



2019 Proposed Budget
October 16, 2018

Budget Totals

Fund Name	FY2018	Revenues	Expenditures	Change from 2018	
		FY 2019	FY 2019	Amount	%
GENERAL FUNDS					
General Fund	\$ 95,303,470	\$ 98,962,200	\$ 98,962,200	\$ 3,658,730	3.84%
Law Enforcement	61,074,980	62,925,130	62,925,130	1,850,150	3.03%
Total General Fund/Law Enforcement	156,378,450	161,887,330	161,887,330	5,508,880	3.52%
Port Authority	95,260	105,770	105,770	10,510	11.03%
Adult Probation	1,430,450	1,295,450	1,512,080	81,630	5.71%
SPECIAL REVENUE FUNDS	100,175,490	97,249,890	97,604,990	(2,570,500)	-2.57%
CAPITAL PROJECT FUNDS	187,064,280	182,925,810	182,925,810	(4,138,470)	-2.21%
DEBT SERVICE FUNDS	3,184,140	16,244,140	16,244,140	13,060,000	410.16%
ENTERPRISE FUNDS	416,102,870	310,805,930	310,805,930	(105,296,940)	-25.31%
INTERNAL SERVICE FUNDS	46,151,090	47,612,950	47,612,950	1,461,860	3.17%
TRUST & AGENCY FUNDS	49,273,000	34,085,990	34,085,990	(15,187,010)	-30.82%
Totals	<u>\$ 959,855,030</u>	<u>\$ 852,213,260</u>	<u>\$ 852,784,990</u>	<u>\$ (107,070,040)</u>	<u>-11.15%</u>

2019 Budget

- General Fund and Law Enforcement Fund are in balance

2019 Budget

- All other funds are balanced with the exception of
 - Adult Probation
 - Street Lights

2019 Budget Assumptions

- 1.5% growth in digest
- 7.0% growth in LOST
- Increase in Title Ad Valorem Tax (TAVT)
 - Growth in number of vehicle transactions
 - HB 329 changed distribution formula (was 45% will be 51% as of July 1, 2019)
- No Change in electric franchise fee
- Level funding for NGO's
- Utilities new rate structure effective January 1, 2019

Economic Outlook

- In terms of US GDP growth:
 - 3.0% in 2018
 - 2.5% in 2019
- In terms of GA's GDP growth:
 - 3.5% in 2018
 - 3.0% in 2019.
- **Augusta will outperform the state by a wide margin in both 2018 and 2019** -- in fact the Augusta MSA will tie with Gainesville as the state's fastest growing metro areas.

Dr. Jeffrey M. Humphreys
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2019 Budget Themes

1. Continue to invest in ourselves:
 - a) Compensation
 - b) Commitment to a healthier workforce

2. Investing in our community by focusing on
 - a) Leisure Services
 - b) Special Events

What's working for us:

- The investment in a healthier workforce
 - 2018 health care costs trends
 - Projected to come in at budgeted level for:
 - Medical Costs - \$19.85 Million
 - Pharmacy Costs – \$5.92 Million
 - Wellness Center relocation and expansion
 - Opening December 10, 2018
 - Additional Staff
 - Nurse Practitioner
 - Medical Assistant
 - Wellness Coordinator

Investment in ourselves

- Started in 2018 with:
 - Compensation Study resulted in
 - COLA for all employees (1.5% effective January 1, 2018)
 - Market adjustment to new paygrade minimums (effective March 16, 2018)
 - Longevity Increases (paygrades 4 thru 14, effective March 29, 2018)
 - Increase in pension multiplier from 1.65 to 2
 - Effective July 1, 2018
 - Increase in employee contribution from 4% to 6.25% effective January 1, 2019
 - Increase in employer contribution

