

**THE UNIFIED GOVERNMENT OF
ATHENS-CLARKE COUNTY**

FY15

BUDGET IN BRIEF



**ANNUAL OPERATING
& CAPITAL BUDGET**

JULY 1, 2014 - JUNE 30, 2015

This *Budget in Brief* has been produced to provide an overview of the Unified Government of Athens-Clarke County's (ACCUG) Annual Operating and Capital Budget for Fiscal Year 2015 (July 1, 2014 – June 30, 2015). This document provides a brief and understandable summary of the FY15 Budget. We hope that you find this document a helpful tool in understanding the financial plan for Athens-Clarke County for the upcoming year.

A more detailed copy of the FY15 Budget can be viewed at the Clerk of Commission's Office, Room 204 of City Hall, the Athens Regional Library on Baxter Street, or at Athens-Clarke County's website <http://www.athensclarkecounty.com/budget>.

TABLE OF CONTENTS

Athens-Clarke County Mission Statement.....	1
Athens-Clarke County Mayor & Commission.....	1
Athens-Clarke County at a Glance.....	2
Annual Budget Development Process	3
FY15 Significant Budget Issues.....	4
FY15 Mayor and Commission Goals.....	6
Structure of Budgets.....	13
Summary of FY15 Budget – All Funds	15
Summary of FY15 Budget – General Fund	17
FY15 General Fund Revenues (chart).....	19
FY15 General Fund Expenditures (chart)	20
General Fund Revenues and Expenditures Per Capita.....	21
Understanding Property Taxes	22
Comparative Property Taxes for a \$150,000 Home.....	23
Understanding Sales Taxes	25
FY15 Capital Budget	26
Budget History and Trends	27
Full-time Employee: Trends and Comparisons.....	28
FY15 Full-time Employees by Function & Department.....	30
Legal and Charter Requirements for Annual Budget.....	32

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 November 4, 1997

Mayor and Commission

Mayor	Nancy Denson
Commissioner - District 1	Doug Lowry
Commissioner - District 2	Harry Sims
Commissioner - District 3	George Maxwell
Commissioner - District 4	Allison Wright
Commissioner - District 5	Jared Bailey
Commissioner - District 6	Jerry NeSmith
Commissioner - District 7	Kathy Hoard
Commissioner - District 8	Andy Herod
Commissioner - District 9	Kelly Girtz
Commissioner - District 10	Mike Hamby
Manager	Alan Reddish

Athens-Clarke County at a Glance

Form of Government: Commission-Manager
Mayor and Ten Commissioners.
(Mayor elected at large and Commissioners elected by district).

Population: 115,452 (2010 US Census Bureau)
UGA Enrollment: 34,536 (Fall 2013)
Land Area: 122 square miles or 78,000 acres
Median Age: 25.7 (2010 US Census Bureau)
Median Household Income: \$30,880 (2010 US Census Bureau)

Major Attractions:

University of Georgia
State Botanical Gardens
Georgia Museum of Art
Downtown Athens
Morton Theatre
Classic Center (Convention Center & Theater)
Historic Homes

Principal Employers:

University of Georgia
Athens Regional Medical Center
Clarke County School District
Pilgrim's Pride Poultry Company
Athens-Clarke County Government
St. Mary's Health Care System

Median Price of an Existing Home (Owner Occupied):
\$160,300 (2013 – Board of Assessors)

Estimated Property Taxes for a \$160,300 home in 2014 (with Standard Homestead Exemption):

ACCUG	\$ 755	41%
School	\$ 1,082	58.7%
State	<u>\$ 6</u>	<u>0.3%</u>
Total	\$ 1,843	100%

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. No later than the end of April, 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 prior to adopting it in June. Major steps in the Annual Budget development process include:

November	Mayor & Commission Establish Budget Goals
November	Departments Submit Capital Project requests and updates to 5 year Capital Improvement Plan (CIP).
January	Departments Submit Operating Budget Requests.
February	Mayor & Commission review Budget Requests from Independent Agencies.
February - March	Manager and Mayor meet with Department and Constitutional Officials to review Budget requests.
April	Mayor sends Recommended Budget to Commission.
May	Commission reviews Mayor Recommended Budget.
June	Commission adopts Budgets for next fiscal year and establishes the property tax millage rate.
July	Budget for next fiscal year begins on July 1.

FY15 Significant Budget Issues

- This budget maintains the current property tax millage rate of 13.95. The homeowner of a median priced home in Athens-Clarke County will continue to pay similar or lower property taxes than many neighboring communities and similar sized communities in the state.
- This Budget includes operating support for the following SPLOST funded facilities:
 - The FY15 Budget continues to plan for and support SPLOST funded facilities, in particular the new Jail set to be in operation in the fall of 2015. The Budget includes the addition of \$272,000 to fund eleven positions for six months to support and maintain the new Jail, in addition to fully funding seven positions approved in FY14. The Budget also includes a total of \$40,000 in operating support for other SPLOST projects, such as the Integrated Public Safety/Judicial Information System, the Greenspace Acquisition Program, the Ware-Lyndon House Historic Garden and the Pulaski Creek Greenway.
 - For many years, ACCUG has used federal and state grant programs to fund needed services for our citizens. In order to maintain the current level of services, the FY15 Budget includes \$740,000 in the General Fund to fund eighteen existing positions in public safety and judicial services from grants that will end during FY15. Eleven positions are police officers added in 2010 with full funding from the American Recovery and Reinvestment Act (ARRA) grant. ACCUG must maintain these 11 police officer positions for at least one year after the grant funding expires in 2014. The remaining seven positions (5 in the Police Department, 1 in Probation Services and 1 in Clerk of Courts) were all funded from the Violence Against Women Act (VAWA) grants which expired or decreased at the end of 2013. These VAWA funded positions support the investigation, intervention and processing of domestic

violence and domestic violence related cases. The transfer of funding for these positions to local funding sources will insure that current service levels are maintained.

- In support of the Mayor and Commission goals, the FY15 Budget includes funding to continue to recruit, retain, and reward ACCUG employees. Across all funds, the Budget includes \$2.2 million to provide a 2.5% market and pay table adjustment to recruit and retain employees whose work performance meets or exceed job requirements. The FY15 Budget also includes \$920,000 for the Performance Management Program (PMP) to retain and reward employees who meet or exceed performance expectations. This is the second year since FY09 that funding has been available to support the Mayor and Commission goal of a compensation and benefit plan to recruit, retain and reward quality employees. This Budget also includes an increase to the monthly benefit for current retirees by \$50 at a cost of \$450,000 annually. This Budget will continue to fully fund ACCUG's commitment to employee and retiree pension and health care obligations.
- This Budget includes a total of 1,610 full-time authorized positions, which is a net increase of seventeen full-time authorized positions compared to the current level. The authorized level of full-time positions will remain around 14 per thousand of ACC population, as it has since 1991.

Mayor and Commission Goals and Objectives for FY15

Goals and Objectives reviewed by the Mayor and Commission on February 11, 2014 and adopted on March 4, 2014, helped to guide the development of the FY15 Budget.

A. Engage the Community in Visioning the Future of Athens-Clarke County.

Short Term Strategy:

In FY15, assess the status and progress of past visioning efforts to glean lessons learned. Investigate how the upcoming Comprehensive Planning process might be utilized to achieve a broader vision.

Long Term Strategy:

Engage the community in a visioning process rather than announcing the M&C's plan. Use such a process and initiative to create a long-term plan that has greater community buy-in and shelf life.

B. Provide infrastructure that is supportive of sustainable growth, is environmentally sensitive, and is fiscally sound.

Objectives

-Energy Conservation:

Short Term Strategy:

By FY15, reduce the Unified Government's use of all forms of conventional energy resources in Unified Government buildings by 7% compared to consumption during FY07 through education, policy changes, and facility modifications.

Long Term Strategy:

Evaluate and implement energy conservation measures where practical in all Unified Government operations in conjunction with life-cycle replacement programs and capital renovations and improvements for the purpose of reducing energy consumption by 15% as compared to FY07.

-Water Supply:

Short Term Strategy:

In FY15, educate citizens and constituents on conservation and protection efforts.

In FY 15, identify additional water supply resources and begin preliminary evaluation of those resources.

Long Term Strategy:

Explore reuse opportunities for commercial and residential users.

-Solid Waste Management:

Short Term Strategy:

In FY15, maintain reductions of not less than 40% per capita in the amount (measured in pounds), of Athens-Clarke County community generated solid waste directed toward landfills compared to such volumes in FY06 and continue positive efforts in support of achieving 2018 reduction goals.

