56.0	2.2%
Total	$7,014.9	$7,877.3	$8,631.2	$8,135.3	$258.0	3.3%

Appropriations by Division	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Administration	$332.5	$313.7	$424.0	$387.2	$73.5	23.4%
Traffic & Operations	$2,238.0	$2,330.4	$2,543.1	$2,331.3	$0.9	0.0%
Engineering	$898.8	$976.6	$1,149.9	$1,115.7	$139.1	14.2%
Streets & Drainage	$2,465.3	$3,041.2	$3,156.4	$2,986.2	($55.0)	-1.8%
Storm Water Management	$1,080.3	$1,215.4	$1,357.8	$1,314.9	$99.5	8.2%
Total	$7,014.9	$7,877.3	$8,631.2	$8,135.3	$258.0	3.3%

Appropriations by Fund	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
General Fund	$4,174.3	$4,505.6	$5,000.9	$4,547.8	$42.2	0.9%
Stormwater Fund	$2,840.6	$3,371.7	$3,630.3	$3,587.4	$215.7	6.4%
Total	$7,014.9	$7,877.3	$8,631.2	$8,135.2	$257.9	3.3%

Capital Budgets, 5-Year CIP and Project Forecast

(all numbers in thousands of dollars)

				5-Year CIP		
Capital Appropriations		FY19 Year End Balance	FY20 Budget	FY21 Approved	FY22-25 Proposed	FY26-30 Proposed
General Capital Projects Fund						
Current Services						
D-144	Signal Replacement	65.0	100.0	200.0	2,967.0	5,287.5
D-148	Roadway Safety Devices Life Cycle Replacement	115.8	75.0	130.0	1,298.0	2,050.0
D-149	Upgrade Overhead Street Name Signs	36.8	150.0	150.0	1,768.0	3,300.0
D-151	Pavement Maintenance Program	414.7	-	-	9,593.0	18,067.0
D-152	Bridge Improvement & Replacement Program	352.6	50.0	50.0	200.0	500.0
Current Services Total		*984.9*	*375.0*	*530.0*	*15,826.0*	*29,204.5*
Additions & Improvements						
D-145	Expand Fiber Optic Cable Communications System	10.3	30.0	-	160.0	200.0
D-146	Traffic Data Collection	12.6	30.0	30.0	120.0	150.0
D-147	Sidewalk and Other Improvements	23.2	-	-	200.0	200.0
D-150	Local Road Improvement Projects	304.9	-	-	528.0	625.0
D-154	Pedestrian Safety and Traffic Calming Improvements	-	125.0	-	-	175.0
D-155	Bicycle Transportation Improvements	-	-	-	-	1,000.0
Additions & Improvements Total		*351.0*	*185.0*	*30.0*	*1,008.0*	*2,350.0*
General Capital Projects Fund Total		*1,335.9*	*560.0*	*560.0*	*16,834.0*	*31,554.5*
Stormwater Fund						
Current Services						
D-153	Stormwater Improvement Prog / Areawide	2,030.5	900.0	600.0	800.0	1,000.0
Current Services Total		*2,030.5*	*900.0*	*600.0*	*800.0*	*1,000.0*
Stormwater Fund Total		*2,030.5*	*900.0*	*600.0*	*800.0*	*1,000.0*

Authorized Positions

	FY19	FY20	FY21 Requested	FY21 Approved	▲
Fulltime Authorized Positions	88	89	92	90	1

FY21 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 FY21 capital projects. Projects outlined in the remaining four years (FY22 – FY25) are for planning purposes only and are not authorized until included in an adopted Capital Budget. Furthermore, projects identified in years FY26–FY30 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 FY21 Capital Budget total $42.5 million (page D-2). General Capital Fund projects (page D-3) total $2.4 million. The remaining capital projects in the Enterprise, Internal Service and Special Revenue Funds total $40.1 million.

The FY21 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 Capital Projects Fund

IT	Information Technology Equipment Replacement Program	$	350,000
PD	On-Officer Cameras and Data Storage	$	230,000
PD	Replacement of Conducted Energy Device (CED) Units	$	228,200
TPW	Signal Replacement	$	200,000
	Other General Capital Projects Fund	$	1,192,000
	Subtotal	$	2,200,200

Fleet Replacement Fund

CS	Fleet Replacement Program	$	1,295,400

Storm Water Management Enterprise Fund

TPW	Stormwater Improvement Prog / Areawide	$	600,000

Water & Sewer Enterprise Fund

PU	Manage and Reuse Residual Solids	$	6,380,000
PU	Rehabilitate and Replace Sewers	$	5,000,000
PU	Improve Water Supply Reliability	$	4,479,000
PU	Replace and Upgrade Facilities and Equipment	$	3,300,000
PU	Rehabilitate and Replace Water Lines	$	3,000,000
PU	Relocate Water & Sewer Lines for DOT Projects	$	2,000,000
PU	W&S Lines - Additions and Improvements	$	955,000
PU	Meter and Water/Sewer Stub Additions	$	501,600
PU	Renovate/Expand W&S/Meter Mgt Construction Facility	$	400,000
	Other Water & Sewer Ent Fund	$	741,800
	Subtotal	$	26,757,400

Solid Waste Enterprise Fund

SW	Replace Automated Refuse/Recycling Truck	$	310,000
	Other Solid Waste Enterprise Fund	$	225,000
	Subtotal	$	535,000

Landfill Enterprise Fund

SW	Replace Bulldozer	$	140,000
	Other Landfill Ent Fund	$	588,000
	Subtotal	$	728,000

All Other CS Projects	$	157,000
Current Services - All Funds	**$**	**32,273,000**

Capital Projects for Additions & Improvements

General Capital Projects Fund

CS	Downtown Enhancement Project	$	60,000
	Other General Capital Projects Fund	$	121,000
	Subtotal	$	181,000

E911 Fund

AI	E-911 Infrastructure Upgrades	$	82,489

Economic Development Capital Project Fund

OGA	Economic Development Capital Program	$	225,000

Water & Sewer Enterprise Fund

PU	WRF Phosphorous Improvements	$	9,000,000
	Other Water & Sewer Ent Fund	$	700,000
	Subtotal	$	9,700,000

Additions & Improvements - All Funds	**$**	**10,188,489**
Total FY21 Capital Budget	**$**	**42,461,489**

Capital Summary by Fund

General Capital Projects Fund		FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:										
Transfers from General Fund				20,383.6	2,381.2	38,665.3	11,867.5	10,605.9	14,318.5	150,507.4
Total Sources				**20,383.6**	**2,381.2**	**38,665.3**	**11,867.5**	**10,605.9**	**14,318.5**	**150,507.4**
Uses:										
Current Services Projects Listed Below		4,394.5	1,484.0	18,025.4	2,200.2	34,361.8	9,523.3	9,768.7	13,675.5	134,162.5
Additions & Improvements Projects Listed Below		853.6	295.0	2,358.3	181.0	4,303.5	2,344.3	837.3	643.0	16,344.9
Total Uses		**5,248.0**	**1,779.0**	**20,383.6**	**2,381.2**	**38,665.3**	**11,867.5**	**10,605.9**	**14,318.5**	**150,507.4**
Change in Fund Balance					-	-	-	-	-	-
Current Services										
Airport										
D-20	Matching Funds for Airport Capital Improvement Grants	244.1	-	1,786.8	-	1,867.1	296.3	320.0	125.0	1,825.0
D-21	Maintain Airport Facilities and Equipment	74.8	-	25.0	25.0	25.0	25.0	25.0	55.0	315.0
Airport Total		*319.0*	-	*1,811.8*	*25.0*	*1,892.1*	*321.3*	*345.0*	*180.0*	*2,140.0*
Board of Elections										
D-22	Purchase of New Voting Equipment	-	-	20.0	20.0	20.0	30.0	-	-	-
Board of Elections Total		-	-	*20.0*	*20.0*	*20.0*	*30.0*	-	-	-
Central Services										
D-23	Facilities Life Cycle Maintenance Program	569.4	-	733.0	-	1,254.8	1,892.2	802.7	1,176.4	4,926.5
D-24	800 MHz Subscriber Radio Life Cycle	220.4	26.0	50.0	50.0	29.0	29.0	29.0	29.0	421.0
D-25	Landscaping Equipment Life Cycle Replacement	1.7	50.0	75.0	75.0	75.0	110.0	120.0	120.0	600.0
D-29	800 MHz Radio Infrastructure Replacement	100.0	25.0	25.0	25.0	200.0	250.0	250.0	250.0	1,250.0
D-30	Landscape & Community Tree Program	19.7	20.0	15.0	-	30.0	15.0	15.0	15.0	75.0
D-31	Parking Lot Life Cycle Maintenance & Repair	0.9	20.0	25.0	25.0	25.0	40.0	40.0	40.0	200.0
D-32	Upgrade Fuel Sites	-	-	30.0	30.0	20.0	-	-	-	-
D-33	N Tree Hazard Reduction	-	-	60.0	-	120.0	60.0	60.0	60.0	300.0
D-36	Replace Internal Support Equipment	40.0	-	10.0	10.0	10.0	10.0	10.0	10.0	50.0
D-37	Parking Decks Life Cycle Replacement	285.5	-	50.0	25.0	50.0	50.0	50.0	50.0	250.0
D-42	Energy Management Improvements	31.2	-	-	-	-	-	-	-	150.0
Central Services Total		*1,268.9*	*141.0*	*1,073.0*	*240.0*	*1,813.8*	*2,456.2*	*1,376.7*	*1,750.4*	*8,222.5*

General Capital Projects Fund			FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Corrections											
D-43		Food Service Equipment Life Cycle Replacement	10.2	20.0	20.0	20.0	20.0	20.0	-	-	30.0
Corrections Total			*10.2*	*20.0*	*20.0*	*20.0*	*20.0*	*20.0*	*-*	*-*	*30.0*
Fire & Emergency Services											
D-45		Replace Mobile Data Terminals	154.8	-	50.0	50.0	50.0	50.0	50.0	-	250.0
D-46	N	Construct Fire Station 1, Vehicle Shop & Headquarters	-	-	8,282.0	-	16,282.0	-	-	-	-
Fire & Emergency Services Total			*154.8*	*-*	*8,332.0*	*50.0*	*16,332.0*	*50.0*	*50.0*	*-*	*250.0*
Information Technology											
D-50		Information Technology Equipment Replacement Program	636.2	400.0	350.0	350.0	415.0	500.0	415.0	350.0	1,750.0
Information Technology Total			*636.2*	*400.0*	*350.0*	*350.0*	*415.0*	*500.0*	*415.0*	*350.0*	*1,750.0*
Leisure Services											
D-51		Parks - R&M Existing Facilities	-	38.0	858.7	57.0	957.8	870.6	166.5	1,398.2	7,134.6
D-52		Pool Repairs and Renovations	-	-	178.3	50.0	87.0	507.3	8.2	385.5	529.3
D-53		Bridge and Boardwalk Inspection and Replacement	28.0	-	491.8	-	628.6	353.0	390.5	353.0	156.1
D-54		Pavement Repair and Maintenance	17.4	-	315.1	-	319.7	51.9	834.3	188.5	463.5
D-55		Park Equipment - Replacement / Life Cycle	2.5	-	319.2	-	129.7	138.1	84.0	244.9	346.8
D-56	N	Cook's Trail Improvements	-	-	1,062.2	-	7,587.0	-	-	-	-
D-57		Improve Bear Hollow Zoo Exhibits & Visitor Amenities	-	-	-	-	-	-	-	-	8,364.0
D-58		Ben Burton Park Repairs and Renovations	-	-	-	-	-	-	-	2,223.8	-
D-59		Create a Property Boundary Program	-	-	-	-	-	50.0	50.0	50.0	100.0
D-60		Memorial Park Renovations	-	-	-	-	-	-	-	-	10,850.0
D-61		Bishop Park Renovations	-	-	-	-	-	-	-	-	20,500.0
D-62		Dudley Park Improvements	-	-	-	-	-	-	-	-	5,164.0
D-63	N	Sandy Creek Park Improvements	-	-	-	-	-	-	-	-	6,703.0
D-64	N	Satterfield Park Improvements	-	-	-	-	-	-	-	-	4,697.0
D-65	N	Southeast Clarke Park Improvements	-	-	-	-	-	-	-	-	16,647.0
D-66	N	Virginia Callaway-Cofer Walker Park Improvements	-	-	-	-	-	-	-	-	4,440.0
D-67		Morton Theatre Fork Lift Replacement	-	-	-	-	-	-	-	35.0	-
Leisure Services Total			*47.8*	*38.0*	*3,225.3*	*107.0*	*9,709.9*	*1,970.9*	*1,533.5*	*4,878.8*	*86,095.2*

Capital Summary by Fund

General Capital Projects Fund			FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Manager's Office- GIO											
D-71	N	Oblique Aerial Imagery Update	-	-	120.0	120.0	1.8	1.8	120.0	3.0	-
Manager's Office- GIO Total			-	-	*120.0*	*120.0*	*1.8*	*1.8*	*120.0*	*3.0*	-
Manager's Office - PIO											
D-73		Website & eGovernment Enhancements	52.5	15.0	65.0	15.0	66.0	52.0	53.0	54.0	285.0
D-74		ACTV & Multimedia Production Equipment	78.2	15.0	30.0	15.0	25.0	25.0	25.0	25.0	145.5
Manager's Office - PIO Total			*130.7*	*30.0*	*95.0*	*30.0*	*91.0*	*77.0*	*78.0*	*79.0*	*430.5*
Other General Administration											
D-80		Capital Budget Contingency	552.1	-	100.0	-	200.0	100.0	100.0	100.0	500.0
Other General Administration Total			*552.1*	-	*100.0*	-	*200.0*	*100.0*	*100.0*	*100.0*	*500.0*
Planning & Zoning											
D-82	N	Replace Large Format Printer (KIP)	-	-	-	-	-	-	-	30.0	-
Planning & Zoning Total			-	-	-	-	-	-	-	*30.0*	-
Police Services											
D-83		On-Officer Cameras and Data Storage	81.8	250.0	228.2	230.0	228.2	228.2	228.2	228.2	1,141.0
D-84	N	Ballistic Vest Replacement (Rifle Plates & Carriers)	-	-	30.0	-	30.0	-	-	-	30.0
D-85		Replacement of Conducted Energy Device (CED) Units	-	-	228.2	228.2	228.2	228.2	228.2	228.2	1,141.0
D-86		Replace Investigative Operations Vehicles	-	70.0	70.0	-	70.0	70.0	70.0	70.0	350.0
D-87		Mobile Computing Replacement Program	47.5	125.0	195.0	195.0	195.0	195.0	195.0	195.0	975.0
D-88	N	Renovate Training/Firing Range	-	-	50.0	-	100.0	50.0	-	-	-
D-89	N	Police Radio Battery & Microphone Replacement Cycle	-	-	43.8	-	43.8	43.8	-	43.8	43.8
D-90	N	Mobile Command Center Replacement	-	-	-	-	850.0	-	-	-	-
D-91	N	ACCPD Network Server Replacement Lifecycle	-	-	25.0	25.0	25.0	25.0	25.0	25.0	125.0
D-92	N	Automatic License Plate Reader (ALPR) Equipment Lifecycle	-	-	30.0	-	30.0	-	30.0	-	30.0
D-93		Maintenance of Downtown Safety Camera System	56.3	35.0	-	-	60.0	-	60.0	-	300.0
Police Services Total			*185.6*	*480.0*	*1,250.2*	*678.2*	*1,860.2*	*840.2*	*836.4*	*790.2*	*4,135.8*
Sheriff											
D-115		Public Safety Initiative -Equip Tech	34.1	-	30.0	30.0	30.0	30.0	30.0	30.0	150.0
D-116		Tasers and Related Equipment	-	-	-	-	103.0	-	-	-	103.0
D-117		Replace Mobile Data Computers	-	-	-	-	76.0	-	-	-	76.0

General Capital Projects Fund			FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
D-118		Body Worn Cameras	-	-	-	-	-	300.0	-	50.0	350.0
D-119		Replace Courthouse Security Equipment	-	-	-	-	-	-	-	-	75.0
D-120		Replace Prisoner Transport Bus	-	-	-	-	-	-	-	-	250.0
Sheriff Total			*34.1*	*-*	*30.0*	*30.0*	*209.0*	*330.0*	*30.0*	*80.0*	*1,004.0*
Transit											
D-142		Matching Funds for Transit Capital Improvement Grants	70.0	-	-	-	75.0	80.0	80.0	80.0	400.0
Transit Total			*70.0*	*-*	*-*	*-*	*75.0*	*80.0*	*80.0*	*80.0*	*400.0*
Transportation & Public Works											
D-144		Signal Replacement	65.0	100.0	300.0	200.0	460.0	620.0	829.0	1,058.0	5,287.5
D-148		Roadway Safety Devices Life Cycle Replacement	115.8	75.0	130.0	130.0	200.0	270.0	340.0	488.0	2,050.0
D-149		Upgrade Overhead Street Name Signs	36.8	150.0	218.0	150.0	312.0	406.0	500.0	550.0	3,300.0
D-151		Pavement Maintenance Program	414.7	-	900.0	-	700.0	1,400.0	3,085.0	3,208.0	18,067.0
D-152		Bridge Improvement & Replacement Program	352.6	50.0	50.0	50.0	50.0	50.0	50.0	50.0	500.0
Transportation & Public Works Total			*984.9*	*375.0*	*1,598.0*	*530.0*	*1,722.0*	*2,746.0*	*4,804.0*	*5,354.0*	*29,204.5*
Current Services Total			**4,394.5**	**1,484.0**	**18,025.4**	**2,200.2**	**34,361.8**	**9,523.3**	**9,768.7**	**13,675.5**	**134,162.5**
Additions & Improvements											
Central Services											
D-35		Renovations/Space Allocation Plan	409.7	-	30.0	-	60.0	30.0	30.0	30.0	150.0
D-39		Downtown Enhancement Project	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	300.0
D-41	N	Lease/Purchase Ballfield Mowers	-	-	-	-	-	58.0	58.0	58.0	-
Central Services Total			*469.7*	*60.0*	*90.0*	*60.0*	*120.0*	*148.0*	*148.0*	*148.0*	*450.0*
Corrections											
D-44		JMS Inmate Accountability Software Purchase	-	-	-	-	-	-	-	-	39.9
Corrections Total			*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*39.9*
Fire & Emergency Services											
D-47	N	Renovate and Expand Fire Training Center	-	-	1,362.0	-	2,724.0	1,391.0	-	-	-
D-48	N	Construct Emergency Operations Center	-	-	355.3	-	710.5	355.3	364.3	-	-
Fire & Emergency Services Total			*-*	*-*	*1,717.3*	*-*	*3,434.5*	*1,746.3*	*364.3*	*-*	*-*

Capital Summary by Fund

General Capital Projects Fund			FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Human Resources											
D-49	N	ACCGov Automated External Defibrillator (AED) Program	-	-	36.0	36.0	36.0	-	-	-	-
Human Resources Total			-	-	*36.0*	*36.0*	*36.0*	-	-	-	-
Leisure Services											
D-68		Trails & Open Spaces Compact Track Loader Equipment	-	-	-	-	-	-	-	35.0	-
D-69	N	New Athens Creative Theatre Facility	-	-	-	-	-	-	-	-	12,555.0
D-70		Portable Soccer Pitch System	-	-	-	-	-	-	-	-	35.0
Leisure Services Total			-	-	-	-	-	-	-	*35.0*	*12,590.0*
Manager's Office- GIO											
D-72	N	GIS Based Permitting and Development Management System	-	-	235.0	-	310.0	75.0	75.0	100.0	-
Manager's Office- GIO Total			-	-	*235.0*	-	*310.0*	*75.0*	*75.0*	*100.0*	-
Manager's Office - SO											
D-75		Natural Area Rehabilitation Program	-	-	-	-	-	-	-	50.0	260.0
D-76		Energy Action Plan	-	30.0	-	-	-	-	-	50.0	75.0
D-77		Solar Energy Program	-	-	-	-	-	-	-	-	5.0
Manager's Office - SO Total			-	*30.0*	-	-	-	-	-	*100.0*	*340.0*
Other General Administration											
D-78		Public Art Program	32.9	20.0	25.0	25.0	25.0	25.0	25.0	25.0	125.0
Other General Administration Total			*32.9*	*20.0*	*25.0*	*25.0*	*25.0*	*25.0*	*25.0*	*25.0*	*125.0*
Planning & Zoning											
D-81		Comprehensive Plan Five/Ten Year Update	-	-	-	-	-	50.0	-	-	300.0
Planning & Zoning Total			-	-	-	-	-	*50.0*	-	-	*300.0*
Police Services											
D-94	N	Emergency Medical Dispatch (EMD) Program	-	-	-	-	-	100.0	-	-	-
D-95	N	Mental Health Co-responder Team Vehicle	-	-	-	30.0	-	-	-	-	-
Police Services Total			-	-	-	*30.0*	-	*100.0*	-	-	-

General Capital Projects Fund		FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Transit										
D-143	Update Transit Plans and Transit Studies	-	-	30.0	-	30.0	-	-	-	150.0
Transit Total		-	-	*30.0*	-	*30.0*	-	-	-	*150.0*
Transportation & Public Works										
D-145	Expand Fiber Optic Cable Communications System	10.3	30.0	30.0	-	60.0	30.0	30.0	40.0	200.0
D-146	Traffic Data Collection	12.6	30.0	30.0	30.0	30.0	30.0	30.0	30.0	150.0
D-147	Sidewalk and Other Improvements	23.2	-	40.0	-	80.0	40.0	40.0	40.0	200.0
D-150	Local Road Improvement Projects	304.9	-	65.0	-	178.0	100.0	125.0	125.0	625.0
D-154	Pedestrian Safety and Traffic Calming Improvements	-	125.0	-	-	-	-	-	-	175.0
D-155	Bicycle Transportation Improvements	-	-	-	-	-	-	-	-	1,000.0
Transportation & Public Works Total		*351.0*	*185.0*	*225.0*	*30.0*	*348.0*	*200.0*	*225.0*	*235.0*	*2,350.0*
Additions and Improvements Total		**853.6**	**295.0**	**2,358.3**	**181.0**	**4,303.5**	**2,344.3**	**837.3**	**643.0**	**16,344.9**
General Capital Projects Fund Total		**5,248.0**	**1,779.0**	**20,383.6**	**2,381.2**	**38,665.3**	**11,867.5**	**10,605.9**	**14,318.5**	**150,507.4**

Capital Summary by Fund

E-911 Fund	FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:									
Beginning Fund Balance			49.3	579.9	3,678.4	7,346.5	11,150.9	14,955.4	18,759.9
Revenue			2,070.0	2,070.0	2,070.0	2,070.0	2,070.0	2,070.0	10,350.0
Transfers from General Fund			-	1,111.0	1,598.0	1,734.5	1,734.5	1,734.5	8,672.4
Total Sources			**2,119.3**	**3,760.9**	**7,346.5**	**11,150.9**	**14,955.4**	**18,759.9**	**37,782.3**
Uses:									
Current Services Projects Listed Below	-	-	-	-	-	-	-	-	-
Additions & Improvements Projects Listed Below	-	-	-	82.5	-	-	-	-	-
Total Uses	**-**	**-**	**-**	**82.5**	**-**	**-**	**-**	**-**	**-**
Year End E-911 Fund Reserve*			**2,119.3**	**3,678.4**	**7,346.5**	**11,150.9**	**14,955.4**	**18,759.9**	**37,782.3**
Additions & Improvements									
Police									
D-96 N E-911 Infrastructure Upgrades	-	-	-	82.5	-	-	-	-	-
Police Services Total	-	-	-	*82.5*	-	-	-	-	-
Additions and Improvements Total	**-**	**-**	**-**	**82.5**	**-**	**-**	**-**	**-**	**-**
E-911 Fund Total	**-**	**-**	**-**	**82.5**	**-**	**-**	**-**	**-**	**-**

*Does not include annual operating expenses (approximately $3.8 million per year)

Economic Development Fund	FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:									
Beginning Fund Balance			49.3	49.3	49.3	49.3	49.3	49.3	49.3
Transfers from General Fund			225.0	225.0	225.0	225.0	225.0	225.0	1,125.0
Total Sources			**274.3**	**274.3**	**274.3**	**274.3**	**274.3**	**274.3**	**1,174.3**
Uses:									
Current Services Projects Listed Below	-	-	-	-	-	-	-	-	-
Additions & Improvements Projects Listed Below	658.1	200.0	225.0	225.0	225.0	225.0	225.0	225.0	1,125.0
Total Uses	**658.1**	**200.0**	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**1,125.0**
Year End Economic Development Fund Reserve			**49.3**	**49.3**	**49.3**	**49.3**	**49.3**	**49.3**	**49.3**
Additions & Improvements									
Other General Administration									
D-79 Economic Development Capital Program	658.1	200.0	225.0	225.0	225.0	225.0	225.0	225.0	1,125.0
Other General Administration Total	*658.1*	*200.0*	*225.0*	*225.0*	*225.0*	*225.0*	*225.0*	*225.0*	*1,125.0*
Additions and Improvements Total	**658.1**	**200.0**	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**1,125.0**
Economic Development Fund Total	**658.1**	**200.0**	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**1,125.0**

Capital Summary by Fund

Fleet Management Fund		FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:										
Beginning Unrestricted Net Position (Estimate)				76.7	76.7	81.7	86.7	71.7	56.7	41.7
Current Year Operating Revenues				15.0	15.0	15.0	15.0	15.0	15.0	75.0
Total Sources				**91.7**	**91.7**	**96.7**	**101.7**	**86.7**	**71.7**	**116.7**
Uses:										
Current Services Projects Listed Below		54.6	10.0	10.0	10.0	10.0	30.0	30.0	30.0	150.0
Additions & Improvements Projects Listed Below		-	-	-	-	-	-	-	-	-
Total Uses		**54.6**	**10.0**	**10.0**	**10.0**	**10.0**	**30.0**	**30.0**	**30.0**	**150.0**
Year End Fleet Management Fund Unrestricted Net Position				**81.7**	**81.7**	**86.7**	**71.7**	**56.7**	**41.7**	**(33.3)**
Current Services										
Central Services										
D-28	Fleet Management Shop Equipment Life Cycle Replacement	-	10.0	10.0	10.0	10.0	10.0	10.0	10.0	50.0
D-32	Upgrade Fuel Sites	54.6	-	-	-	-	20.0	20.0	20.0	100.0
Current Services Total		**54.6**	**10.0**	**10.0**	**10.0**	**10.0**	**30.0**	**30.0**	**30.0**	**150.0**
Fleet Management Fund Total		**54.6**	**10.0**	**10.0**	**10.0**	**10.0**	**30.0**	**30.0**	**30.0**	**150.0**

Fleet Replacement Fund	FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			5,313.2	5,313.2	6,431.2	6,800.0	7,458.1	7,984.6	8,778.6
Current Year Operating Revenues			2,413.4	2,413.4	2,413.4	2,724.6	2,746.5	2,900.0	13,933.0
Total Sources			**7,726.6**	**7,726.6**	**8,844.6**	**9,524.6**	**10,204.6**	**10,884.6**	**22,711.6**
Uses:									
Current Services Projects Listed Below	-	3,102.0	1,733.4	1,295.4	2,044.6	2,066.5	2,220.0	2,106.0	10,533.0
Additions & Improvements Projects Listed Below	-	-	-	-	-	-	-	-	-
Total Uses	**-**	**3,102.0**	**1,733.4**	**1,295.4**	**2,044.6**	**2,066.5**	**2,220.0**	**2,106.0**	**10,533.0**
Year End Fleet Replacement Fund Unrestricted Net Position			**5,993.2**	**6,431.2**	**6,800.0**	**7,458.1**	**7,984.6**	**8,778.6**	**12,178.6**
Current Services									
Central Services									
D-26 Fleet Replacement Program	-	3,102.0	1,733.4	1,295.4	2,044.6	2,066.5	2,220.0	2,106.0	10,533.0
Current Services Total	**-**	**3,102.0**	**1,733.4**	**1,295.4**	**2,044.6**	**2,066.5**	**2,220.0**	**2,106.0**	**10,533.0**
Fleet Replacement Fund Total	**-**	**3,102.0**	**1,733.4**	**1,295.4**	**2,044.6**	**2,066.5**	**2,220.0**	**2,106.0**	**10,533.0**

Capital Summary by Fund

Hotel/Motel Fund	FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:									
Beginning Fund Balance			382.8	382.8	382.8	347.8	312.8	277.8	242.8
Current Year Operating Revenue			40.0	40.0	40.0	40.0	40.0	40.0	200.0
Total Sources			**422.8**	**422.8**	**422.8**	**387.8**	**352.8**	**317.8**	**442.8**
Uses:									
Current Services Projects Listed Below	1.9	40.0	85.0	40.0	75.0	75.0	75.0	75.0	375.0
Additions & Improvements Projects Listed Below	-	-	-	-	-	-	-	-	-
Total Uses	**1.9**	**40.0**	**85.0**	**40.0**	**75.0**	**75.0**	**75.0**	**75.0**	**375.0**
Year End Hotel/Motel Fund Ending Balance			**337.8**	**382.8**	**347.8**	**312.8**	**277.8**	**242.8**	**67.8**
Current Services									
Central Services									
D-30 Landscape & Community Tree Program	-	-	15.0	-	15.0	15.0	15.0	15.0	75.0
D-34 Parking Facilities	-	-	30.0	-	20.0	20.0	20.0	20.0	100.0
D-38 Community Events Program	1.9	40.0	40.0	40.0	40.0	40.0	40.0	40.0	200.0
Current Services Total	**1.9**	**40.0**	**85.0**	**40.0**	**75.0**	**75.0**	**75.0**	**75.0**	**375.0**
Hotel/Motel Fund Total	**1.9**	**40.0**	**85.0**	**40.0**	**75.0**	**75.0**	**75.0**	**75.0**	**375.0**

Internal Support Fund			FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:											
Beginning Unrestricted Net Position (Estimate)					451.0	451.0	384.0	338.0	292.0	256.0	195.0
Current Year Operating Revenues					40.0	40.0	40.0	40.0	50.0	50.0	250.0
Total Sources					**491.0**	**491.0**	**424.0**	**378.0**	**342.0**	**306.0**	**445.0**
Uses:											
Current Services Projects Listed Below			288.7	40.0	107.0	107.0	86.0	86.0	86.0	111.0	658.4
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-	-	-
Total Uses			**288.7**	**40.0**	**107.0**	**107.0**	**86.0**	**86.0**	**86.0**	**111.0**	**658.4**
Year End Internal Support Fund Unrestricted Net Position					**384.0**	**384.0**	**338.0**	**292.0**	**256.0**	**195.0**	**(213.4)**
Current Services											
Central Services											
D-24		800 MHz Subscriber Radio Life Cycle	-	-	50.0	50.0	29.0	29.0	29.0	29.0	421.0
D-27	N	Mobile Communications Van Equipment Replacement	-	-	17.0	17.0	17.0	17.0	17.0	17.0	37.4
D-36		Replace Internal Support Equipment	69.4	15.0	15.0	15.0	15.0	15.0	15.0	15.0	75.0
D-40		Telephone System Life Cycle Replacement	219.3	25.0	25.0	25.0	25.0	25.0	25.0	50.0	125.0
Current Services Total			**288.7**	**40.0**	**107.0**	**107.0**	**86.0**	**86.0**	**86.0**	**111.0**	**658.4**
Internal Support Fund Total			**288.7**	**40.0**	**107.0**	**107.0**	**86.0**	**86.0**	**86.0**	**111.0**	**658.4**

Capital Summary by Fund

Landfill Fund			FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:											
Beginning Unrestricted Net Position (Estimate)					2,005.4	2,005.4	1,727.4	742.4	(149.6)	(749.6)	(923.6)
Current Year Operating Revenues					450.0	450.0	450.0	450.0	450.0	450.0	2,250.0
Landfill Closure Revenue					-	-	-	-	-	-	2,500.0
Total Sources					**2,455.4**	**2,455.4**	**2,177.4**	**1,192.4**	**300.4**	**(299.6)**	**3,826.4**
Uses:											
Current Services Projects Listed Below			12.5	560.0	1,792.0	728.0	1,435.0	1,342.0	1,050.0	624.0	5,190.0
Additions & Improvements Projects Listed Below			-	-	-	-	-	-	-	-	-
Total Uses			**12.5**	**560.0**	**1,792.0**	**728.0**	**1,435.0**	**1,342.0**	**1,050.0**	**624.0**	**5,190.0**
Year End Landfill Fund Unrestricted Net Position					**663.4**	**1,727.4**	**742.4**	**(149.6)**	**(749.6)**	**(923.6)**	**(1,363.6)**
Current Services											
Solid Waste											
D-121		Replace Track Excavator	-	-	270.0	90.0	90.0	90.0	-	-	-
D-122		Replace Bulldozer	12.5	300.0	140.0	140.0	140.0	140.0	140.0	140.0	280.0
D-123		Replace Trash Compactor	-	-	450.0	-	450.0	450.0	450.0	450.0	1,800.0
D-124		Replace Dump Truck (25 yard articulating)	-	134.0	134.0	134.0	-	-	-	-	400.0
D-125	N	Replace Loaders (Compost Operations)	-	-	75.0	-	75.0	75.0	75.0	-	-
D-126	N	Purchase Skid Steer (Compost Loading)	-	-	60.0	60.0	-	-	-	-	-
D-127	N	Purchase Replacement Road Tractor	-	-	-	-	67.0	67.0	67.0	-	-
D-128	N	Replace Two Kubota Tractors	-	-	34.0	-	34.0	68.0	68.0	34.0	-
D-129	N	Replace Glass Crusher in RMPF	-	-	100.0	100.0	-	-	-	-	-
D-130	N	Replace OCC Decks	-	-	60.0	-	60.0	-	-	-	-
D-131	N	Replace RMPF Tip Floors	-	-	65.0	-	65.0	65.0	-	-	-
D-132		Replace Track Loader	-	-	167.0	-	167.0	167.0	167.0	-	-
D-133		Replace Walking Floor Trailer (1986)	-	-	33.0	-	33.0	33.0	33.0	-	-
D-134		Replace Trommel Screen in Compost Operations	-	-	67.0	67.0	67.0	67.0	-	-	-
D-135		Belt Replacements for RMPF	-	67.0	67.0	67.0	67.0	-	-	-	-
D-136		Replacement Roll-Off Container Truck	-	59.0	70.0	70.0	70.0	70.0	-	-	210.0
D-137		Replace Windrow Turner in Compost Operations	-	-	-	-	50.0	50.0	50.0	-	-
D-138		Closure of Landfill- Phase 1 & 2 Areas	-	-	-	-	-	-	-	-	2,500.0
Current Services Total			**12.5**	**560.0**	**1,792.0**	**728.0**	**1,435.0**	**1,342.0**	**1,050.0**	**624.0**	**5,190.0**
Landfill Fund Total			**12.5**	**560.0**	**1,792.0**	**728.0**	**1,435.0**	**1,342.0**	**1,050.0**	**624.0**	**5,190.0**

Solid Waste Fund		FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:										
Beginning Unrestricted Net Position (Estimate)				750.0	750.0	615.0	530.0	580.0	596.0	612.0
Current Year Operating Revenues				400.0	400.0	450.0	450.0	450.0	450.0	2,250.0
Total Sources				**1,150.0**	**1,150.0**	**1,065.0**	**980.0**	**1,030.0**	**1,046.0**	**2,862.0**
Uses:										
Current Services Projects Listed Below				535.0	535.0	535.0	400.0	434.0	434.0	1,332.0
Additions & Improvements Projects Listed Below				-	-	-	-	-	-	-
Total Uses				**535.0**	**535.0**	**535.0**	**400.0**	**434.0**	**434.0**	**1,332.0**
Year End Solid Waste Fund Unrestricted Net Position				**615.0**	**615.0**	**530.0**	**580.0**	**596.0**	**612.0**	**1,530.0**
Current Services										
Solid Waste										
D-139	Replace Automated Refuse/Recycling Truck	1,080.0	200.0	310.0	310.0	310.0	310.0	310.0	310.0	620.0
D-140	Replace Commercial Dumpster Collection Front-end Loader	85.4	180.0	90.0	90.0	90.0	90.0	90.0	90.0	270.0
D-141	Replace Mini-Packer Trucks	-	169.0	135.0	135.0	135.0	-	34.0	34.0	442.0
Current Services Total		**1,165.4**	**549.0**	**535.0**	**535.0**	**535.0**	**400.0**	**434.0**	**434.0**	**1,332.0**
Solid Waste Fund Total		**1,165.4**	**549.0**	**535.0**	**535.0**	**535.0**	**400.0**	**434.0**	**434.0**	**1,332.0**