Pension Benefits

Joe Smith	annual salary	\$25,000	\$35,000	\$50,000
Effect of change to employee contribution		Annual Employee Contribution Amount		
current rate	4.00%	\$ 1,000.00	\$ 1,400.00	\$ 2,000.00
proposed rate	6.25%	\$ 1,562.50	\$ 2,187.50	\$ 3,125.00
difference per year		\$ 562.50	\$ 787.50	\$ 1,125.00
difference per pay period		\$ 21.63	\$ 30.29	\$ 43.27
Effect of change to increase multiplier		Current	Proposed	
		1.65%	2.00%	
Years of Service (YOS)		30	30	
		49.5%	60.0%	
increase to benefit			10.5%	
Average Final Earnings*		\$ 27,000	\$ 37,800	\$ 54,000
Current YOS multiplier		49.5%	49.5%	49.5%
Current Annual retirement benefit		\$ 13,365.00	\$ 18,711.00	\$ 26,730.00
Average Final Earnings*		\$ 27,000	\$ 37,800	\$ 54,000
Proposed YOS multiplier		60.0%	60%	60.0%
Proposed New Annual retirement benefit		\$ 16,200.00	\$ 22,680.00	\$ 32,400.00
Increased Benefit Per Year		\$ 2,835.00	\$ 3,969.00	\$ 5,670.00

* Estimated Average Final Earnings are 8% higher than current salary since employee's salaries typically increase over their course of employment

Investment in ourselves

- Continues in 2019 by providing
 - COLA (1.5%) for all employees effective July 1, 2019
 - Longevity Increases for employees effective May 2019
 - With 10+ years of service
 - Expand range to include paygrades 15 thru 23
 - Employee in paygrades 4 thru 14 now meeting minimum YOS
- Collecting additional data to determine program effectiveness on retention

Longevity Increase

<u>Fund</u>	<u>Grade 15</u>	<u>Grade 16</u>	<u>Grade 17</u>	<u>Grade 18</u>	<u>Grade 19</u>	<u>Grade 20</u>	<u>Grade 21</u>	<u>Grade 22</u>	<u>Grade 23</u>	<u>Grand Total</u>	<u>Effective 5/1/2019</u>
101	\$21,678	\$41,105	\$28,804	\$45,591	\$12,037	\$27,549	\$56,412	\$20,890	\$30,202	\$284,267	\$191,660
216	\$1,561		\$5,109	\$2,372	\$12,720	\$2,670				\$24,433	\$15,880
217		\$2,225								\$2,225	\$1,450
221							\$5,433			\$5,433	\$3,530
274	\$39,745	\$1,587	\$97,661			\$151,722		\$70,705		\$361,420	\$234,920
329			\$3,887		\$3,136		\$3,438	\$3,594		\$14,054	\$9,140
506	\$1,817	\$20,526	\$21,328	\$10,178	\$27,043	\$5,932	\$15,091	\$24,421	\$3,036	\$129,372	\$89,920
541					\$3,236					\$3,236	\$2,100
542		\$4,490								\$4,490	\$2,920
551	\$1,569		\$4,317						\$2,280	\$8,166	\$5,310
581			\$6,351	\$1,744	\$4,978		\$2,178			\$15,252	\$9,910
611			\$2,389	\$2,653						\$5,042	\$3,280
Total	<u>\$66,370</u>	<u>\$69,934</u>	<u>\$169,847</u>	<u>\$62,539</u>	<u>\$63,150</u>	<u>\$187,873</u>	<u>\$82,553</u>	<u>\$119,610</u>	<u>\$35,517</u>	<u>\$857,392</u>	<u>\$570,010</u>

Longevity Increase Examples

<u>Department</u>	<u>PCN Description</u>	<u>Grade</u>	<u>Length of Service 9/8/2018</u>	<u>Longevity Inc %</u>	<u>Current Salary</u>	<u>Longevity Increase</u>	<u>Final Salary</u>
PROCUREMENT	BID & CONTRACT SPECIALIST III	17	10.43	4%	\$39,413.58	\$1,576.54	\$40,990.12
INFORMATION TECHNOLOGY	IT PROJECT MANAGER II	23	14.61	4%	\$64,321.97	\$2,572.88	\$66,894.85
CLERK OF SUPERIOR COURT	COURT SUPPORT SUPERVISOR	16	19.56	5%	\$40,186.27	\$2,009.31	\$42,195.58
MARSHAL	SECURITY DEPUTY	15	13.92	4%	\$39,230.15	\$1,569.21	\$40,799.36
ENGINEERING	OPERATIONS MANAGER	21	36.00	6%	\$51,371.00	\$3,082.26	\$54,453.26
PARKS AND RECREATION	PARKS MAINTENANCE SUPT	21	29.16	6%	\$63,456.60	\$3,807.40	\$67,264.00
E911	E911 SHIFT SUPERVISOR	19	18.72	5%	\$50,311.80	\$2,515.59	\$52,827.39
FIRE SUPPRESSION	FIREFIGHTER II	15	21.44	6%	\$36,794.94	\$2,207.70	\$39,002.64
UTILITIES	PLANT OPERATOR, LEAD II	19	11.74	4%	\$45,738.00	\$1,829.52	\$47,567.52

