



**Vacant Positions
Budget Worksession
November 1, 2017**

Budget Themes:

1. Invest in ourselves

- a) **Implement the Compensation Study to greatest extent possible**
- b) **Commit to a healthier workforce, with the benefit of cutting costs**
- c) **Place people before operations**

Budget Themes:

2. Refine practices

- a) **Abolish long term vacancies**
- b) **Realistically fund financial liabilities (Transit, Street Lights, Probation Services)**
- c) **Various administrative procedures which could result in indirect cost savings**

Section 1

Identify Vacancies

Introduction

- At any given time from 300 to 400 vacancies exist in all department/divisions including Elected Officials
- A snapshot of vacancy conditions on October 12, 2017, may not show employees who left within four days of October 12th
- As employees were given offers and/or started work the vacancy was removed from the list
- The vacancies listed are currently funded
- General fund (non RCSO) vacancies represent 23% of all vacancies
- Vacancies represent 12% of funded positions

Employment Section Statistics

- Recruiting for 34 departments up 17% from 2015.
- Advertise an average of 28 postings a month up 47% from 2015
- Total applications processed in 2016: 33,216
- New hires processed estimated to be 677, up 26% from 2015

Why do organizations have vacancies?

- High turnover
- Hard to fill positions

High Turnover Animal Control Officer

Total of 6 positions, 2 vacant			
Posted 07/30/15 - Continuous			
	<u>Hire Date</u>	<u>Term Date</u>	<u>Weeks worked</u>
Employee 1	10/24/2015	3/11/2016	20
Employee 2	11/7/2015	12/4/2015	4
Employee 3	4/23/2016	2/10/2017	42
Employee 4	8/27/2016	11/18/2016	12
Employee 5	9/10/2016	11/4/2016	8
Employee 6	9/24/2016	2/10/2017	20
Employee 7	12/31/2016	2/25/2017	8
Employee 8	4/8/2017	4/21/2017	2
Employee 9	5/20/2017	6/30/2017	6

High Turnover Skilled Maintenance Worker

Total of 5 positions, 1 vacant			
Posted: 08/23/17 -8/27/17			
	<u>Hire Date</u>	<u>Term Date</u>	<u>Weeks worked</u>
Employee 1	10/24/2016	6/12/2017	33
Employee 2	12/3/2016	12/30/2016	4
Employee 3	7/1/2017	8/25/2017	8

High Turnover Maintenance Worker II

Total of 8 positions, 5 vacant			
Posted: 5/13/16 - Continuous			
	<u>Hire Date</u>	<u>Term Date</u>	<u>Weeks worked</u>
Employee 1	10/22/2016	3/24/2017	22
Employee 2	12/3/2016	12/30/2016	4
Employee 3	4/8/2017	7/28/2017	16
Employee 4	4/8/2017	8/11/2017	18
Employee 5	5/6/2017	7/14/2017	10

Hard to Fill positions

Positions without any hires	Years open	Positions 2 or fewer hires	Years open	# hired
<u>Section Manager - Planning & Development</u>	1.9	<u>Project Engineer - Engineering</u>	0.8	1
<u>Zoning Administrator - (Planner III) - Planning & Development</u>	1.1	<u>Junior Surveyor - Engineering</u>	1.6	1
<u>Transportation Planner - Planning & Development</u>	0.9	<u>Heavy Equipment Operator I - Engineering</u>	1.6	2

Other considerations

- When a position is filled the most recent vacant Position Control Number (PCN) is used (as opposed to the oldest one).
- General fund (non RCSO) vacancies represent only 23% of all vacancies as of the date of these calculations.
- In some departments as vacancies increase, overtime costs rise. For instance RCSO has currently expended their entire annual overtime budget.