Long Term Strategy:

Achieve reductions of not less than 60% by 2018, and 75% by 2020 per capita in the amount (measured in pounds) of Athens-Clarke County community generated solid waste directed toward landfills compared to such volumes in FY06.

-Greenway Master Plan:

Short Term Strategy:

In FY15, approve elements of Task #3 from the Greenway Network Sequencing Plan Flow Chart as part of the Greenway Network Plan for the North Oconee River Greenway (Southern Section) and the Middle Oconee River Greenway. Elements include Corridor Build-Out Concept and establishment of projects and priorities within each corridor.

Long Term Strategy:

Continue to develop the Greenway Master Plan.

-Sustainability Plan:

Short Term Strategy:

In FY15, working with community environmental and transportation groups and Unified Government staff, define the major components of a sustainability plan and identify benchmarks for success.

C. Enhance and sustain the quality of life in Athens-Clarke County.

Objectives

-Healthy Lifestyles and Foods:

Short Term Strategy:

In FY15, Use Unified Government communication tools to promote Unified Government sponsored community events and amenities (bike lanes, sidewalks) that encourage healthy lifestyles.

Long Term Strategy:

Support efforts and partner with other community organizations to build a collaborative network that identifies and shares health resources and other efforts to make Athens a healthy community.

-Reverse the Deterioration of Multi-Family Housing:

Short Term Strategy:

In FY15, define the problem and inventory where and how it exists.

In FY15, engage housing partners to develop possible solutions.

In FY15, ensure effective code enforcement.

Long Term Strategy:

Integrate an improvement strategy into land use planning process.

Work with the state to develop incentives for private solutions.

-Improve Multi-Transportation Programs in ACC:

Short Term Strategy:

In FY15, study local transportation systems to identify potential efficiency improvements.

In FY15, identify additional alternative transportation options that can be accelerated within SPLOST.

Explore options for traffic calming, pedestrian safety measures, and sidewalk projects and sidewalk installations.

Long Term Strategy:

Increase the frequency and scope of transit service.

Seek funding to preserve and protect current transportation infrastructure.

-Planning Special Works Projects:

Short Term Strategy:

Allocate resources for the development and implementation of the planning department special works programs as approved and scheduled (Infill development, Prince and Oak/Oconee Corridor studies, etc.)

-Workforce Housing Assessment:

Short Term Strategy:

In FY15, complete a workforce housing needs assessment to identify deficiencies within the existing housing stock and development strategies to encourage housing diversity.

D. Recruit and retain a workforce with the skills to meet the diverse needs of the Athens Clarke County Community.

Objectives

-Pension Benefits:

Long Term Strategy:

Amend the Defined Benefit Pension Plan to provide incentives for retaining long-term employees.

-Compensation and Benefits Plan:

Long Term Strategy:

Annually adopt, as part of the budget process, adjustments to the Unified Government's compensation and benefits plan to retain a competitive compensation position with peer communities.

E. Establish more efficient criminal justice processes.

Short Term Strategy:

In FY15, establish a Criminal Justice Coordinating Committee to identify any remaining Criminal Justice Task Force recommendations that should be implemented; to define and track measurable objectives using data throughout the local criminal justice system; and to seek input from the system's key agency officials on a quarterly basis to promote continuous process improvements.

F. Develop and implement corridor plans for areas such as Prince Avenue, Jefferson Road, Lexington Highway, and Atlanta Highway which are expected to experience heavy growth over the next 20 years.

Objectives

-Corridor Plans:

Short Term Strategy:

Seek ways to implement recommendations of the Mayor's Atlanta Highway Study Committee's review of the corridor.

Develop strategies for improving Lexington Corridor.

In FY15, identify and select the next corridors, or business district, for study under ACCUG gateway and corridor program.

Long Term Strategy:

Identify funding and partnership opportunities to implement corridor study recommendations.

Work with the state to identify tax incentives to retain existing jobs and business along commercial corridors.

G. Ensure continued efficiency and effectiveness of ACC Government Departments, Offices, and Agencies

Short Term Strategy:

M&C work to fill Auditor's position and develop work plan for position.

Structure of Budgets

The ACCUG Budget is split into a number of Funds, or separate units for accounting and tracking the revenue and expenditure of specific activities. For example, some activities are required by law to be accounted for in a separate fund (e.g. Hotel/Motel Tax Fund and Emergency Telephone (E911) Fund), while other funds have been established by management to track specific activities (e.g. Water & Sewer Enterprise Fund and Landfill Enterprise Fund). A listing of revenues and expense budgets by fund can be found on pages 15 and 16.

The General Fund is the largest fund and accounts for over half of government wide revenues and expenditures. 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. The FY15 General Fund Operating Budget totals \$108.7 million, and the General Fund Budget for Capital Projects is \$4.2 million. A listing of budgeted revenues and expenditures by department in the General Fund can be found on pages 17 and 18.

Special Revenue Funds are established to account for specific revenue sources that are legally restricted such as designated taxes, grants or other restricted revenue sources. Funds included in this group are the Community Development Block Grant (CDBG), the Hotel/Motel Excise Tax, Building Inspection, the Grants Fund and others. Budgets for Special Revenue Funds in FY15 total \$10.2 million.

Capital Project Funds account for financial resources used for the acquisition, construction and significant maintenance expenditures for major capital facilities and equipment (other than those financed by Enterprise Funds). Budgets for the Capital Project Funds in FY15 total \$4.7 million.

Enterprise Funds are used to account for operations that are similar to a private business or the governing body has identified a need to account for an operation in this manner. Funds in this group include the Water & Sewer operation, the Solid Waste Collection operation, the Landfill, the Airport, the Transit System (The Bus), and the Stormwater Utility Program. Enterprise Fund budgets in FY15 total \$74 million.

Internal Service Funds are used to account for the operations of departments that provide goods and services to other government departments or agencies on a cost reimbursement basis. These include items such as vehicle maintenance, self-funded insurance programs, employee health insurance, and a vehicle replacement program. The budgets for Internal Service Funds in FY15 total \$21 million.

SUMMARY FY2015 BUDGET ALL FUNDS

	<u>FY14</u> <u>BUDGET</u>	<u>FY15</u> <u>BUDGET</u>	<u>%</u> <u>INC/</u> <u>(DEC)</u>	<u>%</u> <u>OF</u> <u>TOTAL</u>
REVENUES:				
PROPERTY TAXES	\$46,604,400	\$49,631,400	6.5%	22.3%
SALES TAX	\$21,500,000	\$20,500,000	-4.7%	9.2%
OTHER TAXES	\$21,619,500	\$22,297,500	3.1%	10.0%
LICENSES & PERMITS	\$2,297,000	\$2,274,000	-1.0%	1.0%
INTERGOVERNMENTAL REVENUES	\$5,579,054	\$5,530,836	-0.9%	2.5%
CHARGES FOR SERVICES	\$91,602,495	\$92,246,024	0.7%	41.4%
FINES & FORFEITURES	\$4,159,100	\$4,181,100	0.5%	1.9%
OTHER REVENUES	\$1,353,998	\$1,065,374	-21.3%	0.5%
TRANSFERS IN FROM OTHER FUNDS	<u>\$6,929,490</u>	<u>\$7,873,006</u>	13.6%	3.5%
TOTAL REVENUES	\$201,645,037	\$205,599,240	2.0%	92.3%
USE FUND BALANCE	\$4,714,335	\$5,521,472	17.1%	2.5%
USE OF NET ASSETS BALANCE	<u>\$13,027,188</u>	<u>\$11,724,236</u>	-10.0%	5.3%
 SUB-TOTAL REVENUE & OTHER SOURCES	\$219,386,560	\$222,844,948	1.6%	100%
LESS INTERFUND TRANSFERS (1)	<u>(\$24,494,887)</u>	<u>(\$23,790,806)</u>	-2.9%	
TOTAL REVENUE & OTHER SOURCES	<u>\$194,891,673</u>	<u>\$199,054,142</u>	2.1%	
 EXPENDITURES (BY FUND):				
GENERAL FUND	\$109,322,426	\$112,819,864	3.2%	50.6%
 <u>SPECIAL REVENUE FUNDS:</u>				
EMERGENCY TELEPHONE SYSTEM (E911)	\$2,441,816	\$2,464,905	0.9%	1.1%
HOTEL/MOTEL TAX FUND	\$2,000,400	\$2,250,000	12.5%	1.0%
SPECIAL PROGRAMS & INITIATIVES FUND	\$1,463,000	\$1,457,113	-0.4%	0.7%
COMMUNITY DEV. BLOCK GRANT (CDBG)	\$1,288,303	\$1,269,701	-1.4%	0.6%
GRANTS FUND	\$1,051,005	\$994,759	-5.4%	0.4%
BUILDING INSPECTION FUND	\$833,818	\$815,861	-2.2%	0.4%
SUPPORTIVE HOUSING GRANT FUND	\$405,334	\$405,334	0.0%	0.2%
HUD HOME GRANT FUND	\$324,079	\$244,250	-24.6%	0.1%
ALTERNATIVE DISPUTE RESOLUTION PRGM	\$185,366	\$187,201	1.0%	0.1%
SHERIFF INMATE FUND	\$60,000	\$70,000	16.7%	0.0%
CORRECTIONS INMATE FUND	<u>\$15,000</u>	<u>\$15,000</u>	0.0%	0.0%
SUB-TOTAL SPECIAL REVENUE FUNDS	\$10,068,121	\$10,174,124	1.1%	
 <u>CAPITAL PROJECT FUNDS:</u>				
GENERAL CAPITAL PROJECTS FUND	\$3,207,100	\$4,125,700	28.6%	1.9%
PUBLIC FACILITIES AUTHORITY FUND	\$548,987	\$547,847	-0.2%	0.2%
ECON. DEV. CAPITAL PROJECT FUND	\$25,000	\$44,500	78.0%	0.0%
DEV. AUTH. CAPITAL PROJECTS FUND	<u>\$0</u>	<u>\$19,500</u>	--	0.0%
SUB-TOTAL CAPITAL PROJECT FUNDS	\$3,781,087	\$4,737,547	25.3%	2.1%