Organizational Development

- Recently Reviewed operation in three departments
 - Human Resources
 - Recreation and Parks
 - Environmental Services

- The recommended budget adds resources to each

Organizational Development

- Human Resources
 - Establish a training and organizational development function
 - Help departments and employees learn new policies and procedures
 - Develop a training curriculum to prepare employees to advance
- Recreations and Parks
 - Generate new revenue through new special events
 - Re-organize the department to better support its mission
 - Improve maintenance in cemeteries and downtown
 - Further the Masterplan
 - Reduce reliance on contracts; improve security
- Environmental Services
 - Reduce reliance on contractors
 - Improve department operational effectiveness

Leisure Services

- Part of master plan implementation
- Special Events Focus

Event	Projected		
	Revenue	Expenditures	Net
Concerts at Lake Olmstead	\$ 296,600	\$ 203,200	\$ 93,400
5K race	\$ 8,500	\$ 6,400	\$ 2,100
Bridge the Gap	\$ 47,500	\$ 33,730	\$ 13,770
Kids Palooza	\$ 26,500	\$ 19,500	\$ 7,000
2020 Soul Festival -seed money	\$ -	\$ 100,000	\$ (100,000)

Station 20

- Anticipated to be in service 4th quarter 2019
- Additional staff in 2019 Budget
 - Lieutenants – 3
 - Firefighter Engineer – 3
 - Firefighter II - 6

Enhancements Recommended For 2019

- New Personnel – TAB 5 in budget document
 - Re-establish 7 positions of 48 eliminated in 2018
 - Additional 30 positions were left unfunded in 2018
 - Create new positions in:
 - General Fund
 - Board of Elections Office of the Mayor (part time)
 - Information Technology Human Resources
 - Central Services (part time) District Attorney
 - Public Defender Recreation
 - Code Enforcement
 - Special Revenue & Enterprise Funds
 - Fire Department Utilities
 - Environmental Services Garbage Collection
 - Fleet Management Augusta Regional Airport

