# 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**


April 26, 2016

In RE: Fiscal Year 2017 Recommended Budget

Dear Citizens of Columbus, Georgia and Councilors:

It is an honor and privilege to submit to you the sixth fiscal year budget of this Administration. The Columbus, Georgia Consolidated Government (CCG) has overcome tremendous financial challenges in our prior fiscal years. We have instituted remarkable reform and much needed change. We have stood steadfast in the face of moving goal posts, and though we see the benefit of our hard work there is still more to do in order to achieve our goals and objectives.

This Fiscal Year (FY) 2017 Mayor's Recommended Budget message is provided to you pursuant to the CCG Charter, including specifically §7-401. It is a balanced budget and includes an estimate of unencumbered fund balance, an estimate of cash revenues, proposed expenditures by department, office, board, commission and agency, proposed capital outlays, data justification for expenditures and other such information that may be necessary for Council, which will review and deliberate upon this Recommended Budget and, then, enact our CCG Adopted Budget.

## I. Introduction

This Recommended Budget provides us an opportunity for the first time in **16 years** to not use reserve funds to balance revenues and expenditures for the General Fund. Though our projected revenues remain flat, as they have for many years, our reforms and our continued fiscal prudence have allowed us to end our reliance on the General Fund Reserve and to actually replenish that Reserve.

In addition to funding the required expenditures necessary to operate our Consolidated Government, this budget:




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- Replenishes the General Fund Reserve, which had dipped in FY2015 to 56 days, and returns us to our 60-day minimum threshold;[1]
- Provides for a 2.0% Cost of Living Adjustment (COLA) for all CCG employees;
- Maintains the 70% healthcare subsidy to our valued employees;
- Fully funds our annual employee pension obligation while adopting an updated Longevity Actuarial Chart in order to ensure proper funding levels in future years;
- Reforms our Columbus Police Department (CPD) pay so as to enhance recruitment and increase retention;
- Adjusts user fees and fines, some of which have not been adjusted in decades, to bring them more in line with the cost of services and to provide budget relief;
- Funds the lease of 33 new garbage trucks through a $2 a month increase in our Integrated Waste Fund; and
- Funds the Aquatic Center at a $1.2 million level (for 89 hours a week operations) through enhanced programing and revenues, as well as new public/private partnerships.

Our FY2017 projected operating budget is $269,973,787 million. We predict a 1.75% increase in our property tax revenue, yielding an additional $1.2 million over last year. The Local Option Sales Tax (LOST) is expected to be $ 34.3 million in revenue and the Other Local Option Sales Tax (OLOST) is expected to be $ 34.3 million, for a total of $ 68.6 million.

The FY2017 recommended operating budget is a 1.6% increase over our FY2016 operating budget of $265,724,993. This increase is due to the TSPLOST funds placed in our METRA budget, the increase to the Debt Service Fund for the Fire Capital leases funded from the Public Safety OLOST, and the proposed increase in fee revenue.

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. Replenishing the General Fund Reserve

We learned in November of 2015 that our FY2015 General Fund Reserve had fallen to 56-days, below the 60-day threshold required of Resolution No. 224-11 and the threshold required by rating agencies and best practices municipal accounting standards. We have been on a trek of many years to preserve and restore our depleting General Fund Reserve. We have instituted major reforms of our Pension Plan, Employee Healthcare System, Worker's Compensation System, Third-Party Affiliate Subsidies, and more. We have reaped

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[1] One day of General Fund Reserve equates to $418,632. In other words, it takes $418,632 a day to run CCG. Other such important assumptions are set forth in the FY2017 Recommended Budget Overview Chart. See Exhibit A.

efficiencies where possible and re-thought the way we do business. We have shrunk our ability to render the services our citizens depend on through attrition and cuts. And, we are presently trying to adjust our property tax revenue system through a countywide referendum to adopt a prospective tax system that allows us to take advantage of our growth while protecting those who have our current property valuation freeze.

The good news is that our efforts are taking root and bearing fruit. We recently learned that we are projected to end FY2016 at 60.21 days of General Fund Reserve having reclaimed reserve days through savings and slightly higher than anticipated revenues. Because this FY2017 Recommended Budget contains a General Fund budget that is .14% less than that of the FY2016 Adopted Budget, we are projecting 60.29 days of General Fund Reserve under this proposed budget scenario. Any significant increases in this Recommended Budget would eat into that slim cushion unless a corresponding cut was found.

## B. Employee Cost Of Living Adjustment

Each proposed budget this Administration has submitted has had 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 the on-going cost to them of our pension reform (an expense which does constitute an added cost of living for employees). The pension reform, which CCG significantly supplements, funds an important benefit for the employees' retirement years. All totaled, these various pay adjustments have increased CCG employee pay 6.5% over five fiscal years.

When we compare our 6.5% pay adjustments over five fiscal years with the Employment Cost Index (ECI) and the Consumer Price Index (CPI), our salaries have fared well, but have not kept up when employee healthcare costs are taken into consideration, or when the pay adjustments for Pension Reform are excluded from the equation.[2]

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[2] Employees rarely recognize or fully value the high subsidy CCG contributes to their healthcare and pension costs as each year we discuss the employees' urgings that CCG should pick-up ALL increased costs of those two valuable benefits. It is best practices that CCG share the cost of increases to healthcare or pension benefits through a set formula and adjust employee pay either through COLAs or raises or both. When CCG has increased its subsidies to benefits in lieu of pay adjustments employees do not recognize that subsidy as increased pay and, in fact, reject the subsidy as a value to them focusing exclusively on the amount of their salary and their take home pay, which they do not see increase under a subsidy of benefits scenario. Pay adjustments, even in the face of rising benefits costs, gives the employee the clearest, most tangible indicator of value received.

| Fiscal Year | CCG Pay Increases | Employment Cost Index (ECI) | Consumer Price Index (CPI) |
|---|---|---|---|
| 2012 | .5% | 1.1% | 2.1% |
| 2013 | 2.0% | | |
| 2013 | .5% | 1.1% | 1.6% |
| 2014 | 2.0% | | |
| 2014 | .5% | 1.6% | 1.7% |
| 2015 | .5% | 1.8% | -0.2% |
| 2016 | .5% | No data available for 2016 | 0.7% |
| Total | 6.5%* | 5.6% | 5.9% |

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

This year we will be providing our employees a 2% COLA, yet this increase will largely be absorbed by the off-set of raising healthcare costs as explained in the next section below.

The bottom line is that we have been barely keeping pace with the cost of living and it is time to map out a plan for doing more than just COLA adjustments so that our employees can begin to see the value return for their hard work and dedication to CCG and our citizens. Accordingly, I have asked our Human Resource and Finance Departments to develop a systematic raise schedule that is realistic so that Council can actually fund it year to year. Our UGA Pay Plan is great. It provided us with a grid, or graduated system, of our personnel ranks, but it did not provide a realistic funding strategy and its rigid grid system discourages any pay adjustments smaller than its 2.5% steps. We have a pay plan system that has taken away our flexibility to do what we can when we can and our employees have paid the price. For instance, a 2.5% raise for all our employees would cost us $ 3 million. So, in tight budget years our options have been to fund a $ 3 million raise, or do nothing. Given such a costly mark to meet, we have had to choose to do nothing waiting on an extra $3 million to be found. A better plan is to allow incremental raises each, or most, years. Only this type of system will alleviate compression. Now that we can see our budget reform efforts over the past many years paying off, we are able to propose for discussion our Administration's new pay adjustment proposal – but not in this budget year. We will come to Council this Summer with the proposal so that there is time for assessment and broad input. We can also monitor our FY2017 budget progress throughout the year knowing that this pay adjustment strategy is a priority for FY2018.

## C. Employee Healthcare Subsidy

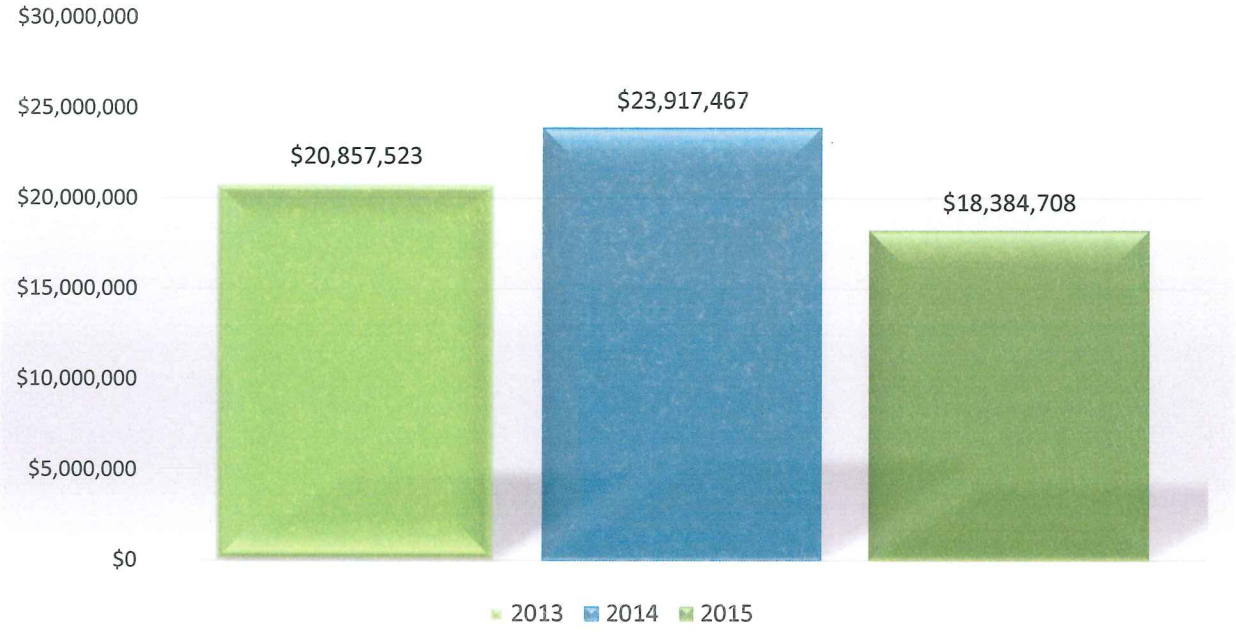
In years past, we have predicted the cost of the coming year's healthcare claims based on the actual claims from the preceding calendar year.[3] The data and predicting tools were cloudy, but we did the best we could with our benefits manager's help. Yet, each year we were short by millions and each year a discussion ensued of how to fund the short-fall completely from the resources of CCG as employees largely refused to share in the 70/30 healthcare cost split for the short-fall. This resulted in CCG regularly subsidizing employee healthcare some 83% or more. Employees did not see this additional subsidy as a backdoor pay raise and, so, CCG received no credit or goodwill for providing millions of dollars of value to our hardworking employees. Often the conversation would turn to why there was no money for raises with no recognition of the monies spent to boost the employees' portion of the 70/30 healthcare cost split.