SUMMARY FY2015 BUDGET ALL FUNDS

	<u>FY14</u> <u>BUDGET</u>	<u>FY15</u> <u>BUDGET</u>	<u>%</u> <u>INC/</u> <u>(DEC)</u>	<u>%</u> <u>OF</u> <u>TOTAL</u>
<u>ENTERPRISE FUNDS:</u>				
WATER & SEWER FUND	\$54,451,905	\$51,951,912	-4.6%	23.3%
TRANSIT FUND (less depreciation)	\$5,498,346	\$5,780,377	5.1%	2.6%
STORMWATER UTILITY FUND	\$3,496,636	\$4,611,440	31.9%	2.1%
LANDFILL FUND	\$4,461,774	\$4,285,444	-4.0%	1.9%
SOLID WASTE COLLECTION FUND	\$3,730,730	\$4,227,370	13.3%	1.9%
AIRPORT FUND	<u>\$3,347,884</u>	<u>\$3,191,694</u>	-4.7%	1.4%
SUB-TOTAL ENTERPRISE FUNDS	\$74,987,275	\$74,048,237	-1.3%	
<u>INTERNAL SERVICE FUNDS:</u>				
SELF FUNDED HEALTH INSURANCE FUND	\$12,322,340	\$12,389,651	0.5%	5.6%
FLEET MANAGEMENT FUND	\$2,992,197	\$3,053,738	2.1%	1.4%
SELF FUNDED INSURANCE & CLAIMS FUND	\$2,704,040	\$2,698,266	-0.2%	1.2%
INTERNAL SUPPORT FUND	\$1,698,596	\$1,680,382	-1.1%	0.8%
FLEET REPLACEMENT FUND	<u>\$1,225,800</u>	<u>\$1,204,000</u>	-1.8%	0.5%
SUB-TOTAL INTERNAL SERVICE FUNDS	\$20,942,973	\$21,026,037	0.4%	
 SUB-TOTAL EXPENDITURES ALL FUNDS	 \$219,101,882	 \$222,805,809	 1.7%	 100%
 LESS INTERFUND TRANSFERS (1)	 <u>(\$24,494,887)</u>	 <u>(\$23,790,806)</u>	 -2.9%	
 TOTAL OPERATING & CAPITAL EXPENDITURES	 \$194,606,995	 \$199,015,003	 2.3%	
 DESIGNATED FOR FUTURE CAPITAL & DEBT SERVICE REQUIREMENTS (2)	 \$284,678	 \$39,139	 -86.3%	
 TOTAL EXPENDITURES & DESIGNATIONS	 <u><u>\$194,891,673</u></u>	 <u><u>\$199,054,142</u></u>	 2.1%	

NOTES: (1) - Interfund transfers represent charges and transfers between ACCUG funds. The amount of these inter-fund charges and transfers are subtracted from the revenue and expenditure totals to avoid "double counting".

(2) - For comparison purposes, Transit depreciation expense was not included in the numbers above.

**SUMMARY FY2015 BUDGET
GENERAL FUND**

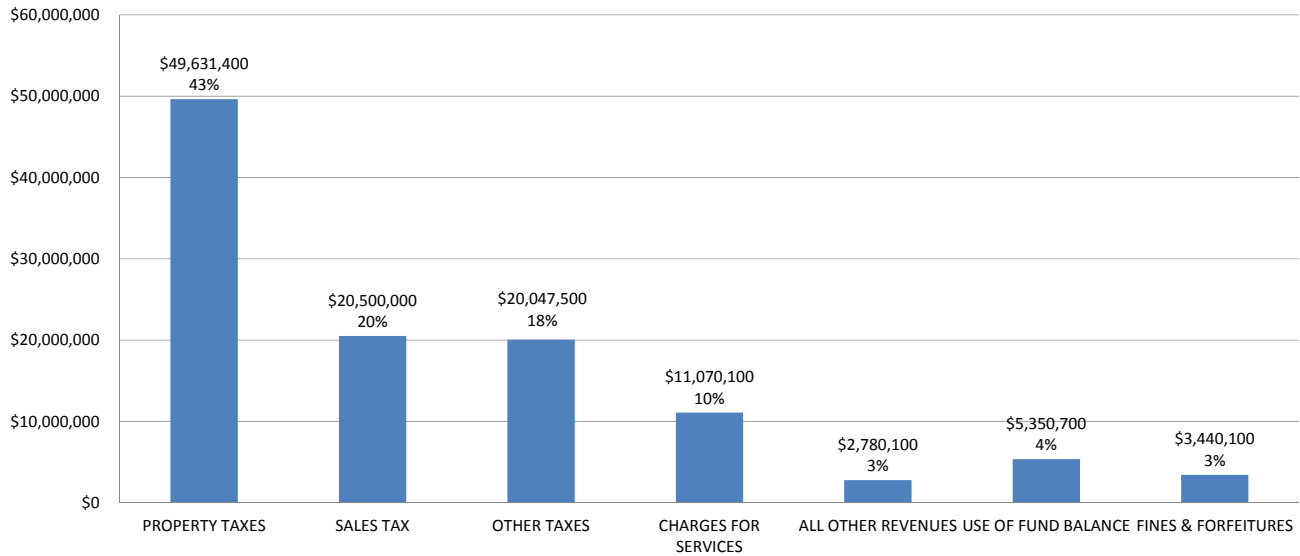
	<u>FY14 BUDGET</u>	<u>FY15 BUDGET</u>	<u>% INC/ (DEC)</u>
REVENUES:			
PROPERTY TAXES	\$46,604,400	\$49,631,400	6.5%
SALES TAX	\$21,500,000	\$20,500,000	-4.7%
OTHER TAXES	\$19,619,500	\$20,047,500	2.2%
LICENSES PERMITS	\$1,406,570	\$1,424,000	1.2%
INTERGOVERNMENTAL REVENUES	\$882,000	\$848,000	-3.9%
CHARGES FOR SERVICES	\$10,584,716	\$11,070,138	4.6%
FINES & FORFEITURES	\$3,546,100	\$3,440,100	-3.0%
OTHER REVENUES	\$732,040	\$473,026	-35.4%
TRANSFERS IN FROM OTHER FUNDS	\$15,000	\$35,000	133.3%
USE OF FUND BALANCE	<u>\$4,432,100</u>	<u>\$5,350,700</u>	20.7%
TOTAL REVENUE & OTHER SOURCES	<u>\$109,322,426</u>	<u>\$112,819,864</u>	3.2%
EXPENDITURES (BY DEPARTMENT):			
MAYOR AND COMMISSION	\$509,192	\$518,091	1.7%
MANAGER (1)	\$900,082	\$1,253,317	39.2%
ATTORNEY	\$609,093	\$615,847	1.1%
AUDITOR	\$227,451	\$229,016	0.7%
FINANCE	\$1,897,488	\$1,929,333	1.7%
HUMAN RESOURCES	\$1,141,362	\$1,125,489	-1.4%
TAX COMMISSIONER	\$1,373,293	\$1,361,011	-0.9%
BOARD OF TAX ASSESSORS	\$990,693	\$1,008,400	1.8%
BOARD OF ELECTIONS	\$300,281	\$438,986	46.2%
HUMAN & ECONOMIC DEVELOPMENT	\$277,567	\$303,159	9.2%
GENERAL SUPPORT GROUP (1)	\$239,963	\$0	-100.0%
COMPUTER INFORMATION SERVICES	\$2,646,789	\$2,756,916	4.2%
ECONOMIC DEVELOPMENT	\$390,000	\$390,163	--
OTHER GENERAL ADMINISTRATION	<u>\$5,443,100</u>	<u>\$5,643,755</u>	3.7%
TOTAL GENERAL GOVERNMENT	\$16,946,354	\$17,573,483	-0.1%
SUPERIOR COURTS	\$2,232,053	\$2,477,861	11.0%
CLERK OF COURTS	\$1,061,630	\$1,063,362	0.2%
STATE COURT	\$631,142	\$640,845	1.5%
SOLICITOR GENERAL	\$1,025,716	\$1,104,882	7.7%
DISTRICT ATTORNEY	\$901,164	\$934,054	3.6%
SHERIFF	\$14,774,843	\$15,374,009	4.1%
JUVENILE COURT	\$364,891	\$398,563	9.2%
MAGISTRATE'S COURT	\$730,889	\$711,085	-2.7%
CORONER	\$37,393	\$37,393	0.0%
PROBATE COURT	\$386,902	\$430,335	11.2%
MUNICIPAL COURT	<u>\$585,246</u>	<u>\$591,917</u>	1.1%
TOTAL JUDICIAL	\$22,731,869	\$23,764,306	4.5%