New Personnel - recommended

Department	Org Key	Quantity	Job Title	Grade	Salary	Benefits	Department Total	Projected Revenue
* Clerk of Commission	101-01-1310	1	Records Management Clerk (<i>restored from 2018 abolished list</i>)	8	14,251.00	6,383.00	20,634.00	
		1	Clerk of Commission				20,634.00	
* Mayor	101-01-3110	0	Part-time Administrative Assistant Mayor		15,000.00	1,147.50	16,147.50	
							16,147.50	
* Board of Elections	101-01-4110	1	Deputy Registrar	8	27,206.00	12,584.76	39,790.76	
		1	Board of Elections				39,790.76	
* Information Technology	101-01-5410	1	Radio System Manager <i>Administrator recommends July 1, 2019</i>	25	31,318.00	8,769.82	40,087.82	
* Information Technology	101-01-5410	1	Network Engineer (<i>restored from 2018 abolished list</i>)	28	90,000.00	21,366.50	111,366.50	
		2	Information Technology				151,454.32	
* Human Resources	101-01-5510	1	Employee Relations Training Manager	24	59,820.00	17,145.83	76,965.83	
* Human Resources	101-01-5510	1	HR File Clerk (funded by HR part time budget)	8	27,206.00	12,584.76	39,790.76	
		2	Human Resources				116,756.59	
* Central Services Admin	101-01-6210	0	PT Admin Assistant (Real Estate) Augusta 311		14,509.87	1,110.00	15,619.87	
							15,619.87	
* Circuit Court	101-02-1112	1	Secretary I (<i>restored from 2018 abolished list</i>)	6	24,615.00	12,222.41	36,837.41	
		1					36,837.41	
* District Attorney	101-02-1310	2	(2) DA Investigator @ 48,500 - to provide each judge team own Investigator due to increase in cases	20	97,000.00	31,125.45	128,125.45	61,500.00
* District Attorney	101-02-1310	1	Assistant District Attorney - to provide each judge team with 3 ADAs due to increase in cases	22	54,800.00	16,443.78	71,243.78	34,197.00
* District Attorney	101-02-1310	1	Secretary (<i>restored from 2018 abolished list</i>)	6	24,615.00	12,222.41	36,837.41	17,682.00
		4	District Attorney				236,206.64	113,379.00
* Public Defender - Superior Court	101-02-2510	1	Assistant Public Defender - supplement Judge Wright's court due to Circuit PD no longer serving in court on a daily basis	22	54,800.00	16,443.78	71,243.78	21,373.00
		1	Public Defender - Superior Court				71,243.78	21,373.00
* Public Defender - State Court	101-02-2511	1	Assistant Public Defender - allow time for the supervisors to monitor new attorneys - <i>Administrator recommends one</i>	22	54,800.00	16,443.78	71,243.78	
		1	Public Defender - State Court				71,243.78	
* Engineering-Highway and Street	101-04-1110	1	Engineering Inspector II (<i>restored from 2018 abolished list</i>)	18	40,162.00	14,396.66	54,558.66	
		1	Engineering-Highway and Street				54,558.66	
* Recreation-Administration	101-06-1110	1	Program Manager	22	54,187.00	16,358.05	70,545.05	
* Recreation-Administration	101-06-1110	1	Deputy Director Special Events	28	75,789.00	19,379.09	95,168.09	
* Recreation-Administration	101-06-1110	1	Deputy Director Finance & Administration	28	75,789.00	19,379.09	95,168.09	
* Recreation-General Shop	101-06-1122	2	(2) Full time Park Ranger @ 29,798	10	59,596.00	25,894.50	85,490.50	
* Recreation-Riverwalk	101-06-1495	1	Marketing/Customer Service Coordinator	17	38,866.00	14,215.41	53,081.41	
		6	Recreation				399,453.15	
* Code Enforcement	101-07-2910	2	(2) Code Enforcement Officers @ 37,571	16	75,142.00	28,068.61	103,210.61	
		2	Code Enforcement				103,210.61	
		22	Total General Fund				1,333,157.06	134,752.00

