Finance Committee Meeting Commission Chamber- 10/26/2021- 1:20 PM

FINANCE

1. Approve Funding for the November 2, 2021 Referendum for the General Obligation new James Brown Arena Project Bonds and for other purposes. Attachments

2. Discussion on key aspects of the FY2022 Budget and motion to approve Administrator's request to conduct budget work sessions. Attachments

3. Motion to approve the minutes of the Finance Committee held on October 12, 2021. Attachments

Finance Committee Meeting
10/26/2021 1:20 PM
Approve funding for the November 2, 2021 Referendum

Department:	Board of Elections
Presenter:	Lynn Bailey
Caption:	Approve Funding for the November 2, 2021 Referendum for the General Obligation new James Brown Arena Project Bonds and for other purposes.
Background:	On July 20, 2021, the Augusta Commission adopted a resolution calling for an election to be held on November 2, 2021 to determine the issuance or non-issuance by Augusta, GA of General Obligation New James Brown Arena Project bonds and for other purposes. On August 9, 2021, the Board of Elections adopted a resolution calling for the same. This agenda item is a request for funding of the cost associated with the conduct of the referendum.
Analysis:	The Board of Elections does not budget for special elections. When they occur, funding is requested at that time.
Financial Impact:	$151,645 is the expected cost for the election. This is a reimbursable expense by the Coliseum Authority.
Alternatives:	None
Recommendation:	Approve funding
Funds are Available in the Following Accounts:	Coliseum Authority will provide funding for this election.

REVIEWED AND APPROVED BY:

Finance.
Law.
Administrator.
Clerk of Commission

Cover Memo

Item # 1

Board of Elections Cost Work Sheet				
November 2, 2021 Special Election				
Object Code	Description	Detail	Amount	Notes
101-01-4110-52.11114	Board Pay	Election Day	1000	
101-01-4110-52.32120	Postage - Print Shop only	ab bal., polling locations, poll workers	3,800	
101-01-4110-52.33111	Legal Ads	referendum, L&A, AV	500	
101-01-4110-52.35110	Local Mileage	BOE employees	100	
101-01-4111-51.12210	Temp part-Time S&W	250 Elec. Day Poll Workers	62,695	
101-01-4111-52.24111	Building Rental	Elec Day Polling sites	3500	
101-01-4111-52.24219	Other Equip or Veh Rental	Rental trucks for deployment	7500	
101-01-4111-52.32112	Cellular Phone	mifi boxes	675	
101-01-4111-52.34110	Printing and binding	ab, prov, emergency ballots	12,400	14,400 total
101-01-4111-52.34110	Printing and binding	Elec Day BMD ballots	2000	
101-01-4111-52.39112	Temporary Workers	L&A testers and laborers	4500	42,175 total
101-01-4111-52.39112	Temporry Workers	Elec. Day Custodial	725	
101-01-4111-52.39112	Temporary Workers	Advance Voting workers - 4 locations over 3 weeks	25,000	
101-01-4111-52.39112	Temporary Workers	Office Assistance	4000	
101-01-4111-52.39112	Temporary Workers	early ab. Bal. processing	1500	
101-01-4111-52.39112	Temporary Workers	Security - East Cent. Hosp. - 2 guards @ $255 per day	450	
101-01-4111-52.39112	Temporary Workers	Elec. Assistants - election night, election day tech., deployment crew	6375	
101-01-4111-53.11110	Gen Supplies and materials	Office and PPE supplies	15,000	
101-01-4111-53.13110	Food	Elec Night team	300	
			152,020	

Item # 1

Finance Committee Meeting
10/26/2021 1:20 PM
FY2022 Budget

Department:	Office of City Administrator
Presenter:	Administrator Donald
Caption:	Discussion on key aspects of the FY2022 Budget and motion to approve Administrator's request to conduct budget work sessions.
Background:	Administrator brings forth a recommendation for the FY2022 budget and in addition to a detailed overview of the budget, requests scheduling of the FY2022 Budget work sessions for November 2, 2021 (prior to the public hearing), November 4, 2021 at 11:00am, and/or November 10, 2021 at 1:00pm.
Analysis:	
Financial Impact:	
Alternatives:	
Recommendation:	
Funds are Available in the Following Accounts:	

REVIEWED AND APPROVED BY:

Clerk of Commission

FISCAL YEAR 22 PROPOSED BUDGET

Augusta
GEORGIA

Item # 2

FY22 PROPOSED BUDGET
TRANSMITTAL LETTER

PREPARED FOR:

Mayor Hardie Davis, Jr.
Term 2019 - 2022

and the
Augusta-Richmond County Commission

District 1
Jordan Johnson
Term 2021 - 2024

District 2
Dennis Williams
Term 2019 – 2022

District 3
Catherine Smith Mcknight
Term 2021 -2024

District 4
Alvin Mason
Interim

District 5
Bobby Williams
Term 2021 - 2024

District 6
Ben Hasan
Term 2019 - 2022

District 7
Sean Frantom
Term 2021 - 2024

District 8
Brandon Garrett
Term 2019 - 2022

District 9
Francine Scott
Term 2021 - 2024

District 10
John Clarke
Term 2019 - 2022

Augusta GEORGIA

INTRODUCTION

October 19, 2021

Dear Honorable Mayor and Commissioners:

On behalf of the more than 200,000 citizens of Augusta, elected officials, constitutional officers, departments and staff, I am honored to transmit to you the proposed Fiscal Year 2022 Budget, focused on ensuring a Resilient Augusta. This proposed budget provides an in-depth look at Augusta's financial and operational future, while highlighting the commitments made to the citizens of Augusta. Through this transmission I will outline critical investments in key areas that positively impact the safety, quality of life, infrastructure, and growth of the County. As proposed, the budget reflects the continued commitment of the Augusta Commission to advancing the goals and objectives of the organization, encompassing the values of our community, and upholding our responsibility of fiscal stewardship.

The budget before you represents the ideas and priorities of Augustans and delivers on the shared commitment to world class service delivery for every resident. The creation of this budget has further unified elected officials, staff, and residents, bringing them together during extensive work sessions, community engagement forums, and budget retreats over the last several months.The proposed budget allocations also focus on gaining and maintaining public trust providing residents access to transparency tools that will put them squarely in the center of our government's administrative efforts.