**SUMMARY FY2015 BUDGET
GENERAL FUND**

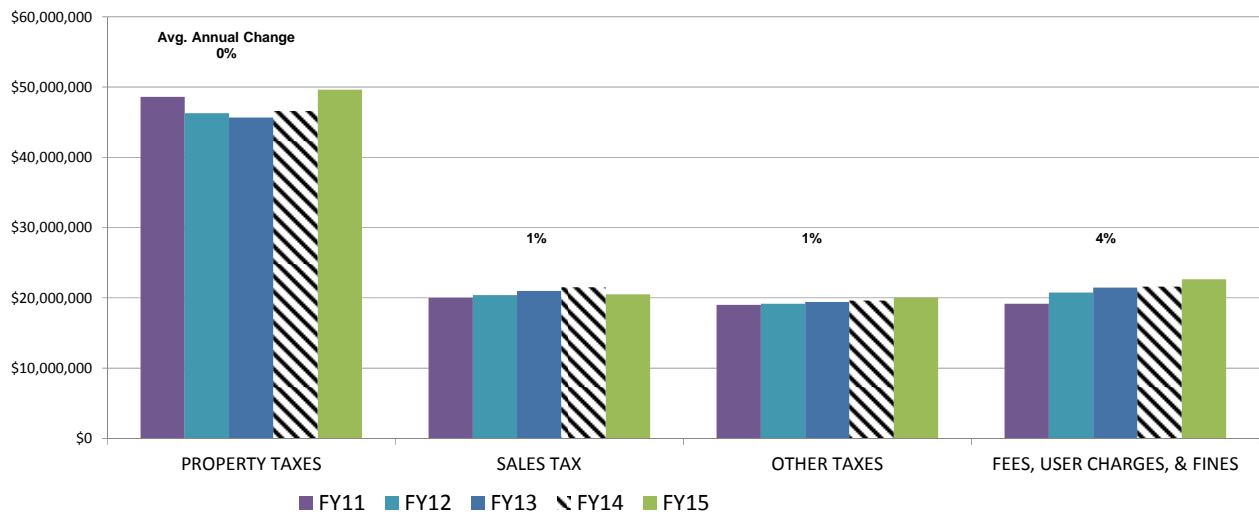
EXPENDITURES (BY DEPARTMENT):	<u>FY14 BUDGET</u>	<u>FY14 BUDGET</u>	<u>% INC/ (DEC)</u>
POLICE SERVICES	\$19,109,800	\$20,045,160	4.9%
FIRE SERVICES	\$12,813,369	\$12,702,079	-0.9%
CORRECTIONS	<u>\$3,214,069</u>	<u>\$3,317,829</u>	3.2%
TOTAL PUBLIC SAFETY	\$35,137,238	\$36,065,068	2.6%
TRANSPORTATION & PUBLIC WORKS	\$3,855,976	\$3,838,439	-0.5%
SOLID WASTE	\$587,805	\$706,185	20.1%
PLANNING & ZONING	\$1,151,064	\$1,170,846	1.7%
BUILDING INSPECTION (Community Protection Div)	\$716,782	\$739,349	3.1%
CENTRAL SERVICES	<u>\$8,125,752</u>	<u>\$8,361,204</u>	2.9%
TOTAL PUBLIC WORKS	\$14,437,379	\$14,816,023	2.6%
LEISURE SERVICES	\$7,134,417	\$7,156,679	0.3%
COOPERATIVE EXTENSION SERVICE	<u>\$151,721</u>	<u>\$154,285</u>	1.7%
TOTAL CULTURE & RECREATION	\$7,286,138	\$7,310,964	0.3%
INDEPENDENT AGENCIES	\$4,864,658	\$4,930,034	1.3%
DEBT SERVICE	\$1,145,300	\$676,480	-40.9%
TRANSFERS OUT TO OTHER FUNDS	\$3,541,390	\$3,532,806	-0.2%
TOTAL OPERATING EXPENDITURES	\$106,090,326	\$108,669,164	2.4%
CAPITAL FOR CURRENT SERVICES	\$2,782,400	\$3,166,000	13.8%
CAPITAL FOR ADDITIONS & IMPROVEMENTS	<u>\$449,700</u>	<u>\$984,700</u>	119.0%
TOTAL CAPITAL	\$3,232,100	\$4,150,700	28.4%
TOTAL OPERATING & CAPITAL EXPENDITURES	<u>\$109,322,426</u>	<u>\$112,819,864</u>	3.2%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>\$0</u>	<u>\$0</u>	

NOTE: (1) - In FY15, Organizational Development moved from General Support Group to the Manager's Office.

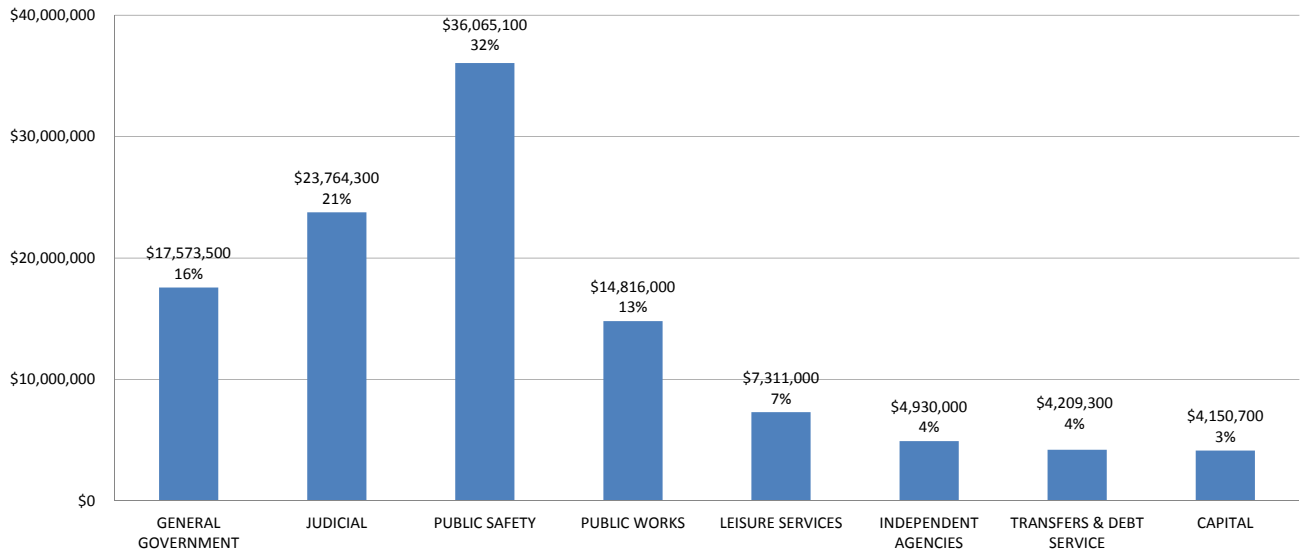
FY15 GENERAL FUND BUDGET REVENUES \$112.8 Million