Capital Summary by Fund

Stormwater Fund	FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:									
Beginning Unrestricted Net Position (Estimate)			1,102.3	1,102.3	677.3	652.3	627.3	602.3	577.3
Current Year Operating Revenues			175.0	175.0	175.0	175.0	175.0	175.0	875.0
Total Sources			**1,277.3**	**1,277.3**	**852.3**	**827.3**	**802.3**	**777.3**	**1,452.3**
Uses:									
Current Services Projects Listed Below	2,030.5	900.0	200.0	600.0	200.0	200.0	200.0	200.0	1,000.0
Additions & Improvements Projects Listed Below	-	-	-	-	-	-	-	-	-
Total Uses	**2,030.5**	**900.0**	**200.0**	**600.0**	**200.0**	**200.0**	**200.0**	**200.0**	**1,000.0**
Year End Stormwater Fund Unrestricted Net Position			**1,077.3**	**677.3**	**652.3**	**627.3**	**602.3**	**577.3**	**452.3**
Current Services									
Transportation & Public Works									
D-153 Stormwater Improvement Prog / Areawide	2,030.5	900.0	200.0	600.0	200.0	200.0	200.0	200.0	1,000.0
Current Services Total	**2,030.5**	**900.0**	**200.0**	**600.0**	**200.0**	**200.0**	**200.0**	**200.0**	**1,000.0**
Stormwater Fund Total	**2,030.5**	**900.0**	**200.0**	**600.0**	**200.0**	**200.0**	**200.0**	**200.0**	**1,000.0**

Capital Summary by Fund

Water & Sewer Fund		FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Sources:										
Beginning Unrestricted Net Position (Estimate)				34,968.2	34,968.2	15,510.8	5,635.8	(338.3)	576.7	2,177.1
Current Year Operating Revenues				17,000.0	17,000.0	18,000.0	19,000.0	20,000.0	21,000.0	120,000.0
Total Sources				**51,968.2**	**51,968.2**	**33,510.8**	**24,635.8**	**19,661.7**	**21,576.7**	**122,177.1**
Uses:										
Current Services Projects Listed Below				26,757.4	26,757.4	21,675.0	22,274.1	18,385.0	18,699.6	151,429.0
Additions & Improvements Projects Listed Below				9,700.0	9,700.0	6,200.0	2,700.0	700.0	700.0	8,000.0
Total Uses				**36,457.4**	**36,457.4**	**27,875.0**	**24,974.1**	**19,085.0**	**19,399.6**	**159,429.0**
Year End Water & Sewer Fund Unrestricted Net Position				**15,510.8**	**15,510.8**	**5,635.8**	**(338.3)**	**576.7**	**2,177.1**	**(37,251.9)**
Current Services										
Public Utilities										
D-97	W&S Lines - Additions and Improvements	-	936.0	955.0	955.0	975.0	994.5	1,010.0	1,030.2	5,260.0
D-98	Meter and Water/Sewer Stub Additions	-	491.0	501.6	501.6	510.0	520.0	530.0	540.6	2,758.0
D-99	Donated W&S Additions Management	-	224.0	226.8	226.8	230.0	234.6	239.0	243.8	1,246.0
D-100	Watershed Protection Long-Term Monitoring	56.0	100.0	100.0	100.0	115.0	100.0	115.0	100.0	530.0
D-101	Replace Water Meters	4,899.8	365.0	365.0	365.0	365.0	365.0	365.0	365.0	1,825.0
D-102	Rehabilitate and Replace Sewers	33,464.2	9,951.8	5,000.0	5,000.0	5,000.0	4,000.0	6,000.0	6,000.0	30,000.0
D-104	Replace and Upgrade Facilities and Equipment	11,705.8	5,300.0	3,300.0	3,300.0	3,400.0	3,450.0	3,300.0	3,450.0	17,250.0
D-105	Rehabilitate and Replace Water Lines	1,297.7	2,750.0	3,000.0	3,000.0	3,000.0	3,000.0	4,000.0	4,000.0	20,000.0
D-106	Relocate Water & Sewer Lines for DOT Projects	505.1	100.0	2,000.0	2,000.0	100.0	100.0	100.0	100.0	500.0
D-107	Manage and Reuse Residual Solids	1,736.3	1,500.0	6,380.0	6,380.0	4,780.0	300.0	300.0	300.0	1,500.0
D-108	Improve Water Supply Reliability	5,986.3	3,500.0	4,479.0	4,479.0	2,300.0	1,910.0	2,376.0	2,520.0	70,060.0
D-110	Investigate and Install Alternative Energy Generation	62.8	50.0	50.0	50.0	50.0	50.0	50.0	50.0	500.0
D-114	Renovate/Expand W&S/Meter Mgt Construction Facility	1,832.5	-	400.0	400.0	850.0	7,250.0	-	-	-
Current Services Total		**61,546.5**	**25,267.8**	**26,757.4**	**26,757.4**	**21,675.0**	**22,274.1**	**18,385.0**	**18,699.6**	**151,429.0**

Capital Summary by Fund

Water & Sewer Fund		FY19 Year End Balance	FY20 Budget	FY21 Request	FY21 Approved	Capital Improvement Plan FY22 Proposed	FY23 Proposed	FY24 Proposed	FY25 Proposed	Forecast FY26-30 Proposed
Additions & Improvements										
Public Utilities										
D-103	Extend Wastewater Collection System	4,902.1	100.0	100.0	100.0	100.0	100.0	100.0	100.0	5,000.0
D-109	W&S Contribution to Economic Development	671.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	500.0
D-111	WRF Phosphorous Improvements	-	-	9,000.0	9,000.0	5,500.0	2,000.0	-	-	-
D-112	Water & Sewer Additions and Improvements	748.2	-	200.0	200.0	200.0	200.0	200.0	200.0	1,000.0
D-113	Downtown Infrastructure Improvements	1,236.7	-	300.0	300.0	300.0	300.0	300.0	300.0	1,500.0
Additions and Improvements Total		**7,558.0**	**200.0**	**9,700.0**	**9,700.0**	**6,200.0**	**2,700.0**	**700.0**	**700.0**	**8,000.0**
Water & Sewer Fund Total		**69,104.5**	**25,467.8**	**36,457.4**	**36,457.4**	**27,875.0**	**24,974.1**	**19,085.0**	**19,399.6**	**159,429.0**

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	244,123	-	-	1,867,079	296,250	320,000	125,000	1,825,000	4,433,329
TOTAL SOURCES	**244,123**	**-**	**-**	**1,867,079**	**296,250**	**320,000**	**125,000**	**1,825,000**	**4,433,329**
USES									
Capital - Const.	244,123	-	-	1,867,079	296,250	320,000	125,000	1,825,000	4,433,329
TOTAL USES	**244,123**	**-**	**-**	**1,867,079**	**296,250**	**320,000**	**125,000**	**1,825,000**	**4,433,329**

Capital Detail by Department

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	74,841	-	25,000	25,000	25,000	25,000	55,000	315,000	470,000
Airport Ent Fund	40,515	-	-	-	-	-	-	-	-
TOTAL SOURCES	**74,841**	**-**	**25,000**	**25,000**	**25,000**	**25,000**	**55,000**	**315,000**	**470,000**
USES									
Capital - Const.	30,000	-	25,000	25,000	25,000	25,000	55,000	315,000	470,000
TOTAL USES	**30,000**	**-**	**25,000**	**25,000**	**25,000**	**25,000**	**55,000**	**315,000**	**470,000**

Board of Elections Department Priority

Purchase of New Voting Equipment 1 of 1

CS, Equipment Project Timeline: FY21 to Ongoing

Project Description

Recently the Secretary of State's Office certified the approved vendor's voting equipment; mandated by the General Assembly passage of HB 316. Though a specific amount of equipment is purchased by the State of Georgia, this project will provide funding to purchase additional equipment and maintenance for the equipment. All equipment, when not in use on Election Day or during Advance Voting, is stored at Facilities Maintenance, located at 2555 Lexington Road in the Voting Machine Warehouse.

Project Justification

The Secretary of State's office approved the following for Athens-Clarke County: 298 Ballot Marking Devices (BMDs); 34 (mageCast X Ballot Scanners (ICX) and 124 Poll Pads. The 2020 Elections we expect record high number voter turnout in all elections and see the need to invest in more equipment that allotted from the State of Georgia. Taking on such project ensures Economic Prosperity of our investment and shows that we are Accountable and Responsive to our voting jurisdiction.

Impact on Annual Operating Expenses

As equipment is added to our inventory, maintenance, programming and storage is required.

Financial Plan

Project ID: c0413

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	20,000	20,000	30,000	-	-	-	70,000
TOTAL SOURCES	**-**	**-**	**20,000**	**20,000**	**30,000**	**-**	**-**	**-**	**70,000**
USES									
Capital - Machinery & Equip	-	-	20,000	20,000	30,000	-	-	-	70,000
TOTAL USES	**-**	**-**	**20,000**	**20,000**	**30,000**	**-**	**-**	**-**	**70,000**

Capital Detail by Department

Central Services Department Priority

Facilities Life Cycle Maintenance Program 1 of 20

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 to maintain facilities owned by ACCUG. Replacements covered under this program are necessary to protect ACCUG's financial investment in their public facilities. Timely replacement of aging components extends the life expectancy of facilities and creates safer, more productive work environments. Cost estimates were obtained from 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. Because no funding was approved in FY20, we had to make up balance in FY21 using SPLOST 2020 Tier 1 funding. After FY21, this budget assumes to make up deferred funds from SPLOST 2020 distributed evenly over years of implementation.

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	569,376	-	-	1,254,816	1,892,164	802,739	1,176,423	4,926,503	10,052,645
TOTAL SOURCES	**569,376**	**-**	**-**	**1,254,816**	**1,892,164**	**802,739**	**1,176,423**	**4,926,503**	**10,052,645**
USES									
Capital - Const.	569,376	-	-	1,254,816	1,892,164	802,739	1,176,423	4,926,503	10,052,645
TOTAL USES	**569,376**	**-**	**-**	**1,254,816**	**1,892,164**	**802,739**	**1,176,423**	**4,926,503**	**10,052,645**

Central Services Department Priority

800 MHz Subscriber Radio Life Cycle 2 of 20

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	220,352	26,000	50,000	29,000	29,000	29,000	29,000	421,000	613,000
Internal Support Fund	-	-	50,000	29,000	29,000	29,000	29,000	421,000	587,000
TOTAL SOURCES	**220,352**	**26,000**	**100,000**	**58,000**	**58,000**	**58,000**	**58,000**	**842,000**	**1,200,000**
USES									
Capital - Machinery & Equip	220,352	26,000	100,000	58,000	58,000	58,000	58,000	842,000	1,200,000
TOTAL USES	**220,352**	**26,000**	**100,000**	**58,000**	**58,000**	**58,000**	**58,000**	**842,000**	**1,200,000**

Central Services Department Priority

Landscaping Equipment Life Cycle Replacement 3 of 20

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 expected 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. Replacement costs are based upon current government pricing.

Project Justification

The efficiency of landscape services is dependent upon functioning, reliable equipment. Budget projections established 5 years ago are now obsolete, equipment pricing has increased as technology advances, and material costs have increased. FY18 & FY19 pieces of equipment had to be bypassed due to lack of funding. FY19 operating budget funds were used to cover necessary equipment replacements. Examples: gang mower used on ballfields budgeted at $13,000 for replacement now costs $25,000; zero-turn mowers budgeted at $8,000 for replacement now cost $10,000. Restores previously lost funding and accountys for inflation of equipment costs. The amount approved in FY20 is not sustainable.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0090

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	1,739	50,000	75,000	75,000	110,000	120,000	120,000	600,000	1,150,000
TOTAL SOURCES	**1,739**	**50,000**	**75,000**	**75,000**	**110,000**	**120,000**	**120,000**	**600,000**	**1,150,000**
USES									
Capital - Machinery & Equip	1,739	50,000	75,000	75,000	110,000	120,000	120,000	600,000	1,150,000
TOTAL USES	**1,739**	**50,000**	**75,000**	**75,000**	**110,000**	**120,000**	**120,000**	**600,000**	**1,150,000**

Central Services Department Priority

Fleet Replacement Program 4 of 20

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 764 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. Project is severly underfunded. The use of SPLOST 2020 funds will help bring us closer to what is needed.

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Fleet Replacement Fund	-	3,102,000	1,295,400	2,044,600	2,066,500	2,220,000	2,106,000	10,533,000	23,367,500
TOTAL SOURCES	**-**	**3,102,000**	**1,295,400**	**2,044,600**	**2,066,500**	**2,220,000**	**2,106,000**	**10,533,000**	**23,367,500**
USES									
Capital - Vehicles	-	3,102,000	1,295,400	2,724,600	2,746,500	2,900,000	2,786,000	13,933,000	29,487,500
TOTAL USES	**-**	**3,102,000**	**1,295,400**	**2,724,600**	**2,746,500**	**2,900,000**	**2,786,000**	**13,933,000**	**29,487,500**

Central Services Department Priority

Mobile Communications Van Equipment Replacement 5 of 20

CS, Equipment Project Timeline: FY21 to FY26

Project Description

This project is to replace the Mobile Communications Vehicle(MCV) equipment and configure a new MCV. The MCV provides critical connectivity for Public Safety during the University of Georgia football games affecting approximately 92,000 people. The project makes citizens safer by providing public safety connectivity in times of crisis, search and rescue efforts, and other events where the safety of the public is paramount.

Project Justification

Safe and Prepared Community - The Mobile Communications Vehicle (MCV) provides essential communications services. The ability to provide those services is vital to continued interoperability operations and field support of public safety and government personnel. The MCV has become a critical first response unit for search and rescue operations. When citizens go missing, the MCV is a first responder vehicle. The MCV is needed to continue what is a basic service for public safety. This is a replacement project for the equipment and initial configuration. Fleet Management will purchase the base vehicle. Under the existing agreements, the University of Georgia will offset approximately 30% of this cost through monthly radio user fees.

Impact on Annual Operating Expenses

No impact on annual operating expenses are anticipated as this is a replacement project.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Internal Support Fund	-	-	17,000	17,000	17,000	17,000	17,000	37,400	122,400
TOTAL SOURCES	**-**	**-**	**17,000**	**17,000**	**17,000**	**17,000**	**17,000**	**37,400**	**122,400**
USES									
Capital - Machinery & Equip	-	-	17,000	17,000	17,000	17,000	17,000	37,400	122,400
TOTAL USES	**-**	**-**	**17,000**	**17,000**	**17,000**	**17,000**	**17,000**	**37,400**	**122,400**

Central Services Department Priority

Fleet Management Shop Equipment Life Cycle Replacement 6 of 20

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: c0790

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Fleet Management Fund	-	10,000	10,000	10,000	10,000	10,000	10,000	50,000	110,000
TOTAL SOURCES	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**50,000**	**110,000**
USES									
Capital - Machinery & Equip	-	10,000	10,000	10,000	10,000	10,000	10,000	50,000	110,000
TOTAL USES	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**50,000**	**110,000**

Central Services

Department Priority

800 MHz Radio Infrastructure Replacement

7 of 20

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). Restores lost funding.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0726

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	100,000	25,000	25,000	200,000	250,000	250,000	250,000	1,250,000	2,250,000
TOTAL SOURCES	**100,000**	**25,000**	**25,000**	**200,000**	**250,000**	**250,000**	**250,000**	**1,250,000**	**2,250,000**
USES									
Capital - Machinery & Equip	100,000	25,000	25,000	25,000	25,000	25,000	25,000	5,500,000	5,650,000
TOTAL USES	**100,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**5,500,000**	**5,650,000**

Central Services Department Priority

Landscape & Community Tree Program 8 of 20

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 renovates aging and over-mature landscapes in order to reduce maintenance costs, maintain aesthetically pleasing properties, and protect visitor health. This capital life cycle program stabilizes annual expenditures, preserves infrastructure assets, benefits citizens and staff and improves asset life expectancy. Hotel/Motel funding will be used downtown and in areas focused on recreation & tourism.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0182

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	19,734	20,000	-	30,000	15,000	15,000	15,000	75,000	170,000
Hotel/Motel Spec Rev Fund	-	-	-	15,000	15,000	15,000	15,000	75,000	135,000
TOTAL SOURCES	**19,734**	**20,000**	**-**	**45,000**	**30,000**	**30,000**	**30,000**	**150,000**	**305,000**
USES									
Capital - Const.	19,734	20,000	-	45,000	30,000	30,000	30,000	150,000	305,000
TOTAL USES	**19,734**	**20,000**	**-**	**45,000**	**30,000**	**30,000**	**30,000**	**150,000**	**305,000**

Central Services

Department Priority

Parking Lot Life Cycle Maintenance & Repair

9 of 20

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	940	20,000	25,000	25,000	40,000	40,000	40,000	200,000	390,000
TOTAL SOURCES	**940**	**20,000**	**25,000**	**25,000**	**40,000**	**40,000**	**40,000**	**200,000**	**390,000**
USES									
Capital - Const.	940	20,000	25,000	25,000	40,000	40,000	40,000	200,000	390,000
TOTAL USES	**940**	**20,000**	**25,000**	**25,000**	**40,000**	**40,000**	**40,000**	**200,000**	**390,000**

Central Services Department Priority

Upgrade Fuel Sites 10 of 20

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. The Fleet Management Fund has a 10 day operating reserve and that will run out by year end. Therefore, the Fleet Management Fund is not currently healthy enough to cover capital expenses.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0419

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	30,000	20,000	-	-	-	-	50,000
Fleet Management Fund	54,605	-	-	-	20,000	20,000	20,000	100,000	160,000
TOTAL SOURCES	**54,605**	**-**	**30,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	**260,000**
USES									
Capital - Machinery & Equip	54,605	-	30,000	20,000	20,000	20,000	20,000	100,000	260,000
TOTAL USES	**54,605**	**-**	**30,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	**260,000**

Central Services Department Priority

Tree Hazard Reduction 11 of 20

CS, Life Cycle Project Timeline: FY21 to Ongoing

Project Description

Selectively removing diseased, declining, invasive, hazardous, and other undesirable trees and shrubs will produce a healthier and more viable forestry system. Various designated areas will be selected based on risk, health, and hazardous impacts. Contractors will be under the direction of the Community Forester. Chippings and grinds will be recycled for landscape use throughout the county.

Project Justification

Reduction of hazardous trees reduces the risk of potential property damages and loss of lives. Additional benefits of a hazard reduction program are increased property values, marketability of development, improved air quality, shading of buildings and structures, and creating aesthetically pleasing landscapes. Tree hazard reduction also provides erosion control, long -term stormwater benefits, and increased roadway stability by intercepting and absorbing rainfall.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: New

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	120,000	60,000	60,000	60,000	300,000	600,000
TOTAL SOURCES	**-**	**-**	**-**	**120,000**	**60,000**	**60,000**	**60,000**	**300,000**	**600,000**
USES									
Capital - Other	-	-	-	120,000	60,000	60,000	60,000	300,000	600,000
TOTAL USES	**-**	**-**	**-**	**120,000**	**60,000**	**60,000**	**60,000**	**300,000**	**600,000**

Central Services Department Priority

Parking Facilities 12 of 20

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. This restores funding to this project.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0230

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	30,777	20,000	-	-	-	-	-	-	-
Hotel/Motel Spec Rev Fund	-	-	-	20,000	20,000	20,000	20,000	100,000	180,000
TOTAL SOURCES	**30,777**	**20,000**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	**200,000**
USES									
Capital - Const.	30,777	20,000	-	20,000	20,000	20,000	20,000	100,000	180,000
TOTAL USES	**30,777**	**20,000**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**	**200,000**

Capital Detail by Department

Central Services Department Priority

Renovations/Space Allocation Plan 13 of 20

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. Restores funding to $30,000/year. Funding needed for small renovations not captured in SPLOST 2020.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: c0074

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	409,677	-	-	60,000	30,000	30,000	30,000	150,000	300,000
TOTAL SOURCES	**409,677**	**-**	**-**	**60,000**	**30,000**	**30,000**	**30,000**	**150,000**	**300,000**
USES									
Capital - Const.	409,677	-	-	60,000	30,000	30,000	30,000	150,000	300,000
TOTAL USES	**409,677**	**-**	**-**	**60,000**	**30,000**	**30,000**	**30,000**	**150,000**	**300,000**

Central Services Department Priority

Replace Internal Support Equipment 14 of 20

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	40,036	-	10,000	10,000	10,000	10,000	10,000	50,000	100,000
Internal Support Fund	69,414	15,000	15,000	15,000	15,000	15,000	15,000	75,000	165,000
TOTAL SOURCES	**109,450**	**15,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**265,000**
USES									
Capital - Machinery & Equip	109,450	15,000	25,000	25,000	25,000	25,000	25,000	125,000	265,000
TOTAL USES	**109,450**	**15,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**265,000**

Central Services

Department Priority

Parking Decks Life Cycle Replacement

15 of 20

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. As requested by ADDA, this restores funding to this project.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0255

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	285,537	-	25,000	50,000	50,000	50,000	50,000	250,000	475,000
Hotel/Motel Spec Rev Fund	53,381	-	-	-	-	-	-	-	-
TOTAL SOURCES	**338,918**	**-**	**25,000**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**	**475,000**
USES									
Capital - Const.	338,918	-	25,000	50,000	50,000	50,000	50,000	250,000	475,000
TOTAL USES	**338,918**	**-**	**25,000**	**50,000**	**50,000**	**50,000**	**50,000**	**250,000**	**475,000**

Central Services Department Priority

Community Events Program 16 of 20

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Hotel/Motel Spec Rev Fund	1,942	40,000	40,000	40,000	40,000	40,000	40,000	200,000	440,000
TOTAL SOURCES	**1,942**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**	**440,000**
USES									
Capital - Machinery & Equip	1,942	40,000	40,000	40,000	40,000	40,000	40,000	200,000	440,000
TOTAL USES	**1,942**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**	**440,000**

Central Services

Department Priority

Downtown Enhancement Project

17 of 20

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	60,000	60,000	60,000	60,000	60,000	60,000	60,000	300,000	660,000
TOTAL SOURCES	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**300,000**	**660,000**
USES									
Capital - Const.	60,000	60,000	60,000	60,000	60,000	60,000	60,000	300,000	660,000
TOTAL USES	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**300,000**	**660,000**

Central Services Department Priority

Telephone System Life Cycle Replacement 18 of 20

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	268,947	-	-	-	-	-	-	-	-
Internal Support Fund	219,292	25,000	25,000	25,000	25,000	25,000	50,000	125,000	300,000
TOTAL SOURCES	**488,239**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**50,000**	**125,000**	**300,000**
USES									
Capital - Machinery & Equip	488,239	25,000	25,000	25,000	25,000	25,000	25,000	125,000	275,000
TOTAL USES	**488,239**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**275,000**

Capital Detail by Department

Central Services Department Priority

Lease/Purchase Ballfield Mowers 19 of 20

AI, Equipment Project Timeline: FY23 to FY25

Project Description

Lease/Purchase of a Reelmaster 5510, single unit sorts field mower. Utilizing advanced technology to increase productivity, reduce impacts on the environment, provide a more desirable playing surface to users, and reduction of operating expenses.

Project Justification

Reduction in time operating and maintaining sports field mowers by operating staff, allowing more focus towards other tasks. Efficiency and dependability of advanced mechanical technologies. Agreement offers continuous equipment warranty during the lease, specialty-trained mechanics perform all work. Replacement equipment provided free when extended time is needed for repairs. Ability to purchase the equipment for $1.00 after 3 years, or begin a new lease. Reduction in fuel usage and environmental impacts.

Impact on Annual Operating Expenses

Reduced fuel consumption, reduce downtime of equipment, increase employee productivity by reducing the amount of time allocated to machine setup and usage. Reduced wear on tractors extending their life cycles and reduction in the number of needed tractors.

Financial Plan Project ID: New

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	58,000	58,000	58,000	-	174,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**58,000**	**58,000**	**58,000**	**-**	**174,000**
USES									
Capital - Machinery & Equip	-	-	-	-	58,000	58,000	58,000	-	174,000
TOTAL USES	**-**	**-**	**-**	**-**	**58,000**	**58,000**	**58,000**	**-**	**174,000**

Central Services Department Priority

Energy Management Improvements 20 of 20

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	31,162	-	-	-	-	-	-	150,000	150,000
TOTAL SOURCES	**31,162**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**
USES									
Capital - Const.	31,162	-	-	-	-	-	-	150,000	150,000
TOTAL USES	**31,162**	**-**	**-**	**-**	**-**	**-**	**-**	**150,000**	**150,000**

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	10,241	20,000	20,000	20,000	20,000	-	-	30,000	110,000
TOTAL SOURCES	**10,241**	**20,000**	**20,000**	**20,000**	**20,000**	**-**		**30,000**	**110,000**
USES									
Capital - Machinery & Equip	10,241	20,000	20,000	20,000	20,000	-	-	30,000	110,000
TOTAL USES	**10,241**	**20,000**	**20,000**	**20,000**	**20,000**	**-**		**30,000**	**110,000**

Corrections Department Priority

JMS Inmate Accountability Software Purchase 2 of 2

AI, Software Project Timeline: FY20 to 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: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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

Fire & Emergency Services Department Priority

Replace Mobile Data Terminals 1 of 4

CS, Equipment Department Priority

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	154,823	-	50,000	50,000	50,000	50,000	-	250,000	450,000
TOTAL SOURCES	**154,823**	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**-**	**250,000**	**450,000**
USES									
Capital - Machinery & Equip	154,823	-	50,000	50,000	50,000	50,000	-	250,000	450,000
TOTAL USES	**154,823**	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**-**	**250,000**	**450,000**

Fire & Emergency Services Department Priority

Construct Fire Station 1, Vehicle Shop & Headquarters 2 of 4

CS, Construction Project Timeline: FY21 to FY22

Project Description

This new 28,375 square foot Fire Department facility located in the downtown area will replace the current facility. This new facility will house: Fire Department Headquarters, Fire station, Apparatus repair shop facility, Fueling facility for ACCGOV vehicles, Backup emergency operations center in HQ, Community/Training Room. The facility will be built/designed with adequate space for current and future expansion. The following functions will be housed at this facility: Administration, Operations, Fire Marshal's Office, Emergency Management, Community Room, Ham Radio space, the Apparatus Shop, and a fueling island for Fire Department vehicles and other Athens-Clarke County Government vehicles. The facility will address needs for a community room, exercise room, two meeting/training rooms, an adequate size break room/kitchen, file storage, plan review space/storage, and interview rooms for fire investigators.

Project Justification

(Safe and prepared community: preserve infrastructure, improve service delivery, preserve community assets). This new facility will meet public safety/infrastructure needs for Athens-Clarke County by accomplishing the following: continued fire and life safety protection services to area, providing services that protect/save lives, residences, businesses, minimizing the impact on community environment, protecting jobs and disposable income of citizens, maintaining ISO rating and the related fire insurance cost to citizens, improved ability to work on larger apparatus, providing adequate space for the administrative services housed at Headquarters, centralizing all of Athens-Clarke County Fire & Emergency Services divisions into one building. The current 16,046 square foot facility located at 700 College Avenue was constructed in 1979 (40 years old, used 24/7/365) and is outdated for the number of personnel and services housed. Space/Capability: The allocation of current space is inadequate for the number of personnel assigned and
the functions to be performed. Thirteen personnel are assigned to the headquarters space that was designed for six. There is currently no community/training room in the fire station. There is no exercise room and gear storage is not adequate. Inefficiency: The facility needs to be replaced due to inefficient facility systems (energy use), lack of space, lack of male/female living design, lack of fire safety protection systems, and is not compliant with ADA. Safety: Lack of fire safety protection systems and bay door safety sensors, Fire Marshal's Office issues with current facility: Four Inspectors and an Administrative Secretary share the same office space, a storage room has been converted to office space.

Impact on Annual Operating Expenses

It is estimated that the annual operating costs will be $55,000 (Utilities - Gas $6,000, Electrical $24,000, Water $2,000, and Sewer $700. Facility Maintenance $22,800)

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	16,282,000	-	-	-	-	16,282,000
TOTAL SOURCES	**-**	**-**	**-**	**16,282,000**	**-**	**-**	**-**	**-**	**16,282,000**
USES									
Capital - Land	-	-	-	1,000,000	-	-	-	-	1,000,000
Capital - Machinery & Equip	-	-	-	200,000	-	-	-	-	200,000
Capital - Const.	-	-	-	14,997,000	-	-	-	-	14,997,000
Capital - Other	-	-	-	85,000	-	-	-	-	85,000
TOTAL USES	**-**	**-**	**-**	**16,282,000**	**-**	**-**	**-**	**-**	**16,282,000**

Capital Detail by Department

Fire & Emergency Services

Department Priority

Renovate and Expand Fire Training Center

3 of 4

AI, Construction

Project Timeline: FY21 to FY23

Project Description

Renovate and add to the Fire Department's existing Training Center facilities by creating additional 8,000 square feet to include additional classroom space, a National Incident Management (incident command) training lab, additional bay space for apparatus and equipment, additional bathrooms, additional breakroom/kitchen space, conference room, three additional offices & storage space, car fire simulator, forcible entry simulator, propane tank simulator, Hazmat Leaks prop, and additional parking.

Project Justification

(Safe and Prepared Community: Preserve infrastructure, Improve service delivery, Preserve community assets) The current building is too small for the needs of our department. We have simply outgrown it. Expansion is the most fiscally responsible option. The current facility is 20 years old. While originally built for the needs at the time, our department has grown in numbers as did the numbers of citizens and visitors we serve. Our firefighters are required to have a minimum of 240 hours training for our ISO 1 rating. Much of the required training is multi-company at the Training Center. Our recruit class of new firefighters has grown to over twelve men and women at a time that spend many months at the Training Center. Current capacity is aproximately six firefighters comfortably. No land acquisition is needed for the project.

Impact on Annual Operating Expenses

It is estimated that the annual operating costs will be $41,400

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	2,724,000	1,391,000	-	-	-	4,115,000
TOTAL SOURCES	**-**	**-**	**-**	**2,724,000**	**1,391,000**	**-**	**-**	**-**	**4,115,000**
USES									
Capital - Machinery & Equip	-	-	-	67,000	33,000	-	-	-	100,000
Capital - Const.	-	-	-	2,657,000	1,328,000	-	-	-	3,985,000
Capital - Other	-	-	-	-	30,000	-	-	-	30,000
TOTAL USES	**-**	**-**	**-**	**2,724,000**	**1,391,000**	**-**	**-**	**-**	**4,115,000**

Fire & Emergency Services Department Priority

Construct Emergency Operations Center 4 of 4

AI, Construction Project Timeline: FY21 to FY24

Project Description

Build a 2,000 square foot dedicated Emergency Operations Center (EOC) on Athens Clarke County property that is ready for operations 24 hours a day, 365 days a year and designed for sustained use. The space concept would be one large room with breakout rooms around it that would be used as a Emergency Operations Center and also as emergency preparedness/exercise training rooms under the oversight of Fire & Emergency Services / Emergency Management.

Project Justification

(Safe and Prepared Community: Preserve infrastructure, Improve service delivery, Preserve community assets) An Emergency Operations Center should be a dedicated facility or space that is capable of instant activation should any type of major event occur. This location is where decision makers of ACC Departments report in an emergency to facilitate orderly command, situational control and leadership. It should be designed for extended or sustained use. The current space identified as the Athens Clarke County Emergency Operations Center is at the Athens Clarke County Police Department Headquarters. It is regularly used for law enforcement and computer training purposes. There are access, current use, flexibility and set up issues that make the room incapable of being ready for use as an Emergency Operations Center 24/7/365. This project would locate the EOC on existing ACC property with controlled access. The building can be co-located on the Fire Training Center property. Consideration to construction along with the Fire Training Center expansion may save on construction and engineering costs.

Impact on Annual Operating Expenses

It is estimated that the annual operating costs will be $18,600

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	710,500	355,250	364,250	-	-	1,430,000
TOTAL SOURCES	**-**	**-**	**-**	**710,500**	**355,250**	**364,250**	**-**	**-**	**1,430,000**
USES									
Capital - Machinery & Equip	-	-	-	80,000	40,000	40,000	-	-	160,000
Capital - Const.	-	-	-	630,500	315,250	315,250	-	-	1,261,000
Capital - Other	-	-	-	-	-	9,000	-	-	9,000
TOTAL USES	**-**	**-**	**-**	**710,500**	**355,250**	**364,250**	**-**	**-**	**1,430,000**

Capital Detail by Department

Human Resources Department Priority

ACCGov Automated External Defibrillator (AED) Program 1 of 1

AI, Equipment and Supplies Project Timeline: FY21 to FY22

Project Description

This request is for the purchase and replacement of 60 AED machines and supplies throughout the Athens-Clarke County. The AED Program was approved by the Manager in FY18 and an oversight committee was established to ensure compliance and ongoing maintenance of the equipment. The purpose of the AED replacement and oversight is to provide a safe and healthy environment for all staff and visitors. The cost per AED machine is $1,200. This cost will be accrued over two years (FY21 and FY22).

Project Justification

In 2016, ACCGov voluntarily conducted an AED assessment at all ACCGov facilities and buildings to determine the location and status of existing AEDs. Many AEDs were found to be non-operational with dead batteries, some units had expired pads and other AEDs did not have current CPR software updates. Additionally, many departmental personnel had not received training on CPR or on how to operate an AED. Based on this assessment and coordination between Emergency Management and Risk Management and meeting with the Manager, it was determined that no centralized management or oversight existed to ensure consistency of purchasing, placement, maintenance, training, strategic planning or medical oversight of AEDs. The project will replace the out dated equipment and supplies and provide ongoing oversight of the maintenance, use, and need of the devices.

Impact on Annual Operating Expenses

After the years 1 & 2, the ongoing annual cost would be around $3,600 -$5,000 which will be funded from the 607 funds. This cost includes the purchase of 3 new machines per department's request and replacement supplies such as batteries and pads.

Financial Plan

Project ID: c0739

	FY19 *End. Bal.*	FY20 *Bud.*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	36,000	36,000	-	-	-	-	72,000
TOTAL SOURCES	**-**	**-**	**36,000**	**36,000**	**-**	**-**	**-**	**-**	**72,000**
USES									
Capital - Machinery & Equipment	-	-	36,000	36,000	-	-	-	-	72,000
TOTAL USES	**-**	**-**	**36,000**	**36,000**	**-**	**-**	**-**	**-**	**72,000**

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	636,203	400,000	350,000	415,000	500,000	415,000	350,000	1,750,000	4,180,000
TOTAL SOURCES	**636,203**	**400,000**	**350,000**	**415,000**	**500,000**	**415,000**	**350,000**	**1,750,000**	**4,180,000**
USES									
Capital - Machinery & Equip	636,203	450,000	350,000	415,000	500,000	415,000	350,000	1,750,000	4,180,000
TOTAL USES	**636,203**	**450,000**	**350,000**	**415,000**	**500,000**	**415,000**	**350,000**	**1,750,000**	**4,180,000**

Capital Detail by Department

Leisure Services | Department Priority

Parks - R&M Existing Facilities | 1 of 20

CS, Facilities | Project Timeline: FY21 to Ongoing

Project Description

This project provides for the additional Parks - R&M Facilities as a supplement to SPLOST 2020 funding. This project provides for repairs, maintenance, and/or replacement of existing program specific facilities and park needs in the Leisure Services system. Project areas of focus include: 1) athletics (fields, courts, gymnastics equipment, scoreboards, etc.); 2) animal care amenities (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.). FY21 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 (an Inventory table is attached for reference).

Impact on Annual Operating Expenses

No Impact

Financial Plan | Project ID: c0246/c0620

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	38,000	57,000	957,825	870,625	166,475	1,398,175	7,134,595	10,584,695
TOTAL SOURCES	**-**	**38,000**	**57,000**	**957,825**	**870,625**	**166,475**	**1,398,175**	**7,134,595**	**10,584,695**
USES									
Capital - Const.	-	38,000	57,000	957,825	870,625	166,475	1,398,175	7,134,595	10,584,695
TOTAL USES	**-**	**38,000**	**57,000**	**957,825**	**870,625**	**166,475**	**1,398,175**	**7,134,595**	**10,584,695**

Leisure Services Department Priority

Pool Repairs and Renovations 2 of 20

CS, Facilities Project Timeline: FY21 to Ongoing

Project Description

This project provides for the additional Pool Repairs and Renovations as a supplement to SPLOST 2020 funding. 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 Virgina Cofer-Callaway Walker parks (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 (an Inventory table is attached for reference).

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0642

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	50,000	87,000	507,300	8,228	385,500	529,250	1,567,278
TOTAL SOURCES	**-**	**-**	**50,000**	**87,000**	**507,300**	**8,228**	**385,500**	**529,250**	**1,567,278**
USES									
Capital - Const.	-	-	50,000	87,000	507,300	8,228	385,500	529,250	1,567,278
TOTAL USES	**-**	**-**	**50,000**	**87,000**	**507,300**	**8,228**	**385,500**	**529,250**	**1,567,278**

Leisure Services

Department Priority

Bridge and Boardwalk Inspection and Replacement

3 of 20

CS, Facilities

Project Timeline: FY21 to Ongoing

Project Description

This project provides for the additional Bridge and Boardwalk inspection and replacement as a supplement to SPLOST 2020 funding. 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. FY21 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. FY21 plans also address improvements to emergency access bridges on remote trails at Sandy Creek Park and Sandy Creek Nature Center.

Project Justification

Totaling more than 1.9 miles, approximately half of the bridges, The majority of boardwalks and decks covered by this project are 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 (a Program plan is attached for reference).