Augusta passes amendments to the adopted budget as permitted by law to reflect changing needs and economic conditions affecting the government. In 2021 the majority of these amendments were to reflect funding for capital projects which were approved in a prior year but that remained incomplete at the end of the fiscal year. Amendments were also passed to record federal funding received for Transit, Augusta Regional Airport, and ERA funding for Housing and Neighborhood Development and to record sale of property. As a result of these amendments the FY2021 amended budget is recorded at $920,179,870.

The Administrator's proposal brings forward a recommendation for an FY2022 in the amount of $999.6 million a 8.64% increase over the 2021 amended budget of $920 million, with a General Fund budget of $177.6 million a 5.44% increase over the current year budget of $168 million. The increase in this proposal amount includes a planned use in funds of $39 million from SPLOST 8 and $41 million in American Rescue Plan Act funds (the initial allocation received) to begin implementation of the August Rescue Plan and administer capital projects. *(See table on Page 22)*

Reflections on the Past Year

2021 has proven to be a year full of unprecedented challenges, introducing a new normal of unexpected shocks and stressors on the administration of government. Augusta, like many communities around the nation and the world, has implemented a variety of strategies to mitigate the negative impacts of the COVID-19 global pandemic. While battling unprecedented loss of life – including in our own ranks, fluctuating rates of hospitalization, low vaccination rates, a new variant of the virus wreaking havoc on our public health system, Augusta has remained resilient.

Despite the unexpected and ever-changing environment of providing service delivery in the midst of a global pandemic, Augusta has remained focused on our mission: to provide cost-effective, high-quality government services in an environment which enhances the economic well-being and quality of life in the Augusta Metropolitan area. While there has been much to overcome in 2021, Augusta boasts a variety of service innovations that lay the foundation for mitigating the impacts of the pandemic and setting a course to successfully navigate the new normal in a post-pandemic world.

In FY2021 the consolidated government maintained a quality level of service despite the pandemic, while also delivering new innovations highlighted by:

- Launched the Green Augusta Initiative with a goal of transitioning 20% of the city's fleet to alternative energy by 2030
- Responded to more than 7,500 fire rescue calls
- Launched the Vax-Up Augusta! Campaign
- Implemented mobile radio system serving 1,600 radios and 400 external agencies
- Launched online records management and retention system
- Repaired 1,225 potholes year to date
- Delivered the City's first Disparities Study and began addressing pay disparities for employees paid below a livable wage
- Launched a GED program to support RCCI inmates
- Delivered 38,000 meals via the Augusta Senior Meal program
- Provide public Wi-Fi on all public buses and the Broad Street Transit Station
- Relocated five new companies resulting in 375 new jobs
- $1.4M in film revenue generated and 80+ local film industry jobs produced through our Economic Development partners
- Issued 7,785 business licenses and 8,949 building permits
- Created referendum to authorize SPLOST 8 (passed with 71% support)
- Adopted and implemented a uniformed Credit Card Policy
- Introduced expedited permitting process to spur economic development
- Received multiple fiscal awards including the GFOA award for annual fiscal reporting
- Expanded access to programming including the expansion of Augusta Swim
- Provided $1.6 million in Small Business programming
- Introduction of the City's first comprehensive Blight Ordinance

Economic Conditions

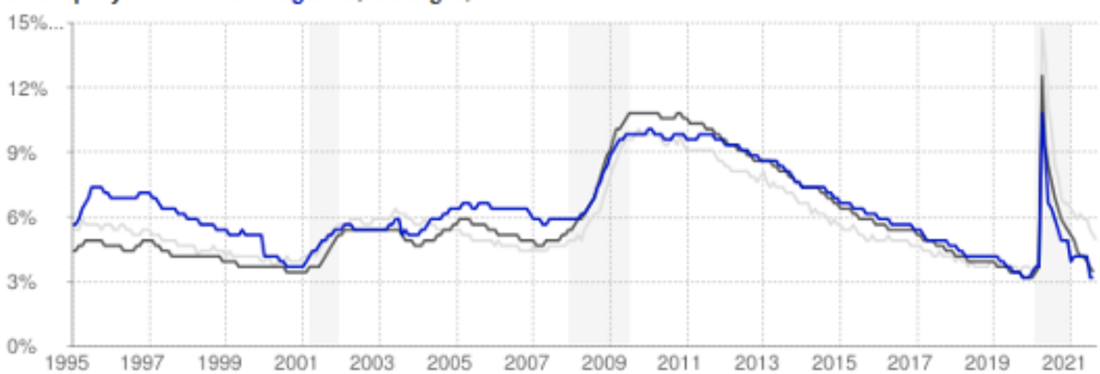
At the onset of the pandemic, the consensus among economists pointed to a prolonged recovery marked with concerns over virus containment and vaccine development. Many factors contributed to a quicker than expected recovery nationally, chief among them, record federal investment and direct stimulus allocations, rapid vaccine development and deployment, and record shifts in consumption.

The US Bureau of Labor Statistics (BLS) reported the unemployment rate in Augusta at 10.8% in April of 2020. BLS reported a 3.1% unemployment rate for Augusta in August, which is 7.7 percentage points lower, and 0.4 percentage points lower than the state of Georgia's unemployment rate for the same period.

Unemployment Rate	August 2021	Month/Month	Year/Year
National	5.2%	-0.2	-3.2
Georgia	3.5%	-0.2	-3.5
Augusta	3.1%	0.0	-2.7