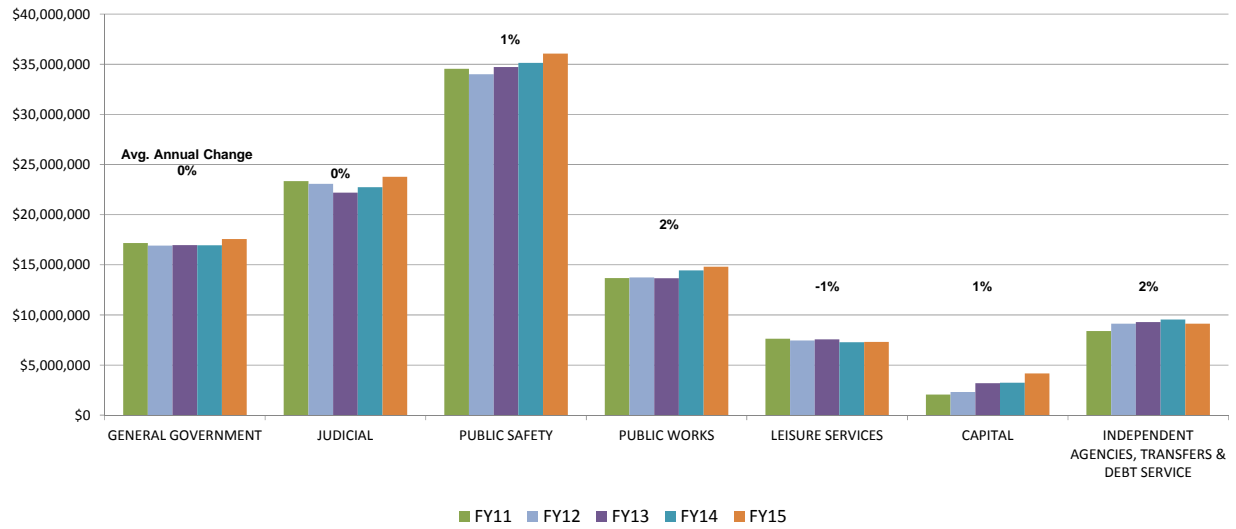
REVENUES - GENERAL FUND BUDGET Five Year Trend (FY11 - FY15)



FY15 GENERAL FUND BUDGET EXPENDITURES \$112.8 Million



EXPENDITURES - GENERAL FUND BUDGET Five Year Trend (FY11 - FY15)



General Fund Revenues and Expenditures Per Capita

General Fund Revenues: Property taxes account for the largest source of revenue - 44% or \$413 per capita - in the General Fund. The \$0.01 Local Option Sales Tax (LOST) accounts for approximately one-fifth of General Fund revenues. All tax revenues - property, sales and other - account for about 80% of all General Fund revenues. On average, each ACC resident will pay \$938 for General Fund services in FY15.

Per Capita Revenue by Type		
	FY14	FY15
PROPERTY TAXES	387	413
SALES TAX	179	170
OTHER TAXES	163	167
CHARGES FOR SERVICES	88	92
ALL OTHER REVENUES	25	23
USE OF FUND BALANCE	37	44
FINES & FORFEITURES	29	29
Total	\$909	\$938

General Fund Expenditures: More than half of all General Fund dollars are expended in the areas of Public Safety (Police, Fire and the Correctional Institute) and Judicial services (Sheriff, Jail, Courts and prosecuting offices). ACCUG expends approximately \$498 per capita for these services. Departments included in each functional area (Public Works, General Government, etc.) can be found on page 17 and 18.

Per Capita Expenditure by Function		
	FY14	FY15
PUBLIC SAFETY	\$292	\$300
JUDICIAL	189	198
GENERAL GOVERNMENT	141	146
PUBLIC WORKS	120	123
LEISURE SERVICES	61	61
INDEPENDENT AGENCIES	40	41
CAPITAL	27	35
TRANSFERS & DEBT SERVICE	\$39	\$35
Total	\$909	\$938

Understanding Property Taxes

The property tax rate or millage rate is adopted annually for the Unified Government and the Clarke County School System. A tax rate of one mill is equal to a tax of \$1 for every \$1,000 of assessed property value. (Note: the assessed property value is equal to 40% of a property's fair market value). Taxes may be reduced further by certain exemptions such as the Homestead Exemption. In general, the property tax would be calculated as follows:

Fair Market Value X 40% = Assessed Value

Assessed Value – Exemptions = Taxable Value

Taxable Value X Tax Rate = Amount of Tax Bill

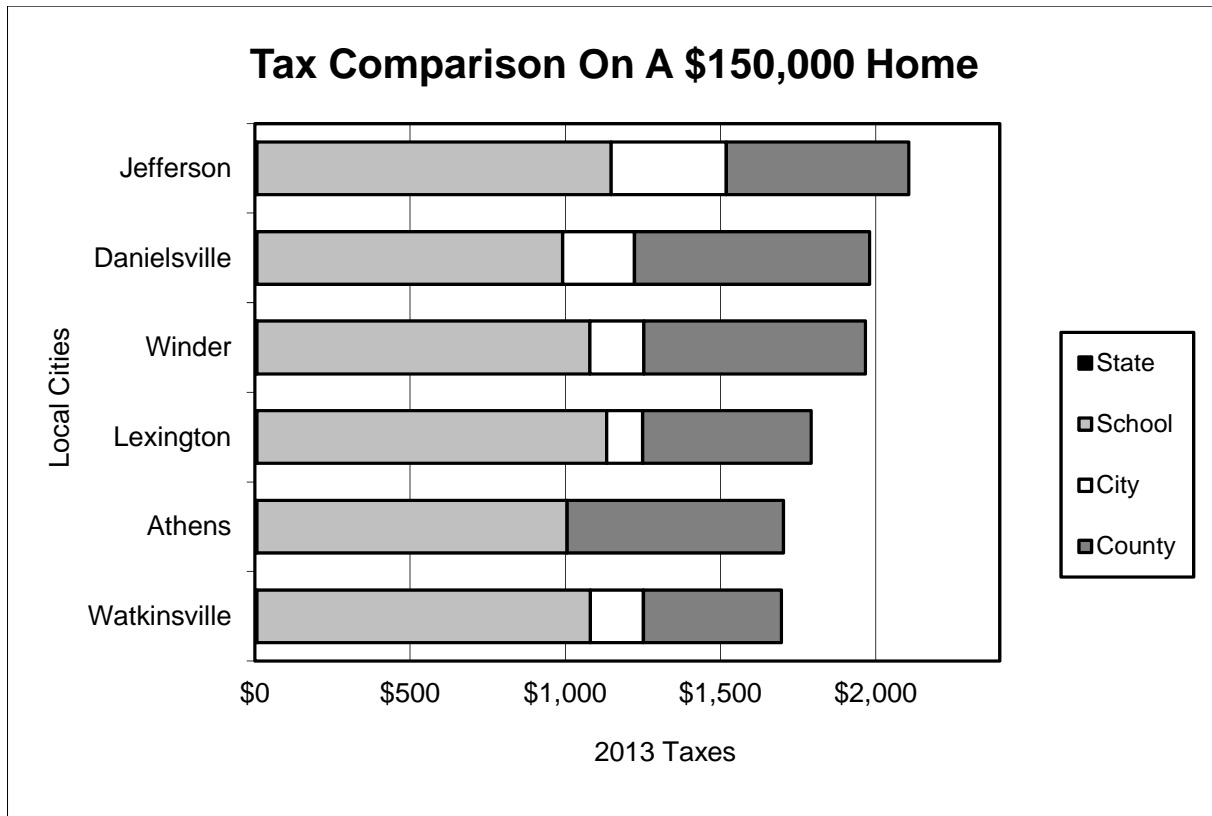
The millage rate for Athens-Clarke County governmental services for FY15 is 13.95 mills. The Clarke County School Board, which sets its millage rate separate from the ACCUG, set a rate of 20.00 mills for FY15. The State of Georgia rate for FY15 is 0.10 mills.