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. Other changes were made to our healthcare plan and those changes have provided a significant downturn in the otherwise increasing claims cost. For instance:

- Our Health and Wellness Center (HWC) was established in 2013 enhancing preventative care, saving employees out-of-pocket costs, reducing emergency room visits and reducing the magnitude and number of our most expensive claims.
- The HWC has resulted in savings to our employees of 39.92% for standard office visits and 48% on the top 50 dispensed medications, among other employee savings.
- CCG had a $5.5 million reduction in medical and pharmacy claims from FY2014-FY2015 alone.
- CCG has saved $1.8 million in claims cost due to the removal of Muscogee Manor employees from our healthcare system.
- CCG has saved $1.1 million in spouse claims cost due to the Spousal Surcharge.
- CCG has saved $1.6 million in the amount paid for our top 10 High Cost Claimants.
- CCG has seen a 22% reduction in Emergency Room visits.
- CCG has seen a 23% reduction in Office Visits.

[3] CCG is self-insured, meaning that CCG pays for every visit, every procedure, every hospital stay and every prescription. Our claims process is administered by Blue Cross/Blue Shield on a contract basis, but CCG pays the cost of all healthcare received by our employees and their covered dependents.

**Annual Medical and Rx Claims**
**Calendar Year (CY) 2013-2015**




Nevertheless, our Healthcare Fund remains under-funded and our FY2016 budgeted contributions will, again, have missed the mark by some $2.19 million. We had projected our CY2016 claims would increase 5% over CY2015, however actual claims will require a 15% funding increase over the prior year. (National healthcare plan trends are typically between 8%-10% increase per year.) Our benefits manager has made a proposal to streamline our multi-faceted plan, capitalize on our successes and further change the course of our unsustainable healthcare cost trajectory. In essence, the proposal involves opening the Health and Wellness Center up at no cost to all CCG employees as part of two distinct plans: the Silver Plan (Open Access POS) and the Gold Plan (Open Access POS). The proposed consolidation of our plans allow for a fee structure similar to our HMO and PPO plans. The proposed benefit design is set out in the comparative chart below:

| | Current-2016 | | | | Proposed-2017 | |
|---|---|---|---|---|---|---|
| **Benefit Design** | **Current Health & Wellness Plan** | **Current HMO Plan** | **Current Open Access POS/PPO** | | **Proposed Open Access POS (Silver Plan)** | **Proposed Open Access POS (Gold Plan)** |
| **Deductible (Single/Family)** | $500/$1,000 | $1,000/$2,000 | $1,000/$2,000 | | $2,000/$4,000 | $1,000/$2,000 |
| **Coinsurance** | 90% | 90% | 80% | | 80% | 90% |
| **Global out-of-pocket** | $1,500/$3,000 | $6,350/%12,700 | $6,350/$12,700 | | $6,350/$12,700 | $6,350/$12,700 |
| **Medical copayments** | | | | | | |
| **HWC office visits** | $0 | N/A | N/A | | $0 | $0 |
| **PCP office visits** | $50 | $20 | $30 | | $30 | $20 |
| **SP office visits** | $20 | $30 | $40 | | $40 | $30 |
| **Emergency Room** | $150 | $150 | $150 | | $200 | $150 |
| **Prescription drug (Retail/Mail Order)** | | | | | | |
| **Available at HWC** | $0 | N/A | N/A | | $0 | $0 |
| **Tier 1** | $20/$40 | $20/$40 | $20/$40 | | $20/$40 | $20/$40 |
| **Tier 2** | $40/$80 | $40/$80 | $40/$80 | | $40/$80 | $40/$80 |
| **Tier 3** | $60/$120 | $60/$120 | $60/$120 | | $60/$120 | $60/$120 |
| | | | | | | |
| Current Enrollment-Actives and Pre-65 Retirees | 826 | 946 | 434 | | | |

We have determined that the 2% COLA increase discussed above will cover this insurance cost adjustment for single coverage at every pay grade.

With enhanced actuarial data and new analytic capability, our benefits manager is able to more accurately predict our *total* claims cost for all of CY2017 without our customary multi-million dollar shortfall. They predict our CY2017 plan funding requires a 23% increase over CY2016, or $24.8 million in total, as long as we maintain our commitment to the 70/30 split with employees. For Fiscal Year budgeting purposes, this means we will need to budget $16 million in FY2017 in order to meet our CCG commitment of a 70% subsidy to our healthcare system.

## D. Maintenance of Employee Pension Plan

In 2012 we instituted broad scale Pension Reform in order to relieve an unsustainable trajectory of annual pension contributions and to shore-up the long term viability of our pension plan for those who depend on it. That Pension Reform came into effect with our FY2013 budget. According to our consulting actuary, CCG has saved some $9.8 million due to that reform and is on course to save a total of $39.1 million over a period of roughly 10 years. Today our General Government Employee Pension Plan is 94.3% funded, up from the 72.9% funded level of 2012. Our Public Safety Employee Pension Plan is presently funded at 83%, up from 71.9% of 2012.

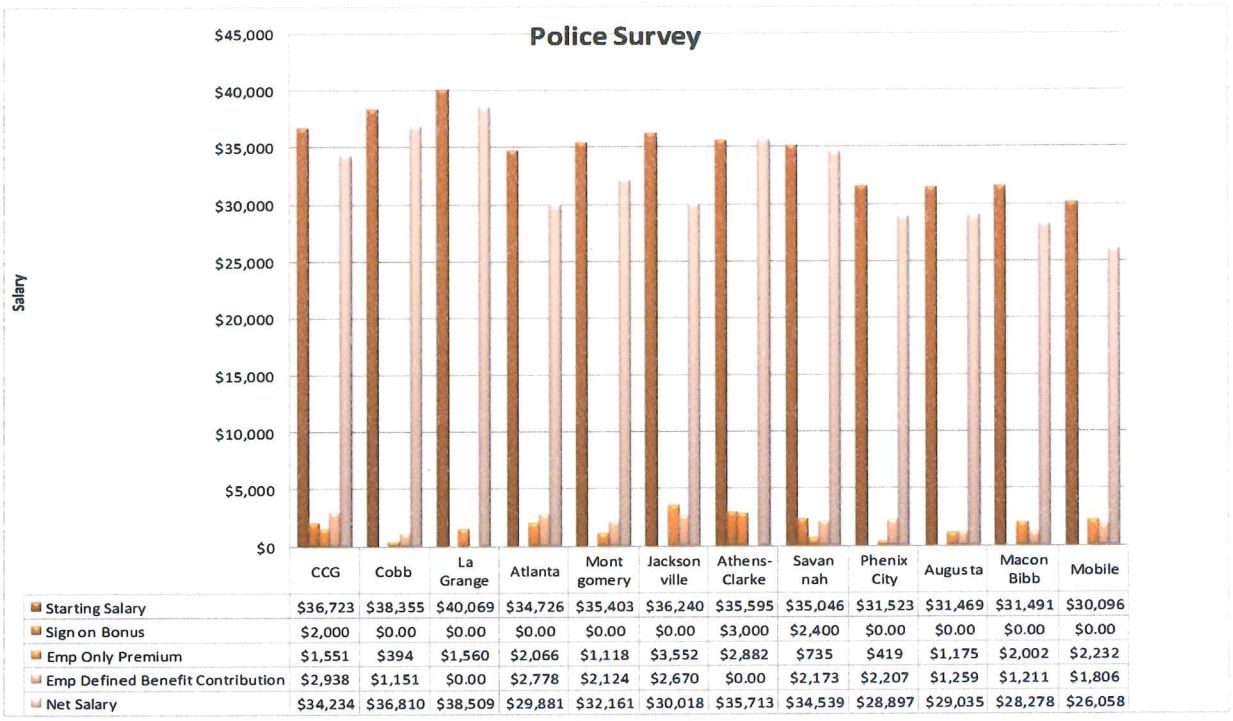
Now, it is time to move from our outdated actuarial table. Our annual pension contributions have been based on the 1994 Group Annuity Mortality Static. Life expectancy rates have increased over the last 20 years and we must update our actuarial table and calculations so that our pension plans are well-funded for the needs of our employees.

On February 10, 2016, our CCG Pension Board unanimously voted to adopt a 2015 projection of the RP-2000 Mortality Table for purposes of calculating our annual pension contribution. That updated table requires roughly $900,000 more in contribution for the General Government Pension Plan and nearly $1.2 million more in contribution for the Public Safety Pension Plan than our former table. This $2.1 million in additional pension investment is necessary to protect the future pension benefit of our employees. Fortunately, due largely to strong market performance this past year, our FY2017 pension contribution of just over $18.1 million is $3.5 million less than our contribution in FY2016.