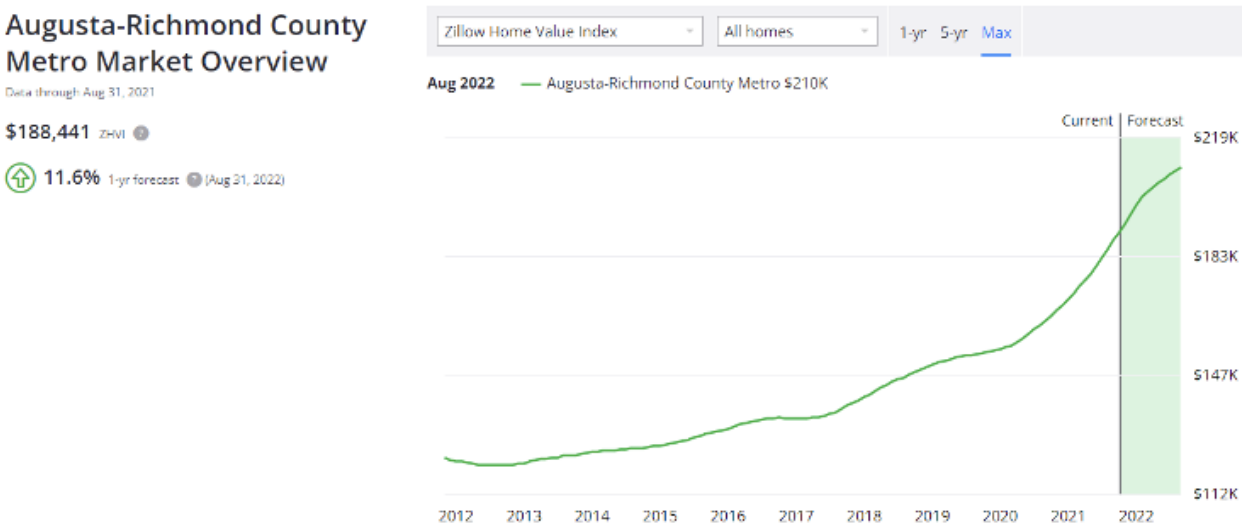
Note: Metro level data is now seasonally adjusted.[1] All comparisons are made with August 2021 data as September metro level unemployment data has not yet been released.

Unemployment Rate: Augusta, Georgia, National

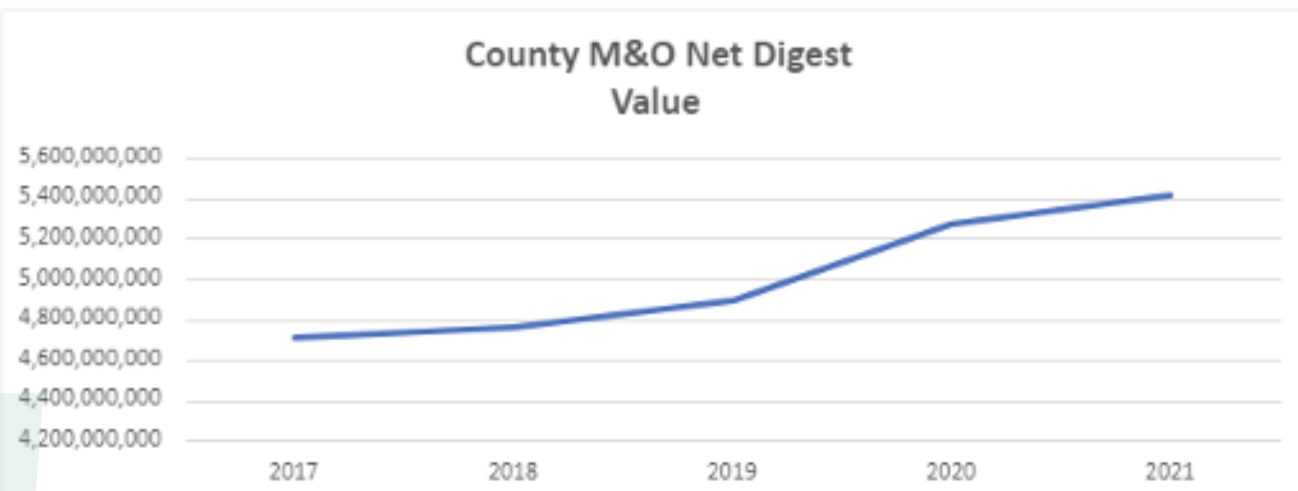


Note: Recessions shown in gray.

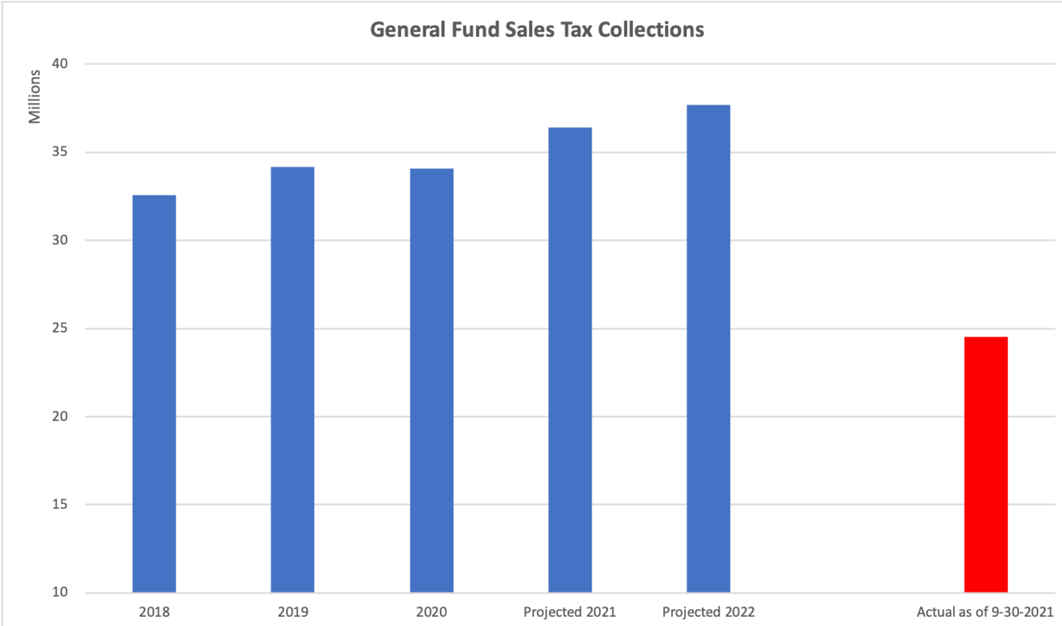
Additionally, homes values in Augusta-Richmond County have increased by 11.6% over the last year. The median listing home price in Augusta is $169,900 according to the most recent report from Zillow research site. Similarly, the Tax Assessor's office reports residential values improving at $125,000.