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0727

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	27,963	-	-	628,600	353,000	390,500	353,000	156,100	1,881,200
TOTAL SOURCES	**27,963**	**-**	**-**	**628,600**	**353,000**	**390,500**	**353,000**	**156,100**	**1,881,200**
USES									
Capital - Infrastructure	27,963	-	-	628,600	353,000	390,500	353,000	156,100	1,881,200
TOTAL USES	**27,963**	**-**	**-**	**628,600**	**353,000**	**390,500**	**353,000**	**156,100**	**1,881,200**

Leisure Services Department Priority

Pavement Repair and Maintenance 4 of 20

CS, Facilities Project Timeline: FY21 to Ongoing

Project Description

This project provides for the additional Pavement Repair and Maintenance as a supplement to SPLOST 2020 funding. 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. FY21 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.

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 (a Program plan is attached for reference).

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0740

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	17,377	-	-	319,724	51,904	834,298	188,494	463,458	1,857,878
TOTAL SOURCES	**17,377**	**-**	**-**	**319,724**	**51,904**	**834,298**	**188,494**	**463,458**	**1,857,878**
USES									
Capital - Infrastructure	17,377	-	-	319,724	51,904	834,298	188,494	463,458	1,857,878
TOTAL USES	**17,377**	**-**	**-**	**319,724**	**51,904**	**834,298**	**188,494**	**463,458**	**1,857,878**

Capital Detail by Department

Leisure Services Department Priority

Park Equipment - Replacement / Life Cycle 5 of 20

CS, Equipment Project Timeline: FY21 to 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. FY21 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 (an Inventory table is attached for reference).

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0177

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	2,503	-	-	129,725	138,050	84,041	244,875	346,825	943,516
TOTAL SOURCES	**2,503**	**-**	**-**	**129,725**	**138,050**	**84,041**	**244,875**	**346,825**	**943,516**
USES									
Capital - Machinery & Equip	2,503	-	-	129,725	138,050	84,041	244,875	346,825	943,516
TOTAL USES	**2,503**	**-**	**-**	**129,725**	**138,050**	**84,041**	**244,875**	**346,825**	**943,516**

Leisure Services Department Priority

Cook's Trail Improvements 6 of 20

CS, Facilities Project Timeline: FY21 to FY22

Project Description

This project provides a long term solution to the ongoing issues relating the flooding and erosion of Cook's Trail. This project includes funding for a fully engineered and permited reroute plan. Areas for new bridges and boardwalks will be detailed along with the development of construction and permitting packages. Implementation of this project includes construction of new trail segements, new boardwalks, and new bridges as well as the possible retrofitting of existing trail segments as interpretive areas for wildlife viewing. All new bridges and boardwalks will be barrier free and provide options for more inclusive transportation choices in the future.

Project Justification

Cook's Trail is the oldest segment of Greenway trail on the system. It includes over 3/4 a mile of boardwalk that was constructed along Sandy Creek in the mid 1980's. The movement of Sandy Creek along with the limited life expectancy of the wooden boardwalks has created significant issues for maintenance and keeping the trail open, especially post flood. $250,000 of SPLOST 2011 funds were spent on temporary measures to allow the trail to reopen after significant flooding. The trail was closed again due to flooding in the winter of 2019. Additional SPLOST 2011 funds have been earmarked to provide temporary solutions that will allow the trail to reopen until the long term reroute and reconstruction are completed. These measures and original segments of boardwalk typical fail after regular winter a spring floods. A long term solution is necessary to keep Cook's Trail open long term.

Impact on Annual Operating Expenses

Operating increase: $3.0 k per year

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	7,587,000	-	-	-	-	7,587,000
TOTAL SOURCES	**-**	**-**	**-**	**7,587,000**	**-**	**-**	**-**	**-**	**7,587,000**
USES									
Capital - Const.	-	-	-	7,587,000	-	-	-	-	7,587,000
TOTAL USES	**-**	**-**	**-**	**7,587,000**	**-**	**-**	**-**	**-**	**7,587,000**

Leisure Services

Department Priority

Improve Bear Hollow Zoo Exhibits & Visitor Amenities

7 of 20

CS, Facilities

Project Timeline: FY26 to FY30

Project Description

This project provides supplemental funding to the Bear Hollow Zoo Improvements project funded through SPLOST 2020. The SPLOST 2020 project provides basic infrastructure and enclosure improvements that bring the zoo into compliance with AZA and USDA standards. This project supplements those funds so that further improvements can be made to the zoo. This project includes back of house access and animal care improvements, a new entry/educational plaza and building that provide office space, restrooms, and a gift shop. Improvements to interpretive materials and signage will increase the educational impact and improve visitor experience.

Project Justification

Bear Hollow Zoo is a community fixture and is loved by people of all ages in our community. Over 5,000 children visit the zoo annually just from school visits alone. Stronger educational and interpretive components for the zoo provides an enhanced user experience that provides lifelong learning opportunities for the whole community. The SPLOST 2020 proposal represents only a fraction of the needed funding to bring the zoo up to modern standards and ensure long term sustainability of infrastructure and exhibits. Without full funding of the Zoo Improvements project, the zoo stands to continue drain ongoing maintenance dollars as well as inhibit access and intepretation for citizens of all ages and abilities.

Impact on Annual Operating Expenses

Operating: $89.0K per year

Financial Plan

Project ID: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	8,364,000	8,364,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**8,364,000**	**8,364,000**
USES									
Capital - Infrastructure	-	-	-	-	-	-	-	500,000	500,000
Capital - Other	-	-	-	-	-	-	-	250,000	250,000
Capital - Facilities	-	-	-	-	-	-	-	5,614,000	5,614,000
Capital - Site Improvements	-	-	-	-	-	-	-	2,000,000	2,000,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**8,364,000**	**8,364,000**

Leisure Services Department Priority

Ben Burton Park Repairs and Renovations 8 of 20

CS, Facilities Project Timeline: FY25 to FY25

Project Description

This project provides for execution of the Mayor and Commission approved master plan for Ben Burton Park located off of Mitchell Bridge Road within western Clarke County. The project will involve development phases beginning in FY25 with a reconfiguration of the entrance and parking areas to provide enhanced safety and visibility. The subsequent phases will include the installation of the following site amenities: picnic pavilion; playground; and dog park facilities. The FY21 project will initiate design and engineering services.

Project Justification

Currently, Ben Burton Park is the sole operating park on the west side of Athens and has limited public utilization because it is highly undeveloped and lacks core amenities. Implementation of the master plan will greatly enhance the limited recreational opportunities and services presently available to the citizens within western Clarke County. Infrastructure improvements will also help generate revenue through rental, festival, and special event activities. In addition, the project will rectify existing design deficiencies relative to traffic safety, ADA compliance, storm water runoff, and erosion.

Impact on Annual Operating Expenses

Operating: $26.0K per year NOTE: Estimated revenue of approximately $4.0K per year

Financial Plan

Project ID: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	2,223,800	-	2,223,800
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**2,223,800**	**-**	**2,223,800**
USES									
Capital - Other	-	-	-	-	-	-	2,223,800	-	2,223,800
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**2,223,800**	**-**	**2,223,800**

Leisure Services Department Priority

Create a Property Boundary Program 9 of 20

CS, General Project Timeline: FY23 to FY27

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	50,000	50,000	50,000	100,000	250,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**50,000**	**50,000**	**50,000**	**100,000**	**250,000**
USES									
Capital - Other	-	-	-	-	50,000	50,000	50,000	100,000	250,000
TOTAL USES	**-**	**-**	**-**	**-**	**50,000**	**50,000**	**50,000**	**100,000**	**250,000**

Leisure Services Department Priority

Memorial Park Renovations 10 of 20

CS, Facilities Project Timeline: FY26 to FY30

Project Description

This project funds Master Plan implementation for Phase I & II of the Memorial Park Project. It supplements SPLOST 2020 funds for Phase I of the project. This project includes the following: Continued stormwater, water, and sewer installation and replacement; upgrades to picnic and restroom facilities in the park; playground replacement; outdoor gathering spaces; improved pedestrian cirulation; renovation to the existing pool and pool house, improved vehicular circulation, and additional parking that includes but is not limited to the construction of a parking deck.

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 will eliminate flushing of the pool into stormwater infrastructure as well as eliminate sewer backups. The current playground is a conglomeration of various play elements salvaged from other structures. The restrooms do not meet current codes and need updating. Parking at Memorial Park is inadequate, frequently resulting in park patrons parking in undesignated areas and surrounding neighborhoods. This project will provide funding to improve patron accessibility and safety, 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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**

Capital Detail by Department

Leisure Services Department Priority

Bishop Park Renovations 11 of 20

CS, Facilities Project Timeline: FY26 to FY30

Project Description

This project provides for implementation of the Bishop Park master plan as a supplement to SPLOST 2020 funding. The project will involve: conversion of the existing covered tennis facility and adjacent grounds into an event space; improved pedestrian circulation, basic renovations to the gym facility, demolition of the derilict picnic shelter; additional parking; safety enhancements along the Hawthorne Ave Corridor; and improvements to aged water, sewer, and storm water infrastructure. The renovated facility will provide code compliant space for: gymnastics programming; administrative offices; and the provision of large scale events such as the Athens Farmer's Market.

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. The park's infrastructure is failing, creating flooding and safety issues for park patrons. SPLOST 2020 funds are addressing only a portion of this project. This request represents the balance of master plan implementation. 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	20,500,000	20,500,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**20,500,000**	**20,500,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	12,500,000	12,500,000
Capital - Infrastructure	-	-	-	-	-	-	-	1,500,000	1,500,000
Capital - Other	-	-	-	-	-	-	-	1,500,000	1,500,000
Capital - Site Improvements	-	-	-	-	-	-	-	5,000,000	5,000,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**20,500,000**	**20,500,000**

Leisure Services Department Priority

Dudley Park Improvements 12 of 20

CS, Facilities Project Timeline: FY26 to FY30

Project Description

This project provides for further implementation of the Dudley Park Master Plan. SPLOST 2011 funding will provide for a pavilion and restroom facilities. Limited accessible parking, completion of the ampitheater bowl and access, and a concrete platform for a future stage area. This capital project will provide funding to continue moving through the high priority projects on the Dudley Park project list. They include completion of construction of the stage enclosure and associated amenities, lighting, concession area, multi-generational playground, food truck area, stormwater mangement, additional pedestrian circulation, and development of areas of the park along Mulberry and Peter Street.

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. Dudley Park is a part of the River District and with the development of the Firefly Bridge over Trail Creek and final plan implementation, it will be a hub of activity for the community. This will create the potential for revenue generation through rental, festival, and special event activities.

Impact on Annual Operating Expenses

Operating: $63.0K per year NOTE: Estimated revenue of approximately $20.0K per year

Financial Plan

Project ID: c0621

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	5,164,000	5,164,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**5,164,000**	**5,164,000**
USES									
Capital - Site Improvements	-	-	-	-	-	-	-	5,164,000	5,164,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**5,164,000**	**5,164,000**

Capital Detail by Department

Leisure Services

Department Priority

Sandy Creek Park Improvements

13 of 20

CS, Facilities

Project Timeline: FY26 to FY30

Project Description

This project is a continuation of the SPLOST 2011 project dedicated to Sandy Creek Park. The items listed are not a part of the regular Leisure Services R&M Capital Project line item. The following elements are part of the phase two project: lakeside access and amenity improvements such as improved canoe and kayak rental access as well as concessionaire space; playground replacements and upgrades; pavilion renovations, ADA compliance for restroom and shower facilities; beach playground enhacement; campground renovation; ingress and egress improvments through construction of a secondary entry/exit road.

Project Justification

This project provides continuation in funding that addresses some of the Park's long standing issues while enhancing safety, user experience, and convenience. In addition, it brings back the once popular camping area through renovations that will bring the campsites up to modern standards and provide a space for a campground host to assist with operations. This project increases the Park's ability to generate revenue through concessionaires for equipment rentals, food, and camping supplies. The addition of an additional entrance and exit will alleviate issues relating to visitor safety and experience for park users during large events where the current single entry points create long waits and challenging traffic issues on Bob Holman road and highway 441. Sandy Creek Park is Leisure Service's premier large event site, hosting department special events as well as those hosted by large groups such as the Cancer Foundation Triathalon. These events routinely attract over 1,000 visitors to the park.

Impact on Annual Operating Expenses

Operating increase: $129.0 k per year

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	6,703,000	6,703,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**6,703,000**	**6,703,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	6,703,000	6,703,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**6,703,000**	**6,703,000**

Leisure Services Department Priority

Satterfield Park Improvements 14 of 20

CS, Facilities Project Timeline: FY26 to FY30

Project Description

This project includes the following elements: reconfiguration of original restroom space to multi-use space; field reconfiguration and renovations including installation of irrigation and new field surfacing; drainage improvements; stormwater management; parking lot improvements; new lighting; PA system; reconfiguration of original restrooms; and lightning detection system.

Project Justification

Satterfield Park was established in the 1960's and sustained expansions in 1983, 1992, and 2011. The most recent funding provided for construciton of a new concession stand and restroom area along with improvements to dugouts, scoreboxes, backstops, and bleachers. SPLOST and capital funds provided for renovation of fields 5 and 6 but the remaining fields were not renovated and are in poor condition. None of the fields are irrigated, providing significant challenges in keeping the fields up to standard. In addition, drainage issues create flooding on the fields to the point that geese have established residency in the park. The parking area is alligatoring and in need of milling and repaving.

Impact on Annual Operating Expenses

Operating increase: $60.0 k per year

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	4,697,000	4,697,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,697,000**	**4,697,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	4,697,000	4,697,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,697,000**	**4,697,000**

Capital Detail by Department

Leisure Services Department Priority

Southeast Clarke Park Improvements 15 of 20

CS, Facilities Project Timeline: FY26 to FY30

Project Description

This project reflects the implementation of the Southeast Clarke Park Master Plan. The project elements were carefully vetted through stakeholders and representatives from athletic groups that are active in the park. This project would fund the construction of the following park elements: Reconfiguration of two existing field platforms into one large multi-use field platform; 400 meter all surface running track including facilites and equipment to accomodate standard running and field events; 12 pickleball courts; 40,000 square foot street course addition to the existing skate park.

Project Justification

Recreational track and field is a growing activity in the Athens-Clarke County community. There are no formal track facilities to house this activitiy. This project would provide the facilities necessary to provide adequate and safe facilities for this sport to grow and continue serving the community. The existing small field platforms are not utilized due to incompatabilty with programming needs, combining into one large field provides flexible options for programs and activities that are currently suffer from a shortage of large multi-use field platforms. Pickleball is a growing sport in the community that is actively increasing in numbers. Additional pickleball courts will make Southeast Clarke Park the hub for the sport as well as providing opportunities for tournaments that attract players from around the region. The Athens-Skate Park has long been a draw for people of all ages, and the addition of a street course will help keep the relevancy of the park for the future.

Impact on Annual Operating Expenses

Operating increase: $52.0 k per year

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	16,647,000	16,647,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**16,647,000**	**16,647,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	16,647,000	16,647,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**16,647,000**	**16,647,000**

Leisure Services Department Priority

Virginia Callaway-Cofer Walker Park Improvements 16 of 20

CS, Facilities Project Timeline: FY26 to FY30

Project Description

This project provides further implementation of the park masterplan and includes the following elements: enhancements to the mountain bike pump track and associated skills course; large pavilion with restrooms; lighted basketball court; playground with restrooms; additional parking spaces; stormwater management; traffic calming devices.

Project Justification

The mountain bike pump track provides a skill course that allows beginner and experienced mountainbikers to hone their skills. The adjacent basketball court and pavilion will promote crossover among park user groups and provide a positive activity outlet for area youth. These enhancements activate the lower area of the park. The current parking facilities at the park are inadequate and park users frequently have no place to park when activities are scheduled at the park. Completing the parking facilities shown on the master plan will alleviate this issue.

Impact on Annual Operating Expenses

Operating increase: $50.0 k per year

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	4,440,000	4,440,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,440,000**	**4,440,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	4,440,000	4,440,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**4,440,000**	**4,440,000**

Leisure Services

Department Priority

Morton Theatre Fork Lift Replacement

17 of 20

CS, Equipment

Project Timeline: FY25 to 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: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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 18 of 20

AI, Equipment Project Timeline: FY25 to 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: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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

New Athens Creative Theatre Facility

19 of 20

AI, Facilities

Project Timeline: FY26 to FY30

Project Description

This project involves moving the Athens Creative Theater (ACT) from Quinn Hall to a permanent facility elsewhere in Athens-Clarke County. The new facility will house a performance theatre space, administrative offices for ACT staff members, teaching and studio spaces, and a scene shop with prop storage space. This project would require the purchase of an existing building to provide approximately 10-12,000 square foot of space that accomodates seating for approximately 250 people.

Project Justification

ACT was founded in 1966 as a community theater program focused on providing theatre opportunities for youth, adults, and people with disabilities. ACT's current home, Quinn Hall is located inside of the Memorial Park administrative building. The space and parking are inadequate for the program's needs and there are conflicts between park and theater needs for space. The new facility will alleviate these issues and provide adequate support of ACT's productions and allow for expansion and growth of the community theatre opportunities withing Athens-Clarke County.

Impact on Annual Operating Expenses

Operating increase: $260.0 k per year

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	12,555,000	12,555,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**12,555,000**	**12,555,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	12,555,000	12,555,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**12,555,000**	**12,555,000**

Leisure Services Department Priority

Portable Soccer Pitch System 20 of 20

AI, Equipment Project Timeline: FY26 to 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: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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**

Capital Detail by Department

Manager's Office- GIO

Department Priority

Oblique Aerial Imagery Update

1 of 2

CS, Software

Project Timeline: FY21 to FY25

Project Description

Oblique leaf-off aerial imagery. Accurate high quality imagery provides internal and external customers an accurate and current view of ground conditions in ACC.

Project Justification

Accountable and Responsive Government, Safe & Prepared Community. Aerial oblique imagery provides a high-resolution, 360 degree view of on-ground conditions. It is instrumental in public safety planning and executive activities as well as valuation and appraisal. It serves as a basemap for many enhanced geographic products. Aerial imagery is served up to the public via the County's open data portal, allowing citizens, business owners and developers to produce products that ease their interaction with government. Imagery can act as a time saver and personnel extender in all Public Safety departments, Codes, Inspections, Planning, and the Tax Assessor's office. In a 12 month rolling window ending October 31, 2019, there were 3199 logins by named users taking advantage of the imagery, along with numerous unnamed users viewing the imagery through a web portal. While not every login saves a field visit, many do.

Impact on Annual Operating Expenses

None.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	120,000	1,800	1,800	120,000	3,000	-	246,600
TOTAL SOURCES	**-**	**-**	**120,000**	**1,800**	**1,800**	**120,000**	**3,000**	**-**	**246,600**
USES									
Capital - Other	-	-	120,000	1,800	1,800	120,000	3,000	-	246,600
TOTAL USES	**-**	**-**	**120,000**	**1,800**	**1,800**	**120,000**	**3,000**	**-**	**246,600**

Manager's Office- GIO

Department Priority

GIS Based Permitting and Development Management System

2 of 2

AI, Software

Project Timeline: FY21 to FY25

Project Description

GIS-Based Permitting and Development Management System to support the Development Review processes that assure that proposed development plans adhere to local, state, and federal requirements and that citizens are protected from environmental or public safety hazards.

Project Justification

Accountable and Responsive Government. The chosen software will increase the coordination between Plans Review Departments (Building Permits & Inspections, Fire & Emergency Services, Planning, Public Utilities, and Transportation & Public Works), will improve the accuracy and speed of the review of plans and permit requests, provide support documentation for review decisions, and increase efficiencies in researching property history and ordinance violations.

Impact on Annual Operating Expenses

The Code Enforcement division currently budgets $23,100 annually for the existing permit software platform, Energov.

Financial Plan

Project ID: New

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End. Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	-	310,000	75,000	75,000	100,000	-	560,000
TOTAL SOURCES	**-**	**-**	**-**	**310,000**	**75,000**	**75,000**	**100,000**	**-**	**560,000**
USES									
Capital - Other	-	-	-	310,000	75,000	75,000	100,000	-	560,000
TOTAL USES	**-**	**-**	**-**	**310,000**	**75,000**	**75,000**	**100,000**	**-**	**560,000**

Capital Detail by Department

Manager's Office - PIO

Department Priority

Website & eGovernment Enhancements

1 of 2

CS, Equipment

Project Timeline: FY17 to 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 manages the website and trains departmental staff on use of the site. Project funds support website upgrades, training, support, and improvements, as well as social media support and archiving. The website is a key outlet for primary source information about the Unified Government. In FY19, accgov.com had 2 million visitors, 4.2 million page views, and 1 million downloads. The FY21 request includes 1/2 of the cost of a system upgrade and design refresh spread over two fiscal years, new funds to improve accessibility of documents, website hosting and support, and site system-wide reporting and error detection system.

Impact on Annual Operating Expenses

None. However, support for this initiative is handled by a full-time staff member, the Media Analyst (Web/Graphics).

Financial Plan

Project ID: c0707

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	52,545	15,000	15,000	66,000	52,000	53,000	54,000	285,000	540,000
TOTAL SOURCES	**52,545**	**15,000**	**15,000**	**66,000**	**52,000**	**53,000**	**54,000**	**285,000**	**540,000**
USES									
Capital - Machinery & Equip	52,545	15,000	15,000	66,000	52,000	53,000	54,000	255,000	510,000
TOTAL USES	**52,545**	**15,000**	**15,000**	**66,000**	**52,000**	**53,000**	**54,000**	**255,000**	**510,000**

Manager's Office - PIO

Department Priority

ACTV & Multimedia Production Equipment

2 of 2

CS, Equipment

Project Timeline: FY19 to 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

This project provides continued lifecycle maintenance and equipment updates for video production. In 1995, the local cable franchise agreement provided initial funding for equipment for ACTV, which launched in 2000. Charter/Spectrum ceased this funding after obtaining a statewide franchise in 2008. Remaining agreement funds were substantially decreased after FY17 upgrades to the ACTV bulletin board, ACTV production studio, ACTV production equipment, and Commission Chamber audio systems. Planned equipment upgrades for FY21 include a new projector for the Mayor and Commission Chamber, digital screens at the Tag Office for displaying ACTV programming, and a digital asset management system for videos.

Impact on Annual Operating Expenses

None. However, the Media Analyst (TV/Video) position created 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	78,180	15,000	15,000	25,000	25,000	25,000	25,000	145,500	275,500
TOTAL SOURCES	**78,180**	**15,000**	**15,000**	**25,000**	**25,000**	**25,000**	**25,000**	**145,500**	**275,500**
USES									
Capital - Machinery & Equip	78,180	15,000	15,000	25,000	25,000	25,000	25,000	145,500	275,500
TOTAL USES	**78,180**	**15,000**	**15,000**	**25,000**	**25,000**	**25,000**	**25,000**	**145,500**	**275,500**

Capital Detail by Department

Manager's Office - SO

Department Priority

Natural Area Rehabilitation Program

1 of 3

AI, Facilities

Project Timeline: FY21 to 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: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	50,000	260,000	310,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**50,000**	**260,000**	**310,000**
USES									
Capital - Const.	-	-	-	-	-	-	50,000	260,000	310,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**50,000**	**260,000**	**310,000**

Manager's Office - SO

Department Priority

Energy Action Plan

2 of 3

AI, Planning

Project Timeline: FY21 to Ongoing

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: c0794

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	30,000	-	-	-	-	50,000	75,000	155,000
TOTAL SOURCES	**-**	**30,000**	**-**	**-**	**-**	**-**	**50,000**	**75,000**	**155,000**
USES									
Capital - Const.	-	30,000	-	-	-	-	50,000	75,000	155,000
TOTAL USES	**-**	**30,000**	**-**	**-**	**-**	**-**	**50,000**	**75,000**	**155,000**

Capital Detail by Department

Manager's Office - SO

Department Priority

Solar Energy Program

3 of 3

AI, Facilities

Project Timeline: FY21 to 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	5,000	5,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**5,000**	**5,000**
USES									
Capital - Const.	-	-	-	-	-	-	-	5,000	5,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**5,000**	**5,000**

Other General Administration Department Priority

Public Art Program 1 of 1

AI, Facilities Project Timeline: FY12 to 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	32,888	20,000	25,000	25,000	25,000	25,000	25,000	125,000	270,000
TOTAL SOURCES	**32,888**	**20,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**270,000**
USES									
Capital - Art	32,888	20,000	25,000	25,000	25,000	25,000	25,000	125,000	270,000
TOTAL USES	**32,888**	**20,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**270,000**

Other General Administration Department Priority

Economic Development Capital Program 1 of 1

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Econ Dev Capital Fund	658,100	200,000	225,000	225,000	225,000	225,000	225,000	1,125,000	2,450,000
TOTAL SOURCES	**658,100**	**200,000**	**225,000**	**225,000**	**225,000**	**225,000**	**225,000**	**1,125,000**	**2,450,000**
USES									
Capital - Other	658,100	200,000	225,000	225,000	225,000	225,000	225,000	1,125,000	2,450,000
TOTAL USES	**658,100**	**200,000**	**225,000**	**225,000**	**225,000**	**225,000**	**225,000**	**1,125,000**	**2,450,000**

Other General Administration Department Priority

Capital Budget Contingency 1 of 1

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	552,141	-	-	200,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL SOURCES	**552,141**	**-**	**-**	**200,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**
USES									
Capital - Other	552,141	-	-	200,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL USES	**552,141**	**-**	**-**	**200,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**

Capital Detail by Department

Planning & Zoning Department Priority

Comprehensive Plan Five/Ten Year Update 1 of 2

AI, General Project Timeline: FY23 to Ongoing

Project Description

The current Comprehensive Plan was completed in June 2018. Monies associated with this project will fund work by staff to complete the required 5-year short-term update due in 2023, in addition to another major amendment due in 2028.

Project Justification

Georgia State Law requires that Comprehensive Plans be updated every five years. The Planning Department completed a major update in 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 FY26-30.

Impact on Annual Operating Expenses

No Impact.

Financial Plan Project ID: c0529

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End. Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	-	-	50,000	-	-	300,000	350,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**50,000**	**-**	**-**	**300,000**	**350,000**
USES									
Capital - Other	-	-	-	-	50,000	-	-	300,000	350,000
TOTAL USES	**-**	**-**	**-**	**-**	**50,000**	**-**	**-**	**300,000**	**350,000**

Planning & Zoning Department Priority

Replace Large Format Printer (KIP) 2 of 2

CS, General Project Timeline: FY25 to FY25

Project Description

Acquisition of new large format printer/copier for Athens-Clarke County's Planning Dept.

Project Justification

The current printer (KIP) is nearing the end of its lifespan and will need replacing by FY25. Current maintenance is handled through a contract with Central Services and can be covered out of departmental operating funds. The copier/printer is vital to our efforts in regards to Plans Review, Subdivision Review and Final Platting. The department is striving to meet demands through digital opportunities, however some large format plans are still handled on paper, or required for recording purposes and site inspections.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	30,000	-	30,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**30,000**	**-**	**30,000**
USES									
Capital - Other	-	-	-	-	-	-	30,000	-	30,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**30,000**	**-**	**30,000**

Capital Detail by Department

Police Services Department Priority

On-Officer Cameras and Data Storage 1 of 14

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 235 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	81,822	250,000	230,000	228,200	228,200	228,200	228,200	1,141,000	2,533,800
TOTAL SOURCES	**81,822**	**250,000**	**230,000**	**228,200**	**228,200**	**228,200**	**228,200**	**1,141,000**	**2,533,800**
USES									
Capital - Machinery & Equip	81,822	82,000	-	-	-	-	-	-	82,000
Capital - Other	-	168,000	230,000	228,200	228,200	228,200	228,200	1,141,000	2,451,800
TOTAL USES	**81,822**	**250,000**	**230,000**	**228,200**	**228,200**	**228,200**	**228,200**	**1,141,000**	**2,533,800**

Police Services Department Priority

Ballistic Vest Replacement (Rifle Plates & Carriers) 2 of 14

CS, Equipment Project Timeline: FY21 to Ongoing

Project Description

This project seeks to establish a five year replacement cycle for all ACCPD Special Operations Unit ballistic vests (more commonly known by the misnomer, "bullet-proof vests"); specifically to allow for the replacement of requisite rifle plates and carriers.

Project Justification

An increased potential exposure to higher caliber weapons and operational needs necessitate that members of the Special Operations Unit are issued additional ballistic vest components (plates and carriers) with a greater ballistic rating. Of particular note, ballistic vest components must be replaced every five years as to ensure the integrity of the protective elements. In the past, Special Operations ballistic vests have been purchased as required, a practice which has placed an unnecessary burden upon departmental operating accounts.

Impact on Annual Operating Expenses

There are no additional operating costs associated with the acquisition of Special Operations ballistic vests. Currently, Special Operations ballistic vests components are $1,000 each with a need for 30 units.

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	30,000	-	-	-	30,000	60,000
TOTAL SOURCES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**30,000**	**60,000**
USES									
Capital - Other	-	-	-	30,000	-	-	-	30,000	60,000
TOTAL USES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**30,000**	**60,000**

Police Services Department Priority

Replacement of Conducted Energy Device (CED) Units 3 of 14

CS, Equipment Project Timeline: FY21 to Ongoing

Project Description

This request seeks to establish a five year replacement cycle for all 235 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: N/A

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	228,200	228,200	228,200	228,200	228,200	1,141,000	2,282,000
TOTAL SOURCES	**-**	**-**	**228,200**	**228,200**	**228,200**	**228,200**	**228,200**	**1,141,000**	**2,282,000**
USES									
Capital - Machinery & Equip	-	-	228,200	228,200	228,200	228,200	228,200	1,141,000	2,282,000
TOTAL USES	**-**	**-**	**228,200**	**228,200**	**228,200**	**228,200**	**228,200**	**1,141,000**	**2,282,000**

Police Services

Department Priority

Replace Investigative Operations Vehicles

4 of 14

CS, Equipment

Project Timeline: Ongoing

Project Description

Replacement funds for up to four (8) undercover vehicles for use by investigative personnel.

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	70,000	-	70,000	70,000	70,000	70,000	350,000	700,000
TOTAL SOURCES	**-**	**70,000**	**-**	**70,000**	**70,000**	**70,000**	**70,000**	**350,000**	**700,000**
USES									
Capital - Vehicles	-	70,000	-	70,000	70,000	70,000	70,000	350,000	700,000
TOTAL USES	**-**	**70,000**	**-**	**70,000**	**70,000**	**70,000**	**70,000**	**350,000**	**700,000**

Police Services

Department Priority

Mobile Computing Replacement Program

5 of 14

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	47,471	125,000	195,000	195,000	195,000	195,000	195,000	975,000	2,075,000
TOTAL SOURCES	**47,471**	**125,000**	**195,000**	**195,000**	**195,000**	**195,000**	**195,000**	**975,000**	**2,075,000**
USES									
Capital - Machinery & Equip	47,471	125,000	195,000	195,000	195,000	195,000	195,000	975,000	2,075,000
TOTAL USES	**47,471**	**125,000**	**195,000**	**195,000**	**195,000**	**195,000**	**195,000**	**975,000**	**2,075,000**

Police Services

Department Priority

Renovate Training/Firing Range

6 of 14

CS, Facilities

Project Timeline: FY21 to FY23

Project Description

The Firing Range Renovation Project is intended to improve and modernize the training provided to Athens-Clarke County law enforcement professionals. The proposed renovation consists of multiple phases, inclusive of but not limited to renovations of existing range structures, training systems, and site improvements.

Project Justification

Originally designed for a 60-person department, the 20-plus year old firing range is now used by over 400 law enforcement professionals. General repairs are needed throughout the facility.

Impact on Annual Operating Expenses

Operational costs will likely increase with increased usage of the site.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	100,000	50,000	-	-	-	150,000
TOTAL SOURCES	**-**	**-**	**-**	**100,000**	**50,000**	**-**	**-**	**-**	**150,000**
USES									
Other	-	-	-	100,000	50,000	-	-	-	150,000
TOTAL USES	**-**	**-**	**-**	**100,000**	**50,000**	**-**	**-**	**-**	**150,000**

Police Services

Department Priority

Police Radio Battery & Microphone Replacement Cycle

7 of 14

CS, Equipment

Project Timeline: FY21 to Ongoing

Project Description

Establishment of a replacement cycle for officer radio batteries & microphones.

Project Justification

Department radios were issued with two battery packs each. The expected useful life of a battery pack is approximately two years. The ACCPD seeks to establish a fixed replacement cycle for radio battery packs to reduce strain upon the operating budget and ensure fund availability for battery pack replacement. Microphones must also be replaced periodically.

Impact on Annual Operating Expenses

There are no anticipated impacts upon operating expenses.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	43,800	43,800	-	43,800	43,800	175,200
TOTAL SOURCES	**-**	**-**	**-**	**43,800**	**43,800**	**-**	**43,800**	**43,800**	**175,200**
USES									
Capital - Machinery & Equip	-	-	-	43,800	43,800	-	43,800	43,800	175,200
TOTAL USES	**-**	**-**	**-**	**43,800**	**43,800**	**-**	**43,800**	**43,800**	**175,200**

Police Services

Department Priority

Mobile Command Center Replacement

8 of 14

CS, Vehicle

Project Timeline: FY22 to FY22

Project Description

Acquisition of a vehicle in support of operations and tactical communications at incident scenes and special events.

Project Justification

The department's Mobile Command Unit, a 2005 chassis and initially funded under the terms of a grant, is approaching the end of its anticipated service life and will need to be replaced as to ensure timely operational support and tactical communications at incident scenes and special events. This vehicle is not included in the ACCGOV Fleet Replacement Program.

Impact on Annual Operating Expenses

With the removal of the current Mobile Command Center from service, no additional impacts are anticipated.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	850,000	-	-	-	-	850,000
TOTAL SOURCES	**-**	**-**	**-**	**850,000**	**-**	**-**	**-**	**-**	**850,000**
USES									
Capital - Vehicles	-	-	-	850,000	-	-	-	-	850,000
TOTAL USES	**-**	**-**	**-**	**850,000**	**-**	**-**	**-**	**-**	**850,000**

Capital Detail by Department

Police Services Department Priority

ACCPD Network Server Replacement Lifecycle 9 of 14

CS, Equipment Project Timeline: FY21 to Ongoing

Project Description

The ACCPD employs a diversity of means to store its data, with both cloud and traditional servers. Critical data associated with records management, general departmental files, and videos (in-car and CCTV video feeds) are stored on servers housed at the ACCPD - servers which need to have a set replacement period.

Project Justification

Too often the ACCPD has leveraged the considerable skill of its information technology personnel to extend the life of its servers beyond standard replacement periods. Servers need to be replaced to meet growing data needs, infrastructure changes, and improvements in operating systems. We must have a set replacement cycle to allow for appropriate systems updates and strategic planning of associated software/systems.

Impact on Annual Operating Expenses

Not anticipated to affect annual operating expenses.

Financial Plan Project ID: c0748

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End. Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	25,000	25,000	25,000	25,000	25,000	125,000	250,000
TOTAL SOURCES	**-**	**-**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**250,000**
USES									
Other	-	-	25,000	25,000	25,000	25,000	25,000	125,000	250,000
TOTAL USES	**-**	**-**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**	**250,000**

Police Services Department Priority

Automatic License Plate Reader (ALPR) Equipment Lifecycle 10 of 14

CS, Equipment Project Timeline: FY21 to Ongoing

Project Description

To establish a replacement plan for all of the department's Automatic License Plate Readers (ALPRs). Currently, the ACCPD seeks to maintain three units to assist with operations.

Project Justification

Since this system can capture thousands of tags per hour, it provides an advanced level of safety for the public. The anticipated outcomes are:

-To remove unregistered vehicles and uninsured vehicles from our streets before they are involved in motor vehicle accidents with our citizens;
-To recover stolen vehicles and prosecute the offenders;
-To locate vehicles suspected of carrying abducted children and return the children home safely; and prosecute the offenders;
-To locate persons wanted for criminal offenses.

Impact on Annual Operating Expenses

Funding will need to cover the expenses for associated software programs.

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	30,000	-	30,000	-	30,000	90,000
TOTAL SOURCES	**-**	**-**	**-**	**30,000**	**-**	**30,000**	**-**	**30,000**	**90,000**
USES									
Capital - Machinery & Equip	-	-	-	30,000	-	30,000	-	30,000	90,000
TOTAL USES	**-**	**-**	**-**	**30,000**	**-**	**30,000**	**-**	**30,000**	**90,000**

Police Services Department Priority

Maintenance of Downtown Safety Camera System 11 of 14

CS, Equipment Project Timeline: 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 $60,000 every other 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	56,313	35,000	-	60,000	-	60,000	-	300,000	455,000
TOTAL SOURCES	**56,313**	**35,000**	**-**	**60,000**	**-**	**60,000**		**300,000**	**455,000**
USES									
Capital - Machinery & Equip	56,313	35,000	-	60,000	-	60,000	-	180,000	335,000
TOTAL USES	**56,313**	**35,000**	**-**	**60,000**	**-**	**60,000**		**180,000**	**335,000**

Police Services Department Priority

Emergency Medical Dispatch (EMD) Program 12 of 14

AI, Other Project Timeline: FY23 to Ongoing

Project Description

This request is a based on a growing need to implement an Emergency Medical Dispatch (EMD) program and address staffing and equipment needs surrounding the call handling and dispatch of medical calls in Athens-Clarke County. Such a program will take at least 3 years to fully develop and field.

