

COLUMBUS CONSOLIDATED GOVERNMENT

Georgia's First Consolidated Government

TERESA TOMLINSON
Mayor

Post Office Box 1340
Columbus, Georgia 31902-1340

Telephone (706) 653-4712
Cell (706) 905-9570
FAX (706) 653-4970
TDD (706) 653-4494

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In RE: Fiscal Year 2018 Recommended Budget

Dear Citizens of Columbus, Georgia and Councilors:

Today we present to you the Fiscal Year (FY) 2018 Recommended Budget for citizen review and Council's consideration. The Mayor's Recommended Budget message is provided pursuant to the Columbus Consolidated Government (CCG) Charter, including specifically §7-401, and Georgia statutory law, which provide that the elected Chief Executive of the local governing authority is to engage in initial budgetary policy making.

This Recommended Budget is a balanced budget and includes an estimate of unencumbered fund balance, an estimate of cash revenues, proposed expenditures by each department, office, board, commission and agency, proposed capital outlays, data justification for expenditures and other such information that may be necessary for Council's deliberation.

I. Introduction

CCG continues to struggle with declining revenues. In FY2018, we expect some \$4.27 million less in revenues than the already reduced or stagnant revenues of FY2017 and preceding years. These reduced revenues are a result of state tax policies that disproportionately affect local governments, reduced franchise fees and anemic property tax growth due to our local tax structure. Specifically, we are projecting the following FY2018 adjustments to revenue from our FY2017 estimates:

ANTICIPATED CHANGES IN FY2018 PROJECTED REVENUES

Property Tax	\$1,000,000
Business Taxes	\$300,000
Title Ad Valorem Tax (TAVT)	(\$1,700,000)
Sales Tax	(\$1,300,000)
Court Fines and Forfeitures	(\$790,000)
Franchise Fees	(\$650,000)
After-school Program	(\$450,000)
Parks and Recreation Fees	(\$218,000)
Building Permits	(\$200,000)

Interest Income
 Penalties and Interest
TOTAL FY2018 REVENUE CHANGE

	(\$170,000)
	(\$100,000)
	(\$4,278,000)

CCG's annual operating budget has decreased 4.42% since FY2011, and, yet, Columbus, Georgia continues to offer a high level of public services for the lowest per capita rate (\$1,300 per person) among comparable communities in the state.

Over the years, this Administration and Council have dealt with declining revenues by:

- Holding steadfast against an effort by certain elected officials to spend millions of dollars in excess of budgeted funds and to otherwise improperly control the budgeting process;
- Implementing comprehensive pension reform, which 1) has resulted in \$11.4 million in savings since FY2013, 2) is expected to produce \$39.1 million in savings over an estimated 10-year period, and 3) has caused our employee General Government pension fund to increase from 74.4% (FY2012) funded to 93.6% (FY2018) and our Public Safety pension fund to increase from 74.1% (FY2012) funded to 81.1% (FY2018);¹
- Reforming healthcare through the establishment of a Health and Wellness Center (HWC) and a strict application of the 70/30% split in CCG and employee shared cost, which has resulted in CCG coming in within budget on healthcare costs and not requiring millions of dollars in subsidy adjustments;
- Eliminating subsidies to private affiliates and service/cultural organizations, such as the Naval Museum, Keep Columbus Beautiful, Uptown Columbus, Inc. and others;
- Increasing service fees, such as the garbage fee and appropriately reducing excess service, such as the two-day a week household garbage pick-up; and,
- Implementing other such measures to tighten efficiencies, adopt cost saving technologies, increase workload on existing employees, and renegotiate partnerships and contracts.

Our FY2018 operating budget is projected to be \$267,693,455 million, a .86% decrease over our FY2017 operating budget of \$270,013,787. This decrease is mainly attributable to an anticipated decrease in General Fund revenues.

We predict a 2.4% increase in our property tax revenue, yielding an additional \$1.2 million over last year in the General Fund. The Local Option Sales Tax (LOST) and the Other Local Option Sales Tax (OLOST) are expected to bring in \$33 million in revenue.

¹ This increase in our pension funding levels is in spite of our FY2017 adjustment to a Mortality Table better suited to responsibly calculate pension-funding levels.

The proposed allocation of funds is set forth in the detailed budget materials provided herewith. The remainder of this letter will set out the general fiscal policies and proposed major changes recommended for the next fiscal year.

II. General Fiscal Policies and Proposed Major Changes

A. Balancing the General Fund

For the second year in a row, and not some 16 years prior to that, the Recommended Budget presents a balanced budget using no General Fund Reserve monies. Our FY2018 budgeted General Fund equals \$147,636,427. Because of the declining General Fund revenues, tough decisions and adjustments had to be made to propose such a balanced budget. Those items include:

- The rejection of all department/office capital requests from the General Fund and limited capital expenditures from the OLOST or other funding sources;²
- The rejection of all non-budget neutral department/office personnel related requests with few exceptions;³
- The rejection of all other department/office funding requests with few exceptions;⁴
- The unfunding of all FY2018 General Fund positions that are expected to be unfilled in FY2018, estimated to be a \$2.5 million savings to the General Fund;⁵
- Restructuring the pension funding period from 9 years to 15 years, which lowers pension costs in the General Fund saving some \$1.2 million without affecting this year's funding ratios or employee costs;
- The assumption of a 2.4% increase in property tax revenues and a decrease in LOST funds; and,
- An increase in certain fees to include ambulance fees, after-school program fees, business license fees and administrative fees for Special Permits.

² A list of capital requests incorporated in this Recommended Budget can be found at **Attachment A**.

³ Personnel requests incorporated in this Recommended Budget are discussed below.

⁴ Additional funding was added to the budgets of: 1) Information Technology due to a mandatory increase in Microsoft licensing fees, 2) the Sheriff's Office due to contractual and operating increases at the jail; 3) the Muscogee County Prison due to required contractual adjustments for inmate medial services; and, 4) the Public Defender adjustments for Recorder's Court that were approved by Council in FY2017.

⁵ This practice has been adopted by Council in prior years. As in prior years, it is understood that Public Safety positions will be funded if individuals are found to fill those spots.

Any alterations of these assumptions and adjustments will require a corresponding adjustment in revenue or expenditures in order to maintain the budget's balance.

B. Replenishing the General Fund Reserve

Due to the languishing effects of the 2008 Recession, the limitations of the CCG tax structure and state tax law and policies affecting local revenue, CCG has struggled to maintain the 60-day General Fund Reserve threshold. This threshold is required by CCG Resolution No. 224-11, rating agencies and best practice municipal accounting standards.

GENERAL FUND RESERVE DAYS							
	FY12	FY13	FY14	FY15	FY16	FY17 PROJECTED	FY18 PROJECTED
GENERAL OPERATI NG FUND	71.57	68.73	38.33	18.70	14.31	19.91	20.33
OLOST FUNDS	5.25	5.35	16.88	37.42	40.23	40.29	41.12
TOTAL GENERAL FUND RESERVE DAYS	76.82	74.08	55.21	56.12	54.54	60.20	61.45
VALUE OF 1 DAY	\$428,774	\$420,001	\$408,126	\$413,500	\$419,237	\$418,632	\$410,101

In addition to some of these revenue challenges, our General Fund Reserve has been hard hit by a recent departure from a long-standing legislative policy. Historically, Council has not allowed salary savings from any department to be converted for capital or salary enhancement use.⁶ Given our many lean years since the Recession, Council has made limited but costly exceptions to this long-standing rule. From FY2012 through FY2016 some \$2 million in unspent budgeted monies (or approximately 5 days of Reserve) have been allowed to be converted from salary savings to much needed capital expenditures and targeted salary enhancements. This deviation from longstanding policy is not sustainable if we wish to maintain a reserve level over 60-days.

In January of 2017, pursuant to Charter Sec. 4-307(6) and Resolution No. 224-11, the City Manager proposed and Council unanimously adopted Resolution No.12-17 requiring all salary savings be returned to the General Fund Reserve. As a result of the return to Council's long-standing policy, CCG was able to reverse its projected FY2017 reserve fund shortfall – adding an extra 6.88 days and taking our reserve fund to 63.20 days. However, due to a decline in anticipated revenues, the FY2017 reserve projections is adjusted downward to 60.20 days.

⁶ "Salary savings" is a shorthand term for unspent monies budgeted for the salaries of positions that were not filled during the budget year.