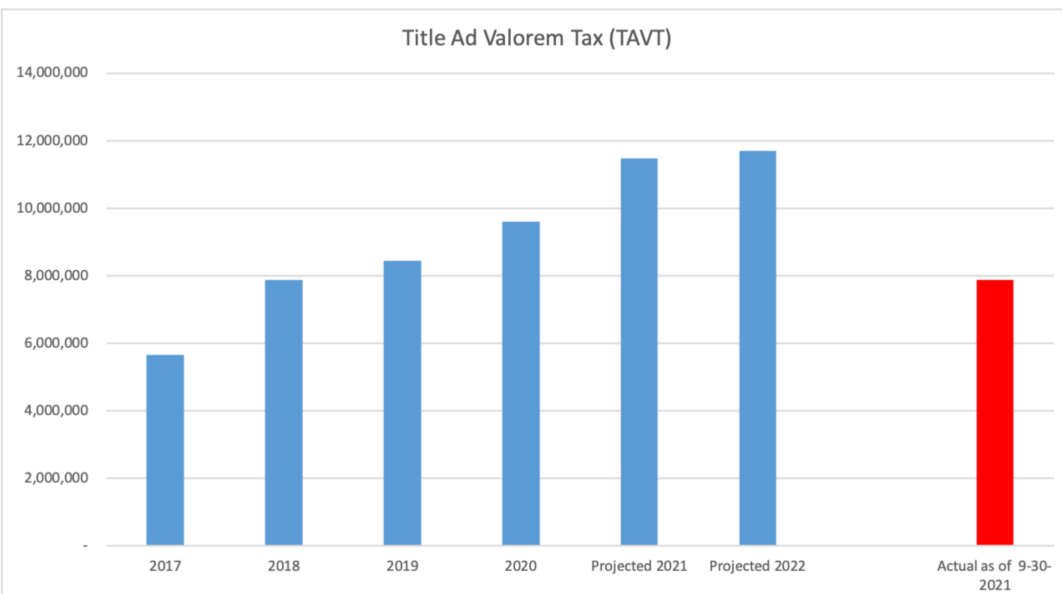
FY 2022's revenue projections makes the assumption that the County will experience continued stability, in lieu of predicting pre-pandemic growth for the digest. As illuminated in the chart below, the average annual growth rate for the past five years is 2.55%. A conservative growth factor of 2% ($1.4 million) was applied above the current year's budgeted level for FY2022 allocations.



An article published by the Associated Press on August 27, 2021 describes growth in consumer spending at the national level as having slowed while inflation has spiked. The national GDP for 2022 is projected between 4.1% to 4.5% with inflation at 5.3%.Due to the consensus such as those referenced, Augusta's staff leaders continue to take a conservative approach when projecting the growth in sales tax for 2022 at 3.5% ($4 million). Despite the conservative approach to future year projections, sales tax revenues are forecasted above anticipated revenues for the current fiscal year (FY2021). Recent data also provides optimism for a return to pre-pandemic visitor and tourism activities. Key economic and tourism drivers, such as the Ironman competition and the Master's Tournament, are likely to result in collections above budget projections.



Title Ad Valorem Tax (TAVT) is the tax implemented by the Georgia Department of Revenue that replaces sales tax and the annual "birthday tax" on motor vehicle purchases. The projected growth in TAVT for FY2022 is 3.5% ($1.4 million). The modest projected growth rate takes into consideration two offsetting conditions that currently affect cars sales. Interest rates are low, which would typically attract an increased number of buyers, but the reduced supply of new vehicles, caused by semi-conductor supply chain issues, has caused the sale of new cars to slow down tremendously. Auto industry forecasters are predicting a continued strain on inventories throughout the upcoming calendar year (and possibly beyond).



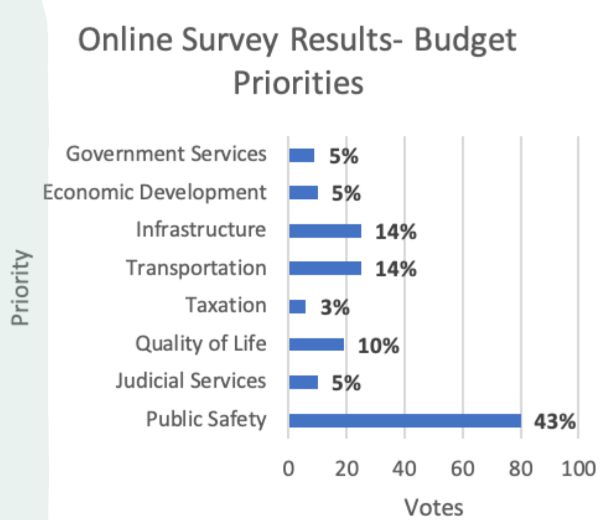
Under normal conditions, the collective projected revenue increase of $6.8 million would afford the consolidated government an opportunity to address other important operational needs. However, as presented to the Augusta Commission during the October 7, 20221 pre-transmittal work session, Augusta has also experienced a revenue shortfall of approximately $5.2 million in other categories including:

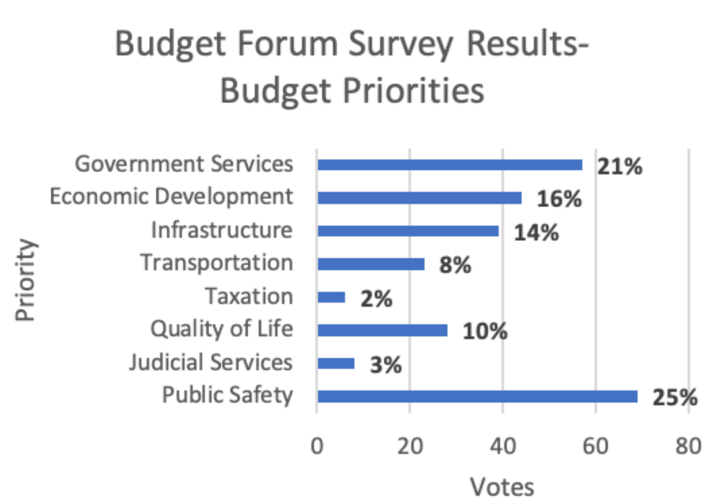
- An estimated $3 million in lost revenue due to the current court case backlog as a result of COVID-19 and the mid-year split of the tri-county judicial system
- Georgia Power franchise fees are $1.5 million under budget projections in FY2021
- A significant decline in interest earning due to market conditions. Augusta's investment portfolio has shown a decline in interest earned of 66%. To account for this reduction, the FY2022 budget projects $750,000 less in earnings
- The Augusta Transit system received approximately $3.2 million in CARES Act funding from FTA in 2021 to help offset revenue losses from fares. There remains a projected deficit of $1.6 million that is addressed through an allocation from the General Fund
- The FY2021 budget had a one-time use of $2.5 million in fund balance