Project Justification

This request addresses a fragmented system between dispatch operations involving National EMS and ACC Fire-Rescue. It also provides an EMD system with protocols that can be shared with callers who are able to begin patient care prior to the arrival of emergency medical personnel.

Impact on Annual Operating Expenses

Annual operating expenses will be affected by the proposed EMD program, yet are unknown at this time.

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	100,000	-	-	-	100,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**100,000**
USES									
Other	-	-	-	-	100,000	-	-	-	100,000
TOTAL USES	**-**	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**100,000**

Police Services

Department Priority

Mental Health Co-responder Team Vehicle

13 of 14

AI, Vehicles

Project Timeline: FY21 to FY21

Project Description

Purchase a vehicle for the new FY21 Mental Health Co-responder Team.

Project Justification

Purchasing this vehicle would allow the new Mental Health Co-responder Team to perform duties as required.

Impact on Annual Operating Expenses

There will be increased expenses associated with insurance, replacement, fuel and vehicle maintenance.

Financial Plan

Project ID: New

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End. Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	30,000	-	-	-	-	-	30,000
TOTAL SOURCES	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**
USES									
Vehicles	-	-	30,000	-	-	-	-	-	30,000
TOTAL USES	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**

Police Services Department Priority

E-911 Infrastructure Upgrades 14 of 14

AI, Infrastructure Project Timeline: FY21 to FY21

Project Description

Funding for this project will allow for upgrades to the emergency telephone infrastructure consistant with the funding recommendations to increase the ability for Athens-Clarke County to respond to emergency calls.

Project Justification

Increases in call volume necessitates expanding the infrastructure to timely provide support in emergency situations.

Impact on Annual Operating Expenses

No Impact

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
E-911 Fund	-	-	82,489	-	-	-	-	-	82,489
TOTAL SOURCES	**-**	**-**	**82,489**	**-**	**-**	**-**	**-**	**-**	**82,489**
USES									
Vehicles	-	-	82,489	-	-	-	-	-	82,489
TOTAL USES	**-**	**-**	**82,489**	**-**	**-**	**-**	**-**	**-**	**82,489**

Public Utilities

Department Priority

W&S Lines - Additions and Improvements

1 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	936,000	955,000	975,000	994,500	1,010,000	1,030,200	5,260,000	10,224,700
TOTAL SOURCES	**-**	**936,000**	**955,000**	**975,000**	**994,500**	**1,010,000**	**1,030,200**	**5,260,000**	**10,224,700**
USES									
Capital - Infrastructure	-	936,000	955,000	975,000	994,500	1,010,000	1,030,200	5,260,000	10,224,700
TOTAL USES	**-**	**936,000**	**955,000**	**975,000**	**994,500**	**1,010,000**	**1,030,200**	**5,260,000**	**10,224,700**

Public Utilities Department Priority

Meter and Water/Sewer Stub Additions 2 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	491,000	501,600	510,000	520,000	530,000	540,600	2,758,000	5,360,200
TOTAL SOURCES	**-**	**491,000**	**501,600**	**510,000**	**520,000**	**530,000**	**540,600**	**2,758,000**	**5,360,200**
USES									
Other	-	491,800	501,600	510,000	520,000	530,000	540,600	2,758,000	5,360,200
TOTAL USES	**-**	**491,800**	**501,600**	**510,000**	**520,000**	**530,000**	**540,600**	**2,758,000**	**5,360,200**

Public Utilities

Department Priority

Donated W&S Additions Management

3 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	224,000	226,800	230,000	234,600	239,000	243,800	1,246,000	2,420,200
TOTAL SOURCES	**-**	**224,000**	**226,800**	**230,000**	**234,600**	**239,000**	**243,800**	**1,246,000**	**2,420,200**
USES									
Other	-	224,000	226,800	230,000	234,600	239,000	243,800	1,246,000	2,420,200
TOTAL USES	**-**	**224,000**	**226,800**	**230,000**	**234,600**	**239,000**	**243,800**	**1,246,000**	**2,420,200**

Public Utilities Department Priority

Watershed Protection Long-Term Monitoring 4 of 18

CS, General Project Timeline: FY12 to 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	55,956	100,000	100,000	115,000	100,000	115,000	100,000	530,000	1,060,000
TOTAL SOURCES	**55,956**	**100,000**	**100,000**	**115,000**	**100,000**	**115,000**	**100,000**	**530,000**	**1,060,000**
USES									
Capital - Other	55,956	100,000	100,000	115,000	100,000	115,000	100,000	530,000	1,060,000
TOTAL USES	**55,956**	**100,000**	**100,000**	**115,000**	**100,000**	**115,000**	**100,000**	**530,000**	**1,060,000**

Capital Detail by Department

Public Utilities

Department Priority

Replace Water Meters

5 of 18

CS, Equipment

Project Timeline: Ongoing

Project Description

The approximate revenue generated/contributed annually for the Meter Replacement Program. This program's single purpose is to ensure that the water meters are replaced over a designated cycle to ensure accuracy is maintained. This project includes Automated Meter Infrastructure (AMI), which began in FY 2016.

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	4,899,803	365,000	365,000	365,000	365,000	365,000	365,000	1,825,000	3,650,000
Water & Sewer Fund	1,593,414	-	-	-	-	-	-	-	-
TOTAL SOURCES	**6,493,217**	**365,000**	**365,000**	**365,000**	**365,000**	**365,000**	**365,000**	**1,825,000**	**3,650,000**
USES									
Capital - Machinery & Equip	6,493,217	365,000	365,000	365,000	365,000	365,000	365,000	1,825,000	3,650,000
TOTAL USES	**6,493,217**	**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 18

CS, Infrastructure

Project Timeline: FY12 to 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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	33,464,244	9,951,800	5,000,000	5,000,000	4,000,000	6,000,000	6,000,000	30,000,000	56,000,000
TOTAL SOURCES	**33,464,244**	**9,951,800**	**5,000,000**	**5,000,000**	**4,000,000**	**6,000,000**	**6,000,000**	**30,000,000**	**56,000,000**
USES									
Capital - Infrastructure	33,464,244	9,951,800	5,000,000	5,000,000	4,000,000	6,000,000	6,000,000	30,000,000	56,000,000
TOTAL USES	**33,464,244**	**9,951,800**	**5,000,000**	**5,000,000**	**4,000,000**	**6,000,000**	**6,000,000**	**30,000,000**	**56,000,000**

Public Utilities

Department Priority

Extend Wastewater Collection System

7 of 18

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. Bond money will be used for the Upper North Oconee sewer line improvements. This placeholder capital project thus provides a funding source should Mayor and Commission decide to extend the sewer system.

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	4,902,073	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	**4,902,073**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**5,000,000**	**5,500,000**
USES									
Capital - Infrastructure	100,000	100,000	100,000	100,000	100,000	100,000	100,000	5,000,000	5,500,000
TOTAL USES	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**5,000,000**	**5,500,000**

Public Utilities Department Priority

Replace and Upgrade Facilities and Equipment 8 of 18

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	11,705,761	5,300,000	3,300,000	3,400,000	3,450,000	3,300,000	3,450,000	17,250,000	34,150,000
W&S Bonds Const. Fund	1,304,022	-	-	-	-	-	-	-	-
TOTAL SOURCES	**11,705,761**	**5,300,000**	**3,300,000**	**3,400,000**	**3,450,000**	**3,300,000**	**3,450,000**	**17,250,000**	**34,150,000**
USES									
Capital - Machinery & Equip	11,705,761	5,300,000	3,300,000	3,400,000	3,450,000	3,300,000	3,450,000	17,250,000	34,150,000
TOTAL USES	**11,705,761**	**5,300,000**	**3,300,000**	**3,400,000**	**3,450,000**	**3,300,000**	**3,450,000**	**17,250,000**	**34,150,000**

Public Utilities

Department Priority

Rehabilitate and Replace Water Lines

9 of 18

CS, Infrastructure

Project Timeline: FY17 to 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	1,297,737	2,750,000	3,000,000	3,000,000	3,000,000	4,000,000	4,000,000	20,000,000	37,000,000
TOTAL SOURCES	**1,297,737**	**2,750,000**	**3,000,000**	**3,000,000**	**3,000,000**	**4,000,000**	**4,000,000**	**20,000,000**	**37,000,000**
USES									
Capital - Infrastructure	1,297,737	2,750,000	3,000,000	3,000,000	3,000,000	4,000,000	4,000,000	20,000,000	37,000,000
TOTAL USES	**1,297,737**	**2,750,000**	**3,000,000**	**3,000,000**	**3,000,000**	**4,000,000**	**4,000,000**	**20,000,000**	**37,000,000**

Public Utilities Department Priority

Relocate Water & Sewer Lines for DOT Projects 10 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	505,055	100,000	2,000,000	100,000	100,000	100,000	100,000	500,000	2,900,000
TOTAL SOURCES	**505,055**	**100,000**	**2,000,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**2,900,000**
USES									
Capital - Infrastructure	505,055	100,000	2,000,000	100,000	100,000	100,000	100,000	500,000	2,900,000
TOTAL USES	**505,055**	**100,000**	**2,000,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**2,900,000**

Public Utilities Department Priority

Manage and Reuse Residual Solids 11 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	1,736,349	1,500,000	6,380,000	4,780,000	300,000	300,000	300,000	1,500,000	13,560,000
TOTAL SOURCES	**1,736,349**	**1,500,000**	**6,380,000**	**4,780,000**	**300,000**	**300,000**	**300,000**	**1,500,000**	**13,560,000**
USES									
Capital - Const.	1,736,349	1,500,000	6,380,000	4,780,000	300,000	300,000	300,000	1,500,000	13,560,000
TOTAL USES	**1,736,349**	**1,500,000**	**6,380,000**	**4,780,000**	**300,000**	**300,000**	**300,000**	**1,500,000**	**13,560,000**

Public Utilities

Department Priority

Improve Water Supply Reliability

12 of 18

CS, Infrastructure

Project Timeline: FY18 to FY38

Project Description

Implement the first phase of a non-potable recycled water utility consistent with an overarching master plan of non-potable and potable reuse and to develop a water storage facility and conveyance of raw water. The non-potable water utility makes existing ratepayers less vulnerable to water shortages by switching bulk users of potable water to non-potable water (recycling of wastewater). Additional raw water storage provides water during protracted drought, nearly drought-proofing the community into the foreseeable future.

Project Justification

Part of the intent of a reuse system is to displace demand on potable supplies; non-potable 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, purified recycled water could be mixed with raw water in the storage facility described below, thus providing an additional source of water to the drinking water treatment plant.

Additional raw water storage is also an element of a larger strategy to drought-proof existing supplies by making available raw water when the rivers and/or Bear Creek Reservoir are unavailable due to drought or other issues. 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.

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Water & Sewer Const. Fund	5,986,341	3,500,000	4,479,000	2,300,000	1,910,000	2,376,000	2,520,000	70,060,000	83,645,000
TOTAL SOURCES	**5,986,341**	**3,500,000**	**4,479,000**	**2,300,000**	**1,910,000**	**2,376,000**	**2,520,000**	**70,060,000**	**83,645,000**
USES									
Capital - Other	5,986,341	3,500,000	4,479,000	2,300,000	1,910,000	2,376,000	2,520,000	70,060,000	83,645,000
TOTAL USES	**5,986,341**	**3,500,000**	**4,479,000**	**2,300,000**	**1,910,000**	**2,376,000**	**2,520,000**	**70,060,000**	**83,645,000**

Public Utilities

Department Priority

W&S Contribution to Economic Development

13 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	671,013	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL SOURCES	**671,013**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**500,000**	**1,000,000**
USES									
Capital - Other	671,013	100,000	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
TOTAL USES	**671,013**	**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 18

CS, Equipment Project Timeline: Ongoing

Project Description

Investigate alternative sources of energy for water and wastewater treatment if determined to be feasible and cost neutral. 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	62,813	50,000	50,000	50,000	50,000	50,000	50,000	500,000	750,000
TOTAL SOURCES	**62,813**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**750,000**
USES									
Capital - Site Improvements	62,813	50,000	50,000	50,000	50,000	50,000	50,000	500,000	750,000
TOTAL USES	**62,813**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**750,000**

Capital Detail by Department

Public Utilities Department Priority

WRF Phosphorous Improvements 15 of 18

AI, Equipment Project Timeline: FY19 to 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	-	-	9,000,000	5,500,000	2,000,000	-	-	-	16,500,000
W&S Bonds Const. Fund	3,977,580	-	-	-	-	-	-	-	-
TOTAL SOURCES	**3,977,580**	**-**	**9,000,000**	**5,500,000**	**2,000,000**	**-**	**-**	**-**	**16,500,000**
USES									
Capital - Site Improvements	3,977,580	-	9,000,000	5,500,000	2,000,000	-	-	-	16,500,000
TOTAL USES	**3,977,580**	**-**	**9,000,000**	**5,500,000**	**2,000,000**	**-**	**-**	**-**	**16,500,000**

Public Utilities Department Priority

Water & Sewer Additions and Improvements 16 of 18

AI, Infrastructure Project Timeline: FY21 to Ongoing

Project Description

This project provides annual funding to cover projects which do not fall under any of the other categories, such as replacement/repair of damaged river crossings, replacement of old and/or deteriorated water mains and sewer lines, minor projects to meet new regulatory requirements, etc.

Project Justification

To provide a consistent level of funding for repairs and replacements to water/sewer lines, which are not identified in other named projects, to avoid spikes in the water rates. The level of funding is based on average annual expenditures.

Impact on Annual Operating Expenses

N/A

Financial Plan Project ID: c0104

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	748,210	-	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
TOTAL SOURCES	**748,210**	**-**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**	**2,000,000**
USES									
Capital - Infrastructure	748,210	-	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
TOTAL USES	**748,210**	**-**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**	**2,000,000**

Public Utilities

Department Priority

Downtown Infrastructure Improvements

17 of 18

AI, Infrastructure

Project Timeline: FY21 to Ongoing

Project Description

Replace and upgrade water & sewer mains. Existing water & sewer lines and service connections and water meters will be upgraded and/or replaced along the route of the water main replacement. This project addresses some of the oldest water mains in the ACC-PUD system.

Project Justification

The scope of this project has been expanded to include areas adjoining the downtown area. The project duration is indefinite.

Impact on Annual Operating Expenses

N/A

Financial Plan

Project ID: c0254

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	1,236,667	-	300,000	300,000	300,000	300,000	300,000	1,500,000	3,000,000
TOTAL SOURCES	**1,236,667**	**-**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**1,500,000**	**3,000,000**
USES									
Capital - Infrastructure	1,236,667	-	300,000	300,000	300,000	300,000	300,000	1,500,000	3,000,000
TOTAL USES	**1,236,667**	**-**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**1,500,000**	**3,000,000**

Public Utilities Department Priority

Renovate/Expand W&S/Meter Mgt Construction Facility 18 of 18

CS, Infrastructure Project Timeline: FY21 to FY23

Project Description

Determine the location, design and construct a building which can house both the Water & Sewer and Meter Management division staff. To provide an adequate facility for existing and future requirements inclusive of vehicular and equipment parking and a materials storage area.

Project Justification

This project accommodates the long-range goal of the Water Treatment Plant Master Plan in regards to future expansion and plant upgrades. The new facility will provide adequate office and equipment space for staff, and future land purchases will be offset by the sale of land on Alexander Street owned by ACC PUD. This project aligns with the Healthy, Livable, Sustainable Athens-Clarke County FY20 M&C Strategic Commitments.

Impact on Annual Operating Expenses

N/A

Financial Plan

Project ID: c0647

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Water & Sewer Const. Fund	1,832,462	-	400,000	850,000	7,250,000	-	-	-	8,500,000
TOTAL SOURCES	**1,832,462**	**-**	**400,000**	**850,000**	**7,250,000**	**-**	**-**	**-**	**8,500,000**
USES									
Capital - Infrastructure	1,832,462	-	400,000	-	-	-	-	-	400,000
Capital - Const.	-	-	-	850,000	7,250,000	-	-	-	8,100,000
TOTAL USES	**1,832,462**	**-**	**400,000**	**850,000**	**7,250,000**	**-**	**-**	**-**	**8,500,000**

Capital Detail by Department

Sheriff

Department Priority

Public Safety Initiative -Equip Tech

1 of 6

CS, Equipment

Project Timeline: FY05 to 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. 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	34,075	-	30,000	30,000	30,000	30,000	30,000	150,000	300,000
TOTAL SOURCES	**34,075**	**-**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**150,000**	**300,000**
USES									
Capital - Machinery & Equip	34,075	-	30,000	30,000	30,000	30,000	30,000	150,000	300,000
TOTAL USES	**34,075**	**-**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**150,000**	**300,000**

Sheriff

Department Priority

Tasers and Related Equipment

2 of 6

CS, Public Safety Equipment

Project Timeline: FY21 to Ongoing

Project Description

This project will provide provision and replacement for fifty (50) Tasers and support equipment (Holsters, cartridges, batteries, etc.) for the Sheriff's Office. This project includes an extended warranty for the equipment.

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. Given the cost of the equipment and a life cycle of 5 years, the annual replacement cost is estimated at $20,571.00.

Financial Plan

Project ID: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	103,000	-	-	-	103,000	206,000
TOTAL SOURCES	**-**	**-**	**-**	**103,000**	**-**	**-**	**-**	**103,000**	**206,000**
USES									
Capital - Machinery & Equip	-	-	-	103,000	-	-	-	103,000	206,000
TOTAL USES	**-**	**-**	**-**	**103,000**	**-**	**-**	**-**	**103,000**	**206,000**

Capital Detail by Department

Sheriff

Department Priority

Replace Mobile Data Computers

3 of 6

CS, Equipment

Project Timeline: FY10 to 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 due to the service requirement of 8 additional mobile data computers (Currently have an inventory of 12 to increase inventory to 20) . Annual Replacement Costs = $15,200

Financial Plan

Project ID: c0715

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	-	-	-	76,000	-	-	-	76,000	152,000
TOTAL SOURCES	**-**	**-**	**-**	**76,000**	**-**	**-**	**-**	**76,000**	**152,000**
USES									
Capital - Machinery & Equip	-	-	-	76,000	-	-	-	76,000	152,000
TOTAL USES	**-**	**-**	**-**	**76,000**	**-**	**-**	**-**	**76,000**	**152,000**

Sheriff

Department Priority

Body Worn Cameras

4 of 6

CS, Public Safety Equipment

Project Timeline: FY23 to Ongoing

Project Description

Provide replacement Body Worn Camera to Sheriff Jail Section (125 units) in FY23 and Field Section (25 units) in FY25. Included in the first year pricing for the jail and field is the camera purchase, service, software, support, and video storage. Life expectacy for equipment is 5 years.

Project Justification

Body Worn Cameras (BWC) contribute to safety, transparency, and accountability of 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 inmate/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 will be $60,000 per year after the initial purchase year for video storage.

Financial Plan

Project ID: c0796

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	300,000	-	50,000	350,000	700,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**300,000**	**-**	**50,000**	**350,000**	**700,000**
USES									
Capital - Machinery & Equip	-	-	-	-	300,000	-	50,000	350,000	700,000
TOTAL USES	**-**	**-**	**-**	**-**	**300,000**	**-**	**50,000**	**350,000**	**700,000**

Capital Detail by Department

Sheriff

Department Priority

Replace Courthouse Security Equipment

5 of 6

CS, Equipment

Project Timeline: FY05 to 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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*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**

Sheriff

Department Priority

Replace Prisoner Transport Bus

6 of 6

CS, Transportation

Project Timeline: FY00 to 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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**

Capital Detail by Department

Solid Waste

Department Priority

Replace Track Excavator

1 of 18

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. The 2001 track excavator needs to be replaced in FY21.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: N/A

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *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 Bulldozer

2 of 18

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 . Historically, their useful life has been seven years althought five years is a better estimate. 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 and the 2016 will be replaced in FY23-FY25. Pricing was increased in FY21 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	12,513	300,000	140,000	140,000	140,000	140,000	140,000	280,000	1,280,000
TOTAL SOURCES	**12,513**	**300,000**	**140,000**	**140,000**	**140,000**	**140,000**	**140,000**	**280,000**	**1,280,000**
USES									
Capital - Machinery & Equip	12,513	300,000	140,000	140,000	140,000	140,000	140,000	280,000	1,280,000
TOTAL USES	**12,513**	**300,000**	**140,000**	**140,000**	**140,000**	**140,000**	**140,000**	**280,000**	**1,280,000**

Solid Waste

Department Priority

Replace Trash Compactor

3 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	-	450,000	450,000	450,000	450,000	1,800,000	3,600,000
TOTAL SOURCES	**-**	**-**	**-**	**450,000**	**450,000**	**450,000**	**450,000**	**1,800,000**	**3,600,000**
USES									
Capital - Vehicles	-	-	-	450,000	450,000	450,000	450,000	1,800,000	3,600,000
TOTAL USES	**-**	**-**	**-**	**450,000**	**450,000**	**450,000**	**450,000**	**1,800,000**	**3,600,000**

Solid Waste

Department Priority

Replace Dump Truck (25 yard articulating)

4 of 18

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 2016 Volvo and 2019 Caterpillar. The vehicles have a useful operational life of approximately 15 years. 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.

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	134,000	134,000	-	-	-	-	400,000	668,000
TOTAL SOURCES	**-**	**134,000**	**134,000**	**-**	**-**	**-**	**-**	**400,000**	**668,000**
USES									
Capital - Vehicles	-	134,000	134,000	-	-	-	-	400,000	668,000
TOTAL USES	**-**	**134,000**	**134,000**	**-**	**-**	**-**	**-**	**400,000**	**668,000**

Capital Detail by Department

Solid Waste

Department Priority

Replace Loaders (Compost Operations)

5 of 18

CS, Equipment

Project Timeline: FY24 to Ongoing

Project Description

Replace current 2009 loader that was purchased in 2009.

Project Justification

This loader is used to load, bulk compost sales and move/mix material in composting operations.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: New

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End. Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	-	-	-	75,000	75,000	75,000	-	-	225,000
TOTAL SOURCES	**-**	**-**	**-**	**75,000**	**75,000**	**75,000**	**-**	**-**	**225,000**
USES									
Capital - Machinery & Equip	-	-	-	75,000	75,000	75,000	-	-	225,000
TOTAL USES	**-**	**-**	**-**	**75,000**	**75,000**	**75,000**	**-**	**-**	**225,000**

Solid Waste Department Priority

Purchase Skid Steer (Compost Loading) 6 of 18

CS, Equipment Project Timeline: FY22 to Ongoing

Project Description

Purchase skid steer (small loader) for loading compost into customer vehicles.

Project Justification

Small loader is needed to load purchased compost in to customer vehicles. Without a loader landfill staff would not be able to load finished compost into smaller vehicles (trucks) around the MRF (red building).

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	60,000					-	60,000
TOTAL SOURCES	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**-**	**60,000**
USES									
Capital - Machinery & Equip	-	-	60,000	-	-	-	-	-	60,000
TOTAL USES	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**-**	**60,000**

Capital Detail by Department

Solid Waste

Department Priority

Purchase Replacement Road Tractor

7 of 18

CS, Equipment

Project Timeline: FY22 to FY24

Project Description

Replacement of road tractor used at the landfill to haul semi-trailers with trash, recycling, fuel and/or leachate. This purchase would replace the 2010 road tractor. This purchase would take place in FY25.

Project Justification

Road tractors are used daily at the landfill to transport various materials. Semi-trailers are used to collect materials that are later delivered to the landfill working face; recyclable materials to the RMPF; leachate to recirculate; and fuel tank moving, as needed. Out year funding would be used to replace the 2010 Freightliner M2-112 road tractor through the GMA Load Pool Program.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: New

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End. Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	-	-	-	67,000	67,000	67,000		-	201,000
TOTAL SOURCES	**-**	**-**	**-**	**67,000**	**67,000**	**67,000**	**-**	**-**	**201,000**
USES									
Capital - Vehicles	-	-	-	67,000	67,000	67,000	-	-	201,000
TOTAL USES	**-**	**-**	**-**	**67,000**	**67,000**	**67,000**	**-**	**-**	**201,000**

Solid Waste

Department Priority

Replace Two Kubota Tractors

8 of 18

CS, Equipment

Project Timeline: FY24 to Ongoing

Project Description

Replace current 2010 and 2011 Kubota composting tractors.

Project Justification

These tractors are needed to mix feedstocks (carbon and nitrogen) and make the aerated compost piles.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	-	34,000	68,000	68,000	34,000	-	204,000
TOTAL SOURCES	**-**	**-**	**-**	**34,000**	**68,000**	**68,000**	**34,000**	**-**	**204,000**
USES									
Capital - Machinery & Equip	-	-	-	34,000	68,000	68,000	34,000	-	204,000
TOTAL USES	**-**	**-**	**-**	**34,000**	**68,000**	**68,000**	**34,000**	**-**	**204,000**

Solid Waste

Department Priority

Replace Glass Crusher in RMPF

9 of 18

CS, Equipment

Project Timeline: FY21 to Ongoing

Project Description

Replace the glass crusher in the RMPF.

Project Justification

This is a request to maintain the RMPF. The glass crusher removes glass off the line first and crushes the glass then directs the glass through a series of conveyor belts out outside for storage prior to pick-up for shipping to another processor.

Impact on Annual Operating Expenses

Minimal.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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 OCC Decks 10 of 18

CS, Equipment Project Timeline: FY21 to Ongoing

Project Description

Replace the Old Corrugated Container (OCC) decks at the Recovered Material Processing Facility (RMPF).

Project Justification

This is a request to maintain the RMPF. The OCC decks separate OCC from the rest of the recycling stream. If this is not replaced, OCC will not be properly separated and this deck, if not operating properly, can shut down the entire single stream system.

Impact on Annual Operating Expenses

Minimal due to private contractor operating the facility.

Financial Plan Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	-	60,000	-	-	-	-	60,000
TOTAL SOURCES	**-**	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**60,000**
USES									
Capital - Machinery & Equip	-	-	-	60,000	-	-	-	-	60,000
TOTAL USES	**-**	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**60,000**

Solid Waste

Department Priority

Replace RMPF Tip Floors

11 of 18

CS, Equipment

Project Timeline: FY21 to Ongoing

Project Description

Replace the Recovered Material Processing Facility(RMPF) tip floors.

Project Justification

This is a request to maintain the RMPF. The tip floors are concrete floors that hold material prior to processing. If not replaced appropriately, the damage can affect the infrastructure of the RMPF.

Impact on Annual Operating Expenses

Minimal due to private contractor operating the facility.

Financial Plan

Project ID: New

	FY19 *End. Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	-	65,000	65,000	-	-	-	130,000
TOTAL SOURCES	**-**	**-**	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**130,000**
USES									
Capital - Machinery & Equip	-	-	-	65,000	65,000	-	-	-	60,000
TOTAL USES	**-**	**-**	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**130,000**

Solid Waste

Department Priority

Replace Track Loader

12 of 18

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	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**

Capital Detail by Department

Solid Waste

Department Priority

Replace Walking Floor Trailer (1986)

13 of 18

CS, Equipment

Project Timeline: FY23 to 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	-	-	33,000	33,000	33,000		-	99,000
TOTAL SOURCES	**-**	**-**	**-**	**33,000**	**33,000**	**33,000**	**-**	**-**	**99,000**
USES									
Capital - Machinery & Equip	-	-	-	33,000	33,000	33,000	-	-	99,000
TOTAL USES	**-**	**-**	**-**	**33,000**	**33,000**	**33,000**	**-**	**-**	**99,000**

Solid Waste

Department Priority

Replace Trommel Screen in Compost Operations

14 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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 - Machinery & Equip	-	-	67,000	67,000	67,000	-	-	-	201,000
TOTAL USES	**-**	**-**	**67,000**	**67,000**	**67,000**	**-**	**-**	**-**	**201,000**

Solid Waste

Department Priority

Belt Replacements for RMPF

15 of 18

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: c0797

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *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

Replacement Roll-Off Container Truck

16 of 18

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 , 2012, and 2018 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 since biosolid hauling ceased. The use of the Georgia Municipal Association loan program allows funding to be spread over a three year period. The 2006 was given to the landfill for to replace the 2003. The 2012 will be replaced during the FY21-FY23 cycle. Tentative, 2018 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Landfill Fund	-	59,000	70,000	70,000	70,000	-	-	210,000	479,000
TOTAL SOURCES	**-**	**59,000**	**70,000**	**70,000**	**70,000**	**-**	**-**	**210,000**	**479,000**
USES									
Capital - Vehicles	-	59,000	70,000	70,000	70,000	-	-	210,000	479,000
TOTAL USES	**-**	**59,000**	**70,000**	**70,000**	**70,000**	**-**	**-**	**210,000**	**479,000**

Capital Detail by Department

Solid Waste

Department Priority

Replace Windrow Turner in Compost Operations

17 of 18

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

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Landfill Fund	-	-	-	50,000	50,000	50,000	-	-	150,000
TOTAL SOURCES	**-**	**-**	**-**	**50,000**	**50,000**	**50,000**	**-**	**-**	**150,000**
USES									
Capital - Machinery & Equip	-	-	-	50,000	50,000	50,000	-	-	150,000
TOTAL USES	**-**	**-**	**-**	**50,000**	**50,000**	**50,000**	**-**	**-**	**150,000**

Solid Waste

Department Priority

Closure of Landfill- Phase 1 & 2 Areas

18 of 18

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *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**

Capital Detail by Department

Solid Waste

Department Priority

Replace Automated Refuse/Recycling Truck

1 of 3

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 and four of these trucks are

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 in approximately three years with the reduction in personnel and maintenance costs. Four of the original 2015 Mack/Labrie, automated sideloaders will be replaced in FY20. The other two will be replaced in FY21-FY22. These trucks are on a five year replacement cycle.

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Solid Waste Fund	1,080,000	200,000	310,000	310,000	310,000	310,000	310,000	620,000	2,370,000
TOTAL SOURCES	**1,080,000**	**200,000**	**310,000**	**310,000**	**310,000**	**310,000**	**310,000**	**620,000**	**2,370,000**
USES									
Capital - Vehicles	1,080,000	200,000	310,000	310,000	310,000	310,000	310,000	620,000	2,370,000
TOTAL USES	**1,080,000**	**200,000**	**310,000**	**310,000**	**310,000**	**310,000**	**310,000**	**620,000**	**2,370,000**

Solid Waste Department Priority

Replace Commercial Dumpster Collection Front-end Loader 2 of 3

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 seven (7) 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. 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Solid Waste Fund	85,380	180,000	90,000	90,000	90,000	90,000	90,000	270,000	900,000
TOTAL SOURCES	**85,380**	**180,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**270,000**	**900,000**
USES									
Capital - Vehicles	85,380	180,000	90,000	90,000	90,000	90,000	90,000	270,000	900,000
TOTAL USES	**85,380**	**180,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	**270,000**	**900,000**

Solid Waste

Department Priority

Replace Mini-Packer Trucks

3 of 3

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). Replace one 2018 Isuzu NQR/NPR mini-packer that is used daily to service Commercial, Curbside Trash and Recycling Customers throughout Athens-Clarke County.

Project Justification

The Solid Waste Department currently uses four (4) 2015 mini-packer trucks for the residential and commercial curbside operations. The Solid Waste Department currently uses one Isuzu mini-packer to service over 100 small commercial businesses five days a week. These trucks should be replaced every five 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. Three of the four 2015 Hino mini-packers will be replaced in FY20.

Impact on Annual Operating Expenses

Initial maintenance cost would be lower due to warranty coverage.

Financial Plan

Project ID: c0800

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
Solid Waste Fund	-	169,000	135,000	135,000	-	34,000	34,000	442,000	949,000
TOTAL SOURCES	**-**	**169,000**	**135,000**	**135,000**	**-**	**34,000**	**34,000**	**442,000**	**949,000**
USES									
Capital - Vehicles	-	169,000	135,000	135,000	-	34,000	34,000	442,000	949,000
TOTAL USES	**-**	**169,000**	**135,000**	**135,000**	**-**	**34,000**	**34,000**	**442,000**	**949,000**

Transit

Department Priority

Matching Funds for Transit Capital Improvement Grants

1 of 2

CS, Transportation

Project Timeline: Ongoing

Project Description

Funding provides the local match funds for various Federal and State Transit Capital Grants not funded by SPLOST or TSPLOST. Typical grant funding is 80% Federal-20% local match. Some projects may receive a 10% state match, if State funding is appropriated, reducing local match to 10%. 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 approved 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. Based on the currently alloacted budget, the department will Carry Forward $31,020 of funding from the sale of surplus buses and equipment, thereby reducing the FY21 GF request to $44,000. (Note: No GF match has been required for the last three fiscal years, because the department funded the local match to the grants with revenues from the sale of surplus buses and equipment.

Project Justification

The Federal Transit Administration and the Georgia Department of Transportation recommend replacement of transit buses when they are 10 or 12 years old and vans when they are 5 or 7 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 FY21 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 2020, will not be delivered until spring of calendar 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 and and TSPLOST 2017 programs 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. SPLOST and TSPLOST funding currently will not pay local match for capital maintenance items, spare parts, tires and and other capital equipment replacements.

Financial Plan

Project ID: c0376

	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26-30	Total
	End Bal.	*Budget*	*Approved*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*	*Proposed*
SOURCES									
General Capital Fund	70,020	-	-	75,000	80,000	80,000	80,000	400,000	715,000
TOTAL SOURCES	**70,020**	**-**	**-**	**75,000**	**80,000**	**80,000**	**80,000**	**400,000**	**715,000**
USES									
Capital - Vehicles/Facilities	70,020	-	-	75,000	80,000	80,000	80,000	400,000	715,000
TOTAL USES	**70,020**	**-**	**-**	**75,000**	**80,000**	**80,000**	**80,000**	**400,000**	**715,000**

Transit Department Priority

Update Transit Plans and Transit Studies 2 of 2

AI, Transportation Project Timeline: FY19 to 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 FY21 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	30,000	-	-	-	150,000	180,000
TOTAL SOURCES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**150,000**	**180,000**
USES									
Capital - Other	-	-	-	30,000	-	-	-	150,000	180,000
TOTAL USES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**150,000**	**180,000**

Transportation & Public Works

Department Priority

Signal Replacement

1 of 12

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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity

Relevant Departmental Performance Measure: "Annual Signal Rebuilds". Goal: >8% of signal network rebuilt; 5-year average: 2.2%; FY20 Pace: 2.3%

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 FY25, considering costs of a new traffic signal to range between $150k and $200k in present dollars. Specifically, Traffic Engineering would be able deliver 21 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	64,958	100,000	200,000	460,000	620,000	829,000	1,058,000	5,287,500	8,554,500
TOTAL SOURCES	**64,958**	**100,000**	**200,000**	**460,000**	**620,000**	**829,000**	**1,058,000**	**5,287,500**	**8,554,500**
USES									
Capital - Infrastructure	64,958	100,000	200,000	460,000	620,000	829,000	1,058,000	5,287,500	8,554,500
TOTAL USES	**64,958**	**100,000**	**200,000**	**460,000**	**620,000**	**829,000**	**1,058,000**	**5,287,500**	**8,554,500**

Transportation & Public Works

Department Priority

Expand Fiber Optic Cable Communications System

2 of 12

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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity

Relevant Departmental Performance Measure: "Percentage of Signal Network with fiber connection". Goal: 100%; 5-year average: New for FY20; FY20 Pace: 40%

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	10,341	30,000	-	60,000	30,000	30,000	40,000	200,000	390,000
TOTAL SOURCES	**10,341**	**30,000**	**-**	**60,000**	**30,000**	**30,000**	**40,000**	**200,000**	**390,000**
USES									
Capital - Infrastructure	10,341	30,000	-	60,000	30,000	30,000	40,000	200,000	390,000
TOTAL USES	**10,341**	**30,000**	**-**	**60,000**	**30,000**	**30,000**	**40,000**	**200,000**	**390,000**

Transportation & Public Works Department Priority

Traffic Data Collection 3 of 12

AI, Transportation Project Timeline: FY18 to 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 that inform roadway safety data for the development of sidewalks, bike lanes, etc. 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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity; Safe and Prepared Community
Relevant Departmental Performance Measure: "Crashes per vehicle miles traveled". Goal: Decrease Annually; 5-year average: 7.2% decrease;
FY20 Pace: 6.9% decrease

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. This project also provides funding for a Vision Zero intern focused on collecting vehicle, bike, and pedestrian crash data.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0759

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	12,632	30,000	30,000	30,000	30,000	30,000	30,000	150,000	330,000
TOTAL SOURCES	**12,632**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**150,000**	**330,000**
USES									
Capital - Other	12,632	30,000	30,000	30,000	30,000	30,000	30,000	150,000	330,000
TOTAL USES	**12,632**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**150,000**	**330,000**

Transportation & Public Works

Department Priority

Sidewalk and Other Improvements

4 of 12

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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity; Informed and Engaged Citizens

Relevant Departmental Performance Measure: "Percentage of Roadway Network with pedestrian facilities". Goal: Data Only; 5-year average: 32.2%; FY20 Pace: 32.4%

The previous FY20 budget year incorporates 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. However, SPLOST and TSPLOST funding can only be applied specifically to construction projects, and these must come through the Athens in Motion (AiM) Master Plan. There are further funding needs for Pedestrian education and outreach, as well as small-scale pedestrian projects outside of the scope of AiM that can't be met through current SPLOST capital (constituent- and commission-requested sidewalk improvements) that require supplemental general capital funds.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0071

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	23,168	-	-	80,000	40,000	40,000	40,000	200,000	400,000
TOTAL SOURCES	**23,168**	**-**	**-**	**80,000**	**40,000**	**40,000**	**40,000**	**200,000**	**400,000**
USES									
Capital - Infrastructure	23,168	-	-	-	-	20,000	20,000	100,000	140,000
Capital - Other	-	-	-	80,000	40,000	20,000	20,000	100,000	260,000
TOTAL USES	**23,168**	**-**	**-**	**80,000**	**40,000**	**40,000**	**40,000**	**200,000**	**400,000**

Transportation & Public Works Department Priority

Roadway Safety Devices Life Cycle Replacement 5 of 12

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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity; Safe and Prepared Community
Relevant Departmental Performance Measure: "Annual Striping". Goal: >12% of roadway network restriped; 5-year average: 3.8%; FY20 Pace: 6.4%

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 520 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 FY25 considering an average remarking cost of $8,800 per lane mile to install through contracted labor. Additionally, guardrail has historically been repaired through Safety & Risk contingency funds, which are no longer available. The proposed funding levels would allow staff to repair approximately 4-5 critically damaged guardrail sections annually.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0428

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	115,793	75,000	130,000	200,000	270,000	340,000	488,000	2,050,000	3,553,000
TOTAL SOURCES	**115,793**	**75,000**	**130,000**	**200,000**	**270,000**	**340,000**	**488,000**	**2,050,000**	**3,553,000**
USES									
Capital - Infrastructure	115,793	75,000	130,000	200,000	270,000	340,000	488,000	2,050,000	3,553,000
TOTAL USES	**115,793**	**75,000**	**130,000**	**200,000**	**270,000**	**340,000**	**488,000**	**2,050,000**	**3,553,000**

Capital Detail by Department

Transportation & Public Works Department Priority

Upgrade Overhead Street Name Signs 6 of 12

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 with 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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity; Safe and Prepared Community

Relevant Departmental Performance Measure: "Annual Sign Replacements". Goal: >8% of sign network replaced; 5-year average: 4.7%; FY20 Pace: 6.4%

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 12 years, and there are approximately 33,000 signs in Athens-Clarke County. Current funding only provides for a 50-year life cycle, in non-compliance with MUTCD requirements. The proposed funding levels would achieve a sustainable 12-year replacement cycle by FY25 considering an average replacement cost per sign of $200.