Vacant positions by Fund

based on October 12, 2017 data

Fund Group	Fund Name	# of Positions
SPLOST	SPLOST Phase VI	9
CAPITAL PROJECT FUNDS Total		9
ENTERPRISE FUNDS	Augusta Regional Airport	9
	Daniel Field	1
	Garbage Collection Fund	3
	Storm water Utility	12
	Waste Management Fund	9
	Water & Sewerage	90
ENTERPRISE FUNDS Total		124
GENERAL FUNDS	Adult Probation	6
	General Fund	78
	Grants	3
	Law Enforcement	89
GENERAL FUNDS Total		176
INTERNAL SERVICE FUNDS	Risk Management	2
INTERNAL SERVICE FUNDS Total		2
SPECIAL REVENUE FUNDS	Building Inspections Fund	6
	Emergency Telephone Response	7
	Fire Protection	22
	Housing & Neighborhood Development	4
	Street Lights	2
SPECIAL REVENUE FUNDS Total		41
Grand Total		352

NOTE: Since October 12th as positions are filled they have been taken off the vacancy column

Definition of Funds

- **General Fund –**
 - The General Fund is the general operating fund. It is used to account for all financial resources except those required to be accounted for in another fund.
- **Special Revenue Funds –**
 - The Special Revenue funds are used to account for the proceeds of specific revenue sources (other than Capital Project and Trust Funds) that are legally restricted to expenditures for specified purposes.
- **Capital Project Funds –**
 - Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).
- **Enterprise Funds –**
 - Enterprise Funds are used to account for operations
 - (a) that are financed and operated in a manner similar to private business enterprise – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; Or
 - (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Vacant positions by Department/Division

based on October 12, 2017 data

Department/Division	# Authorized	# of Vacancies	% Vacant
ADMINISTRATION	7	1	14%
ANIMAL SERVICES	26	3	12%
ARC Law Department	11	0	-
Augusta Regional Airport	98	9	9%
Augusta Transit	4	0	-
Board of Commissioners	10	0	-
Board of Elections	7	0	-
Central Services	74	14	19%
Civil Court	28	0	-
CLERK OF COUNCIL/COMMISSION	5	1	20%
Clerk of Court	53	0	-
COMPLIANCE DEPARTMENT	5	2	40%
Coroner	6	0	-
Daniel Field Airport	1	1	100%
DISTRICT ATTORNEY	28	2	7%

NOTE: Since October 12th as positions are filled they have been taken off the vacancy column

Vacant positions by Department/Division (continued)

based on October 12, 2017 data

Department/Division	# Authorized	# of Vacancies	% Vacant
Emergency 911	72	7	10%
Emergency Management	2	0	-
Engineering	165	41	25%
ENVIRONMENTAL SERVICES	54	12	22%
Extension Services	1	0	-
Finance	32	8	25%
FIRE	364	22	6%
Housing and Community Development	24	5	21%
Human Resources	17	0	-
INFORMATION TECHNOLOGY	43	3	7%
Jury Services	2	0	-
Juvenile Court	7	0	-
Law Library	1	0	-
Marshal	50	2	4%
Mayor	4	0	-

NOTE: Since October 12th as positions are filled they have been taken off the vacancy column

Vacant positions by Department/Division (continued)

based on October 12, 2017 data

Department/Division	# Authorized	# of Vacancies	% Vacant
Parks & Recreation	128	13	10%
Planning and Development	68	10	15%
Probate Court	11	0	-
PROBATION OFFICE	24	6	25%
Procurement	17	2	12%
PUBLIC DEFENDER	15	1	7%
RCCI	77	4	5%
Sheriff	750	89	12%
State Court	2	0	-
STATE COURT JUDGE	11	1	9%
STATE COURT-SOLICITOR	38	1	3%
SUPERIOR COURT	24	1	4%
TAX ASSESSORS	40	1	3%
Tax Commissioner	47	0	-
Utilities	390	90	23%
Grand Total	2843	352	12%

NOTE: Since October 12th as positions are filled they have been taken off the vacancy column

Vacant positions by length of time open

based on October 12, 2017 data

Department/Division	# of Vacancies	% of Total
0 to 1 year	218	62%
1.01 to 2 years	53	15%
More than 2 years	81	23%
Grand Total	352	100%

NOTE: Since October 12th as positions are filled they have been taken off the vacancy column

Criteria for recommendations

- One or more of the following criteria was the basis of selecting positions recommended for elimination:
 - Department/Divisions reporting to Administrator
 - Length of vacancy, the time since the position was last filled
 - Number of vacancies as a percentage of total funded positions
 - Recommendations by Department/Division head
 - Impact on operations

Vacant positions recommended to be abolished

Fund Name	Count of PCN
General Fund	6
Housing & Neighborhood Development	2
Waste Management Fund	2
Water & Sewerage	29
SPLOST	5
Emergency Telephone Response	1
Grants	1
Grand Total	45