These structural issues have been addressed by leveraging the current assumptions for growth within the current year tax digest. The existing 2021 millage rate and the amount of ad valorem taxes generated will be sufficient to cover most general fund expenses budgeted for FY2022. However, $4.5 million in American Rescue Plan Act (ARPA) revenue replacement funds were used to balance the budget. Each department has worked tirelessly to play a critical role in maintaining a strong fiscal position while continuing to deliver best in class service. Staff will continue to do so by working closely with state and federal governments to capture any aid and relief resources available. It is important to note that Augusta must begin to address long-range financial planning activities to include codified restrictions on revenue generation due to economic incentives, exemptions, and Augusta's self-imposed tax cap.

Forum and Survey Results

Transparency and public engagement are the pillars of high performing government. It is impossible to develop a budget that serves the needs of a local community without engaging members of that community. To ensure that Augustans had an opportunity to learn more about the budget process, as well as provide input into the formulation of the budget, staff hosted four (4) community budget engagement forums throughout the service delivery area. Surveys were collected for review after each event, and those unable to attend in-person were given opportunities to communicate their opinions online.





The survey results indicate that Public Safety is the number one priority to residents, while Infrastructure, Transportation, Quality of Life, and Economic Development (to include housing) also served as high level priorities for service delivery.

Augusta Commission's FY2022 Strategic Priorities

The FY2022 budget season began with a budget retreat facilitated by the Georgia Municipal Association. The Augusta Commission, the Office of the City Administrator (OCA) and department directors collaborated to identify six (6) strategic priority areas for FY2022.

FY2022 Strategic Priorities

- Infrastructure
- Quality of Life
- Public Safety
- Governance & Finance
- Economic Development
- External Relationships

The commitment to each of these six (6) strategic priorities is exemplified through allocations to initiatives that support the Commission's vision and community values, both in the FY2022 budget and via initiatives administered within the current year budget cycle. The following examples illuminate many of those initiatives in support of the Commission vision that have been addressed in advance of the FY2022 budget where possible.

1. Infrastructure

Augusta's goal is to continually spur local investment in all sections of the county. According to residents, equitable development has become a top priority. Stormwater and drainage infrastructure challenges have severely altered the quality of life and pose a major health and safety risk to homes and businesses.

Infrastructure challenges are addressed through a combination of investments in FY2021 and FY2022 allocations.

- SPLOST 8 collections begin in January of 2022 and allocate funds for road improvements and resurfacing. Staff also proposes to leverage previous SPLOST funds to implement Pothole Palooza, a countywide effort to repair potholes across the County in one coordinated effort.
- The FY2022 proposed budget leverages a total of $6 million from the ARPA to allocate funding to resolve the Streetlights deficit in both FY2021 and FY2022, and $4.5 million in new streetlight infrastructure countywide to Light Up Augusta!
- Through SPLOST 8 allocations, drainage issues in East Augusta neighborhoods continue to move toward resolution, while other hot button areas have funding allocations to address longstanding drainage issues.
- In an effort to increase transparency and provide public access to timelines and project status Augusta will develop a capital improvement plan (CIP), website and dashboard in November of 2021 under the oversight of the Capital Projects Manager.

2. Quality of Life

Residents have expressed a desire for urgency in addressing blighted areas due to the negative impacts of blight on home values, safety, and the overall perception of the community. The city's new blight ordinance provides sorely needed enforcement to negligent homeowners, but also requires a cash infusion to resolve ancillary issues of maintenance, acquisition, and affordable housing.

Augusta's park's array is one of the most diverse in the state of Georgia offering tennis, swimming, basketball, track, as well as senior meal programming and after school programs. Augusta's public spaces and parks require substantial investment to ensure that residents have access to the level of amenities expected of thriving communities. Downtown Augusta is considered the city's "living room," as it is the most visited area of the city. To ensure that downtown is welcoming and inviting to tourists and local shoppers, key attractions, parking options, and amenities must be available. This includes support for local businesses and maintaining the visual expected of one of the state's three largest cities.

Ensuring that Augustans have access to key amenities and quality of life activities are addressed in the proposed FY2022 budget by leveraging the public space provisions in the American Rescue Plan Act (ARPA).

- Investing $2 million to implement property acquisition, maintenance, and affordable housing projects in partnership with the Augusta Land Bank and other key partners with the goal of fully implementing the provisions of the Augusta Blight and Redevelopment Ordinance.
- Provision of $500,000 to the Downtown Development Authority (DDA) to expand downtown maintenance efforts.
- Investments to provide free public Wi-Fi on all Augusta Transit buses and the transfer station.
- oDevelopment of the City of Augusta's first ever strategic plan, with a focus on the development of the riverfront.
- $1 million allocation to revitalize Augusta Parks leveraging the public space provision of the ARPA as well as leveraging SPLOST 8 allocations to improve lighting safety, refreshed facilities, and new park related amenities countywide.

3. Public Safety

Augusta has leveraged the ARPA to deliver the most comprehensive investment in the state of Georgia. This investment included a one-time bonus and raising the floor for all staff (with a focus on public safety) to $15.00 an hour. Augusta first responders have remained committed to keeping the county safe throughout one of the most turbulent public health periods in recorded history. While Augusta remains competitive throughout the region, gaps related to the compensation of Richmond County Sheriff's Office staff members have been identified by the Sheriff resulting in a request for additional personnel resources of $3.2 million.