This Recommended Budget proposes the effort continue and, therefore, does not appropriate monies for positions that have historically gone unfilled. The estimated value of FY2018 unfilled positions is \$2,500,000 (or 6.10 days of Reserve). Again, Council can readily fund any Public Safety position where the department or office finds a suitable candidate. This prudent step simply allows these monies to stay in the General Fund Reserve instead of being held in the department or office account.⁷

C. Employee Bonus and Cost Of Living Adjustment

1. Employee Bonus

In FY2018, CCG will electronically convert its payroll system. That conversion is slated for August of 2017. As a result of that conversion, employees will be required to go three weeks, not the typical two weeks, without a paycheck, though the annual amount of employee pay will not be affected. This one-week lapse cannot be avoided. In order to reduce the impact of this prolonged period without a paycheck, and to supplement the income of our hard working employees, we propose a one-time, 20-hour pay bonus for full-time employees, which equates to approximately a 1% pay bonus. Accordingly, in addition to the annual .5% Cost of Living Adjustment (COLA) recommended below to be effective January of 2018, this FY2018 Recommended Budget includes a 20-hour one-time bonus for full-time employees in August 2017.

2. Cost Of Living Adjustment

Each proposed budget this Administration has submitted has had at least a modest Cost of Living Adjustment (COLA) of .5%, even in the years when we could not afford any increase and the possibility of layoffs loomed. Over a two-year period, FY2013 - FY2014, CCG provided a 4% pay adjustment for our employees in order to accommodate their investment in our pension reform. All totaled, and with the instant proposed bonus and .5% COLA, these various pay adjustments have increased CCG employee pay 9.0% over six fiscal years. When the one-time 1% bonus is included, the total salary adjustments for our employees over these six fiscal years are 10%.⁸

Because of the delay in the publication of the Employment Cost Index (ECI) and the Consumer Price Index (CPI) numbers, it is difficult to truly compare our pay adjustments to municipal and regional indices. Despite the limitations of comparison, our 10.0% pay adjustments over six fiscal years fares fairly well with these indices. We must note that healthcare costs are part of the ECI and CPI equations and should be included in this analysis as cost of living value given. Many employees segregate out offsets for healthcare costs as if those are required to be subsidized and as if the COLAs should be in addition to a supplement for healthcare costs. Indeed, increasing the COLA

⁷ In these recent lean years, Council also has allowed the use of other operational savings to be expended for capital. For instance, in FY2015 and FY2016 a little over \$1 million in budget savings (or 2.5 days Reserve) was redirected for other purposes instead of reverting to the General Fund Reserve. These are precious monies when we are running so close to our Reserve day minimum.

⁸ Pay for Columbus Police Department police officers has increased 11.8% (without the one-time bonus, and 12.8% with the FY2018 bonus) over this same period due to salary adjustments.

adjustments to reflect healthcare cost increases is entirely appropriate. Our COLA adjustments do not hold up as well when the pay adjustments for pension reform are excluded from the equation.

Fiscal Year	CCG Pay Increases	Employment Cost Index (ECI)	Consumer Price Index (CPI)
2012	.5%	1.1%	2.1%
2013	2.5%	1.1%	1.6%
2014	2.5%	1.6%	1.7%
2015	.5%	1.8%	-0.2%
2016	.5%	2.1%	1.1%
2017	2.0%	-	2.8% (thru Feb.)
2018 (proposed)	.05%	-	-
2018 One Time Bonus (proposed)	1%	-	-
Total	10%*	7.7%	9.1%

*FY2013 and FY2014 include 2% pay adjustments to help fund Pension Reform.

**FY2018 adjustments include a .5% COLA and a 20-hour pay bonus.

D. Employee Healthcare Subsidy

Healthcare has been a near budget breaker for CCG for many years. In 2014, it nearly broke us with the only option appearing to be a large number of layoffs. Either 120 workers would lose their jobs, at a time when CCG was already under-staffed, or we would have to reform healthcare. We had implemented a Health and Wellness Center (HWC) in 2013, but the benefits of that had not yet come to fruition in the spring of 2014 as we headed into FY2015 preparations.

The national healthcare crisis was reflected in our predicament and we had few tools to accurately predict what the true cost of our CCG healthcare would be.⁹ In CY2015, we reformed our CCG healthcare system by implementing a spousal surcharge, holding fast to our 70% subsidy of employee healthcare costs and implementing other changes. In CY2016, our then new Benefits Manager began applying a more precise actuarial analysis of our costs in order to stop the jolting deficits in our healthcare fund that had required us to find millions of dollars each year to reconcile the under budgeting.¹⁰ We also had Muscogee Manor leave our CCG healthcare system which one

⁹ CCG is self-insured, meaning that CCG pays for every visit, every procedure, every hospital stay and every prescription. Blue Cross/Blue Shield administers our claims process on a contract basis, but CCG pays the cost of all healthcare received by our employees and their covered dependents. We have bid out the cost of having our employee healthcare insured with a traditional insurer, but given our CCG claims history, the cost for insurance is millions of dollars higher than being self-insured.

¹⁰ This under budgeting had become a regular occurrence as the healthcare year is a calendar year and the budgeting year is a fiscal year that begins on July 1. Each year, we were faced with the task

would imagine would be a wash of cost and premiums, but actually aided us in reducing our risk exposure. In CY2017, we employed a new HWC vendor and a new pharmaceutical vendor, as well as opened the HWC up to all employees.

To provide some perspective on the cost of our CCG healthcare benefit, the national average for healthcare costs rises some 8-10% per year. However, CCG has experienced an erratic, but overall declining trend from FY14 to FY17 of 19.8%.¹¹ This declining trend is due to sometimes tough and controversial reforms. The chart below reflects how we compare to the annual national average.

<i>ANNUAL CHANGES IN CCG HEALTHCARE COSTS</i>	
<i>Fiscal Year</i>	Percentage Increase Over Prior Year
<i>FY2013</i>	Same
<i>FY2014</i>	28% increase
<i>FY2015</i>	9.2% decrease
<i>FY2016</i>	14.3% decrease
<i>FY2017</i>	3.1% increase
<i>FY2018</i>	3.2% increase

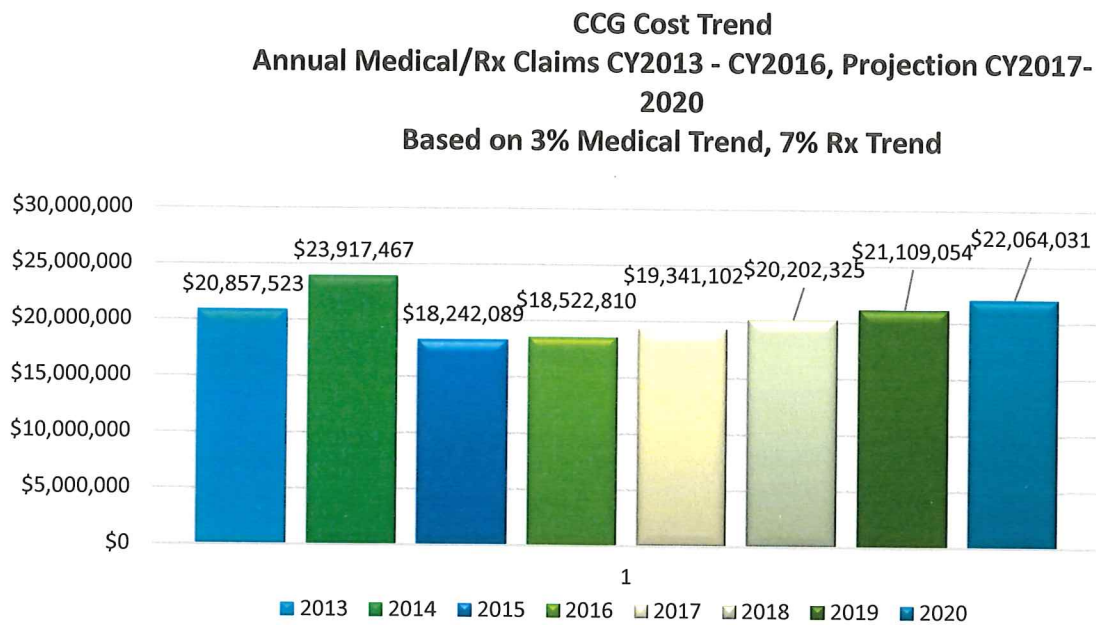
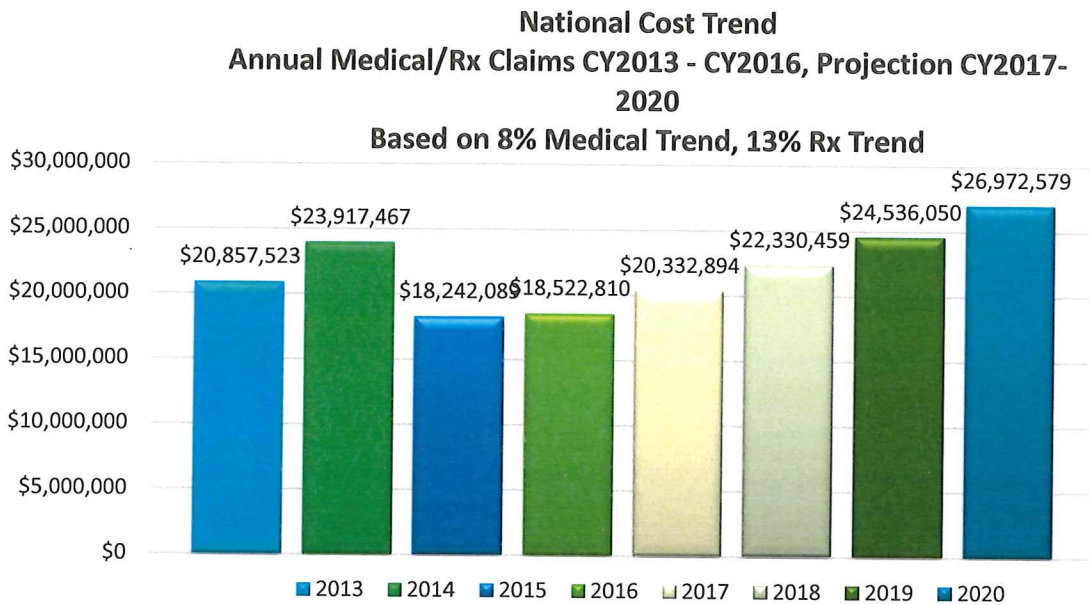
We are finally beginning to see the positive effects of our HWC and other adjustments. Here are some of the improvements we have seen:

- \$1.7% increase in medical and pharmaceutical claims from 2015-2016, well below the national trend of 8-10%;
- 9% **decrease** in the cost of medical office visits;
- 30% **decrease** in arthritis claims costs;
- 57% **decrease** in heart disease claims costs;
- 41% **decrease** in low back claims costs;
- 27.5% HWC **savings** in office visits and lab costs;
- 62.75% HWC **savings** in prescription drug costs; and,
- Projected \$703,376 first year cost **savings** from the CY2017 changes.

of having to budget based on incomplete and speculative predictions of claims and market trends. We were constantly on the wrong side of those predictions largely because we were trying not to place an undue burden of premium increases on our employees based on this insufficient information.

¹¹ The medical and prescription claims cost for FY14 was \$23,308,495. If we annualize FY17 claims YTD to get a 12-month projection it comes to \$18,691,993. That is a savings of \$4,616,502 or 19.8%.

The following charts compare national trend projections to CCG trend projections over the next four years, assuming increased participation in the HWC:



These comparative trend charts reflect:

- Projected CY2017 healthcare CCG costs to be **\$919,792 less** than anticipated national trends;

- Projected CY2018 healthcare CCG costs to be **\$2.1 million less** than anticipated national trends;
- Projected CY2019 healthcare CCG costs to be **\$3.4 million less** than anticipated national trends; and,
- Projected CY2020 healthcare CCG costs to be **\$4.9 million less** than anticipated national trends.

If these projections bear out, CCG will have beat the national healthcare cost trend by some \$11.39 million.

In order to further reduce the projected cost of CCG healthcare for FY2018 budgeting purposes and, therefore, reduce the increase in employee premiums, deductibles and co-pays across the board, our Benefits Manager is recommending the following changes to our coverage:

Cost Saving Step	Anticipated Savings
Discontinue certain acid-blocking prescription meds that are available over the counter	\$123,960
Discontinue “me-too” or “copy-cat” drugs available in lower price therapeutic alternative	\$208,075
Targeted drug tier changes to non-preferred drug ¹² alternatives	\$23,960
Substitute certain hormone replacement therapy drugs with compounded products	\$100,010
Add member cost share for “lifestyle” drugs	\$58,895
Other pharmacy plan redesign	\$458,700
Increase Urgent Care Co-pay	\$73,500
Increase Emergency Room Co-pay	\$91,800
TOTAL PROJECTED SAVINGS	\$1,138,900

This Recommended Budget anticipates a \$5,900 healthcare cost per budgeted employee. By implementing the above-referenced modifications and off-setting CCG’s 70% subsidy, the increase in employee premiums falls from 5.9% to 0.0%.¹³ This Recommended Budget adopts the suggested plan modifications and further adopts the Employee Benefits Committee’s recommendation to increase HWC usage by offering two “wellness days,” or additional vacation or leave days, for all employees who participate in the Wellness Incentive.¹⁴ These assessments not only improve the health and quality of life for our valued employees, but reduce the cost of our healthcare system. It is value well invested.

¹² A “non-preferred drug” is a brand name drug that is not on the recommended brand formulary.

¹³ Council has passed a Resolution that the CCG equation for funding our healthcare system should be a set 70/30 split. See Resolution No. 301-12.

¹⁴ The Wellness Incentive includes a Health Risk Assessment, complete biometric and participation in Wellness Coaching, if warranted.

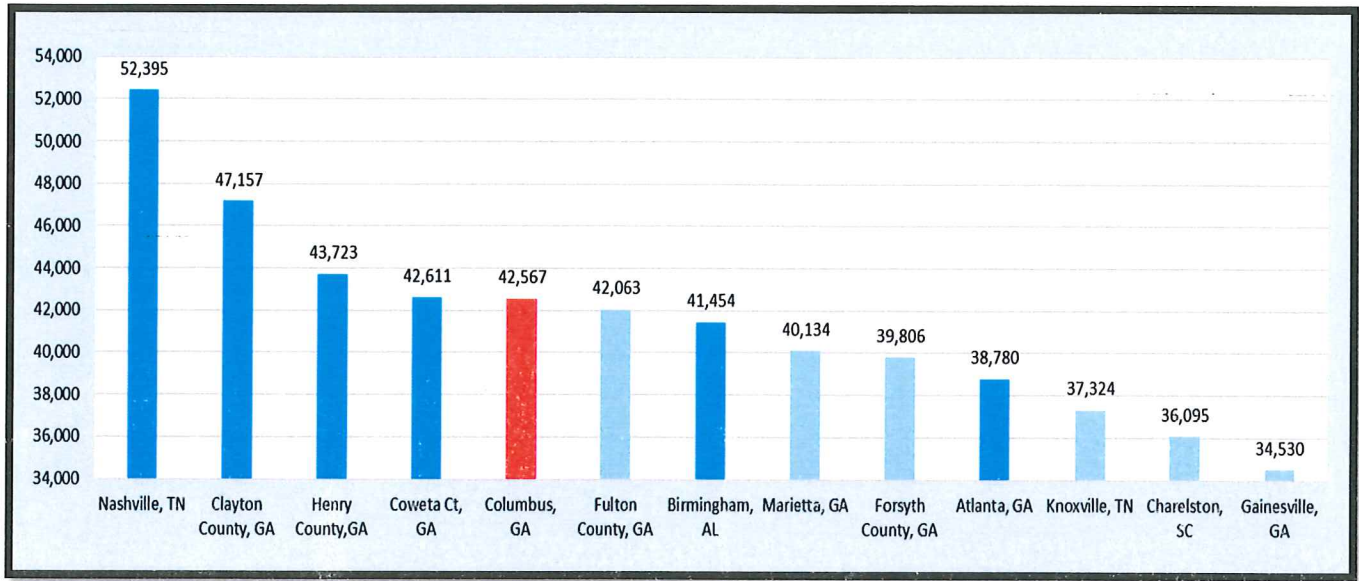
E. General Pay Reform

It is no secret that CCG is desperate for pay reform. Though we have the 2006 University of Georgia Pay Plan, the plan has not been maintained. There are areas where the lack of pay plan maintenance is making us uncompetitive and placing a hardship on our employees. Systemic issues such as pay compression and professional sector shortages (police officers, paramedics, engineers, department head level managers) are causing a real strain on our ability to maintain the personnel and expertise necessary to provide the level of service our citizens demand. Other issues like maintaining a living wage for those at the bottom end of our pay scale are also priorities. As the saying goes: the only way to eat an elephant is one bite at a time. In that vein, we have made regular annual COLAs and other targeted adjustments, such as the Police Pay Reform, so as to not continue to fall further and further behind. We also have looked at other possible incremental adjustments.¹⁵