To increase savings

- We can apply the same criteria to Elected Officials
- To reach 200 positions need to expand to Elected Officials and Enterprise funds
- Need feedback as to which positions
- Review length of time vacant

Vacant Positions recommended to be abolished – Non Direct Reports

Fund Name	Count of PCN
Augusta Regional Airport	1
Law Enforcement	14
General Fund	
- CLERK OF COUNCIL/COMMISSION	1
- DISTRICT ATTORNEY	1
Grand Total	18

Section 2

Financial Impact

Value of positions eliminated

Fund Name	Count of PCN	Sum of Annual Salary
Augusta Regional Airport	1	\$59,392.31
General Fund	8	\$287,014.85
Housing & Community Development	2	\$50,492.26
Waste Management Fund	2	\$74,264.50
Water & Sewerage	29	\$1,088,201.39
SPLOST	5	\$158,877.04
Emergency Telephone Response	1	\$27,392.18
Law Enforcement	14	\$407,349.93
Grants	1	\$65,753.56
Grand Total	63	\$2,218,738.02

Budget Methodology

The organization budgets amounts based on 100% occupancy of all authorized positions in each department.

Reality

- Not all departments are staffed at 100% due to turnover, hiring delays, planned vacancies
- Lapsed Salaries represent **unused appropriations** for Salaries
- Some departments may increase Overtime to continue providing same level of service

Lapsed Salaries Budget – General Fund

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Fund 101 - General</u>							
Budget at Department Level	\$ 43,410,582	\$ 45,965,113	\$ 48,199,730	\$ 49,570,560	\$ 52,645,885	\$ 53,977,600	\$ 54,600,220
Lapse Salary Budget	<u>(3,366,000)</u>	<u>(3,225,540)</u>	<u>(3,500,000)</u>	<u>(4,000,000)</u>	<u>(4,000,000)</u>	<u>(4,700,000)</u>	<u>(4,000,000)</u>
Budget at Fund Level	<u>\$ 40,044,582</u>	<u>\$ 42,739,573</u>	<u>\$ 44,699,730</u>	<u>\$ 45,570,560</u>	<u>\$ 48,645,885</u>	<u>\$ 49,277,600</u>	<u>\$ 50,600,220</u>

Lapsed Salaries Actual – General Fund

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Fund 101 - General</u>							
ACTUAL							
Salaries	31,511,135	31,658,323	32,927,448	34,001,219	36,606,463	37,529,460	37,340,568
Benefits	8,270,964	10,142,800	10,690,839	10,781,027	11,761,853	12,828,044	13,299,761
Total	<u>39,782,099</u>	<u>41,801,122</u>	<u>43,618,287</u>	<u>44,782,246</u>	<u>48,368,316</u>	<u>50,357,504</u>	<u>50,640,329</u>
BUDGET	<u>43,410,582</u>	<u>45,965,113</u>	<u>48,199,730</u>	<u>49,570,560</u>	<u>52,645,885</u>	<u>53,977,600</u>	<u>54,600,220</u>
Variance	<u>3,628,483</u>	<u>4,163,991</u>	<u>4,581,443</u>	<u>4,788,314</u>	<u>4,277,569</u>	<u>3,620,096</u>	<u>3,959,891</u>
Lapse Salary Budget	<u>3,366,000</u>	<u>3,225,540</u>	<u>3,500,000</u>	<u>4,000,000</u>	<u>4,000,000</u>	<u>4,700,000</u>	<u>4,000,000</u>
<u>% of Budget</u>							
Variance	8.4%	9.1%	9.5%	9.7%	8.1%	6.7%	7.3%
Lapse Salary	7.8%	7.0%	7.3%	8.1%	7.6%	8.7%	7.3%

Lapsed Salaries Budget – RCSO

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Fund 273 - Law Enforcement</u>							
Budget at Department Level	\$ 37,065,150	\$ 38,916,843	\$ 39,884,130	\$ 41,465,070	\$ 41,780,230	\$ 42,755,250	\$ 43,510,640
Lapse Salary Budget	<u>(1,184,000)</u>	<u>(1,674,460)</u>	<u>(1,400,000)</u>	<u>(1,400,000)</u>	<u>(1,400,000)</u>	<u>(1,850,000)</u>	<u>(1,400,000)</u>
Budget at Fund Level	<u>\$ 35,881,150</u>	<u>\$ 37,242,383</u>	<u>\$ 38,484,130</u>	<u>\$ 40,065,070</u>	<u>\$ 40,380,230</u>	<u>\$ 40,905,250</u>	<u>\$ 42,110,640</u>