## E. CPD Pay Reform

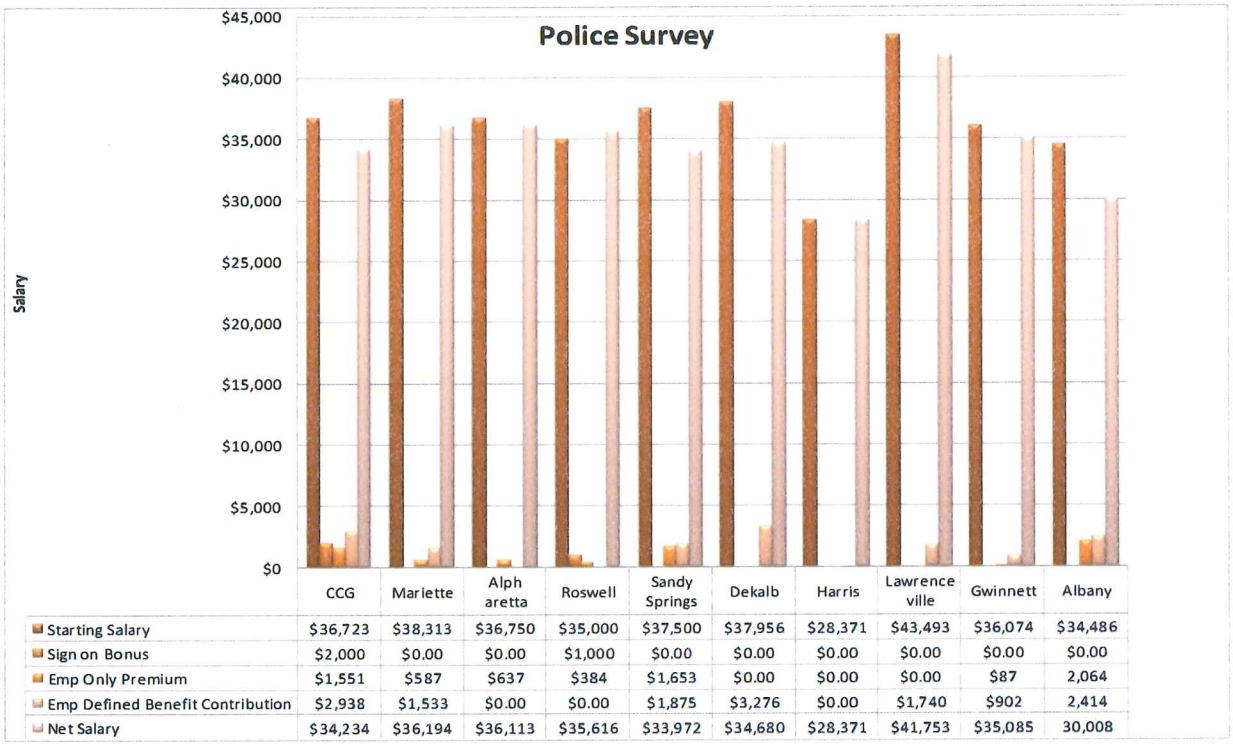
In 2008, the citizens of Columbus passed a one-percent sales tax, known as the OLOST, in large part to supplement our resources related to Public Safety. At that time, we added numerous Public Safety positions throughout CCG to include 100 new patrol officer positions with the the Columbus Police Department (CPD). We also supplemented the pay of all sworn public safety officers with a $3,000 perpetual annual bonus.

The number of CPD recruits/applicants increased immediately after the passage of the OLOST and the imposition of the $3,000 bonus. Our 2015 Police Pay Survey shows Columbus continues to maintain competitive pay on a comparative basis with similar communities.




| | CCG | Cobb | La Grange | Atlanta | Mont gomery | Jackson ville | Athens-Clarke | Savan nah | Phenix City | Augus ta | Macon Bibb | Mobile |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Starting Salary | $36,723 | $38,355 | $40,069 | $34,726 | $35,403 | $36,240 | $35,595 | $35,046 | $31,523 | $31,469 | $31,491 | $30,096 |
| Sign on Bonus | $2,000 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $3,000 | $2,400 | $0.00 | $0.00 | $0.00 | $0.00 |
| Emp Only Premium | $1,551 | $394 | $1,560 | $2,066 | $1,118 | $3,552 | $2,882 | $735 | $419 | $1,175 | $2,002 | $2,232 |
| Emp Defined Benefit Contribution | $2,938 | $1,151 | $0.00 | $2,778 | $2,124 | $2,670 | $0.00 | $2,173 | $2,207 | $1,259 | $1,211 | $1,806 |
| Net Salary | $34,234 | $36,810 | $38,509 | $29,881 | $32,161 | $30,018 | $35,713 | $34,539 | $28,897 | $29,035 | $28,278 | $26,058 |

CHART 1




| | CCG | Mariette | Alph aretta | Roswell | Sandy Springs | Dekalb | Harris | Lawrence ville | Gwinnett | Albany |
|---|---|---|---|---|---|---|---|---|---|---|
| Starting Salary | $36,723 | $38,313 | $36,750 | $35,000 | $37,500 | $37,956 | $28,371 | $43,493 | $36,074 | $34,486 |
| Sign on Bonus | $2,000 | $0.00 | $0.00 | $1,000 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 | $0.00 |
| Emp Only Premium | $1,551 | $587 | $637 | $384 | $1,653 | $0.00 | $0.00 | $0.00 | $87 | 2,064 |
| Emp Defined Benefit Contribution | $2,938 | $1,533 | $0.00 | $0.00 | $1,875 | $3,276 | $0.00 | $1,740 | $902 | 2,414 |
| Net Salary | $34,234 | $36,194 | $36,113 | $35,616 | $33,972 | $34,680 | $28,371 | $41,753 | $35,085 | 30,008 |

CHART 2

Columbus has a starting base salary of $36,723. Of the 21 other jurisdictions surveyed, only seven had higher starting base pay (Cobb, LaGrange, Marietta, Alpharetta, Sandy Springs, DeKalb, and Lawrenceville). Yet, with an aging force, natural attrition, our inability to maintain regular raises as opposed to COLAs, the advent of dozens of new cities in the Metro-Atlanta area establishing new police departments and the national discussion about officer use of force in complex and sometimes volatile urban environments, recruitment has waned and attrition has hit our mid-ranks.

Last year, we instituted our Police Longevity and Retention Pay Reform (Longevity and Retention Plan). We took $531,050 in previously assigned CPD Gap Time and Overtime and re-allocated the funds to pay for salary reform that rewards longevity. The Longevity Plan provides bonuses (ranging from $750 to $1,500) at step intervals designated by years of service (ranging from 3-30 years). In the first year of implementation, every CPD officer received a bonus to enter the new pay system. Thereafter, bonuses are given when the year of service milestone is reached. The Longevity Plan came in on budget and did not exceed the $531,050 in monies re-allocated for its use.

Having taken steps to begin to relieve compression and to reward officers at all levels of service for their long-term commitment to CPD, we now must look to our continuing struggle to recruit and to keep officers in their early years of service. As Public Safety Director, I propose for Council's consideration the Police Recruitment and Retention Pay Reform (Recruitment and Retention Plan). This proposal redirects some $649,920 presently used to fund 16 patrol officers in order to enhance pay for officers at Steps A and B of the CCG's current pay plan. The monies budgeted for those 16 unfilled positions are unused due to the inability to recruit and are usually diverted to purchases of public safety capital expenditures at the end of the fiscal year. Though CPD needs capital, its first priority is to fill the patrol positions promised to citizens in the OLOST vote and to field a strong force of law enforcement officers to Protect and Serve our citizens. The 16 patrol position will remain on the books and could be refunded at a future date with then available funds.

In short, this proposal seeks to:

- Move all CPD officers currently at a Step A or a Step B to a Step C. Police officers with degrees will be moved to a Step D.
- All new Police Officers will be hired at a Step C. New hires with degrees will be moved to Step D.
- The savings from the unfunded 16 patrol positions would pay for the FY2017 Recruitment and Retention Plan.

<u>See</u> Exhibit B, Police Officer Recruitment Memo.

In addition, it is proposed that the CPD FY2016 salary savings of $523,000 be redirected in the form of a $1,200 bonus to all sworn Police Officers on the payroll as of January 1, 2016 due to their extraordinary efforts as a result of reduced recruitment and retention. The

cost of the proposed bonuses is $514,800 and is off-set by the $523,000 in CPD FY2016 salary savings.

It further is proposed that CPD be allowed to provide pay enhancement to those newly recruited officers who have previously obtained POST certification, thereby relieving CCG from the cost of that training and allowing CCG to obtain skilled, experienced officers. The supplement would be paid in three installments of $800 over a three year period for a total supplement of $2,400. CPD hires an average of 50 new officers per year. Approximately 25%, or 12.5 recruits, will be POST certified for a first year cost of $10,000, a second year cost of $20,000, and, thereafter, an annual cost of $30,000.[4]

It also is proposed that we encourage the hiring of Veterans leaving the Armed Services with an Honorable Discharge by providing a $1,200 pay supplement in $400 installments over an eighteen month period. Again, roughly 25%, or 12.5 recruits, will have military service experience. The first year cost of this bonus will be $10,000. The second year cost (and annual cost thereafter) will be $15,000.

### F. Funding New Garbage Trucks

For over 15 years, Columbus has chosen to substantially subsidize an extraordinary level of waste collection service no other jurisdiction supplies. For decades, CCG provided five curbside pick-ups a week per household: two household garbage pick-ups, one recycling pick-up, one yard waste pick-up and one White Goods pick-up. Our CCG collection service is unlimited where many jurisdictions either forbid pick-ups over so many cans or so many pounds, or those jurisdictions charge significantly more for excess volume pick-up - CCG does not. As our Forensic Auditor said recently at a Council meeting when stating that she could find no comparable system to our Integrated Waste System, "No other jurisdiction provides the level of services Columbus does. They just don't."

Our Integrated Waste Fund (IWF) is an independent fund of our Budget that is intended to be self-sustaining – meaning its revenues from fees, recycling material sells, etc. should balance with no General Fund subsidy. For years, varying policy views resulted in that fund being no where near self-sustaining. We allowed the operation of the fund on a cash operation and maintenance type system to mask tens of millions of dollars in incurred, but unfunded, future liability in the form of critical capital needs and landfill closure costs. Some felt that choking revenues would stop investment and thereby force efficiencies through necessity. While the extraordinary efforts and ingenuity of our employees may have brought about short term reduction in expenditures, potential unfunded liabilities, including capital replacement, was rapidly rising. Others felt the cost of Integrated Waste should be covered by property tax revenue alone missing entirely the purpose of having an independent fund and confusing citizens about the monetary need to sustain the IWF largely, if not entirely, through fees for that service. Others felt we could issue a bond some

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[4] Note that this supplement will not apply to officers whose POST certification training was paid for by another Georgia jurisdiction within two years of their hire here, as Georgia law requires a reimbursement of cost direct to the jurisdiction that funded the training.

day to cover all of this cost, but bonds would have to be paid from the now strained General Fund because there would be little if any revenues from the IWF.

In short, we have an opportunity to take corrective action and begin a path to IWF self-sufficiency. The CCG Internal Auditor has proposed an increase of $5 per month to the IWF fee, making the fee $20 per month. Even though we have a lower rate for families in need and even though all families have had excess and subsidized IWF services for years, a $5 a month jump is too high. Accordingly, this proposed budget recommends that the monthly waste fee be increased $2 per month to $17 per month in order to fund 33 new garbage trucks for FY2017 at an annual 7-year lease cost of $1.3 million.

We have predicted savings from the purchase of the new vehicles in the form of approximately $1.5 million in annual maintenance savings, fuel savings and other less direct savings, but using these anticipated annual savings to fund a multi-year lease commitment when no back up resources are available, is not responsible budgeting. The more prudent course is to fund the known cost of the lease through quantifiable fee increases in order to acquire the needed vehicles and, then, monitor the resulting savings for a year and reassess for our FY2018 budget what our on-going, critical needs will be. A long-term plan is necessary to get out of this hole. Taking this first necessary and prudent step will help us make future decisions so that the critical city service of waste collection does not again land in such a dire situation.