One area does need to be addressed in this budget and that is funding incentives to attract and maintain paramedics at the Columbus Fire/EMS. There is currently a national and, even international, paramedic shortage. Columbus has held its ground in recruiting and retaining paramedics (a/k/a “Fire Medics”) through various innovative programs and benefits: for instance, just two years ago CCG was at its capacity with nearly all available paramedic positions filled. However, with the improving private sector economy and with paramedics being in such high demand, we now are roughly 10 paramedics short. This shortage requires ranked members of Fire/EMS to ride ambulances in addition to their other duties. A recent survey shows Columbus pay for paramedics is about average in public sector:

¹⁵ If we were able to fund an incremental patchwork effort to correct pay disparity throughout CCG, the proposed priorities would be: 1) Moving Grade 6-11 employees (between 297 to 354 employees) one pay plan step at an annual cost of approximately \$250,000 (see **Attachment B**, for two options); 2) Increasing director level and executive management pay in a methodical, non-arbitrary way at an annual cost of \$140,506 (see **Attachment C**); and/or 3) Addressing compression throughout CCG by setting up longevity salary adjustments for all employees at year-of-service milestones, which would cost us approximately \$ 2.38 million in the first year and \$5.2 million cumulatively over the first five years (see **Attachment D**). The revenues are not available in this Recommended Budget to fund these prioritized incremental adjustments, and they, accordingly, are not proposed to be dealt with this year.

STARTING SALARY FIRE MEDICS



In order to enhance our competitiveness, the Fire/EMS Department has improved promotion benchmarks for Fire Medic positions, allowing the paramedic certification to count as an Associates Degree thereby making a Fire Medic eligible for promotion after just 3 years of service, instead of the traditional 7 years, which promotion would result in a pay increase. This Recommended Budget proposes two additional incentives to our existing Fire/EMS pay structure:

- Defining 36 Fire Medic/Paramedic positions as requiring paramedic certification and raising that pay level from a PS14 to a PS15, with an annual budgetary impact of \$57,331; and,
- Increasing existing Fire Medic/Paramedic incentive pay from \$5,000 per person per year to \$6,000, with a budgetary impact of \$31,288.

These are prudent and fundable measures that are targeted to help resolve the identified shortage.¹⁶

F. Elimination of Gap Time Pay and Other Sheriff Office Budget Reforms

After much debate, CCG can finally say that it is eliminating the disparate and unpredictable cost of "Gap Time Pay". Gap Time Pay was a hybrid hourly and salary pay system used by some CCG law enforcement agencies, which in effect provided double time pay for certain hours worked by certain

¹⁶ Fire/EMS has proposed broad scale pay reform for that department to relieve compression. The suggestion is that the reform be funded through increasing ambulance fees. This thoughtful and important proposal is not recommended herein because: 1) Council has a longstanding policy of not allowing increases in General Fund revenue to be kept within the department assessing the revenue, but requires the revenue go to the General Fund; and 2) we don't have the funds to apply compression relief reform across CCG where it is also desperately needed. A targeted approach to addressing the most glaring problems is the best solution given our limited funds.

employees. It is not a method recognized or recommended by the federal Fair Labor Standards Act. In any given year, Gap Time Pay could result in wild swings in departmental or office salary costs. Gap Time Pay was one of the causes for the millions of dollars in cost overruns at the Sheriff's Office in prior years. The Muscogee County Prison (MCP) and the Columbus Police Department (CPD) also used Gap Time Pay, but MCP dispensed with the pay system in FY2014, while CPD ended the system in FY2016. The elimination of Gap Time Pay has provided budget stability and pay level certainty at both MCP and CPD. Gap Time Pay was used to fund the CPD Pay Reform of FY2016.

Under prior leadership, the Sheriff's Office has been reluctant to discuss using the elimination of Gap Time Pay to fund pay reform within its Office. Now, under the leadership of Sheriff Donna Tompkins, the Sheriff's Office will join the rest of the CCG law enforcement agencies by adopting pay reform in lieu of Gap Time Pay. This reform will follow the pay reform of CPD and will also work to eliminate pay comprehension within the Sheriff's Office. The longevity bonuses created by the pay reform will provide incremental salary adjustments at certain year-of-service milestones:

SHERIFF OFFICE PAY REFORM LONGEVITY SALARY INCREASE	
YEAR-OF-SERVICE MILESTONE	AMOUNT OF SALARY INCREASE
3 Years	\$1,000
5 Years	\$1,300
7 Years	\$1,500
10 Years	\$1,500
15 Years	\$1,500
20 Years	\$1,500
25 Years	\$1,500
30 Years	\$1,500

The cost of this pay reform is \$559,867. Unlike the Gap Time Pay in CPD, the Gap Time Pay in the Sheriff's Office was never properly budgeted: it was simply funded by fluctuating budget overruns. Here, through a lengthy review process by the Sheriff, this pay reform is proposed to be funded through the unfunding of 14 OLOST detention positions that are not presently needed due to the reduction in jail population resulting in part from the Rapid Resolution Program and other criminal justice reforms. Here is a synopsis of positions created by the OLOST:

SHERIFF'S OFFICE OLOST POSITIONS	
NUMBER OF POSITIONS	CATEGORY OF POSITIONS
13	Administrative Positions Already Funded
13	Detention Positions Already Funded
14	Detention Positions Requested To Be Unfunded For Pay Reform
<u>38</u>	<u>Remaining Detention Positions Available For Future Funding</u>
78	TOTAL OLOST POSITIONS

These 14 unfilled OLOST positions proposed to be unfunded would remain on the books. Should the Sheriff need these positions funded in the future, she may petition Council to do so.¹⁷

In addition to this significant, stabilizing budget proposal, the Sheriff's Office budget requests include proposals to restructure vendor contracts (saving approximately 16-19% in costs) and to change Bailiff pay from a \$75 daily fee to a \$15 hourly fee (saving approximately \$200,000). **Attachment E** sets forth the Sheriff's proposals for long-term fiscal responsibility in that Office.

There is no doubt that Sheriff Tompkins and her Command Staff have brought a prudent eye to the possibilities of cost savings and efficiencies, and CCG is tremendously appreciative of this new level of cooperation and professionalism.

G. Proposed New Positions or Reclassifications

This budget recommends three new positions from the General or OLOST Funds and 16 new or reclassified positions that are budget neutral or funded from alternative sources. All other requests for new positions, reclassifications of existing positions or pay adjustments are not recommended herein. Those requests will need to be made direct to Council as no funding source has been identified, and given declining revenue, those expenditures most probably will have to come from the General Fund Reserve.

1. Three New Positions From The General Or OLOST Funds

This Recommended Budget includes a new Assistant District Attorney position (\$71,600 with benefits) for Recorder's Court and a new Investigator position (\$50,157 with benefits) assigned to Recorder's Court for the District Attorney's office. Council has recently restructured Recorder's Court adding two Public Defenders and an Investigator for the Public Defenders Office. As a result, the Public Defenders are aggressively defending preliminary hearings and other criminal matters that arise in Recorder's Court as they are charged to do, while our police officers and victims are not correspondingly represented with legal counsel. This situation threatens to allow inappropriate or premature discovery of investigative process that could endanger a valid criminal prosecution or expose our police officers to inadvertently disclosing victim or other information protected by law,

¹⁷ Sheriff Tompkins also is requesting a Grade Level move of deputies from a Grade 14A to a Grade 14B. A similar pay enhancement was implemented for CPD in FY2017, the year *after* the CPD Gap Time Pay reform. One of the policy reasons the additional CPD pay adjustment was implemented was due to the difficulty in recruiting police officers and the unfilled positions resulting from that difficulty. Because the Sheriff's request urges a second step pay reform in a different timeframe than the one utilized for CPD, because the same policy consideration of a hiring issue does not exist in the Sheriff's Office and because implementing this additional pay reform step will require a large amount of permanent funding from OLOST funds, this request is not included in the Recommended Budget. There are simply too many policy decisions that require Council's legislative action. However, the Recommended Budget places \$372,000 (equivalent to 9.5 Correctional Officer positions) in the OLOST contingency and does not budget it for other Public Safety Departments so that should Council agree to adopt this additional Sheriff's Office pay reform measure, it can be budgeted from those funds.

for instance. We simply must provide a balance of the tools of justice for this important courtroom setting.