New Personnel - recommended

Department	Org Key	Quantity	Job Title	Grade	Salary	Benefits	Department Total	Projected Revenue
* Fire Department	274-03-5210	3	(3) Fire Lieutenant 24hr for Station 20-EIGHT pp	20	44,819.08	15,047.95	59,867.02	
*	274-03-5210	3	(3) Firefighter Engineer 24hr for Station 20-EIGHT pp	17	35,876.31	13,797.30	49,673.61	
*	274-03-5210	6	(6) Firefighter II 24hr for Station 20-EIGHT pp	13	62,185.85	26,256.69	88,442.54	
		12	Total Fire Protection Fund				197,983.17	
* Utilities	506-04-3580	1	Plant Mechanic I	12	32,389.00	13,309.60	45,698.60	
*	506-04-3580	1	Plant Mechanic I	12	32,389.00	13,309.60	45,698.60	
*	506-04-3580	1	Plant Mechanic III <i>(restored from 2018 abolished list)</i>	16	37,571.00	14,034.30	51,605.30	
*	506-04-3580	1	Plant Mechanic III <i>(restored from 2018 abolished list)</i>	16	37,571.00	14,034.30	51,605.30	
*	506-04-3430	1	Engineering Inspector I	17	38,866.00	14,215.41	53,081.41	
*	506-04-3410	1	CMOM Technician III	14	34,980.00	13,671.95	48,651.95	
*	506-04-3210	1	Meter Specialist, Senior	12	32,389.00	13,309.60	45,698.60	
*	506-04-3210	1	Customer Service Clerk I	6	24,615.00	12,222.41	36,837.41	
		8	Total Utilities Fund				378,877.18	
* Environmental Services	541-04-4210	1	Administrative Assistant	10	29,798.00	12,947.25	42,745.25	
*	541-04-4210	1	Operations Manager	19	45,738.00	15,176.46	60,914.46	
*	541-04-4210	1	Deputy Director-ES Operations	28	75,789.00	19,379.09	95,168.09	
*	541-04-4210	1	Heavy Equipment Technician	18	40,162.00	14,396.66	54,558.66	
*	541-04-4210	1	Accounting Clerk	8	27,206.00	12,584.76	39,790.76	
*	541-04-4550	1	Administrative Assistant (Compressed Natural Gas)	10	29,798.00	12,947.25	42,745.25	
		6	Total Waste Management Fund				335,922.47	
* Garbage Collection	542-04-4110	1	Program Compliance Specialist	19	45,738.00	15,176.46	60,914.46	
*	542-04-4110	1	Code Enforcement	16	37,571.00	14,034.30	51,605.30	
*	542-04-7460	1	Compliance Analyst (Demolition Houses)	8	27,206.00	12,584.76	39,790.76	
		3	Total Garbage Collection Fund				152,310.52	
* Augusta Regional Airport	551-08-1108		Upgrade Deputy to a Corporal	17	2,604.00	364.17	2,968.17	
*	551-08-1122	1	Passenger Assistance Liaison	10	29,798.00	12,947.25	42,745.25	
		1	Total Augusta Regional Airport Fund				45,713.42	
* Fleet Management	626-01-6440	1	Operations Officer/Procurement Tech II (convert from contractor)	13	33,684.00	13,490.71	47,174.71	offset by reduction in Fleet contract
*	626-01-6440		Clothing Allowance		750.00	0.00	750.00	
*	626-01-6440		Shoe Allowance		130.00	0.00	130.00	
*	626-01-6440	1	Operations Specialist/Maintenance Tech (convert from contractor)	13	33,684.00	13,490.71	47,174.71	
		2	Total Fleet Management Fund				95,229.41	
* Included in Proposed budget								

Enhancements Recommended For 2019

- New Programs – TAB 6 in budget document
 - Create new programs in:
 - General Fund
 - Tax Assessor
 - Marshal
 - Code Enforcement
 - Circuit Court
 - Recreation
 - Sheriff – Road Patrol
 - Special Revenue & Enterprise Funds
 - Augusta Regional Airport

New Programs - recommended

Department Name	Org Key	Object Code	Description	Amount	Department Total	Projected Revenue
* Tax Assessor	101-01-5710	6011140	TreppLoan technology contract (3 year initial term) \$31,200 per year	31,200	31,200	
* Circuit Court	101-02-1112	6011140	WinnerVR Software (9 @ \$2,995 each plus \$135 shipping)	27,090	27,090	
* Marshal	101-02-2610	6011140	Digital Evidence Mgt Solutions data storage for body cameras	63,320		100,000
* Magistrate Court Fees	101-00-0000	3511310	Marshal Increase of Fees		63,320	100,000
* Recreation General Shop	101-06-1122	6011140	R&M Contract - Grounds (landscape maintenance for Greene and Broad Streets)	96,500		
* Recreation Lake Olmstead	101-06-1489	6011140	Lake Olmstead Concerts	203,200		296,600
* Recreation Riverwalk	101-06-1495	6011140	5K Race (supplies and temp workers for the race)	6,400		8,500
*	101-06-1495	6011140	Bridge the Gap	33,730		47,500
*	101-06-1495	6011140	Kids' Palooza (temp workers, security services, advertising, supplies, etc.)	19,500		26,500
*	101-06-1495	6011140	Seed Money for 2020 Soul Festival (professional services and promotion)	100,000		
					459,330	379,100
* Code Enforcement	101-07-2910	6011140	Cell phone and service for (2) new positions	1,560		
*	101-07-2910	6011140	Membership Dues for (2) new positions	460		
*	101-07-2910	6011140	Education & Training for (2) new positions	2,000		
*	101-07-2910	6011140	Uniforms for (2) new positions	400		
*	101-07-2910	6011140	Gasoline for (2) new positions	1,640		
*	101-07-2910	6011140	Telephones for (2) new positions	1,740		
*	101-07-2910	6011140	PCs for (2) new positions	2,600		
					10,400	
			Total General Fund		591,340	479,100
* Sheriff- Road Patrol	273-03-1310	6011140	Streamlight Stinger LED Rechargeable Flashlights/ Safety Wands (traffic control)	9,420		
			Total Law Enforcement Fund		9,420	
* Airport-Marshal	551-08-1108	6011140	Digital Evidence Mgt Solutions data storage for body cameras	21,190		
			Total Augusta Regional Airport		21,190	
* Included in Proposed Budget						