Impact on Annual Operating Expenses

No Impact

Financial Plan

Project ID: c0544

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	36,836	150,000	150,000	312,000	406,000	500,000	550,000	3,300,000	5,368,000
TOTAL SOURCES	**36,836**	**150,000**	**150,000**	**312,000**	**406,000**	**500,000**	**550,000**	**3,300,000**	**5,368,000**
USES									
Capital - Infrastructure	36,836	150,000	150,000	312,000	406,000	500,000	550,000	3,300,000	5,368,000
TOTAL USES	**36,836**	**150,000**	**150,000**	**312,000**	**406,000**	**500,000**	**550,000**	**3,300,000**	**5,368,000**

Transportation & Public Works Department Priority

Local Road Improvement Projects 7 of 12

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. This program also provides funding for roadway and intersection studies, as well as asset mapping assistance, as well as a portion of the ROW Agent's salary and benefits when assigned to capital projects.

Project Justification

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity
Relevant Departmental Performance Measure: "Overall Arterial Level of Service (LOS)". Goal: C (on A to F grading scale); 5-year average: New for FY21; FY20 Pace: New for FY21

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.

Impact on Annual Operating Expenses

The ROW Agent position is 80% funded through Local General Capital funds, thereby reducing Annual Operating Expenses by ≈$65,000 each year (adjusted for inflation)

Financial Plan

Project ID: c0281

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	304,870	-	-	178,000	100,000	125,000	125,000	625,000	1,153,000
TOTAL SOURCES	**304,870**	**-**	**-**	**178,000**	**100,000**	**125,000**	**125,000**	**625,000**	**1,153,000**
USES									
Capital - Infrastructure	244,870	-	-	178,000	100,000	125,000	125,000	251,500	779,500
Capital - Other	60,000	-	-	-	-	-	-	373,500	373,500
TOTAL USES	**304,870**	**-**	**-**	**178,000**	**100,000**	**125,000**	**125,000**	**625,000**	**1,153,000**

Capital Detail by Department

Transportation & Public Works

Department Priority

Pavement Maintenance Program

8 of 12

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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity

Relevant Departmental Performance Measure: "Pavement Network Conditions". Goal: >70% of roadway network in good or excellent condition; 5-year average: 45.9%; FY20 Pace: 45.1%

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 $5.6 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 FY24. 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. The Current TSPLOST addresses the existing paving deficit list, not on-going life cycle needs. Future TSPLOST funding would supplement life cycle needs.

Impact on Annual Operating Expenses

Both PMP Inspector positions are fully funded through PMP Capital funds (one through General Capital and the other through TSPLOST, thereby reducing Annual Operating Expenses by ≈$162,000 each year (adjusted for inflation).

Financial Plan

Project ID: c0183

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	414,738	-	-	700,000	1,400,000	3,085,000	3,208,000	18,067,000	26,460,000
TOTAL SOURCES	**414,738**	**-**	**-**	**700,000**	**1,400,000**	**3,085,000**	**3,208,000**	**18,067,000**	**26,460,000**
USES									
Capital - Infrastructure	414,738	-	-	500,000	1,200,000	2,885,000	3,008,000	16,118,000	23,711,000
Capital - Other	-	-	-	200,000	200,000	200,000	200,000	1,949,000	2,749,000
TOTAL USES	**414,738**	**-**	**-**	**700,000**	**1,400,000**	**3,085,000**	**3,208,000**	**18,067,000**	**26,460,000**

Transportation & Public Works Department Priority

Bridge Improvement & Replacement Program 9 of 12

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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity
Relevant Departmental Performance Measure: "Bridge Sufficiency Rating". Goal: >80% average bridge rating; 5-year average: 78%; FY20 Pace: 79.6%

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	352,611	50,000	50,000	50,000	50,000	50,000	50,000	500,000	800,000
TOTAL SOURCES	**352,611**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**800,000**
USES									
Capital - Infrastructure	352,611	50,000	50,000	50,000	50,000	50,000	50,000	500,000	800,000
TOTAL USES	**352,611**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**500,000**	**800,000**

Capital Detail by Department

Transportation & Public Works | Department Priority

Stormwater Improvement Prog / Areawide | 10 of 12

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

FY20 M&C Strategic Commitment: Healthy, Livable, Sustainable Athens-Clarke County
Relevant Departmental Performance Measure: "Stormwater Network Conditions". Goal: Data Only; 5-year average: New for FY21;
FY20 Pace: New for FY21

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
Storm Water Utility Fund	2,030,540	900,000	600,000	200,000	200,000	200,000	200,000	1,000,000	3,300,000
TOTAL SOURCES	**2,030,540**	**900,000**	**600,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**	**3,300,000**
USES									
Capital - Infrastructure	1,950,540	820,000	500,000	100,000	100,000	100,000	100,000	500,000	2,220,000
Capital - Other	80,000	80,000	100,000	100,000	100,000	100,000	100,000	500,000	1,080,000
TOTAL USES	**2,030,540**	**900,000**	**600,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,000,000**	**3,300,000**

Transportation & Public Works Department Priority

Pedestrian Safety and Traffic Calming Improvements 11 of 12

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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity; Safe and Prepared Community
Relevant Departmental Performance Measure: "Annual Number of Pedestrian-related crashes". Goal: Decrease Annually; 5-year average: 62 crashes;
FY20 Pace: 20 Crashes

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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	125,000	-	-	-	-	-	175,000	300,000
TOTAL SOURCES	**-**	**125,000**	**-**	**-**	**-**	**-**	**-**	**175,000**	**300,000**
USES									
Capital - Infrastructure	-	125,000	-	-	-	-	-	175,000	300,000
TOTAL USES	**-**	**125,000**	**-**	**-**	**-**	**-**	**-**	**175,000**	**300,000**

Capital Detail by Department

Transportation & Public Works

Department Priority

Bicycle Transportation Improvements

12 of 12

AI, Transportation

Project Timeline: FY01 to 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 look to accomplish 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

FY20 M&C Strategic Commitment: Transportation Mobility and Connectivity; Healthy, Livable, Sustainable Athens-Clarke County

Relevant Departmental Performance Measure: "Percentage of Roadway Network with bicycle facilities". Goal: >51%; 5-year average: 12.7%;
FY20 Pace: 13%

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 initiatives, 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

	FY19 *End Bal.*	FY20 *Budget*	FY21 *Approved*	FY22 *Proposed*	FY23 *Proposed*	FY24 *Proposed*	FY25 *Proposed*	FY26-30 *Proposed*	Total *Proposed*
SOURCES									
General Capital Fund	-	-	-	-	-	-	-	1,000,000	1,000,000
TOTAL SOURCES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,000,000**	**1,000,000**
USES									
Capital - Infrastructure	-	-	-	-	-	-	-	680,000	680,000
Capital - Land	-	-	-	-	-	-	-	200,000	200,000
Capital - Other	-	-	-	-	-	-	-	120,000	120,000
TOTAL USES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**1,000,000**	**1,000,000**

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.

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 capital projects and debt service projects approved through the Authority (DFCS Building and Jail Advance Housing facility).

-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

Debt Service Funds are established to account for expenditures for debt principal and interest.

-SPLOST Debt Service - Established to account for the debt service expenditures financed through Special Purpose Local Option Sales Tax programs.

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

In addition, this section includes a listing of Interfund Transfer payments or transfers between funds (E-37).

All Funds Summary

Revenues & Expenditures by Fund Type

	General Fund	Total Special Revenue Funds	Total Capital Projects Funds	Total Debt Service Funds	Total Enterprise Funds	Total Internal Service Funds	Total All Funds
Revenues:							
Property Taxes	68,175,350	0	0	0	0	0	68,175,350
Sales Tax	24,650,000	0	0	0	0	0	24,650,000
Other Taxes	21,960,500	3,373,000	0	0	0	0	25,333,500
Licenses & Permits	961,310	1,300,000	0	0	0	0	2,261,310
Intergovernmental	1,380,403	3,525,082	3,443	0	4,973,088	0	9,882,016
Charges for Services	13,788,970	2,376,295	0	0	69,850,267	25,379,952	111,395,484
Fines & Forfeitures	3,586,382	326,500	0	0	0	0	3,912,882
Other Revenues	670,725	204,206	0	0	149,000	0	1,023,931
Other Financing Sources/Transfers In	3,993,283	1,576,102	2,512,000	3,702,160	135,000	0	11,918,545
Total Revenues	**$139,166,923**	**$12,681,185**	**$2,515,443**	**$3,702,160**	**$75,107,355**	**$25,379,952**	**$258,553,018**
Use of Fund Balance	1,313,629	838,497	615,593	0			2,767,719
Use of Unrestricted Net Position					35,144,738	1,029,506	36,174,244
Total Revenues & Other Sources	**$140,480,552**	**$13,519,682**	**$3,131,036**	**$3,702,160**	**$110,252,093**	**$26,409,458**	**$297,494,981**
Less Interfund Transfers and Charges							(30,675,919)
Total Net Revenues	**$140,480,552**	**$13,519,682**	**$3,131,036**	**$3,702,160**	**$110,252,093**	**$26,409,458**	**$266,819,062**
Expenditures:							
Mayor & Commission	669,402	0	0	0	0	0	669,402
Manager's Office	2,552,973	0	150,000	0	0	0	2,702,973
Attorney	723,257	0	0	0	0	0	723,257
Operational Analysis	323,869	0	0	0	0	0	323,869
Finance	2,464,952	0	0	0	0	0	2,464,952
Human Resources	1,768,629	25,000	36,000	0	0	1,261,082	3,090,711
Tax Commissioner	1,525,628	0	0	0	0	0	1,525,628
Tax Assessor	1,111,580	0	0	0	0	0	1,111,580
Board of Elections	859,488	0	20,000	0	0	0	879,488
Information Technology	3,622,546	0	350,000	0	62,005	0	4,034,551
Other General Admin	13,885,781	868,211	225,000	0	19,536,593	18,855,911	53,371,496
General Government	**$29,508,105**	**$893,211**	**$781,000**	**$0**	**$19,598,598**	**$20,116,993**	**$70,897,907**
Superior Court	3,324,224	322,931	0	0	0	0	3,647,155
Clerk of Courts	1,558,216	0	0	0	0	0	1,558,216
State Court	827,330	253,771	0	0	0	0	1,081,101
Solicitor	1,287,876	83,442	0	0	0	0	1,371,318
District Attorney	1,387,359	818,867	0	0	0	0	2,206,226
Juvenile Court	607,152	0	0	0	0	0	607,152
Magistrate's Court	882,053	0	0	0	0	0	882,053
Coroner	56,992	0	0	0	0	0	56,992
Probate Court	529,549	0	0	0	0	0	529,549
Municipal Court	702,324	0	0	0	0	0	702,324
Judicial	**$11,163,075**	**$1,479,011**	**$0**	**$0**	**$0**	**$0**	**$12,642,086**

All Funds Summary

	General Fund	Total Special Revenue Funds	Total Capital Projects Funds	Total Debt Service Funds	Total Enterprise Funds	Total Internal Service Funds	Total All Funds
Police	22,513,278	3,661,236	708,200	0	0	0	26,882,714
Fire	14,477,207	0	50,000	0	0	0	14,527,207
Corrections	4,025,093	50,000	20,000	0	0	0	4,095,093
Animal Services	1,148,337	0	0	0	0	0	1,148,337
Sheriff	17,762,584	35,000	30,000	0	0	0	17,827,584
Public Safety	**$59,926,499**	**$3,746,236**	**$808,200**	**$0**	**$0**	**$0**	**$64,480,935**
Airport	0	0	25,000	0	2,660,278	0	2,685,278
Transit	0	94,552	0	0	6,166,431	0	6,260,983
Transportation & Public Works	4,547,823	0	560,000	0	4,187,363	0	9,295,186
Public Utilities	0	0	0	0	57,941,060	0	57,941,060
Solid Waste	1,206,652	0	0	0	6,898,340	0	8,104,992
Central Services	9,925,816	40,000	300,000	0	0	5,588,892	15,854,708
Public Works	**$15,680,291**	**$134,552**	**$885,000**	**$0**	**$77,853,472**	**$5,588,892**	**$100,142,207**
Leisure Services	8,535,108	35,000	132,000	0	0	0	8,702,108
Culture & Recreation	**$8,535,108**	**$35,000**	**$132,000**	**$0**	**$0**	**$0**	**$8,702,108**
Housing & Comm. Dev.	1,585,864	2,388,105	0	0	0	0	3,973,969
Economic Development	551,102	174,700	0	0	0	0	725,802
Planning	1,172,946	393,522	0	0	0	0	1,566,468
Building Inspection	891,717	1,157,846	0	0	27,996	0	2,077,559
Cooperative Extension	238,954	0	0	0	0	0	238,954
Housing & Development	**$4,440,583**	**$4,114,173**	**$0**	**$0**	**$27,996**	**$0**	**$8,582,752**
Independent Agencies	5,826,343	2,916,999	0		0	0	8,743,342
Debt Service	1,312,446	0	524,836	3,702,160	9,194,917	262,211	14,996,570
Total Expenditures	**$136,392,450**	**$13,319,182**	**$3,131,036**	**$3,702,160**	**$106,674,983**	**$25,968,096**	**$289,187,907**
Other Financing Uses/Transfers Out	4,088,102	195,500	0		3,577,110	225,675	8,086,387
Total Expenditures & Other Financing Uses	**$140,480,552**	**$13,514,682**	**$3,131,036**	**$3,702,160**	**$110,252,093**	**$26,193,771**	**$297,274,294**
Less Interfund Transfers and Charges							(30,675,919)
Total Net Expenditures	**$140,480,552**	**$13,514,682**	**$3,131,036**	**$3,702,160**	**$110,252,093**	**$26,193,771**	**$266,598,375**
Designated for Future Capital Improvements & Debt Service	0	5,000	0	0	0	215,687	220,687
Total Expenditures & Designations	**$140,480,552**	**$13,519,682**	**$3,131,036**	**$3,702,160**	**$110,252,093**	**$26,409,458**	**$266,819,062**

All Funds Summary

Expenditures by Fund

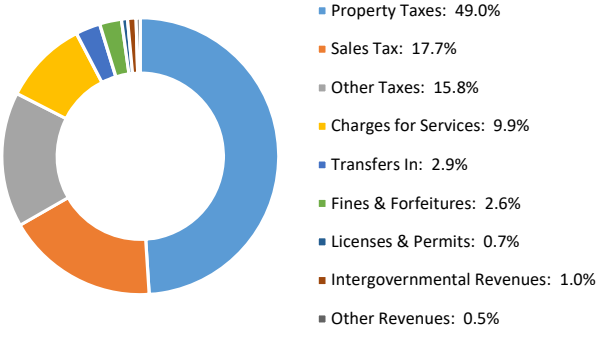
	FY20 Budget	FY21 Approved	$▲	%▲
General Fund	140,193,030	140,480,552	287,522	0.2%
Special Revenue Funds				
Hotel/Motel Fund	3,735,325	3,373,000	(362,325)	-9.7%
Community Development Block Grant Fund	1,255,988	1,409,876	153,888	12.3%
Emergency Telephone System Fund	2,896,074	3,624,346	728,272	25.1%
HUD HOME Grant Fund	467,246	665,156	197,910	42.4%
Grants Fund	800,397	447,776	(352,621)	-44.1%
Alternative Dispute Resolution Fund	219,513	215,195	(4,318)	-2.0%
Affordable Housing Fund	159,438	161,987	2,549	1.6%
Supportive Housing Grant Fund	322,943	322,943	0	0.0%
Special Programs Fund	2,198,403	1,677,127	(521,276)	-23.7%
Building Inspection Fund	1,364,114	1,497,276	133,162	9.8%
Sheriff Inmate Fund	70,000	70,000	0	0.0%
Corrections Inmate Fund	50,000	50,000	0	0.0%
Subtotal Special Revenue Funds	**$13,539,441**	**$13,514,682**	**($24,759)**	**-0.2%**
Capital Projects Funds				
Public Facilities Authority Fund	529,223	524,836	(4,387)	-0.8%
Economic Dev. Capital Projects Fund	200,000	225,000	25,000	12.5%
General Capital Projects Fund	2,209,500	2,381,200	171,700	7.8%
Subtotal Capital Projects Funds	**$2,938,723**	**$3,131,036**	**$192,313**	**6.5%**
Debt Service Funds				
SPLOST Debt Service Fund	0	3,702,160	3,702,160	--
Enterprise Funds				
Airport Fund	3,136,556	3,229,003	92,447	2.9%
Landfill Fund	4,903,164	4,998,364	95,200	1.9%
Transit Fund	7,239,656	7,337,915	98,259	1.4%
Water & Sewer Fund	72,350,290	84,251,330	11,901,040	16.4%
Solid Waste Fund	4,340,987	4,361,797	20,810	0.5%
Stormwater Fund	5,467,657	6,073,684	606,027	11.1%
Subtotal Enterprise Funds	**$97,438,310**	**$110,252,093**	**$12,813,783**	**13.2%**
Internal Service Funds				
Internal Support Fund	1,937,944	2,061,769	123,825	6.4%
Fleet Management Fund	2,540,648	2,729,496	188,848	7.4%
Fleet Replacement Fund	3,192,000	1,385,400	(1,806,600)	-56.6%
Insurance & Claims Fund	3,363,327	3,649,172	285,845	8.5%
Health Insurance Fund	15,378,013	16,367,934	989,921	6.4%
Subtotal Internal Service Funds	**$26,411,932**	**$26,193,771**	**($218,161)**	**-0.8%**
Less Interfund Transfers and Charges	(33,128,904)	(30,675,919)	2,452,985	-7.4%
Total Operating & Capital Expenditures	**$247,392,532**	**$266,598,375**	**$19,205,843**	**7.8%**

General Fund

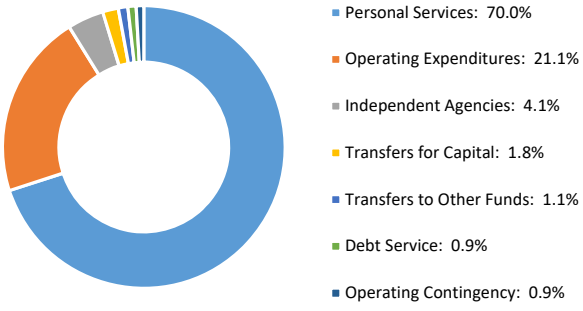
Revenues & Expenditures by Type

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Property Taxes	60,428,379	65,206,378	69,317,850	68,175,350	2,968,972	4.6%
Sales Tax	24,266,926	24,233,425	24,650,000	24,650,000	416,575	1.7%
Other Taxes	22,724,040	22,779,134	21,960,500	21,960,500	(818,634)	-3.6%
Licenses & Permits	1,662,110	1,590,300	1,436,310	961,310	(628,990)	-39.6%
Intergovernmental Revenues	1,214,250	1,183,303	1,380,403	1,380,403	197,100	16.7%
Charges for Services	12,824,916	12,954,290	13,388,970	13,788,970	834,680	6.4%
Fines & Forfeitures	3,121,133	3,246,382	3,586,382	3,586,382	340,000	10.5%
Other Revenues	1,431,202	1,118,206	670,725	670,725	(447,481)	-40.0%
Other Financing Sources/Transfers In	3,502,654	3,881,612	3,993,283	3,993,283	111,671	2.9%
Total Revenues	**$131,175,610**	**$136,193,030**	**$140,384,423**	**$139,166,923**	**$2,973,893**	**2.2%**
Prior Year Fund Balance - Operating	0	4,000,000	7,557,635	1,313,629	(2,686,371)	-67.2%
Prior Year Fund Balance - Capital	0	0	20,608,600	0	0	--
Total Revenues & Other Sources	**$131,175,610**	**$140,193,030**	**$168,550,658**	**$140,480,552**	**$287,522**	**0.2%**
Expenditures						
Personal Services	88,955,895	95,364,480	103,818,150	98,355,675	2,991,195	3.1%
Operating Expenditures	25,178,084	30,789,274	31,762,961	29,697,986	(1,091,288)	-3.5%
Debt Service	1,045,545	1,057,855	771,939	1,312,446	254,591	24.1%
Operating Contingency	0	1,313,500	1,200,000	1,200,000	(113,500)	-8.6%
Independent Agencies	5,400,946	5,574,443	5,848,956	5,826,343	251,900	4.5%
Transfers to Other Funds	3,495,512	3,848,478	4,540,052	1,576,102	(2,272,376)	-59.0%
Transfers for Capital	3,451,600	2,245,000	20,608,600	2,512,000	267,000	11.9%
Total Expenditures	**$127,527,582**	**$140,193,030**	**$168,550,658**	**$140,480,552**	**$287,522**	**0.2%**

General Fund Revenues



General Fund Expenditures



General Fund

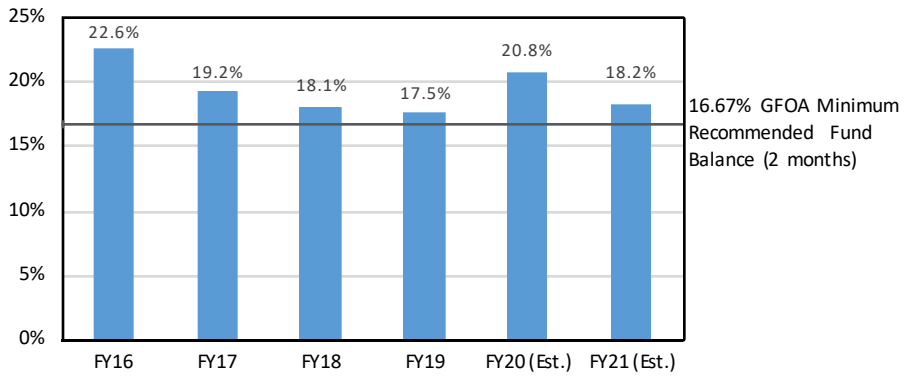
Expenditures by Department

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Mayor & Commission's Office	618,660	625,558	669,402	669,402	43,844	7.0%
Manager's Office	1,826,448	2,273,472	2,875,879	2,552,973	279,501	12.3%
Attorney's Office	678,367	691,955	753,183	723,257	31,302	4.5%
Office of Operational Analysis	286,235	289,870	350,606	323,869	33,999	11.7%
Finance	2,105,640	2,287,026	2,443,452	2,464,952	177,926	7.8%
Human Resources	1,437,776	1,510,436	2,106,438	1,768,629	258,193	17.1%
Tax Commissioner's Office	1,467,050	1,540,102	1,537,628	1,525,628	(14,474)	-0.9%
Tax Assessors	1,070,565	1,129,298	1,199,609	1,111,580	(17,718)	-1.6%
Board of Elections	620,252	748,635	871,659	859,488	110,853	14.8%
Information Technology	2,676,934	3,441,293	3,742,230	3,622,546	181,253	5.3%
Other General Administration	9,181,806	16,650,455	17,436,045	13,885,781	(2,764,674)	-16.6%
Total General Government	**$21,969,733**	**$31,188,100**	**$33,986,131**	**$29,508,105**	**($1,679,995)**	**-5.4%**
Superior Court	2,776,752	3,238,406	3,490,096	3,324,224	85,818	2.7%
Clerk of Courts	1,341,961	1,471,687	1,647,692	1,558,216	86,529	5.9%
State Court	786,217	805,751	827,330	827,330	21,579	2.7%
Solicitor General's Office	1,210,858	1,272,128	1,291,141	1,287,876	15,748	1.2%
District Attorney's Office	1,372,106	1,382,120	1,450,476	1,387,359	5,239	0.4%
Juvenile Court	631,737	618,815	721,192	607,152	(11,663)	-1.9%
Magistrate's Court	816,655	874,903	892,053	882,053	7,150	0.8%
Coroner's Office	45,696	58,736	69,875	56,992	(1,744)	-3.0%
Probate Court	514,183	508,263	529,549	529,549	21,286	4.2%
Municipal Court	616,951	700,457	706,824	702,324	1,867	0.3%
Total Judicial	**$10,113,116**	**$10,931,266**	**$11,626,228**	**$11,163,075**	**$231,809**	**2.1%**
Police Services	21,972,439	21,929,255	23,961,722	22,513,278	584,023	2.7%
Fire & Emergency Services	14,120,634	14,246,379	15,277,101	14,477,207	230,828	1.6%
Corrections	3,407,556	3,949,066	4,314,661	4,025,093	76,027	1.9%
Animal Services	0	0	1,345,277	1,148,337	1,148,337	--
Sheriff's Office	17,022,133	17,819,259	18,288,397	17,762,584	(56,675)	-0.3%
Total Public Safety	**$56,522,762**	**$57,943,959**	**$63,187,158**	**$59,926,499**	**$1,982,540**	**3.4%**
Trans. & Public Works	4,174,274	4,505,587	5,000,988	4,547,823	42,236	0.9%
Solid Waste	904,233	969,083	1,295,998	1,206,652	237,569	24.5%
Central Services	9,941,198	10,569,087	8,690,338	9,925,816	(643,271)	-6.1%
Total Public Works	**$15,019,705**	**$16,043,757**	**$14,987,324**	**$15,680,291**	**($363,466)**	**-2.3%**
Leisure Services	7,668,089	8,060,667	8,588,254	8,535,108	474,441	5.9%
Total Culture & Recreation	**$7,668,089**	**$8,060,667**	**$8,588,254**	**$8,535,108**	**$474,441**	**5.9%**
Housing & Community Development	395,032	531,171	1,369,014	1,585,864	1,054,693	198.6%
Economic Development	370,955	454,126	566,102	551,102	96,976	21.4%
Planning & Zoning	1,082,882	1,186,094	1,224,422	1,172,946	(13,148)	-1.1%
Building Inspection	828,561	873,112	965,461	891,717	18,605	2.1%
Cooperative Extension	163,143	255,002	281,017	238,954	(16,048)	-6.3%
Total Housing & Development	**$2,840,573**	**$3,299,505**	**$4,406,016**	**$4,440,583**	**$1,141,078**	**34.6%**
Independent Agencies	5,400,947	5,574,443	5,848,956	5,826,343	251,900	4.5%
Debt Service	1,045,545	1,057,855	771,939	1,312,446	254,591	24.1%
Total Expenditures	**$120,580,470**	**$134,099,552**	**$143,402,006**	**$136,392,450**	**$2,292,898**	**1.7%**
Other Financing Uses/Transfers Out	3,495,512	3,848,478	4,540,052	1,576,102	(2,272,376)	-59.0%
Transfers for Capital	3,451,600	2,245,000	20,608,600	2,512,000	267,000	11.9%
Total Other Financing Uses	**$6,947,112**	**$6,093,478**	**$25,148,652**	**$4,088,102**	**($2,005,376)**	**-32.9%**
Total Expenditures & Uses	**$127,527,582**	**$140,193,030**	**$168,550,658**	**$140,480,552**	**$287,522**	**0.2%**

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$22,728,325**	**$26,376,353**	**$33,189,927**
Excess Revenue over Expenditures	$3,648,028		
Original Prosperity Package		($4,000,000)	
Budgeted Use of Fund Balance			($1,313,629)
Estimated Budget Savings (Projected)		$10,813,574	
Fund Balance - Ending	**$26,376,353**	**$33,189,927**	**$31,876,298**
Less Assignments/Commitments of Fund Balance			
Nonspendable	($10,103)	($10,103)	($10,103)
Assigned - Prosperity Package (Updated)	($4,000,000)	($622,043)	($622,043)
Assigned - COVID Community Relief (Projected)		($5,638,265)	($5,638,265)
Unassigned Fund Balance	**$22,366,250**	**$26,919,516**	**$25,605,887**
% of Expenditures and Transfers Out:	**17.5%**	**20.8%**	**18.2%**

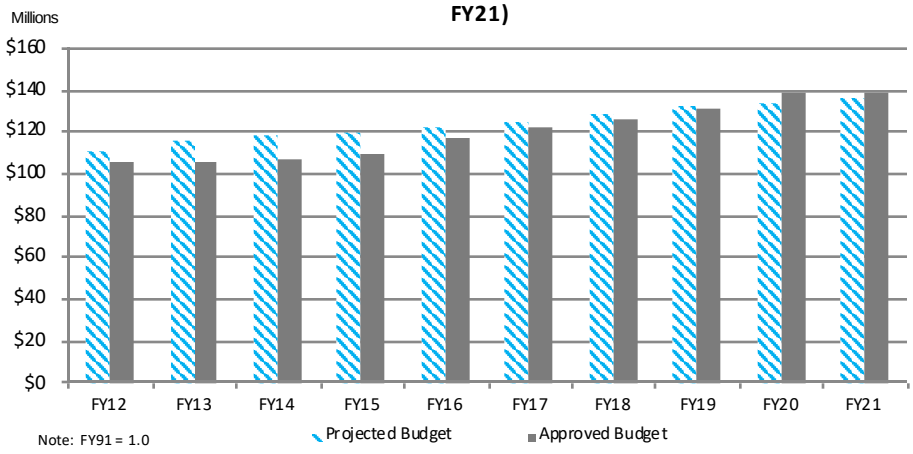
General Fund Balance as Percent of Total Expenditures & Transfers Out



Other Information

The FY21 General Fund Operating Budget (not including capital) is $138 million, 1.49% higher than the FY20 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 exceeded the CPI and population. That trend is projected to slow for FY21.