Another new position is warranted for the Clerk of Superior Court. The Clerk of Superior Court did not receive a single OLOST funded position to handle the increased workload created by putting new officers on the street. The Clerk of Municipal Court, for instance, received 2 new OLOST funded positions in FY2011 for this purpose. The requested position is also warranted due to the new Superior Court Judge assigned to the Chattahoochee Circuit. Clerk Hardman has requested several new positions, however, this recommended budget includes just one position: a Deputy Clerk II, G12 (\$42,224 with benefits), funded from the OLOST as were other similar positions seven budget cycles ago.

2. Budget Neutral Positions, Reclassifications Or Pay Adjustments

Given the many years of stagnant or declining revenues, we have asked our department heads and elected officials to do more with less. They can do this in most cases, but they must be allowed the ingenuity to rethink their employee position structures and pay grade classifications. A salary based funding source (non-operational monies) or non-General Fund/OLOST monies have been identified for each of the following recommended positions or adjustments so as to not place additional pressure on our General Fund:

Dept/Office	Fund	Request	Position Description	Amount
Parks and Rec	General	Reclass	Park Maintenance Supervisor G14 to Parks Manager G17	\$6,403 Overtime Offset
Parks and Rec	General	Reclass	Community Schools Dist. Supervisor G16 to Recreation Program Specialist III G14	(\$4,162) Reduction
Elections	General	Delete	Election Tech II G10A	(\$38,807) Reduction
Elections	General	Reclass	Election Tech G9A to G12A	\$5,002 Pending UGA Approval
Elections	General	Reclass	2 Election Tech II G10A to G13A	\$6,832 Pending UGA Approval
Elections	General	Reclass	Elections Specialist G10A to G13A	\$3,416 Pending UGA Approval
Elections	General	Reclass	Registration Coordinator G15C to Asst. Dir. Of Elections/Registration G21A	\$15,264

Elections	General	Pay Adjustment	4 Board Members	\$2,799
Elections	General	Pay Adjustment	Board Chair	\$840
Clerk of Municipal Court	General	Reclass	Deputy Clerk II G12A to Senior Deputy Clerk G14A	\$3,771 Overtime Offset
City Manager's Office	General	Reclass	Citizens Service Center Tech G10 to Communications & Multimedia Specialist G14	\$7,551 PT Wages Reduction
Metra	TSPLOST	New	Correctional Officer PS 12A	\$49,094
Trade Center	Trade Center Fund	New	2 PT Event Attendants G8	\$38,442
Trade Center	Trade Center Fund	New	PT Facilities Maintenance Worker I G11	\$22,289
Trade Center	Trade Center Fund	Reclass	Accounting Technician G12 to Office Manager G14	\$2,535
Civic Center	Civic Center Fund	Reclass	Event Coordinator G15 to Services Manager G17	\$3,320

H. Distribution of OLOST Funds Among Public Safety Departments

For FY2018, CCG is expected to take in \$33 million in OLOST revenue. Due to specific, permanent commitments of OLOST funds, \$22 million is budgeted on a recurring basis. Another \$250,000 is earmarked for our new Court Management System and \$559,867 for the Sheriff's Office Gap Time Pay Reform. The remaining \$1.0+ million is divided among Public Safety departments and offices in the following manner:

REMAINING OLOST DISTRIBUTION

OFFICE	AMOUNT	PERCENTAGE
Police Department	\$425,552	39.57%
Sheriff's Office	\$416,850	38.76%
Fire/EMS	\$156,000	14.51%
Marshall's Office	\$2,200	.2%
Muscogee County Prison	\$74,802	6.96%
TOTAL	\$1,075,404	100%

I. Proposed Fee Adjustments

Due to existing program deficits that draw on the General Fund and due to fees set significantly under comparable rates in similar communities, the Mayor's Recommended Budget proposes the following fee increases:

Proposed Revenue Enhancements			
Fee Type	Increment Increase	New Fee Amount	Revenue Generated
Increase Ambulance Fees	\$200	\$900 (Advanced Life Support) \$700 (Basic Life Support)	\$600,000
Increase Community Schools Fees	\$6	(See Sliding Fee Schedule, Attachment F)	\$400,000
Increase Business License Fees	\$25	\$75	\$200,000
Add Administrative Fees for Special Permits	\$25	\$25	\$5,200

All of these proposed increases keep us substantially below similar fees charged in comparable communities and for comparable services.

J. General Fund Subsidies

In the past, certain subsidies have been made to affiliate organizations of CCG. Since FY2012, steps have been taken to make these affiliates more efficient or to increase revenues through innovative thinking. We are proud to announce that the Civic Center will again need no subsidy from the General Fund. This is an example that good department level leadership saves the taxpayers money and that leadership is worth the investment. Likewise, the Integrated Waste Fund and METRA Parking Management Fund will not need subsidies thanks to long overdue increases in user fees and fines that now support these critical public services without draining the General Fund.

Three affiliates remain in need of General Fund subsidies totaling \$800,000. Those funds are:

GENERAL FUND SUBSIDIES	
Bull Creek Golf Course	\$50,000
Oxbow Golf Course	\$150,000
Medical Center – Excess Inmate Healthcare	\$600,000

K. Third-Party Affiliate Appropriations

We continue our reduction in discretionary subsidies to third-party affiliates by reducing the longstanding subsidy to our partner Uptown Columbus, Inc. Recently, Uptown has received a tremendous benefit by being designated a Tax Allocation District directing future tax increment increases to reinvestment within that district - and not to CCG coffers. Accordingly, given the success of Uptown, Inc. to date, and our evolving partnership in the face of the more lucrative tax increment investments, Uptown's yearly subsidy is eliminated in our FY2018 budget.

The chart below demonstrates that we have saved approximately \$1 million a year in third-party affiliate discretionary subsidies from where we started in FY2011. The only third-party affiliate discretionary subsidies remaining are state based partners providing critical health and safety resources that broadly protect the public health and general welfare of our citizens.

Discretionary Third-Party Appropriations ¹⁸								
	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Health Services Department	813,475	813,475	813,475	650,780	502,012	502,012	502,012	\$502,012
DFACS	90,000	90,000	80,000	62,400	48,135	41,500	41,500	\$41,500
Keep Columbus Beautiful	80,784	72,706	72,706	64,628	49,854	-	-	-
New Horizons	234,823	234,823	234,823	187,858	144,932	144,932	144,932	\$144,932
Uptown Columbus	81,000	72,900	72,900	58,320	44,988	44,988	25,000	-
Literary Alliance	16,200	14,580	18,822	-	-	-	-	-
Naval Museum Subsidy	300,000	250,000	200,000	175,000	135,000	-	-	-
TOTAL	1,616,282	1,548,484	1,492,726	1,198,986	924,921	733,432	713,444	688,444

III. Conclusion

This Mayor's FY2018 Recommended Budget is presented together with the City Manager's budget letter and the FY2018 Proposed Budget Book. We should be encouraged by the progress we have made over the past few difficult years, and know the decisions we make this year will likewise move us toward greater financial security and community prosperity. We do continue to face systemic limitations caused by our tax structure and state revenue policies. Innovative thinking will need to be employed to determine how our community can continue to thrive in the face of those limitations.

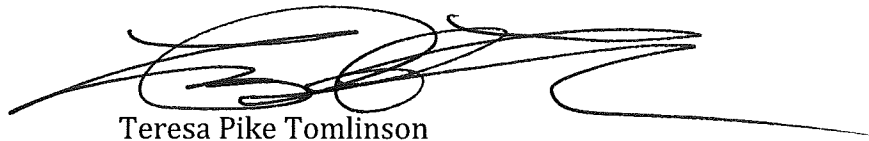
¹⁸ Other non-discretionary, or legally required, expenditures include those to the Health Service Department (\$327,560), Airport Commission (\$40,000) and the River Valley Regional Commission (\$200,579).

I want to thank our City Manager Isaiah Hugley, Deputy City Managers Lisa Goodwin and Pam Hodge, our Finance Director Angelica Alexander, our Department Heads, our elected partners and staff for their tremendous assistance in the effort of composing this Mayor's Recommended Budget, a fiscally responsible budget as it, in its recommended state, uses not a penny of our General Fund Reserve.

To our Council, I thank you in advance for all of the hard work that will be necessary to review, deliberate upon and decide the FY2018 Adopted Budget.