Areas that need some attention

- Adult Probation
- Street Lights
- Augusta Public Transit
- Augusta Public Library

Areas that need some attention

- Adult Probation
 - Cost Effectiveness is not at anticipated levels
 - Challenge of maintaining adequate staffing levels

- Options
 - Revamp current program OR
 - Privatize

	<u>2016</u>	<u>2017</u>	<u>2018 Projected</u>	<u>2019 Budget</u>
Revenues				
Probation Fees	\$ 168,512	\$ 442,688	\$ 467,430	\$ 470,000
Monitoring Fees	40,414	50,629	120,225	90,000
Miscellaneous	479	1,167	1,507	-
Total Revenue	<u>209,404</u>	<u>494,485</u>	<u>589,163</u>	<u>560,000</u>
 Expenditures	 <u>625,319</u>	 <u>1,139,459</u>	 <u>1,181,816</u>	 <u>1,512,080</u>
 Subsidy from General Fund	 <u>\$ 415,915</u>	 <u>\$ 644,974</u>	 <u>\$ 592,654</u>	 <u>\$ 952,080</u>

Areas that need some attention

- Street Lights – 2018 Action
 - Applied a tourniquet

<u>Year</u>	<u>Revenue</u>	<u>Expenditures</u>	<u>Excess/ (Deficit)</u>	<u>Fund Balance</u>
2015	4,577,916	5,056,978	(479,062)	278,833
2016	4,407,254	5,126,660	(719,406)	(440,572)
2017	4,651,549	5,403,504	(751,955)	(1,192,527)
2018	5,765,353	6,120,000	(354,647)	

2018 expenditure amounts are projected based on current operating levels

Areas that need some attention

- Street Lights – 2019 Action
 - Complete program overhaul
 - Establish uniform rate structure
 - Generate adequate funds to:
 - Maintain system
 - Expand street lights to underserved areas

Augusta Public Transit

RIDERSHIP AND REVENUE REPORT					
<u>Fare Revenue</u>	2014	2015	2016	2017	2018 YTD
Passenger fare	587,786	541,734	522,442	510,167	349,683
ADA Fares	52,037	60,107	68,621	60,831	52,939
Passenger fare - Rural	42,007	35,093	38,120	38,162	31,358
* College Transit Fares	101,931	98,990	93,484	98,213	38,155
Total	<u>783,760</u>	<u>735,923</u>	<u>722,667</u>	<u>707,372</u>	<u>472,135</u>

<u>Ridership</u>	2014	2015	2016	2017	2018 YTD
Motor Bus	797,851	787,145	767,109	696,145	492,040
ADA	19,694	23,135	27,392	26,347	21,577
Rural	13,353	13,984	15,044	15,296	11,415
College Transit	33,977	33,433	33,115	32,753	17,370
Total	<u>864,875</u>	<u>857,697</u>	<u>842,660</u>	<u>770,541</u>	<u>542,402</u>

Augusta Public Library

- Single County System
- Funding sources:
 - State of Georgia
 - Funding level reduced when system moved from a regional library system to a single county system
 - Local Government
 - funding level - \$2,466,100
 - No change local government funding since 2012

Budget Calendar

- Administrator Presents Budget October 16, 2018

- Commission Work Sessions (1:30pm to 3:30PM)
 - Special Events Wednesday October 24, 2018
 - Adult Probation Friday November 2, 2018
 - To be announced Wednesday November 7, 2018
 - To be announced Wednesday November 14, 2018

- Budget Adopted November 20, 2018

- Budget Implemented January 1, 2019

Final Thoughts

- This is a preliminary plan intended to start the discussion at the commission level
- Current year revenues and expenditures are monitored to determine the effect if any on 2019 projections

Special Thanks

- Office of the Administrator staff
 - Finance Department
- All Departments and Agencies

Questions / Comments