It is imperative that Augustans not only feel, but are, safe. The proposed FY2022 budget addresses public safety needs by allocating ARPA and general fund resources to mitigate public safety issues by:

- Allocating $3.2 million to the RCSO at the request of the Sheriff.
- Increasing the minimum wage of Augusta Fire Fighters to $15.00/hour.
- Providing $600,000 in body camera equipment to Richmond County Marshals via the ARPA.
- Providing $3.8 million in one-time bonuses to essential staff members and first responders.

4.Governance and Finance

Augustans have invested responsibly in the provision of government services highlighted through eight SPLOST iterations, two iterations of the Transportation Investment Act (TIA) through 2032, and hopefully soon, the New James Brown Arena. The Augusta Commission has made efficient administration of government services and stewardship of public resources a priority.

To ensure the proficient management, stewardship, and administration of public resources, executive leaders have begun to create and implement key policies and leverage a variety of new technologies to enhance service delivery across all relevant service areas. Key efforts include more oversight over special revenue funds and capital projects, staff augmentation, and codified tracking and management of capital projects and expenditures.

The FY2022 proposed budget builds on current year activities and allocations to ensure that the management of public resources and the administration of services is best in class by:

- Providing resources to fully implement the new open records and credit card policies as well as the pending recommendations of the Homeless Taskforce, Non-Discrimination Sub-Committee, and the directives of the Augusta Commission.
- The Augusta Commission expressed a desire to add the credentials and qualifications of a Chief Financial Officer (CFO) caliber leader to the executive leadership team as a priority of FY2022. To meet this directive, one of the Deputy Administrator roles was filled by a team member with experience as a Deputy CFO and Treasurer in Tennessee's fourth largest city.
- The proposed FY2022 budget takes a balanced approach to leveraging all public investments (i.e. property taxes, SPLOST, TIA, state and federal grants, & ARPA) to address both short and long-term service needs.

5.Economic Development

Augusta is undoubtedly Georgia's greatest economic development opportunity. This is evidenced by the more than twenty (20) proposed economic development projects under consideration totaling more than $11 billion in potential investment. The return of the Iron Man competition, the Master's golf tournament, and new nationally televised festivals clearly highlight Augusta's economic development position. The Augusta Convention and Visitor's Bureau (CVB) and the Augusta Economic Development Authority (ADEA) are recognized as market leaders, while the Downtown Development Authority (DDA) boasts more than 50 new businesses joining the downtown corridor in the midst of a global pandemic.

Despite the individual successes of our economic development partners, there is room to improve coordination and transparency. To ensure that Augusta is in position to fully realize our economic development potential and grow our tax base without overburdening our residential tax base, the FY2022 budget:

- Funds an Economic Development Officer partially funded by the AEDA to coordinate all entities, while providing periodic updates to the Commission.
- Provides an infusion of resources to offset losses endured by the Convention & Visitors Bureau and the DDA, while leveraging the SPLOST 8 investments to spur retail recruitment and attract business and industry.
- Invests more than $40 million in economic development through SPLOST 8.
- Provides key investments in blight remediation, affordable housing, small business programming, rental assistance, and redevelopment through local (e.g. SPLOST 8) and federal resources (e.g. ARPA, HUD, CDBG).

6.External Relationships

While governments are charged with serving as a key resource for service delivery and economic mobility, the public sector is one small cog in the service delivery ecosphere. In understanding this, Augusta leaders have taken a strategic approach to managing and growing relationships with non-government organizations (NGO). Growing these relationships revolve around co-sponsoring grant initiatives to combat issues facing the region, partnering on initiatives poised to produce shared desired outcomes, and initiatives that aide vulnerable citizen groups and other Commission priorities.

The FY2022 proposed budget provides support to growing external relationships by:

- Fostering stronger relationships with community partners, highlighted by the pursuit of a $5 million grant to expand capacity at Golden Harvest Food Bank's existing facilities.
- Allocating approximately $11 million in grant funding to deliver programming in line with Commission priorities to NGOs & Authorities via the ARPA.
- Leveraging partnerships with Augusta Technical College, Augusta University, the Georgia Department of Public Health, and other key partners to increase vaccination rates and mitigate the negative impacts of COVID-19.
- Leverage the $45,000 FY2021 investment with the Coliseum Authority to pursue more than $15 million in potential federal resources for Augusta projects.

FY22 BUDGET HIGHLIGHTS & AMERICAN RESCUE PLAN (ARP)

Augusta utilized an incremental budgeting approach for the fiscal year 2022 proposed budget. This method is used due to its simplicity and easiness to understand. The current budget (FY2021) is used as a base to which incremental assumptions are added or subtracted from the base amounts to determine new budget amounts. Among all budgeting methods, incremental budgeting is commonly considered as the most conservative approach.

Throughout the 2022 budget process, staff and elected officials have placed a heightened emphasis on the strategic priorities mentioned. While many projects are already completed or underway, these goals remained the number one focus throughout the FY22 budget process.

In an extremely condensed description, the budget process has incorporated Commission directives by emphasizing three important questions:

- How will each departments budget address the Commission's major priorities?
- How will major operational expenses improve service quality for our residents?
- What are the unique department initiatives planned, and how will they help the organization meet Commission priorities?

Listed below are the FY22 investments addressing these questions separated by Commission priority.

1.Public Safety

The City is committed to ensuring that all residents not only feel safe, but, are safe, providing an environment where businesses can succeed and thrive. To that end, the FY2022 budget includes the following investments:

- Investment in 311 activities to reduce the burden on 911-related to non-emergency calls
- Investments in traffic calming devices at $250,000 (speed bumps)
- A planned construction of Fire Station 3 on Gordon Hwy at $5 million with existing SPLOST 7 funds
- Implementation of a $3.2 million retention plan for the Richmond County Sheriff's Office (RCSO)
- $600,000 in capital improvements allocated to the RCSO

$82M OF ARP FUNDING **ALLOCATED TO** AUGUSTA-RICHMOND **COUNTY**

- $600,000 investment in body cameras for Augusta's Marshal's Office funded by the ARP
- Purchase of two new SUVs for E-911 to expand public education and outreach at schools, community groups, and churches
- Implementation of the Augusta Fire Department's Explorer Program provides opportunities to high school juniors and seniors to receive training to become fire fighters
- Leverages the ARPA to provide supplements which raises the minimum wage of Augusta firefighters to $15.00/hour
- Provides $540,000 for protective clothing and equipment funded by the ARPA/ARP

2.Infrastructure

Our staff and elected officials are aware that investments in infrastructure generate social, economic, and environmental benefits for the community. Therefore, the FY22 recommended budget includes:

- Light Up Augusta initiative funded at $2.75 million via the ARPA/ARP
- $3 million for new meters funded via the ARPA/ARP (with an additional $3 million allocated in FY2023 via the same funding source)
- $5 million in road resurfacing in SPLOST 8, coupled with $1.5 million to implement Pothole Palooza via SPLOST 7 funding
- In the proposed budget, the Airport will increase their head count by 3-FTE, Transit by 2- FTE, and Utilities will increase their headcount by 9 FTE's
- Implementation of a new sewer assessment program funded at $400,000 in FY 2022
- Realignment of Augusta Engineering and Augusta Utilities salary structures to retain and attract staff members with more than $2 million in total adjustments
- Allocation of $25 million to the new James Brown Arena project.