This is the Columbus, Georgia Consolidated Government Mayor's Recommend Fiscal Year 2018 Budget submitted for your examination and review.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Teresa Pike Tomlinson', with a long horizontal flourish extending to the right.

Teresa Pike Tomlinson
Mayor
Columbus, Georgia Consolidated Government

Attachment A

FY18 RECOMMENDED CAPITAL OUTLAY

DESCRIPTION	Unit Price	Qty REC	FY18 RECOMMENDED
GENERAL FUND			
	\$ -		\$ -
	Subtotal		\$ -
GENERAL FUND	TOTAL		\$ -
OTHER LOCAL OPTION SALES TAX FUND			
400 Police			
Police Pursuit Vehicles with Technology Packages (Replacement)	\$ 53,194	8	\$ 425,552
	Subtotal		\$ 425,552
410 Fire			
Protective Clothing (Replacement)	\$ 2,400	65	\$ 156,000
	Subtotal		\$ 156,000
420 MCP			
Freezer/Cooler (Replacement)	\$ 74,802	1	\$ 74,802
	Subtotal		\$ 74,802
530 Marshal			
License Plate Reader Renewal	\$ 2,200	1	\$ 2,200
	Subtotal		\$ 2,200
550 Sheriff			
Capital Items (To be prioritized by the Sheriff)	\$ 416,850	1	\$ 416,850
	Subtotal		\$ 416,850
OTHER LOCAL OPTION SALES TAX FUND	TOTAL		\$ 1,075,404
STORMWATER FUND			
250-2300 Drainage			
iPad Air 2 128 GB	\$ 730	4	\$ 2,920
	Subtotal		\$ 2,920
260-3210 Stormwater Maintenance			
Back Hoe (Replacement)	\$ 90,000	2	\$ 180,000
Equipment Trailer (Replacement)	\$ 6,000	1	\$ 6,000
Eductor Truck (Replacement)	\$ 349,083	1	\$ 349,083
Mid Size Extended Cab Pickup Truck (Replacement)	\$ 19,724	1	\$ 19,724
			\$ 554,807
STORMWATER FUND	TOTAL		\$ 557,727

FY18 RECOMMENDED CAPITAL OUTLAY

DESCRIPTION	Unit Price	Qty REC	FY18 RECOMMENDED
PAVING FUND			
250-2200 Highways & Roads			
iPad Air 2 128 GB	\$ 730	6	\$ 4,380
MetroCount Traffic Counters & Tubing	\$ 1,200	20	\$ 24,000
Mid Size SUV 4x4 Explorer (Replacement)	\$ 27,940	1	\$ 27,940
3/4 Ton Regular Cab 2-Wheel Drive (Replacement)	\$ 31,875	1	\$ 31,875
	Subtotal		\$ 88,195
260-3110 Streets			
18 Yard Tandem Dumptruck w/ Swing Gate (Replacement)	\$ 185,000	1	\$ 185,000
Tri Axle 50 Ton Lowboy Trailer (Replacement)	\$ 85,000	1	\$ 85,000
4x4 Back Hoe (Replacement)	\$ 88,735	1	\$ 88,735
Single Sided Self Propelled Road Widener (Replacement)	\$ 140,000	1	\$ 140,000
7 yard Dump Truck w/ Swing Gate	\$ 99,000	2	\$ 198,000
	Subtotal		\$ 696,735
260-3120 Urban Forestry & Beautification			
Crew Cab F-750 Truck with Chipper Dump Body (Replacement)	\$ 94,000	3	\$ 282,000
Bucket Truck	\$ 138,672	2	\$ 277,344
Large Chipper	\$ 48,000	2	\$ 96,000
	Subtotal		\$ 655,344
PAVING FUND	TOTAL		\$ 1,440,274
INTEGRATED WASTE FUND			
260-3510 Solid Waste Collection			
Full Size 4x4 1/2 ton Crew Cab 4 Door	\$ 31,142	1	\$ 31,142
Grab-All Trash Loader	\$ 119,000	1	\$ 119,000
Refuse Collection Truck	\$ 250,000	1	\$ 250,000
Wheel Loader WA 380	\$ 280,000	1	\$ 280,000
	Subtotal		\$ 680,142
INTEGRATED WASTE FUND	TOTAL		\$ 680,142
CDBG Fund			
245-1000 CDBG Administration			
Desk Furniture	\$ 2,000	6	\$ 12,000
	Subtotal		\$ 12,000
CDBG FUND	TOTAL		\$ 12,000

FY18 RECOMMENDED CAPITAL OUTLAY

DESCRIPTION	Unit Price	Qty REC	FY18 RECOMMENDED
TRANSPORTATION FUND			
0751 METRA			
35ft Clean Diesel Bus (Replacement)	\$ 470,000	1	\$ 470,000
Operations Equipment	\$ 208,150	1	\$ 208,150
Rebuilt Engines	\$ 50,000	1	\$ 50,000
Rebuilt Transmissions	\$ 50,000	1	\$ 50,000
	Subtotal		\$ 778,150
0751 TSPLOST Funded			
			\$ -
	Subtotal		\$ -
TRANSPORTATION FUND	TOTAL		\$ 778,150
TRADE CENTER FUND			
620-2200 Trade Center Operations			
ALC Web CTRL Upgrade	\$ 4,000	1	\$ 4,000
Genie Lift Roundabout	\$ 15,000	1	\$ 15,000
Bathroom Tile Cleaner	\$ 5,000	1	\$ 5,000
Studio Piano	\$ 4,500	1	\$ 4,500
Electronic Keyboard	\$ 1,000	1	\$ 1,000
Wide Area Vacuum Cleaners	\$ 2,600	2	\$ 5,200
9x12 Screen Kits	\$ 975	2	\$ 1,950
10x10 Screen Kits	\$ 950	2	\$ 1,900
42" Mity-Lite Round Sweetheart Tables	\$ 300	5	\$ 1,500
36" Mity-Lite Round Sweetheart Tables	\$ 250	10	\$ 2,500
18x96 Tables	\$ 205	25	\$ 5,125
30x96 Tables	\$ 225	25	\$ 5,625
30x72 Tables	\$ 205	20	\$ 4,100
30x96 Carts	\$ 260	2	\$ 520
30x72 Carts	\$ 260	2	\$ 520
6' Round Tables	\$ 320	10	\$ 3,200
6' Round Table Dolly	\$ 325	5	\$ 1,625
5' Round Tables	\$ 270	25	\$ 6,750
5' Round Table Dolly	\$ 325	5	\$ 1,625
	Subtotal		\$ 71,640
TRADE CENTER FUND	TOTAL		\$ 71,640
ALL CAPITAL OUTLAY	TOTAL		\$ 4,615,337

Attachment B

Pay Plan Maintenance Option #1

- For employees at pay grade 6 through pay grade 11, and at step A or B, move those at Step A to Step B and those at Step B to Step C. Apply the 1.25% or 2.5% Step increase. (297 employees impacted)

1.25%	\$112,881	2.5%	\$225,763			
UGA Pay Plan						
Grade	A	B	C	D	ER
6	\$22,748.60	\$23,317.30	\$23,900.24	\$24,497.76	\$25,110.20	\$34,614.69
7	\$23,900.24	\$24,497.76	\$25,110.20	\$25,737.95	\$26,381.40	\$36,367.06
8	\$25,110.20	\$25,737.95	\$26,381.40	\$27,040.95	\$27,716.97	\$38,208.14
9	\$26,381.40	\$27,040.94	\$27,716.96	\$28,409.89	\$29,120.13	\$40,142.42
10	\$27,716.96	\$28,409.89	\$29,120.13	\$29,848.13	\$30,594.33	\$42,174.62
11	\$29,120.13	\$29,848.13	\$30,594.33	\$31,359.20	\$32,143.17	\$44,309.72

Pay Plan Maintenance Option #2

Employees at Pay Grades 6 -11

2.5% Step increase

Cost: \$269,988

354 Employees

UGA Pay Plan						
Grade	A	B	C	D	ER
6	\$22,748.60	\$23,317.30	\$23,900.24	\$24,497.76	\$25,110.20	\$34,614.69
7	\$23,900.24	\$24,497.76	\$25,110.20	\$25,737.95	\$26,381.40	\$36,367.06
8	\$25,110.20	\$25,737.95	\$26,381.40	\$27,040.95	\$27,716.97	\$38,208.14
9	\$26,381.40	\$27,040.94	\$27,716.96	\$28,409.89	\$29,120.13	\$40,142.42
10	\$27,716.96	\$28,409.89	\$29,120.13	\$29,848.13	\$30,594.33	\$42,174.62
11	\$29,120.13	\$29,848.13	\$30,594.33	\$31,359.20	\$32,143.17	\$44,309.72