Lapsed Salaries Actual – RCSSO

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Fund 273 - Law Enforcement</u>							
ACTUAL							
Salaries	26,580,328	26,770,002	28,460,975	28,559,783	29,403,716	29,699,807	29,530,781
Benefits	8,428,167	10,199,859	10,868,878	10,692,902	11,536,080	12,095,897	12,686,111
Total	<u>35,008,495</u>	<u>36,969,861</u>	<u>39,329,853</u>	<u>39,252,685</u>	<u>40,939,796</u>	<u>41,795,703</u>	<u>42,216,893</u>
BUDGET	<u>37,065,150</u>	<u>38,916,843</u>	<u>39,884,130</u>	<u>41,465,070</u>	<u>41,780,230</u>	<u>42,755,250</u>	<u>43,510,640</u>
Variance	<u>2,056,655</u>	<u>1,946,982</u>	<u>554,277</u>	<u>2,212,385</u>	<u>840,434</u>	<u>959,547</u>	<u>1,293,747</u>
Lapse Salary Budget	<u>1,184,000</u>	<u>1,674,460</u>	<u>1,400,000</u>	<u>1,400,000</u>	<u>1,400,000</u>	<u>1,850,000</u>	<u>1,400,000</u>
<u>% of Budget</u>							
Variance	5.5%	5.0%	1.4%	5.3%	2.0%	2.2%	3.0%
Lapse Salary	3.2%	4.3%	3.5%	3.4%	3.4%	4.3%	3.2%

Example: Simple Budget

<u>Budgets</u>	<u>Dept A</u>	<u>Dept B</u>	<u>Dept C</u>	<u>Dept D</u>	<u>TOTAL</u>
Salaries and Benefits	\$ 100,000	\$ 150,000	\$ 500,000	\$ 200,000	\$ 950,000
Operating Costs	\$ 50,000	\$ 25,000	\$ 15,000	\$ 35,000	\$ 125,000
TOTAL	<u>\$ 150,000</u>	<u>\$ 175,000</u>	<u>\$ 515,000</u>	<u>\$ 235,000</u>	<u>\$ 1,075,000</u>

Application of Budget Methodology

Difference between total budget and expected actual expenses shown at Fund Level as “Lapsed Salaries”

Budget with Lapsed Salaries

<u>Budgets</u>	<u>Dept A</u>	<u>Dept B</u>	<u>Dept C</u>	<u>Dept D</u>	<u>Fund Level</u>	<u>TOTAL</u>
Salaries and Benefits	\$ 100,000	\$ 150,000	\$ 500,000	\$ 200,000		\$ 950,000
Lapsed Salaries					(25,000)	(25,000)
Operating Costs	50,000	25,000	15,000	35,000		125,000
Additional Programs	15,000			10,000		25,000
TOTAL	<u>\$ 150,000</u>	<u>\$ 175,000</u>	<u>\$ 515,000</u>	<u>\$ 235,000</u>	<u>\$ (25,000)</u>	<u>\$ 1,075,000</u>



<u>Actual Expenses</u>	<u>Dept A</u>	<u>Dept B</u>	<u>Dept C</u>	<u>Dept D</u>	<u>Fund Level</u>	<u>TOTAL</u>
Salaries and Benefits	\$ 100,000	\$ 150,000	\$ 450,000	\$ 200,000	\$ (25,000)	\$ 900,000
Operating Costs (with additional programs)	65,000	25,000	15,000	45,000	-	150,000
TOTAL	<u>\$ 165,000</u>	<u>\$ 175,000</u>	<u>\$ 465,000</u>	<u>\$ 245,000</u>	<u>\$ (25,000)</u>	<u>\$ 1,050,000</u>

Not all positions will be filled 100% of the year, so budget is adjusted for Lapsed Salaries from these vacancies. This expected savings creates an opportunity to use funds for additional programs.

Fact Check

- Elimination of vacant positions will not result in dollar for dollar savings to reallocate in the budget.

- If you accept the recommendations we will calculate a new amount for lapsed salaries.

- Discussion