## G. Funding the Aquatic Center

The Columbus community has a world class Aquatics Center. Its potential has been stunted by indecision related to funding level and organizational structure. Nothing has harmed the Aquatics Center more than uncertainty and lack of resourcing. No answer lies in lateraling the ball to a purportedly all-knowing third-party as we have learned first hand in our original failed attempt to do so and as we have learned that every other Aquatic Center in the State of Georgia is run by that jurisdiction's Parks and Recreation Department and not a third-party vendor. Since our Parks and Recreation Department has won the Georgia Recreation and Park Association Agency of the Year in both 2013 and 2015 and has received national agency accreditation through the Commission for Accreditation of Park and Recreation Agencies in 2014, there is no reason to believe our Parks and Recreation Department, with the help of the recently codified Columbus Aquatics Commission, cannot run our state-of-the-art Aquatic Center in the manner our citizens deserve and desire. Accordingly, the Mayor's Recommended Budget sets forth a comprehensive proposal for success which stakeholders have suggested they broadly support.

### 1. Leadership and Staffing

The Aquatic Center should be run by the Parks and Recreation Department and a professional full-time Aquatic Center Manager hired to manage the facility, direct programing, and market the facility. The third-party operator concept has proven to be: 1) a failure under the most recommended vendor in the field; 2) a source of unnecessary controversy as it allows CCG to lateral responsibility for this facility to an entity that does

not answer to the citizens that funded it; and, 3) a complete outlier in the industry as not a single publicly-owned aquatic center in the State of Georgia is run by a third-party vendor, but all are run by the local Parks and Recreation Department.[5]

Instead of the lack of accountability and oversight that comes with a third-party vendor, instead of the under-funded and under-staffed resourcing previously provided, we are starting a new chapter here, in FY2017. Given that CCG has the best Parks and Recreation Department in the State of Georgia, properly resourced and staffed the CCG Parks and Recreation Department is certainly among the *most* qualified overseers and caretakers of the Aquatic Center that the State has to offer. Suggestions to the contrary during this long discussion have been ill-placed. Indeed, most of the complaints laid at the feet of our Parks and Recreation Department have been a result of equivocal direction provided and misjudgments in not properly funding this facility from the beginning. Those factors, however earnestly made, did not allow our accomplished professionals the autonomy necessary to make the Aquatic Center a success from the outset. Further, our Parks and Recreation Department has a long history of collaborative leadership with citizen experts and stakeholders in the form of its own Parks and Rec Advisory Board and its partnership with CORTA, for instance. Dozens of boards and commissions have been utilized successfully throughout this local government to leverage opportunities and resources. There is no reason to believe our acclaimed Parks and Recreation Department will not work cooperatively with those on the Columbus Aquatics Commission to finally run our magnificent facility in the manner required to return on the investment made by taxpayers.

Accordingly, this budget proposes we hire an Aquatic Center Manager. Someone who gets up every day thinking about our Aquatic Center, it's function, it's programming, it's marketing and its partnerships. That person will report direct to Department Head James Worsley and have two assistant managers: a Program Supervisor and a Facility Supervisor.

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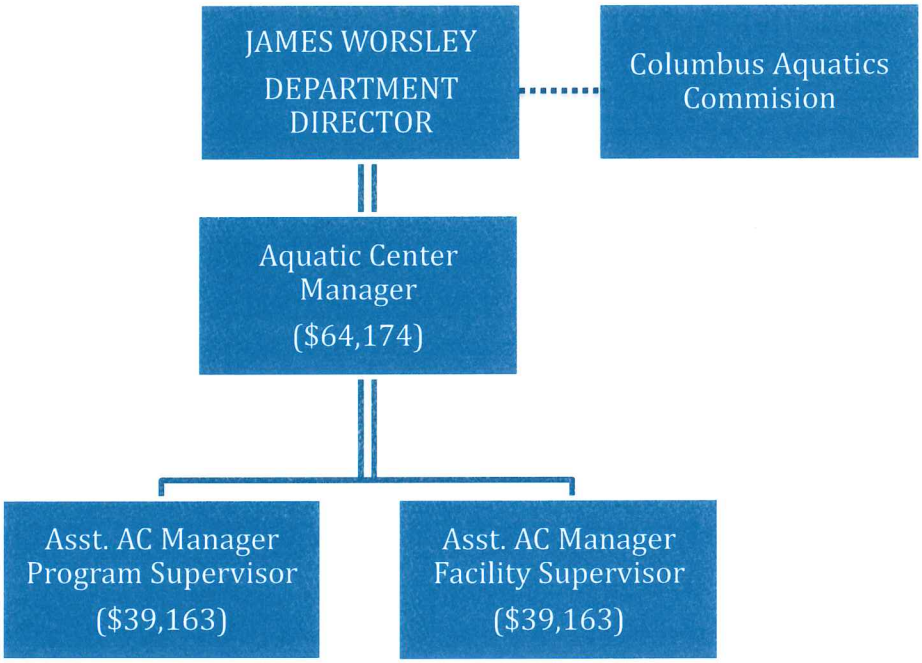
[5] See Spreadsheet Comparative of Georgia Aquatic Centers, Exhibit C.




See Proposed Job Descriptions for Aquatic Facility Management, Exhibit D.[6]

Already funded within the Parks and Recreation budget, but listed under contract services are the positions of 5 Administrative Clerks I, Grade 9 (part-time); 2 Park Maintenance Workers I, Grade 7 (part-time, custodial); 1 Park Maintenance Worker I (full-time, custodial); and 25-30 Lifeguards, Grade 0 (part-time). These positions will need to be formally added to the Parks and Recreation Department budget so the correct budgetary line item can be funded. See Other Aquatic Center Positions, Exhibit E. Note, this proposal results in a slight savings of approximately $15,000 over the original suggested organizational cart and is a result of stakeholder input and commitment toward volunteerism at the facility.

### 2. Funding

It is proposed that the Aquatic Center budget be funded so that it may operate for 89 hours per week, which operation level has been estimated to cost $1,242,000. The budget for the Aquatic Center has heretofore been underfunded at $826,000 resulting in under-optimization, reduced programming, lowered quality service and suppressed revenues. Identifying the some $416,000 in additional funding to supplement the previous Aquatic Center budget has resulted in robust community wide discussion, but no discernible solution largely because CCG's strained financial General Fund Reserve and suppressed revenues have removed our flexibility and required these funds come from other sources.

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[6] Council's recent ordinance codifying this Commission states that it reports direct to Council. It will, though, work hand-in-glove with the proposed Aquatic Center Manager and be administered and facilitated by that Manager.

This Recommended Budget anticipates the $416,000 will be made up through organizational savings, enhanced revenues at the Aquatic Center and increased revenues from other Parks and Recreation fees. First, this proposed budget anticipates the Aquatic Center will have enhanced revenues of approximately $350,000 in FY2017. This projected revenue is increased by $100,000 from its historic performance due to the promise of improved programming, stable and dedicated management, and innovative partnerships with engaged stakeholders, such as the Columbus Aquatics Commission recently promulgated by Council. It would be imprudent to "bet on the come" of any further enhanced revenue in the budgeting process given an utter lack of history to support such a forecast. We all have high expectations for the innovation that will now be allowed by the Aquatic Center's invigorated leadership and adequate funding, but those yet unproven expectations cannot be responsibly valued at more than the proposed $100,000 increase in this budgeting process.

We have already discussed the approximate $15,000 in savings in the new proposed organizational structure, leaving us with some $300,000 in additional Parks and Recreation funds needed to run the facility 89 hours a week. The additional funding needed is proposed to come from the following previously discussed sources:

a. $200,000 in increased after-school fees. This proposal will maintain our sliding scale pricing system based on income level, but raises the fee $4 per child per week – not $6 per child per week as was originally discussed. Our fees have not kept pace with other public sector or non-profit sector after-school programs such as the Muscogee County School District and the Boys and Girls Club, and certainly lag far behind the lowest similar private sector programming and care. The CCG after-school program will still remain a great value for parents and guardians until the Muscogee County School District completes its effort to convert these programs to their oversight and control in a 7 year period. See Exhibit F.

b. $24,000 in increased tennis fees at Cooper Creek. Our Cooper Creek tennis facility has been much enhanced and, like our Aquatic Center, is a world class facility for which tax payers have recently invested $1.5 million in public/private partnership. We are authorized to say the director of CORTA, Judy Pearce concurs in our proposed fee increase. See Exhibit G.

c. $50,000 in increased user fees on all athletic groups not currently paying fees. See Exhibit H. Our recent experience with IWF and other such revenue adjustment delays have taught us that exempting some groups or funds while charging others is neither equitable or sustainable. No one can argue raising fees on after-school programs or tennis patrons is any more or less sacred than raising fees on all youth sports teams. The proposed increases are nominal - $10 a player for the entire season - in exchange for the value and resources provided by CCG to help make that experience possible. Such user fees have not been charged in recent history and it is time to fairly do so.

d. $5,448 in increased marina fees. These fees have not been raised in twenty years and are due adjustment. See Exhibit I.

e. $20,000 in increased outdoor pavilion rental fees. CCG currently does not charge fees for our outdoor pavilions at parks. The proposed fees for FY2017 are camparable in cost to other counties. See Exhibit J.

The projected revenue from these necessary and overdue adjustments will bring in $299,448. These new funds can be directed to run and optimize the Aquatic Center. With the additional $100,000 in revenue mentioned and the savings in the new personnel structure, we will be able to meet the Aquatic Center needs and relieve any further pressure on our General Fund Reserve.[7]

Some may question: why the emphasis on raising fees instead of creating savings by cutting Parks and Recreation services and "waste"? The answer is simple: Any "waste" was wrung out, or efficiencies achieved, long ago in this prolonged period of revenue stagnation we have experienced since 2005. We have had downsizing and attrition and outright cuts. Just in the last three years, we have achieved $1.3 million in savings across CCG departments through attrition, meaning we chose not to fill positions as they were vacated but, instead, retired the service or added it to the duties of another employee. In the Parks and Recreation Department, alone, we have had the elimination of some 166 positions in the last ten years. Parks and Recreation reductions include:

Positions deleted:

- FY06 deleted 44 positions
- FY07 deleted 33 positions
- FY11 unfunded 2 positions
- FY12 unfunded 7 positions

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[7] There has been much discussion about potential sources for funding of the Aquatic Center. One discussed source – the potential reallocation of Hotel/Motel Tax proceeds – caused much consternation and community concern. There is no proposal in this Recommended Budget to redistribute or adjust in anyway the proceeds of the Hotel/Motel Tax proceeds. Notably, this was not the first time that a suggestion has been made either from council, staff or citizens that a reallocation of the Hotel/Motel tax distribution should be considered. Structural reorganization of the Sports Council and Convention and Visitors Board and their respective tax proceeds has been discussed in previous years, though no action taken. More direct and productive conversations are now underway and all involved have voiced that a proposal may be brought to Council in the near future. Other conversations have begun with other tax proceed recipients about the nature of private non-profit entities receiving public monies and about the best, most impactful distribution for the intended recipients of the proceeds. Everyone involved is presently in a cooperative solutions-making mindset and all agree there may be opportunities in rethinking a system conceived of nearly 20 years ago.