Attachment C

GENERAL GOVERNMENT

Pay Grade	New <5 Yrs	Senior >5 Yrs	Name	Department	Current	Sept 10th	After 1 year in the position	Pay Adjustment	% Increase	Car Allowance as of Sept 1st	FY17 TOTAL
26	Senior	New	Newman, Donna	Engineering	\$ 97,647.89	\$ 102,591.28		\$ 4,943.39	5.06%		\$ 3,992.74
26	New	Senior	Alexander, Angelic	Finance	\$ 88,464.27	No change	\$ 92,942.63	\$ 4,590.46	5.06%		\$ 3,707.68
26	Senior	New	Biegler, Pat	Public Works	\$ 90,675.73	\$ 95,266.19		\$ 2,266.90	2.50%		\$ 1,830.96
26	New	Senior	Toelle, Forrest	Information Technology	\$ 90,675.73	\$ 92,942.63		\$ 4,478.36	5.06%		\$ 3,617.14
26	New	Senior	Hollowell, Heather	Human Resources	\$ 88,464.27	\$ 92,942.63					
25	New	Senior	Browder, Hollie	Parks & Recreation	\$ 88,464.27	No change	\$ 90,675.73	\$ 2,266.90	2.50%		\$ 1,830.96
25	Senior	New	Homer, Ross	Civic Center	\$ 90,675.73	\$ 92,942.63		\$ 4,478.36	5.06%		\$ 3,617.14
25	Senior	New	Jones, Rick	Planning	\$ 88,464.27	\$ 92,942.63		\$ 10,794.90	13.14%		\$ 15,043.96
25	Senior	New	Middleton, Betty	Tax Assessor	\$ 82,147.73	\$ 92,942.63		\$ 14,753.35	18.87%		\$ 18,241.17
25	Senior	New	Redmond, John	Internal Auditor	\$ 78,189.28	\$ 92,942.63					
25	New	Senior	Evans, Rosa	MEIRA	\$ 88,464.27	No change	\$ 90,675.73				
25	New	Senior	Hudson, John	Inspections & Codes	\$ 88,464.27	No change	\$ 90,675.73				
24	New	Senior	Johnson, Laura	Community Reinvestmer	\$ 88,464.27	No change					
24	Senior	New	Pendleton, Howard	WIAA	\$ 78,189.28	\$ 88,464.27		\$ 10,274.99	13.14%		\$ 8,299.03
24	Senior	New	Boren, Nancy	Elections	\$ 72,606.56	\$ 88,464.27		\$ 15,857.71	21.84%		\$ 12,808.15
								\$ 74,705.32		\$ 7,590.00	\$ 72,988.91

PUBLIC SAFETY

CAR ALLOWANCE ONLY

27	Senior	Senior	Boren, Rick	Police	\$ 107,219.84	\$ 112,413.73		\$ 5,193.89	4.84%	\$ 7,590.00	\$ 6,325.00
27	Senior	Senior	Meyer, Jeff	Fire	\$ 103,266.23	\$ 108,209.62		\$ 4,943.39	4.79%	\$ 7,590.00	\$ 6,325.00
25	Senior	Senior	Hamrick, Dwight	MCP	\$ 86,903.70	\$ 96,063.93		\$ 9,160.23	10.54%	\$ 22,770.00	\$ 18,975.00
								\$ 19,297.51		\$ 30,360.00	\$ 107,550.36

EXECUTIVE MANAGEMENT

29			Hugley, Isaiah	City Manager	\$ 141,423.15	\$ 156,104.76	\$ 172,310.45	\$ 14,681.61	10.38%	\$ 30,360.00	\$ 11,858.22
28			Fay, Clifton	City Attorney	\$ 113,241.65	\$ 121,948.78	\$ 131,325.50	\$ 8,707.13	7.69%	\$ 30,360.00	\$ 7,032.68
28			Goodwin, Lisa	Deputy City Manager	\$ 113,241.65	\$ 121,948.78	\$ 131,325.50	\$ 8,707.13	7.69%		\$ 7,032.68
28			Hodge, Pam	Deputy City Manager	\$ 113,241.65	\$ 121,948.78	\$ 131,325.50	\$ 8,707.13	7.69%		\$ 7,032.68
								\$ 40,803.00			\$ 32,956.27
								\$ 134,805.83			\$ 140,506.63

Starting	After 1 Yr	Senior - minimum
Pay Grade 24	\$ 84,201.43	\$ 86,306.47
Pay Grade 25	\$ 88,494.27	\$ 90,675.74
Pay Grade 26	\$ 90,675.74	\$ 92,942.63

Attachment D



POST OFFICE BOX 1338
COLUMBUS, GA 31902-1338
www.columbusga.org/sheriff

OFFICE OF THE SHERIFF

MUSCOGEE COUNTY
DONNA TOMPKINS, SHERIFF



PHONE (706) 653-4225
FAX (706) 653-4234
JAIL (706) 653-4258
FAX (706) 653-4262

April 17, 2017

Honorable Teresa Tomlinson, Mayor
Columbus Consolidated Government
Columbus, Georgia 31902

Dear Mayor Tomlinson;

As I promised, I have been reviewing contracts and operations in order to identify potential cost saving opportunities, as well as the potential to increase revenue streams. As you will see below, I have identified several significant opportunities for both. All this is in addition to the GAP time issue, which I have already expressed my desire to eliminate, with the implementation of a pay reform plan. I will continue to look for additional opportunities for cost savings and operational efficiencies.

Bealls Communication Group (Inmate Phone System)

Prior to leaving office, Sheriff Darr signed an amended contract with Bealls Communication Group for the inmate phone account, dated November 28, 2016. The amended contract included a reduction in the commission percentage paid the city for the inmate phone system from 53% to 28%. The proposed percentage reduction would have reduced revenue from this program around \$115,494 annually. I had Attorney Paul D. Ivey, Jr. notify Bealls, in a letter dated February 8, 2017, I would not honor the terms of the amended contract. This contract will be renegotiated with the intent of continuing a 53% commission for the City. With the 53% commission, this program is projected to generate approximately \$244,000 in revenue annually.

Lightspeed Data Links (Inmate Visitation System)

The Inmate Visitation System at the County Jail is in need of replacement. The current analog system is outdated and replacement parts are not readily available. When Sheriff Darr, prior to leaving office, signed an amended contract with Bealls regarding the inmate phone system, it was intended, through a larger share of commissions, that Bealls would install a new inmate visitation system at a cost of \$657,606.22. Since then, Lightspeed Data Links has purchased the inmate visitation system portion of the business from Bealls Communication Group. I have completed negotiations with Lightspeed Data Links to purchase a new digital inmate visitation system at a cost of \$495,694.00. This is a savings of \$161,912.00 from the proposal submitted by Bealls and includes all new Cat6 cable. This project will be paid over four years with financing

from the Georgia Municipal Association and paid using allocated LOST funding. In addition, the maintenance agreement has been restructured and will be paid in bi-annual payments of \$24,000 using jail commissary proceeds which will remove \$84,000 annually from the general fund budget. Total savings for this project over the four years will be \$497,912.00

Pharmaceutical Expenses

Pharmaceutical expenses in the FY-17 budget were funded at \$918,910.00. As part of my review of contracts for potential savings, I determined our current medical provider CCS could purchase pharmaceuticals at a reduced rate. I am close to finalizing an agreement with CCS for the purchase of pharmaceuticals at a projected savings of 10-12%. This agreement will provide for an annual savings of up to \$110,000.

Muscogee County School District

American Traffic Solutions (School Bus Camera Enforcement Program)

In August 2012, Sheriff Darr engaged in a Memorandum of Understanding with the Muscogee County School District for the purpose of enforcing violations for passing a school bus while picking-up or discharging students. Based on the 2012 MOU, the Muscogee County School District would share proceeds of the program with American Traffic Solutions with each getting 50%. The 2012 MOU with the Sheriff's Office would provide 10% of the share received by the MCSD to the Sheriff's Office for the processing and verification of violations. I am currently renegotiating the share rate for this program to a 50-50 split with the MCSD which is 25% of the total collected. The annual revenue generated as a result of this new agreement is projected at \$90,000 annually.