**Property Tax Collections
For Athens-Clarke County**
(Total Rate 34.05 mills)

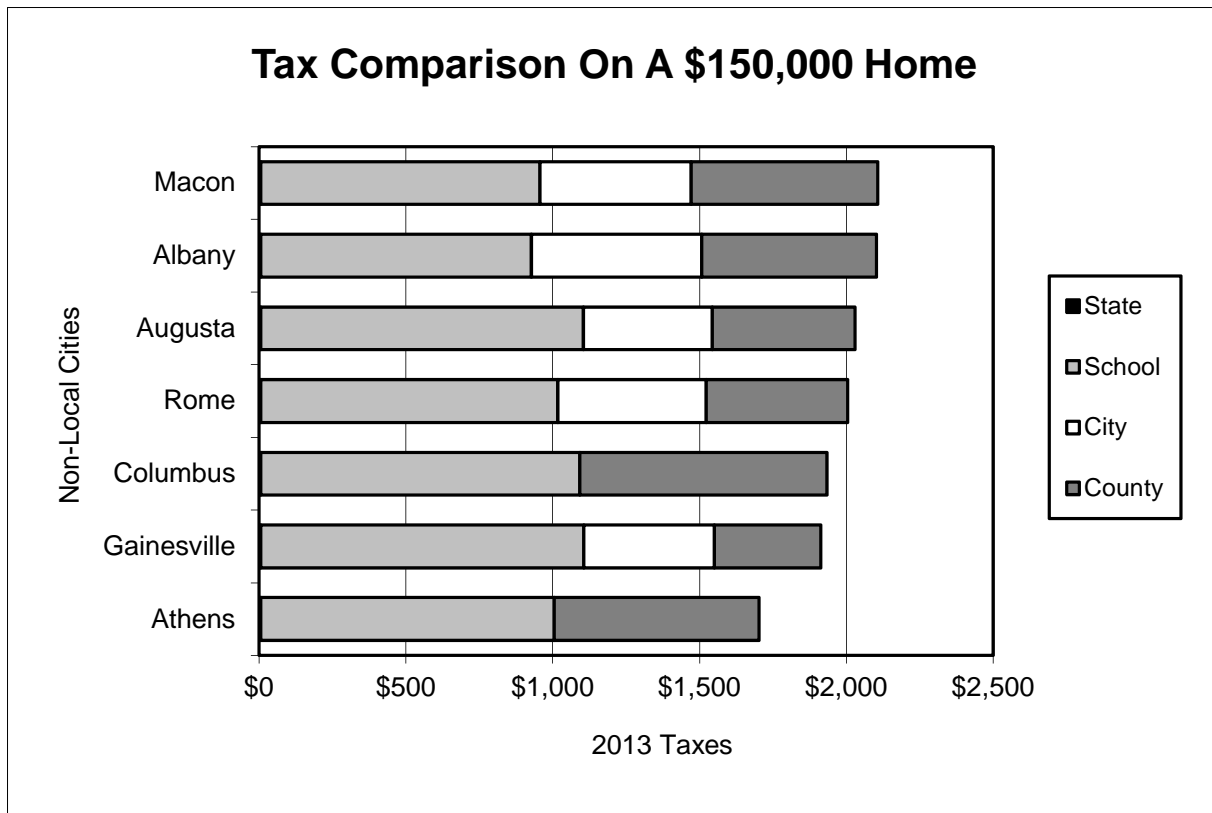


Comparative Property Taxes for a \$150,000 Home

Using the prior year's property tax bill for comparison, the taxes on a \$150,000 home in Athens-Clarke County for government services and the school system are lower than all but one of the surrounding cities and counties.



In addition, a comparison of similar size cities and counties throughout Georgia shows that Athens-Clarke County property taxes on a \$150,000 are the lowest of the group.



Understanding Sales Taxes

The tax rate on retail sales in Clarke County is \$0.07 for every \$1.00 of sales, similar to most Georgia counties. The \$0.07 sales tax is divided as follows:

\$0.04 State of Georgia

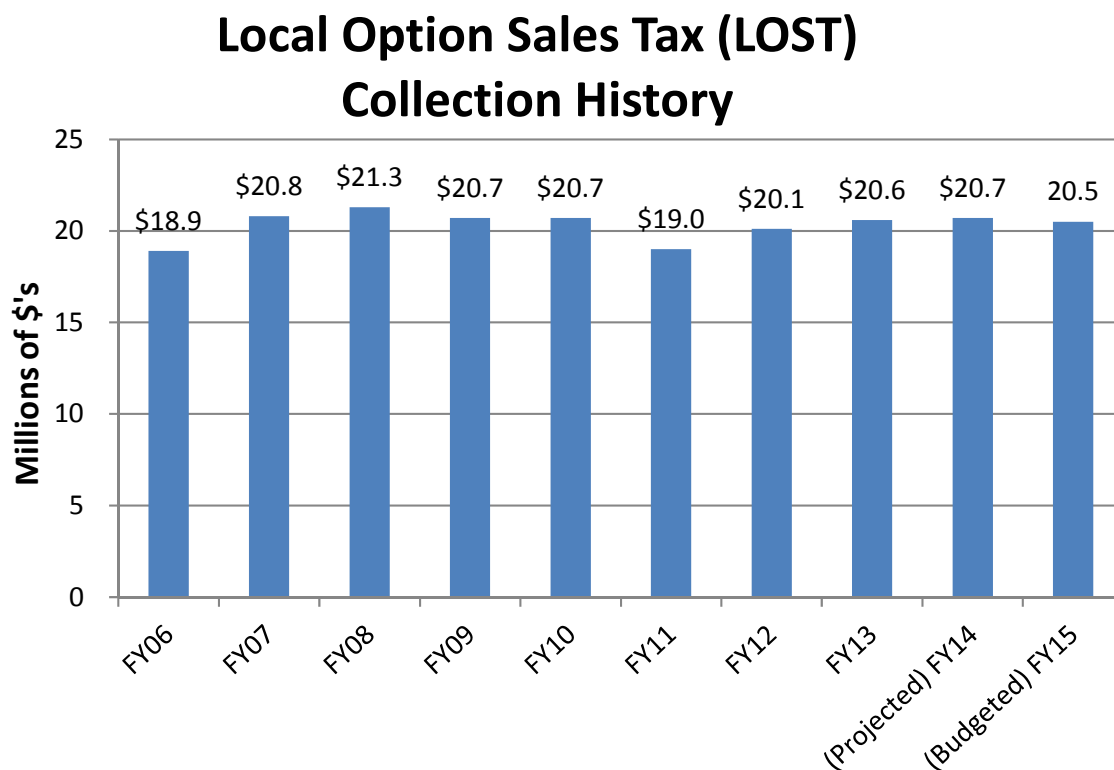
\$0.01 LOST (Local Option Sales Tax) ACCUG General Fund

\$0.01 SPLOST (Special Purpose Local Option Sales Tax) Projects

\$0.01 ELOST (Education Special Purpose L.O.S.T.) Projects

\$0.07 Total Sales Tax

The LOST tax is the only sales tax revenue that goes into the Athens-Clarke County General Fund to fund ongoing operating expenditures. The SPLOST revenues are accounted for separately and can only be used for capital projects approved by a voter referendum and not for operating expenses. The ELOST revenues go to the Clarke County School System and can only be used for school system capital projects approved by a voter referendum.



The current SPLOST (SPLOST 2011) was approved in November 2010 and collections of the tax begun in April of 2011. The referendum funds a diverse list of 33 community improvement projects over nine years totaling \$195 million. The planning, design and construction of the SPLOST projects are reviewed and approved by the Mayor and Commission at regularly scheduled meetings.

The FY15 Capital Budget

A capital project is defined as an individual asset or project of at least \$30,000 and includes facilities, equipment, vehicles, infrastructure repairs and improvements. The FY15 Capital Budget for all Funds totals \$16.1 million. In addition to the Capital Budget adopted each year, the Budget includes a five-year Capital Improvement Plan to guide and prepare for future Capital Improvements. Some of the major Capital Projects budgeted in FY15 include:

General Capital Projects Fund

Facilities Life Cycle Maintenance Program	\$500,000
Pavement Maintenance Program	\$500,000
Computer Equipment & Software Replacement	\$400,000
Transportation Improvement Program	\$250,000
All Other Projects	<u>\$2,500,700</u>
Subtotal	\$4,150,700