- FY14 unfunded 4 positions
- FY15 unfunded 13 positions

Reduction in hours:

- FY06 reduced hours at Recreation Centers
- FY06 reduced hours at outdoor pools
- FY07 reduced hours at Britt David Cultural Arts Studio
- FY07 reduced hours at outdoor pools

Closures:

- FY06 closed Primus King and Boxwood (Reopen 2012) Recreation Centers
- FY06 closed 8 After School Program sites
- FY07 closed Tillis Pool

Reduction of staff time:

- FY06 shortened the hours for Community Schools Site Supervisors
- FY13 shortened the hours for all part time staff due to Affordable Care Act

Director Worsley, with input from citizens and staff and in consultation with Deputy City Manager Lisa Goodwin and City Manager Isaiah Hugley, constantly monitors and refines programs, staffing, hours and resources among the many facilities and programs of our Parks and Recreation Department. Underutilized resources are retired and redirected in short order. Those daily management decisions need no Council review or approval unless they involve the budget, altering personnel positions, or a third-party vendor. Short of periodic updates regarding the Parks and Recreation Department, Council may not have an appreciation for this constant monitoring, assessment and redirection of budgeted resources, but they occur regularly throughout the year. That is the job of the Director. In the end, there is no fat to cut at this time, though we keep a ready eye out for those opportunities as they may appear.

Additionally, while large cutbacks in hours at a facility may result in a estimable cost savings, a fractional reduction or shaving of hours does not necessarily result in a corresponding reduction. Where a reduction of 10 hours a week/40 hours a month at a facility may result a $20,000 annual savings, a 2 hour a week/8 hours a month reduction may not result in any quantifiable savings because so much of the cost of running the facility is fixed. That smaller reduction, however, may negatively impact our seniors, youth, or disabled citizens greatly when compounded upon the severe cuts of the past many years. That is the balance our professional, award winning, trusted Parks and Recreation staff struggles to strike each day and they have done a terrific job with less and less each year.

Accordingly, no further reduction of Parks and Recreation's already reduced programming, services and hours is recommended.

### H. Third-Party Affiliate Appropriations

We continue our reduction in subsidies to third-party affiliates by reducing the longstanding subsidy to our partner Uptown, 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 reduced in our FY2017 budget.

The chart below demonstrates that we have saved nearly $1 million a year in third-party affiliate subsidies from where we started in FY2011. Most of the third-party affiliate 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**

| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 |
|---|---|---|---|---|---|---|---|
| Health Department Services | 813,475 | 813,475 | 813,475 | 650,780 | 502,012 | 502,012 | 502,012 |
| DFACS | 90,000 | 90,000 | 80,000 | 62,400 | 48,135 | 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 |
| 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** |

## III. Conclusion

This Mayor's FY2017 Recommended Budget is presented together with the City Manager's budget letter and the FY2017 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.

I want to thank our City Manager Isaiah Hugley, Deputy City Managers Pam Hodge and Lisa Goodwin, our Finance Department, our Department Heads, our elected partners and staff for their tremendous assistance in the effort of composing this Mayor's Recommended Budget, the most fiscally responsible budget in 16 years 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 FY2017 Adopted Budget.

This is the Columbus, Georgia Consolidated Government Mayor's Recommend Fiscal Year 2017 Budget submitted for your examination and review.

Respectfully Submitted,

Teresa Pike Tomlinson
Mayor
Columbus, Georgia Consolidated Government

# A

# FY17 Recommended Budget Overview 04/26/2016

| Fund | Revenues | Expenditures | | | | | | Difference (Use of Fund Balance) | FY16 Current Modified Budget | FY17 % Change Modified Budget | FY16 Adopted Budget | FY17 % Change Adopted Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Personnel Services | Operating | Capital | 2.0% COLA Jan 2017 | CIP | Total Expenditures | | | | | |
| **General** | $150,707,471 | $109,490,865 | $40,255,294 | $0 | $961,312 | $0 | $150,707,471 | $0 | $150,925,421 | -0.14% | $150,925,421 | -0.14% |
| **General Fund - Fund Balance** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | | $0 | |
| **Stormwater (Sewer)** | $5,470,209 | $2,965,575 | $994,252 | $484,383 | $22,820 | $1,003,179 | $5,470,209 | $0 | $5,366,111 | 1.94% | $5,366,111 | 1.94% |
| **Paving** | $15,540,704 | $7,622,818 | $5,131,094 | $1,222,914 | $60,604 | $1,503,274 | $15,540,704 | $0 | $15,280,919 | 1.70% | $15,280,919 | 1.70% |
| **Medical Center** | $14,253,667 | $0 | $14,253,667 | $0 | $0 | $0 | $14,253,667 | $0 | $13,959,759 | 2.11% | $13,959,759 | 2.11% |
| **Integrated Waste** | $12,529,000 | $5,549,759 | $6,939,593 | $0 | $39,648 | $0 | $12,529,000 | $0 | $11,375,000 | 10.15% | $11,375,000 | 10.15% |
| **Emergency Telephone (E-911)** | $3,999,692 | $2,496,424 | $1,484,760 | $0 | $18,508 | $0 | $3,999,692 | $0 | $3,958,789 | 1.03% | $3,958,789 | 1.03% |
| **Debt Service**** | $12,601,488 | $0 | $12,705,620 | $0 | $0 | $0 | $12,705,620 | -$104,132 | $11,736,755 | 8.25% | $11,736,755 | 8.25% |
| **METRA** | $7,739,174 | $4,597,980 | $2,319,833 | $801,507 | $19,854 | $0 | $7,739,174 | $0 | $6,685,248 | 15.76% | $6,685,248 | 15.76% |
| **Parking Management** | $340,400 | $188,271 | $150,669 | $0 | $1,460 | $0 | $340,400 | $0 | $393,273 | -13.44% | $393,273 | -13.44% |
| **Trade Center** | $2,880,411 | $1,328,222 | $1,463,939 | $77,546 | $10,704 | $0 | $2,880,411 | $0 | $2,649,791 | 8.70% | $2,649,791 | 8.70% |
| **Bull Creek** | $1,331,050 | $704,110 | $621,016 | $0 | $5,924 | $0 | $1,331,050 | $0 | $1,248,800 | 6.59% | $1,248,800 | 6.59% |
| **Oxbow Creek** | $497,000 | $238,105 | $256,931 | $0 | $1,964 | $0 | $497,000 | $0 | $490,500 | 1.33% | $490,500 | 1.33% |
| **Civic Center** | $5,370,445 | $1,623,979 | $3,737,554 | $0 | $8,912 | $0 | $5,370,445 | $0 | $5,428,000 | -1.06% | $5,428,000 | -1.06% |
| **Economic Development** | $2,275,611 | $0 | $2,275,611 | $0 | $0 | $0 | $2,275,611 | $0 | $2,226,627 | 2.20% | $2,226,627 | 2.20% |
| **Sub-Total** | **$235,536,322** | **$136,806,108** | **$92,589,833** | **$2,586,350** | **$1,151,710** | **$2,506,453** | **$235,640,454** | **-$104,132** | **$231,724,993** | **1.69%** | **$231,724,993** | **1.69%** |
| **2009 Other Local Option Sales Tax** | $34,333,333 | $15,366,884 | $12,409,357 | $3,261,422 | $121,260 | $3,174,410 | $34,333,333 | $0 | $34,000,000 | 0.98% | $34,000,000 | 0.98% |
| **Total** | **$269,869,655** | **$152,172,992** | **$104,999,190** | **$5,847,772** | **$1,272,970** | **$5,680,863** | **$269,973,787** | **-$104,132** | **$265,724,993** | **1.60%** | **$265,724,993** | **1.60%** |
| **Health Management Fund** | $24,794,849 | $0 | $24,794,849 | $0 | $0 | $0 | $24,794,849 | $0 | $21,632,650 | 14.62% | $21,632,650 | 14.62% |
| **Risk Management Fund** | $4,884,906 | $2,627,338 | $2,256,520 | $0 | $1,048 | $0 | $4,884,906 | $0 | $5,486,983 | -10.97% | $5,486,983 | -10.97% |
| **WIA/JTPA** | $3,691,125 | $0 | $3,609,420 | $0 | $0 | $0 | $3,609,420 | $81,705 | $3,609,420 | 0.00% | $3,609,420 | 0.00% |
| **CDBG** | $1,375,681 | $247,820 | $1,116,055 | $9,526 | $2,280 | $0 | $1,375,681 | $0 | $1,311,557 | 4.89% | $1,311,557 | 4.89% |

## Assumptions

- Health Insurance $6,100 employee ($7,000 actual in FY14, $6,511 in FY15)
- Health insurance employee premiums (Increase Jan 1, 2017)
- COLA increase of 2.0% Active employees/.25% Retirees effective Jan 2017
- Debt Service millage @ 0.70 (FY16=0.70,FY15=0.70, FY14=0.79)
- 9 mill cap on millage USD #1
- 1.75% Projected increase in Digest, -2.00% for Vehicles
- 96% Ad valorem collection rate
- Subsidy to Bull Creek and Oxbow Creek
- No subsidy to Integrated Waste, Civic Center, or Parking Management
- BTW Commitment allocated from CDBG for FY16, FY17, FY18
- No change to Agencies, Reduce Uptown Columbus to $25,000
- Value of one mill (Bond) $5,174,715
- Value of one mill (Operating): $4,751,571
- $0 transfer included for OPEB actuarial liability
- Risk Management allocation = $463/vehicle
- Worker's Comp allocation = $1,580/employee

## Economic Development

- Econ Dev = .50 mills ($2,275,611) (FY15/16=.50, FY14=.41, FY13=.25)
- Development Authority = .25 mills ($1,137,806)
- Remaining .25 mils = NCR $800,000, Reserve $337,805