3.Quality of Life

Augusta is a global city full of culture and diversity. Further improving our quality of life attracts visitors while retaining residents who already call Augusta home. A higher quality of life is linked to higher revenues and recognition, which is why the FY22 budget recommendation includes:

- Provides $1 million for the maintenance and revitalization of parks/public spaces via the ARPA/ARP
- Provides $1 million to blight/affordable housing leveraging the ARPA/ARP with additional funding provided through SPLOST 8
- Provides $2.5 million to expand capacity related to countywide maintenance, with an additional amount of $1,050,000 carved out for the Quick Strike Clean Team ($500,000 of this amount is dedicated to downtown-specific activities) for FY2022 and 2023 via the ARPA/ARP
- Implementation of countywide amnesty days for all Richmond County residents

4.Governance/Finance

As our City continues to grow, we must approve critical investments to ensure that citizens in all eight Districts benefit from our inclusive prosperity. It is imperative that we make all of the critical investments in our Fiscal Year 2022 Budget and Financial Plan to ensure that all residents receive world class services and municipal support. Key among these activities is the development of the City's strategic plan. This plan will codify the Mayor-Commission's vision for Augusta and provide strategic direction, allowing for the development and implementation of departmental goals and performance measures.

Building a government that works for the citizens of Augusta streamlines processes

$600K+

OF ARP FUNDING
ALLOCATED TO
3 DEPARTMENTS AND
11 POSITIONS

processes and improves efficiency. To ensure that the organization has the capacity and capability to implement processes and strategies to meet community goals, it is vital to invest in governance. The FY22 budget includes:

- Investing in professional development and staff training with the Carl Vinson Institute of Government and the Georgia Municipal Association
- Investing to expand and connect new and existing transparency initiatives such as Open Records, performance management project tracking (i.e. See.Click.Fix), and developing a capital projects reporting platform.
- A city-wide compensation study to address retention and pay disparities funded at approximately $250,000
- An expansion of 311, to create a unified 311 call center under the authority of the administrator, leveraging key staff from Central Services and Public Utilities funded by the ARPA/ARP
- In the proposed budget, Planning and Development will increase their head count by 1-FTE for a position that will conduct business audits such as excise tax, transportation, and tourism fees. The cost of the role is offset by projected revenues

5. ECONOMIC DEVELOPMENT

Maintaining a strong, diverse, and resilient Augusta requires that business and industry have the ability to operate in an environment that supports commerce. We accomplish this by nurturing small business assets, and intentionally connecting local businesses to government service delivery. Some ways the FY2022 Budget supports Augusta as a key destination for businesses include:

- A $50,000 per year investment in the DDA to expand and retain downtown businesses in FY2022 and FY2023 funded by the ARPA/ARP
- Continued expenditures from the $13 million investment in emergency rental assistance and relief for landlords funded by the US Treasury Department.
- Investing in outreach and education events targeting business and industry, allowing for business open houses and connection events
- A $750,000 investment in the CVB to market and promote Augusta as a global destination in FY2022 and FY2023 funded by the ARPA/ARP
- Provides a liaison between all economic development entities with the intent of providing more timely updates to the Commission, transparency to the public, and ensure better coordination across partners

EXTERNAL RELATIONSHIPS

While governments are charged with serving as a key resource for service delivery and economic mobility, the public sector is one small cog in the service delivery ecosphere. In understanding this, Augusta leaders have taken a strategic approach to managing and growing relationships with non-government organizations (NGO). The FY2022 budget:

- Leverages existing resources in pursuit of state funding to expand the capacity of Richmond County food banks
- The hiring of an Economic Development Officer and Administrative Coordinator will facilitate better collaboration and coordination with NGOs and Authorities
- Funding to expand federal lobbying efforts ($45,000 in FY2021) to state and local programming ($75,000) in advance of the Georgia General Assembly January 2022 session. To date, current efforts have expanded our support of federal relationships with Congressional offices.
- Leverages federal resources (HUD) of more than $7 million to continue thriving partnerships with United Way of the CSRA, the Land Bank Authority, Community Banking institutions, and implement eligible recommendations of the Homeless Taskforce.

The impacts of COVID-19 have resulted in significant projected lost revenue for our government. While revenues have been significantly reduced, expenses continue to rise. The American Rescue Plan Act of 2021 (ARPA; P.L. 117-2) was signed into law by President Joseph Biden on March 11, 2021. ARPA is the latest in a series of Coronavirus Disease 2019 (COVID-19)-related relief and economic stimulus legislation provided with the intent of mitigating the negative impact on communities nationwide. More than $1 billion has been allocated to Richmond County, with a direct allocation of $82 million in direct funding allocated to the consolidated government. The framework for this allocation via the Augusta Rescue Plan (ARP) was approved by the Augusta Commission on August 19, 2021.

Augusta's top priorities are the mitigation of the impacts of COVID-19 and slowing the spread of the virus.

$4M+

OF FUNDING **ALLOCATED TO** PUBLIC SAFETY

$10M+ OF ADDITIONAL FUNDING ALLOCATED TO INFRASTRUCTURE ENHANCEMENTS

CURRENT ARP PROJECTS

Vax-Up, Augusta!