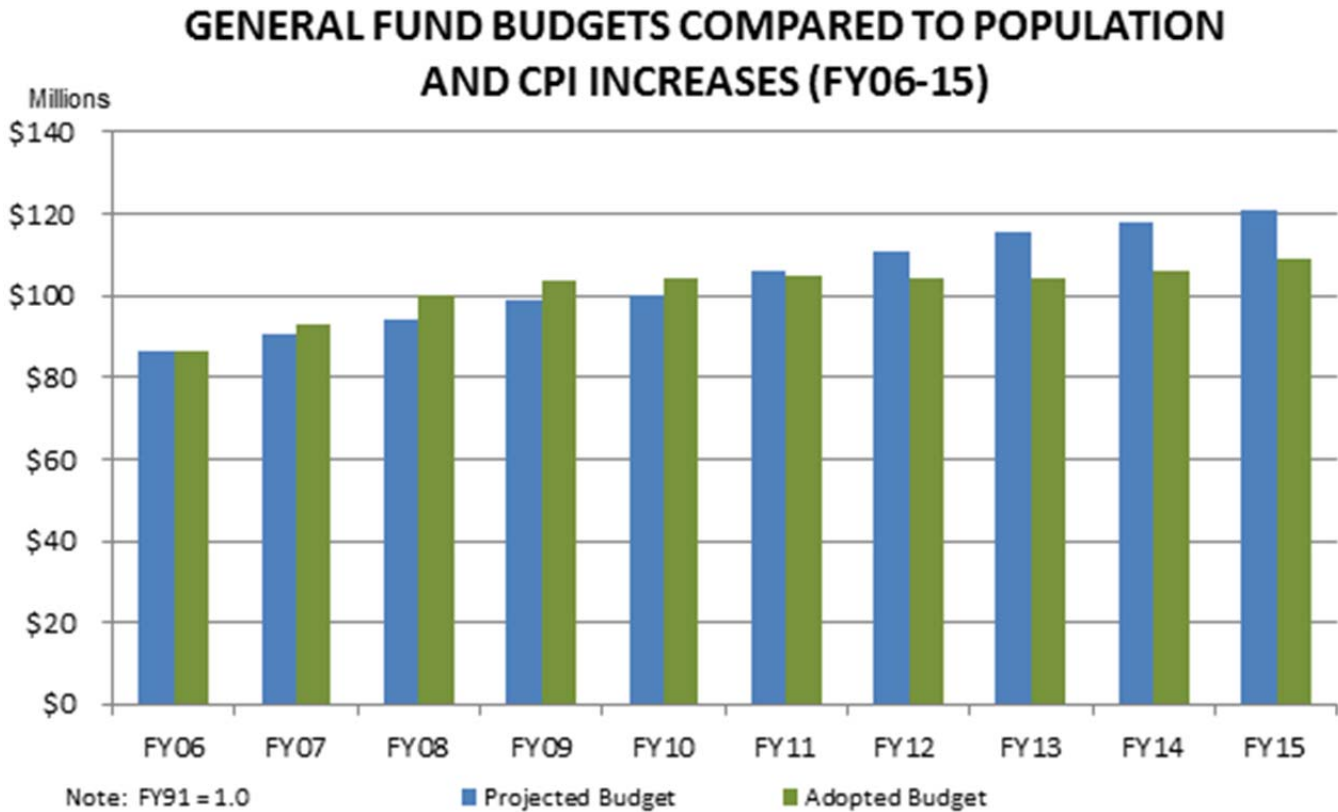
All Other Funds

Wastewater Collection Sys Improvement Program	\$3,301,600
Stormwater System Improvement Program	\$1,200,000
Water/Sewer Equip/Facilities Replacement Prog.	\$1,114,100
Vehicle & Equipment Replacement	\$1,114,000
W&S Additions & Improvements	\$841,500
All Other Projects	<u>\$4,386,200</u>
Subtotal	\$11,957,400

Total Capital Budget - All Funds	\$16,108,100
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Budget History and Trends

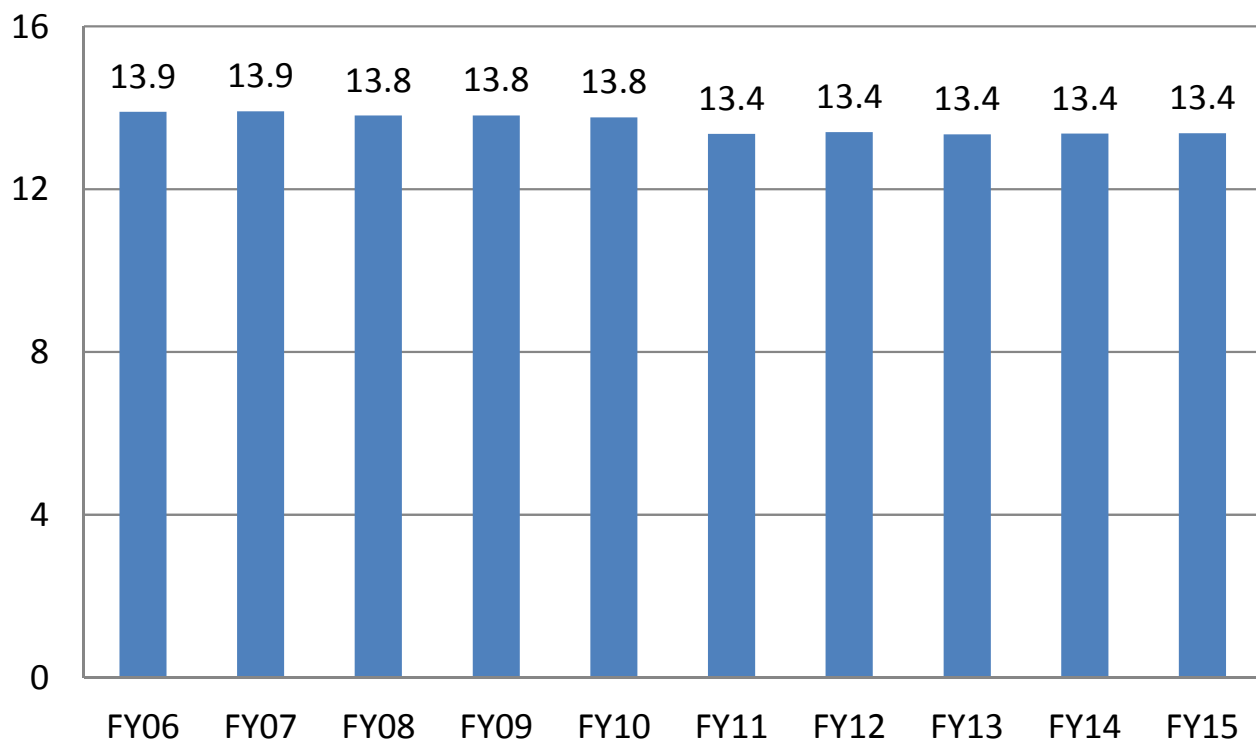
The FY15 General Fund Operating Budget is \$108.7 million, 2.5% higher than the FY14 Budget. Over the last four budget years, the General Fund Operating Budget has grown at a rate lower than the combined annual increase of the CPI (1.5%) and population increase for the last year (0.8%) as shown in the graph below.



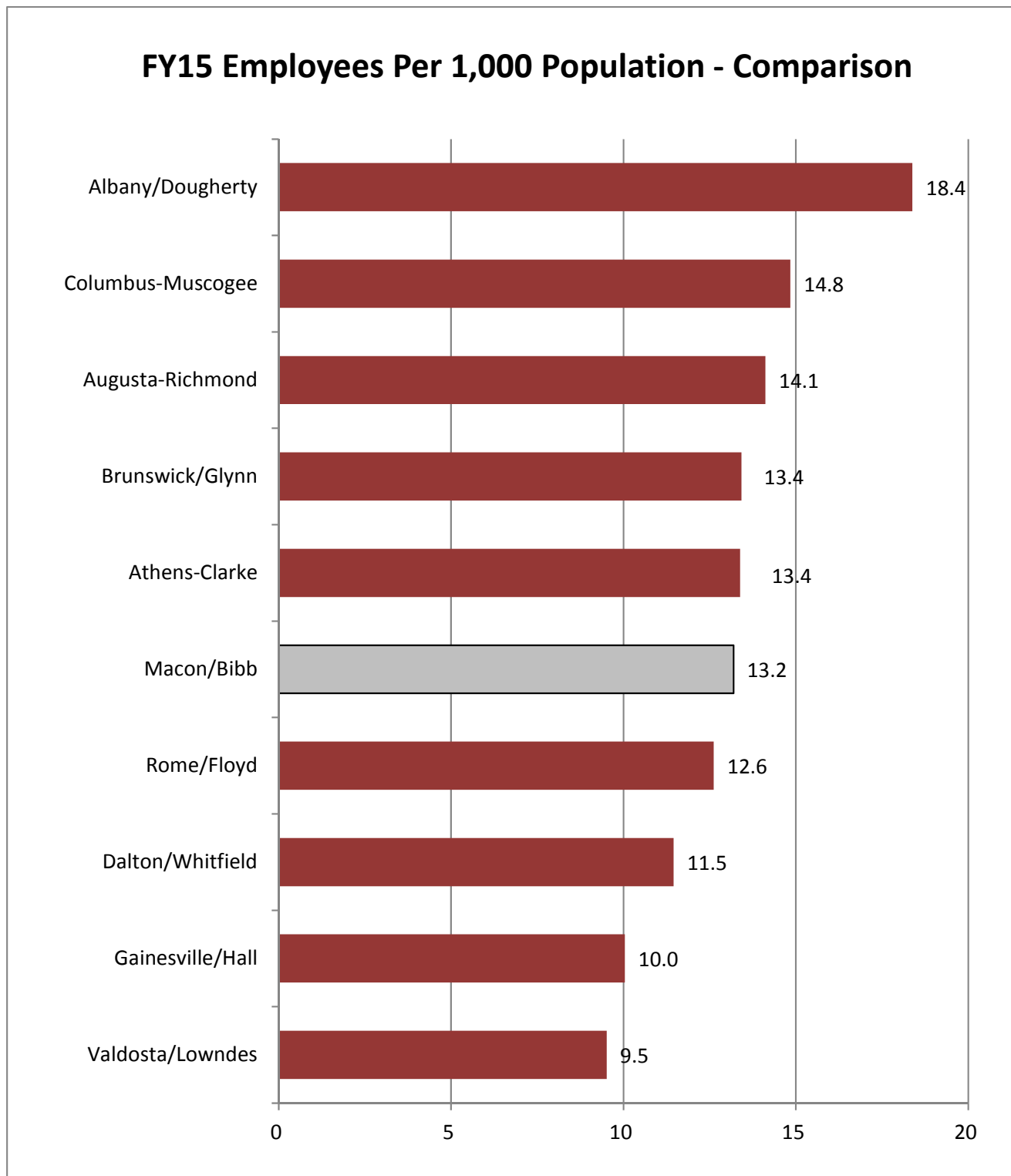
Full-time Employees: Trends and Comparisons