General Fund Budgets Compared to Population and CPI Increases (FY12-FY21)



Special Revenue Funds

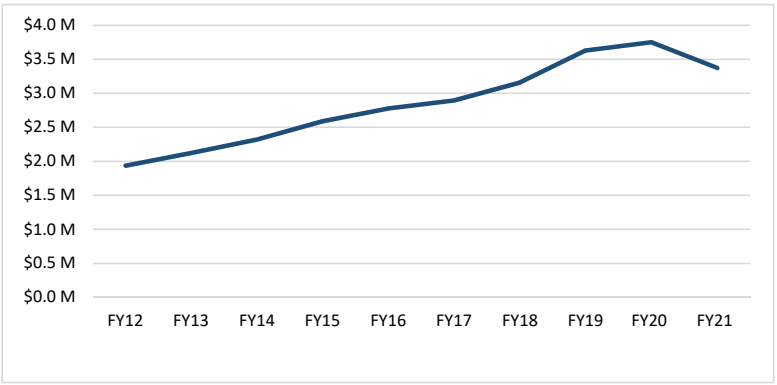
Hotel/Motel Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Taxes	3,621,627	3,750,000	3,373,000	3,373,000	(377,000)	-10.1%
Other Revenues	8,560	0	0	0	0	--
Total Revenues	**$3,630,187**	**$3,750,000**	**$3,373,000**	**$3,373,000**	**($377,000)**	**-10.1%**
Prior Year Fund Balance		0	131,880	0	0	--
Total Revenues & Other Sources	**$3,630,187**	**$3,750,000**	**$3,504,880**	**$3,373,000**	**($377,000)**	**-10.1%**
Expenditures						
Airport	40,828	0	0	0	0	--
Economic Development	96,696	115,000	115,000	115,000	0	0.0%
Central Services	5,471	0	86,880	0	0	--
Independent Agencies:						
Classic Center Authority & CVB	2,914,140	3,214,125	2,890,999	2,890,999	(323,126)	-10.1%
Other General Administration						
Tourism Improvement & Special Activities	120,629	156,200	146,501	146,501	(9,699)	-6.2%
Mayor's Community Improvement Pgrm	16,460	20,000	20,000	20,000	0	0.0%
Other Financing Uses						
Transfer to General Fund	190,000	190,000	160,500	160,500	(29,500)	-15.5%
Total Expenditures	**$3,384,224**	**$3,695,325**	**$3,419,880**	**$3,333,000**	**($362,325)**	**-9.8%**
Capital - Central Services	26,711	40,000	85,000	40,000	0	0.0%
Total Operating & Capital Expenditures	**$3,410,935**	**$3,735,325**	**$3,504,880**	**$3,373,000**	**($362,325)**	**-9.7%**
Excess of Revenues over Expenditures	**$219,252**	**$14,675**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$378,485**	**$597,737**	**$597,737**
Excess Revenue over Expenditures	$219,252		
Budgeted Use of Fund Balance		0	0
Fund Balance - Ending	**$597,737**	**$597,737**	**$597,737**
Committed for Capital Projects	$214,952	$214,952	$214,952
Assigned/Available Fund Balance	$382,785	$382,785	$382,785

Hotel/Motel Fund Revenue FY15-FY21 (Budgeted)



Community Development Block Grant Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	1,176,278	1,255,988	1,409,876	1,409,876	153,888	12.3%
Other Revenues	0	0	0	0	0	--
Total Revenues	**$1,176,278**	**$1,255,988**	**$1,409,876**	**$1,409,876**	**$153,888**	**12.3%**
Expenditures						
CDBG Administration:						
Housing & Community Development	343,980	245,698	272,106	272,106	26,408	10.7%
Other General Administration	5,800	5,500	9,870	9,870	4,370	79.5%
CDBG Grant Programs	826,498	1,004,790	1,127,900	1,127,900	123,110	12.3%
Total Expenditures	**$1,176,278**	**$1,255,988**	**$1,409,876**	**$1,409,876**	**$153,888**	**12.3%**
Excess of Revenues over Expenditures	**$0**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$3,220**	**$3,220**	**$3,220**
Excess Revenue over Expenditures	$0		
Fund Balance - Ending	**$3,220**	**$3,220**	**$3,220**
Restricted Fund Balance	$3,220		$3,220

Revolving Loan Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Other Revenues	3,769	5,000	5,000	5,000	0	0.0%
Expenditures						
Other General Administration	0	0	0	0	0	--
Excess of Revenues over Expenditures	**$3,769**	**$5,000**	**$5,000**	**$5,000**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$233,618**	**$237,387**	**$242,387**
Excess Revenue over Expenditures	$3,769	$5,000	$5,000
Fund Balance - Ending	**$237,387**	**$242,387**	**$247,387**
Nonspendable	$0		$0
Restricted Fund Balance	$237,387	$242,387	$247,387

Emergency Telephone System (E-911) Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	2,027,576	1,971,000	2,050,000	2,050,000	79,000	4.0%
Other Revenues	38,012	20,000	20,000	20,000	0	0.0%
Total Revenues	**$2,065,588**	**$1,991,000**	**$2,070,000**	**$2,070,000**	**79,000**	**4.0%**
Other Financing Sources/Transfers In	675,933	758,044	861,781	1,111,000	352,956	46.6%
Prior Year Fund Balance	0	147,030	187,464	360,857	213,827	145.4%
Total Revenues & Other Sources	**$2,741,521**	**$2,896,074**	**$3,119,245**	**$3,541,857**	**$645,783**	**22.3%**
Expenditures						
Police	2,486,612	2,701,577	2,923,825	3,346,437	644,860	23.9%
Other General Administration	136,458	194,497	195,420	195,420	923	0.5%
Total Operating Expenditures	**$2,623,070**	**$2,896,074**	**$3,119,245**	**$3,541,857**	**$645,783**	**22.3%**
Capital Expenditures	0	0	0	82,489	82,489	--
Total Operating & Capital Expenses	**$2,623,070**	**$2,896,074**	**$3,119,245**	**$3,624,346**	728,272	25.1%
Excess of Revenues over Expenditures	**$118,451**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$608,513**	**$726,964**	**$579,934**
Excess Revenue over Expenditures	$118,451		
Budgeted Use of Fund Balance		(147,030)	(360,857)
Fund Balance - Ending	**$726,964**	**$579,934**	**$219,077**
Assigned/Available Fund Balance	$726,964	$579,934	$219,077

HUD HOME Grant Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	469,227	467,246	665,156	665,156	197,910	42.4%
Other Revenues	54,200	0	0	0	0	--
Total Revenues	**$523,427**	**$467,246**	**$665,156**	**$665,156**	**197,910**	**42.4%**
Prior Year Fund Balance		0	0	0	0	--
Total Revenues & Other Sources	**$523,427**	**$467,246**	**$665,156**	**$665,156**	**$197,910**	**42.4%**
Expenditures						
HOME Grant Administration:						
Housing & Community Development	59,130	46,725	66,516	66,516	19,791	42.4%
Other General Administration	1,300	0	0	0	0	--
HOME Grant Programs	408,797	420,521	598,640	598,640	178,119	42.4%
Total Expenditures	**$469,227**	**$467,246**	**$665,156**	**$665,156**	**$197,910**	**42.4%**
Excess of Revenues over Expenditures	**$54,200**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$2,480**	**$56,680**	**$56,680**
Excess Revenue over Expenditures	$54,200		
Fund Balance - Ending	**$56,680**	**$56,680**	**$56,680**
Restricted Fund Balance	$56,680		$56,680

Grants Special Revenue Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	15,695,450	532,033	278,749	278,749	(253,284)	-47.6%
Other Revenues	109,134	38,560	24,206	24,206	(14,354)	-37.2%
Total Revenues	**$15,804,584**	**$570,593**	**$302,955**	**$302,955**	**(267,638)**	**-46.9%**
Other Financing Sources/Transfers In	289,669	229,804	144,821	144,821	(84,983)	-37.0%
Prior Year Fund Balance					0	--
Total Revenues & Other Sources	**$16,094,253**	**$800,397**	**$447,776**	**$447,776**	**($352,621)**	**-44.1%**
Expenditures						
Manager's Office	13,365	0	0	0	0	--
Other General Administration	35,600	97,900	27,100	27,100	(70,800)	-72.3%
Superior Court	435,630	0	0	0	0	--
Clerk of Courts	47,401	0	0	0	0	--
State Court	108,286	0	0	0	0	--
Solicitor General's Office	121,384	0	0	0	0	--
Sheriff's Office	36,015	0	0	0	0	--
Juvenile Court	201,746	0	0	0	0	--
Police	645,316	224,060	84,060	84,060	(140,000)	-62.5%
Fire	729	0	0	0	0	--
Corrections	3,099	0	0	0	0	--
Transit	55,939	92,835	94,552	94,552	1,717	1.8%
Leisure Services	11,138	0	0	0	0	--
Planning	338,976	385,602	242,064	242,064	(143,538)	-37.2%
Independent Agencies	12,000	0	0	0	0	--
Total Operating Expenditures	**$2,066,624**	**$800,397**	**$447,776**	**$447,776**	**($352,621)**	**-44.1%**
Capital Expenditures	13,765,927	0	0	0	0	--
Total Operating & Capital Expenses	**$15,832,551**	**$800,397**	**$447,776**	**$447,776**	**($352,621)**	**-44.1%**
Excess of Revenues over Expenditures	**$261,702**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$1,516,330**	**$1,778,032**	**$1,778,032**
Excess Revenue over Expenditures	$261,702		
Fund Balance - Ending	**$1,778,032**	**$1,778,032**	**$1,778,032**
Nonspendable	$157,082	$157,082	$157,082
Restricted Fund Balance	$1,969,433	$1,969,433	$1,969,433
Unassigned Fund Balance	($348,483)	($348,483)	($348,483)

Alternative Dispute Resolution Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	192,230	219,513	215,195	215,195	(4,318)	-2.0%
Expenditures						
Superior Court	167,199	202,409	199,501	199,501	(2,908)	-1.4%
Other General Administration	11,700	17,104	15,694	15,694	(1,410)	-8.2%
Total Expenditures	**$178,899**	**$219,513**	**$215,195**	**$215,195**	**($4,318)**	**-2.0%**
Excess of Revenues over Expenditures	**$13,331**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$65,969**	**$79,300**	**$79,300**
Excess Revenue over Expenditures	$13,331		
Fund Balance - Ending	**$79,300**	**$79,300**	**$79,300**
Unassigned Fund Balance	$79,300		$79,300

Affordable Housing Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	137,821	135,000	135,000	135,000	0	0.0%
Other Revenue	1,422	0	0	0	0	--
Total Revenues	**$139,243**	**$135,000**	**$135,000**	**$135,000**	**0**	**0.0%**
Other Financing Sources/Transfers In	148,000	0	0	0	0	--
Prior Year Fund Balance		24,438	26,987	26,987	2,549	10.4%
Total Revenues & Other Sources	**$287,243**	**$159,438**	**$161,987**	**$161,987**	**$2,549**	**1.6%**
Expenditures						
Building Inspection	36,014	54,238	56,787	56,787	2,549	4.7%
Other General Administration	0	105,200	105,200	105,200	0	0.0%
Total Expenditures	**$36,014**	**$159,438**	**$161,987**	**$161,987**	**$2,549**	**1.6%**
Excess of Revenues over Expenditures	**$251,229**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$0**	**$251,229**	**$226,791**
Excess Revenue over Expenditures	$251,229	$0	$0
Budgeted Use of Fund Balance		(24,438)	(26,987)
Fund Balance - Ending	**$251,229**	**$226,791**	**$199,804**

Supportive Housing Grant Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	271,234	322,943	322,943	322,943	0	0.0%
Total Revenues & Other Sources	**$271,234**	**$322,943**	**$322,943**	**$322,943**	**$0**	**0.0%**
Expenditures						
Housing & Community Development	271,234	322,943	322,943	322,943	0	0.0%
Total Expenditures	**$271,234**	**$322,943**	**$322,943**	**$322,943**	**$0**	**0.0%**
Excess of Revenues over Expenditures	**$0**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$0**	**$0**	**$0**
Excess Revenue over Expenditures	$0		
Fund Balance - Ending	**$0**	**$0**	**$0**

Special Programs Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	652,250	670,764	713,358	713,358	42,594	6.4%
Charges for Services	246,564	266,100	111,100	111,100	(155,000)	-58.2%
Fines & Forfeitures	678,827	863,600	326,500	326,500	(537,100)	-62.2%
Other Revenues	242,543	35,000	35,000	35,000	0	0
Total Revenues	**$1,820,184**	**$1,835,464**	**$1,185,958**	**$1,185,958**	**($649,506)**	**-35.4%**
Other Financing Sources/Transfers In	265,093	425,450	300,281	320,281	(105,169)	-24.7%
Prior Year Fund Balance		0	0	170,888	170,888	--
Total Revenues & Other Sources	**$2,085,277**	**$2,260,914**	**$1,486,239**	**$1,677,127**	**($583,787)**	**-25.8%**
Expenditures						
Manager's Office	28,399	0	0	0	0	--
Human Resources	104,887	25,000	50,000	25,000	0	0.0%
Information Technology	100,691	104,741	0	0	(104,741)	-100.0%
Other General Administration	63,264	94,200	103,667	103,667	9,467	10.0%
Superior Court	182,928	121,897	123,430	123,430	1,533	1.3%
State Court	182,420	263,288	253,771	253,771	(9,517)	-3.6%
Solicitor General's Office	73,576	79,826	83,442	83,442	3,616	4.5%
District Attorney's Office	719,574	783,029	818,867	818,867	35,838	4.6%
Sheriff's Office	6,781	0	0	0	0	--
Juvenile Court	0	0	0	0	0	--
Police	467,949	515,422	148,250	148,250	(367,172)	-71.2%
Leisure Services	16,829	35,000	35,000	35,000	0	0.0%
Economic Development	0	150,000	39,700	59,700	(90,300)	-60.2%
Independent Agencies	26,000	26,000	26,000	26,000	0	0.0%
Total Operating Expenditures	**$1,973,298**	**$2,198,403**	**$1,682,127**	**$1,677,127**	**($521,276)**	**-23.7%**
Capital Expenditures	133,640	0	0	0	0	--
Other Financing Uses/Transfers Out	0	0	0	0	0	--
Total Expenditures	**$2,106,938**	**$2,198,403**	**$1,682,127**	**$1,677,127**	**$0**	**--**
Excess of Revenues over Expenditures	**($21,661)**	**$62,511**	**($195,888)**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$3,150,661**	**$3,129,000**	**$3,191,511**
Excess Revenue over Expenditures	($21,661)	$62,511	
Budgeted Use of Fund Balance			(170,888)
Fund Balance - Ending	**$3,129,000**	**$3,191,511**	**$3,020,623**
Restricted Fund Balance	$513,687	$513,687	$513,687
Committed to Existing Programs	$2,234,165	$2,296,676	$2,125,788
Assigned/Available Fund Balance	$381,148	$381,148	$381,148

Building Inspection Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Licenses & Permits	1,319,230	1,100,000	1,300,000	1,300,000	200,000	18.2%
Other Revenues	41,790	0	0	0	0	--
Total Revenues	**$1,361,020**	**$1,100,000**	**$1,300,000**	**$1,300,000**	**$200,000**	**18.2%**
Prior Year Fund Balance	0	264,114	197,276	197,276	(66,838)	-25.3%
Total Revenues & Other Sources	**$1,361,020**	**$1,364,114**	**$1,497,276**	**$1,497,276**	**$133,162**	**9.8%**
Expenditures						
Building Inspection	812,826	899,259	1,101,059	1,101,059	201,800	22.4%
Planning & Zoning	91,800	180,441	151,458	151,458	(28,983)	-16.1%
Other General Administration	59,500	239,414	244,759	244,759	5,345	2.2%
Total Expenditures	**$964,126**	**$1,319,114**	**$1,497,276**	**$1,497,276**	**$178,162**	**13.5%**
Capital Funding	20,657	45,000	0	0	(45,000)	-100.0%
Total Operating & Capital Expenditures	**$984,783**	**$1,364,114**	**$1,497,276**	**$1,497,276**	**$133,162**	**9.8%**
Excess of Revenues over Expenditures	**$376,237**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$1,708,749**	**$2,084,986**	**$1,820,872**
Excess Revenue over Expenditures	$376,237		
Budgeted Use of Fund Balance		(264,114)	(197,276)
Fund Balance - Ending	**$2,084,986**	**$1,820,872**	**$1,623,596**
Committed/Available for Building Insp.	$2,084,986		$1,623,596

Sheriff Inmate Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Other Revenues	126,395	70,000	70,000	70,000	0	0.0%
Total Revenues	**$126,395**	**$70,000**	**$70,000**	**$70,000**	**$0**	**0.0%**
Prior Year Fund Balance					0	--
Total Revenues & Other Sources	**$126,395**	**$70,000**	**$70,000**	**$70,000**	**$0**	**0.0%**
Expenditures						
Sheriff's Office	59,790	35,000	35,000	35,000	0	0.0%
Other Financing Uses/Transfers Out	22,400	35,000	35,000	35,000	0	0.0%
Total Expenditures & Other Financing Uses	**$82,190**	**$70,000**	**$70,000**	**$70,000**	**$0**	**0.0%**
Excess of Revenues over Expenditures	**$44,205**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$289,629**	**$333,834**	**$333,834**
Excess Revenue over Expenditures	$44,205		
Fund Balance - Ending	**$333,834**	**$333,834**	**$333,834**
Committed for Sheriff Inmate Fund	$333,834		$333,834

Corrections Inmate Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Other Revenues	16,562	50,000	50,000	50,000	0	0.0%
Total Revenues & Other Sources	**$16,562**	**$50,000**	**$50,000**	**$50,000**	**$0**	**0.0%**
Expenditures						
Sheriff's Office	19,327	50,000	50,000	50,000	0	0.0%
Total Expenditures & Other Financing Uses	**$19,327**	**$50,000**	**$50,000**	**$50,000**	**$0**	**0.0%**
Excess of Revenues over Expenditures	**($2,765)**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$195,660**	**$192,895**	**$192,895**
Excess Revenue over Expenditures	($2,765)		
Fund Balance - Ending	**$192,895**	**$192,895**	**$192,895**
Committed for Sheriff Inmate Fund	$192,895		$192,895

Public Facilities Authority Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	15,730	10,228	3,443	3,443	(6,785)	-66.3%
Other Revenues	11,189	0	0	0	0	--
Total Revenues	**$26,919**	**$10,228**	**$3,443**	**$3,443**	**($6,785)**	**-66.3%**
Other Financing Sources/Transfers In	516,223	518,995	0	0	(518,995)	-100.0%
Total Revenues & Other Sources	**$543,142**	**$529,223**	**$3,443**	**$3,443**	**($525,780)**	**-99.3%**
Expenditures						
Sheriff's Office	25,683	0	0	0	0	--
Debt Service	534,014	529,223	524,836	524,836	(4,387)	-0.8%
Total Expenditures	**$559,697**	**$529,223**	**$524,836**	**$524,836**	**($4,387)**	**-0.8%**
Excess of Revenues over Expenditures	**($16,555)**	**$0**	**($521,393)**	**($521,393)**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$816,792**	**$800,237**	**$800,237**
Excess Revenue over Expenditures	($16,555)		($521,393)
Fund Balance - Ending	**$800,237**	**$800,237**	**$278,844**
Assigned/Available Fund Balance	$800,237	$800,237	$278,844

Economic Development Capital Projects Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Other Revenues	11,461	0	0	0	0	--
Total Revenues	**$11,461**	**$0**	**$0**	**$0**	**$0**	**--**
Other Financing Sources/Transfers In	225,000	200,000	225,000	225,000	25,000	12.5%
Total Revenues & Other Sources	**$236,461**	**$200,000**	**$225,000**	**$225,000**	**$25,000**	**12.5%**
Expenditures						
Economic Development Capital Program	0	200,000	225,000	225,000	25,000	12.5%
Total Expenditures	**$0**	**$200,000**	**$225,000**	**$225,000**	**$25,000**	**12.5%**
Excess of Revenues over Expenditures	**$236,461**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$470,988**	**$707,449**	**$707,449**
Excess Revenue over Expenditures	$236,461		
Fund Balance - Ending	**$707,449**	**$707,449**	**$707,449**
Committed to Capital Projects	$658,100	$658,100	$658,100
Assigned/Available Fund Balance	$49,349	$49,349	$49,349

General Capital Project Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Other Taxes	8,675	0	0	0	0	--
Other Revenues	196,797	0	0	0	0	--
Total Revenues	**$205,472**	**$0**	**$0**	**$0**	**$0**	**--**
Other Financing Sources/Transfers In	3,237,450	2,045,000	20,383,600	2,287,000	242,000	11.8%
Prior Year Fund Balance	0	164,500	0	94,200	(70,300)	-42.7%
Total Revenues & Other Sources	**$3,442,922**	**$2,209,500**	**$20,383,600**	**$2,381,200**	**$171,700**	**7.8%**
Expenditures						
Manager's Office	106,806	252,500	450,000	150,000	(102,500)	-40.6%
Human Resources	30,000	0	36,000	36,000	36,000	--
Board of Elections	0	0	20,000	20,000	20,000	--
Information Technology	297,550	400,000	350,000	350,000	(50,000)	-12.5%
Other General Administration	99,825	0	125,000	25,000	25,000	--
Clerk of Courts	16,147	0	0	0	0	--
District Attorney's Office	0	26,000	0	0	(26,000)	-100.0%
Sheriff's Office	95,050	42,000	30,000	30,000	(12,000)	-28.6%
Police	534,409	466,000	1,250,200	708,200	242,200	52.0%
Fire	311,707	32,000	10,049,300	50,000	18,000	56.3%
Corrections	70,536	20,000	20,000	20,000	0	0.0%
Airport	10,750	0	1,811,800	25,000	25,000	--
Transit	0	0	30,000	0	0	--
Transportation & Public Works	1,162,333	560,000	1,823,000	560,000	0	0.0%
Central Services	1,864,235	251,000	1,163,000	300,000	49,000	19.5%
Leisure Services	240,206	160,000	3,225,300	107,000	(53,000)	-33.1%
Planning	21,490	0	0	0	0	--
Other Financing Uses	338,535	0	0	0	0	--
Total Expenditures & Other Financing Uses	**$5,199,579**	**$2,209,500**	**$20,383,600**	**$2,381,200**	**$171,700**	**7.8%**
Excess of Revenues over Expenditures	**($1,756,657)**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$9,367,605**	**$7,610,948**	**$7,446,448**
Excess Revenue over Expenditures	($1,756,657)		
Budgeted Use of Fund Balance		(164,500)	(94,200)
Fund Balance - Ending	**$7,610,948**	**$7,446,448**	**$7,352,248**
Nonspendable	$235,763	$235,763	$235,763
Committed to Capital Projects	$7,210,685	$7,210,685	$7,116,485
Assigned/Available Fund Balance	$164,500	$0	$0

FY21 Budget by Department



SPLOST Debt Service Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Other Revenues	22,050	0	0	0	0	--
Total Revenues	**$22,050**	**$0**	**$0**	**$0**	**$0**	**--**
Other Financing Sources/Transfers In	2,239,409	0	3,702,160	3,702,160	3,702,160	--
Prior Year Fund Balance	0	0	0	0	0	--
Total Revenues & Other Sources	**$2,261,459**	**$0**	**$3,702,160**	**$3,702,160**	**$3,702,160**	**--**
Expenditures						
Other General Administration	9,841,053	0	3,702,160	3,702,160	3,702,160	--
Total Expenditures	**$9,841,053**	**$0**	**$3,702,160**	**$3,702,160**	**$3,702,160**	**--**
Excess of Revenues over Expenditures	**($7,579,594)**	**$0**	**$0**	**$0**		

Changes in Fund Balance

	FY19 Actual	FY20 Budget	FY21 Approved
Fund Balance - Beginning	**$7,579,594**	**$0**	**$0**
Excess Revenue over Expenditures	($7,579,594)		
Budgeted Use of Fund Balance			
Fund Balance - Ending	**$0**	**$0**	**$0**
Restricted Fund Balance	$0		$0

Airport Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services						
Fuel	1,795,594	2,371,279	2,487,729	2,487,729	116,450	4.9%
Leases	461,190	513,051	529,542	529,542	16,491	3.2%
Airport Fees	103,012	91,200	124,900	124,900	33,700	37.0%
Other Charges for Services	3,286	5,600	5,600	5,600	0	0.0%
Other Revenues	13,384	0	0	0	0	--
Total Operating Revenues	**$2,376,466**	**$2,981,130**	**$3,147,771**	**$3,147,771**	**$166,641**	**5.6%**
Other Financing Sources/Transfers In	105,826	105,826	105,826	0	(105,826)	-100.0%
Total Revenues & Other Sources	**$2,482,292**	**$3,086,956**	**$3,253,597**	**$3,147,771**	**$60,815**	**2.0%**
Expenses						
Personal Services	612,103	627,562	644,603	644,603	17,041	2.7%
Operating	583,186	644,034	648,844	648,844	4,810	0.7%
Fuel Expenses	1,202,442	1,541,522	1,621,692	1,621,692	80,170	5.2%
Depreciation	226,007	229,400	229,400	229,400	0	0.0%
Debt Service (Interest)	20,957	19,448	15,105	15,105	(4,343)	-22.3%
Total Expenses	**$2,644,695**	**$3,061,966**	**$3,159,644**	**$3,159,644**	**$97,678**	**($0)**
Other Financing Uses/Transfers Out	68,522	74,590	69,359	69,359	(5,231)	-7.0%
Total Expenses & Other Financing Uses	**$2,713,217**	**$3,136,556**	**$3,229,003**	**$3,229,003**	**$92,447**	**2.9%**
Capital Funding	$5,214	0	0	0		
Net Operating Income/(Loss) Incl. Capital	**($236,139)**	**($49,600)**	**$24,594**	**($81,232)**		

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$779,241**	**$676,843**	**$764,113**
Net Income/(Loss)	($236,139)	($49,600)	($81,232)
Other Changes to Unrestricted Net Position:			
Less Debt Service Principal Payments	($92,266)	($92,530)	($95,628)
Plus Depreciation	$226,007	$229,400	$229,400
Ending Unrestricted Net Position	**$676,843**	**$764,113**	**$816,653**
Less:			
Approved Capital from prior years	($25,263)	($25,263)	($25,263)
Operating Reserve (3 months)	($378,000)	($399,000)	($402,000)
Available Unrestricted Net Position	**$273,580**	**$339,850**	**$389,390**

Landfill Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	4,214,635	4,075,000	4,320,230	4,320,230	245,230	6.0%
Other Revenues	200,484	0	0	0	0	--
Total Revenues & Other Sources	**$4,415,119**	**$4,075,000**	**$4,320,230**	**$4,320,230**	**$245,230**	**6.0%**
Expenses						
Solid Waste						
Recycling	1,086,793	1,202,066	1,070,380	1,070,380	(131,686)	-11.0%
Landfill	1,323,525	1,390,590	1,666,351	1,600,514	209,924	15.1%
Closure/Post-Closure	368,168	120,000	120,000	120,000	0	0.0%
Other General Administration	948,461	970,126	1,063,145	1,063,145	93,019	9.6%
Debt Service (Interest)	27,700	204,105	104,256	104,256	(99,849)	-48.9%
Total Expenses	**$3,754,647**	**$3,886,887**	**$4,024,132**	**$3,958,295**	**$71,408**	**($0)**
Other Financing Uses/Transfers Out	307,779	331,277	312,069	312,069	(19,208)	-5.8%
Total Expenses & Other Financing Uses	**$4,062,426**	**$4,218,164**	**$4,336,201**	**$4,270,364**	**$52,200**	**1.2%**
Capital Funding	438,568	685,000	728,000	728,000		
Net Operating Income/(Loss) Incl. Capital	**($85,875)**	**($828,164)**	**($743,971)**	**($678,134)**		

Changes in Unrestricted Net Position

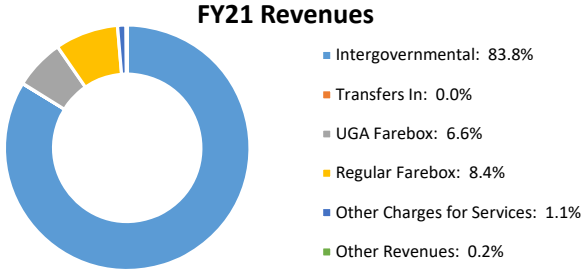
	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$2,114,888**	**$2,557,206**	**$2,321,582**
Net Income/(Loss)	($85,875)	($828,164)	($678,134)
Other Changes to Unrestricted Net Position:			
Less Debt Service Principal Payments	$0	$0	($603,194)
Plus Depreciation	$528,193	$592,540	$592,540
Ending Unrestricted Net Position	**$2,557,206**	**$2,321,582**	**$1,632,794**
Less:			
Approved Capital from prior years	($815,048)	($815,048)	($815,048)
Operating Reserve (3 months)	($884,000)	($906,000)	($919,000)
Available Unrestricted Net Position	**$858,158**	**$600,534**	**($101,254)**

Transit Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Intergovernmental	2,556,876	2,632,726	2,632,726	4,973,088	2,340,362	88.9%
Charges for Services						
Regular Farebox	615,903	531,000	471,000	496,000	(35,000)	-6.6%
UGA Farebox	527,701	646,995	391,354	391,354	(255,641)	-39.5%
Other Charges for Services	71,975	65,000	65,000	65,000	0	0.0%
Other Revenues	72,972	10,000	10,000	10,000	0	0.0%
Total Operating Revenues	**$3,845,427**	**$3,885,721**	**$3,570,080**	**$5,935,442**	**$2,049,721**	**52.8%**
Other Financing Sources/Transfers In	3,993,236	1,810,359	3,127,343	0	(1,810,359)	-100.0%
Total Revenues & Other Sources	**$7,838,663**	**$5,696,080**	**$6,697,423**	**$5,935,442**	**$239,362**	**4.2%**
Expenses						
Transit Department:						
Administration	525,170	538,626	597,964	584,464	45,838	8.5%
Transit Operations	3,665,066	4,185,293	4,608,081	4,164,562	(20,731)	-0.5%
Demand Response	278,988	360,071	443,356	355,391	(4,680)	-1.3%
Transit Maintenance	898,531	1,048,417	1,054,011	1,062,014	13,597	1.3%
Other General Administration	3,457,967	3,376,157	4,868,092	4,868,092	1,491,935	44.2%
Total Expenses	**$8,825,722**	**$9,508,564**	**$11,571,504**	**$11,034,523**	**$1,525,959**	**16.0%**
Other Financing Uses/Transfers Out	580,407	652,092	705,992	705,992	53,900	8.3%
Total Expenses & Other Financing Uses	**$9,406,129**	**$10,160,656**	**$12,277,496**	**$11,740,515**	**$1,579,859**	**15.5%**
Net Operating Income/(Loss) Incl. Capital	**($1,567,466)**	**($4,464,576)**	**($5,580,073)**	**($5,805,073)**	**($1,340,497)**	**30.0%**

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$1,745,060**	**$3,053,103**	**$1,509,527**
Net Income/(Loss)	($1,567,466)	($4,464,576)	($5,805,073)
Other Changes to Unrestricted Net Position:			
Less Donated Assets	($49,967)	$0	$0
Plus Depreciation	$2,925,476	$2,921,000	$4,402,600
Ending Unrestricted Net Position	**$3,053,103**	**$1,509,527**	**$107,054**
Less:			
Operating Reserve (3 months)	($1,620,000)	($1,810,000)	($1,834,000)
Available Unrestricted Net Position	**$1,433,103**	**($300,473)**	**($1,726,946)**



Water & Sewer Fund

Revenues & Expenditures by Type

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	57,587,236	56,007,618	53,464,412	53,464,412	(2,543,206)	-4.5%
Other Revenues	2,674,798	241,966	100,000	100,000	(141,966)	-58.7%
Total Operating Revenues	**$60,262,034**	**$56,249,584**	**$53,564,412**	**$53,564,412**	**($2,685,172)**	**-4.8%**
Other Financing Sources/Transfers In	380,000	0	0	0	0	--
Total Revenues & Other Sources	**$60,642,034**	**$56,249,584**	**$53,564,412**	**$53,564,412**	**($2,685,172)**	**-4.8%**
Operating Expenses by Type						
Personal Services	9,313,680	10,415,432	10,675,574	10,675,574	260,142	2.5%
Operating Expenses	10,211,592	12,031,465	12,997,395	12,997,395	965,930	8.0%
Depreciation	12,876,195	11,248,600	13,229,000	13,229,000	1,980,400	17.6%
Debt Service (Interest)	9,805,809	9,450,416	9,075,556	9,075,556	(374,860)	-4.0%
Other Expenses	0	3,000	3,000	3,000	0	0.0%
Total Expenses	**$42,207,276**	**$43,148,913**	**$45,980,525**	**$45,980,525**	**$2,831,612**	**6.6%**
Other Financing Uses/Transfers Out	1,698,150	1,733,577	1,813,405	1,813,405	79,828	4.6%
Total Expenses & Other Financing Uses	**$43,905,426**	**$44,882,490**	**$47,793,930**	**$47,793,930**	**$2,911,440**	**6.5%**
Capital Funding	12,942,672	27,467,800	36,457,400	36,457,400	8,989,600	**32.7%**
Net Operating Income/(Loss) Incl. Capital	**$3,793,936**	**($16,100,706)**	**($30,686,918)**	**($30,686,918)**	**($14,586,212)**	**90.6%**

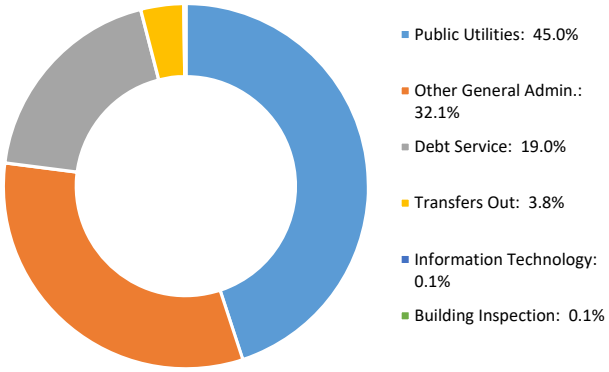
Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$103,378,892**	**$112,820,680**	**$101,435,288**
Net Income/(Loss)	3,793,936	(16,100,706)	(30,686,918)
Other Changes to Unrestricted Net Position:			
Less Donated Assets	(380,000)	0	0
Less Debt Service Principal Payments	(6,848,343)	(6,533,286)	(7,529,478)
Plus Depreciation	12,876,195	11,248,600	13,229,000
Ending Unrestricted Net Position	**$112,820,680**	**$101,435,288**	**$76,447,892**
Less:			
Approved Capital from prior years	(74,115,505)	(74,115,505)	(74,115,505)
Operating Reserve (3 months)	(5,306,000)	(6,046,000)	(6,372,000)
Available Unrestricted Net Position	**$33,399,175**	**$21,273,783**	**($4,039,613)**

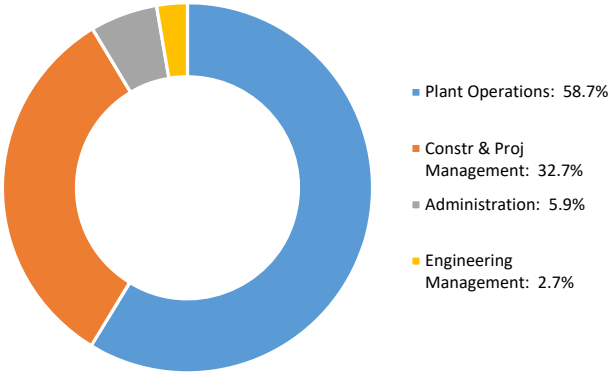
Total Expenses & Financing Uses by Department/Division

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Public Utilities:						
Administration	1,071,564	1,200,453	1,263,109	1,263,109	62,656	5.2%
Constr & Proj Management	5,775,285	6,675,351	7,031,238	7,031,238	355,887	5.3%
Plant Operations	10,414,435	11,911,302	12,612,337	12,612,337	701,035	5.9%
Engineering Management	478,163	577,506	576,976	576,976	(530)	-0.1%
Information Technology	51,235	60,647	62,005	62,005	1,358	2.2%
Building Inspection	27,224	27,448	27,996	27,996	548	2.0%
Other General Administration	14,583,559	13,245,790	15,331,308	15,331,308	2,085,518	15.7%
Debt Service (interest)	9,805,809	9,450,416	9,075,556	9,075,556	(374,860)	-4.0%
Other Financing Uses/Transfers Out	1,698,150	1,733,577	1,813,405	1,813,405	79,828	4.6%
Total Expenses & Other Financing Uses	**$43,905,424**	**$44,882,490**	**$47,793,930**	**$47,793,930**	**$2,911,440**	**6.5%**

Expenses by Department



Public Utilities by Division



Solid Waste Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	3,544,287	3,422,300	3,465,500	3,465,500	43,200	1.3%
Other Revenues	33,802	4,000	4,000	4,000	0	0.0%
Total Operating Revenues	**$3,578,089**	**$3,426,300**	**$3,469,500**	**$3,469,500**	**$43,200**	**1.3%**
Other Financing Sources/Transfers In	135,000	135,000	135,000	135,000	0	0.0%
Total Revenues & Other Sources	**$3,713,089**	**$3,561,300**	**$3,604,500**	**$3,604,500**	**$43,200**	**1.2%**
Expenses						
Solid Waste Administration	364,504	378,022	391,061	391,061	13,039	3.4%
Solid Waste Collection	2,247,658	2,441,014	2,453,385	2,453,385	12,371	0.5%
Other General Administration	673,998	704,478	705,561	705,561	1,083	0.2%
Total Expenses	**$3,286,160**	**$3,523,514**	**$3,550,007**	**$3,550,007**	**$26,493**	**0.8%**
Other Financing Uses/Transfers Out	243,062	268,473	276,790	276,790	8,317	3.1%
Total Expenses & Other Financing Uses	**$3,529,222**	**$3,791,987**	**$3,826,797**	**$3,826,797**	**$34,810**	**0.9%**
Capital Funding	247,580	549,000	535,000	535,000	(14,000)	**-2.6%**
Net Operating Income/(Loss) Incl. Capital	**($63,713)**	**($779,687)**	**($757,297)**	**($757,297)**	**$22,390**	**-2.9%**

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$1,711,706**	**$1,971,119**	**$1,510,932**
Net Income/(Loss)	(63,713)	(779,687)	(757,297)
Other Changes to Unrestricted Net Position:			
Plus Depreciation	323,126	319,500	319,500
Ending Unrestricted Net Position	**$1,971,119**	**$1,510,932**	**$1,073,135**
Less:			
Approved Capital from prior years	(1,273,566)	(1,273,566)	(1,273,566)
Operating Reserve (3 months)	(802,000)	(868,000)	(877,000)
Available Unrestricted Net Position	**($104,447)**	**($630,634)**	**($1,077,431)**

Stormwater Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	3,987,046	4,277,500	4,500,000	4,500,000	222,500	5.2%
Other Revenues	183,078	50,000	35,000	35,000	(15,000)	-30.0%
Total Operating Revenues	**$4,170,124**	**$4,327,500**	**$4,535,000**	**$4,535,000**	**$207,500**	**4.8%**
Other Financing Sources/Transfers In	49,967	0	0	0	0	--
Total Revenues & Other Sources	**$4,220,091**	**$4,327,500**	**$4,535,000**	**$4,535,000**	**$207,500**	**4.8%**
Expenses						
Transportation & Public Works	2,840,621	3,371,680	3,630,263	3,587,363	215,683	6.4%
Other General Administration	1,135,192	816,419	1,486,826	1,486,826	670,407	82.1%
Total Expenses	**$3,975,813**	**$4,188,099**	**$5,117,089**	**$5,074,189**	**$886,090**	**21.2%**
Other Financing Uses/Transfers Out	349,971	379,558	399,495	399,495	19,937	5.3%
Total Expenses & Other Financing Uses	**$4,325,784**	**$4,567,657**	**$5,516,584**	**$5,473,684**	**$906,027**	**19.8%**
Capital Funding	1,097,028	900,000	600,000	600,000	(300,000)	-33.3%
Net Operating Income/(Loss) Incl. Capital	**($1,202,721)**	**($1,140,157)**	**($1,581,584)**	**($1,538,684)**	**($398,527)**	**35.0%**

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$4,455,430**	**$4,216,835**	**$3,460,778**
Net Income/(Loss)	(1,202,721)	(1,140,157)	(1,538,684)
Other Changes to Unrestricted Net Position:			
Less Donated Assets	0	0	0
Plus Depreciation	964,126	384,100	1,063,100
Ending Unrestricted Net Position	**$4,216,835**	**$3,460,778**	**$2,985,194**
Less:			
Approved Capital from prior years	(2,030,539)	(2,030,539)	(2,030,539)
Operating Reserve (3 months)	(840,000)	(1,046,000)	(1,103,000)
Available Unrestricted Net Position	**$1,346,296**	**$384,239**	**($148,345)**

Internal Support Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	1,752,658	1,926,328	1,955,704	1,955,704	29,376	1.5%
Other Revenues	11,207	0	0	0	0	--
Total Operating Revenues	**$1,763,865**	**$1,926,328**	**$1,955,704**	**$1,955,704**	**$29,376**	**1.5%**
Other Financing Sources/Transfers In	307,006	0	0	0	0	--
Total Revenues & Other Sources	**$2,070,871**	**$1,926,328**	**$1,955,704**	**$1,955,704**	**$29,376**	**1.5%**
Expenses						
Central Services	1,661,442	1,533,060	1,596,482	1,596,482	63,422	4.1%
Other General Administration	55,755	53,980	52,285	52,285	(1,695)	-3.1%
Debt Service - Capital Lease	42,915	269,445	262,211	262,211	(7,234)	-2.7%
Total Expenses	**$1,760,112**	**$1,856,485**	**$1,910,978**	**$1,910,978**	**$54,493**	**2.9%**
Other Financing Uses/Transfers Out	38,459	41,459	43,791	43,791	2,332	5.6%
Total Expenses & Other Financing Uses	**$1,798,571**	**$1,897,944**	**$1,954,769**	**$1,954,769**	**$56,825**	**3.0%**
Capital Funding	52,130	40,000	107,000	107,000	67,000	167.5%
Net Operating Income/(Loss) Incl. Capital	**$220,170**	**($11,616)**	**($106,065)**	**($106,065)**	**($94,449)**	**813.1%**