## Parking Management Fund

- $0 - Subsidy from the General Fund
- Parking Fines increased from $30 to $40

## Other Local Option Sales Tax

- 70% Public Safety = $24,033,333, 30% Infrastructure = $10,300,000
- Public Safety Capital = $2,170,168 plus $457,394 Capital Lease
- 800 MHz project (Year 2 of 10), PS=$842,490, Infra=$260,480
- Warning Siren (Year 1 of 9), PS=$104,376
- Court Management System - Implementation Phase I - $300,000
- Transfer to E911 Fund=$1,069,692

## General Fund - Subsidies

- $0 Subsidy to Parking Management, Civic Center or Integrated Waste
- $300,000 Transfer to Bull Creek-$50,000, Oxbow Creek-$250,000
- $600,000 Medical Center - Excess inmate care

**$900,000 TOTAL**

## Stormwater (Sewer) Fund

- No millage increase (District 1 = 1.24 , District 2 = 0.20)
- $484,383 Capital & $1,003,179 CIP - Pipe Rehab

## Paving Fund

- No millage increase (District 1 = 3.44, District 2 = 0.55)
- $1,222,914 Capital & $1,503,274 CIP - Road Resurfacing and Improvements

## Integrated Waste

- Res. Rates at $17 (FY16/FY15=$15, FY14=$14.14, FY13=$14)
- $1,244,000 Capital Lease for 33 trucks & $0 CIP - Landfill Closure/Post Closure

## Debt Service

- Millage rate = 0.70 mills (FY16/FY15=0.70, FY14=0.79, FY13/12=0.95)

## GENERAL FUND - # of DAYS of Unassigned FUND BALANCE

| | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Actual | FY16 Projection | FY17 Projection |
|---|---|---|---|---|---|---|
| General Fund Reserve ( | 71.57 | 68.73 | 38.33 | 18.70 | 21.31 | 21.34 |
| OLOST Reserve Days | 5.25 | 5.35 | 16.88 | 37.42 | 38.90 | 38.95 |
| TOTAL Reserve Days | 76.82 | 74.08 | 55.21 | 56.12 | 60.21 | 60.29 |
| Vacancy Reserve Days | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL Days | 76.82 | 74.08 | 55.21 | 56.12 | 60.21 | 60.29 |
| 1 Day of Fund Balance | 428,774 | 420,001 | 408,126 | 413,500 | 419,237 | 418,632 |

# B

# Police Officer Recruitment – FY17 Budget

## Proposal to increase Police Officer entry level pay

*Proposal: to move entry level Police Officers, G-14 to Step C and D w/degree. Unfund 16 positions.*
*Justification: to recruit highly qualified Police Officers*

- All current Police Officers at Step A or B would be moved to Step C. Police Officers with degrees will be moved to Step D.
- All new Police Officers will be hired at Step C. Police Officers with degrees will be moved to Step D.
- The Police Department has 268 budgeted Police Officer positions. There are 110 Police Officers at Step A and 94 Police Officers at Step B. Ten (10) Police Officers are already above Step C due to longevity; and there are 54 vacant Police Officer positions.
- There are 204 Police Officers at Grade 14, Step A or B. To move these officers to Step C, it would cost $387,990.28. Police Officers with a degree move to Step D and will cost an additional $121,820.82.
- There are 54 vacant positions. To move these new Police Officers to Step C, it would cost $135,617.37. (This total may be adjusted upward for those Officers w/degrees). The overall total cost is $645,428.48.
- If 16 Police Officer positions are <u>unfunded,</u> there would be a savings of **$649,919.92**. This would leave 38 vacant positions funded. The overall cost for the FY17 proposal would then be **$605,245.55**. The savings from the unfunded Police Officer positions would pay for the FY17 Police Officer recruitment proposal.

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- The FY17 Proposal considered whether the changes would cause an adverse impact on Sergeants pay (or supervisor pay). After review, it was determined that this proposal will not negatively impact Sergeants. This means that current and new Police Officers who are placed at Step C or D of pay grade 14 will not exceed the lowest paid Sergeant. It should be noted that Administration recognizes that there are pre-existing pay compression issues; however, this proposal will not impact nor address these issues.

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New Police Officers – Starting Salary with implementation of FY17 Proposal

| Police Officer w/o Degree **STEP C** | | Police Officer w/AS Degree **STEP D** | | Police Officer w/BA Degree **STEP D** | | Police Officer w/MA Degree **STEP D** | |
|---|---|---|---|---|---|---|---|
| Base Pay | $35,480.05 | Base Pay | $36,367.06 | Base Pay | $36,367.06 | Base Pay | $36,367.06 |
| OLOST | $3,121.30 | OLOST | $3,121.30 | OLOST | $3,121.30 | OLOST | $3,121.30 |
| Sign-On Bonus | $2,000.00 | Sign-On Bonus | $2,000.00 | Sign-On Bonus | $2,000.00 | Sign-On Bonus | $2,000.00 |
| | | | | Edu. Inc. | $1,248.52 | Edu. Inc. | $2,497.04 |
| **Total Pay** | **$40,601.35** | **Total Pay** | **$41,488.36** | **Total Pay** | **$42,736.88** | **Total Pay** | **$43,985.40** |

# Police Officer Retention – FY16 Budget

*Proposal: Provide a one-time bonus payable to all CPD sworn officers on payroll as of 01/01/2016.*
*Justification: Current officers working with substantial reduction in workforce.*

- Disbursement of salary savings of $523,000. Each sworn officer would receive a bonus of $1200. There were 429 sworn officers on payroll as of 01/01/2016. The cost will be $514,800.00. Pay out prior to June 30, 2016.

C

City and County Aquatic Facility Comparison

| | Hours Operated | Facilty Size | Annual Budget | Operated by | Admission Costs |
|---|---|---|---|---|---|
| **Facility Name and Location** | | | | | |
| | | | | | |
| Atlanta-Adamsville Natatorium | 76 hours per week | 8 lane 50M Competition pool | ATL Working on Information Requested | City of Atlanta | 5 and Under =$1 |
| | Mon-Thurs 6am-8:30pm | 20ft Therapy Pool | They do not separate facilities out. | | Ages 6-16 Years = $2 |
| | Friday 6am-7pm | | | | Adult 17-54= $4 |
| | Saturday 10am-3pm | | Facility Manager $41,000-$55,000 | | Senior 55+ = $2 |
| | Sunday 10am-1:30pm | | | | |
| | 1st and 5th Sunday Only | | | | |
| Atlanta- Rosel Fan Natatorium | 55 hours per week | 8 lane 25yd pool | ATL Working on Information Requested | City of Atlanta | 5 and Under =$1 |
| | Mon-Thurs 10am-8:30pm | Therapy pool 2 lane 22yd | They do not separate facilities out. | | Ages 6-16 Years = $2 |
| | Friday 10am-7pm | | | | Adult 17-54= $4 |
| | Saturday 10am-2pm | | Facility Manager $41,000-$55,000 | | Senior 55+ = $2 |
| | Sunday 10am-2pm | | | | |
| | (Open only on the 3rd Sunday) | | | | |
| | | | | | |
| Atlanta- Washington Park Natatorium | 68.5 hours per week | 10 lane 25yd by 25M Comp. Pool | ATL Working on Information Requested | City of Atlanta | 5 and Under =$1 |
| | Mon-Thurs 7am-8pm | 25yd by 10yd Therapy Pool | They do not separate facilities out. | | Ages 6-16 Years = $2 |
| | Friday 7am-5:30pm | | | | Adult 17-54= $4 |
| | Saturday 9am-3pm | | Facility Manager $41,000-$55,000 | | Senior 55+ = $2 |
| | Sunday 11am-3pm | | | | |
| | (Open only 2nd and 4th Sundays) | | | | |
| | | | | | |
| Augusta-Richmond Aquatic Center | 76 hours per week | 50M Comppetition Pool | $773,740 but this is not inclusive of all | Augusta | Students $3 |
| | Closed Sunday | 25yd Instructional pool | expenditures | | Adults $5 |
| | Mon-Fri 6am-8pm | with a diving well | $175,000 revenue | | Seniors $4 |
| | Saturday 9am-3pm | | No more information provided. | | |
| | Sunday Closed | | | | |
| | | | | | |
| Boundary Waters Aquatic Center-Douglasville | 72 hours per week | 8 lane 25yd compeition pool | $808,239 budget | Douglasville | Youth 17 and Under and Seniors 55 and Over |
| | Mon-Fri 8am-8:30pm | 4 lane 25 yard therapy/leisure pool | $205,000 revenue | | Resident $2 and Out of County $3 |
| | Saturday 8am-5:30pm | | 12-13 meets each year | | Adult 18-54 |
| | Closed Sunday | | | | Resident $3 and Out of County $4 |
| | | | | | |
| Carrollton-Lakeshore Pool | 79 hours per week | 1 Competition Pool | $369,000 budget | Carroll County | 2 and Under = $1 |
| | Mon-Fri 6am-8pm | | $20,000-$30,000 | | Ages 3-17 = $3 |
| | Saturday 12pm-5pm | | 3 to 5 meets per year | | Ages 18-59 = $4 |
| | Sunday 1pm-5pm | | | | Seniors 60+ = $3 |
| | | | | | |
| Cherokee County Aquatics Center | 88.5 hours per week | 50M x 25 yd Competition pool | $1,196,863 includes all expenditures and | Cherokee County | Under 2 years = Free |
| | Mon-Thurs 6am-9pm | 25yd Instructional/Therapy Pool | utilities | | Ages 2-13 = $6 |
| | Friday 6am-9pm | Attached Outdoor Leisure Pool | Revenue $960,000 | | Ages 14-54 = $7 |
| | Saturday 7:30am-6pm | operated in summer months | Division Mgr Salary $41,000-$56,000 | | Ages 55 and over = $6 |
| | Sunday 1pm-4pm | | | | |
| | | | | | |
| | | | | | |
| Columbus Aquatic Center | 89 hours per week | 50M x 25yd comp. pool 22 lanes | | | 11 and Under |
| | Mon-Sat 6am-8pm | 25yd Therapy/Leisure pool | | | Residents $2 Non-Residents $4 |
| | Sunday 1pm-6pm | | | | Ages 12-17 |
| | | | | | Residents $3 Non-Residents $6 |