This Budget is based on 1,610 full-time authorized employee positions, an increase of 24 positions compared to FY14. ACCUG continues to maintain the number of full-time employees per thousand residences below 14 for over 10 years.

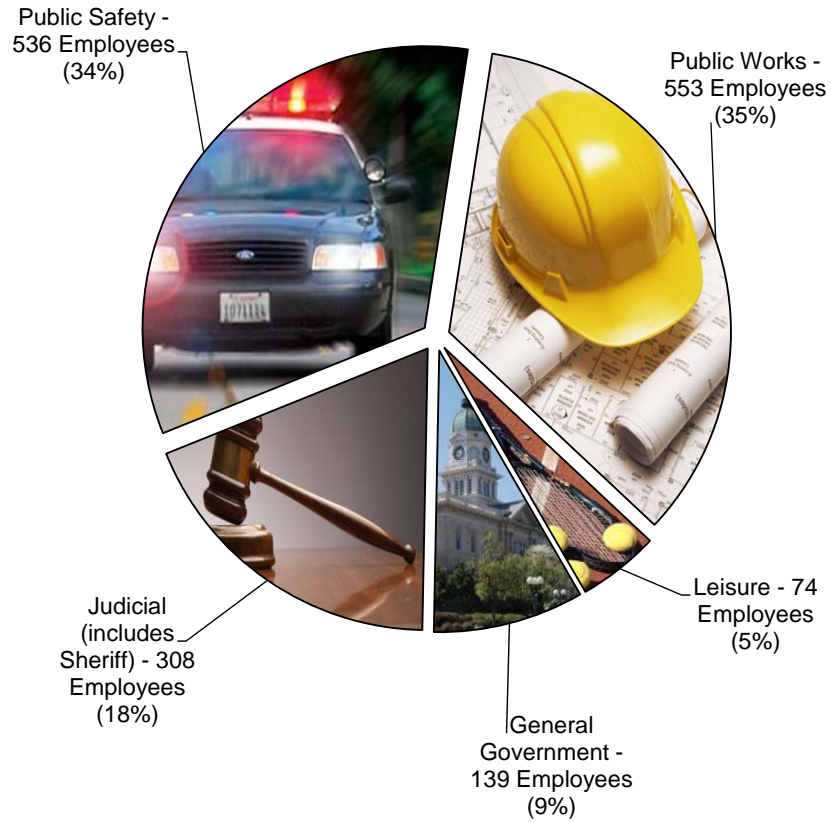
FULL-TIME EMPLOYEES PER 1,000 RESIDENTS (FY06 - FY15)



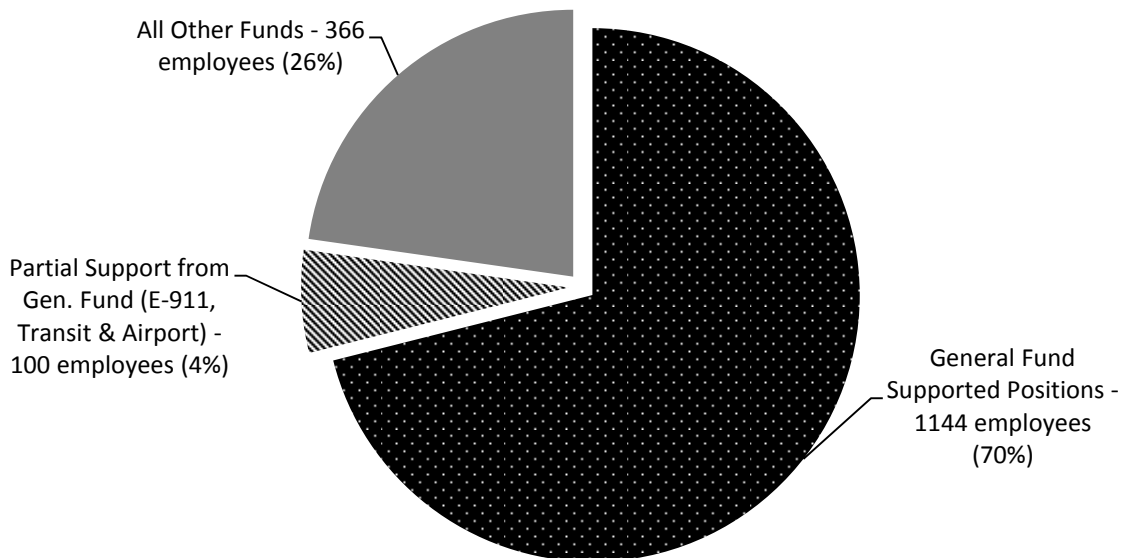
Athens-Clarke County's 13.4 full-time employees per 1,000 of population is comparable to most similarly sized governments in Georgia, as shown on the graph below.



Full-Time Employees - By Function Total of 1,610



Full-Time Employees - By Funding Source Total of 1,610



FULL-TIME AUTHORIZED POSITIONS

<u>Department or Office</u>	<u>FY14</u>	<u>FY15</u>	<u>Change From FY14 to FY15</u>
Airport	7	7	-
Attorney	6	6	-
Auditor	3	3	-
Board of Elections	3	3	-
Building Inspections & Permits	23	23	-
Central Services	85	88	3
Clerk of Courts	18	19	1
Computer Information Services	19	19	-
Cooperative Extension	1	1	-
Corrections	43	43	-
District Attorney	13	13	-
Economic Development	3	3	-
Finance	27	27	-
Fire & Emergency Services	187	186	(1)
General Support Group: Organizational Development	3	0	(3)
Human & Economic Development	8	8	-
Human Resources	20	21	1
Juvenile Court	4	4	-
Leisure Services	73	73	-
Magistrate Court	11	11	-
Manager	5	5	-
Emergency Management	0	1	1
Organizational Development	0	3	3
SPLOST Management	3	3	-
Public Information	2	2	-
Mayor and Commission	1	1	-
Clerk of Commission	2	2	-
Municipal Court	10	10	-
Planning	20	20	-
Police	302	307	5
Probate Court	5	6	1
Public Utilities	195	195	-
Sheriff	183	191	8
Solicitor General	15	16	1
Solid Waste	66	68	2
State Court	10	8	(2)
Superior Courts	26	30	4
Tax Assessor	13	13	-
Tax Commissioner	19	19	-
Transit	60	60	-
Transportation & Public Works	<u>92</u>	<u>92</u>	<u>-</u>
	1,586	1,610	24

Legal and Charter Requirements for the Annual Budget

There are several requirements under Georgia Law and the Unified Government's Charter that must be met as a part of preparing and adopting the Annual Budget. Some of 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 will include an increase in the property tax millage rate.

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 full-time authorized positions cannot increase without Mayor and Commission approval.

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