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$313,923**	**$560,077**	**$592,461**
Net Income/(Loss)	$220,170	($11,616)	($106,065)
Other Changes to Unrestricted Net Position:			
Less Donated Assets	($18,780)	$0	$0
Plus Depreciation	$44,764	$44,000	$44,000
Ending Unrestricted Net Position	**$560,077**	**$592,461**	**$530,396**
Less:			
Approved Capital from prior years	($340,836)	($340,836)	($340,836)
Operating Reserve (1 month)	($146,000)	($154,000)	($159,000)
Available Unrestricted Net Position	**$73,241**	**$97,625**	**$30,560**

Fleet Management Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	2,488,034	2,565,036	2,565,036	2,565,036	0	0.0%
Other Revenues	2,453	0	0	0	0	--
Total Revenues & Other Sources	**$2,490,487**	**$2,565,036**	**$2,565,036**	**$2,565,036**	**$0**	**0.0%**
Expenses						
Central Services	2,443,504	2,387,026	2,580,010	2,580,010	192,984	8.1%
Other General Administration	35,614	39,630	35,674	35,674	(3,956)	-10.0%
Total Expenses	**$2,479,118**	**$2,426,656**	**$2,615,684**	**$2,615,684**	**$189,028**	**7.8%**
Other Financing Uses/Transfers Out	95,992	103,992	103,812	103,812	(180)	-0.2%
Total Expenses & Other Financing Uses	**$2,575,110**	**$2,530,648**	**$2,719,496**	**$2,719,496**	**$188,848**	**7.5%**
Capital Funding	30,000	10,000	10,000	10,000	0	0.0%
Net Operating Income/(Loss) Incl. Capital	**($114,623)**	**$24,388**	**($164,460)**	**($164,460)**	**($188,848)**	**-774.3%**

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$178,290**	**$76,715**	**$115,703**
Net Income/(Loss)	($114,623)	$24,388	($164,460)
Other Changes to Unrestricted Net Position:			
Plus Depreciation	$13,048	$14,600	$14,600
Ending Unrestricted Net Position	**$76,715**	**$115,703**	**($34,157)**
Less:			
Approved Capital from prior years	($54,606)	($54,606)	($54,606)
Operating Reserve (1 month)	($214,000)	($210,000)	($225,000)
Available Unrestricted Net Position	**($191,891)**	**($148,903)**	**($313,763)**

Fleet Replacement Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	1,812,993	1,010,465	1,194,522	1,189,522	179,057	17.7%
Other Revenues	181,032	0	0	0	0	--
Total Operating Revenues	**$1,994,025**	**$1,010,465**	**$1,194,522**	**$1,189,522**	**$179,057**	**17.7%**
Other Financing Sources/Transfers In	208,920	0	0	0	0	--
Total Revenues & Other Sources	**$2,202,945**	**$1,010,465**	**$1,194,522**	**$1,189,522**	**$179,057**	**17.7%**
Expenses						
Other General Administration	2,444,605	90,000	90,000	90,000	0	0.0%
Equipment Expenses	204,152	0	0	0	0	--
Debt Service	33,878	0	0	0	0	--
Total Expenses & Other Financing Uses	**$2,682,635**	**$90,000**	**$90,000**	**$90,000**	**$0**	**0.0%**
Capital Funding	3,685,233	3,102,000	1,733,400	1,295,400	(1,806,600)	-58.2%
Net Operating Income/(Loss) Incl. Capital	**($4,164,923)**	**($2,181,535)**	**($628,878)**	**($195,878)**	**$1,985,657**	**-91.0%**

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**7,285,002**	**5,313,192**	**3,131,657**
Net Income/(Loss)	(4,164,923)	(2,181,535)	(195,878)
Other Changes to Unrestricted Net Position:			
Less Donated Assets	(127,614)	0	0
Plus Depreciation	2,320,727	0	0
Ending Unrestricted Net Position	**5,313,192**	**3,131,657**	**2,935,779**
Less:			
Reserve	(1,100,000)	(1,100,000)	(1,100,000)
Available Unrestricted Net Position	**4,213,192**	**2,031,657**	**1,835,779**

Insurance & Claims Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	3,292,671	3,414,350	3,086,069	3,086,069	(328,281)	-9.6%
Intergovernmental	0	0	0	0	0	--
Other Revenues	543,925	0	0	0	0	--
Total Operating Revenues	**$3,836,596**	**$3,414,350**	**$3,086,069**	**$3,086,069**	**($328,281)**	**-9.6%**
Expenses						
Human Resources	400,928	469,022	509,203	509,203	40,181	8.6%
Other General Administration	2,475,742	2,851,334	3,094,554	3,094,554	243,220	8.5%
Total Expenses	**$2,876,670**	**$3,320,356**	**$3,603,757**	**$3,603,757**	**$283,401**	**8.5%**
Other Financing Uses/Transfers Out	39,971	42,971	45,415	45,415	2,444	5.7%
Total Expenses & Other Financing Uses	**$2,916,641**	**$3,363,327**	**$3,649,172**	**$3,649,172**	**$285,845**	**8.5%**
Net Operating Income/(Loss) Incl. Capital	**$919,955**	**$51,023**	**($563,103)**	**($563,103)**	**($614,126)**	**-1203.6%**

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**$2,730,760**	**$3,650,715**	**$3,701,738**
Net Income/(Loss)	$919,955	$51,023	($563,103)
Ending Unrestricted Net Position	**$3,650,715**	**$3,701,738**	**$3,138,635**
Less:			
Operating Reserve (1 month)	($243,000)	($280,000)	($304,000)
Available Unrestricted Net Position	**$3,407,715**	**$3,421,738**	**$2,834,635**

Health Insurance Fund

	FY19 Actual	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Revenues						
Charges for Services	15,442,954	15,707,780	16,583,621	16,583,621	875,841	5.6%
Other Revenues	40,599	0	0	0	0	--
Total Revenues & Other Sources	**$15,483,553**	**$15,707,780**	**$16,583,621**	**$16,583,621**	**$875,841**	**5.6%**
Expenses						
Human Resources	613,197	681,313	851,879	751,879	70,566	10.4%
Other General Administration	12,519,482	14,666,335	15,583,398	15,583,398	917,063	6.3%
Total Expenses	**$13,132,679**	**$15,347,648**	**$16,435,277**	**$16,335,277**	**$987,629**	**6.4%**
Other Financing Uses/Transfers Out	28,365	30,365	32,657	32,657	2,292	7.5%
Total Expenses & Other Financing Uses	**$13,161,044**	**$15,378,013**	**$16,467,934**	**$16,367,934**	**$989,921**	**6.4%**
Net Operating Income/(Loss) Incl. Capital	**$2,322,509**	**$329,767**	**$115,687**	**$215,687**		

Changes in Unrestricted Net Position

	FY19 Actual	FY20 Budget	FY21 Approved
Beginning Unrestricted Net Position	**($233,676)**	**$2,088,833**	**$2,418,600**
Net Income/(Loss)	$2,322,509	$329,767	$215,687
Ending Unrestricted Net Position	**$2,088,833**	**$2,418,600**	**$2,634,287**
Less:			
Operating Reserve (1 month)	($1,097,000)	($1,282,000)	($1,364,000)
Available Unrestricted Net Position	**$991,833**	**$1,136,600**	**$1,270,287**

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

	FY21 Approved		FY21 Approved
General Fund Transfers to:		**Transfers to General Fund from:**	
Emergency Telephone Fund	1,111,000	Hotel/Motel Fund	160,500
Grant Special Revenue Fund	144,821	Sheriff Inmate Fund	35,000
Economic Dev Cap Proj Fund	225,000	Airport Fund	69,359
Special Prog Spec Rev Fund	320,281	Landfill Fund	177,069
General Capital Proj Fund	2,287,000	Transit System Fund	705,992
Public Facilities Auth Fund	0	Water & Sewer Fund	1,913,403
Airport Enterprise Fund	0	Solid Waste Fund	276,790
Transit Fund	0	Storm Water Utility Fund	399,495
Subtotal	**$4,088,102**	Internal Support Fund	43,791
		Fleet Management Fund	103,812
		Insurance & Claims Fund	45,415
Landfill Transfer for Administration to:		Health Insurance Fund	32,657
Solid Waste Fund	135,000	**Subtotal**	**$3,963,283**
Total Interfund Transfers	**$8,186,385**		

Charges for Services

	FY21 Approved		FY21 Approved
General Fund Admin. Overhead Charge to:		**Internal Service Fund Operations:**	
Building Inspection Fund	157,990	Internal Support Fund	1,955,704
Airport Fund	164,559	Fleet Management Fund	2,565,036
Landfill Fund	104,057	Fleet Replacement Fund	1,189,522
Transit System Fund	314,604	Insurance & Claims Fund	3,086,069
Water & Sewer Fund	1,253,695	Health Insurance Fund	11,026,000
Solid Waste Fund	327,976	**Subtotal**	**$19,822,331**
Storm Water Utility Fund	344,322		
Subtotal	**$2,667,203**		
Total Interfund Charges for Services	**$22,489,534**		
Total Interfund Transfers and Charges	**$30,675,919**		

Independent Agencies

Appropriation Summary

General Fund	FY19 Budget	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Advantage Behavioral Health	180,206	180,206	198,227	180,206	0	0.0%
Athens Community Council on Aging	287,300	287,300	287,300	287,300	0	0.0%
Athens Regional Library System	2,002,263	2,028,197	2,136,104	2,098,197	70,000	3.5%
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	**$3,624,723**	**$3,650,657**	**$3,776,585**	**$3,720,657**	**$70,000**	**1.9%**

	FY19 Budget	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Athens Cultural Affairs Commission	21,000	21,000	34,500	21,000	0	0.0%
Athens Neighborhood Health Center	100,000	100,000	100,000	100,000	0	0.0%
Athens Tutorial Program	3,500	3,500	3,500	3,500	0	0.0%
Envision Athens*	75,000	75,000	75,000	75,000	0	0.0%
Oconee Rivers Greenway	16,500	16,500	19,500	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	**$240,402**	**$240,402**	**$256,902**	**$240,402**	**$0**	**0.0%**
Total General Fund	**$3,865,125**	**$3,891,059**	**$4,033,487**	**$3,961,059**	**$70,000**	**1.8%**

Hotel/Motel Tax Special Revenue Fund

	FY19 Budget	FY20 Budget	FY21 Requested	FY21 Approved	$▲	%▲
Classic Center Authority	1,845,860	2,035,875	2,198,745	1,831,202	(204,673)	-10.1%
Convention & Visitors Bureau	1,068,280	1,178,250	1,272,510	1,059,797	(118,453)	-10.1%
Total Hotel/Motel Fund	**$2,914,140**	**$3,214,125**	**$3,471,255**	**$2,890,999**	**($323,126)**	**-10.1%**

Special Programs/Special Revenue Fund

	FY19 Budget	FY20 Budget	FY21 Requested	FY21 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	**$6,805,265**	**$7,131,184**	**$7,530,742**	**$6,878,058**	**($253,126)**	**-3.5%**

**Envision Athens FY19 & FY20 funding based on Mayor & Commission approved agreement on May 1, 2018 and included in the Other General Administration portion of those budgets. Those budgets are reflected here for comparison purposes.*

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 FY20 Budget level.
- Agency requests totaled $7,530,742 a 5.6% increase from FY20 Budget.
- $4,033,487 was requested from the General Fund, an increase of $142,428 or 3.6%
- FY21 Budget for Independent Agencies is $6,878,058, which is a 3.5% decrease from FY20 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.
- FY21 Budget for Hotel/Motel Tax Fund is based on the current seven percent tax rate projected to generate revenue of $3.37 million, a 10% decrease from the $3.75 million budgeted for FY20.
- FY21 Budget includes funding for the Classic Center & Convention & Visitors Bureau totaling $2,890,999, a 10.1% decrease from FY20. This amount is consistent with current allocation of six of seven cents of the Hotel/Motel Tax.
- Project Safe funding of $26,000, same as requested and prior year Budget, is funded from dedicated fine revenue and accounted for in the Special Programs/Special Revenue Fund.
- Additional information about each agency's FY21 request is 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 FY21 request was $198,227, a $18,021 increase or 10% above FY20 funding of $180,206. This increase was requested to allow Advantage Behavioral to keep pace with anticipated growth by proactively expanding evidence based treatment and housing support for the most vulnerable citizens.

FY21 Budget includes $180,206 for ABHS, same funding level as FY20.

Athens-Clarke County Libraries provide 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.

The agency's FY21 request was $2,136,104, an increase of $107,907 or 5.3% over the FY20 level and included:

- 4% cost of living salary increase for Library Staff: $71,207
- Part-time Professional Social Worker: $25,000
- Additional 10 hours of security services per week (from 25 hrs to 35 hrs per wk) : $11,700

FY21 Budget includes $2,098,197 for the Library System, $70,000 above FY20 Budget.

Independent Agencies

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 FY21 Budget request totaled $287,300, the same as FY20. The amount was requested 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, $20,000; and a portion of salary and benefits for staff in the supported programs, $267,300.

FY21 Budget includes $287,300, the same funding level as FY20.

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 FY21 request totals $946,354, the same funding level as FY20. FY21 requested funding covers approximately 28% of the Health Department's salary and benefit expenses as well as approximately 19% of the agency's overall budget.

FY21 Budget for the Health Department is $946,354, the same funding level as FY20.

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 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 FY21 request totaled $208,600, the same funding level as FY20, 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

FY21 Budget for DFCS is $208,600, the same funding level as FY20.

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 FY21 request totaled $34,500, an increase of $13,500 above the FY20 funding level. The increase requested was to increase hours of a part-time position and double the amount of Arts in Community Grants available to disburse. ACAC noted that this was in addition to their request for one full-time position within Athens-Clarke County Unified Government's Leisure Services Department.

FY21 Budget for ACAC is $21,000, same as FY20 funding level.

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 FY21 Budget request totaled $100,000, the same as FY20 Budget.

FY21 Budget includes $100,000, the same funding as FY20.

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 FY21 request totaled $3,500, same as FY20 Budget.

FY21 Budget for Athens Tutorial is $3,500, the same funding level as FY20.

Envision Athens – a visionary, yet achievable multi-dimensional strategy that serves as the foundation of the Community and Economic Development Plan. The Envision Athens process has established a larger community-based vision, which not only helped to inform the development of the local government's Comprehensive Plan, but also created an environment where organizations sat down across the table from one another and found common ground on which to begin working on the issues that matter most to our community. The agency's values, or pillars, are equity, compassion, unity and prosperity and was created by, for and with Athenians who want to see the community reach its potential.

The agency's FY21 request totaled $75,000, the same funding level as FY20.

FY21 Budget for Envision Athens is $75,000, same as FY20 Budget.

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 FY21 request totaled $19,500, $3,000 above FY20 funding, to support:

- Greenway Network Planning: $2,500
- Greenway Improvement/Management: $6,000
- Educational Grants: $1,000
- Public Info/Interpretation: $5,000
- Partnerships for Greenway Protection: $4,000
- ORGC Member Education & Development: $500
- Office Supplies, Reproduction, etc.: $500

Independent Agencies

FY21 Budget for Oconee Rivers Greenway is $16,500, same as FY20 Budget.

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 FY21 request is $24,402, the same level as FY20.

FY21 Budget for United Way 2-1-1 program is $24,402.

Hotel/Motel Funded Agencies

During FY21, the seven percent Hotel/Motel Tax is projected to generate approximately $3.37 million, a decrease of 10% below the $3.75 million budgeted for FY20.

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.

FY21 Budget includes funding for the Classic Center & Convention & Visitors Bureau totaling $2,890,999, a 10.1% decrease from FY20, as follows:

Classic Center Authority	$1,831,202
Convention & Visitors Bureau	$1,059,797
	$2,890,999

This amount is consistent with current allocation of six of seven cents of the Hotel/Motel Tax.

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 FY21 request was $26,000, same as FY20 Budget, from the Special Programs/Special Revenue Fund (5% Crime Victims Assistance revenue), equal to the FY20 funding level. This request is to support approximately 35% 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.

FY21 Budget for Project Safe is $26,000, the same level as FY20.

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 (2015-2019 estimate unless noted)
- Population: 130,551 (2020 Estimate)
- Median Household Income: $36,637
- Median Age: 27.2
- White: 65.2% | Black or African-American: 27.7% | Asian: 4.1% | Other: 3.5% |Hispanic or Latino: 10.7%
- High school graduates (ages 25+): 87%
- Bachelor's degree or higher (ages 25+): 43%
- Persons below poverty: 31.6%
- Unemployment rate: 3.3% (Feb 2020 as reported by the Georgia Department of Labor)
- Total registered voters as of 3/31/20: 79,356 (73,787 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 – 26; 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 (continued)

- ACC government positions (FY21 – Budget): 1,729
- ACC employees per 1000 residents: 13.2 (FY21)
- 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	1,729
Pilgrim's	1,350

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.

FY21 CDBG & HOME

Overview

Programs and activities planned for FY21 from the Community Development Block Grant (CDBG) and HOME Grant appropriation, as approved by the Mayor and Commission on May 5, 2020, 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.

Projected CDBG Funding FY21 (July 1, 2020 - June 30, 2021) $1,409,876
Reprogrammable CDBG Funds ..... $ 22,251

Total Projected FY21 CDBG Funding Available..... $1,432,127

Affordable Housing Objectives

1. Athens Area Habitat for Humanity $190,000

   Complete 10 emergency home repairs projects, 10 homes accessibility improvements, 2 rehabs for home-ownership, and manage 43 affordable rental units

2. Athens Housing Authority..... $157,105

   Acquire 2 vacant lots for future construction, acquire 1 lot with dilapidated structure, 1 demolition of dilapidated structure for future single family house development

3. Athens Land Trust..... $195,000

   Acquire 2-4 properties for future affordable housing development, rehabilitate or construct 6-7 units of affordable housing, and down payment assistance for 3-6 new homeowners

4. Historic Athens (Formerly Athens-Clarke Heritage Foundation) $82,000

   Homeowner rehabilitations for 18-20 owner-occupied historic homes

Total Affordable Housing $624,105*
**Does not include carried forward from prior year*

Micro-enterprise, Economic Development & Neighborhood Revitalization Objectives

5. Athens Land Trust..... $62,000

   Microenterprise/Business Development program for 45 adult vendors/microenterprise business owners and 12 youth participants.

6. East Athens Development Corporation, Inc. $90,000

   Certified Nursing assistant (CNA), Phlebotomy (blood draw) and Patient Care technology and medical assistance training for 50 individuals.

7. East Athens Development Corporation, Inc..... $30,000

   Job coaching and employment assistance for 20 residents in East Athens

8. East Athens Development Corporation, Inc..... $35,000

   After-school and tutoring services for 100 elementary and middle school youth residing in East Athens.

9. Goodwill of North Georgia..... $60,000

   Microenterprise training and business coaching for 30 low-income entrepreneurs and existing businesses

Total Micro-enterprise, Economic Development and Neighborhood Revitalization $277,000

Public Service Objectives – Subject to the 15% Cap

10. Acceptance Recovery Center..... $20,000

    Alumni treatment follow-up program for 20 recovery program graduates.

11. Advantage Behavioral Health Systems..... $30,000

    Housing assistance and supportive services to 40 households who are considered chronically homeless.

12. Athens Community Council on Aging..... $20,000

    Transportation for 217 seniors from their residence to appointments and other locations.

13. Athens Land Trust..... $30,000

    Comprehensive housing counseling and financial education for 400 low income individuals

14. Casa de Amistad..... $22,000

    ESL and Spanish GED services for 120 individuals

15. The Ark UMOC..... $25,000

    Financial education, counseling, and financial products for 225 individuals.

16. Chess and Community Conference..... $25,000

    Enrichment through Project Rewire that includes STEM and critical thinking programs for 50 low income youth.

17. Family Connection..... $22,000

    Education Matters program that will work with 25 youth to promote educational opportunities and employability skills.

18. YWCO..... $10,000

    Summer day camp that promotes literacy and job readiness skills for 300 girls.

Total Public Services $204,000

Public Facilities Objectives

19. Athens-Clarke County Leisure Services..... $45,047

    Resurfacing of the East Athens basketball court

Total Public Facilities..... $45,047

Administration

Total Administration $281,975

Total FY21 CDBG Expenditures.....$1,432,127*

**Does not include carried forward from prior year*

HOME Funding Available for FY21 (July 1, 2020 - June 30, 2021) $665,156

HOME Grant Appropriation

1. Housing and Community Development $598,640

   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..... $66,516
   HCD administration of HOME program (10% cap)

TOTAL FY21 HOME EXPENDITURES.....$665,156

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	$ 4,700,000,000 [(1)]
Debt Limit (10% of Assessed Value)	$ 470,000,000
General Obligation Bonds outstanding	$ 0
Debt Margin	$ 470,000,000

[(1)] – Estimated Net Assessed Value of Taxable Property for 2020.

Below is a summary of the debt service obligations of Athens-Clarke County as of July 1, 2020. 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 FY21.

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, 2020 Principal Outstanding: $4,600,000
- Funding Source: General Fund Revenue

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, 2020 Principal Outstanding: $8,545,374
- 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, 2020 Principal Outstanding: $3,011,500
- Funding Source: Water and Sewer Service Fees

Debt Service Requirements

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, 2020 Principal Outstanding: $282,999
- 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, 2020 Principal Outstanding: $183,540,000
- 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, 2020 Principal Outstanding: $2,894,800
- Funding Source: General Fund – Parking Fees

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, 2020 Principal Outstanding: $515,000
- 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, 2020 Principal Outstanding: $6,073,500
- Funding Source: Anticipated TPLOST revenue

Debt Service Requirements

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, 2020 Principal Outstanding: $131,000
- 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, 2020 Principal Outstanding: $270,000
- 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, 2020 Principal Outstanding: $4,170,200
- Funding Source: Landfill Enterprise Fund - tipping fees

2020 Special Purpose Local Options Sales Tax Debt

- Purpose: Finance SPLOST projects in anticipation of revenues
- Interest Rate: 4% to 5%
- Maturity Date: 2023
- Original Principal Amount: $26,660,000
- July 1, 2020 Principal Outstanding: $26,660,000
- Funding Source: Anticipated SPLOST revenue

2020 MUNIS Software Project

- Purpose: Installation and Servicing of MUNIS Software.
- Interest Rate: 2.6%
- Maturity Date: 2027
- Original Principal Amount: $1,635,344
- July 1, 2020 Principal Outstanding: $1,635,334
- Funding Source: General Fund Revenue

FISCAL POLICIES

OF

ATHENS-CLARKE COUNTY, GEORGIA

LAST REVISED BY MAYOR AND COMMISSION

ON JUNE 25, 2020

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 maintain a General Fund Unassigned Fund Balance at least equal to two months (16.8%) of annual General Fund operating expenditures plus transfers out to other funds. This Unassigned Fund Balance amount shall be created and maintained to:

    A. Mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures).

B. Ensure stable tax rates.
C. Provide a sufficient cash balance for current financial needs.

The conditions that warrant the use of Unassigned Fund Balance below the policy level include:
A. An economic downturn resulting in revenue receipts below budget.
B. An unforeseen catastrophic event.
C. One-time policy decision to meet a specific Commission determined need.

The Unified Government will replenish the Unassigned Fund Balance within two fiscal years through a means or combination of means approved by the Mayor and Commission.

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 Unassigned Fund Balance 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.

Fiscal Policies

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.

FY21 Schedule of Fees & Charges

Approved by Mayor and Commission on June 25, 2020 and effective July 1, 2020.

ANIMAL SERVICES		
	Subject	**Fee / Unit**
1	Reclaiming a neutered or spayed dog or cat	$25 first impound; $30 second impound; $35 subsequent impounds
2	Reclaiming an intact dog or cat	$25 fee if owner chooses to get animal altered through the free community Athens pets program. Animal Control must transport animal to surgery.
3	Boarding fee	$5/day + cost of inoculations and any vet services
4	Adoptions	$25 Special Event fee; $100 Adult large dogs; $150 dogs under six months and or 25lbs; $5 dogs in shelter over 30 days; $25 adult cats; $50 kittens under six months
5	Adoption refund upon proof of neutering	$0.00 - Reduction included in reclaiming an intact animal if animal is altered
6	Registering a Potentially Dangerous Dog, Dangerous Dog, or Vicious dog	$100/annually
BEN EPPS AIRPORT		
	Subject	**Fee / Unit**
	Ramp Fees	
1	Twin Piston - Small	$25 per aircraft
2	Twin Piston - Medium	$45 per aircraft
3	Twin Piston - Large	$125 per aircraft
4	Turbo Prop - Small	$95 per operation
5	Turbo Prop - Medium	$115 per operation
6	Turbo Prop - Large	$140 per operation
7	Jet - Small	$140 per operation
8	Jet - Medium	$190 per operation
9	Jet - Large	$450 per operation
10	Jet - Extra Large	$550 per operation
11	Helicopter	$40 per operation
12	Airship Mooring Fee (Blimp)	$185 per night
	Minimum Fuel Purchase to waive Ramp Fees based on current market prices - adjusted by Airport Director	
13	Twin Piston - Small	30 gallons
14	Twin Piston - Medium	40 gallons
15	Twin Piston - Large	100 gallons
16	Turbo Prop - Small	90 gallons
17	Turbo Prop - Medium	125 gallons
18	Turbo Prop - Large	150 gallons
19	Jet - Small	150 gallons
20	Jet - Medium	200 gallons
21	Jet - Large	450 gallons
22	Jet - Extra Large	550 gallons
23	Airship Mooring Fee (Blimp)	60 gallons
	Landing Fees	
24	Commercial Operations - Based on Max Gross Landing Weight	$2.80 per 1,000 lbs.
	Baggage Handling Fees - Passenger Capacity	
25	20	$250 per aircraft
26	30	$275 per aircraft

BEN EPPS AIRPORT (continued)		
	Subject	**Fee / Unit**
	Baggage Handling Fees - Passenger Capacity (continued)	
27	50	$375 per aircraft
28	70	$450 per aircraft
29	90	$550 per aircraft
30	125	$675 per aircraft
31	150	$800 per aircraft
	Fuel Prices - Based on market prices - adjusted by Airport Director	
32	Jet A Fuel	Market Price
33	AvGas Fuel	Market Price
34	Based Tenants Discount (below posted price)	AvGas - $0.25 / Jet - A $0.40
35	Shell Contract Fuel (Jet A)	Market Price
36	Volume Discount 501 - 999 gallons (below posted price)	AvGas and Jet A - $0.20
37	Volume discount 1,000+ gallons	AvGas and Jet A - $0.25
38	**After Hours Call Out Fee**	$200 per call out
39	**Commercial Terminal Meeting Room**	$120 per hour / 2 hour minimum
40	Table Rental	$5.00 per table per day
41	Chair Rental	$2.50 per chair per day
	Tie Down Fees - One night waived with multiple night stay with fuel purchase	
42	Nightly	$25 per night
43	Monthly	$65 per month
	Airport Hangar Rental Monthly Rates - Based on market prices - adjusted by the Airport Director	
44	Row A Hangars (20)	$307 per month
45	Row B Hangars (12)	$236 per month
46	Row C Hangars (12)	$245 per month
47	Row D Hangars (4)	$384 per month
48	Row E Hangars (2)	$646 per month
49	Row F Hangars (19)	$362 per month
50	Hangar A21	$1,216 per month
51	Hangar F20	$1,216 per month
52	Row G Hangars (4)	$1,405 per month
53	Colvin Hangar	$3,500.00 per month
54	Falcon Hangar	$6,500.00 per month
	Airport Hangar Rental Weekly Rates - Based on market prices - adjusted by the Airport Director	
55	Hangars A, B, C, D, E, F (with/without fuel purchase)	$250/$300 per night
56	Hangars G, A21, F20 (with/without fuel purchase)	$775/$875 per night
57	Colvin Hangar (with/without fuel purchase)	$775/$875 per night
58	Falcon Hangar	$1,500/$1,625 per night
	Airport Hangar Rental Overnight Rates - Based on market prices - adjusted by the Airport Director	
59	Hangars A, B, C, D, E, F (with/without fuel purchase)	$75/$100 per night
60	Hangars G, A21, F20 (with/without fuel purchase)	$175/$225 per night
61	Colvin Hangar (with/without fuel purchase)	$350/$400 per night
62	Falcon Hangar	$350/$400 per night
	Ground Power Unit (GPU) Fee	
63	Engine Start (waived with fuel purchase)	$35 per start
64	Per Hour (Waived with fuel purchase)	$55 per start

BEN EPPS AIRPORT (continued)		
	Subject	**Fee / Unit**
	Towing Fee	
65	Single Engine	$30 per tow
66	Twins	$35 per tow
67	**Airplane Lavatory Cleaning Fee**	$95 per service
68	**Air Stair Fee**	$375 per service
69	**Unimproved Land Lease Rate (no utilities)**	$0.38 per square foot
70	**Improved Land Lease Rate (with utilities)**	$0.42 per square foot
BUILDING INSPECTION		
	Subject	**Fee / Unit**
	Permits	
1	Building Permit	$75 plus $3 per $1000 of valuation
2	Electrical Permit	$75 plus $2 per circuit
3	Plumbing Permit	$75 plus $2 per fixture
4	Mechanical Permit	$75 plus $2 per supply and return
5	Gas Permit	$75 plus $2 per fixture
6	Plan Submittal Fee	$250
7	Plan Review Fee	One-half building permit fee ($75 minimum)
8	Demolition Permit	$75
9	Demolition Permit - Central Business District	$125
10	Swimming Pool Permit	$75 plus $3 per $1000 of valuation
11	Temporary Certificate of Occupancy	$100
12	Temporary Building Permit	$75
13	Class A Manufactured Home Permit	$75 plus $3 per $1000 of valuation
14	Class B Manufactured Home Permit	$75
15	Manufactured Home Pre-Moving Inspection	$75 plus $0.30 per mile
16	Building Relocation Permit	$100
17	Fire Protection Systems (sprinkler) Permit	$75
18	Private water and sewer system Permit	$75 each
	Inspection Fees (applies to all inspection types)	
19	First Trip	$35
20	Second Trip	$50
21	Third and subsequent trips	$75
	Other Mechanical Permits	
22	Duct work Repair	$75
23	Exhaust over one HP	$75 each
24	Freestanding Unit	$75 plus $2 each unit
25	Floor Furnace	$75 plus $2 each unit
26	Wall Furnace	$75 plus $2 each unit
27	Steam System	$75 plus $2 each radiator
28	Refrigeration	$75 plus $2 per ton
29	Grease/Vent Hoods	$75 plus $75 per hood
30	Incinerator	$75 per unit
31	Fireplaces and Wood Stoves	$75 each
32	Construction Board of Appeals Hearing	$50
33	After hours inspection fee	$75 per hour (2 hour minimum)
34	Work without permit fee	100% of usual permit fee
35	Secured Structure	$250
36	Temporary Secured Structure	$50
37	Signs	$75 plus $10 per $1,000
38	Copies	$0.10 per page
39	Temporary Signs	$30
40	Construction Valuation Table	See Exhibit A at end of schedule

CENTRAL SERVICES		
	Subject	**Fee / Unit**
	Special Events	
1	Application Fee	$25.00
2	Beer and/or Wine Special Outdoor Café Area	$150 (up to 150 people); $300 (up to 300 people)
3	Home-brew Special Event	$50.00
	Special Sales	
4	Farmer's Market (assigned locations)	$100.00
5	Mobile Food Vendor Unit	$515.00
6	Street Merchant Assigned Location	$100.00
7	Sidewalk Sale	$25.00
8	Individual Merchant Identification/Badge	$20.00
9	Replacement Merchant Identification/Badge	$15.00
10	Occupational Tax Fee (if no ACC Business License)	$156.00
	Sidewalk Cafes	
11	Annual Permit Fee	$100 + $1/S.F.
	Publication Racks	
12	Annual Permit Fee	$65/rack
	Public Use of Government Facilities	
13	Application Fee	$10.00
14	Security Fee	$25 (if after normal operating hours)
15	Utility Fee	$5/hour (if after normal operating hours)
16	Cleanup/Damage Deposit	$25 (1-25 people) / $50 (26-50 people) / $100 (51+ people)
	On-Street Parking	
17	Parking Meters	$1.50/hour
18	Downtown construction permit parking	$10/space /day; $50 for violation
19	Legal Parking Zone Violation - Expired Meter or Display Ticket	$20.00
20	Legal Parking Zone Violation - Overtime Parking	$25.00
21	Legal Parking Zone Violation - Loading Zones	$50.00
22	Illegal Parking - No Parking Zone	$50.00
23	Illegal Parking - In Disable Person Space	$200.00
24	Illegal parking - Parking on Sidewalk	$30.00
25	Illegal Parking -Parking Outside of Designated Space line	$50.00
26	Illegal Parking - Double Parking	$50.00
27	Illegal Parking - During CBD Restricted Times	$20.00
28	Illegal Parking - Fire Lane	$100.00
29	Illegal Parking - Violation of Posted Sign - ACCGov Property	$50.00
	Parking Decks	
30	Hourly Parking (subject to time limits)	$1/hour
31	Monthly Keycard Pass	$75/month
32	Monthly Keycard Pass (downtown employees)	$60/month
33	UGA Football Game Days	$25.00
34	Courthouse Deck - Arrive after 7pm and leave before 7am	$5.00
35	Courthouse Deck - Arrive after 7pm and leave after 7am	$10.00
36	Maximum Daily Fee	$10.00

Corrections: Diversion Center/Transition Center		
	Subject	**Fee / Unit**
	Routine Fees	
1	Registration Fee (one-time per sentence)	$50.00
2	Room & Board (based on income) billed weekly	$90 - $130
3	Parking Permit (one-year period)	$25.00
4	Staff Transportation to/from work (one-way)	$10.00
	Disciplinary Report Fees	
5	Administration Fee (per guilty finding)	$4.00
6	Possession of a cellular or wireless device, or a device associated with a wireless communication device (inside the guard lines) (Fee set by Dept. of Corrections)	$100.00
7	Positive drug screen, or possession of drugs or a drug-related item (Fee set by Dept. of Corrections)	$200.00
8	Positive alcohol screen, or possession of alcohol (Fee set by Dept. of Corrections)	$100.00
9	Escape Fee (Fee set by Dept. of Corrections)	$200.00
	Other Department Services	
10	Drug Test (Lab cost)	$15.00
11	Bus Ticket - single ride (Transit System Fee)	$1.75

FINANCE		
	Subject	**Fee / Unit**
	Alcohol License and Permit Fees	
1	Class A - Retail Liquor Package	$5,000.00
2	Class B - Retail Beer Package	$1,000.00
3	Class C - Retail Wine Package	$1,000.00
4	Class D - Retail Liquor by the Drink	$2,500.00
5	Class E - Retail Beer by the Drink	$750.00
6	Class F - Retail Wine by the Drink	$750.00
7	Class G - Wholesale Liquor	$5,000.00
8	Class H - Wholesale Beer	$1,140.00
9	Class I - Wholesale Wine	$1,140.00
10	Class J - Licensed Alcoholic Beverage Caterer	$600.00
11	Class K - Brewer, Manufacturer or Malt Beverages Only	$2,600.00
12	Class L - Brew Pub Operator	$600.00
13	Class M - Broker	$600.00
14	Class N - Importer	$600.00
15	Class O - Hotel In-Room Service Liquor, Beer, and Wine	$600.00
16	Class P - Manufacturer of Wine Only	$600.00
17	Class Q - Manufacturer of Distilled Spirits Only	$5,000.00
18	Sunday Sales Permit Fee	$0.00
19	Wine Tasting Permit Fee	$250.00
20	Growler Tasting Permit Fee	$250.00
21	After Hours Service Permit Application Fee	$60.00
22	Temporary Non-Profit Alcohol Permit Fee	$50.00
23	New Application Fee	$400.00
24	Change of Ownership/Management Application Fee	$100.00
25		
	Alcohol License Late Renewal Payment Penalties	
	November 1st to November 15th	$200.00
26	November 16th to November 30th	$300.00
27	After December 1st	20% of annual license fee but no less than $500, whichever is greater