City and County Aquatic Facility Comparison

| | | | | | |
|---|---|---|---|---|---|
| | | | | | Ages 18-54 |
| | | | | | Residents $5 Non-Residents $10 |
| | | | | | Ages 55 and over |
| | | | | | Residents $3 Non-Residents $6 |
| | | | | | |
| | | | | | |
| | | | | | |
| Cobb County- Mountain View Aquatic Center | 77 hours per week | 50M Lap pool- 10 lanes | $499,583 Operating | Cobb County | Resident and Non Resident are the same |
| | Mon-Thurs 6am-8pm | 5 lane instructional ADA pool | $216,918 Maintenance | | Under 2 years = Free |
| | Friday- 6am-7pm | | $423,716 Revenue | | Youth 2-17 = $3.50 |
| | Saturday 9am-5pm | | 16-18 meets each year | | Adult 18-59= $4.50 |
| | Sunday Closed | | | | Senior 60+ years = $2.12 |
| | | | | | |
| Cobb County-Central Aquatic Center | 76 hours per week | 10 lane 25yd x 25m lap pool | $430,462.08 Operating | Cobb County | Resident and Non Resident are the same |
| | Mon-Thurs 6am-8pm | 5 lane instructional pool with | $268,087.77 Maintenance | | Under 2 years = Free |
| | Friday 6am-6pm | diving well | $231.174.57 Revenue | | Youth 2-17 = $3.50 |
| | Saturday 9am-5pm | | 9-11 meets each year | | Adult 18-59= $4.50 |
| | Sunday Closed | | | | Senior 60+ years = $2.12 |
| | | | | | |
| Cobb County-West Cobb Aquatic Center | 73 hours per week | 8 lanes competitive 25yd lap swim | Closed for repairs part of year 2014 | Cobb County | Resident and Non Resident are the same |
| | Mon-Fri 6am-9pm | 1 m and 3m diving board | Numbers below are from 2013 | | Under 2 years = Free |
| | Saturday 9am-5pm | | $335,227 Operating | | Youth 2-17 = $3.50 |
| | Sunday Closed | | $183,314 Maintenance | | Adult 18-59= $4.50 |
| | | | $213,266 Revenue | | Senior 60+ years = $2.12 |
| | | | | | |
| Cobb County- South Cobb Aquatic Center | 54 hours per week | 1 pool (zero depth to 10ft) with | $297,173 Operating | Cobb County | Resident and Non Resident are the same |
| | Mon- Fri 10am-7pm | a water slide and Play Structure | $96,591 Maintenance | | Under 2 years = Free |
| | Saturday 8am-5pm | lazy river, 3-lap lanes and 1M | $107,149 Revenue | | Youth 2-17 = $3.50 |
| | Sunday Closed | diving board | | | Adult 18-59= $4.50 |
| | | | | | Senior 60+ years = $2.12 |
| | | | | | |
| | | | | | |
| Cummings Aquatic Center | 92 hours per week | Indoor Comp. Pool 50m x25 yd | $1.4 million budgeted by local gov't | City of Cumming | Under 2 years = Free |
| | Mon/Wed/Fri 5:30am-8:30pm | Indoor Instructional Pool | They are Working on providing | | Youth 2-17 years = $4 |
| | Tues/Thurs 6:00am-8:30pm | Outdoor Leisure Pool Water Park | more information | | Adult 18-59 years = $5 |
| | Saturday 8:00am-5:00pm | | | | Senior 60+ years = $4 |
| | Sunday 12:30pm-5:00pm | | | | |
| | | | | | |
| Frances Meadows Aquatic Center | 74 hours per week | Competition Pool 25yd x 25m | $1.3million | Gainesville | Under 2 years = Free |
| | Mon-Fri 5am-8pm | Instructional Pool 25yd x 15yd | Funds derived from charges/fees and tax | | Ages 3-59 |
| | Saturday 8am-5pm | Slide Pool | dollars. They recover 65-70% of the | | In County $6 Out of County $8 |
| | | Kiddie Pool | operating expenses. | | Ages 60 and over |
| | | | Host 15 swim meets annually. | | In County $4 Out of County $6 |
| | | | $41,766-$66,851. Division Mgr Salary | | |
| | | | | | |
| Gwinnett- Bogan Aquatic | 70 hours per week | 25 yd 6 lanes | They are working on information | Gwinnett | 3 and Under = $3.25 in County $6.25 Out of County |
| | Mon and Wed 6am-8pm | Leisure pool | Share 50 events with other | | Ages 4-10 $4.25 in County $8.25 Out of County |
| | Tues and Thurs 9am-8pm | | Gwinett Aquatic Centers. | | Ages 11-49 $5.50 in County $10.50 Out of County |
| | Friday 9am-6pm | | | | Ages 50 & Up = $3.25 in County $6.25 Out of County |

City and County Aquatic Facility Comparison

| | | | | | |
|---|---|---|---|---|---|
| | Saturday 12pm-6pm | | | | |
| | Sunday 1pm-6pm | | | | |
| | | | | | |
| Gwinnett- Bethesda Aquatic | 72 hours per week | 25yd lanes instructional pool | They are working on information. | Gwinnett | 3 and Under = $3.25 in County $6.25 Out of County |
| | Mon-Fri 9am-9pm | Leisure Pool | | | Ages 4-10 $4.25 in County $8.25 Out of County |
| | Saturday 11am-6pm | | Share 50 events with other | | Ages 11-49 $5.50 in County $10.50 Out of County |
| | Sunday 1pm-6pm | | Gwinett Aquatic Centers. | | Ages 50 & Up = $3.25 in County $6.25 Out of County |
| | | | | | |
| | | | | | |
| | | | | | |
| Gwinnett-Collins Hill Aquatic | 74 hours per week | 10 lane pool | They are working on information. | Gwinnett | 3 and Under = $3.25 in County $6.25 Out of County |
| | Mon and Wed 9am-9pm | 25yd x 25m lap pool | | | Ages 4-10 $4.25 in County $8.25 Out of County |
| | Tues and Thurs 6am-9pm | | Share 50 events with other | | Ages 11-49 $5.50 in County $10.50 Out of County |
| | Friday 9am-6pm | | Gwinett Aquatic Centers. | | Ages 50 & Up = $3.25 in County $6.25 Out of County |
| | Saturday 12pm-6pm | | | | |
| | Sunday 1pm-6pm | | | | |
| | | | | | |
| Gwinnett- Mountain Park | 75 hours per week | 25yd x 25m | $698,760 Expenditures | Gwinnett County | 3 and Under = $3.25 in County $6.25 Out of County |
| | Mon and Wed 6am-9pm | Indoor Instructional pool | $590,398 Revenue | | Ages 4-10 $4.25 in County $8.25 Out of County |
| | Tues and Thurs 9am-9pm | Attached outdoor pool | | | Ages 11-49 $5.50 in County $10.50 Out of County |
| | Friday 8am-6pm | | Share 50 events with other | | Ages 50 & Up = $3.25 in County $6.25 Out of County |
| | Saturday 12pm-6pm | | Gwinett Aquatic Centers. | | |
| | Sunday 1pm-6pm | | | | |
| | | | | | |
| Gwinnett-West Gwinnett | 77 hours per week | 25yd x 25m | $637,115 expenditures | Gwinnett County | 3 and Under = $3.25 in County $6.25 Out of County |
| | Mon and Wed 8am-9pm | Indoor Instructional pool | $488,751 revenue | | Ages 4-10 $4.25 in County $8.25 Out of County |
| | Tues and Thurs 6am-9pm | Attached outdoor pool | Share 50 events with other | | Ages 11-49 $5.50 in County $10.50 Out of County |
| | Friday 8am-6pm | | Gwinett Aquatic Centers. | | Ages 50 & Up = $3.25 in County $6.25 Out of County |
| | Saturday 12pm-6pm | | | | |
| | Sunday 1pm-6pm | | | | |
| | | | | | |
| Mike Daniels Aquatic Center | 53.5 hours per week | 24yds by 25yds | $625,000 (Grant from local foundation | Troup County | $5 day pass |
| | Mon-Fri 5:30am-1pm | | of $475,000, $15,000 from the | | |
| | M, Tu & Th 6pm-8pm | | Chamber of Commerce and $135,000 | | |
| | Saturday 8am-2pm | | is funded through memberships, | | |
| | Sunday 1pm-5pm | | rentals and programs.) | | |
| | | | No new information provided. | | |
| | | | | | |
| | | | | | |
| Savannah-Chatham Aquatics Center | 83 hours per week | 50M competition Pool | $1,051,926 budgeted by local gov't | Chatham County | County Residents |
| | Mon-Fri 6am-7:30pm | 25yd recreation pool | No new information received. | | Under 2 years= Free |
| | Sat 9am-6pm | | | | 12 and Under = $3 |
| | Closed Sunday | | | | 13 and Older $5 |
| | | | | | Seniors 55+ = $4 |
| | | | | | Out of County Residents |
| | | | | | Under 2 years= Free |
| | | | | | 12 and Under = $4 |
| | | | | | 13 and Older $6 |
| | | | | | Seniors 55+ = $5 |

City and County Aquatic Facility Comparison

| | | | | | |
|---|---|---|---|---|---|
| Rockdale County | 74 hours per week | 25yd pool | $95,000 this only includes chemicals | Rockdale County | $4 County Resident $6 Out of County |
| | Mon-Fri 6am-9pm | | this does not include staff or utilities | | |
| | Saturday 9am-6pm | | No new information provided. | | |
| | | | | | |
| **The following Cities and Counties do not have Indoor Aquatic Facilities or did not respond for request for information:** | | | | | |
| Adel-Cook | | | | | |
| Albany | | | | | |
| Athens- Clarke County | | | | | |
| Brookhaven | | | | | |
| Brunswick | | | | | |
| Butts County | | | | | |
| City of Dallas | | | | | |
| Columbia County | | | | | |
| Coweta County | | | | | |
| Douglas-Coffee County | | | | | |
| Dublin-Laurens Co. | | | | | |
| Greensboro, NC - No response GAC | | | | | |
| Harrelson County | | | | | |
| Henry County | | | | | |
| Madison County | | | | | |
| Moultrie | | | | | |
| Peachtree City no response | | | | | |
| Tifton | | | | | |
| Tyrone | | | | | |
| Valdosta-Lowndes | | | | | |
| | | | | | |
| | | | | | |

# D

# Columbus Aquatic Center Personnel Plan

04/21/2016

The personnel plan consists of the following full time staff for the Columbus Aquatic Center:

| Grade | Title | Base Salary | FICA | Health | Life | Retirement | Total |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| 23 | Aquatic Center Manager | 64,173.69 | 4,909.29 | 6,100.00 | 320.87 | 6,417.37 | 81,921.22 |
| 16 | Assistant Aquatic Center Facility Supervisor | 39,163.34 | 2,996.00 | 6,100.00 | 195.82 | 3,916.33 | 52,371.49 |
| 16 | Assistant Aquatic Center Program Supervisor | 39,163.34 | 2,996.00 | 6,100.00 | 195.82 | 3,916.33 | 52,371.49 |
| | | | | | | | |
| | | 142,500.37 | 10,901.29 | 18,300.00 | 712.51 | 14,250.03 | 186,664.20 |

## MANAGEMENT SUMMARY

***Aquatic Center Manager:*** Responsible for managing the daily operations of the Aquatics Division. Prepares, monitors, and administers the division budget. Interviews, hires, trains, assigns, supervises, evaluates, and disciplines personnel; reviews and approves schedules and vacation and sick leave requests. Attends management staff meetings to give and exchange information and to make recommendations. Prepares agendas and conducts division staff meetings. Reviews and approves all division programs and events. Prepares and approves specifications for the purchase of goods and services. Responds to citizen complaints. Responsible for planning, organization, and evaluation of the daily operations of the facility; participates in and conducts regular staff meetings to review progress, accomplishments, strategies, and plans. Must market and promote the Columbus Aquatics Center to include aquatic events and competitive meets.