Bailiff's/Reserve Deputies

The current pay structure for Bailiff's and Reserves is based on sessions with pay at a rate of \$75.00 per session. A session is considered a five-hour period. I am proposing a restructure of the pay system for this program to a rate of \$15.00 per hour and eliminating the "session" method. Currently in the FY17 Budget, it is projected the annual operating cost for Bailiff's and Reserves will reach \$697,000. The proposed change in the pay structure is estimated to save roughly \$200,000 annually. To accomplish this, the Grand Jury will have to agree to reset the pay structure.

Inmate Medical Expenses (0101-550-2650-6320)

Funding for inmate medical expenses, under line item 0101-550-2650-6320 in the FY17 budget, is funded at \$40,000. Based on expenses through the end of March the projected cost will reach \$413,000 by the end of the fiscal year. I believe there may be a potential to save money in this area by negotiating with St. Francis Hospital to provide care at the established Medicaid rate once the set amount of one million in the current contract is met. If so, a potential savings of approximately \$200,000 annually can be realized.

Miscellaneous Savings

Cleaning Solutions for County Jail

A new vendor has been identified for cleaning solutions for the County Jail and the change to the new vendor is being initiated. The estimated savings here will be approximately \$10,000 annually.

Fax System.

I have eliminated stand-alone Fax systems and integrated them into the new copiers which have fax capability. Between the savings for the Fax line, printer paper and toner, this change is expected to save about \$1,800 annually.

Increased Revenue and Savings

As a result of the proposed changes above, the following increases in revenue or cost savings are projected for the FY-18 fiscal year.

Revenue:

Bealls Communication Group	\$244,000
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Muscogee County School System	
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American Traffic Solutions (School Bus Camera Enforcement Program)	\$ 90,000
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Total Revenue	\$334,000
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Savings:

Lightspeed Data Links (Inmate Visitation System)	\$245,912
--	-----------

(\$497,912 in savings over four years)

Pharmaceuticals	\$110,000
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Bailiff's/Reserves	\$200,000
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Inmate Medical Expenses	\$200,000
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Jail Cleaning Supplies	\$ 10,000
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Fax Lines	\$ 1,800
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Total Savings FY-18	\$521,800
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I am committed to being a good steward of the tax payer's dollar while operating an effective and efficient office. At the same time, I need assistance from you and the members of council in providing the necessary funding to hire and maintain a stable work force. Please let me know if you have any questions or concerns.

Sincerely;



Donna Tompkins, Sheriff

Attachment E

FY2018	FY2019	FY2020	FY2021	FY2022	TOTAL COST
\$2,379,063.02	\$812,022.20	\$696,876.52	\$678,492.38	\$590,996.90	\$5,157,451.02

FY2018 1ST YEAR IMPLEMENTATION IMPACT	
YEARS OF SERVICE	TOTAL
3 YRS SVC	\$261,034.52
5 YRS SVC	\$222,073.25
7 YRS SVC	\$276,121.11
10 YRS SVC	\$358,359.03
15 YRS SVC	\$317,237.64
20 YRS SVC	\$232,197.42
25 YRS SVC	\$212,427.96
30 YRS SVC	\$320,329.95
TOTAL	\$2,199,780.87
FICA	\$168,283.24
LIFE	\$10,998.90
TOTAL COST	\$2,379,063.02

FY2019 2ND YEAR IMPLEMENTATION IMPACT	
YEARS OF SERVICE	TOTAL
3 YRS	\$213,262.51
5 YRS	\$92,469.97
7 YRS	\$118,945.65
10 YRS	\$106,798.29
15 YRS	\$55,357.67
20 YRS	\$55,042.85
25 YRS	\$54,109.84
30 YRS	\$54,842.82
TOTAL	\$750,829.59
FICA	\$57,438.46
LIFE	\$3,754.15
TOTAL COST	\$812,022.20

FY2020 3RD YEAR IMPLEMENTATION IMPACT	
YEARS OF SERVICE	TOTAL
3 YRS	\$31,961.74
5 YRS	\$175,715.08
7 YRS	\$108,679.43
10 YRS	\$85,122.40
15 YRS	\$59,776.67
20 YRS	\$85,251.04
25 YRS	\$41,858.06
30 YRS	\$55,996.67
TOTAL	\$644,361.09
FICA	\$49,293.62
LIFE	\$3,221.81
TOTAL COST	\$696,876.52

FY2021 4TH YEAR IMPLEMENTATION IMPACT	
YEARS OF SERVICE	TOTAL
3 YRS	\$0.00
5 YRS	\$219,409.56
7 YRS	\$95,684.99
10 YRS	\$92,004.68
15 YRS	\$61,640.12
20 YRS	\$55,889.13
25 YRS	\$59,078.77
30 YRS	\$43,655.10
TOTAL	\$627,362.35
FICA	\$47,993.22
LIFE	\$3,136.81
TOTAL COST	\$678,492.38

FY2022 5TH YEAR IMPLEMENTATION IMPACT	
YEARS OF SERVICE	TOTAL
3 YRS	\$0.00
5 YRS	\$32,760.78
7 YRS	\$180,107.96
10 YRS	\$121,919.29
15 YRS	\$78,706.92
20 YRS	\$62,652.39
25 YRS	\$80,583.60
30 YRS	\$22,490.23
TOTAL	\$546,460.38
FICA	\$41,804.22
LIFE	\$2,732.30
TOTAL COST	\$590,996.90

All employees on payroll as of 8/3/2016.

*Pension Contribution for General Government 13.5% and Public Safety 21% is not included.

Attachment F

Community Schools FY18 Proposed Fees Increase

After School Program Weekly Rates

Annual Income	First Child Current	First Child Proposed	Second Child Current	Second Child Proposed	Additional Children Current	Additional Children Proposed
\$60,000 and above	\$56	\$62	\$51	\$57	\$48	\$54
\$50,000 – 59,999	\$51	\$57	\$46	\$52	\$43	\$49
\$40,000 – 49,999	\$46	\$52	\$41	\$47	\$38	\$44
\$30,000 – 39,999	\$41	\$47	\$36	\$42	\$33	\$39
\$20,000 – 29,999	\$31	\$37	\$26	\$32	\$23	\$29
\$12,000 – 19,999	\$27	\$33	\$21	\$27	\$18	\$24
Less than \$12,000	\$21	\$27	\$16	\$22	\$13	\$19

Before School Program Weekly Rates

Annual Income	First Child Current	First Child Proposed	Second Child Current	Second Child Proposed	Additional Children Current	Additional Children Proposed
\$60,000 and above	\$25	\$31	\$21	\$27	\$20	\$26
\$50,000 – 59,999	\$23	\$29	\$19	\$25	\$18	\$24
\$40,000 – 49,999	\$21	\$27	\$17	\$23	\$16	\$22
\$30,000 – 39,999	\$19	\$25	\$15	\$21	\$14	\$20
\$20,000 – 29,999	\$17	\$23	\$13	\$19	\$12	\$18
\$12,000 – 19,999	\$16	\$22	\$11	\$17	\$10	\$16
Less than \$12,000	\$13	\$19	\$9	\$15	\$8	\$14

Before and After School Program Weekly Rates

Annual Income	First Child Current	First Child Proposed	Second Child Current	Second Child Proposed	Additional Children Current	Additional Children Proposed
\$60,000 and above	\$72	\$78	\$67	\$73	\$65	\$71
\$50,000 – 59,999	\$65	\$71	\$60	\$66	\$58	\$64
\$40,000 – 49,999	\$58	\$64	\$53	\$59	\$42	\$48
\$30,000 – 39,999	\$51	\$57	\$46	\$52	\$41	\$47
\$20,000 – 29,999	\$39	\$45	\$34	\$40	\$32	\$38
\$12,000 – 19,999	\$34	\$40	\$29	\$35	\$27	\$33
Less than \$12,000	\$25	\$31	\$19	\$25	\$15	\$21

After-School Program Rates Comparisons

Provider	Set Fee or Income Based Fee	Weekly Rate	Drop In Rate
Columbus Parks and Recreation	Income Based Fee	*Proposed* \$27-\$62	\$15
MCSD After School (6 Schools)	Set Fee	\$45	\$10
YMCA	Set Fee	\$75	\$35
Child Care Network	Set Fee	\$85	\$55
St. Luke	Set Fee	\$82	\$55
Growing Room	Set Fee	\$110	\$60
Angel Academy	Set Fee	\$115	\$65