FINANCE (continued)		
	Subject	**Fee / Unit**
	Occupation Tax Certificate (OTC) and Regulatory Fees	
	Number of Employees (annually)	
28	0 -1	$50.00
29	2-3	$131.00
30	4 - 6	$327.00
31	7 -10	$540.00
32	11-15	$780.00
33	16-20	$959.00
34	21-35	$1,229.00
35	36-50	$1,649.00
36	51-75	$2,038.00
37	76-100	$2,578.00
38	101-150	$3,058.00
39	151-250	$3,567.00
40	251 and over	$3,957.00
41	OTC Late Payment Penalty & Interest (State Regulated)	10% of amount due + 1.5% monthly interest
42	Administrative Fee	$50.00 annually
43	Professional Services OTC (State Regulated)	$400.00
44	Nude Performances	$200 new/$150 renewal
45	Massage Parlors	$200 new/$150 renewal/$20 annual individual permit
46	Pawnbrokers	$100.00 new/$75.00 renewal
47	Itinerant Merchant	$75.00
48	Insurance Company OTC (doing business in county) (State Regulated)	$150.00
49	Insurance Company owned branch location (State Regulated)	$35 per branch in excess of one location
50	Independent Insurance Agencies / Brokers (State Regulated)	$35.00 each branch
51	Loan Companies that sale, offer, solicit or take applications for insurance in connection with loans (State Regulated)	$10.00 or 35% of the company license fee, whichever is greater, per location per year
52	Trade and Merchandise Shows (Promoters or Operators)	$200.00 per event
53	OTC Telephone Tax	3% of recurring local service revenues (paid quarterly)
	Other Taxes	
54	Financial Institutions Tax (State Regulated)	Greater of 0.25% of gross receipts or $1,000
55	Insurance Premium Tax (State Regulated) (Collected and Remitted by State Insurance Commissioner)	1% Premium Tax for life, accident and sickness insurance policy gross direct premiums / 2.5% Premium Tax for all other gross direct premiums
	Excise Taxes	
56	Mixed Drink Consumption on Premises (State Regulated)	3% gross sales of distilled spirits
57	Hotel Motel (State & Local Regulated)	7% of Taxable Sales
58	Motor Vehicle Rentals (State Regulated)	3% of Taxable Sales
	Wholesale Excise Tax (State Licensed Wholesalers)	
59	Malt Beverage (including Breweries) (State Regulated)	5 Cents per 12 oz. container/$6.00 per 15 1/2 gallon barrel/$12.00 per 31 gallon barrel
60	Wine (State Regulated)	22 Cents per Liter
61	Liquor (State Regulated)	22 Cents per Liter
	Franchise Fees	
62	Cable & Video Services (State Regulated)	5% of gross revenue
63	Electric (EMC)	4% of gross sales in county / annual
64	Electric (GA Power) - Regulated by Public Service Commission	Paid Annually
65	Gas (Southern Company) - Regulated by Public Service Com.	quarterly
	Other Fees	
66	Returned Checks	$20.00

LEISURE SERVICES		
	Subject	**Fee / Unit**
	Rental Fees	
	Facility Rentals and Admissions	
1	Bank of 3 Tennis Courts	$24.00 / Per Hour
2	Basketball Courts-Bishop	$16.00 / Per Hour
3	Basketball Courts-Memorial	$8.00 / Per Hour
4	BBQ Building Cleaning Deposit	$75.00 / Per Hour
5	BBQ Building/Picnic Shelter--Medium	$60.00 / 4 Hour Block
6	BBQ Building/Picnic Shelter--Medium	$90.00 / 8 Hour Block
7	Campfire Ring	$20.00 / 8 Hour Block
8	Concession Stand	$100.00 / Per Day
9	Conference Room/Multi-Purpose Room/Classroom	$20.00 / Per Hour - 2 hr. min
10	Dance Center Presentation Hall	$100.00 / Per Hour - 4 hr. min
11	Dance Studio 1	$50.00 / Per Hour - 2 hr. min
12	Dance Studio 2 & 3	$50.00 / Per Hour - 2 hr. min
13	Sandy Creek Park Admission	$2.00 per person
14	Sandy Creek Park Pass	$30 resident / $50 non-resident
15	Sandy Creek Park Dog Park Reservation	$1.00 / Per Hour Per dog
16	Sandy Creek Park Dog Park Punch Card	$10 for 12 punches
17	Sandy Creek Park Disc Golf Play	$1.00 per person
18	Sandy Creek Park Disc Golf Punch Card	$10 for 12 punches
19	Gymnasium	$40.00 / Per Hour - Athletic Use
20	Gymnasium	$75.00 / Per Hour - Non-Athletic
21	Kitchen	$100.00 / Per Day
22	Large Multi-Purpose Room	$40.00 / Per Hour - 2 hr. min
23	Multi-Purpose Fields	$50.00 / 4 Hour Block
24	Multi-Purpose Fields	$100.00 / 8 Hour Block
25	Outdoor Classroom--Special Event	$40.00 / 4 Hour Block
26	Outdoor Classroom--Special Event	$60.00 / 8 Hour Block
27	Pavilion/Community Building	$200.00 / 8 Hour Block
28	Picnic Shelter--Small	$40.00 / 4 Hour Block
29	Picnic Shelter--Small	$60.00 / 8 Hour Block
30	Quinn Hall	$65.00 / Per Hour - 2 hr. min
31	Quinn Hall-Damage Deposit	$250.00 / Per Rental
32	Recreation Hall	$150.00 - 2 hr. min / $50.00 each add. Hr.
33	Softball/Soccer Fields	$75.00 / 4 Hour Block
34	Softball/Soccer Fields	$100.00 / 8 Hour Block
35	Tennis Courts	$8.00 / Per Hour
36	Tennis Center Whole Complex	$200.00 / Per Day
37	Walker Hall Complex	$30.00 / Per Hour
38	Pool Pass - Family	$40.00 / Season
39	Pool Pass - Single	$20.00 / Season
40	Pool Pass Family of 4	$40.00
41	Lyndon House Open Studio Pass	$65.00 / month
	Morton Theatre	
42	Conference Room	$30.00 / Per Hour, Per Day with Event Rental
43	E. D. Harris Pharmacy	$90.00 / Per Hour, One-Time with Event Rental
	Morton Theatre / Auditorium	
44	Full Day Rate: Mon-Wed	$575.00 / 9:00 AM - 11:00 PM
45	Full Day Rate: Thu-Sun	$770.00 / 9:00 AM - 11:00 PM
46	Half-Day Rate, Evening Hours: Mon-Wed	$550.00 / 4:00 PM - 11:00 PM
47	Half-Day Rate, Evening Hours: Thu-Sun	$640.00 / 4:00 PM - 11:00 PM
48	Half-Day Rate, Matinee Hours: Mon-Wed	$440.00 / 9:00 AM - 4:00 PM
49	Half-Day Rate, Matinee Hours: Thu-Sun	$500.00 / 9:00 AM - 4:00 PM

LEISURE SERVICES (continued)		
	Subject	**Fee / Unit**
50	Hourly Rate - Early Hours: Mon-Wed	$80.00 / Per Hour, 9:00 AM - 4:00 PM, Non-Event Usage
51	Hourly Rate - Late Hours: Mon-Wed	$90.00 / Per Hour, 4:00 PM - 11:00 PM, Non-Event Usage
52	Hourly Rate - Early Hours: Thu-Sun	$90.00 / Per Hour, 9:00 AM - 4:00 PM, Non-Event Usage
53	Hourly Rate - Late Hours: Thu-Sun	$100.00 / Per Hour, 4:00 PM - 11:00, non-event usage
54	Hourly Rate - Additional Hours	$150.00 / Per Hour, 11:00 PM-9:00
	Lyndon House Arts Center	
55	Atrium	$280.00 / Per Hour - 2 hr. min
		$70.00 each additional hr.
56	Lounge	$60.00 / Per Hour - 2 hr. min
		$15.00 each additional hr.
57	Multi-Purpose Room	$90.00 / Per Hour - 2 hr. min
		$20.00 each additional hr.
58	Terrace & Back Lawn	$120.00 / Per Hour - 2 hr. min
		$30.00 each additional hr.
59	Ware-Lyndon House Front Lawn & Garden	$120.00 / Per Hour - 2 HR Min
		$30.00 each additional hr.
60	Kitchen	$100.00 / Flat fee when added to any other room
61	Wedding Package	$600.00 / Per Hour - 2 hr. min $145 each add. hr.
	Birthday Party	
62	Party Packages	$80.00 - $200.00
	Equipment Rentals	
63	10 Chairs	$25.00 / Per Day + Delivery Fee
64	10'x10' Tent	$60.00 / Per Day + Delivery Fee
65	20'x20' Tent	$110.00 / Per Day + Delivery Fee
66	25 Barricades	$50.00 / Per Day + Delivery Fee
67	4'x8'x16' Stage Platforms	$20.00 / Per Unit
68	5 Tables	$25.00 / Per Day + Delivery Fee
69	Bleached White Backdrop	$30.00 / Per Event
70	Canoes/Kayaks	$15.00 / Per Day
71	Canoes/Kayaks	$5.00 / Per Hour / $2 each add hr.
72	Concert Baby Grand	$25.00 / Per Day
73	Cymbals	$30.00 / Per Day
74	Discovery Box	$5.00 / 2 Weeks
75	DLP Projector	$50.00 / Per Day
76	Drum Kit	$90.00 / Per Day
77	Follow spots	$30.00 / Per Unit Per Day
78	Gobos	$15.00 / Per Item
79	Handheld Wireless Microphone	$30.00 / Per Unit Per Day
	Equipment Rentals (continued)	
80	Marley Floor	$50.00 / Per Event
81	Mirror (Disco) Ball	$30.00 / Per Event
82	Mobile Sound System	$120.00 / Per Event
83	Show mobile	$710.00 / Per Day / with Set-Up
84	Stage Extension	$330.00 / Per Day / with Set-Up
85	Tennis Ball Machine	$10.00 / Per Hour
86	Upright Piano	$150.00 / Per Day
87	Wireless Body Microphone	$30.00 / Per Unit Per Day

LEISURE SERVICES (continued)		
	Subject	**Fee / Unit**
	Special Events	
88	Alcohol Fee-Indoor Event	$50.00 / 50 Attendees or Less
89	Alcohol Fee-Indoor Event	$150.00 / 51 Attendees or More
90	Alcohol Fee-Outdoor Event	$150.00/ < 2000 SF Serving Area
91	Alcohol Fee-Outdoor Event	$300.00/ < 4000 SF Serving Area
92	Electricity	$5.00 / Per Hour
93	Event Staffing--After Regular Hours	$35.00 / Per Staff Per Hour
94	Event Staffing--During Regular Hours	$15.00 / Per Staff Per Hour
95	Field Lights	$25.00 / Per Hour Per Field or Bank
96	Field Prep	$15.00 / Per Staff Per Hour
97	Special Event Application Fee	$25.00 / Per Event
98	Special Event Impact Fees	$100 - $1000 / Per Event/Size/Location
99	Technician Support	$12.90 / Per Hour
	Program Fees	
	Note: Non-resident charges for programs are 150% of fee listed, rounded up to the nearest dollar.	
	Team Sports	
100	Adult Athletic Leagues	$100.00 - $500.00 / Season
	Adult	
101	Athletic Programs - Adults	$10.00 - $60.00
102	Performing Arts Programs - Adults	$35.00 - $115.00
103	Visual Arts Program - Adults	$45.00 - $130.00
104	General Recreation & Nature Programs - Adults	$0.00 - $40.00
	All Ages	
105	Family Programs	$2.00 - $35.00
	Youth	
106	Athletic Leagues - Youth	$65.00 / Season
107	Athletic Programs - Youth	$5.00 - $65.00
108	Gymnastics Programs	$35.00 - $140.00
109	Competitive Gymnastics	$60 - $120 / Month
110	General Recreation and Nature Programs - Youth	$0.00 - $60.00
111	Performing Arts Programs - Youth	$5.00 - $115.00
112	Visual Arts Programs - Youth	$15.00 - $65.00
113	Holiday Programs	$0.00 - $10.00
114	Outreach Programs - Nature Center and Bear Hollow	$0.00 - $100.00
	Special Event Programs	
115	Department Special Events	$0.00 - $10.00 Admission Fee
116	Leisure Services Community-Wide Events	$0.00 - $10.00 Admission Fee
	Youth Summer Camps	
117	Mini Camps	$15 - $90 / week
118	Day Camps	$40 - $175 / week
	Merchandise for Sale	
119	Merchandise for Sale	$1.00 - $50.00

PLANNING		
	Subject	**Fee / Unit**
	General Business	
1	Community Garden Application	$50.00/$10 renewal
2	Home Occupation Application	$20.00
3	Neighborhood Notification Registration Form	$0.00
4	Prescribed Grazing Application	$20.00
5	Sign Review Application	$20.00
	Construction/Development	
6	Changes to Approved Permit Plans	$50.00
7	Concept Review	$50.00
8	Demolition / Relocation Review - Non-Exempt	$85.00
9	Demolition / Relocation Review - Exempt	$20.00
10	Environmental Areas Permit	$20.00
11	Planning Department Inspection	$50.00
12	Plans Review Application / Plans Review Handbook	See Plans Review Fee Calculator
13	Revision Submittal Form	$20.00
14	Timber Harvesting Notification	$0.00
15	Tree Management Plan Application	$60.00
16	Telecommunication Facility Registration	$30.00
17	Temporary Telecommunication Facility Permit	$100.00
18	Zoning Permit - new single family & additions over 50%	$75.00
19	Zoning Permit - all other work	$20.00
20	Billboard Application	$20.00
	Plats/Subdivisions	
21	Preliminary Plat	$100 plus $10 per lot
22	Final Plat - Four lots or less	$75 plus $10 per lot
23	Final Plat - More than four lots	$150 plus $10 per lot
24	Subdivision Site Review	See Plans Review Fee Calculator
	Boards & Commissions	
25	Appeals of Appointed Board Rulings	$100.00
	Hearings Board	
26	Variance - Community Tree Management	$200.00
27	Variance - Flood Protection	$200.00
28	Variance - Flood plain & Riparian Buffer Areas	$200.00
29	Variance - Signs	$200.00
	Hearings Board (continued)	
30	Variance - Zoning & Development Standards	$200.00
31	Variance - Storm Water Management Standards	$200.00
32	Variance - Waiver - Forest Management Activity	$200.00
	Historic Preservation Commission	
33	Certificate of Appropriateness - Staff Review	$20.00
34	Certificate of Appropriateness - Minor Projects	$50.00
35	Certificate of Appropriateness - Major Projects	$500.00
36	Conceptual Preliminary Design Review	$0.00
37	Historic Preservation Tax Freeze Application	$50.00
	Certificate of Appropriateness - Moderate	$150.00
	Planning Commission	
38	Planned Development Application	$1,400.00
39	Rezone Application - Type I	$1,250.00
40	Rezone Application - Type II	$600.00
41	Special Use Application - Type I	$1,250.00
42	Special Use Application - Type II	$750.00

PLANNING (continued)		
	Subject	**Fee / Unit**
43	Variance Application	$200.00
44	Alternative Compliance Application - Type III	$150.00
45	Concept Review Application - Type III	$150.00
46	Administrative Action Application	$50.00
47	Pre-Application Conference	$0.00
	Prints/Copies/Maps	
	Copies	
48	8 1/2 X 11 inch, black & white	$0.25
49	8 1/2 x 14 inch, black & white	$0.50
50	11 x 17 inch, black & white	$0.50
	GIS Data Viewer Prints	
51	8 1/2 x 11 inches	$0.25
52	8 1/2 x 14 inches	$0.50
53	11 x 17 inches	$1.00
	Special Orders /Color Prints	
54	8 1/2 X 11 inches	$8.00
55	11 x 17 inches	$10.00
56	24 x 36 inches	$25.00
57	36 x 48 inches	$35.00
	KIP Copies	
58	Labor	1st 15 minutes free/then $15 per hr.
59	In-house, no labor	$0.35 per square foot
60	Other items	$0.45 per square foot + labor
61	Topo's	$2.50 plus labor
	Ordinances/Studies/Maps	
62	Individual Chapters of Development Regulations	$5.00
63	Environmental Areas Ordinance	$5.00
64	Sign Ordinance	$10.00
65	Comprehensive Plan CD	$10.00
66	Infill Housing Study (2008)	$30.00
67	Zoning Map	$35.00
68	Future Development Map	$35.00
69	GIS Data Set	$50.00
70	ACC Orthophoto Data (seamless or tiles)	$50.00
	Staff Research	
71	GIS/graphics research assistance (no maps generated)	Free - 1st 30 minutes / then $18 per hr.
72	GIS/graphics research assistance (maps generated)	Free - 1st 15 minutes / then $18 per hr.
73	GIS data viewer research	Free - 1st 15 minutes / then $18 per hr.
74	Zoning Verification Requests - Simple	$20.00
	Zoning Verification Requests - Simple	$50.00
	Open Records Request	
75	Research, administrative work	Free - 1st 15 minutes / then per hr. fee
76	CD / flash drive	$10.00
77	Copies 8 1/2 x 11; 8 1/2 x 14	$0.10
78	Copies 11 x 14	$0.75
79	Plans / Maps	See Prints / Copies / Maps

PUBLIC INFORMATION OFFICE		
	Subject	**Fee / Unit**
1	DVD of Mayor & Commission Meeting	$10 + $2 shipping

PUBLIC UTILITIES		
	Subject	**Fee / Unit**
	Water (& Sewer) Service Establishment Fees	
1	Water Deposit	$50.00
2	Service Fee	$10.00
3	Same day service	$25.00
4	Re-establish water service	$15.00 plus additional expenses
5	Sewer Deposit	$0.00
6	Reinstatement of sewer service	$0.00
7	Set Up Trash Service (requires second step with Solid Waste)	$10.00
8	Late payment fee	10% of amount due
9	Meter tampering penalty	$100.00
	Monthly Water Rates: Single Family Residential	
10	Tier 1: Annual Average (AA)*	$5.73 per 1,000 gallons
11	Tier 2: Up to 50% over AA	$7.16 per 1,000 gallons
12	Tier 3: Between 51% - 99% over AA	$8.60 per 1,000 gallons
13	Tier 4: More than 100% over AA	$14.32 per 1,000 gallons
	* The minimum Annual Average is 3,000 gallons per month	
	Monthly Water Rates: Multifamily & Non-Residential	
14	Tier 1 for all use	$5.73 per 1,000 gallons
	Water Monthly Customer Service	
15	Water Monthly Customer Service	$4.40/ month
	Sewer Monthly Customer Service Fee	
16	Residential sewer use is equal to 100% of water consumption	$6.76 per 1,000 gallons
	Sewer monthly customer service fee	$4.40 / month
	Meter Replacement Fee (per month)	
17	5/8 or 3/4-inch meter	$0.43
18	1-inch meter	$0.95
19	1.5-inch meter	$2.99
20	2-inch meter	$23.23
21	3-inch meter	$31.57
22	4-inch meter	$43.71
23	6-inch meter	$107.70
24	8-inch meter	$142.56
	Fire Sprinkler System Charges	
25	1.5 inch meter	$1.00 / month
26	2 inch meter	$1.5 / month
27	3 inch meter	$2.00 / month
28	4 inch meter	$5.00 / month
29	6 inch meter	$10.00 / month
30	8 inch meter	$15.00 / month
31	10 inch meter	$30.00 / month
32	12 inch meter	$45.00 / month
	Industrial/ Commercial Wastewater Surcharge Rates	
33	>250 mg/L Five-Day Biochemical Oxygen Demand (BOD5)	0.30 per pound
34	>250 Total Suspended Solids (TSS)	0.30 per pound
35	101-150 Fats, Oil, Grease (FOG)	0.16 per pound
36	151-200 FOG * maximum level	$160.00 per 1,000 lb.

PUBLIC UTILITIES (continued)		
	Subject	**Fee / Unit**
	Industrial/ Commercial Wastewater Surcharge Rates (cont.)	
37	Biological Oxygen Demand 5 > 1,000 mg/L	$0.30 per lb.
38	Total Suspended Solids > 1,000 mg/L	$0.30 per lb.
39	101-200 Fats, Oil, Grease (FOG)	$0.16 per lb.
40	>200 FOG Maximum Level	0.50 per pound
41	Wastewater discharge permit violation	Up to $1,000.00 per violation / day
	Fire Hydrant Flow and Pressure Measurement Request	
42	24 hour chart of pressure measurement	$50.00 per chart
43	Fire Flow Static and Residual Flow and Pressure Measurement	$50 per measurement
44	**PUD Plan Review Fee**	$30 per sheet
	Water and Sewer System Extension Inspection Fee	
45	Water Line	$0.80 per linear foot water main
46	Sewer Line	$1.85 per linear foot water main
47	Minimum Charge for Inspection Fee	$ 250 per contract
	Water and Sewer Evaluation for Connection	
48	Determination of Availability	$0.00
49	Evaluation of connection to water system	$50 per connection
50	Evaluation of connection to sewer system	$150 per connection
	PUD Fees for Water and Sewer Construction	
51	Material Cost	Cost determined by job
52	Labor Cost	$900 per day - minimum 1 day
53	Equipment Cost	$800 per day - minimum 1 day
	Water Meter Charge	
54	3/4-inch meter	$307.00
55	1-inch meter	$465.00
56	1.5-inch meter	$680.00
57	2-inch meter	$1,390.00
58	3-inch meter	$3,056.00
59	4-inch meter	$7,690.00
60	6-inch meter	$11,930.00
61	8-inch meter	$13,427.00
	Water Meter Stub Charge	
62	3/4-inch meter short side	$1,025.00
63	3/4-inch meter long side	$1,970.00
64	1-inch meter short side	$1,180.00
65	1-inch meter long side	$2,105.00
66	1.5-inch meter short side	$1,620.00
67	1.5-inch meter long side	$2,585.00
68	2-inch meter short side	$2,050.00
69	2-inch meter long side	$3,100.00
70	3-inch meter	Cost determined by job
71	4-inch meter	Cost determined by job
72	6-inch meter	Cost determined by job
	Water Meter Connection Fee	
73	3/4-inch meter	$1,600
74	1-inch meter	$4,000
75	1.5-inch meter	$8,000
76	2-inch meter	$12,800

PUBLIC UTILITIES (continued)		
	Subject	**Fee / Unit**
	Water Meter Connection Fee (cont.)	
77	3-inch meter	$25,600
78	4-inch meter	$40,000
79	6-inch meter	$80,000
	Sewer Connection Fee	
80	3/4-inch meter	$2,700
81	1-inch meter	$6,750
82	1.5-inch meter	$13,500
83	2-inch meter	$21,600
84	3-inch meter	$43,200
85	4-inch meter	$67,500
86	6-inch meter	$135,000
87	Sewer Connection Fee for Multifamily Construction	3/4 inch sewer connection fee multiplied by 0.6 multiplied by the number of units.
	Sewer Stub Fee	
88	4-inch stub	$515.00
89	6-inch stub	$820.00
90	Casing or manhole if required	Cost determined by job
	Other Fees	
91	Paving Cut	$470.00
92	Casing or additional amount for paving	Cost determined by job
93	Bull Head Connection	$100
94	Fire Hydrant Meter Rental	$140 for water usage of 11,200 gallons. Water usage above 11,220 gallons will be charged per 1,000 gallons at the non-residential outdoor water use rate.
95	GDOT GUPS Permit Application Fee	$115.00
	Septage Disposal (Permitted Companies Only) per calendar year (in dollars per gallon)	
96	Portable toilets	Calendar Year 2020 - $0.11
		Calendar Year 2021 - $0.12
97	Holding tanks	Calendar Year 2020 - $0.11
		Calendar Year 2021 - $0.12
98	Septage from ACC	Calendar Year 2020 - $0.11
		Calendar Year 2021 - $0.12
99	Septage from JBOOM	Calendar Year 2020 - $0.28
		Calendar Year 2021 - $0.30
100	Septage from JBOOM by ACC haulers	Calendar Year 2020 - $0.28
		Calendar Year 2021 - $0.30
101	Industrial waste - ACC only	Calendar Year 2020 - $0.11
		Calendar Year 2021 - $0.12

SOLID WASTE		
	Subject	**Fee / Unit**
	Franchise Fees for Independent Haulers	
1	Initial Franchise Application Fee	$300.00
2	Annual Franchise Renewal Fee	$200.00
3	Franchise Decal Fee Per Truck	$2.00
	Residential Refuse Services	
	Roll Cart Service (totals per month)	**Curbside / Backyard**
4	Vacant Rate with active water service	$13.60 / N/A
5	20 gal	$15.60 / $30.60
6	32 gal	$17.60 / $32.60
7	64 gal	$21.60 / $36.60
8	96 gal	$28.60 / $43.60
9	Two 64 gallon carts	$37.60 / $52.60
10	64 & 96 gal	$50.60 / $65.60
11	**Downtown Residential Service (Lofts in CBD)**	$48.72
	(includes 10 ACC Commercial Trash bags per month)	
12	Return Trip Fee	$10.00
13	Level Change Fee (1st one within a 12 month period is free)	$10.00
14	**Pedestrian Trash or Recycling Container TIP (outside CBD)**	$2.00 per TIP
	Commercial Refuse Services	
	Commercial Curbside (totals per month)	
1	Outside Downtown - Twice a week service/no food or bar service	$26.60
2	Outside Downtown - Three times a week service serving food	$32.60
3	Downtown Service/no food or bar service	$32.60
4	Downtown Service serving 1 meal a day	$82.60
5	Downtown Service serving 2 or more meals a day	$161.60
6	Outside Downtown Recycling Services Only - one fixed price for 1 to 5 (96 gallon) carts	$13.60
7	Commercial ACC Trash Bags - bundle of 20	$30.00
8	Commercial ACC Trash Bags - case of 100	$150.00
9	Commercial ACC Recycling Bags	$20.00
	*If a business orders a case or more of Commercial ACC Trash Bags, Solid Waste will deliver them for no additional charge on Thursdays.	
	Commercial Dumpster (totals per month)	
	Trash and recycling dumpster(s) included in price	
	# of Weekly Pickups	**2 yd / 4yd / 6 yd / 8 yd**
1	1	71.60 / 86.60 / 105.60 / 124.60
2	2	125.60 / 157.60 / 189.60 / 223.60
3	3	181.60 / 226.60 / 275.60 / 323.60
4	4	236.60 / 296.60 / 360.60 / $422.60
5	5	291.60 / 366.60 / 556.00 / 624.60
6	Extra Tip - above current service level	12.00 / 15.28 / 18.52 / 21.76
	Recycling dumpster(s) only - dumpster(s) included in price	
	# of Weekly Pickups	**2 yd / 4yd / 6 yd / 8 yd**
7	1	54.00 / 55.00 / 59.00 / 63.00
8	2	93.00 / 94.00 / 97.00 / 101.00
9	3	132.00 / 133.00 / 137.00 / 140.00
10	4	171.00 / 172.00 / 214.00 / 217.00
11	5	210.00 / 211.00 / 214.00 / 217.00
12	Tipped as trash	12.00 / 15.28 / 18.52 / 21.76
	Services with a split dumpster - 8 yd dumpster half trash and half recycling	
	# of Weekly Pickups	
13	1	$86.60
14	2	$157.60

SOLID WASTE (continued)		
	Subject	**Fee / Unit**
	Waste Minimization Fee	
15	Residential Fee	$1.20 per month
16	Small Business (Commercial)	$8.20 per month
40	Large Business (Commercial)	$16.40 per month
41	Institutional (Collegiate)	$0.70 per student
	Special Pickups	
42	Pickup for 1 or 2 trash/debris items	$35.00 per trip
43	Pickup for 3 or more trash/debris items	$75.00 plus the weight of disposal; disposal is $43.00 per ton
44	Pickup of Leaf & Limb materials	$75.00 plus the weight of disposal; disposal is $25.50 per ton
45	Cooking Grease	$3.00 per 5 gallon container
	Center for Hard to Recycle Materials (CHaRM)	
	Residential Customers with loads of mixed material that contain bulbs, batteries, paint, TVs and/or monitors and other hard to recycle items	
46	Facility Fee for ACC businesses and residents	$2 per trip
47	Facility Fee for non-ACC businesses and residents	$5 per trip
48	Batteries	$0.36 per pound
49	Cleaners/Chemicals/Fertilizers	$5 per gallon
50	Document Destruction	$2 per box
51	Light bulbs	$0.50 each
52	Plate glass or automotive window	$1 per piece
53	Tires	$3 per tire
	Landfill	
54	Commercial Trash:	$43.00 per ton
55	Residential Trash:	$1.50 per bag for up to 6 bags / $10 min. for 7+ bags / $43 per ton
	Leaf & Limb (yard debris)	
56	Commercial Yard Debris:	$25.50 per ton
57	Residential Yard Debris:	$25.00 per ton with a $5.00 minimum
	Composting Fees	
58	Event Composting Permit Fee (Managed by Recycling Educators)	$25.00 per event
59	Bio solids	$40.00 per ton
60	Food scrapes, organics from residential/small commercial sources	$25.00 per ton
61	Food Scraps Compost Contamination Fee (Glass/metal, etc.)	$20.00 per ton
	Commercial Composting (restaurants, hair salons, etc.)	**Total per Month**
62	One Collection Per Week	
63	One 32 Gallon Container	$26.60
64	Two 32 Gallon Containers	$31.60
65	Three 32 Gallon Containers	$36.60
66	Four 32 Gallon Containers	$41.60
67	Five 32 Gallon Containers	$46.60
	Two Collections Per Week	
68	One 32 Gallon Container	$39.90
69	Two 32 Gallon Containers	$44.90
70	Three 32 Gallon Containers	$49.90
71	Four 32 Gallon Containers	$51.90
72	Five 32 Gallon Containers	$53.90

SOLID WASTE (continued)		
	Subject	**Fee / Unit**
	Commercial Composting (restaurants, hair salons, etc.) (continued)	**Total per Month**
	Three Collections Per Week	
73	One 32 Gallon Container	$44.40
74	Two 32 Gallon Containers	$49.40
75	Three 32 Gallon Containers	$54.40
76	Four 32 Gallon Containers	$56.90
77	Five 32 Gallon Containers	$58.90
78	Commercial Composting Contamination Fee	$20.00 per ton
79	Commercial Composting Cart Cleaning Fee (Upon Request)	$10.00 per cart
80	Commercial Composting Cart Replacement Fee	$25.00 per cart
	Other Disposal or Recycling Services	
81	Clothing & Shoes	No Charge - Must be clean & bagged securely & placed in the available bins
82	Cooking grease	No Charge -Used cooking grease/oil
83	Televisions	$5.00 per computer or TV Monitor
84	Metal	No Charge - Large and small appliances, vacuum cleaners, fans, etc.
85	Car batteries	$1.00 per battery
86	Paint	$2.00 / can or $10.00 / 5 gallon bucket
87	Propane tanks	$5.00 per tank
88	Tires	$3.00 per standard passenger/light truck tire without rims
		$10.00 per commercial truck tire without rims
		$25.00 for tractor tires
		$220 per ton commercial rate
89	Mattress or Box springs	$10.00 per piece

SUSTAINABILITY OFFICE		
	Subject	**Fee / Unit**
1	**Level II Electric Vehicle Chargers - Park and Ride**	$0.75/Hour
	Level II Electric Vehicle Chargers - Other Locations	
2	0-2 Hours	$0.75/Hour
3	2-4 Hours	$1.50/Hour
4	After 4 Hours	$3.00/Hour

TRANSPORTATION AND PUBLIC WORKS		
	Subject	**Fee / Unit**
1	Road, Lane, and Sidewalk Closure Report [Traffic]	$60.00 / Permit
2	Traffic Control Plan Review [Traffic]	$150.00 / Per Project
3	Traffic Impact Analysis [Traffic]	$250.00 / Per Project
4	Construction Plan Review	$360.00 / Per Project (2 Reviews)
5	Re-review fee	$250.00 / Per Re-Submittal
6	Storm water Management Plan Review	$275.00 / Per Project (2 Reviews)
7	E&SC - NPDES Review	$40.00 / Disturbed Acres
8	E&SC/Construction Violation and Re-inspection Fee	$200.00 / Violation
9	Land Disturbance Activity Permit**	$240.00 / Per Disturbed Acre (Six Month Permit)
	**Land Disturbance Permits must be renewed after 6 months if project is not complete.	
	Remaining LD Fee will be charged based on site activity as follows:	
10	Active Grading	$40.00 / Per Remaining Disturbed Acre Per Month
11	Second Phase Stabilization (Second Phase E&S Plan active, base material install, underground infrastructure installed)	$30.00 / Per Total Project Disturbed Acre Per Month
12	Final Stabilization	$15.00 / Per Total Project Disturbed Acre Per Month
13	ROW Encroachment Permit	$60.00 / Per Permit
14	Driveway Permit	$60.00 / Per Permit
15	Floodplain Construction Permit	$60.00 / Per Project
16	Bid Packages	$50.00 / Per Package
17	Residential Parking Permit (Two passes - two vehicles)	$10.00 / Per Residence housing)
18	Temporary Residential Parking Permit	$5.00 / Per Day

TRANSIT		
	Subject	**Fee / Unit**
	Single Ride	
1	Adults	$1.75
2	Senior/Disabled (Peak-hours)	Free
4	Children / Youth (0-18 years old)	Free
5	Demand Response	$3.50
6	Transfer	Free
7	UGA Contract Rate	$1.42
8	Bulk Multiple Ride Single Passes Each	$1.45
	22-Ride Passes	
9	Adults	$31.00

FY21 Schedule of Fees and Charges

EXHIBIT A
Athens-Clarke County Building Valuation Table
BUILDING INSPECTION DEPARTMENT

	ICC Construction Type								
ICC Occupancy Classification	**IA**	**IB**	**IIA**	**IIB**	**IIIA**	**IIIB**	**IV**	**VA**	**VB**
A-1 Assembly, theaters, with stage	186.39	180.26	175.96	168.68	158.61	154.03	163.34	144.88	139.45
A-1 Assembly, theaters, without stage	170.54	164.42	160.12	152.84	142.96	138.38	147.50	129.23	123.80
A-2 Assembly, nightclubs	145.07	140.99	137.64	132.03	124.66	121.21	127.45	112.83	109.08
A-2 Assembly, restaurants, bars, banquet halls	144.31	140.23	136.11	131.27	123.13	120.45	126.69	111.30	108.32
A-3 Assembly, churches	171.32	165.19	160.90	153.62	144.81	140.23	148.28	131.08	125.64
A-3 Assembly, general, community halls, libraries, museums	144.07	137.94	132.89	126.37	115.69	111.91	121.03	102.00	97.33
A-4 Assembly, arenas	169.78	163.65	158.60	152.07	141.44	137.62	146.74	127.71	123.04
A-4 Assembly, outdoor	169.78	163.65	158.60	152.07	141.44	137.62	146.74	127.71	123.04
B Business	149.50	144.07	139.59	132.79	121.41	116.87	127.69	106.67	102.02
E Educational	158.32	152.89	148.91	142.13	132.51	125.82	137.25	115.73	112.42
F-1 Factory and industrial, moderate hazard	88.00	83.95	79.28	76.20	68.48	65.30	73.04	56.32	53.10
F-2 Factory and industrial, low hazard	87.23	83.18	79.28	75.44	68.48	64.53	72.27	56.32	52.33
H-1 High Hazard, explosives	82.31	78.26	74.36	70.52	63.73	59.78	67.35	51.57	0.00
H234 High Hazard	82.31	78.26	74.36	70.52	63.73	59.78	67.35	51.57	47.58
H-5 HPM	149.50	144.07	139.59	132.79	121.41	116.87	127.69	106.67	102.02
I-1 Institutional, supervised environment	148.81	143.76	139.60	133.71	123.18	119.83	133.79	110.35	106.91
I-2 Institutional, hospitals	250.10	244.67	240.20	233.39	221.24	0.00	228.30	206.50	0.00
I-2 Institutional, nursing homes	173.60	168.16	163.69	156.88	146.27	0.00	151.79	131.53	0.00
I-3 Institutional, restrained	169.94	164.51	160.04	153.23	142.81	137.51	148.14	128.07	121.90
I-4 Institutional, day care facilities	148.81	143.76	139.60	133.71	123.18	119.83	133.79	110.35	106.91
M Mercantile	108.03	103.94	99.83	94.98	87.19	84.51	90.40	75.36	72.38
R-1 Residential, hotels	150.21	145.16	141.00	135.12	124.38	121.03	135.19	111.55	108.11
R-2 Residential, multiple family	125.97	120.92	116.76	110.88	100.75	97.40	110.95	87.91	84.47
R-3 Residential, one- and two-family	117.56	114.37	111.42	108.62	104.64	101.89	106.80	97.91	92.16
R-4 Residential, care/assisted living facilities	148.81	143.76	139.60	133.71	123.18	119.83	133.79	110.35	106.91
S-1 Storage, moderate hazard	81.55	77.50	72.83	69.76	62.20	59.02	66.59	50.04	46.82
S-2 Storage, low hazard	80.79	76.74	72.83	68.99	62.20	58.26	65.83	50.04	46.05
U Utility, miscellaneous	63.85	60.29	56.53	53.71	48.45	45.28	51.32	38.31	36.48

a. Private garages, carports, porches and storage buildings use Utility, miscelaneous
b. Unfinished basements (all use groups) = $25.00 per sq. ft.
c. For shell only buildings deduct 20 percent of calculated valuation
d. 0.00 valuation indicates not permitted
e. Decks (all use groups) = $18.00 per sq. ft.

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.

Acronyms

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)
CARES (Coronavirus Aid Relief and Economic Security)
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)
ERP (Enterprise Resource Planning)
FAA (Federal Aviation Administration)
FMLA (Family Medical Leave Act)
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)

Acronyms

GICH (Georgia Initiative for Community Housing)
GIS (Geographic Information System)
HCD (Housing & Community Development)
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)