***Assistant Aquatic Center Facility Supervisor:*** Reports staff payroll. Supervises employees and inmates; makes hiring recommendations; conducts performance evaluations, arranges employee work schedules, Performs repairs on air conditioning units and water and sewage lines. Installs new plumbing fixtures. Installs water heaters. Repairs and maintains fountains. Repairs and maintains pool. Maintains chemicals and pool facility. Manages supplies for the pool, minor maintenance work, scheduling maintenance, and assist in training how to maintain chemicals in pool, and check that manager is keeping pool up to standard. Must be responsible for facility and equipment and maintain the pool, pump room, mechanical room and chemical room. Keep up with chemicals, and water tests and all aspects of maintenance for the facility. This person should be responsible for ensuring the facility is cleaned properly and well maintained.

***Assistant Aquatic Center Program Supervisor:*** Responsible for planning, organization, and evaluation of the daily programs and marketing of the facility; participates in and conducts regular staff meetings to review progress, accomplishments, budgets, daily revenue handling

procedures and strategies, and plans, supervises and reports staff payroll, makes hiring recommendations; conducts performance evaluations, arranges employee work schedules. Must perform lifeguard and first aid skills in accordance with the appropriate certifications, enforcing facility rules and regulations, communicate with patrons, opening/closing procedures, supervise pool staff, and handle money. Create work schedules, fill out weekly reports, file all reports in a timely manner, trouble shoot with computers, staff, and patrons. The Program Supervisor shall attend all required meetings or send a representative, if unable to make any meeting. Must be available to teach or assist in teaching swim lessons, if necessary.

# E

## Other Aquatic Center Positions

| Position | Grade | Number of Positions | Full Time/Part Time | Rate of Pay |
|---|---|---|---|---|
| | | | | |
| Administrative Clerk I | 9 | 5 | Part | $12.13 |
| Park Maintenance Worker I (custodial) | 7 | 2 | Part | $10.99 |
| Park Maintenance Worker I (custodial | 7 | 1 | Full (currently without benefits) | $10.99 |
| Lifeguards | 0 | 25-30 | Part | $9.00 |

# F

## Community Schools Fees Increase

Proposed Fee Increases

| 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 | **$60** | $51 | **$55** | $48 | **$52** |
| $50,000 – 59,999 | $51 | **$55** | $46 | **$50** | $43 | **$47** |
| $40,000 – 49,999 | $46 | **$50** | $41 | **$45** | $38 | **$42** |
| $30,000 – 39,999 | $41 | **$45** | $36 | **$40** | $33 | **$37** |
| $20,000 – 29,999 | $31 | **$35** | $26 | **$30** | $23 | **$27** |
| $12,000 – 19,999 | $27 | **$31** | $21 | **$25** | $18 | **$22** |
| Less than $12,000 | $21 | **$25** | $16 | **$20** | $13 | **$17** |

After-School Program Rates Comparisons

| Provider | Set Fee or Income Based Fee | Weekly Rate | Drop In Rate |
|---|---|---|---|
| | | | |
| Columbus Parks & Rec (proposed) | *Set Fee | $45 | $10 |
| 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 |

# G

CORTA
COLUMBUS REGIONAL TENNIS ASSOCIATION

**Post Office Box 8236**
**Columbus, Georgia 31908**
**Phone: 706-317-4136**
**Fax: 706-317-4501**
**E-mail: corta@corta.org**
**www.corta.org**

**President**
Lauren Isom

**Executive Vice President**
Sara Dismuke

**Vice President**
Bernard Francis

**Vice President**
Jennifer Pitts

**Secretary**
Michelle Fuller

**Treasurer**
Liz Dukes

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Doug Gibson

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**Board of Directors**
Joe Adame
Sabrina Bonner
Symantha Cook
Charod Dodd
Eve Kilpatrick
Chris McCalla
Mitch McCoy
Alexis Miller
Lee Norred
Sandy Pirkle
Sarah Riddick
Ed Tymes, Sr.
Brian Worstell

**Director Emerita**
Lenora J. Garrard

**Executive Director**
Judy Pearce

April 18, 2016

Dr. James Worsley
Columbus Parks and Recreation
3111 Citizens Way
Columbus, GA 31906

Dear James,

The CORTA Board of Directors and Facility Committee have met and discussed the Cooper Creek Tennis Center Membership Rate Increase Proposal FY17, along with other areas of concern that have been expressed by our members. With support of the Facility Committee, below are the comments and recommendations from the CORTA Board of Directors.

1. The Board supports the proposed hourly rate increases for both Muscogee and non-Muscogee residents.

2. The Board supports a flat fee of $5.00 for adult league practices and matches.

3. The Board agrees the membership rates should be increased, but recommends the alternative rates listed on *Attachment A: CORTA Proposed FY17* be adopted.

4. The Board ***strongly*** suggests the addition of monthly membership fees. In 2014, per your request, CORTA responded to the proposed Cooper Creek Membership Rate Increase. At that time CORTA pushed for the addition of monthly memberships, but to date there has been no progress. By establishing automated debits many players could better budget at this level of payment which would also generate more overall revenue.

5. The Board recommends that fees be reviewed on an annual basis, with increases being made on an average of every three years.

6. The Board recommends evaluating the current method of fee collection and making improvements to that process whether it be through an automated system or another method.

7. The Board recognizes that our City Council is evaluating ways to reduce expenses and reducing the hours of the Cooper Creek Tennis Center is one of the items on the table for consideration. The CORTA Board of Directors is ***adamantly*** opposed to any reduction of hours. We are in the process of adding more courts as a result of an insufficient number of courts to meet our members' needs. Reducing hours would directly impact both court availability and revenue.

Sincerely,

Lauren Isom

Lauren Isom
President

Sara Dismuke

Sara Dismuke
Executive Vice President/Facility Liaison

*"To promote the growth and development of tennis"*

# H

## Youth League Fees

The Department would like to impose a $100.00 user fee on all athletic teams that are not currently paying a fee. At the present time little league baseball, football and youth soccer are played on fields under the Parks and Recreation Department. The department pays for maintenance and utilities for all fields and at the present time does not charge a user fee.

It is estimated that the department spends $120,000 on utilities and approximately $50,000 to $75,000 in maintenance per year at these particular fields. There are also league fields that have dedicated crews assigned to them and that staff cost is also a factor. Additionally, each of the below leagues have several tournaments where the Parks Department maintains and drags and lines the fields at no cost to the leagues. The department also pays for all utilities at league concession stands. All concessions earned remain with the leagues and Parks and Recreation does not receive any of that money. Below is the estimated revenue per team.

| User | Number of Teams | $100.00 |
|---|---|---|
| Columbus Youth Football | 48 | $4,800 |
| Columbus Youth Soccer (Spring) | 118 | $11,800 |
| Columbus Youth Soccer (Fall) | 132 | $13,200 |
| Redstar Soccer | 22 | $2,200 |
| Northern Little League | 80 | $8,000 |
| American Little League | 35 | $3,500 |
| Pioneer Little League | 61 | $6,100 |
| Peach Little League | 20 | $2,000 |
| Eastern Little League | 10 | $1,000 |
| National Little League | 6 | $600 |
| West Georgia Dixie Baseball | 14 | $1,400 |
| River City Youth Football | 17 | $1,700 |
| Sally Little League | 8 | $800 |
| Travel Teams | 30 | $3,000 |
| **Total Projected Revenue** | **601*** | **$60,100*** |

*Teams and total re-evaluated on 04/07/16 after new league started

# I

## Lake Oliver Marina

Lake Oliver Marina has had the same fees for boat launching for over 20 years. Below is our proposed fee increases:

| | Current | Proposed | Revenue Projection |
|---|---|---|---|
| Regular Boat Launch | $2.00 | $4.00 | $5,308.00 |
| Employee Boat Launch | $1.00 | $2.00 | $120.00 |
| City Retirees Boat Launch | $0 | $1.00 | $20.00 |
| **Total** | | | $5,448.00 |

## Launch Fees Comparisons

| City | Boat Launch Fee |
|---|---|
| Columbus | Regular $2.00 City Employee $1.00 City Retirees $0 |
| Albany | No fee at Lake Blackshear |
| DeKalb County | No marina |
| Fulton County | $4 per 24 hour period at Lake Lanier |
| Opelika | 4 different marinas serving Lake Martin<br>Lakeside Marina $5 Blue Creek – does not allow personal watercraft only lake owners Singleton – no launch Harbor Pointe - $25 one time in and out $150 annual pass |
| Peachtree City | Dockside Marina in Villa Rica – fee has not been set yet |

J

## Outdoor Pavilion Rentals

The department currently does not charge fees for our outdoor pavilions at our parks. We are proposing to set a fee for FY17. Benchmarking shows what other counties do and we are comparable in cost. For FY17 we propose $25.00 per day for our small pavilions and $50.00 per day for large. These prices would increase with out of county residents to $35.00 and $65.00. All rentals will have the reimbursable $100.00 deposit. These proposed fees are estimated to generate $20,000.00 in revenue.

### Pavilion Current Rental Fees Comparison List

| City | Small Pavilion | Large Pavilion | Out of County |
|---|---|---|---|
| Columbus | $0 | $0 | |
| Albany | $25 | $25 | No additional fees |
| DeKalb County | $100 | $150 | Out of county +$30 |
| Fulton County | $35 per hour | $55 per hour | Non-profits $35/$55<br>For profit $40/$60 |
| Opelika | $50 for 2 hours | $50 for 2 hours | No additional fees |
| Peachtree City | $30 per hour | $30 per hour | Commercial $90/hour<br>Out of County $90/hour<br>Deposit $50 |
| Phenix City, AL | $25 per day | $25 per day | No additional Fees |