- A $25,000 campaign that provides accurate and up-to-date information regarding COVID-19
- $1.475,000 vaccination incentive program that helps encourage and make the vaccine available to residents interested in becoming fully vaccinated

Public Safety & Premium Pay Compensation

- A plan to provide supplemental and premium compensation benefits which include:
- Payout of COVID 19 Vacation hours accrued
- One-time premium pay amount to essential employees
- Hourly wage adjustments and pay changes required to address compression caused by these adjustments

In addition to the current projects and specific areas identified in the ARP framework, there are other priorities identified through the budget process that resolve key issues created by the pandemic. These issues range from administrative capacity within Finance to manage these funds, new social distancing and service delivery requirements impacting elections, and mitigating the pandemic-related court backlogs. The FY2022 proposed budget provides temporary personnel relief to address these challenges.

ARP PERSONNEL

Board of Elections

- Election System Information Analyst- $61,527.35
- Election Analyst- $61,527.35

Finance

- Accountant II Reports Accountant- $55,096.83
- Accountant II Grants Accountant- $55,092.45
- Management Analyst I- $71,271.16
- Reclassification of (2) Financial Analysts I (Grade 21) to Financial Analyst Senior (Grade 22)- $17,298.75

Public Defender- Superior Court

- Client Services Advocate (4 @ $40,000 each)- $219,640

FY22 DEPARTMENT STRATEGIC GOALS

Performance measures are tools that help organizations determine the efficiency and effectiveness of the services they provide. These measurements are a critical element that promote accountability for public resources. Therefore, as we proceed through the final phases of the FY22 budget process, the Administrator's office is seeking the Commission's support of implementing these strategic performance measures in the FY2022 fiscal year.

311

- 311 average wait time
- Maintain an average first call resolution rate of 75% or above

E-911

- Service Quality: Founded complaints per X # of calls
- Efficiency: Cost per call

ANIMAL SERVICES

- Dead animal pickup average response time
- Stray animal pickup average response time

ENGINEERING

- % Potholes repaired within 24 hours
- Linear feet of sidewalk repaired

CENTRAL SERVICES

- Fleet preventative maintenance every 90 days- % of vehicles
- Complete service requests by %

ENVIRONMENTAL SERVICES

- Cost of refuse collection service per household
- Landfill diversion rate- recycling (divide portion of waste successfully rerouted by the total amount of collected waste)

Augusta GEORGIA

FINANCE

- % Monthly reports prepared on time
- % Variance in actual and reported expenditures

HUMAN RESOURCES

- % of voluntary turnover
- Number of days to fill position from posting (average)

FIRE

- Increase fire safety awareness
- Unit arrival/response time (time between dispatch of unit and arrival on scene)

IT

- % of projects delivered on time and on budget
- % of Service Level Agreements met for service requests

HOUSING & COMMUNITY DEVELOPMENT

- Housing opportunity index (calculated by dividing number of homes that were available to families earning median income by the total number of homes)
- Number of chronically homeless individuals

PLANNING & DEVELOPMENT

- Number of residential/commercial permits per staff per workday
- Number of residential/commercial plan reviews per staff per workday

PROCUREMENT

- % cost savings achieved per year
- Average purchasing cycle time for Request for Proposal (RFP) in days

PARKS AND REC

- % of citizen satisfaction with parks
- Number of parks per 1,000 population

TRANSIT

- % of citizen satisfaction with parks
- Number of parks per 1,000 population

UTILITIES

- First-contact resolution % (eliminate need for customer to follow up on query due to ability to address concerns in a single contact)
- % of meter reads

Implementing a more comprehensive performance management system will improve focus on generating results for Augusta-Richmond County residents and provide the transparency needed for public trust. The proposed goals would be identified in year one (FY2022) which would be a baseline year, wherein future years would measure against that baseline.

A RESILIENT & PROSPEROUS AUGUSTA

In a city with the potential of ours, we can and should make all of the critical investments necessary to ensure that residents in all eight districts receive world class service delivery in a safe environment focused on inclusive prosperity. I am honored to serve our dynamic elected officials in reaching this goal.

Sincerely,

Odie Donald II, MBA
Administrator

ADDENDUM

FUND	FY21 BUDGET (Original)	FY21 BUDGET (Amended)	VARIANCE AMOUNT	% CHG	NOTES
General	169,034,800	169,740,010	705,210	.42%	
Special Revenue	105,310,590	126,072,760	20,762,170	19.72%	ERA funding for Housing and Neighborhood Development, carryover from fleet vehicle purchase, construction of DFACS Bldg; and to record sale of property.
Capital	117,658,490	138,801,430	21,142,940	17.97%	SPLOST capital projects which were approved in a prior year that remained incomplete and carryforward.
Debt Service	1,730,000	1,730,000	-	0%	
Enterprise	344,508,000	417,145,440	72,637,440	21.08%	ERA funding for Transit and Augusta Regional Airport; Closure of cell 2C, encumbrances and capital project carry forward for Environmental Services.
Internal Service	49,640,070	49,670,070	30,000	.06%	
Trust & Agency	14,755,160	17,020,160	2,265,000	15.35%	
TOTAL	**802,637,110**	**920,179,870**	**117,542,760**	**14.64%**	

SUBMITTED BY:

Augusta-Richmond County Administrator's Office

Odie Donald II, MBA
Administrator

Tanikia Jackson
Deputy Administrator

Donna B. Williams, CGFM
Finance Director

Timothy E. Schroer, CPA, CGMA
Deputy Director – Finance

Augusta-Richmond County Administrator's Office

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Augusta
GEORGIA

Finance Committee Meeting
10/26/2021 1:20 PM
Minutes

Department:

Presenter:

Caption: Motion to approve the minutes of the Finance Committee held on October 12, 2021.

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

Funds are Available in the Following Accounts:

REVIEWED AND APPROVED BY:

Augusta
GEORGIA

Finance Committee Meeting Commission Chamber - 10/12/2021
ATTENDANCE:

Present: Hons. D. Williams, Chairman; McKnight, Vice Chairman; Scott and Mason, members.
Absent: Hon. Hardie Davis, Jr., Mayor.

FINANCE

1. Motion to approve the minutes of the Finance Committee held on September 29, 2021.

Item Action: Approved

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Approve	Motion to approve. Motion Passes 4-0.	Commissioner Alvin Mason	Commissioner Francine Scott	Passes

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